

FRAMEWORK OF ETHICAL OPERATIONS
for Centraides in Québec



Centralde

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Note: This document is gender inclusive.



PREAMBLE

The document **Framework of Ethical Operations for Centraïdes in Québec** was developed in response to the desire of Québec Centraïdes to implement a common framework for the values and standards of conduct governing their action.

In view of the mission of Centraïde, its administration has characteristics and constraints which differentiate it from other organizations. A social contract of this nature requires a particular relationship of trust between the Centraïde and the community it serves.

The main objective of these guidelines and standards is to protect the dignity and rights of all individuals affected by Centraïde action. By promoting uniformity in thought and action as well as ensuring consistency in practices, these guidelines and standards also seek to maintain the integrity of the Centraïdes and to promote the global mandate of the Centraïde Movement. Therefore, to assure the community that these goals will be reached, compliance with the **Framework of Ethical Operations for Centraïdes in Québec** is an on-going endeavour for Québec Centraïdes.

This document is divided into three parts. The first part outlines Centraïde's core values. The second part deals with Québec Centraïdes' standards of conduct, which constitute a code of ethics to be respected by anyone acting on behalf of Centraïde. These standards shall facilitate the performance of their duties and mandates, while helping them maintain a sense of their responsibilities and the creativity required given the nature and scope of Centraïde's mission.

The third and final part of the document deals briefly with the most current practices followed by Québec Centraïdes in the many facets of their mission within the community.

GENERAL OBJECTIVE AND SCOPE

The **Framework of Ethical Operations for Centraïdes in Québec** does not replace any applicable legislation and regulations, nor does it provide a comprehensive list of standards of behaviour expected from the Directors and Managers, Centraïde staff or employees seconded to Centraïde, and committee members or other volunteers. The objective of this document is to set out the general responsibilities and duties of any individual who supports Centraïde.

Anyone acting on behalf of Centraïde shall adhere to the ethical principles and practices found in legislation and in this document. In the event of discrepancy, the most stringent ethics and practices shall apply.

When in doubt, the spirit of these ethics and practices shall apply.

Furthermore, the same obligations shall apply when carrying out similar duties at another agency or as a member of an agency.

■ ■ CHAPTER I THE CORE VALUES OF CENTRAIDE

I.1 Core Values

Community Service

Services provided to the community serve two purposes:

Centraide provides the community with a means of expressing its financial generosity and of helping its members care for one another in a complex society faced with a variety of problems.

Centraide supports the active involvement of citizens, both individually and collectively, in building a more just society and in solving social problems.

Openness to Diversity

Centraide, like the agencies and initiatives it supports, recognizes the diversity of members of the community and its richness. Centraide embraces all people irrespective of age, sex, disability, sexual orientation, ethnic origin, political or religious beliefs.

Respect for the Individual

Centraide shows respect for the individual by promoting autonomy, accountability and sense of responsibility for self, qualities required to maintain dignity.

Volunteerism

Centraide recognizes that volunteerism is of the utmost importance in our culture and society, and considers the involvement of citizens as essential to the operation of both Centraide and its funded agencies.

Integrity

Centraide representatives, both volunteers and paid employees, uphold the integrity of the organization in all its dealings with donors, agencies, partners, suppliers or any other institution.

Confidentiality

Information on donors and prospective donors, agencies and suppliers, obtained by volunteers and staff while carrying out their duties, shall be treated as confidential and shall be disclosed solely to authorized persons as necessary.

Transparency

Centraide's affairs shall be conducted with transparency. Its activities are public in nature and availability of information shall be governed by access to information and privacy legislation.

■ ■ CHAPTER 2

CENTRAIDE'S STANDARDS OF CONDUCT

The purpose of the standards of conduct, which are based on the fundamental values outlined previously, is to govern the main duties and responsibilities of Centraide's community builders.

2.1 Definitions

Unless otherwise stated, the terms and expressions used in this document are defined as follows:

- a) **Mission:** The basic principles which each Centraide aims to follow in order to improve lives in the community, particularly of those members who are most vulnerable.
- b) **Directors:** Unpaid persons elected or appointed to a position on the Centraide Board of Directors.
- c) **Managers:** Managers and their assistants and Department Heads holding a position paid by Centraide, or employees performing similar duties.
- d) **Staff:** Any person paid by Centraide, with the exception of individuals who are only reimbursed for reasonable expenses. This definition also includes any person whose salary is paid by another organization and whose service are on loan to Centraide. Management employees are not included in this category.
- e) **Committee Volunteers:** Unpaid person appointed by the Board of Directors to serve on a formal committee set up by Centraide, including Centraide's campaign committee.
- f) **Other Volunteers:** Unpaid person who is not elected or appointed and serves as a volunteer within Centraide.
- g) **Benefit:** Includes any gift, donation, favour, award, service, commission, payment, allowance, compensation, advantage, profit, advance, loan, special, discount or any other useful or profitable benefit of the same nature or any promise of such benefit.
- h) **Personal Interests:** Interests of the person involved, whether direct or indirect, financial or not, real, apparent or potential. Personal interests are distinct from Centraide's interests and may be perceived as such by a reasonably informed person.
- i) **Interests of Family Members and Relations:** Interests of the spouse, children or ancestors of the person involved, or interests of a corporation, company, co-operative or association with which the person entertains business or community relations. These interests may be direct or indirect, financial or not, real, apparent or potential. Family interests are distinct from Centraide's interests and may be perceived as such by a reasonably informed person.

2.2 Duties and Responsibilities

2.2.1 Directors and Managers

- a)** Centraide Directors and Managers shall carry out their duties and conduct their personal affairs in such a way as to protect and maintain public trust in the integrity, objectivity and impartiality of Centraide's decision-making process.
- b)** They shall avoid any situation that could knowingly result in a conflict between their personal interests or those of family members or relations, on the one hand, and their duties, on the other hand.
- c)** They shall not solicit, accept or receive any benefit for themselves or family members or relations in return for an intervention, a service or influencing a decision.
- d)** They shall refrain from holding any direct or indirect interests in a Centraide contract unless the interest is disclosed, in which case they shall remove themselves from the decision-making process.
- e)** They shall not use, for their personal interests or those of family members or relations, privileged information not available to the public.
- f)** They shall avoid using or authorizing the use of Centraide goods, resources or services other than for their intended purpose. They shall not exercise their authority for their personal interests or those of family members or relations.
- g)** They shall disclose any potential conflict of interest between themselves or family members or relations, on the one hand, and their duties, on the other hand.
- h)** They shall comply with legal and administrative provisions governing Centraide's decision-making process.

2.2.2 Staff

- a)** Centraide staff shall display loyalty and convey, by their actions, a positive image of the organization.
- b)** They shall exercise discretion concerning privileged information and refrain from using, for their own interests or those of family members or relations, information not available to the public.
- c)** Staff or family members or relations shall refrain from holding any direct or indirect interest in a company leading to a conflict between their personal interests or those of family members or relations, on the one hand, and their duties, on the other hand.
- d)** They shall avoid using, other than for their intended purpose, Centraide goods, resources or services for their personal interests or those of family members or relations.

- e) They shall not accept monies or other benefits for carrying out their duties, unless duly authorized by Centraide policies.
- f) They shall not solicit, accept or receive any benefit for themselves or their relations in return for an intervention, a service or influencing a decision.

2.2.3 Committee Volunteers

- a) Centraide committee volunteers shall carry out their duties and conduct their personal business in such a way as to protect and maintain public trust in the integrity, objectivity and impartiality of Centraide's decision-making process.
- b) They shall avoid any situation that could knowingly result in a conflict between their personal interests, those of family members or relations, or those of an agency where they volunteer, on the one hand, and their duties, on the other hand.
- c) They shall not solicit, accept or receive any benefit for themselves, or family members or relations, in return for an intervention, a service or influencing a decision.
- d) They shall refrain from having any direct or indirect interests in a Centraide contract unless the interest is disclosed, in which case they shall remove themselves from the decision-making process.
- e) They shall not use, for their personal interests or those of family members or relations, privileged information not available to the public.
- f) They shall avoid using or authorizing the use of Centraide goods, resources or services other than for their intended purpose, or exercising their authority for their personal interests or those of family members or relations.
- g) They shall disclose all potential conflicts of interest between themselves or family members or relations, on the one hand, and their duties, on the other hand.
- h) They shall comply with legal and administrative provisions governing Centraide's decision-making process.

2.3 Application of Standards of Conduct

- a) Centraide shall ensure that each Director and committee volunteer receives a copy of the **Framework of Ethical Operations for Centraides in Québec**.
- b) Centraide shall provide simple and clear guidelines to promote the use of ethical practices by volunteers.
- c) Directors, managers, staff and committee volunteers shall adhere to the **Framework of Ethical Operations for Centraides in Québec** while carrying out their duties on behalf of Centraide.
- d) Any Director or Committee member dealing with a matter or decision that raises a conflict of interest shall:
 - disclose the conflict of interest upon becoming aware of it;
 - withdraw from the meeting room during any discussion, review or voting in connection with the matter.

The disclosure of a conflict of interest and the withdrawal of the person from the meeting room shall be recorded in the minutes of the meeting.

- e) The Board of Directors shall deal, in a manner deemed appropriate, with any issue relating to the **Framework of Ethical Operations for Centraides in Québec** and provide for the required remedial action.

■ ■ CHAPTER 3

CURRENT PRACTICES AND CONDUCT OF QUÉBEC CENTRAIDES

3.1 Fundraising Campaign

3.1.1 Statement of Principles of Donors' Rights

In 1997, United Way of Canada - Centraide Canada adopted the Statement of Principles of Donors' Rights. The donor is essential to the realization of Centraide's mission and thus enjoys rights that are recognized at all times and without limitation. The United Way of Canada - Centraide Canada's Statement of Principles of Donors' Rights is as follows:

- The right to be informed of Centraide's mission and purpose and to become a member of Centraide if the donor so wishes.
- The right to know the identity of Centraide's officers and members of the Board of Directors and to expect that they act with the utmost transparency, integrity and discernment in implementing Centraide's mission and purpose in the best interests of the community.
- The right to readily obtain a copy of Centraide's annual financial statements.
- The right to know how donations, directly or indirectly made to Centraide, are distributed and to be assured that donated funds are used as intended by the donor.
- The right to be treated with consideration and respect by Centraide and to receive appropriate acknowledgement and recognition.
- The right to confidentiality of personal information about donors and data on donations.
- The right to expect that all relationships between Centraide's representatives and the donor will be professional in nature.
- The right to be informed of the exact nature of the relationship which exists between fundraisers and Centraide.
- The right to expect that Centraide will not share or sell a mailing list which includes the donor's name, without providing the donor with the opportunity to decline such distribution.
- The right to ask questions of Centraide and to expect prompt, clear, truthful and complete answers.

3.1.2 Campaign and Fundraising Practices

- a) Fundraising solicitations by Centraide shall :
- be truthful ;
 - accurately describe Centraide activities and the intended use of funds ;
 - respect the dignity and right of privacy of those who benefit from Centraide activities.
- b) Staff and consultants in charge of fundraising shall be duly compensated by means of a salary, retainer or fee, and shall not be paid finders' fees, commissions or other payments based on either the number of donations received or the value of funds raised.
- c) The Board of Directors shall determine to what extent and in which context the use of donors' names is appropriate, and if donor lists can be consulted or shared between Centraides.

3.2 Allocation of Funds and Agency Relations

3.2.1 Analysis of Requests for Financial Assistance

Centraide representatives, volunteers and staff responsible for needs assessment, analysis of requests for financial assistance and agency relations :

- a) shall ensure that they clearly understand the needs, social problems and impact of the agencies' action ;
- b) shall evaluate requests for financial assistance according to the specific aims and criteria adopted by each Centraide ;
- c) shall obtain, insofar as possible and within the limits of their role, technical and professional support for agencies who seek help or as required by a particular situation ;
- d) shall establish good relationships with agencies ;
- e) shall respect the following values and conduct when analysing requests for financial assistance :
- impartial collection and analysis of data ;
 - respect for agencies and their representatives ;
 - confidentiality of information used for analysing requests and handling files ;
 - respect for the mission and action of agencies even though they are not deemed to correspond to Centraide's objectives ;
 - impartiality through disclosure by Centraide representatives of any conflicts of interest which concern them or any other relationship with agencies ;
 - team solidarity in terms of work and recommendations ;

- solidarity with Centraide decisions, recognizing that committees in charge of analyses also submit recommendations to the Board;
 - commitment in carrying out their role and duties as they relate to allocations and agency relations;
- f) shall honour the contracts or memorandums of understanding between Centraide and agencies.

3.2.2 Agency Relations

Centraide recognizes that agencies are autonomous organizations. In their dealings with these organizations, volunteers and staff in charge of allocations, the campaign or any other Centraide activity :

- a) shall respect the autonomy and responsibilities of agencies and of Centraide, without establishing subordinate relationships;
- b) shall seek to ensure that Centraide and the agencies work together given that they pursue common social objectives;
- c) shall develop a positive approach and dialogue in its dealings with agencies;
- d) shall focus on the development of agencies rather than on control and monitoring, while acting as trustee of funds.

3.3 Administration of Funds

3.3.1 Use of Funds

- a) The Board of Directors shall be responsible for the sound management and administration of funds received by Centraide.
- b) The Board of Directors shall establish Centraide's policy concerning the reasonable allocation of expenses related to fundraising as well as to allocations.
- c) All donations, including planned giving, shall be used to further the objectives of Centraide.
- d) All designated or restricted gifts shall be used for their intended purposes. In the event of program or organizational changes, alternative uses will be examined with the donor or legal representative. In all cases, the donation will be used in the most efficient manner and according to the donor's initial intention.
- e) Centraide's financial affairs will be conducted in an efficient and responsible manner, in accordance with generally accepted principles of financial management, accounting practices and operational policies.
- f) The amount allocated for administration costs, including fundraising expenses, shall be in accordance with the standards of the "Cost of Fundraising Guidelines" (document approved by membership of the United Way of Canada - Centraide Canada at the 1998 Annual General Meeting).

3.3.2 Accounting of Revenues

Annual financial reports

- a) shall accurately present the financial position of the corporation at a given date as well as the operating results and the statement of changes in the financial position for the year ended at that date in accordance with generally accepted accounting principles;
- b) shall disclose the gross amount of donations for which receipts have been issued and fundraising revenues net of fundraising expenses;
- c) shall report government grants and contributions separately from other donations.

3.3.3 Relations with Suppliers

Centraide suppliers shall be treated with impartiality to avoid any favoritism and impropriety by:

- a) providing all suppliers with the opportunity to offer their goods and services according to the rules of competition and required conditions;
- b) conducting all bidding in a fair and professional manner, giving no special preference or advantage to any supplier

3.4 Human Resources Management

3.4.1 Staff

Centraide managers undertake:

- a) to encourage employee development;
- b) to evaluate employees on a fair basis;
- c) to show respect and consideration for employees, while carrying out their managerial responsibilities;
- d) to provide equal employment opportunities;
- e) to implement policies on recruitment, training, harassment, etc., in order to provide sound management of human resources, both volunteers and staff.

3.4.2 Committee and Other Volunteers

Centraide managers undertake, personally or by delegation of authority:

- a) to support committee and other volunteers so that they perform to the best of their abilities and gain personal satisfaction from their volunteer involvement in meeting Centraide objectives;
- b) to treat all volunteers with fairness, equity and respect, providing them with the appropriate means to express their views;
- c) to involve Committee volunteers at appropriate levels and stages of the decision-making process, taking into consideration their role within Centraide;

- d) to define the roles of staff as well as committee and other volunteers in order to maximize their contribution ;
- e) to provide appropriate acknowledgement of the contribution and support of committee and other volunteers.

3.5 Communications

3.5.1 Communications and Public Relations

Oral and written communications, promotional and communication materials – including solicitations, proposals or reports -- shall reflect Centraide's mission and use of solicited funds.

The various activities for soliciting funds or promoting Centraide shall be conducted in accordance with standards of truthfulness, and must accurately describe Centraide's identity, purpose and programs, and only make claims which Centraide can fulfill.

In its public relations Centraide shall not use :

- a) high-pressure tactics ;
- b) misleading information ;
- c) means of communication which could create a false impression or cause misunderstanding.

3.5.2 Promotional Contracts

Centraide shall only enter into promotional contracts that respect the fundamental values and principles of the Centraide Movement, which do not prejudice the interests of other undertakings and which maintain ethical standards.

While this statement might seem quite obvious, it is important to reaffirm that the approval of a promotional offer shall not depend solely on the financial benefits that can accrue to Centraide.

3.6 Relations with Other Institutions

Centraide's relations with public agencies or other philanthropic institutions in support of community organizations shall be conducted with respect for the respective missions of the parties involved and with a view to carrying out Centraide's mission.

Centraide shall co-operate with other institutions providing support to agencies. However, given the confidential nature of information relating to donors, agencies or suppliers, this information shall be used solely for the purpose of pursuing Centraide's mission.

3.7 Relations with Other Québec Centraides

3.7.1 Respecting the Name and Symbol

Québec Centraides shall respect and correctly use, according to the standards established from time to time by United Way of Canada – Centraide Canada, the trademarks which are symbols of Centraide’s reputation and which create a uniform public image :

- the name “**Centraide**” and the corresponding typeface to be used

Centraide

- the name “**United Way**” and the corresponding typeface to be used

United Way

- the name “**Centraide - United Way**” and the corresponding typeface to be used

Centraide

- the logo (the hand)



Québec Centraides shall recognize that their action has a direct impact on the general public and that they share the important responsibility of maintaining the public’s confidence.

3.7.2 Respecting Agreements

Québec Centraides shall respect agreements made with one another in order to facilitate the performance of specific duties. These agreements are often designed to provide better service to Centraide’s stakeholders and thus play an important role in ensuring sound management and credibility of Québec Centraides.

3.7.3 Commitment to Co-operation

While respecting their own autonomy, Québec Centraides shall co-operate with one another and seek opportunities for co-operation, as required, in order to strengthen the Centraide Movement and ensure its future success.

AGREEMENT FORM

The Assemblée des Centraide du Québec (ACQ) has developed a Framework of Ethical Operations providing a common framework for the values and standards of conduct that should govern any person who works for Centraide or acts for the Movement.

I have read the Framework of Ethical Operations for Centraides in Québec and:

- **I agree with Centraide’s mission and core values ;**
- **I agree with Centraide’s standards of conduct ;**
- **I undertake to abide by Centraide’s current practices and conducts as defined in the Framework of Ethical Operations for Centraides in Québec.**

Name : _____

Volunteer

Staff

Contract employee

Signature : _____

Date : ____ / ____ / ____

Name of Centraide : _____

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Septembre 2007



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