



*Next steps on a well-marked path*

# 2010-2015 STRATEGY OF CENTRAIDE OF GREATER MONTREAL FOR FIGHTING POVERTY AND SOCIAL EXCLUSION



**COMING TOGETHER** to help  
**HELPING** to come together

March 2010

## **MISSION**

To maximize financial and volunteer resources so that Centraide, particularly by funding community agencies and working in partnership with them, can promote caring and social involvement in order to improve the quality of life in our community and empower its most vulnerable members to take charge of their lives.

## **VISION**

To build caring communities throughout Greater Montreal. Centraide wants to make Greater Montreal into a place where the less fortunate have the means to live in dignity. To achieve this aim, it relies on citizens' capacity for self-reliance and solidarity.

## **ABOUT CENTRAIDE**

Centraide of Greater Montreal is an independent organization managed by a board of directors which is representative of the community. It serves the Island of Montreal, Laval and communities on the South Shore. Centraide relies on a network of over 73,000 volunteers, 50,000 of whom work in the network of agencies it supports. More than 160,000 people contribute financially to Centraide's campaign, which is supported by some 2,100 businesses and corporations, institutions, and public and parapublic organizations as well as large trade unions. Centraide funds 360 community agencies and projects that help over 500,000 vulnerable people.

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## INTRODUCTION

Each year, several thousand people and companies entrust their gifts for sharing<sup>1</sup> to Centraide of Greater Montreal. These donors believe that in this way they can help to make a difference in fighting poverty and social exclusion. For although Centraide is far from the only organization leading this fight, it plays a unique role by creating a space where people from different groups and backgrounds can mobilize around the common goal of improving the quality of life for our community and its most vulnerable citizens.

For the purposes of its annual fundraising campaign, Centraide brings together those who give and those who benefit from the work of the community agencies it supports. It builds ties between those who wish to contribute their time, money, know-how and networks, and those who work every day to bring about social change or to alleviate the effects of poverty. Despite their differences, Centraide manages to rally these people together to create a large community of mutual aid.

What these people have in common is a concern for social inequalities and their influence on the living conditions of many of their fellow citizens. Although it is recognized, at least in Quebec, that prime responsibility for fighting poverty rests with the state, civil society has always wanted, and still wants, to do its part for the general wellbeing. In the Greater Montreal area, Centraide is a privileged instrument that civil society has given itself for advancing this cause by supporting community action.

Over the years, the network of community agencies supported by Centraide has grown according to the evolution of social problems and the solutions proposed by the agencies, while taking into account the action of other funding bodies. Like the community agencies themselves, Centraide is an independent organization with responsibility for establishing the policies and priorities which guide its decisions. Centraide regularly reviews the impact of its social investments and monitors the changes in its environment in order to periodically update its policies and priorities. The community agencies regularly conduct a similar exercise, and in this way a dynamic develops between Centraide and the agencies – a dynamic based on mutual respect for their respective missions and policies. These may not always correspond.

Accordingly, Centraide wants its guidelines to be communicated as widely as possible. The present document was produced for that purpose. It describes the strategy for fighting poverty and social exclusion that emerged from the exercise in analysis, consultation<sup>2</sup> and reflection that Centraide conducted from 2007 to 2009. This strategy, which was approved by Centraide's board of directors in March of 2009, is in line with the policy Centraide adopted in 2000 of strengthening community action and the capacity of communities to act collectively.<sup>3</sup>

The present document begins by briefly retracing Centraide's progress since 2000, then highlights a number of disturbing observations on poverty in Greater Montreal. Following the presentation of Centraide's strategy for 2010-2015, it concludes by reviewing the foundations of Centraide's action.

## 1 A BRIEF REVIEW OF CENTRAIDE'S PROGRESS SINCE 2000

The reflection conducted by Centraide began with a review of its work since 2000. In accordance with its vision of “Building caring communities and supporting their capacity to act”, Centraide concentrated during this period on community and capacity building. It accomplished this mainly by increasing its funding to the agencies, enhancing their capacity to work together, and better supporting the development of their management and intervention skills. In all, Centraide invested about \$320 million over nine years (2001-2010) to strengthen community action in the territory it serves. Along the way, it sometimes introduced new approaches that enabled it to explore and innovate.

### 1.1 Better funding, more tools

Between 2001 and 2010, Centraide increased its funding to the agencies in its network. The lion's share went towards supporting their mission. The balance was devoted to strengthening or developing new interventions initiated by agencies.

In addition to offering better financial support, Centraide wanted to help provide the community agencies with better management and intervention tools. It pursued this goal by increasing its support to community training agencies. It also innovated its procedures by initiating, in partnership with these training resources, a program aimed at supporting the planning and outcome-evaluation practices of the community agencies in its network. Almost half of the agencies benefited from some element of this program.

While studying the dynamics of communities, Centraide noted the important role played by leaders capable of bringing together the resources of their community. Leadership of this nature helps to foster ties between people from different sectors of the community, to develop a shared vision of the community's problems and of the solutions to be favoured, and to keep everyone focused on the collective goal. Observing the important difficulties encountered by social actors in a position to assume this type of leadership in their community, Centraide innovated by conceiving and making available to the community leaders in its network an intensive training program in “bridging leadership”. This program has enjoyed continued success since its inception in 2007.

### 1.2 Better methods for working together

One of Centraide's important undertakings was to give the community agencies more means for working together with their partners. These partners belong to different networks (community, municipal, provincial, etc.) and operate in different fields of intervention (youth, mental health, food security, etc.). Coordinating their joint action requires resources. Accordingly, Centraide increased its funding to Montreal's local round tables, in partnership with the City of Montreal and the Public Health Department of the Health and Social Services Agency of Montreal. It also invested more in similar community building initiatives on the South Shore and in Laval.

Centraide also looked for new ways of supporting local communities in action. This led to its involvement in a project aimed at experimenting with and documenting conditions favourable to joint social development in

the Saint-Michel neighbourhood. In 2004, Centraide began contributing to the urban and social revitalization of Saint-Michel by providing not only funding, but also strategic support through the resources and expertise present in its network of donors and partners. This experiment brought home how important it is for a community to adopt a neighbourhood action plan. Centraide began supporting this type of collective approach in other communities.

## **2 POVERTY AND SOCIAL EXCLUSION: A COMPLEX REALITY**

To Centraide, a situation of poverty is one in which people lack the necessary resources not only to gain access to the living conditions that satisfy their essential needs, but also to fully participate in society (social relations, access to a job, to services, etc.).<sup>4</sup>

With the support of an advisory committee, Centraide conducted a study to take stock of poverty in its territory. Among other resources, it used a report<sup>5</sup> prepared at its request by the Lea Roback Centre which, in 2007, compiled statistics and study results on poverty.

### **2.1 Issues of poverty that give cause for concern**

When we look a little closer, we see that the benefits of the economic growth of the late 1990s and early 2000s were not equitably shared. The Canadian Council on Social Development, using Statistics Canada data, calculated that between 1993 and 2000 the after tax income of families in the top decile (the 10% of families with the highest incomes) soared by 35.2%, whereas that of families in the bottom decile (the 10% of families with the lowest incomes) increased by only 7.3%.<sup>6</sup>

It is unacceptable that half a million people live in poverty in Greater Montreal,<sup>7</sup> especially considering that ours is a rich society. Between 1995 and 2005, the number of low-income people shrank less in Centraide's territory (-14.6%) than in Quebec as a whole (-23%),<sup>8</sup> and between 2000 and 2005 it increased slightly.<sup>9</sup>

Another disturbing finding is that poverty is more widespread among young adults and children than among the general population.<sup>10</sup> This is attributable to the fact that the poverty rate is higher for both single-parent families and two-parent families with three or more children.<sup>11</sup> Since 2000, according to the Institut de la statistique du Québec, the number of children living in low-income families has increased in Quebec as a whole (+2.9%) and even more so in Montreal (+7.8%).<sup>12</sup>

The situation of immigrant families, who face important difficulties associated with their integration (finding a job, learning the language, etc.), is of particular concern, especially since the data indicate that on average these families have more children than other Canadian families.<sup>13</sup> A full 44% of newborns in Montreal during the period of 2003-2005 were born into a family in which the mother and/or the father had neither French nor English as a mother tongue.<sup>14</sup> For these parents, fostering the development of their children in Quebec society represents an additional challenge. Considering that Centraide's territory is home to 83% of the immigrants in Quebec (560,390 on Montreal Island, 76,740 on the South Shore and 73,565 in Laval, for a total of 710,695),<sup>15</sup> facilitating their integration and improving their living conditions is a major regional challenge.

## 2.2 Transitory poverty, persistent poverty

In recent years, various studies have enabled researchers and community workers to develop a more subtle understanding of the phenomenon of poverty. Longitudinal surveys have established that more people than was thought live in a situation of poverty at some time in their life,<sup>16</sup> but that fortunately in most cases this situation is transitory. However, in Canada as a whole, 24.4% of the people who were in a low-income situation at a given point in time were still living on a low-income five years later.<sup>17</sup>

Heads of single-parent families, the majority of whom are women, and new immigrants (those who have been settled in Canada for ten years or less) are among the most vulnerable groups, along with single people aged 45-64, people who can't work because of a physical or mental disability, and aboriginal people living off-reservation.<sup>18</sup> In the Montreal area, one must also consider that women aged 65 and over, especially those without a surviving spouse or children, are particularly affected by persistent poverty.<sup>19</sup> People who face persistent poverty are at risk of being socially excluded because they lack the necessary resources and social networks to access certain services and activities. Community resources supported by involved volunteers play a key role in the lives of people who are excluded, or at risk of being excluded, by providing them with essential social support and advocacy.

Other consequences of persistent poverty have been documented as well. Indeed, a longitudinal examination of the data indicates that when poverty persists, it leads to a combination of economic, social and health vulnerabilities that can even have intergeneration effects.<sup>20</sup> As well, we know that family income has an influence on level of education, and that a low level of schooling can have consequences such as job instability, poorer health and a higher risk of requiring income assistance.<sup>21</sup>

Over the past few years, these findings have led our society to accord more importance to preventing poverty by improving living conditions for families and promoting academic success among youth. Here again, the community agencies make an important contribution by offering places, staffed with supportive community workers, where families, children, teenagers and young adults are welcome to live positive experiences, develop their potential and, in so doing, empower themselves.

## 2.3 The territorial dimension of poverty

Unlike large American cities, Greater Montreal does not have districts with very strong concentrations of poverty. Rather, it has pockets of poverty which rarely encompass an entire neighbourhood. Nevertheless, some Montreal boroughs as well as some districts of Laval and Longueuil have a high proportion of low-income families, which is an indicator of poverty concentrations. In some districts, this poverty is accompanied by a large concentration of immigrants. In other districts, we find disadvantaged populations who have suffered the effects of deindustrialization and are living in a situation of long-term poverty, which in some cases spans several generations.

The results of recent studies<sup>22</sup> comparing the incidence of some poverty factors in all census districts on Montreal Island bring out the different geographies of poverty. In some districts, for example, a link can be made between recent immigration and poverty. In other districts, immigration has the opposite effect: local immigrants do not live in poverty; on the contrary.

In the face of the complexity of the interactions between the various poverty factors, a consensus has emerged in Quebec, and especially in the Montreal area, on the need to support local communities on the basis of their own reading of their problems and of the solutions they want to deploy. Of course, this approach is complementary to the deployment of social programs (social safety net, support for job market integration, access to housing, etc.), to public services which are accessible and adapted to low-income and vulnerable populations, and to fiscal redistribution.

### **3 THE 2010-2015 STRATEGY FOR FIGHTING POVERTY AND SOCIAL EXCLUSION**

Due to the persistence of poverty, its reduction requires constant research into better strategies. The fight against poverty and social exclusion is wide-ranging, involving many social actors, and Centraide wants to make the best possible contribution. Basing itself on the most recent poverty data and the results of its exercise in reflection, Centraide has developed and adopted a five-year strategy for 2010-2015.

This strategy rests on the following premises:

- Centraide will continue to support a diversified network of community agencies and initiatives, and to build their capacity in different ways (funding, training, access to a network, access to specific expertise, etc.).
- In order to increase its impact in providing solutions to help people in situations of poverty or social exclusion, Centraide will intensify its support in certain fields of action.
- Community building is the foundation of Centraide's action. In continuation with the guidelines it followed during the 2000s, Centraide will contribute to the dynamism of local and regional communities that strive to improve living conditions.
- Centraide plays a more meaningful role by acting strategically and proactively. It acts strategically by basing its choices on an overview of local and regional issues and consensuses, and it acts proactively by initiating or spurring certain projects (e.g. The Support Program for Bridging Leadership). Centraide will continue along this path.

In practical terms, during the coming years Centraide will direct its investments as follows.

**➔ Centraide will continue its efforts:****To support work with people who are vulnerable or socially excluded**

Some population groups are at greater risk than others of finding themselves in a situation of poverty and social exclusion. The cause may be related to phenomena such as family breakup, aging, functional limitations or mental health problems. Often, the people affected by these situations experience a combination of difficulties and constraints that undermine their chances of attaining a decent standard of living.

Several community agencies address the social conditions of vulnerable people by providing them with individual support, a mutual-aid network, a place of belonging, and opportunities to get involved with their peers. Some of these people regain their confidence, develop their potential and, in some cases, make lasting changes to their situation by attaining a better standard of living thanks to the long-term coaching and popular education activities offered by the agencies. Others improve their living conditions, break out of their isolation, ensure that their rights are respected and integrate into society thanks to various strategies implemented by the agencies. In this way, the community agencies help to create a network of caring and mutual-aid that benefits all citizens who are in a situation of poverty.

Centraide has always been concerned for the most vulnerable members of our community, whose courses through life lead them into or keep them in poverty, or put them at a high risk of being socially excluded. It will continue to associate itself with community agencies that work to improve social conditions for these people.

**➔ Centraide will increase its efforts:****To help develop the full potential of the upcoming generations and improve their living conditions**

Low-income families have derived little benefit from the recent economic growth. Still too many children live in families which lack the necessary resources and support to provide them with a favourable environment and conditions for their full development. Immigrant families, which are numerous in Centraide's territory, face additional challenges in integrating into their new community and guiding their children towards academic success.

Too many teenagers leave school without graduating. They are at risk of becoming young adults who will drift by on precarious and poorly paid jobs, and enter a cycle of poverty from which they will find it difficult to help their children escape.

It has also been fully demonstrated that poverty has an impact on health and life expectancy. Too often, a low and precarious family income prevents children from growing into healthy adults with the ability to learn, to earn their living and to establish good relationships with others.<sup>23</sup>

Agencies that work with the upcoming generations employ various strategies, including early childhood development, parenting-skills development, support for school attendance, support for the social integration

of youth at risk, coaching for young adults in the social integration progress, coaching for immigrant families, and so on. They offer their activities in a context where people feel welcome and respected, often using a combination of strategies, including that of meeting basic needs and improving living conditions. In this way, they create more propitious conditions for members of the upcoming generation to develop their full potential, while supporting them in a process which can enable them to make lasting changes in their lives and escape poverty.

Over the past decade, Centraide has used a significant portion of its funding to better support various types of intervention aimed mainly at families and youth. It wants to do more in this area in the coming years.

### **To better support community building**

Many local and regional social stakeholders believe there is a better chance of social progress when communities have the ability to take charge of their own development and to implement collective strategies for fighting poverty and social exclusion. These collective strategies bring together partners from different sectors and networks, making it possible for them to develop a comprehensive and integrated approach to social problems. When integrated into this dynamic, the efforts of each individual agency have a greater impact.

Centraide attaches great importance to community building as a strategy for fostering greater social cohesion and for achieving better coordination of the initiatives and partners involved in social change.

Since 2000, Centraide has increased its funding to neighbourhood round tables and social development committees which plan and coordinate collective actions and projects to strengthen their communities. It intends to pursue this course.

### **To build community capacity and leadership**

To more successfully meet the challenges they face in an increasingly complex environment, the community agencies need more than ever to have access to knowledge, networks and resources for developing their abilities, their leadership and their strategic skills.

In 2000, Centraide began developing a new area of activity: capacity building. Several of the people consulted during its strategic study of social issues had expressed the opinion that Centraide could play an original and highly effective role in this area.

The two forms of support which were explored, “outcomes evaluation” and “bridging leadership,” will be strengthened. At the same time, Centraide will continue to remain attentive to the need for the agencies to enhance their skills and abilities, and will be proactive in associating itself with responses which are best adapted to the reality of the community sector.

## **4 THE FOUNDATIONS OF CENTRAIDE'S ACTION**

Centraide will implement its 2010-2015 strategy for fighting poverty and social exclusion on the basis of its principles and practices, some of which will be strengthened. It is therefore important, on the occasion of the publication of this strategy, to review and specify the foundations of Centraide's action.

### **4.1 Support for approaches to community action**

Centraide's roots encourage it to maintain and promote certain approaches that are at the heart of community action. It wants to see these approaches pursued in the agencies it supports.

#### **4.1.1 The empowerment and coaching of individuals and groups**

Centraide reaffirms its profound and historic conviction that, as formulated in the report of the advisory committee on social issues adopted in 2000, "all persons must have the opportunity to develop their full potential."<sup>24</sup> For Centraide, therein lies the significance of community work, its originality, its power and its ultimate goal – the goal of enabling individuals and groups to empower themselves, by gaining better access to self-help and mutual-aid networks and resources, so they can participate fully in society. Centraide expects the agencies it supports to base their approaches, attitudes, practices, individual interventions and joint actions on this conviction in every aspect of the life of their agency.

#### **4.1.2 Inclusion**

Centraide encourages community approaches aimed at enabling all citizens to carve out a place for themselves in society. Such approaches are crucial for people who lack a social environment that is favourable to their development or who are at risk of being isolated because of their social or cultural characteristics. Inclusion, just as much as empowerment, is among the principles of action that Centraide wants to encourage.

The exercise in reflection conducted by Centraide brought out the fact that ethnocultural diversity would have to be taken more into account in the coming years, especially considering that Montreal is the host community for a very large majority of the immigrants who arrive in Quebec.

For Centraide, their inclusion in Quebec society is a reciprocal process that involves all the social stakeholders concerned: not only members of ethnocultural communities who might experience forms of exclusion, but also people who are in a position to remove the obstacles to their inclusion.<sup>25</sup> Because they are anchored in their neighbourhoods, the community agencies are the first concerned by this issue. Centraide expects every agency to adopt inclusive approaches, and every aspect of the life of the agency to reflect the ethnocultural composition of the community it serves.

### **4.1.3 Collaborative partnership**

In the early 1990s, at the request of some community agencies, Centraide began funding the first joint neighbourhood initiative. Spurred on by the community movement, this mode of action has become increasingly prevalent. Today, how could an agency or institution hope to function productively in a community without being in constant interaction with the other social stakeholders? How could all these actors be effective without coordinating their interventions in pursuit of a common vision of the progress to be made together?

But collaborative partnership is not an end in itself. It is a means available to agencies and communities for pooling their efforts so as to act more effectively and to implement solutions that are more complete in the fight against poverty. Although some complain that there is too much joint action going on, how could social development take place without it? There is certainly room to improve our modes of joint action. Indeed, that is one of the goals of the Support Program for Bridging Leadership initiated by Centraide.

Based on its observation of the concrete and remarkable achievements resulting from this approach, Centraide believes that by participating in collaborative partnerships in their local, sub-regional or regional community, the community agencies will enhance their contribution to social change. Centraide therefore expects the agencies it supports to participate constructively, according to their means, in the work of round tables and social development committees. In so doing, the agencies will be called upon to tailor their action to a comprehensive and shared vision of the situation in their community, and to propose solutions which take into account the different aspects of each problem while involving the actors concerned.

## **4.2 Practices which characterize Centraide**

Most of Centraide's practices are rooted in its history. Some were adopted more recently and will grow in importance in the coming years. The main practices which channel Centraide's action are as follows:

### **4.2.1 Centraide provides long-term funding**

The lion's share of the funds raised in Greater Montreal each year during Centraide's campaign go towards providing long-term support for the operations of community-based agencies and joint initiatives. There is a recognition that transforming individual and collective situations requires continuing efforts which only stable agencies can provide. Centraide will therefore continue to take into account the fact that the process of social transformation takes time.

### **4.2.2 Through its funding, Centraide aims for results**

Above and beyond volume of activity and number of people reached, Centraide is interested in the results the agencies achieve in relation to their own goals. Over the past decade, during its meetings with the agencies, Centraide has discussed the question of their results and the way they measure them. Centraide will resolutely pursue this course.

Centraide's primary objective is not simply to measure results. Rather, it is to provide effective support and training for the development of an evaluation culture and outcome measurement practices in the agencies. This will enable the agencies to more easily develop strategies for producing the effects they desire and to adjust their action as required.

#### **4.2.3 Centraide makes choices according to the evolution of communities and social problems**

Since 2001, Centraide has been conducting territorial analyses whose results guide its allocations decisions. Centraide considers the overall situation of a community, especially its social issues and dynamics, with the aim of determining how to put its funding to work in the community in the most meaningful way in light of the community's particular circumstances and its capacity to act on the problem of poverty. This approach is consistent with Centraide's wish to support community building as an effective means of reducing poverty and its effects. Accordingly, Centraide will intensify its territorial approach to social investment in the coming years.

Since the late 1990s, increasing importance has been given to adopting a comprehensive and joint approach to the problems of poverty at both the local and regional level. Regional actors now get together to determine how to better coordinate their interventions and better support local action on such issues as food security, academic perseverance, early-childhood development and integrated urban revitalization.

Centraide is directly involved in these regional mobilization initiatives, and it strives to coordinate its capacity building support activities with regional goals. Its involvement in regional joint action bodies will continue to be a valuable source of information for Centraide, as well as the engine for social action that is better coordinated and made more consistent for the benefit of local communities.

#### **4.2.4 Centraide listens to emerging needs and solutions in communities**

The close attention it pays to agencies and communities enables Centraide to remain alert to social needs and on the lookout for original solutions. In recent years, Centraide has been proactive by occasionally associating itself with community agencies in the implementation of approaches that have already proven themselves elsewhere, and in experimenting with different ways of tackling social problems.

Centraide has supported projects such as *The Good Food Box*<sup>26</sup> in Montreal and Laval as well as the establishment of academic perseverance programs such as *Pathways to Education*<sup>27</sup> in Verdun and *Projet 80, ruelle de l'Avenir*<sup>28</sup> in the Centre-South district. It also contributed financially to the start-up of two joint projects, *PHAS*<sup>29</sup> and *LIENS*,<sup>30</sup> to improve the situation of people with disabilities.

In the coming years, Centraide will continue to be on the lookout for emerging solutions, especially those which bring together several stakeholders and deal with the priority issues in its territory.

#### **4.2.5 Centraide fosters rigour in community action and leadership**

Community action in Quebec has evolved considerably since the period of major development during the 1980s and 1990s. A government policy of recognizing independent community action has generally enabled the agencies to consolidate, if not stabilize, their finances. Some say the sector has become more professional. It can certainly be observed that the community network has strengthened and that its action is more structured than in the past.

Some consider that this evolution has undeniable positive aspects. A healthy associative and democratic life, sound management of resources, good planning, follow-up mechanisms and evaluation practices are characteristics that we find today in many community agencies. These agencies usually have an impressive potential for action and influence in their community. Their managers often play an important leadership role in their community and in their sector of intervention.

Centraide will ensure that the agencies it associates itself with correspond to this profile or have the capacity to attain it. To that end, Centraide undertakes to be clearer in the future about its expectations.

#### **4.2.6 Centraide maintains relations of trust with the agencies, the communities and its partners**

Centraide is recognized for playing a unique role because of its philanthropic nature, its history, its values and its community roots. Centraide's strength, and its challenge as well, resides in the lasting trust it can inspire among donors, volunteers, agencies, its social partners and the business community. Whether in its role as fundraiser or social investor, Centraide relies on transparency and the maintenance of relations of trust with all of its interlocutors.

#### **4.2.7 Centraide involves volunteers in its investment choices**

Since its inception, Centraide has called upon volunteers to participate in evaluating community agencies and in making funding decisions. This citizen point of view, which serves as the basis for its decision-making process, is one of Centraide's distinctive traits. It has proved its value and its relevance. It also testifies to Centraide's deep roots in the community while giving more validity to its action.

#### **4.2.8 Centraide calls upon the agencies to raise awareness among donors and, in so doing, to built ties with them**

The agencies funded by Centraide know that they have an important role to play in its annual fundraising campaign. The agencies themselves are in the best position to explain the situations of poverty and social exclusion in our community to those who are far removed from these conditions. The agencies can bring out with the most conviction the relevance of the solutions they implement, and demonstrate with eloquent examples the results they obtain. These unique assets enable the agencies to participate with Centraide in a vast project to raise donor awareness of the social realities in their community.

Centraide has observed that these awareness activities also have the advantage of bringing together people from different backgrounds. In some cases, this leads donors to end up sharing their time, experience and knowledge with community agencies.

In so far as possible, Centraide will continue to use the resources and expertise present in its network for the benefit of the agencies and communities it supports.

## CONCLUSION

In 1999, Centraide of Greater Montreal adopted a vision: To Build Caring Communities. Through its support for community agencies and projects, Centraide wants to promote solidarity among citizens, collaboration, and the capacity to act together against poverty. This vision gives meaning to its social investments.

The trust that volunteers and donors put in Centraide gives it the obligation to use the funds it raises as judiciously as possible to produce significant outcomes in line with its stated vision. In order to better fulfil this responsibility, Centraide has specified the strategy that will guide its decisions for the years 2010 to 2015.

Centraide will continue to fund a diversified network of community agencies and initiatives that contribute to the dynamism of their community, and that develop joint strategies for supporting people in situations of poverty or social exclusion.

To have a real impact on poverty rates, we must prevent the upcoming generations from being trapped in situations that risk leading them into or keeping them in poverty. Centraide will therefore more intensely support community actions which pursue this goal.

Centraide relies on the mobilization of local social actors, and especially the community agencies, for the implementation of complete and coherent solutions in the fight against poverty. At the same time, in a context which is becoming increasingly complex, the agencies' capacity to act must be built up. Centraide will increase its support in these areas.

Finally, Centraide will maintain the practices which characterize it. It will remain close to the agencies and communities in order to thoroughly understand their realities. It will also remain open and receptive in order to adjust to particular contexts and to detect new solutions emerging from the communities.

## LISTS OF PEOPLE CONSULTED DURING THE REFLECTION PROCESS

*N.B.: Positions held at the time of the reflection process.*

### SOCIAL DEVELOPMENT COMMITTEE

#### Co-Chairs

**De Grandpré, Lili**, Managing Director, CenCEO Consulting, and Chair of the Allocations and Agency Relations Committee (AARC), Centraide of Greater Montreal

**Roquet, Louis L.**, President and Chief Operating Officer, Desjardins Venture Capital, and Vice-Chair of the Board of Directors, Centraide of Greater Montreal

#### From the Board of Directors - Centraide of Greater Montreal

**Brodhead, Tim**, President and Chief Executive Officer, The J.W. McConnell Family Foundation

**Fleury, Bergman**, Intercultural Relations Consultant, and Vice-Chair of the Allocations and Agency Relations Committee (AARC), Centraide of Greater Montreal

**Herscovitch, Alice**, Executive Director, The Montreal Holocaust Memorial Centre

**Lévesque, Benoît**, Professor Emeritus, Department of Sociology, Université du Québec à Montréal and École nationale d'administration publique

**Séguin, Claude**, Senior Vice-President, Finances and Strategic Investments, CGI Group

**Tessier, Robert**, Chairman of the Board, Gaz Métro

#### From the Allocations and Agency Relations Committee (AARC) – Centraide of Greater Montreal

**Bénard, Jacques**, Urban Development Consultant, and Chair of the Support for Families and Youth Committee

**Bougie, Caroline**, Consultant, and Chair of the Support for the Development of Community Action Committee

**Sauriol, Gaétan**, Senior Director, Financial Services, Metro Richelieu, and Chair of the Support for Neighbourhood Life Committee

#### From Centraide of Greater Montreal

**Thibodeau-DeGuire, Michèle**, President and Executive Director

**Bissonnette, Jean-Guy**, Senior Advisor

**Cotte, Pierre-Marie**, Vice-President – Philanthropy Development

**Camerlain, Jean**, Vice-President – Operations

**Masse, Claude**, Director, Allocations and Social Analysis

**Viens, Odette**, Director, Community Impact

**Bernard, Claude**, Consultant

## **ADVISORY COMMITTEE**

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**Bissonnette, Jean-Guy**, Senior Advisor, Centraide of Greater Montreal

**Brunet, Lyse**, Vice-President – Social Development, Centraide of Greater Montreal

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**Hafsi, Taïeb**, Professor, Department of Management, Holder of the Walter J. Somers Chair in International Strategic Management, HEC Montréal

**Lévesque, Benoît**, Professor Emeritus, Department of Sociology, Université du Québec à Montréal and École nationale d'administration publique

## **LIST OF PEOPLE CONSULTED**

**Aznavourian, Chantal**, Project Coordinator – Development, Chantier de l'économie sociale

**Baillargeon, Jacques**, Executive Director, Auberge du cœur L'Escalier

**Beaudin, Josée**, Coordinator, 1,2,3 GO! Longueuil

**Beaulieu, Denise**, Director, Centre communautaire de loisir de la Côte-des-Neiges

**Bélisle, Johanne**, Executive Director, Women's Center of Montreal

**Bernard, Paul**, Sociologist, Department of Sociology, Université de Montréal

**Bérubé, Myriam**, Coordinator, Accessibilité – Carrefour de Ressources en Interculturel (CRIC)

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**Boily, Nicole**, President, Conseil des Montréalaises and Consultant on Social Development

**Bonin, Marie-Josée**, Director, Social Diversity, Ville de Montréal

**Brochu, France**, Coordinator, Corporation de développement communautaire de Rosemont

**Brodhead, Tim**, President and Chief Executive Officer, The J.W. McConnell Family Foundation

**Charpentier, Céline**, Executive Director, Comité sectoriel de main-d'œuvre – Économie sociale et action communautaire

**Choquet-Girard, Sophie**, Graduate Student, HEC Montréal

**Chouinard, Jean-Marc**, Vice-President, Lucie and André Chagnon Foundation

**Cloutier, Charlotte**, Executive Director, Newton Foundation

**Côté, Pierre**, Executive Director, Toujours ensemble

**Coulombe, Céline**, Executive Director, Famijeunes

**Decelles, Lorraine**, Coordinator, La Maison d'Aurore

**Demers-Godley, Claudette**, Executive Director, Women's Y of Montreal (YWCA)

**Doré, René**, Coordinator, Centre de formation populaire C.F.P.

**Drouin, Maryse**, Executive Director, Corporation de développement communautaire de Longueuil

**Dumais, Lucie**, Scientific Co-Director, LAREPPS

**Evoy, Lance**, Coordinator, Institute for Community Development, Concordia University

**Falardeau, Pierre A.**, Engineer, Executive Director – 2009 Campaign for Hydro-Québec, its Employees and Pensioners, and Manager – Hydro-Québec Centraide Secretariat

**Favreau, Gil**, Director of Social Action and Responsibility, Cirque du Soleil

**Fontecilla, Andres**, Coordinator, Conseil communautaire Solidarité Villeray

**Fortin, Christine**, Coordinator, Carrefour Familial Hochelaga

**Fortin, Nathalie**, Coordinator, Conseil Local des Intervenants Communautaires de Bordeaux-Cartierville (CLIC)

**Gagnon, Kathleen**, Executive Director, Centre de bénévolat de Laval

**Germain, Annick**, Research Professor, INRS-UCS

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**Giroux, Mireille**, Coordinator, Mercier-Ouest, Quartier en santé

**Jean, Daniel**, Executive Director, Secrétariat à l'action communautaire autonome et aux initiatives sociales

**Jetté, Christian**, Scientific Co-Director, LAREPPS

**Laperrière, Rachel**, Assistant General Manager, Ville de Montréal

**Lapointe, Jean-François**, Executive Director, L'Ancre des jeunes

**Lefebvre, Alain**, Executive Director, Lucie-Bruneau Rehabilitation Centre

**Lefebvre, Louise-Hélène**, Chief of Recreation, Sports, Culture and Social Development Division, Borough of Saint-Laurent

**Lévesque, Yves**, Director, Vivre Saint-Michel en santé

**Mansilla, Carina**, Executive Director, La Relance Jeunes et Familles

**Mendell, Margie**, Economist, Concordia University

**Nöel, Alain**, Professor of Political Science, Université de Montréal

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**Pierre-Joseph, Ulysse**, Professor, School of Social Service, Université de Montréal

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**Tremblay, Benoît**, Executive Director, Pacific Path Institute

**Trickey, Francine**, Head of the Child/Youth Section, Montreal Public Health Department

**Vaillancourt, Stéphane**, President and Chief Executive Officer, YMCA of Greater Montreal

**Vaillancourt, Yves**, Associate Professor, Université du Québec à Montréal

**Vles, Raymond**, Consultant, Change Management, Ville de Montréal

**Weil, Kathleen**, President and CEO, Foundation of Greater Montreal

## NOTES AND BIBLIOGRAPHICAL REFERENCES

<sup>1</sup> A “gift for sharing” is a donation with no strings attached which unites the giver with all other donors. It reflects the desire of donors to join together in order to make a real difference.

<sup>2</sup> About 60 people were consulted, including representatives of community agencies and institutional partners, researchers and people involved in community development, and allocations committee volunteers. For the lists, see p.17.

<sup>3</sup> *Building Caring Communities and Supporting their Ability to Act*. Centraide of Greater Montreal, 2000.

<sup>4</sup> Text inspired by the work of P. Townsend, cited in Apparicio, A-M. Séguin and X. Leloup. “Spatial Modeling of Poverty in Montreal: Methodological Contribution of the Geographically Weighted Regression.” *The Canadian Geographer*. Vol. 51, No. 4 (2007), pp. 412-427.

<sup>5</sup> *Un portrait de la pauvreté sur le territoire de Centraide du Grand Montréal*. Centraide of Greater Montreal and the Lea Roback Centre, p. 19. This study can be consulted on Centraide’s website at [www.centraide-mtl.org](http://www.centraide-mtl.org).

<sup>6</sup> Canadian Council on Social Development (2006). “Economic Security: The Progress of Canada’s Children and Youth 2006.” Cited in Montpetit, C. Op. cit., p.19.

<sup>7</sup> On the basis of 2006 Canada Census data, Centraide of Greater Montreal calculates that in 2005 there were 528,312 people with a low after-tax income living in its territory.

<sup>8</sup> In order to enable a comparison between the data for 1995 and 2005, these percentages are based on before-tax income.

<sup>9</sup> On the basis of 2006 Canada Census data, Centraide of Greater Montreal calculates that there were 688,320 people with a low before-tax income living in its territory in 2005, as compared with 677,525 in 2000.

<sup>10</sup> Pilon, M. (2007). *Troisième rapport national sur l’état de la santé de la population du Québec: riche de tous nos enfants*. Ministère de la Santé et des Services sociaux, Government of Quebec, p. 58.

<sup>11</sup> Jean, S. (2006). “Le risque de pauvreté au Québec selon les indicateurs monétaires de Lacken.” Cited in *ibid.*, p. 58.

<sup>12</sup> Institut de la statistique du Québec (2006). “Le taux de faible revenu en forte hausse dans la région de Montréal.” Press release, November 1, 2006. Cited in Montpetit, C. (2007). Op. cit., p. 48

<sup>13</sup> Bélanger, A. and Gilbert, S. (2006). “La fécondité des immigrantes et de leurs filles au Canada.” Cited in Pilon, M. (2007). Op. cit., p. 63.

<sup>14</sup> Live birth statistics, Montreal, MSSS 2003-2005. Presented by the Public Health Department of the Montreal Health and Social Services Agency during preparations for the Sommet sur la maturité scolaire (summit on educational readiness) held in Montreal on May 28, 2009.

<sup>15</sup> Inference made by Centraide of Greater Montreal on the basis of 2006 Canada Census data.

<sup>16</sup> 24.1% of Canadians were in a low-income situation in at least one year of a five-year period. Taken from: Picot, G. and Myles, J. (2005). “L’inégalité du revenu et le faible revenu au Canada: une perspective internationale.” Cited in Montpetit, C. (2007). Op. cit., p. 20.

<sup>17</sup> *Ibid.*, pp. 20 and 21.

<sup>18</sup> Picot, G. and Myles, J. (2004). "Inégalité du revenu et le faible revenu au Canada." Cited in Montpetit, C. (2007). *Op. cit.*, p. 22.

<sup>19</sup> Martel, L. and Légaré, J. (2001). "Avec ou sans famille proche à la vieillesse: une description du réseau de soutien informel des personnes âgées selon la présence du conjoint et des enfants." Cited in Montpetit, C. (2007). *Op. cit.*, p. 13.

<sup>20</sup> Montpetit, C. (2007). *Op. cit.*, p. 16.

<sup>21</sup> Ungerleider, C. (2002). "L'éducation comme facteur déterminant de la santé." Cited in Montpetit, C. (2007). *Op. cit.*, p. 40.

<sup>22</sup> "Spatial Modeling of Poverty in Montreal: Methodological Contribution of the Geographically Weighted Regression." *The Canadian Geographer*. Vol. 51, No. 4 (2007), pp. 412-427.

<sup>23</sup> Un portrait de la pauvreté sur le territoire de Centraide du Grand Montréal. Centraide of Greater Montreal and the Lea Roback Centre, p. 62.

<sup>24</sup> Building Caring Communities and Supporting their Ability to Act. Centraide of Greater Montreal (2000), p. 17.

<sup>25</sup> Poitras, Lyne. "L'inclusion des communautés ethnoculturelles à l'échelle d'un quartier." Plan Canada, Special Edition. Canadian Institute of Planners. Ottawa (2009), p. 103.

<sup>26</sup> "The Good Food Box" program purchases large quantities of fresh fruits and vegetables, mainly from local producers, and then redistributes them to participants in Montreal and Laval neighbourhoods.

<sup>27</sup> "Pathways to Education" is a project which coordinates a series of interrelated interventions to support 300 young people from disadvantaged neighbourhoods in Verdun during their five years of secondary school until graduation.

<sup>28</sup> "80, ruelle de l'Avenir" is a project which offers a stimulating environment, homework assistance and thematic workshops to help primary and secondary school students in the Centre-South and Hochelaga-Maisonneuve districts develop their full potential.

<sup>29</sup> *Mouvement PHAS* is a mobilization of parents, community workers and other persons concerned to ensure access to services for children with disabilities and their parents. The initiative raises awareness of needs and advocates adequate services.

<sup>30</sup> *Project LIENS* recruits and trains individuals with disabilities to do advocacy with elected officials and local administrators with the aim of developing access to municipal services for people with disabilities in their neighbourhood or borough.