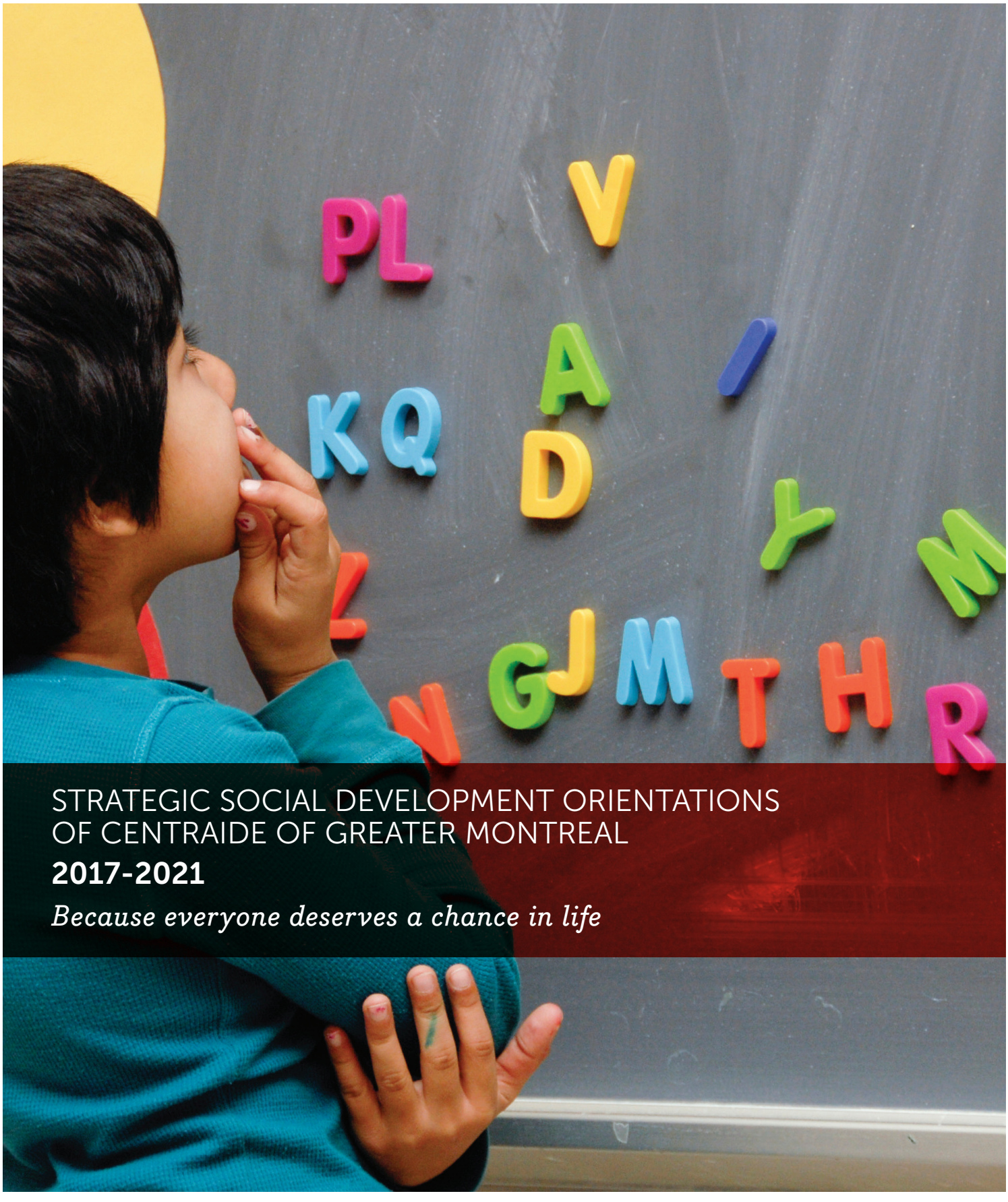
Centraide
of Greater Montreal



STRATEGIC SOCIAL DEVELOPMENT ORIENTATIONS OF CENTRAIDE OF GREATER MONTREAL

2017-2021

Because everyone deserves a chance in life

MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

Centraide is an important stakeholder in philanthropy and social development in Greater Montreal. Each year, tens of thousands of people and hundreds of companies, organizations and institutions help raise money for Centraide in support of its community work to fight poverty and social exclusion. These acts of altruism have helped us invest more than $265 million over the past six years in Laval, Montreal and the South Shore. Inspired by this incredible generosity, the nearly 350 agencies in Centraide's network are implementing concrete actions, and projects to support youth success, take care of the essentials, break social isolation and build caring communities.

However, these issues are complex and the challenges great; there are no off-the-shelf solutions or well-tread paths we can rely on. This is why, over the years, Centraide has constantly refined its approach, adapting to an ever shifting landscape. From being a well-informed funder, Centraide has gradually transformed itself into a "change maker." Thanks to our rigorous analysis of social issues, such as food security and academic perseverance, and by taking into account the local dynamics of each neighbourhood, Centraide has learned to strategically invest the money it raises. It has also become proactive in promoting complementarity, as well as collaboration and collective work, so that stakeholders no longer work in silos.

This evolution hasn't come about by chance; on the contrary, this change is the result of our strategic goals unveiled in 2000 and 2010. Now, again in 2017, Centraide has identified and articulated its future orientations for social development in the Greater Montreal community. These orientations are a continuation of our previous approaches, but they have been enhanced with the lessons we have learned over the past six years. They also echo the strategic reflection exercise that we conducted in 2014-2015 on our philanthropic activities and the evolution of our fundraising practices (the Collective Impact Project, transformational gifts, etc.).

In 2017—and more than ever—Centraide is a strategic, and proactive social investor.

President and Executive Director of Centraide of Greater Montreal,

Lili-Anna Pereša

MESSAGE FROM THE CO-CHAIRS OF THE STRATEGIC COMMITTEE

From May 2016 to March 2017, eight of us volunteered alongside the Centraide team to help develop the organization's 2017-2021 Strategic Orientations. We not only analysed our progress since 2010, but also identified the challenges that remain to be addressed. In addition, we reviewed recommendations and suggestions made by agencies and partners during consultations in fall 2016. We have explored "the possible," dared to identify the next needed steps, and searched for the best ways to improve.

We oversaw the work of these experienced volunteers, who are committed to Centraide, to its fundraising campaign, to the Allocations and Agency Relations Committee, and to the Board of Directors. We can't thank them enough for contributing their knowledge and experience in guiding us as we take our next steps.

The added value of our 2017-2021 orientations is indeed a clarification and alignment of Centraide of Greater Montreal's actions so that we can optimize the impact and benefits of this pillar of Montreal philanthropy when it comes to its investments, teamwork and volunteer action.

We also thank our agency and partner representatives who, during the consultation process, helped with the development of these strategic orientations. Finally, we want to express our gratitude to the Centraide staff members who assisted us throughout this process of reflection and who supported our work.

Louise-Hélène Lefebvre,
Vice-President of the Allocations
and Agency Relations Committee

Jean Bélanger,
Vice-President of the Board of Directors

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01 FIVE OBSERVATIONS AND IMPORTANT IDEAS TO PURSUE

a. **A winning approach**

"It works! After five years of applying a territorial strategy, we are already seeing results."[1]

The consensus from observers and partners alike is that we must continue to evolve our social development strategy, while maintaining prior orientations developed in 2000 (*Building Caring Communities and Supporting their Ability to Act*) and also 2010 (*2010-2015 Strategy of Centraide of Greater Montreal for Fighting Poverty and Social Exclusion*).[2]

Our current, updated strategic orientations take into account previous findings, including lessons learned, and recommendations from the 2010-2015 strategy report,[3] as well as reflections from the 2015-2020 philanthropic development plan.[4]

b. **The combined impact of different strategies leads to greater improvements and positive changes**

The coordination of different vectors (funding, training, coaching, influence), the clarity and consistency of our messages, as well as ongoing relations have had a great impact on agency performance,[5] and the evolution of our communities' ability to act collectively. Centraide has noticed that organizations have a greater ability to evaluate their actions, and improve accordingly.

c. **Clarity and thoroughness accelerate change**

Clear and well-communicated intentions can accelerate change in communities. Variations in available funding in recent years have pushed Centraide to be even more thorough in its analyses, make courageous choices, and communicate clearly.

d. **An invaluable asset: Quality relationships with organizations and communities**

Centraide continues to be responsive to the organizations and communities it supports, and, through a flexible and sensitive approach, encourages them to develop their own capacities. As a recognized and proven leader in the field of community development, Centraide is committed to extending its influence amongst decision makers.

e. **Staying flexible in an environment of profound change**

The 2016-2017 outlook for Centraide's operating environment continues to include profound transformational trends, such as governmental reorganizations, changes to municipal powers, the emergence of community-based social entrepreneurship, the evolution of philanthropic behaviour and volunteer commitment, to name but a few. In this evolving environment, the flexible orientations guiding Centraide's next steps offer a clear road map for navigating these uncertain times.

[1] Comment from a participant at the fall 2016 consultations.
[2] These publications are available from the "Publications" section of Centraide of Greater Montreal's website (http://www.centraide-mtl.org/en/about-us/publications/).
[3] These three components from the 2010-2015 strategy report have been included in Appendix 1.
[4] Centraide: More relevant than ever Philanthropic Development Plan 2015-2020.
[5] The term "organization" refers to collective projects, mobilization initiatives and agencies.

02
FIVE STRATEGIC ORIENTATIONS FOR THE COMING YEARS
(and the main actions related to these orientations)

a. **Be an agent of change**

Historically, funding organizations, including public foundations (such as Centraide), have been known as "grantmakers." However, Centraide knows it can go further and is determined to contribute to "concrete and lasting changes rather than merely focusing on the efficient allocation of funds."[6] Centraide has firmly positioned itself as an agent of change in support of local communities.

Centraide will implement this orientation as follows:

- Clarify and communicate the changes to Greater Montreal's local communities to which Centraide seeks to contribute. As much as possible, Centraide's contribution will align with changes prioritized by communities.
  - The *Collective Impact Project*[7] will be an exceptional lever to implement the changes chosen by these communities.
- Clarify and communicate the changes to which Centraide seeks to contribute in relation to its core areas of action:
  - Support youth success
  - Take care of the essentials
  - Break social isolation
  - Build caring communities
- Encourage individual empowerment and reaffirm Centraide's commitment to support agencies that promote and defend people's rights.
- Coordinate and deploy all of the 2017-2021 strategies to achieve the desired changes.

b. **Work with effective and relevant organizations**

To support change appropriately, it is important for Centraide to partner with effective and relevant organizations on clearly delineated goals to be worked on within a defined time period.

Centraide will implement this orientation as follows:

- Review and clarify Centraide's current assessment and administrative criteria, as set out in the *Règles relatives à l'allocation des fonds aux organismes et aux initiatives de communauté*, with particular emphasis on:
  - Clearly explaining the importance of a collaborative relationship between the organization and Centraide.
  - Underscoring the necessity for organizations to evaluate their work and make improvements as a result.
  - Depending on the desired changes, indicate the importance of interacting and collaborating with other stakeholders.
- Focus Centraide's support on organizations that effectively meet these criteria.
- Clarify the intent underlying the collaboration between Centraide and each organization.
- Ask each organization to demonstrate its relevance and impact with respect to the support provided by Centraide.
- Specify the duration of support, and indicate that this support is renewable as long as it conforms with Centraide's objectives. (This change is intended to correct a widespread misperception that, once acquired, Centraide support is guaranteed indefinitely.)

c. **Promote synergy between all stakeholders who contribute to change**

To bring about targeted changes, Centraide will encourage the dissemination of knowledge, expertise and resources from all possible partners. This approach is the very essence of community development and the foundation of our territorial approach.

This approach, which has been more thoroughly articulated on a local basis for each neighbourhood, also requires collaboration with regional stakeholders, including regional agencies.[8]

Centraide will implement this orientation as follows:

- Acknowledge and consider the contributions of all local stakeholders in bringing about targeted change, including the work of organizations and stakeholders that Centraide does not financially support.
- Clarify Centraide's intentions in its collaborations with regional organizations.
- Work with stakeholders active in the Greater Montreal territory (ministries, cities, institutions, foundations, etc.) that share missions, responsibilities, or approaches with Centraide of Greater Montreal.

[6] Brief submitted for public consultations on the Third Government Action Plan to Combat Poverty and Social Exclusion in Quebec. January 2016, page 7. (Translated from the French.)

[7] The Collective Impact Project (CIP) is an accelerator of change that aims to increase the impact of collective action and achieve measurable and significant outcomes in the reduction of poverty in Montreal neighbourhoods. The CIP has been made possible thanks to the help of major foundations that have committed $22.25 million over five years to help Centraide of Greater Montreal invest in many neighbourhoods on the Island of Montreal.

[8] "Regional agencies" are agencies that work beyond the boundaries of a local community or neighbourhood. This includes the supra-local level (more than one neighbourhood or local community), the regional level (i.e., administrative regions), or the supra-regional level (e.g., the metropolitan regional community). These organizations may work across Quebec but are also involved in initiatives specifically targeted at the territory of Centraide of Greater Montreal.

02
FIVE STRATEGIC ORIENTATIONS FOR THE COMING YEARS
(and the main actions related to these orientations)

  - The *Collective Impact Project* is a unique opportunity to create synergies among public, institutional, philanthropic and community partners in support of action plans developed and endorsed by local communities, and, subsequently, to draw lessons from this process.
- Collaborate with institutes of higher education and research chair holders to ensure our analysis and strategies are as relevant as possible.
- Support any volunteer-driven process to develop partnerships between organizations for the purpose of optimizing the impact of their collective resources. For example, certain recent experiences, including those of Quebec's Centraides (which are currently reviewing their organization across the province), have uncovered avenues for increasing synergy and optimizing resources between agents of change.

d. **Evaluating and measuring impact**

"Evaluation" is still a key word these days, including for us at Centraide. Here, evaluation doesn't just mean measuring or counting things, but instead refers to the concept of sound management practices that help organizations plan their work, organize their activities, and measure their impact with the end goal of improving practices and successfully carrying out their mission.

Centraide will implement this orientation as follows:

- Ask supported communities and organizations to demonstrate their relevance and impact in relation to the reasons for Centraide's support.
- Explicitly articulate the performance criteria that Centraide expects partner organizations to maintain, or work towards
- Continually evaluate the deployment results and impact of Centraide's 2017-2021 strategic social development orientations.
- Evaluate the results and impact of the *Collective Impact Project*:
  - in local communities
  - on the philanthropic model and regional influence
- Evaluate the results and impact of transformational gifts (e.g., to welcome and integrate Syrian refugees).
- Track relevant population indicators (e.g., poverty rates, graduation rates). To assure useful and comparable data, Centraide has asked regional partners working on the same issues to create common indicators.

e. **Communicate Centraide's expertise and impact**

"Be present, visible and relevant in the civic sphere, with the public, and with our donors as an expert in the social sector."[9]

Through this orientation, Centraide will highlight its philanthropic activities and role as a social investor. The four previous orientations and their associated actions will provide the content for this orientation.

Centraide seeks to make its analyses, its stories, and the impact reported by communities and organizations more widely accessible and understandable. It will achieve this end by producing meaningful "content" for the media, decision-makers, donors, and the general public.

Centraide will implement this orientation as follows:

- Create a content production function to communicate Centraide's impact, as reported by communities and organizations.
- Seize opportunities to make its public findings about social issues, as well as lessons learned from actions supported by Centraide.

[9] Centraide: More relevant than ever Philanthropic Development Plan 2015-2020.

03 MAJOR STRATEGIES TO SUPPORT THESE GUIDELINES

a. Local community development strategy (territorial approach)

"Centraide is now targeting impact that goes beyond artificial sectorial barriers and that which puts community work at the centre of its support. Centraide is focusing on a more comprehensive approach in order to strengthen communities, and help them achieve their collective goals while also counteracting tendencies to work in silos."[10]

The goal of Centraide's territorial approach implemented in 2010 is to fight poverty and social exclusion. At its core, the approach is based on the principles of empowerment, social inclusion and collective work with the stakeholders who make up our partner communities.

Centraide helps communities to develop by supporting local agencies, mobilization initiatives, and collective projects. To be clear, our goal is not to support as many organizations as possible, but rather to support the objectives identified by individual communities that are intended to benefit their residents living in poverty and/or who are at risk of social exclusion.

This strategy will include the following elements:

- Update Centraide's territorial analyses at least every five years (following the release of Canada's latest census data).
- Clarify and communicate the changes in Greater Montreal's local communities to which Centraide wants to contribute. To the greatest extent possible, such contributions will be built on the objectives agreed-upon by these communities.

b. Investment strategies

It bears repeating: Centraide does not just allocate money to organizations. Centraide is a strategic and proactive social investor that wants to initiate and work towards change.

This "strategic and proactive" role is more evident than ever with the new philanthropic development approach implemented by Centraide in 2015.[11] Centraide's financial support is now no longer dependent on the annual campaign results alone, but can also rely on transformational gifts. These gifts may be made at any time of the year based on identified needs, donor interests and current issues. In addition, these gifts may be spread out over several years to support action over a longer period.

This strategy will target the following goals:[12]

- Simplify Centraide's different funding streams (basic, program, increased, etc.).
- Ensure the reliability of Centraide's financial commitments to organizations for the duration of these commitments.
- Develop a reserve fund to invest in innovative projects on an ad hoc basis.
- Increase investment in the "take care of the essentials" area of action.
- Maintain current funding for the "support youth success" area of action.

c. Skills development strategy

This strategy specifically supports Centraide's desire to work with dynamic communities and effective organizations, as well as to measure the impact of their efforts. The evaluation of the 2010-2015 version of this strategy and the feedback received during the consultation phase attest to the relevance and importance of continuing our work in this direction.

This strategy will target the following goals:

- For stakeholders who are supported by Centraide, strengthen their capacity to learn and act on knowledge once acquired.
- Contribute to the sharing of expertise and experience between these stakeholders.
- Provide them with content and customized support.

[10] Brief submitted for public consultations on the Third Government Action Plan to Combat Poverty and Social Exclusion in Quebec. January 2016, page 7. (Translated from the French.)
[11] Centraide: More relevant than ever Philanthropic Development Plan 2015-2020.
[12] The identified targets exclude funding for the Collective Impact Project (as these targets are defined by the communities) and exclude transformational gifts (as these targets are defined with donors at the time of the donation).

03 MAJOR STRATEGIES TO SUPPORT THESE GUIDELINES

d. Regional strategies

Developing local communities and achieving the changes targetted in Centraide's different areas of action (e.g., improving access to adequate housing) requires contributions and support from various regional stakeholders.

This strategy will include the following actions:

- Collaborate with effective and relevant regional organizations on clearly delineated goals over a defined period of time:
  - Collaborate and support **Dynamo** as a key partner to strengthen the collective ability to take action in Greater Montreal.
  - Work with the **Information and Referral Centre of Greater Montreal** to deploy the **211 community and social services helpline**[13] across Centraide's territory, with the support of different partners.
- Maintain Centraide's support and leadership in the Initiative montréalaise de soutien au développement social local, an inspiring collaborative model between different regional partners in support of local community development.
- Continue the work of the *Collective Impact Project*.
- Encourage regional partners working on the same issues as Centraide to create shared performance indicators. Shared targets are a valuable tool to support and encourage collective synergy (e.g.,the high school graduation rate).
- With clear intentions, participate in collaborative, regional efforts to tackle priority issues (depending on availability) that relate to Centraide's areas of action.

e. Public speaking strategy (social expert)

In 2016, Centraide outlined the framework for its prospective role as a social expert: "Centraide is an engaged organization, using its platform as a vital part of its mission to be an advocate in the fight against poverty and social exclusion. Drawing from its deep knowledge of Greater Montreal communities, Centraide seeks to play a key role in influencing and educating the public in order to bring about change and social action."[14]

This strategy will include the following elements:

- Throughout the year, regularly publish stories, results, and the impact on local communities and organizations of the actions supported by Centraide in relation to the needs of people living in a situation of poverty and social exclusion.
- Take opportunities to inform decision-makers or the general public about the results of these analyses. Centraide will try to measure the benefits and impact of this strategy.

[13] The goal of this service is to more effectively put people in touch with the information sources and services that are best for their needs. It is also an information and analysis tool in relation to expressed and unmet needs.

[14] *Politique de présence sur la place publique - Expert social.* Adopted by the Board of Directors of Centraide. October 2016

04 LOGIC MODEL

ORIENTATIONS

BE A CHANGE MAKER

COLLABORATE WITH EFFECTIVE ORGANIZATIONS

PROMOTE SYNERGY AMONG ALL STAKEHOLDERS

EVALUATE AND MEASURE IMPACT

COMMUNICATE CENTRAIDE'S EXPERTISE AND IMPACT

MAIN ACTIONS

- Clarify our intentions
  Strategic Territorial Plans (STP)
  Specific contributions to specific issues
- Clarify our performance criteria
- Empower agencies to measure their impact
- Review the investment decision-making process
- Establish an ongoing evaluation role on the ASAD
- Increase how much work is dedicated to fulfilling intentions
- Create a content production role
- Actively support the development of a culture of team learning

STRATEGIES

- INVESTMENT STRATEGIES
- SKILLS DEVELOPMENT STRATEGY
- TERRITORIAL APPROACH
  Collaborate with agents of change in a local community
- REGIONAL STRATEGY
  Collaborate with agents of change in a regional community
- PUBLIC SPEAKING STRATEGY

RESULTS AT CENTRAIDE

1. Reach our investment targets
2. Fulfill our Strategic territorial plans (STP) intentions
3. Optimize our work organization

RESULTS IN COMMUNITIES

1. Improve agency performance
2. Evaluate impacts and lessons learned through
   a. the Collective Impact Project (CIP) and other transformational gifts
   b. the skills development strategy
   c. regional strategies
   d. the social expert strategy

RESULTS FOR INDIVIDUALS

Identify direct or indirect contributions to changes in specific social indicators

05 GLOSSARY

Community

"Community" refers to a group of people, who, while individually unique, are connected through common issues related to a geographic territory (or shared living space), particular interests, or a shared identity.

A "territorial community" refers specifically to a structured social system of people living within a defined geographical space (e.g. city, village, borough, neighbourhood). People living in a territorial community have shared social interactions between themselves and with the space they inhabit. As well, they may express shared values and psychological connections, indicating an awareness of their identity as a community.

A territorial community is small enough to be considered a relatively homogeneous and human-scaled environment, but also large enough to have major institutions serving the entire territory. (A territorial community is different from the relatively vast and heterogeneous administrative territory.)

Source: Proposition de lexique (annexe au cadre de référence guidant l'élaboration de la politique régionale en développement social de Laval).

Collective work

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, 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 roundtables and social development committees. In so doing, organizations 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.

Source: 2010-2015 Strategy of Centraide of Greater Montreal for Fighting Poverty and Social Exclusion.

Community development

"Community development" is defined as a cooperative process where stakeholders and residents of a local territory work together to improve individual and collective potential, as well as the social, cultural, economic and environmental conditions in of the community.

This process is based on a shared vision and integrated approach, that recognizes the inter-related aspects of development and aims for complementarity between actions.

The principles of local social development include:

1. Participation of individuals and local communities in decision-making activities as well as any actions that have an impact on them.
2. Empowerment (capacity building).
3. Partnerships and intersectoral cooperation.
4. Reduction of social inequality.
5. Harmonization and promotion of public policies that ameliorate living conditions and well-being.

Centraide also recognizes the importance of fostering and encouraging approaches tailored to local realities.

NOTE: "Community development" and "local social development" are used as synonyms here.

Source: Cadre de référence Initiative montréalaise de soutien au développement social local.

Social development

"Social development" refers to the implementation and reinforcement of conditions that help all individuals fully develop their potential, actively participate in society, and enjoy an equitable share of the collective wealth.

It also refers to a community's ability to progress socially, culturally and economically in a context where economic development is aligned with sustainable development from the standpoint of social justice.

Source: Forum régional sur le développement social de l'île de Montréal.

Transformational gift

A transformational gift is a major donation given outside of Centraide's regular campaign and annual allocations process. Its intent is to foster innovation, and organizational improvement. These gifts are sought in the context of a sustained relationship with the donor.

Empowerment

Centraide reaffirms its profound and historic belief that it expressed in 2000: "All individuals must have the chance to develop their full potential [...]." For Centraide, this belief expresses the very meaning of community action and its originality, strength and ultimate goal: that individuals and groups can develop skills to take action in their lives through better access to support networks and resources and fully participate in society. Centraide also expects organizations' approaches, attitudes, practices, and individual and collective action will be based on this belief and will become a concrete reality in their daily and collective life.

Source: 2010-2015 Strategy of Centraide of Greater Montreal for Fighting Poverty and Social Exclusion.

05 GLOSSARY

Social innovation

A social innovation is a new idea, approach or intervention; a new service; a new product; a new law; or a new type of organization that meets a well-defined social need more effectively and for a longer period compared to existing solutions. Innovative solutions must also have buy-in at an institution, organization or community and must produce a measurable benefit for the community and not just for certain individuals. The impact of a social innovation is transformative and systemic. With its inherent creativity, an innovation represents a break with existing practices.

Source: Le Réseau québécois en innovation sociale (http://www.rqis.org)

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.

Source: 2010-2015 Strategy of Centraide of Greater Montreal for Fighting Poverty and Social Exclusion.

Fight against poverty

Centraide is a social stakeholder that supports regional and local communities as well as community agencies, as per section 5 of the Act to Combat Poverty and Social Exclusion: *"The national strategy shall consist of a set of actions implemented by the Government, its socio-economic partners, regional and local communities, community organizations and other social stakeholders to counter poverty and facilitate social inclusion. In that respect, the Government shall solicit citizen participation, particularly the participation of persons living in poverty. The actions must address both the causes and the consequences of poverty and social exclusion to ensure that all persons concerned may obtain the support and encouragement their situation requires and may, on their own, achieve self-sufficiency, and participate actively in the life and advancement of the community."*

Performance

"Performance" refers to how effectively an organization (agency, roundtable, or collective initiative) meets Centraide's expectations as specified in direct communications with the organization and also published on Centraide's website.

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Photos for this publication were taken at Centraide-supported agencies.

Je Passe Partout
Boy in front of a blackboard (cover).

Groupe d'Actions Locales Terrain — GALT
Children (p. 3).

Centre d'intégration à la vie active pour les personnes vivant avec un handicap physique (C.I.V.A.)
Basketball player (p. 5).

Bonne Boîte, Bonne Bouffe
Woman and man with food (p. 7).

Centre de femmes du Haut-Richelieu
Three women cooking (p. 9).

Centre communautaire Dawson – Projet « Un plant de tomates à la fois »
Elderly woman (p. 15).

Auberge du cœur l'Escalier
Group of people (p. 16).

La P'tite Maison Saint-Pierre
Young children playing outside (p. 17).

Other sources not listed:
Elderly man with cup of tea (p. 8).
Neighbourhood (p. 12).

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APPENDIX:
Excerpts from the 2010-2015 evaluation report

Observations

Centraide hypothesized that it could generate greater impact if it partnered with solid agencies that were leaders. The result has been progress in agency performance and growth in the percentage of agencies that are very high performing, which grew from 31% in 2006 to 47% in 2015. This is very good news, as great effort was invested in generating this type of improvement. However, a significant percentage of agencies still do not meet the different criteria that they are subject to, even though these criteria have been more strictly enforced in recent years. The evaluation process is particularly meaningful when it is part of a territorial approach and when we identify how Centraide can make a better contribution in a territory in light of the challenges described in the its neighbourhood plan and its community capital, without limiting this evaluation to just the agencies supported by Centraide.

Centraide had also identified the importance of dynamic communities as a major source of impact. Major progress has been made in this area in large part thanks to support from Dynamo and coordination between different regional funders to support local communities.

Centraide also hypothesized that it needed to foster the implementation of new, collective and creative solutions in order to mitigate the impact of poverty. We have noted these types of innovative actions in each territory studied.

Overall, this evaluation has revealed that the combination of a territorial approach, internal coordination around different vectors (funding, training, guidance, influence), clarity and consistency in communicated messages, and sustained relationships are all factors that have served to create changes in the work of agencies and communities. We have observed this effect not only in agencies' performance but also their relevance.

Lessons learned

In recent years, variations in available funding have become opportunities to apply strategies while allowing us to experiment and take risks by decreasing or removing funding.

The territorial strategies as a whole, along with the use of different vectors, have led to improvements in performance of the strongest agencies.

All vectors have led to an evolution in the ability of communities to act collectively and improve their vitality.

A critical mass of strong agencies in a neighbourhood generates a potential for a positive influence on the community.

The fact that we are no longer looking at agencies one by one has given rise to a culture of innovation and better conditions for a positive impact.

The more that strategic territorial plans are clear and better communicated, the more they accelerate change in the community.

However, territorial analysis carried out by the Allocations and Social Analysis Department is limited to the organizations supported by Centraide. A better understanding of others could enhance territorial strategies.

Non-financial support—or Centraide's advisory role and ongoing relationships—is a central ingredient to developing the ability to act and get concrete results from more relevant investment.

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APPENDIX:
Excerpts from the 2010-2015 evaluation report

Next steps

1.
Reinforce Centraide's positioning as a "change maker" (or vector of change) and continue developing the skills of Centraide's team to achieve this goal.

2.
Continue the territorial approach to avoid evaluating agencies in isolation and independently from the neighbourhoods that they are a part of.

3.
Broaden the strategic analysis of local social dynamics and the networks that make up neighbourhoods beyond the agencies supported by Centraide.

4.
Clarify Centraide's intentions and specify short-and medium-term goals.

5.
Support more innovative collective initiatives and equip communities so that they can measure the impacts of these initiatives.

6.
Continue reinforcing the proactive and strategic nature of the practices of Centraide's team to advance the agreed-upon priorities.

7.
Reinforce the reflex and skills to create strategic partnerships by sharing Centraide's intentions, for example, with other funders.

8.
Maintain diverse vectors and allocate funding as per the 2010-2015 investment plan.

9.
Create specific strategies for low performing agencies and communities while upholding the agreed-upon priorities.

10.
Demonstrate the impact of Centraide's activities on its entire ecosystem beyond its strategic territorial plans (STP) taken in isolation.

11.
Provide the Allocations and Social Analysis Department with a logic model, clear indicators, and a support structure for ongoing evaluation work as well as knowledge development.

12.
Use the Collective Impact Project as a laboratory to develop Centraide's knowledge, practices and processes.