



Sources - Photographie François Ollivier - Artistes: Sophie Wilkins, Mael et Anik Fauriau

REPORT TO OUR COMMUNITY

2019-2020

and update on our activities related to COVID-19 as of July 10, 2020



Centraide
of Greater Montreal

WORD FROM THE PRESIDENT AND EXECUTIVE DIRECTOR AND THE CHAIR OF THE BOARD OF DIRECTORS



Before the pandemic disrupted our collective momentum, Centraide of Greater Montreal partnered with initiatives that foster systemic change. Take for example the urban agriculture program established by a high school in St-Michel for youth who have a hard time at school. Combined with a supply of fresh fruit and vegetables and a multigenerational collective kitchen, it helps improve the neighbourhood's food security. By supporting this type of initiative through the Collective Impact Project, we aim to create synergy for a greater impact on poverty and social exclusion.

We are able to provide this support for relevant and effective agencies and projects with a strong presence in our community thanks to the contributions of donors who invest to build a fair, equitable, and welcoming Greater Montreal. **In 2019–2020, they invested more than \$49.4M in Laval, Montreal and the South Shore.**

Impact of the pandemic

Greater Montreal was hit particularly hard by the COVID-19 pandemic. As community agencies saw an uptick in demand, Centraide of Greater Montreal jumped into action. We needed a flexible and wide-ranging response, so we established a **COVID-19 Emergency Fund**.

We also set up a network to bring all actors together, so that our partners could talk to each other and understand the issues on the ground, so that agencies could get the support they need to reorganize, and so that people could quickly find an answer to their needs.

This uniting role is reflected in the trust that many corporate and institutional partners and private foundations have shown us. For example, the Lucie and André Chagnon Foundation and the Marcelle and Jean Coutu Foundation supported the **Youth Project**, which is active throughout the summer to help prepare more than 12,000 young people for a successful return to school in September. The cities of Montreal, Laval and Longueuil made sizable contributions to ensure that everyone receives a meal, including seniors in self-isolation. Generous donors made sure that hundreds of community agencies were able to be there for the most vulnerable populations. The Government of Canada chose the United Way Centraide network to roll out exceptional support via the **New Horizons for Seniors Program** and the **Emergency Community Support Fund**.

The road ahead remains long and winding, the challenges are many, and we're sure to encounter new hurdles. The pandemic has highlighted and exacerbated social inequalities and the many forms of systemic racism and discrimination that existed well before the crisis, and have now become unignorable. Together with you, Centraide of Greater Montreal will do its best to anticipate needs, get in front of them and ensure that Greater Montreal remains strong and solid through the storm, with its unstoppable community spirit. Stay safe.



Lili-Anna Pereša, C.Q.
President and Executive
Director



Robert Dumas
Chair of the Board
of Directors

TABLE OF CONTENTS

Update on our COVID-19 activities

05

Undeniable social expertise

10

A partner for engaged and effective agencies

12

A partner in youth success

14

A partner in lasting solutions to take care of the essentials

15

A partner in innovative projects to break social isolation

16

A partner for building caring communities

17

Collective Impact Project

18

Community outreach

20

Acknowledgments

22

Thank-you to the social sector

23

LEGEND

Agencies that have received support from one of our emergency funds.



Centraide COVID-19
Emergency Fund



Youth Project



New Horizons for
Seniors Program –
Government of Canada



Emergency Community
Support Fund –
Government of Canada

Agencies that are or are not in the Centraide network.



In the Centraide
network



Not in the Centraide
network



local love

IN A
GLOBAL CRISIS



We have been active from the first days of the crisis by supporting the 211 service, an information and reference service that makes it possible to track the development of social needs and identify missing resources, by also advising various authorities, by participating in local crisis centres and by establishing our COVID-19 Emergency Fund and the Youth Project, made possible thanks to the donations of businesses, workplaces, individuals as well as cities, boroughs, foundations and generous donors.

Because we were already a strategic and proactive social investor before the crisis, with acute knowledge of the reality on the ground—not to mention our agility at disbursing funds—the federal government trusted our expertise to allocate the funds of two of its help programs (ECSF and New Horizons) where needs were greatest.

Community agencies played an essential role by responding effectively and quickly to the needs of hundreds of thousands of people who were suddenly at loose ends. Over 550 front-line agencies in Greater Montreal, 60% of whom were not part of Centraide's usual network, received financial support. **As of July 10, 2020, over \$16M has been given to these essential community agencies.**



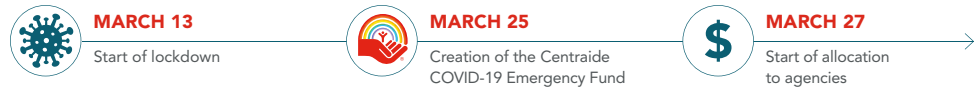
CENTRAIDE COVID-19 EMERGENCY FUND

local love IN A GLOBAL CRISIS



This additional financing has helped agencies reorganize to maintain and sometimes increase contact with vulnerable people and those made vulnerable by the health crisis.

This fund was made possible thanks to donations from companies, organizations and trade unions, generous donors, foundations, cities and boroughs.



Centraide of Greater Montreal

\$7.1M Allocated to agencies as of July 10, 2020

441 projects received funding. Here are a few examples:

MultiCaf

MultiCaf provides food security for underprivileged people in the Côte-des-Neiges neighbourhood. This breaks their isolation, develops their sense of community belonging, and promotes their individual empowerment. Since the start of the COVID crisis, MultiCaf has already distributed more than 20,000 food aid baskets, compared to 17,000 for the year 2019.

Santropol Roulant

At the start of the pandemic, Santropol Roulant revised its procedures and put all the energy needed into its meal distribution service to meet the critical needs of confined seniors and people with disabilities and to significantly increase the number of meals delivered (more than 1,582 frozen meals distributed to more than 520 households over a 4-week period). The agency has also established a caring calls program to call each client one by one, just to check in on them.

La Tablée des Chefs

La Tablée des Chefs and its partners—including Centraide—have launched Les Cuisines Solidaires, a major initiative to fill the fridges of community agencies by producing over 2 million meals that are distributed to vulnerable people.



YOUTH PROJECT



APRIL 29

Joint creation with our donor-partners



MAY

Application period during the month of May



JUNE 8

Start of allocation to agencies

Centraide of Greater Montreal

\$1.5M

Allocated to agencies
as of July 10, 2020

Major donations from the Lucie and André Chagnon Foundation, the Marcelle and Jean Coutu Foundation, and subsequently Eidos-Montréal and Square Enix Montréal, have made it possible for Centraide of Greater Montreal to launch the Youth Project.

Throughout the summer, more than 12,000 isolated and marginalized young people will receive educational and psychosocial support so that they can continue their studies and go back to school in 2020–2021 with the best chances of success.

56 youth agencies received funding. Here are a few examples:

Diapason-Jeunesse

Diapason-Jeunesse has adapted its services to maintain a connection with some 30 youth in Laval who have a difficult relationship with school, by offering online programming throughout the summer, including discussions, a book club, journaling, a photo scavenger hunt to get them outside, volunteering, and a back-to-school workshop. The organization was also able to count on technical support and was able to purchase laptops and tablets.

Centre communautaire Jeunesse Unie de Parc-Extension

The goal of the Centre communautaire Jeunesse Unie de Parc-Extension during this health crisis is to help young people catch up on schooling, provide structured social and educational activities for youth (rather than leave them with no structure at all for the summer), and promote virtual interaction and school exercises.



Centraide



Fondation Lucie
et André Chagnon



FONDATION
MARCELLE ET JEAN COUTU

NEW HORIZONS FOR SENIORS PROGRAM (NHSP)



The New Horizons for Seniors Program (NHSP) is a federal program of grants and contributions that supports projects created by and for seniors who want to have a positive impact on the lives of others and in their community.

Canada



MARCH 29

Announcement of a new envelope for the program



30 MARCH

Funds available through the COVID-19 Emergency Fund

Government of Canada

\$9M distributed between the United Way Centraides of Canada.

\$683k

Allocated to agencies
as of July 10, 2020

Here are some examples of agencies funded by the New Horizons program:

Mon Resto Saint-Michel

Over 600 people have benefited from psychosocial and food support services. The agency's members were contacted during lockdown to assess their needs. Volunteers delivered over 700 emergency food assistance baskets (including fruits and vegetables, processed products, and frozen meals) in the Saint-Michel neighbourhood and received and returned more than 1,500 calls.

Centre SCAMA (Laval)

Since the start of the pandemic, the Centre SCAMA (Centre de services communautaires et d'aide au maintien de l'autonomie) has delivered groceries and expanded its emergency food assistance services (meals on wheels and frozen meals). Also, every day, 30 volunteers make friendly phone calls to 300 seniors in self-isolation, a service offered in several languages (including French, English, Arabic, Armenian, Spanish and Greek).

Centre des aînés Côte-des-Neiges

The Centre des Aînés Côte-des-Neiges provided services to more than 320 autonomous and semi-autonomous seniors from all social, economic and cultural backgrounds, and provide them with activities and social services while encouraging them to connect, help each other, and participate in the agency's democratic life.



EMERGENCY COMMUNITY SUPPORT FUND (ECSF)



APRIL 21

Announcement of the ECSF by the government



MAY 19

Acceptance of agencies' applications



JUNE 9

Start of allocation to agencies in 3 parts

Government of Canada

Centraide of Greater Montreal was entrusted with a \$12M envelope split into 3 parts. Parts 1 and 2 completed. Part 3 ongoing.

\$7.1M

Allocated to agencies
as of July 10, 2020

The Emergency Community Support Fund (ECSF) is a \$350M investment made by the Government of Canada via Employment and Social Development Canada (ESDC) to help vulnerable populations manage the effects of COVID-19.

The Government of Canada has partnered with United Way Centraide Canada, the Community Foundations of Canada (in our area, the Foundation of Greater Montreal) and the Canadian Red Cross, in order to distribute the ECSF across the country.



202 agencies/projects received funding from Centraide. Here are a few examples:

Service d'interprète d'aide et de référence aux immigrants (SIARI) 🇨🇦

This interpreting service has translated all the relevant government communications into 15 languages during COVID-19.

Socioeconomic Summit for the Development of Black Communities 🇨🇦

Thanks to the 4C project, over 700 additional targeted families will be supported. This initiative aims to assist these families by offering them equipment, internet access and support to combat the digital divide amplified by COVID-19.

Cantine pour tous 🇨🇦

In collaboration with Cuisine collective Hochelaga- Maisonneuve, La Corbeille Bordeaux-Cartierville, Resto Plateau and Traiteur BIS, coordinates the production of meals for five food supply sites temporarily set up in five Montreal hotspots to meet the critical needs of homeless people. An emergency mobile food distribution is also being deployed from east to west to reach out directly to homeless people.

CENTRAIDE

UNDENIABLE SOCIAL EXPERTISE

Before the pandemic, 614,000 people were living in poverty and exclusion in Greater Montreal. We cannot ignore issues like poverty, student dropouts, food insecurity, social isolation or homelessness, which too many people are facing.

Centraide's mission is to break the cycle of poverty and social exclusion, to everyone's benefit, by supporting youth success, taking care of the essentials, breaking social isolation, and building caring communities.

The basis of our expertise

Our expertise is based on acute knowledge of the community dynamics and the needs of underprivileged people. We are able to make smart investments that are grounded in reality and that support successful agencies and leaders in their communities.

To effectively reduce poverty, Centraide takes a holistic approach to communities: the needs of the people who live there, the issues, and the community dynamics. To do this, it weaves solid connections with neighbourhood committees, institutions (municipalities, public health, schools, the police), and top community agencies with sound management practices and effective governance.

\$49.4M

INVESTED IN COMMUNITIES OF GREATER MONTREAL IN 2019-2020

.....
Laval, Montreal and the South Shore



OUR SOCIAL DEVELOPMENT ORIENTATIONS:



**BE AN AGENT
OF CHANGE**



**COLLABORATE WITH
EFFECTIVE ORGANIZATIONS**



**PROMOTE SYNERGY
BETWEEN ALL ACTORS
OF CHANGE**



**EVALUATE AND
MEASURE IMPACTS**



**COMMUNICATE EXPERTISE
AND THE IMPACT OF
CENTRAIDE'S ACTIONS**

Did you know?

1

In underprivileged areas in certain neighbourhoods of Montreal, 40% of youth drop out of school.

2

While at the beginning of the pandemic 26% of Quebec adults lived in a household in a food insecure situation, this proportion was 15% as of May 20. Of these, the population of the Montreal Metropolitan Area was the most affected.

3

In Laval, 1 person out of 9 lives on a low income.

Centraide knows communities well

THAT'S WHY WE CAN HELP TACKLE THE CHALLENGES RELATED TO POVERTY AND SOCIAL EXCLUSION



Toujours Ensemble in Verdun assists youth facing school, family, economic or social difficulties. The agency offers various programs, including school retention, homework help, and extra-curricular activities.



Also supported by the Youth Project Fund



La Croisée de Longueuil offers three food security programs. La Petite Cuillère for affordable menus, Les Cuisines Collectives, for those who want to eat healthier while saving money, and an emergency food assistance program.



Also supported by the Centraide COVID-19 Emergency Fund



La Maison de la famille at the Centre communautaire Val-Martin in Chomedey-Est supports families facing a range of difficulties (single parents, poverty, immigration).



Also supported by the Emergency Community Support Fund – Government of Canada



350 AGENCIES AND PROJECTS SUPPORTED IN 2019-2020

INCLUDING **35** NEIGHBOURHOOD ROUNDTABLES

CENTRAIDE

A PARTNER FOR ENGAGED AND EFFECTIVE AGENCIES

The annual Solidaires Awards recognize the remarkable contribution of agencies and people who are committed to community action and who work every day to mitigate the effects of poverty and exclusion on the most vulnerable people in our community.

The “200 portes” HM Parents’ Committee

Solidaires Citizen Involvement

The “200 portes” Hochelaga-Maisonneuve Parents’ Committee is made up of a dozen committed parents who get involved in the neighbourhood to find local solutions to families’ concerns. This project was led by the Hochelaga-Maisonneuve neighbourhood round table, which was very active during the COVID-19 crisis.

Pierrette Gagné

Executive Director, Information and Referral Centre of Greater Montreal

Solidaires Leadership

When Pierrette Gagné took over as the head of the Information and Referral Centre of Greater Montreal (IRCGM) in 2013, she had two goals: to modernize the agency and to make it a key player in Quebec’s social sector, particularly by implementing the 211 multi-platform information service. Since 2018, 211 has been accessible in 82 municipalities of the Montreal metropolitan community. During the COVID-19 crisis, 211 was an essential service that helped tens of thousands of people find emergency food assistance.



Also supported by the Centraide COVID-19 Emergency Fund



The 5 winners of our Solidaires Awards are selected from our 350 agencies and projects

Regroupement Partage, "Cultiver l'Espoir" project

Solidaires Mobilization

The Regroupement Partage had an idea in 2011 to create a multi-stakeholder (Ville de Montréal, Métro, Groupe Morneau, etc.), multi-sector, and circular social economy project to address a range of issues: a lack of fresh food at food banks, pressure on agricultural land, a growing demand for local and organic products, and the desire to promote healthy eating.



Also supported by the Centraide COVID-19 Emergency Fund

Centre for Community Agencies (COCO)

Solidaires Empowerment

The mission of the Centre for Community Agencies (COCO) is to provide training for the community network. It helps build a more socially fair world by sharing its training expertise on systemic racism and by promoting the health and well-being of community agencies in Quebec.

Calixa-Lavallée High School Peer Support Group

Solidaires NextGen

Coup de pouce jeunesse de Montréal-Nord is a community agency that promotes self-esteem and mutual aid among teenagers from diverse cultures. The youth are excellent at helping newcomers integrate and are a model to follow.



CENTRAIDE

A PARTNER IN YOUTH SUCCESS

Too many children still live in families that don't have the resources or the support to provide an environment or conditions that are favourable to their development.

Too many children enter kindergarten poorly prepared and immediately fall behind in a way that could affect their entire academic career.

Our action

To get young people on the road to success and break the cycle of poverty and exclusion:

- Stimulate infant development
- Keep kids in school
- Support parents and families
- Prevent homelessness

SUPPORT
YOUTH
SUCCESS



Let's encourage student retention

Tommy dropped out of grade 7 as he was repeating it for the third time. He participates in Benado's Pivot program, intended for teen dropouts.



Tommy
Benado

#FUNIGNORABLE

Centraide's support for academic success helps prevent many teens from dropping out of school without a diploma and becoming adults with precarious employment.



CENTRAIDE

A PARTNER IN LASTING SOLUTIONS TO TAKE CARE OF THE ESSENTIALS

In Greater Montreal, many people live in housing that is inadequate or beyond their means. No individual or family should spend more than 30% of their income on housing. But when you work for minimum wage, it's impossible not to exceed this ratio.

Our action

So that people and families can meet their essential needs:

- Provide food security
- Facilitate access to decent housing

TAKE CARE OF THE ESSENTIALS



Let's put an end to poverty, social isolation and food insecurity

Darquis spent a long time isolated in his basement without the means to eat well before he found a new family in one of the 350 agencies that Centraide supports.



With rent and bills coming first, many people are forced to cut other essential needs, like food and clothing. Centraide takes action so that everyone can live with dignity.

CENTRAIDE

A PARTNER IN INNOVATIVE PROJECTS TO BREAK SOCIAL ISOLATION

Some population groups are more at risk of poverty and social exclusion than others and experience hardship because of family breakups, aging, functional limitations, mental health problems, difficult periods of change, or a recent immigration.

Our action

To ensure that all individuals can fully participate and contribute to society, no matter their age, gender, origin or abilities:

- Break the isolation of seniors
- Promote the social inclusion of people with disabilities
- Support the integration of immigrants and refugees
- Help people experiencing a crisis or major mental health problem



Gisèle
Association québécoise des parents
et amis de la personne atteinte de
maladie mentale (AQPAMM)

#UNIGNORABLE

BREAK SOCIAL
ISOLATION



Let's not ignore mental health problems or distress

Gisèle's daughter was diagnosed with bipolar disorder as a student. Together, they have managed to live better with the challenge of mental illness thanks in part to your generosity, which allows relevant agencies to support them.

Centraide takes action by providing marginalized people with support, networks, mutual aid, a sense of belonging, and opportunities to get involved.



CENTRAIDE

A PARTNER FOR BUILDING CARING COMMUNITIES WITH THE HELP OF THOUSANDS OF VOLUNTEERS

Residents, agencies and institutions are joining forces to find solutions to problems that they face in their neighbourhoods. Centraide takes action by giving agencies the means to play a leading role in improving living conditions in their neighbourhood.

Our action

To help build stronger communities:

- Bring neighbourhoods to life
- Encourage volunteer action
- Reinforce community agency skills and leadership

BUILD CARING COMMUNITIES



Let's shape the future of our neighbourhoods together

Centraide's agency network can count on thousands of volunteers on the ground, like Francis.



In addition to encouraging volunteering, Centraide supports round tables in each neighbourhood that shed light on social issues related to quality of life, security, the environment, etc.



AT THE HEART OF THE COLLECTIVE IMPACT PROJECT

SOURCE

EVALUATION BY THE NISKA COOPERATIVE:

How are the 5 neighbourhoods that are receiving intensive CIP support progressing toward their goals?

METHOD

> 70 people interviewed
> 6 focus groups

> Online survey
> A general meeting for collective analysis

RESULTS

SIGNIFICANT ADVANCES IN 5 ESSENTIAL AREAS

that are generating an impact on
POVERTY REDUCTION in neighbourhoods

**COMING TOGETHER AROUND
COMMON ASPIRATIONS**
and creating strategies
to fight poverty

2

CREATING COMMITMENT
around neighbourhood
roundtables that provide
unifying leadership

1

3

GETTING PEOPLE INVOLVED
in finding **solutions to the issues**
that concern them

4

LEARNING TOGETHER
and measuring the impact of initiatives
to **improve collective action**

- \$25M OVER FIVE YEARS
- \$3 243 935M INVESTED IN 2019-2020
- \$8.4M INVESTED TO DATE

THREE AREAS OF ATTENTION

indicated by the
interviewed neighbour-
hood stakeholders



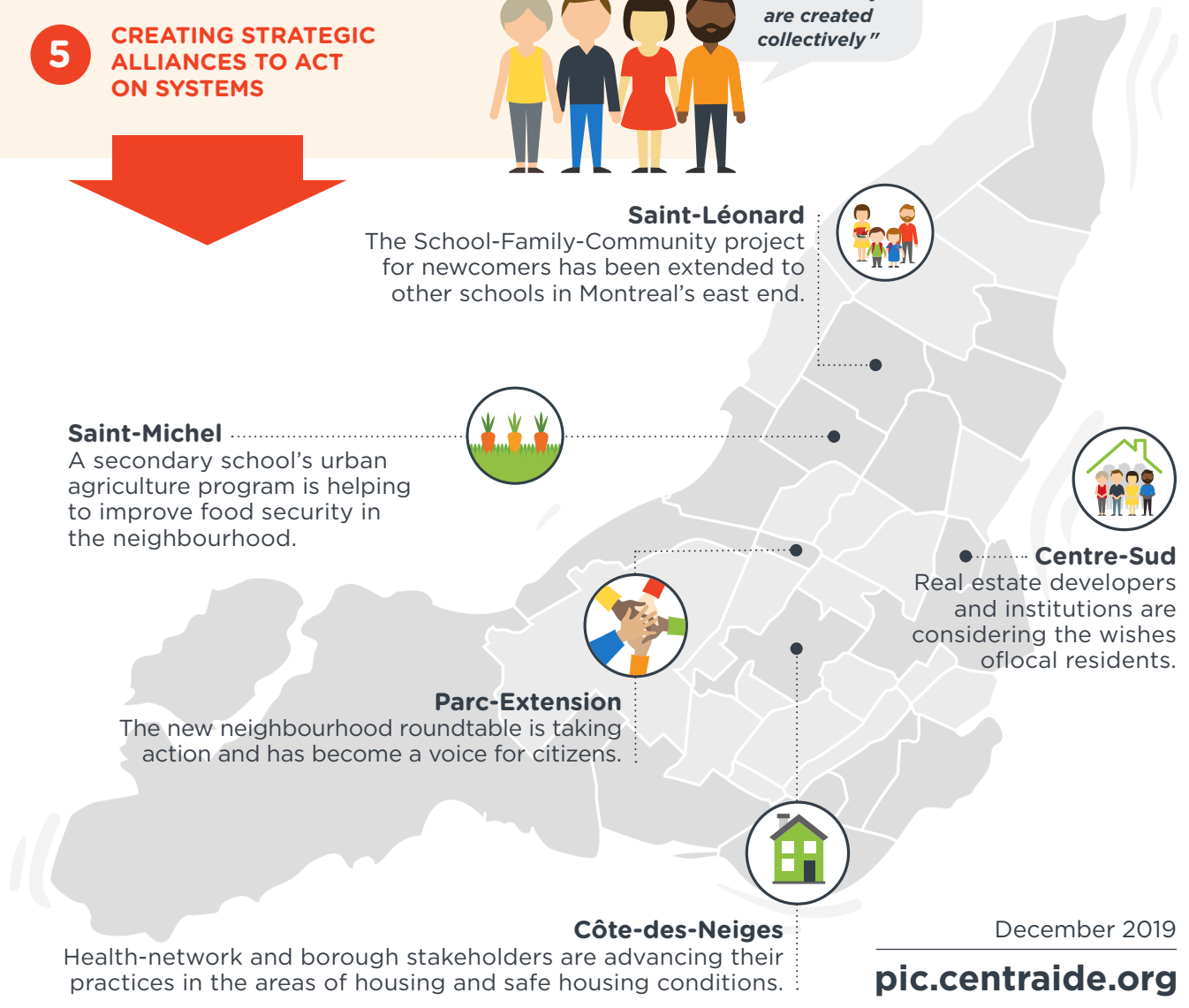
MOVING TOWARD SYSTEMS CHANGE



5 CREATING STRATEGIC ALLIANCES TO ACT ON SYSTEMS



"Our strategies are stronger because they are created collectively"



December 2019

pic.centraide.org



Considering **time** as an **essential ingredient** when deploying collective strategies



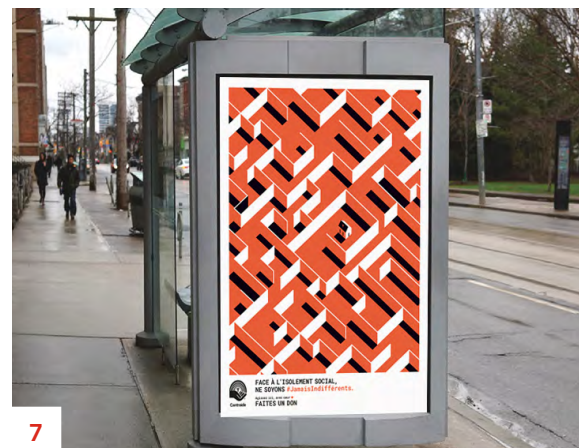
Avoiding the risk of **overextending** the project's stakeholders



Making these approaches **last over the long-term**

CENTRAIDE

COMMUNITY OUTREACH





3



4

Centraide's March of 1,000 Umbrellas (1 and 2)

Thousands of people marched to kick off the 2019 campaign with our co-chairs Éric Martel and Andrew Lutfy.

ELLES Centraide (3)

A group of inspiring women who want to encourage other women to become agents of change in our community through philanthropy and volunteering.

Centraide Cup (4)

30 teams gathered together at the Saputo Stadium to help raise \$305,000 to help reduce the school dropouts problems.

Génération Centraide (5)

A group of engaged young people who want to change things in their own way by rallying motivated youth around a shared goal: to reduce poverty in Greater Montreal.

Major donors tour 2019 (6)

Major donors visit community agencies. The Major Donors Cabinet is chaired by Isabelle Marcoux.

#Unignorable campaign (7)

A campaign in partnership with Pantone to highlight the issues related to poverty and social exclusion that are too often ignored.

TechAide AI4Good Conference and Hackathon (8)

Montreal's tech community came together around a series of activities to raise funds for Centraide and offer its tech expertise to our agencies. Over \$165,000 was raised.



8

ACKNOWLEDGMENTS



Thank you to our major donors and thank you especially to the co-chairs of our 2019 campaign, **Éric Martel** and **Andrew Lutfy**, as well as **Isabelle Marcoux**, chair of the Major Donors Cabinet.

Thank you also to everyone who contributed in their own way to the mission of Centraide of Greater Montreal.

BOARD OF DIRECTORS AND VARIOUS COMMITTEES

Robert Dumas, president Ahmed Aïna, Jacques Archambault, Normand Bélisle, Richard Bond, Caroline Bougie, Pierre Brochet, Monique Brodeur, Graham Carr, Giulia Cirillo, Fadjiah Collin-Mazile, Daniel Denis, Marc Gagnon, David Goodman, Marie-Claude Guérard, Marie-Josée Lamothe, Michel C. Lauzon, Frédéric Legault, Richard Massé, David Murray, Marie-Josée Neveu, Thi Be Nguyen, Mark Pathy, Madwa-Nika Phanord-Cadet, Nandini Ramanujam, Jo Ann Raymond, Johanne Turbide, Sandy Vassiadis and Lili-Anna Pereša

SOCIAL DEVELOPMENT INVESTMENT COMMITTEE

Caroline Bougie, president, Francis Alerte, Sharon Bitensky, Richard Bond, Asma Brahimi, Rémi Coderre, Joanne Doucet, Marie-Ève Hébert, Indu Krishnamurthy and Bernard Truong

2019 CAMPAIGN CABINET

Éric Martel et **Andrew Lutfy**, copresidents, Bineta Ba, Anne-Marie Boucher, Daniel Boyer, Manon Brassard, Jeanne Charlebois, Edith Cloutier, Albert Deschamps, John Di Bert, Marie-Claude Élie, Charles Émond, Pierre Gagnon, Denis Giangi, Marie-Claude Guérard, Richard Lajoie, Serge Lamontagne, Pierre Laporte, Anne-Marie Leclair, Jacques Létourneau, Bruce Levins, Alan MacIntosh, Isabelle Marcoux, Gaétan Morin, Simon Olivier, Mario Rigante, Nathalie Rousseau and Lino A. Saputo, Jr.

COMMUNICATIONS-MARKETING COMMITTEE

Mark Pathy, president, Normand Bélisle, Fadjiah Jade Collin-Mazile, Bobby Destounis, Justine Gagnon, Anne-Marie Leclair, Karen Macdonald, Mathieu Péloquin, Annie Thong Phanith and Thara Tremblay-Nantel

MAJOR DONORS CABINET

Isabelle Marcoux, president, Abe Adham, Kathy R. Assayag, Alain B. Auclair, Jean-François Babin, Grégoire Baillargeon, Pierre Beaudoin, Pierre Boivin, Anne-Marie Boucher, Eric Boyko, Sophie Brochu, Stephen R. Bronfman, Éric Bujold, Sunil Chaubey, Clare A. Chiu, Jean-Guy Desjardins, Mary-Dailey Desmarais, Stéphane Eljarrat, Charles Émond, Michael M. Fortier, Jean-Yves Fortin, Mitchell Garber, Louis Gendron, Caitlin Gill, Éric Gosselin, Jean-Benoît Grégoire Rousseau, Rhodri J. Harries, Norman Hébert, Jr., Anne-Marie J. Hubert, Joel King, Eric J. Klinkhoff, Eric R. La Flèche, Daniel Labrecque, David H. Laidley, Pierre Laporte, Stéphanie Larivière, Martin LeBlanc, Pierre-Yves Leduc, John J. Lennard, Willamina G. Leus, Elliot Lifson, Martin Longchamps, Andrew J. Lutfy, Alan MacIntosh, Éric Martel, Étienne Massicotte, Jacques Maurice, L P Maurice, Maxime Ménard, Éric Michaud, André Morrissette, Irene Nattel, François Olivier, R. Jeffrey Orr, Luc Ouellet, Filip Papich, Stéphane Paquet, Mark M. Pathy, Pierre A. Raymond, Réal Raymond, Paul Renaud, Richard J. Renaud, Cendrine Rollet, André J. Roy, Claude Séguin, Bradley P. Semmelhaack, Brigitte Simard, Norman M. Steinberg, Pierre-André Themens, Kim Thomassin, Robert J. Torralbo, Louis Vachon, Jonathan I. Wener et Alysia Yip-Hoi, **under the honorary chairmanship of Lino A. Saputo, Jr.**

CAMPAIGN TO THANK SOCIAL SECTOR WORKERS

Thank you to all our partners and donors who made this campaign possible.

While we are learning to bake bread,
MARIA IS HELPING THE HUNGRY.

#UNSTOPPABLE COMMUNITY SPIRIT THANK YOU to all community service workers and volunteers.

While we look to return to normal,
FRANCIS LOOKS AFTER THOSE WHO NEED IT THE MOST.

#UNSTOPPABLE COMMUNITY SPIRIT THANK YOU to all community service workers and volunteers.

Thank you to all community service workers and volunteers.

#UNSTOPPABLE COMMUNITY SPIRIT

Centraide

