

**TISSÉ SERRÉ  
FOR OUR**

# GREATER MONTREAL

**REPORT TO OUR  
COMMUNITY 2020-2021**



**Centraide**  
of Greater Montreal

**SHOW  
YOUR  
LOCAL  
LOVE** ♡

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*M. Robert Dumas, Chair of the Board of Directors and M. Bertrand Castonguay, Interim President and Executive Director*

# Word from the Chair of the Board of Directors and the Interim President and Executive Director

## **OUR DETERMINATION TO LEAVE NO ONE BEHIND**

While everyone was forced to adapt to deal with the COVID-19 crisis, Centraide had a frontline view of the escalating fragility of vulnerable populations, the explosion in demand for food aid, the dire need for mental health support, and the impact of numerous disruptions on youth success, including remote learning. At the same time, tragic news events reminded us that racism persists, systemic discrimination exists, and the pandemic has exacerbated various forms of violence.

Since the beginning of the crisis, we have witnessed an outpouring of solidarity. People and businesses alike offered to help by donating money, time, or goods.

Centraide encouraged synergy and maintained strong relationships between key actors including agencies, public health organizations, municipal representatives, government authorities, donors, businesses, and various partners. What motivated us day after day, was our determination to leave no one behind.

As we reflect on this unprecedented year, we are grateful to all our partners for their generosity and resilience.

## **THANKS A MILLION TO OUR DONORS**

**For the first time in Centraide of Greater Montreal's history, we raised more than \$60 million. An additional \$26.9 million was raised from our four COVID-19 Emergency Funds as well.** We are extremely touched by this generosity, which allowed us to invest \$74.9 million in allocations and support to agencies. Centraide's mission has never been so pertinent, and our donors felt compelled to act in the face of food insecurity, isolation caused by the pandemic, and a weakening of our social safety net. This collective action is a testament to the strength of community bonds in Greater Montreal, despite the social distancing measures imposed by the pandemic.

## **THANK YOU TO AGENCIES FOR STAYING THE COURSE**

While facing immense challenges, agencies were able to reorganize their services to meet increased demands and provide help and comfort to everyone who needed assistance.

In one example of many, our COVID-19 Emergency Fund and collective action made it possible to coordinate the delivery **of more than two million meals to people in need** at the height of the crisis, as social isolation requirements limited mobility and the availability of volunteers. During the lockdown, **28% of adults in Greater Montreal struggled with food security**, making the importance of the work done by volunteers and community agents all the more apparent.

This is just a glimpse of what agencies were able to accomplish. No matter their domain, every one of them showed inspiring resilience in the face of hardship. We can only thank them for being on the ground and redoubling their efforts so no one was left behind.

**BRAVO AND THANK**  
**YOU TO OUR EMPLOYEES**  
**AND VOLUNTEERS**

This large-scale movement of solidarity would not be possible without our many volunteers and the Centraide team. In addition to keeping our projects on track, everyone contributed in the effort to **coordinate emergency aid with agencies within and outside our network.**

We would also like to highlight the contribution of Lili-Anna Pereša, who led the organization for much of this year. We are very grateful for his absolute dedication over the past eight years.

To respond quickly to requests for COVID-19 emergency support, Centraide advisors leveraged their in-depth knowledge of neighbourhood challenges and needs to analyze 1600 requests. **The volunteer Emergency Allocations Group, was able to approve an average of 30 projects per day, allowing agencies to receive funding within just a few days!** This approach enabled us to provide rapid community support and have an immediate impact on vulnerable populations, all while ensuring that every dollar was well invested.

Our longstanding involvement, presence, and bonds within communities allowed us to identify key issues and organize a rapid response. By consulting and collaborating with the entire ecosystem, including the 350 agencies and 38 neighbourhood roundtables in our network, we were able to prioritize actions and meet the most pressing needs. Thanks to our determination to be a strategic and proactive social investor, Centraide is more committed than ever as a partner to agencies in Greater Montreal.

**UNSTOPPABLE**  
**COMMUNITY SPIRIT**

Although much remains to be done to combat poverty and social exclusion, and the long-term effects of the pandemic are still unknown, we end this year with a sense of pride. We hope that all the donors, volunteers, and community workers who contributed to this collective action share this sentiment. Recovery and revival are on the horizon, but the needs remain great and community collaboration remains essential. The future may be uncertain, but our ability to come together in the face of adversity is clearer than ever before.

Chair of the Board  
of Directors,



Robert Dumas  
President and Chief Executive Officer  
at Sun Life Québec

Interim President and  
Executive Director,



Bertrand Castonguay  
Vice-President Operations,  
Centraide of Greater Montréal

# REMARKABLE RESULTS

**100,550**

donors

**30,000+**

phone and video calls

**700+**

workplace campaigns

**80**

Campaign Cabinet volunteers

**500+**

workplace awareness activities

AND **90 000+**

“you’re on mute” moments

**38**

Neighbourhood round tables to improve living conditions in their community

**\$60M+**

for the 2020 annual campaign

**350**

agencies supported with traditional funding

**\$45M**

invested in agencies and  
community support

**\$74.9M**

invested in our  
communities in  
2020-2021

**635**

agencies supported  
via our Emergency  
Fund, **61% outside  
of Centraide's  
usual network**

**+800,000**

people helped

**\$25.6M**

invested via 4 COVID-19  
Emergency Funds

**\$4.2M**

invested in the CIP project

# A LONG-TERM COMMITMENT, NO MATTER WHAT

Spring

## Greater Montreal in a State of Emergency.

When a state of emergency was declared in Montreal and across Quebec, we first worked to ensure vulnerable people had access to food. Even though we were all in a state of uncertainty, it was urgent for us to act.

Every agency was impacted by the lockdown. How could we provide assistance without volunteers and from a distance? Homeless people, whose needs were more critical than ever, were clearly visible on empty streets. Young people were homeschooling. How would those with learning difficulties be impacted?

From day one, Centraide got to work to support agencies in their essential work.

## **March 13**

Quebec government declared a public health emergency

## **March 16**

Centraide participates in various crisis units and connects key actors

## **March 19**

First invitation to show support sent to “Centraide’s partners”

## **March 25**

Creation of Centraide COVID-19 Emergency Fund

## **March 27**

Allocations to agencies begin

## **March 30**

New Horizons for Seniors Program grants \$710,000 to Centraide of Greater Montreal

## **April 21**

Government of Canada announces the ECSF

After only four weeks, Centraide’s COVID-19 Emergency Fund raises \$7M and 300 requests are approved

## **April 29**

Youth Project Co-creation with our funding partners

## **May 19**

Began accepting agency requests for the ECSF

## **May 28**

Launch of **Unstoppable Community Spirit** campaign in honour of thousands of community workers and volunteers.

Summer

## Hotspots with Greater Needs

Greater Montreal has been the epicentre of the pandemic in Canada. The crisis has the biggest impact on disadvantaged neighbourhoods, due in part to overcrowding and a higher number of healthcare and service industry workers. At the end of May, the number of infections per 100,000 people was three times higher in poor neighbourhoods such as Montreal North than it was in affluent neighbourhoods like Westmount. Despite an easing of lockdown restrictions, the state of emergency remains. Though the challenges are immense, Centraide and the agencies in its network have demonstrated agility since the onset of the crisis. As the situation remains difficult, all involved strive to optimize support initiatives.

## June 8

Allocations to agencies eligible for the Youth Project begin:  
\$1.5M invested

## June 9

Allocations to agencies for the ECSF begin:  
\$15.4M invested



Photo: Centraide of Greater Montreal

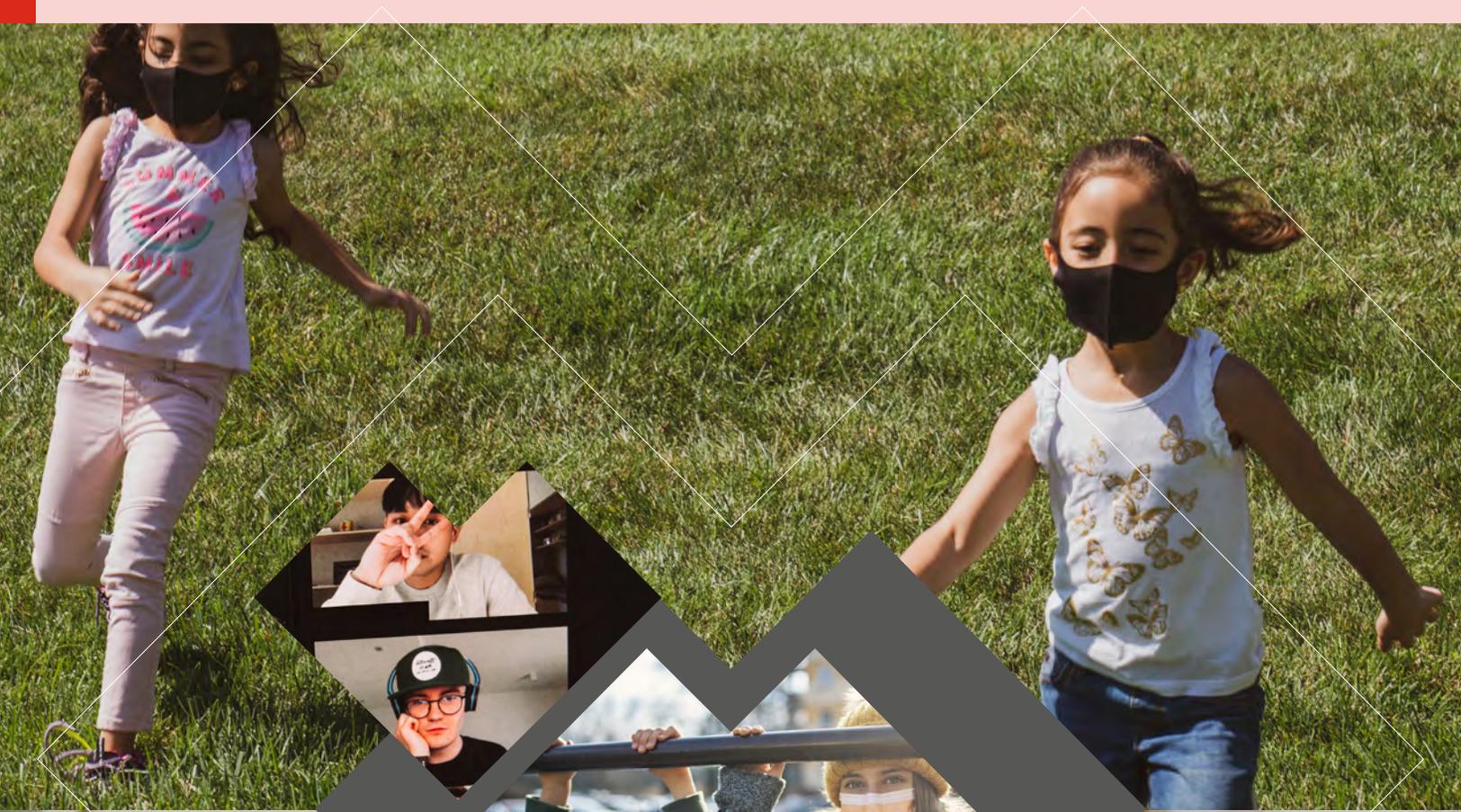


Photo: Mira Kireeva Atoms — Unsplash.com

## Autumn

### The Second Wave

The resurgence of the virus in the fall gave rise to new needs and challenges. The start of the school year was marked with mask-wearing, class bubbles, and the absence of extracurricular activities. In high schools, students alternated between classes at school and home, leading many to experience a loss of motivation. Adding to the collective sense of fatigue, by the end of summer 2020, 25% of adults in Montreal showed symptoms of severe depression and general anxiety.

With the annual fundraising campaign in full swing, Centraide offered an unprecedented level of support to agencies to allow them to maintain their services and relieve some of the pressure.

## Winter

### Long-term Effects

A year into the pandemic, as the COVID-19 situation evolves, surveys and statistics begin to reveal the impact on vulnerable populations. During difficult periods, vulnerability leads to increased vulnerability; we must see the warning signs and act. Calls to Tel-Jeunes increased by 30% since March 2020. As for parents, the surveys are unanimous: stress levels have increased at a drastic rate.

Thanks to the record-setting results of its fundraising campaigns, Centraide is in a better position than ever to offer aid and assistance to the thousands of people in need across Greater Montreal.

## August 23

Start of the second wave in Quebec

## September 8

Centraide of Greater Montreal launches its 2020 campaign

## October 24

Quebec passes the 100,000 cases mark

## December 5

Last day of Lili-Anna Pereša as President and Executive Director of Centraide. Will miss you Lili-Anna!

## January 9

Curfew instated in Montreal

## February 2

Closing of the annual campaign. A record reached: \$60 million raised!

# 4 EMERGENCY FUNDS TO CONFRONT THE CRISIS

The community ecosystem responded quickly and effectively to the hundreds of thousands of people who were in sudden need of help and support.

Through its **role as a strategic and proactive social investor prior** to the crisis, Centraide has been an ally to collect donations and receive funds from government bodies and redistribute the money without delay, where the needs were greatest.

The **4 emergency funds** that were put in place and redistributed.



**01**

CENTRAIDE COVID-19  
EMERGENCY FUND



**02**

EMERGENCY COMMUNITY  
SUPPORT FUND (ECSF)



**03**

YOUTH PROJECT



**04**

NEW HORIZONS FOR SENIORS  
PROGRAMME (NHSP)

# EMERGENCY SUPPORT FOR VULNERABLE POPULATIONS

local love  
IN A  
GLOBAL CRISIS



## Centraide COVID-19 Emergency Fund

Raised and disbursed at the start of the pandemic, this exceptional fund enabled agencies to reorganize, maintain services, and even increase contact with vulnerable populations and people impacted by the health crisis.

This fund was made possible by donations from businesses, organizations and unions, generous donors, foundations, and municipal and neighbourhood bodies. No administrative fees were collected on the amounts raised for this fund.

**\$8M**

invested

**438**

agencies  
supported

### Impact in our Community

**+ 37,000**

families reached

**+ 28,000**

donations of equipment

**+ 2M**

meals offered

**+ 275,000**

people received  
emergency support

**+ 200,000**

friendly phone calls  
and support meetings

**+ 200,000**

food deliveries

# SUPPORT TO ADAPT AND EXPAND FRONT-LINE SERVICES

## Emergency Community Support Fund (ECSF)

The Emergency Community Support Fund (ECSF) is a \$350 million global investment to help vulnerable populations manage the effects of COVID-19. The Government of Canada partnered with Centraide United Way Canada, Community Foundations of Canada (Foundation of Greater Montréal, in our region) and the Canadian Red Cross to distribute the ECSF across the country.

This initiative was made possible through financing from the Government of Canada and Employment and Social Development Canada (ESDC).

Canada 



**\$15.4M**

invested

**349**

agencies supported

### Impact in our Community

“

*Thanks to your support, we were able to purchase tech equipment to allow staff to telework and stay in touch with families who were struggling. We also bought a Zoom license, which enabled more people to connect with the activities we were offering and allowed us to remain part of the social fabric and maintain the link that families lost due to the closure of schools, recreation centres, etc. Without Centraide, we would have only increased our deficit, but more importantly, we would have lost contact with families in need, helpless in the face of this crisis, and lacking resources!”*

— La Maison À Petits Pas



# PSYCHOSOCIAL, ACADEMIC, AND TECHNOLOGICAL SUPPORT FOR YOUTH

## Youth Project



**\$1.5M**

invested

**56**

agencies  
supported

During the summer of 2020, the Youth Project supported isolated and marginalized youth by giving them the opportunity to continue their studies and return to school with the greatest chance of success.

The project was made possible thanks to the financial support of the **Lucie and André Chagnon Foundation**, the **Marcelle and Jean Coutu Foundation**, **Eidos-Montréal**, and **Square Enix Montréal**.

**56 activities**

psychosocial support activities to reduce isolation

**43 activities**

educational activities to prevent school dropouts

# SUPPORT FOR ISOLATED SENIORS DURING LOCKDOWN

## New Horizons for Seniors Programme (NHSP)

**\$710k**

invested

**74**

agencies  
supported

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.

This initiative was made possible through financing from the Government of Canada and Employment and Social Development Canada (ESDC).

Canada



# CENTRAIDE: A RELIABLE SOCIAL SAFETY NET

The pandemic disproportionately affected vulnerable populations and exposed the underlying social issues that form the foundation of our mission: to combat poverty and social exclusion in Greater Montreal.

## **RECOGNIZING AND UTILIZING OUR SOCIAL EXPERTISE**

The relationships we have cultivated with partners, municipal bodies, businesses, and donors over the years, put us in a central position to participate in emergency action. Our strategic approach for 2017-2021 to reduce poverty and social exclusion has proven successful. While the health crisis introduced unanticipated challenges, the synergy and collaboration between key actors has been an asset in helping us overcome them.

Selected as a partner in government aid initiatives, Centraide was trusted to quickly administer the various emergency funds to agencies, even those outside our network.

## **OUR SOCIAL DEVELOPMENT ORIENTATIONS:**

**01 BE AN AGENT  
OF CHANGE**

**02 COLLABORATE  
WITH EFFECTIVE  
ORGANIZATIONS**

## **INVEST WITH CARE, EVEN IN AN EMERGENCY**

# 78%

of agencies supported by the Centraide COVID-19 Emergency Fund reached people they would not reach under normal circumstances, which is proof of increase and diversification of requests for assistance.

MORE THAN  
**50%**

of community agencies had to adapt their services, while one in four agencies were forced to cancel activities or offer remote services.

Before allocating funds, Centraide assesses the specific needs of each neighbourhood in our territory. We base our knowledge not only on analyses, statistical data, but also on our valuable communications with community actors, particularly through neighbourhood roundtables. Our rigorous approach to investment is rooted in our territorial strategic plans.

The health crisis forced us to accelerate certain processes while maintaining this rigour. Established to allocate emergency funds, the volunteer Emergency Allocation Group (EAG), played a central and critical role in this operation, enabling \$25.6M to be allocated to the community.



**Caroline Bougie,**  
Volunteer Chair of the Social  
Development Investment  
Committee of Centraide of Greater  
Montreal and member of the EAG.

“Thanks to their in-depth knowledge of neighbourhoods, Centraide’s social development advisers can adapt to daily challenges and demands and do a monumental amount of work to support our communities as quickly as possible. Thanks to referrals from the Emergency Fund, the EAG can approve an average of 30 projects per day, based on criteria, guidelines, and priorities we established to meet the needs of neighbourhoods and cities.”

**03 PROMOTE SYNERGY  
BETWEEN ALL ACTORS  
OF CHANGE**

**04 EVALUATE  
AND MEASURE  
IMPACTS**

**05 COMMUNICATE EXPERTISE  
AND THE IMPACT OF  
CENTRAIDE’S ACTIONS**

# OUR AREAS OF ACTION

## **PROVIDING SUPPORT** **WHERE IT IS NEEDED**

Over the past year, the **350 agencies** in our network and the hundreds of others supported by four emergency funds **reinvented themselves every day to support vulnerable populations** during this difficult period.

Since the start of the crisis, community leaders have offered new and innovative solutions to ride out the various waves of the pandemic.

Here are some of the projects that were launched through effort and supported by Centraide.



# SUPPORT YOUTH SUCCESS

Even before the pandemic, 83,000 children between six and 17 years old lived in poverty in Greater Montreal. Poverty has a direct impact on development, including delays in their schooling, learning difficulties, dropouts, etc. The number of children in poverty will inevitably increase, with the pandemic causing vulnerable families to move into more precarious situations.

In addition, the school year has been disrupted by school closures and remote learning. In April 2020, 197,000 teenagers in Greater Montreal were forced to stay home, which impacted their mental health. As a direct consequence, Tel-Jeunes saw a 30% increase in calls since the start of the pandemic.

Young people have had to adapt to many changes and sanitary rules over the weeks and months, which has strongly shaken their perseverance and motivation. The community agencies have played an essential and complementary role in the incredible efforts made by the schools.

Centraide and the agencies it supports work to break the poverty cycle and give all children in Montreal equal opportunity to succeed.

## **EDUCATION CAMP FOR 150 YOUTHS**

### ***Je Passe Partout***

Major player in student retention in Montreal, Je Passe Partout offers support to several children, youths, and their families in Montreal East. After going digital in the spring to maintain its service from a distance, the agency invited 150 youth to a summer education camp to help them catch up on studies interrupted school closures.

**\*Agencies outside our regular network, but financed by one or more emergency funds**

**\$15.7M**

invested

**160**

agencies and projects supported

**32%**

of our regular investments  
in 2020-2021, including  
the CIP

## **4C PROGRAM FOR DIGITAL EQUITY**

### **Socio-Economic Summit for Youth Development in Black Communities\***

With the widespread adoption of distance learning, the goal of the 4C: Connected Community to Counter COVID-19 program was to curb the digital divide amplified by the pandemic. Thanks to investments from Centraide and the Emergency Community Support Fund, the agency was able to provide equipment, Internet access, and support to 1,700 youth and their families.

## **MAGASIN-PARTAGE STORES ADAPTED FOR THE PANDEMIC**

### **Regroupement Partage**

Supported by Centraide for nearly 25 years, Regroupement Partage supports the organization Magasins-Partage, particularly at the beginning of the school year. Since health regulations did not allow families to choose their own supplies this year, backpacks, lunch boxes, school supplies, and food were distributed directly to 6,000 children and their families by appointed agencies in 19 Montreal neighbourhoods. Each of the 6,000 children also received a bottle of reusable masks.

## **ALWAYS THERE FOR YOUNG PEOPLE**

### **Diapason-Jeunesse**

This Laval agency's programs aim to remove barriers to academic success and to encourage and support student retention. During lockdown, the agency stayed open and quickly moved its activities online. Young people were able to contact agency representatives when they needed them most.



Photo: portraitsdemontreal.com

# TAKE CARE OF THE ESSENTIALS

No one should have to choose between buying food or paying their rent. This year, food security was a bigger priority than ever before. During lockdown, 28% of adults in Greater Montreal struggled with food security. Job losses and lockdowns put many families in precarious situations, leading to an explosion in requests for food assistance. In the spring of 2020, 50% of calls to 211 related to food security. With a lockdown in effect, homeless people become more visible and vulnerable. Some groups estimate that the number of homeless people in Montreal reportedly doubled from 3,000 to 6,000 people on the street.

Since the start of the crisis, Centraide played a leading role in helping agencies adapt their services, implement health protocols, and reinforce their efforts to help people in need.

## **200 MEALS A DAY FOR HOMELESS PEOPLE**

### **Action-Réinsertion (Le Sac à dos)\***

From day one, several outdoor food sites appeared to support homeless people during lockdown. At Place Émilie-Gamelin, Le Sac à dos distributed 200 meals a day, in addition to providing on-site psychosocial assistance. Thanks to the Community Support Emergency Fund, the agency was able to support homeless people, people with substance abuse issues, new clients, and the recently unemployed.

\*Agencies outside our regular network, but financed by one or more emergency funds

**\$9.3M**

invested

**125**

agencies and project supported

**19%**

of our regular investments  
in 2020-2021, including  
the CIP

## **SOLUTIONS FOR A CLIENTELE LEFT TO FEND FOR ITSELF**

### **Hébergement La Casa Bernard-Hubert, Le Repas du passant and Macadam Sud**

In the face of the significant increase in the number of homeless people at the metro station Longueuil, La Table itinérance Rive-Sud, thanks to the four organizations in homelessness and the collaboration of the CISSS and the City of Longueuil, have found solutions in order to offer to this clientele, left to fend for itself, a place to eat, clean and be reassured.

## **SOLIDARITY KITCHENS FILL**

### **La Tablée des Chefs\***

With restaurants in the Greater Montreal area closed and an increased demand for food assistance, La Tablée des chefs and its partners set up Solidarity Kitchens to fill Food Banks of Quebec refrigerators. From spring to fall, 100 chefs prepared more than two million meals for people in need.

## **WARMING CENTRE FOR HOMELESS PEOPLE**

### **PACT de rue and RAP jeunesse**

With the return of cold temperatures, the curfew, and resources overwhelmed by COVID-19 outbreaks, it became more difficult to help the growing homeless population. Several temporary homeless shelters were set up, including the Villeray homeless shelter, and co-piloted by P.A.C.T. and RAP Jeunesse, two agencies partly funded by the Centraide COVID-19 Emergency Fund. In a Sun Youth location, about 20 mixed spaces were offered in addition to meals, showers, and snacks. Day centres were also available on the premises of both agencies.



Photo: portraitsdemontreal.com

# BREAK SOCIAL ISOLATION

Everyone was impacted by social isolation over the past year, but some were more affected than others. Seniors, who are often alone, lost access to home care and support from loved ones overnight. Immigrants, who rely on agencies for assistance with community integration, felt cut off. Women, already more likely to experience domestic violence, lost jobs in high numbers. Some women also reduced their work hours or left the labour market to assume increased parental obligations. Finally, racialized people were more affected by COVID-19 on several fronts. The pandemic has highlighted profound inequalities.

Through funding and technology support, Centraide enabled community agencies to continue their mission and support vulnerable people, even from a distance.

## MAINTAIN THE LINK WITH CONFINED SENIORS

### **SCAMA Centre (Community Service Centre for Autonomy)\***

In Chomedey, the poorest and most multicultural neighbourhood in Laval, 30 volunteers made “friendship calls” every day to 300 confined seniors. Supported by the COVID-19 Emergency Fund, the service was offered in several languages. In addition, the agency provided grocery delivery ramped up its food assistance service.

\*Agencies outside our regular network, but financed by one or more emergency funds

**\$12.8M**

invested

**167**

agencies and project supported

**26%**

of our regular investments  
in 2020-2021, including  
the CIP

## **PROTECT WORKERS WITH PRECARIOUS STATUS**

### **Réseau d'aide aux travailleuses et travailleurs migrants agricoles du Québec (RATTMAQ)\***

This advocacy organization supports migrants with precarious status working with agricultural farms of the North Shore and the South Shore of Montreal. Through the pandemic, the RATTMAQ helped the workers with the application of sanitary measures, while ensuring that their rights were respected.

## **REMOTE SUPPORT FOR IMMIGRANT FAMILIES**

### **CARI St-Laurent (Welcome and social and economic referral centre for immigrants)**

Located in Saint-Laurent, more than half of the population CARI serves was born outside Canada. From the start of the pandemic, the agency operated a psychoeducation clinic to meet the needs of immigrant families with children of all ages experiencing lockdown-related difficulties.

## **PROVIDING A SAFE ENVIRONMENT FOR ABORIGINAL WOMEN**

### **Native women's shelter of Montreal**

The shelter offer support and frontline services First Nations, Inuit and Métis (Aboriginal) women and children. Based on the sanitary measures in place, the agency has adapted its services, such as psychosocial support, accompaniments to health services and community meal preparation. Centraide's emergency support also helped to enhance resources, to respond to urgent requests and prevent women victim of abuse to isolate themselves during the confinement.



Photo: portraitsdemontreal.com

# BUILD CARING COMMUNITIES

Humanitarian aid organized this year would never have been possible without the hundreds of community leaders hard at work every day in more than 80 communities in Greater Montreal. Centraide's approach aims to strengthen their ability to accomplish their missions and make long-term improvements to living conditions. In 2020-2021, several agencies were forced to go digital, in addition to operating with fewer volunteers due to lockdown.

The assistance of Centraide and the Emergency Fund allowed community agencies to acquire computer equipment, offer virtual services, and continue to operate remotely.

## UNDERSTAND NEEDS IN REAL TIME THANKS TO 211

### **Information and Referral Centre of Greater Montreal**

Since the start of the pandemic, requests to the 211 information and referral service multiplied. At the height of the crisis, the services received four times more calls than usual, with food security being the main concern. The Centraide COVID-19 Emergency Fund enabled the service to provide rapid responses to requests, increase capacity, and expand its service area.

**\$11.3M**

invested

**148**

agencies and project supported

**23%**

of our regular investments  
in 2020-2021, including  
the CIP

## **WORKING TOGETHER TO FEED A WHOLE REGION**

### **Réseau alimentaire de l'Est de Montréal**

In the face of increased food needs, le Réseau alimentaire de l'Est de Montréal has built a bridge between the agencies in food security and Fleury Michon, a specialized company in the production of frozen meals for airlines. A network has been created in nine neighbourhoods. Since the beginning of the confinement, in collaboration with forty agencies, the Network bought more than 235,000 meals originally intended for the airlines.

## **STRENGTHEN SKILLS AND LEADERSHIP IN AGENCIES**

### **Dynamo agency**

The Dynamo agency has been training community leaders for 13 years. This year more than ever, Dynamo's coaching helped agency directors manage, adapt, and mobilize their teams. Between fall and spring, Dynamo offered eight training sessions to more than 150 participants that covered the facilitation of meetings over Zoom.

## **STICK TOGETHER, EVEN WHILE APART**

### **Centre d'action bénévole de Boucherville (CABB)**

Centraide supports 17 agencies and points of service dedicated to volunteering. Before the pandemic, there were 57,000 volunteers across our network of 350 agencies. During the pandemic, volunteer action centres lost 80% of their staff, including the CABB.



# COMMITTED TO INNOVATION. TION

For Centraide and the community agencies, the year 2020-2021 forced us to accelerate our innovation. Our desire to focus on solutions, which are rooted in our 2017-2021 strategic social development orientations, allowed us to accelerate our digital shift in order to reach people quickly and identify needs in real time.

Our commitment to promising projects, such as the Radar, Collective Impact Project, and the Initiative Immobilière Communautaire du Grand Montréal, demonstrates our commitment to showing agility and our courage to tackle problems from a different perspective.

Increasingly aware of our responsibility as an organization and employer, we are taking stock of major issues related to diversity, equity, inclusion and sustainable development and how we ourselves can improve as an organization.



# REFER CITIZENS TO COMMUNITY RESOURCES NEAR THEM

## 211 information and referral service

From the very first days of the crisis, Centraide supported 211 so that it could extend its service to all of Quebec.

In addition to offering information and referrals, 211 also tracks social needs and identifies lacking resources, which was an invaluable resource during the crisis.

## **Accessible**

by phone and live chat

## **82**

Number of municipalities in the urban agglomeration of Montreal that offers the service

## **50,000+**

From April 1, 2021 to March 31, 2021, the 211 service was contacted over 50,000 times, and over 60% of these requests were about emergency food assistance.

## **7 days a week**

365 days a year

## **200+**

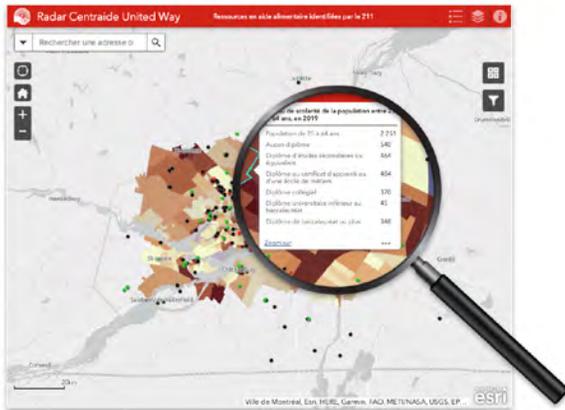
Offered in over 200 languages

## **Free**

and confidential



# ISSUES IDENTIFIED THANKS TO DATA



## Radar Centraide United Way

The Radar is a data visualization mapping tool that provides a sociodemographic portrait of our neighbourhoods, towns and cities. The first component in a series of technological innovations developed by the United Way Centraide of Toronto, Calgary and Montreal, the Radar aims to support the digital transformation of the social, community and philanthropic sectors.

A pilot version of the Radar was launched in May 2020 for the COVID-19 crisis to deal with the major issue of food security. The sharp increase in food requests due to the pandemic helped us show the relevance of this tool.

Since the launch of the pilot version, Centraide has continued developing the Radar with its partners. The combination of sources of data that are usually compartmentalized highlights the added value of this tool. Ultimately, the Radar will allow community sector professionals and other partners to consider all agencies and social issues as a whole in order to align and optimize financial support.

### IN A SINGLE TOOL, THE COVID-19 RADAR PILOT COMBINES:

- Data from all agencies in the field, provided by the 211 information and referral service.
- More recent sociodemographic data for Greater Montreal.
- Money given to agencies by all participating partners.

The Radar was made possible thanks to financial support from the **Lucie and André Chagnon Foundation**, the **McConnell Foundation**, and the generous collaboration of **Esri Canada**.



# JOINING FORCES TO ACCELERATE CHANGE

## Collective Impact Project (CIP)

The Collective Impact Project (CIP) is a change accelerator designed to increase impacts and achieve measurable and clear results in the reduction of poverty in Montreal neighbourhoods. At the heart of this approach is the belief that, when they get the right tools and support, local citizens can achieve great things to improve their living conditions and become agents of major change.

### Key facts

**\$4.2M**

invested in 2020-2021

**9**

partner foundations

**3**

strategic partners

**1**

project operator:  
Centraide of Greater  
Montreal



**THE CIP IS ALREADY  
AN ESSENTIAL  
COMPONENT OF  
MONTREAL'S  
PHILANTHROPIC  
ECOSYSTEM**

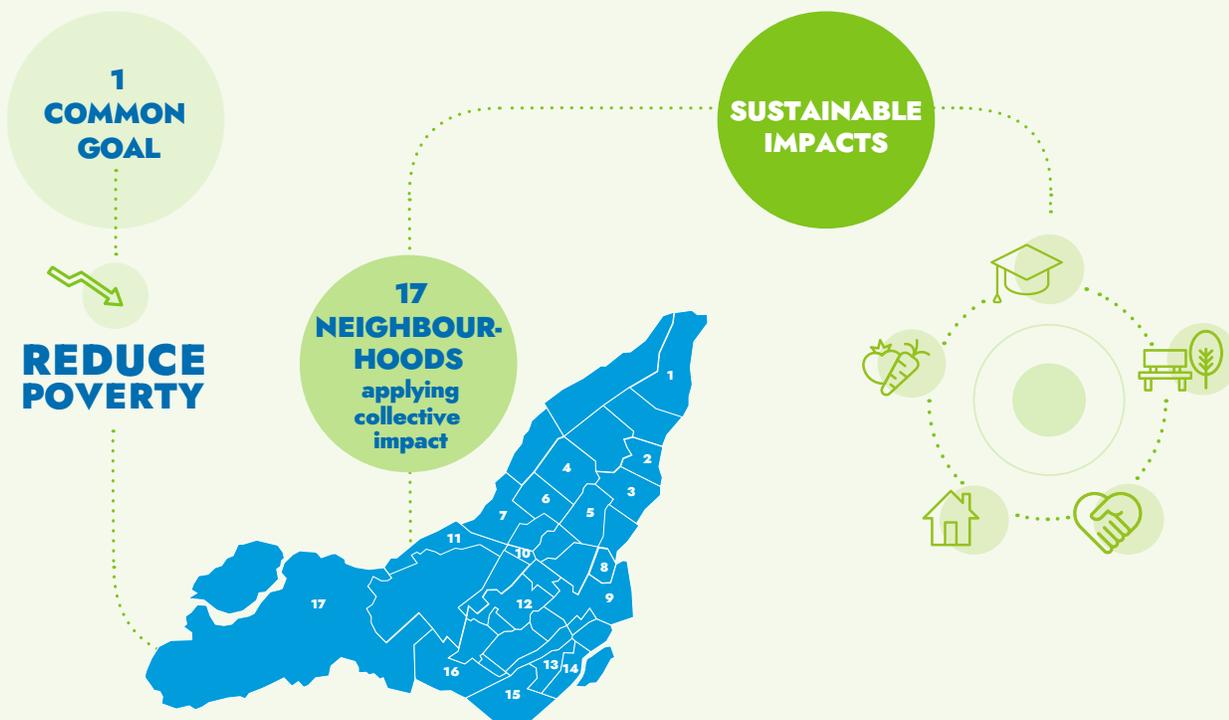
The CIP received a Social Impact Award (second edition), in the Management Innovation category, awarded by L'Actualité magazine.

After five years of experimentation out of the six planned, the CIP generates learnings sufficiently significant in communities and among project partners to decide to engage in a second phase, drawing lessons from the first phase.

The second phase of the CIP will be launched in autumn 2021.

**STAYING UNITED FOR INCLUSIVE NEIGHBOURHOODS**

*The CIP at a glance*



- 1. Pointe-aux-Trembles 2. Mercier-Est 3. Mercier-Ouest 4. Saint-Léonard 5. Rosemont 6. Saint-Michel
- 7. Ahuntsic 8. Centre-Sud 9. Peter-McGill 10. Parc-Extension 11. Bordeaux-Cartierville 12. Côte-des-Neiges
- 13. Ville-Émard—Côte-Saint-Paul 14. Verdun 15. LaSalle 16. Lachine 17. West Island

# CHANGING THE WORLD, STARTING WITH US

## Approach to diversity, equity and inclusion

As a community builder, Centraide is committed to working hard so that Greater Montreal becomes a truly fair, safe and inclusive place.

In recent years, we have started a reflection process within Centraide to open up discussions on equity, diversity and inclusion, and put those issues at the centre of our analyses and our practices. Since 2017, an internal committee is in place and has developed a Diversity and Inclusion Policy.

We have also developed a training and awareness program among employees.

We are also working to ensure to be an employer and a partner that reflects our community.

Centraide condemns racism and discrimination because of its lasting negative impact on our society, creating profound injustices for individuals and communities, in particular for indigenous peoples and racialized people. We are committed therefore to support the full deployment of broad principles of equity, diversity and inclusion within our organization, but also through all of our collaborations and strategies. We fully recognize our role and responsibility in the transformation of Greater Montreal into a fairer society for all.

# IMPROVE OUR SOCIAL IMPACT BY REDUCING OUR CARBON IMPACT

## Sustainable development approach

Centraide wants to be an active participant in tackling sustainable development issues. Questions raised by these issues must influence the decisions we make and the actions we take.

Among his achievements, our Sustainable Development Committee, established in 2017, has developed a Responsible Purchasing Policy as well as corporate guidelines including, among other things, targets to reduce our carbon consumption.

We have also changed our investment policies in order to integrate elements on ESG and impact investing, in addition to a rigorous accountability focused on our objectives towards the sustainable development.

Implementing good sustainable development practices is in keeping with Centraide of Greater Montreal's desire to be a responsible agent of change and to make a real and lasting impact on its community.

# BETTER SPACES FOR BETTER SERVICES



## Initiative immobilière communautaire du Grand Montréal

The Initiative immobilière communautaire du Grand Montréal is the result of an initiative launched by Centraide of Greater Montreal and the Coalition montréalaise des Tables de quartier. This investment fund was created specifically for community agencies in Greater Montreal to help them become owners of spaces that meet their community's needs.

### Key facts

**\$18M+**

Available investments

**Goal**

Support community agency access to ownership of their own spaces so that they can develop and stay viable over the long term

**3 motivations**

- Greater access to property ownership.
- Less pressure on community stakeholders due to problems of rental affordability and availability.
- A greater share of budgeting and operating budgets allocated to agency missions and services for their clientele.

**15+**

Partners from different backgrounds, including the Centraide of Greater Montreal Foundation.

**3**

Financial solutions

- **Validate**  
Support loan \$1.65M
- **Secure**  
Social acquisition fund \$5.95M
- **Execute**  
Social investment fund \$11M



Photo: tobias — unsplash.com

# RECOGNITION OF UNPARALLELED COMMUNITY SPIRIT AND GENEROSITY

Despite the pandemic-related uncertainty and a fragile economic situation, the people of Greater Montreal showed an outpouring of generosity this year that far exceeded our expectations. From the bottom of our hearts, we thank every one of you who helped us raise and invest record amounts to meet the equally unprecedented needs in our territory.

Thank you to our donors and volunteers. A special thank you to the co-chairs of our 2020 fundraising campaign, **Anne-Marie Hubert**, Eastern Canada Managing Partner for EY, **Michael M. Fortier**, Vice-Chairman, RBC Capital Markets, and to the Chair of the Major Donors Cabinet, **Isabelle Marcoux**, Chair of the Board of Transcontinental.

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Thanks to you, we can say without a doubt  
that the social fabric of Greater Montreal  
is tightly woven indeed.

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## **BOARD OF DIRECTORS AND COMMITTEES**

**Robert Dumas**, Chair, Ahmed Aïna, Normand Bêlisle, Clément Bilodeau, Richard Bond, Caroline Bougie, Monique Brodeur, Graham Carr, Giulia Cirillo, Fadjiah Collin-Mazile, Fady Dagher, 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, Madwa-Nika Phanord-Cadet, Nandini Ramanujam, Jo Ann Raymond, Johanne Turbide, Sandy Vassiadis and Bertrand Castonguay

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**under the honorary chairship of Lino A. Saputo**

## **COMMUNICATIONS- MARKETING COMMITTEE**

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

**NOTE TO OUR 2020-2021  
FINANCIAL STATEMENTS**

Unsurprisingly, Centraide of Greater Montreal's 47<sup>th</sup> year was heavily impacted by the global pandemic and, at the same time, by a much larger-than-expected outpouring of generosity.

For the first time in its history, Centraide's annual fundraising campaign exceeded \$60 million. This is in addition to the \$26.9 million in donations and programs received for our four COVID-19 Emergency Funds. Revenue from the Operating Fund reached an all-time high of \$87.7 million. The Collective Impact Project Fund, created from the pooling of donations and the expertise of partner foundations, closed the year with \$5.7 million in revenue. Overall, the Operating Fund and Collective Impact Project Fund generated revenue of \$93.4 million.

In the last fiscal year, we invested \$74.9 million in allocations and support to agencies. This particular context helped generate a temporary surplus of \$8.2 million in the Operating Fund, which will allow us to significantly and responsibly increase our allocations and support to agencies in the coming years.

Our administrative costs remained stable over the past year despite the additional efforts needed to manage the COVID-19 Emergency Fund. This decrease in our fundraising expense ratio compared to fiscal year 2019-2020 is due to our exceptional revenue growth (ratio of 9.3% in 2020-2021).

The Centraide of Greater Montreal Foundation, which was created to guarantee a disbursement quota to Centraide each year, also had an exceptional year that was marked by the pandemic. Its planned giving and investment revenue totalled \$16.5 million. For the current fiscal year, the Foundation's annual donation of \$1.6 million to Centraide went to the Capital Asset Fund and Development Fund, two essential resources that let Centraide sustain the longevity of its actions to fight poverty and exclusion in Greater Montreal.

Treasurer,



Daniel Denis  
Ex-Partner, Consulting Services,  
Strategy, KPMG

Interim President and  
Executive Director,



Bertrand Castonguay  
Vice-President Operations,  
Centraide of Greater Montréal

# FINANCIAL STATEMENTS

# 2020.

# 2021

**MARCH 31, 2021**



**Centraide**  
of Greater Montreal



## Independent Auditor's Report

To the Members of Centraide of Greater Montréal

### OPINION

We have audited the financial statements of Centraide of Greater Montréal, which comprise the balance sheet as at March 31, 2021, and the statements of operations and fund balance of the Operating Fund, Stabilization Fund, Capital Asset Fund, Development Fund and Collective Impact Project Fund and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Centraide of Greater Montréal as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of Centraide of Greater Montréal in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Centraide of Greater Montréal's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Centraide of Greater Montréal or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Centraide of Greater Montréal's financial reporting process.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Centraide of Greater Montréal's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Centraide of Greater Montréal's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Centraide of Greater Montréal to cease to continue as a going concern.

# FINANCIAL STATEMENTS (CONTINUED) — MARCH 31, 2021

Centraide of Greater Montreal

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

May 18, 2021

*Deloitte LLP'*

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<sup>1</sup>CPA auditor, CA, public accountancy permit No. A120628

# STATEMENT OF OPERATIONS AND FUND BALANCE

## OPERATING FUND

Year ended  
— MARCH 31, 2021

Centraide of Greater Montreal

	Notes	2021	2020
		\$	\$
<b>REVENUE</b>			
Subscriptions		61,405,634	57,266,689
Uncollectible subscriptions		(982,761)	(3,356,203)
		<b>60,422,873</b>	53,910,486
Emergency COVID-19 funds donations	9	26,888,138	194,000
Interest and other revenue		375,536	719,489
		<b>87,686,547</b>	54,823,975
<b>EXPENSES</b>			
Fundraising and operating costs	6	8,710,142	8,672,239
		<b>78,976,405</b>	46,151,736
Result before allocations and assistance to agencies		<b>78,976,405</b>	46,151,736
Allocations and assistance to agencies			
Allocations to agencies		40,846,548	41,288,765
Allocations from emergency COVID-19 funds	9	25,622,064	194,000
Assistance to agencies and community and operating costs	6	4,242,728	4,184,655
		<b>70,711,340</b>	45,667,420
<b>NET RESULT</b>			
		<b>8,265,065</b>	484,316
Fund balance, beginning of year		40,142,065	39,526,849
Change in revaluation and other recognized elements – top-up pension plan		(76,200)	900
Interfund transfers		130,000	130,000
<b>FUND BALANCE, END OF YEAR</b>		<b>48,460,930</b>	40,142,065

The accompanying notes are an integral part of the financial statements.

# STATEMENT OF OPERATIONS AND FUND BALANCE

## STABILIZATION FUND

Year ended  
— MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUE</b>		
Investments	<b>746,074</b>	(255,703)
<b>NET RESULT</b>	<b>746,074</b>	(255,703)
Fund balance, beginning of year	<b>5,640,148</b>	5,895,851
<b>FUND BALANCE, END OF YEAR</b>	<b>6,386,222</b>	5,640,148

The accompanying notes are an integral part of the financial statements.

# STATEMENT OF OPERATIONS AND FUND BALANCE

## CAPITAL ASSET FUND

Year ended  
— MARCH 31, 2021

Centraide of Greater Montreal

	Notes	2021	2020
		\$	\$
<b>REVENUE</b>			
Donation from Centraide of Greater Montréal Foundation	4	525,349	1,077,000
Interest		16,550	29,503
		<b>541,899</b>	1,106,503
<b>EXPENSES</b>			
Amortization of fixed assets		537,921	240,787
Other costs		604,836	364,261
		<b>1,142,757</b>	605,048
<b>NET RESULT</b>		<b>(600,858)</b>	501,455
Fund balance, beginning of year		6,577,790	6,076,335
<b>FUND BALANCE, END OF YEAR</b>		<b>5,976,932</b>	6,577,790

The accompanying notes are an integral part of the financial statements.

# STATEMENT OF OPERATIONS AND FUND BALANCE

## DEVELOPMENT FUND

Year ended  
— MARCH 31, 2021

Centraide of Greater Montreal

	Notes	2021	2020
		\$	\$
<b>REVENUE</b>			
Donation from Centraide of Greater Montréal Foundation	4	1,023,811	400,000
Other donations		575,503	30,000
Interest		10,768	11,899
		<b>1,610,082</b>	441,899
<b>EXPENSES</b>			
Research and development costs			
Philanthropy activities		127,374	5,500
Social development and community activities		336,494	153,137
		<b>463,868</b>	158,637
<b>NET RESULT</b>		<b>1,146,214</b>	283,262
Fund balance, beginning of year		950,230	666,968
<b>FUND BALANCE, END OF YEAR</b>		<b>2,096,444</b>	950,230

The accompanying notes are an integral part of the financial statements.

# STATEMENT OF OPERATIONS AND FUND BALANCE

## COLLECTIVE IMPACT PROJECT FUND

Centraide of Greater Montreal

Year ended  
— MARCH 31, 2021

	<b>2021</b>	<b>2020</b>
	\$	\$
<b>REVENUE</b>		
Donations	5,700,000	2,790,000
Interest	10,790	10,775
	<b>5,710,790</b>	2,800,775
<b>EXPENSES</b>		
Allocations to agencies	3,757,280	3,243,935
Assistance to community and operating costs	443,330	496,297
	<b>4,200,610</b>	3,740,232
<b>NET RESULT</b>	<b>1,510,180</b>	(939,457)
Fund balance, beginning of year	1,421,780	2,491,237
Interfund transfer	(130,000)	(130,000)
<b>FUND BALANCE, END OF YEAR</b>	<b>2,801,960</b>	1,421,780

The accompanying notes are an integral part of the financial statements.

# BALANCE SHEET

— As at MARCH 31, 2021

Centraide of Greater Montreal

Notes

## ASSETS

### Current assets

Cash

Investments, 0.42% to 2.12% (0.98% to 2.60% in 2020)

Subscriptions receivable (net of a provision for uncollectible subscriptions of \$4,146,463; \$5,368,839 in 2020)

Interfund receivable

Other assets

4

Investments

Fixed assets

3

## LIABILITIES

### Current liabilities

Accounts payable and accrued liabilities

Balance payable to agencies

Interfund payable

Deferred revenue

Commitments

7

## FUND BALANCES

Invested in fixed assets

Externally restricted

Internally restricted

*\*These items are not reported in the Total column because they offset each other.  
The accompanying notes are an integral part of the financial statements.*

						<b>2021</b>	<b>2020</b>
<b>Operating Fund</b>	<b>Stabilization Fund</b>	<b>Capital Asset Fund</b>	<b>Development Fund</b>	<b>Collective Impact Project Fund</b>	<b>Total</b>	<b>Total</b>	
<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
877,354	—	—	—	—	877,354	2,690,380	
53,633,578	—	—	—	—	53,633,578	28,500,796	
13,132,703	—	—	—	—	13,132,703	13,416,737	
—	6,386,222*	848,697*	2,096,444*	2,801,960*	—	—	
1,147,738	—	—	—	—	1,147,738	4,803,309	
<b>68,791,373</b>	<b>6,386,222</b>	<b>848,697</b>	<b>2,096,444</b>	<b>2,801,960</b>	<b>68,791,373</b>	49,411,222	
—	—	—	—	—	—	5,641,748	
—	—	5,128,235	—	—	5,128,235	5,486,271	
<b>68,791,373</b>	<b>6,386,222</b>	<b>5,976,932</b>	<b>2,096,444</b>	<b>2,801,960</b>	<b>73,919,608</b>	60,539,241	
5,871,552	—	—	—	—	5,871,552	3,296,089	
160,996	—	—	—	—	160,996	512,823	
12,133,323*	—	—	—	—	—	—	
2,164,572	—	—	—	—	2,164,572	1,998,316	
<b>20,330,443</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>8,197,120</b>	5,807,228	
—	—	5,976,932	—	—	5,976,932	6,577,790	
—	—	—	2,096,444	2,801,960	4,898,404	2,372,010	
<b>48,460,930</b>	<b>6,386,222</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>54,847,152</b>	45,782,213	
<b>48,460,930</b>	<b>6,386,222</b>	<b>5,976,932</b>	<b>2,096,444</b>	<b>2,801,960</b>	<b>65,722,488</b>	54,732,013	
<b>68,791,373</b>	<b>6,386,222</b>	<b>5,976,932</b>	<b>2,096,444</b>	<b>2,801,960</b>	<b>73,919,608</b>	60,539,241	

Approved by the Board



Robert Dumas, Chair of the Board



Daniel Denis, Treasurer

# STATEMENT OF CASH FLOWS

Year ended  
— MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Net result	11,066,675	73,873
Adjustments for:		
Change in fair value of investments	—	431,173
Amortization of fixed assets	537,921	240,787
Loss on disposal of fixed assets	72,698	—
Changes in revaluation and other recognized elements – top-up pension plan	(76,200)	900
	<b>11,601,094</b>	<b>746,733</b>
Changes in non-cash operating working capital items		
Subscriptions receivable	284,034	2,483,617
Other assets	3,655,571	(2,434,065)
Accounts payable and accrued liabilities	2,575,463	(1,034,272)
Balance payable to agencies	(351,827)	(696,494)
Deferred revenue	166,256	302,503
	<b>6,329,497</b>	<b>(1,378,711)</b>
	<b>17,930,591</b>	<b>(631,978)</b>
<b>INVESTING ACTIVITIES</b>		
Net change in investments	(19,491,034)	3,849,105
Acquisition of fixed assets	(252,583)	(605,371)
	<b>(19,743,617)</b>	<b>3,243,734</b>
Net (decrease) increase in cash	(1,813,026)	2,611,756
Cash, beginning of year	2,690,380	78,624
<b>CASH, END OF YEAR</b>	<b>877,354</b>	<b>2,690,380</b>

The accompanying notes are an integral part of the financial statements.

## 01 Status and nature of activities

Centraide of Greater Montréal, a not-for-profit organization incorporated under Part III of the *Companies Act* (Québec), is recognized as a registered charity within the meaning of the *Income Tax Act*. Centraide of Greater Montréal collects public donations to promote involvement in the society through sharing and volunteer and community activities.

## 02 Accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

### FUND ACCOUNTING

Centraide of Greater Montréal uses the restricted fund method to account for its activities:

#### OPERATING FUND

The Operating Fund comprises the current operating activities of Centraide of Greater Montréal. The annual net result, less interfund transfers, can be applied against the Stabilization Fund, according to the rules established in the following paragraph. Internally restricted fund balance represents resources available for future years.

## 02. Accounting policies (continued)

Fund accounting (continued)

### STABILIZATION FUND

The Stabilization Fund was created to provide stability to agencies financed by Centraide of Greater Montréal and to satisfy the normal expenses associated with Centraide of Greater Montréal's activities during substandard campaigns. Also, the fund can satisfy new initiatives and urgent needs of the community. The fund varies according to investment income and a contribution from the Operating Fund that is equal to 0.5% of the previous campaign. The decision to contribute is made annually based on the financial results of Centraide of Greater Montréal. The balance of the Stabilization Fund, excluding the unrealized fair value on long-term investments, should not exceed 10.0% of the amount of the previous campaign. Any surplus could be transferred, in the following year, to other funds, as required.

### CAPITAL ASSET FUND

The Capital Asset Fund comprises the amortized cost of the building, furniture and equipment, computer equipment and software. The fund varies according to interest earned, amounts received for the purpose of acquiring fixed assets, amortization of fixed assets, and other expenses related to fixed assets.

### DEVELOPMENT FUND

The Development Fund was created to fund research and development activities and pilot and other projects that are not considered part of Centraide of Greater Montréal's usual activities.

## 02. Accounting policies (continued)

Fund accounting (continued)

### COLLECTIVE IMPACT PROJECT FUND

The Collective Impact Project (“CIP”) Fund was created to achieve measurable and significant outcomes in the reduction of poverty on the Island of Montréal, primarily through the holistic and integrated investment approach of major foundations and the pooling of these partners’ expertise. The CIP Fund fluctuates based on donations from the partnering foundations to the project, the project’s development, and investment income.

### REVENUE RECOGNITION

Unrestricted contributions are recognized as revenue of the Operating Fund in the year they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions are recognized as revenue of the fund corresponding to their restriction.

### ALLOCATED EXPENSES OF THE OPERATING FUND

Expenses accounted for in the statement of operations and fund balance are allocated as follows:

FUNCTION	Fundraising and operating costs	Assistance to agencies and community and operating costs
	%	%
Annual campaign and major donors	100	—
Allocation	—	100
Communication	70	30
General management	60	40
Administration	75	25

## 02. Accounting policies (continued)

Allocated expenses of the Operating Fund (continued)

Expenses related to each function include all direct costs related to this function, including salaries and other direct charges and a portion of shared and indirect costs. These shared and indirect costs include payroll and other expenses that cannot be directly charged to specific functions. These expenses are allocated among the functions according to the percentage of direct costs attributable to each function.

The financial statements do not include the cost of services rendered by individual volunteers and staff loaned to Centraide of Greater Montréal by businesses and public institutions.

### FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are initially recognized at fair value when Centraide of Greater Montréal becomes a party to the contractual provisions of the financial instrument. Subsequently, all financial instruments are measured at amortized cost, except for investments that are recognized at fair value at the date of the financial statements. Long-term investment were composed of units from The Foundation of Greater Montréal Investment Fund. Fair value fluctuations, which include interest earned, accrued interest, realized gain and loss and unrealized gain and loss, are included in investment income.

Transaction costs related to financial instruments measured at fair value are expensed as incurred. Transaction costs related to other financial instruments are added to the carrying value of the asset or netted against the carrying value of the liability and are then recognized over the expected life of the instrument using the straight-line method. Any premium or discount related to an instrument measured at amortized cost is amortized over the expected life of the item using the straight-line method and recognized in the statement of operations and fund balance as interest income or expense.

## 02. Accounting policies (continued)

Financial instruments (continued)

With respect to financial assets measured at cost or amortized cost, Centraide of Greater Montréal recognizes in the statement of operations and fund balance an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss shall be reversed in the statement of operations and fund balance in the period the reversal occurs.

### FIXED ASSETS

Fixed assets are recorded at cost. Amortization is based on their useful life using the straight line method over the following periods:

Building	40 years
Furniture and equipment	8 years
Computer equipment	4 years
Software	6 years

When a fixed asset no longer contributes to an organization's ability to provide goods and services, or the value of future economic benefits or service potential associated with the tangible fixed asset is less than its net carrying amount, the net carrying amount of the tangible capital asset is written down to the asset's fair value or replacement cost.

## 02. Accounting policies (continued)

### TOP-UP PENSION PLAN

The cost of the top-up defined benefit plan is periodically determined by independent actuaries. Centraide of Greater Montréal uses an actuarial valuation for accounting purposes to assess its obligations under defined benefit. This assessment is based on the projected benefit method prorated on services (which incorporates management's best estimate regarding future salary levels, other cost escalation, retirement ages of employees and other actuarial factors).

Centraide of Greater Montréal records:

- a) in the balance sheet, the obligation for defined benefits, less the fair value of plan assets and adjusted for any valuation allowance (either under accrued benefit assets or defined benefit liability); and
- b) in the statement of operations and fund balance, the cost of the plan for the year.

### USE OF ESTIMATES

The preparation of financial statements in conformity with Canadian accounting standards for not for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates.

# NOTES TO THE FINANCIAL STATEMENTS

Centraide of Greater Montreal

(CONTINUED) — MARCH 31, 2021

## 03 Fixed assets

	2021			2020
	Cost	Accumulated amortization	Net book value	Net book value
	\$	\$	\$	\$
Building	6,568,207	3 049,381	3,518,826	3,682,864
Furniture and equipment	444,393	405,655	38,738	119,184
Computer equipment	438,774	304,538	134,236	90,143
Software	1,723,722	287,287	1,436,435	1,594,080
	<b>9,175,096</b>	<b>4,046,861</b>	<b>5,128,235</b>	<b>5,486,271</b>

## 04 Related party transactions

Centraide of Greater Montréal Foundation, a related organization, is a registered charity incorporated under Part III of the *Companies Act* (Québec) where the goal is to collect donations, legacies or other contributions, manage its assets and give all net proceeds generated by the capital without expending any portion allowing Centraide of Greater Montréal to receive annual contingent payments to allow it to pursue its mission for generations to come.

An amount receivable of nil (\$3,594,679 as at March 31, 2020) from Centraide of Greater Montréal Foundation is included in other assets. An amount payable of \$765,462 (nil as at March 31, 2020) to Centraide of Greater Montréal Foundation is included in accounts payable and accrued liabilities.

# NOTES TO THE FINANCIAL STATEMENTS

Centraide of Greater Montreal

(CONTINUED) — MARCH 31, 2021

## 04. Related party transactions (continued)

The financial statements of Centraide of Greater Montréal do not include the assets, liabilities, nor activities of the Foundation. The following table summarizes the balance sheet of Centraide of Greater Montréal Foundation as at March 31, 2021 and the results of its operations and fund balance for the year ended March 31, 2021

	<b>2021</b>	<b>2020</b>
	\$	\$
<b>BALANCE SHEET</b>		
Total assets	51,851,995	41,672,097
Total liabilities	28,422	3,616,752
Total fund balances	51,823,573	38,055,345
<b>RESULT OF OPERATIONS AND FUND BALANCE</b>		
Fund balance, beginning of year	38,055,345	41,954,761
Total revenues	16,417,642	(1,161,519)
Total expenses	2,649,414	2,737,897
Net increase (decrease) of fund balance	13,768,228	(3,899,416)
Fund balance, end of year	51,823,573	38,055,345

During the year, the transactions between Centraide of Greater Montréal and Centraide of Greater Montréal Foundation were:

	<b>2021</b>	<b>2020</b>
	\$	\$
<b>REVENUE</b>		
Donations – Capital Asset Fund	525,349	1,077,000
Donations – Development Fund	1,023,811	400,000
Administrative fees presented in deduction of fundraising and operating costs	50,000	18,000

These transactions were made in the normal course of operations and have been recorded at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

## 05 Pension plans

### MULTI-EMPLOYER CONTRIBUTORY DEFINED BENEFIT PENSION PLAN

Centraide of Greater Montréal participates in a multi-employer contributory defined benefit pension plan. The pension plan is capitalized in the pension fund for all participants of the pension plan. The employer's contribution paid is \$933,962 (\$712,957 in 2020). Based on the last actuarial valuation of the multi-employer pension plan performed on December 31, 2019, there is an unfunded liability of \$8,090,600 (solvency ratio of 84.8%) and no capitalization deficit. Defined contribution plan accounting has been applied for presentation purposes in the financial statements of Centraide of Greater Montréal.

### TOP-UP DEFINED BENEFIT PLAN

Centraide of Greater Montréal also established an unfunded, top-up defined benefit plan. The benefits of this plan are based on years of service and final salaries.

The employer's contribution paid is \$139,678 (\$139,678 in 2020), as the benefit paid during the year.

Centraide of Greater Montréal values its accrued benefit obligation on an annual basis. The significant actuarial assumptions made by Centraide of Greater Montréal are: 3.00% (3.50% in 2020) for the recognized costs, 2.25% (3.00% in 2020) for the defined benefit obligation and 2.5% (2.50% in 2020) for the rate of compensation increase.

# NOTES TO THE FINANCIAL STATEMENTS

Centraide of Greater Montreal

(CONTINUED) — MARCH 31, 2021

## 05. Pension plans (continued)

Top-up defined benefit plan (continued)

Information about the top-up defined benefit plan is as follows:

	<b>2021</b>	<b>2020</b>
	\$	\$
Defined benefit obligation, included with accounts payable and accrued liabilities	<b>1,273,157</b>	1,241,335
Costs of defined benefits recorded in the statement of operations and fund balance (excluding the change in revaluation and other recognized elements)	<b>95,300</b>	92,200

## 06 Allocated expenses

As provided in Note 2 on accounting policies, the expenses related to a number of functions are allocated as follows as at March 31, 2021:

	<b>Function</b>		<b>2021</b>	<b>2020</b>
	Fundraising and operating costs	Assistance to agencies and community and operating costs	Total	Total
	\$	\$	\$	\$
Annual campaign and major donors	3,096,680	—	3,096,680	3,147,210
Allocation	—	1,660,413	1,660,413	1,562,703
Communication	679,130	291,056	970,186	1,474,515
General management	1,939,445	1,292,963	3,232,408	3,409,870
Administration	2,994,887	998,296	3,993,183	3,262,596
	<b>8,710,142</b>	<b>4,242,728</b>	<b>12,952,870</b>	12,856,894

## 07 Commitments

Centraide of Greater Montréal has committed to pay allocations to agencies, in the next year, for an amount of \$38,004,601 from the Operating Fund and an amount of \$2,858,323 from the Collective Impact Project Fund. These amounts represent the first tranche of allocations for the next fiscal year.

## 08 Financial instruments

Because of its long-term investments, Centraide of Greater Montréal is exposed to the following risk:

### INTEREST RATE RISK

The investments bear interest at fixed rates. Therefore, a change in market interest rates will affect the fair value of these investments.

## 09 Emergency funds COVID-19

On March 11, 2020, the World Health Organization declared a state of pandemic due to the spread of COVID-19. The following day, the Government of Quebec declared a state of emergency. In its 2019-2020 annual report to the community, Centraide of Greater Montréal reported on the rapid mobilization of everyone in an effort to handle the effects of COVID-19 and the health measures put in place.

Four emergency COVID-19 funds were set up to assist community organizations. In total, Centraide of Greater Montréal received \$26,888,138 (\$194,000 in 2020) in donations and redistributed \$25,622,064 (\$194,000 in 2020) in allocations to organizations; all emergency funds, with the exception of the emergency COVID-19 fund, provided for a management fee to be charged by Centraide of Greater Montréal to support its inherent operations in managing, analyzing applications, disbursing and reporting of the funds.

## 09. Emergency funds COVID-19 (continued)

The amounts received are provided from the following sources and were allocated to the following projects:

	<b>2021</b>	<b>2020</b>
	\$	\$
Federal Government		
Emergency funds for community action	<b>16,732,838</b>	—
New horizons program for seniors	<b>719,661</b>	—
Other donors		
Youth projects (foundations and enterprises)	<b>1,630,100</b>	—
Emergency COVID-19 funds Centraide of Greater Montréal (various donors)	<b>7,805,539</b>	194,000
	<b>26,888,138</b>	194,000

## 10 Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

Year ended  
— MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
« Action-autonomie » Le collectif pour la défense des droits en santé mentale de Montréal	<b>81,000</b>	81,000
1,2,3 GO! Saint-Michel – Femmes-Relais	<b>78,400</b>	78,400
Accès Bénévolat	<b>162,695</b>	161,695
Accueil aux immigrants de l'Est de Montréal	<b>100,000</b>	50,000
Accueil liaison pour arrivants (ALPA)	<b>40,000</b>	40,000
Action centre-ville (Montréal)	<b>119,600</b>	119,600
Action Travail des Femmes du Québec	<b>98,440</b>	98,440
Action-Gardien, table de concertation communautaire de Pointe-Saint-Charles (Carrefour d'éducation populaire de Pointe-Saint-Charles)	<b>52,620</b>	52,620
Action-Gardien, table de concertation communautaire de Pointe-Saint-Charles – Espaces en voie de disparition (Carrefour d'éducation populaire de Pointe Saint Charles)	<b>39,470</b>	17,200
Action-Gardien, table de concertation communautaire de Pointe-Saint-Charles – Mobilisation citoyenne OPA (Carrefour d'éducation populaire de Pointe Saint Charles)	<b>36,300</b>	36,300
Agence Ometz	<b>250,000</b>	250,000
Almage Senior Community Centre	<b>115,900</b>	100,900
Alternatives communautaires d'habitation et d'intervention de milieu (ACHIM)	<b>56,500</b>	-
Amitié Soleil	<b>106,650</b>	106,650
Ancre des Jeunes (L')	<b>189,137</b>	196,127
Antre-Jeunes de Mercier-Est (L')	<b>57,300</b>	58,200
Association coopérative d'économie familiale de l'Est de Montréal (ACEF)	<b>135,240</b>	135,240
Association coopérative d'économie familiale de la Rive-Sud (ACEF)	<b>189,149</b>	189,149
Association coopérative d'économie familiale de L'Île Jésus (ACEF)	<b>163,700</b>	163,700
Association coopérative d'économie familiale du Centre de Montréal (Option consommateurs)	<b>116,745</b>	116,745
Association coopérative d'économie familiale du Nord de Montréal (ACEF)	<b>130,650</b>	130,650
Association coopérative d'économie familiale du sud-ouest de Montréal (ACEF)	<b>188,205</b>	188,205
Association d'entraide des personnes handicapées physiques de Montréal (ALPHA)	<b>103,530</b>	106,130
Association des camps du Québec	<b>-</b>	35,000
Association des parents de l'enfance en difficulté (APED)	<b>135,000</b>	135,000

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Association des personnes handicapées de la Rive-Sud-Ouest	<b>83,300</b>	83,300
Association du Québec pour enfants avec problèmes auditifs (AQEPA) Montréal régional	<b>99,500</b>	99,500
Association lavalloise de parents et amis pour le bien-être mental (ALPABEM)	<b>116,400</b>	101,300
Association pour aînés résidant à Laval	<b>91,920</b>	91,920
Association québécoise des parents et amis de la personne atteinte de maladie mentale (AQPAMM)	<b>70,620</b>	75,620
ATELIER (L)	<b>135,475</b>	135,475
Ateliers d'éducation populaire du Plateau	<b>84,520</b>	84,520
Au coup de pouce Centre-Sud	<b>76,110</b>	76,110
Au Second Lieu	<b>123,500</b>	125,900
Auberge communautaire du Sud-Ouest	<b>151,900</b>	151,900
Auberge du cœur l'Antre-temps Longueuil	<b>148,775</b>	150,675
Auberge du cœur l'Escalier (Les Habitations l'Escalier de Montréal)	<b>96,000</b>	96,000
Autisme Montréal	<b>147,000</b>	147,000
Baobab familial	<b>132,253</b>	135,803
BÉNADO	<b>166,780</b>	166,780
Big Brothers Big Sisters of Greater Montreal	<b>89,066</b>	90,041
Big Brothers Big Sisters of West Island	<b>45,206</b>	90,412
Boîte à lettres de Longueuil (La), programme Tremplin vers l'autonomie	<b>-</b>	80,010
Bouffe-Action de Rosemont	<b>187,100</b>	162,100
Bureau d'aide et d'assistance familiale Place Saint-Martin	<b>95,900</b>	95,540
Bureau de consultation jeunesse (Le) (BCJ)	<b>381,986</b>	381,986
Bureau de la communauté haïtienne de Montréal	<b>197,900</b>	142,900
Cafétéria communautaire Multi Caf (La)	<b>199,200</b>	184,200
Camp Amy Molson	<b>171,255</b>	196,980
Camp B'Nai Brith	<b>175,000</b>	147,000
Camp familial Saint-Urbain	<b>159,005</b>	126,280

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
CARI St-Laurent (Centre d'accueil et de référence sociale et économique pour immigrants)	<b>229,600</b>	238,100
Carrefour communautaire Montrose	<b>62,700</b>	62,700
Carrefour communautaire Petite-Côte	<b>203,900</b>	213,150
Carrefour d'aide aux nouveaux arrivants (CANA)	<b>181,100</b>	181,100
Carrefour d'éducation populaire de Pointe-Saint-Charles	<b>143,100</b>	148,650
Carrefour d'entraide Lachine	<b>124,155</b>	124,155
Carrefour d'intercultures de Laval	<b>30,000</b>	40,000
Carrefour de Ressources en Interculturel (CRIC)	<b>83,300</b>	83,300
Carrefour des femmes d'Anjou	<b>74,700</b>	77,700
Carrefour des femmes de St-Léonard	<b>50,000</b>	50,000
Carrefour Familial du Richelieu	<b>115,798</b>	115,798
Carrefour Familial Hochelaga	<b>168,350</b>	173,350
Carrefour familial Les Pitchou	<b>169,687</b>	169,687
Carrefour le Moutier	<b>118,600</b>	158,600
Carrefour Parenfants	<b>63,700</b>	63,700
Carrefour Populaire de Saint-Michel	<b>115,400</b>	115,400
CCSE Maisonneuve	<b>201,254</b>	166,730
CDC Solidarités Villeray	<b>51,620</b>	51,620
CDC Solidarités Villeray – L'est de Villeray	<b>74,000</b>	49,000
Centre communautaire Bon courage de Place Benoît	<b>70,000</b>	80,500
Centre communautaire de loisir de la Côte-des-Neiges	<b>232,500</b>	232,500
Centre Communautaire des Aînées et des Aînés de Longueuil	<b>79,400</b>	79,400
Centre communautaire Le Rendez-vous des aînés(es) (Laval)	<b>73,100</b>	73,100
Centre communautaire LGBTQ+ de Montréal	<b>40,000</b>	–
Centre communautaire Radisson	<b>98,000</b>	99,200
Centre communautaire Val-Martin	<b>314,100</b>	190,060
Centre d'action bénévole d'Iberville et de la région	<b>70,225</b>	70,225

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Centre d'action bénévole de Boucherville	<b>83,300</b>	83,300
Centre d'action bénévole de Montréal	<b>229,300</b>	229,300
Centre d'action bénévole de Saint-Hubert	<b>70,000</b>	70,000
Centre d'action bénévole et communautaire Saint-Laurent	<b>99,705</b>	99,705
Centre d'activités pour le maintien de l'équilibre émotionnel de Montréal-Nord (CAMÉÉ)	<b>73,500</b>	73,500
Centre d'appui aux communautés immigrantes de Bordeaux-Cartierville (CACI)	<b>127,400</b>	127,400
Centre d'éducation et d'action des femmes de Montréal	<b>98,000</b>	98,000
Centre d'entraide régional d'Henryville (CERH)	<b>76,500</b>	76,500
Centre d'implication libre de Laval (C.I.L.L.)	<b>87,358</b>	91,108
Centre d'initiatives pour le développement communautaire l'Unité	<b>67,600</b>	69,160
Centre d'intégration à la vie active pour les personnes vivant avec un handicap physique (CIVA)	<b>176,400</b>	176,400
Centre de Bénévolat de la Rive-Sud	<b>212,000</b>	212,000
Centre de bénévolat et moisson Laval	<b>207,075</b>	207,075
Centre de femmes du Haut-Richelieu	<b>90,000</b>	90,000
Centre de formation populaire C.F.P.	<b>168,500</b>	153,500
Centre de promotion communautaire Le Phare	<b>109,800</b>	107,800
Centre des aînés du réseau d'entraide de Saint-Léonard	<b>81,440</b>	81,440
Centre des femmes d'ici et d'ailleurs	<b>117,600</b>	117,600
Centre des femmes de Laval (Le)	<b>130,800</b>	130,800
Centre des femmes de Longueuil	<b>120,350</b>	120,350
Centre des femmes de Rivière-des-Prairies	<b>83,300</b>	83,300
Centre des femmes de Verdun	<b>130,990</b>	130,990
Centre des femmes solidaires et engagées	<b>87,500</b>	87,500
Centre du Vieux Moulin de LaSalle	<b>106,000</b>	106,000
Centre éducatif communautaire René-Goupil	<b>181,104</b>	183,204
Centre for Community Organizations (COCO)	<b>142,000</b>	148,000

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	\$	\$
Centre for Community Organizations (COCO) – Projet de séquence et de réseau d'apprentissage	<b>103,400</b>	100,000
Centre humanitaire d'organisation, de ressources et de référence d'Anjou	<b>50,000</b>	50,000
Centre multi-ressources de Lachine	<b>120,020</b>	120,020
Centre social d'aide aux immigrants (C.S.A.I.)	<b>211,100</b>	231,100
Centre St-Pierre	<b>124,700</b>	124,700
Chez Doris, The Women's Shelter Foundation	<b>72,898</b>	146,995
Chez-nous de Mercier-Est (Le)	<b>120,000</b>	120,000
Chic Resto Pop (Le)	<b>106,320</b>	106,320
CHOC Carrefour d'HOmmes en Changement	<b>103,175</b>	103,175
Cloverdale Multi-Ressources	<b>149,000</b>	149,000
Cloverdale Multi-Ressources – Mobilisation en développement social	<b>8,500</b>	39,200
Club des familles de demain	–	64,365
Club populaire des consommateurs de Pointe-Saint-Charles	<b>89,867</b>	89,867
Coalition de la Petite-Bourgogne, Quartier en santé –PARI (Amitié Soleil)	–	50,000
Coalition de la Petite-Bourgogne, Quartier en santé (Amitié Soleil)	<b>84,620</b>	84,620
Coalition montréalaise des tables de quartier (Mercier-Ouest Quartier en santé)	<b>28,355</b>	80,645
Collective Community Services	<b>345,338</b>	380,870
Colonie de vacances Sainte-Jeanne-d'Arc	<b>76,545</b>	116,095
Colonie des Grèves de Contrecoeur	<b>56,980</b>	45,535
Comité d'action de Parc-Extension	<b>114,900</b>	74,900
Comité d'action en persévérance scolaire du Sud-Ouest de l'île de Montréal (CAPSSOM) (Scientifines)	<b>105,000</b>	105,000
Comité d'aide aux réfugiés (Centre social d'aide aux immigrants)	<b>9,700</b>	–
Comité d'animation du troisième âge de Laval (CATAL)	<b>65,600</b>	65,600
Comité d'éducation aux adultes de la Petite-Bourgogne et de Saint-Henri (CÉDA)	<b>123,620</b>	127,120
Comité de développement local de Chomedey (CDLC) (Centre communautaire Val-Martin)	<b>57,600</b>	57,600
Comité de vie de quartier Duff-Court (COVIQ)	<b>78,900</b>	81,000

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Comité des organismes sociaux de Saint-Laurent (COSSL) – Nourrir St-Laurent (Centre d'action bénévole et communautaire Saint-Laurent)	-	100,000
Comité des organismes sociaux de Saint-Laurent (COSSL) (Centre d'action bénévole et communautaire Saint-Laurent)	<b>49,620</b>	99,620
Comité logement Ahuntsic-Cartierville	<b>83,764</b>	98,764
Comité logement de la Petite-Patrie	<b>89,835</b>	89,835
Comité logement de Montréal-Nord	<b>63,700</b>	63,700
Comité logement du Plateau Mont-Royal	<b>124,515</b>	124,515
Comité logement Lachine-LaSalle	<b>85,500</b>	85,500
Comité logement Rive-Sud – Longueuil	<b>147,800</b>	147,800
Comité logement Rosemont	<b>136,246</b>	186,246
Comité logement Ville-Marie de Montréal	-	50,000
Community Center Mountain Sights	<b>49,000</b>	49,000
Compagnons de Montréal	<b>124,760</b>	124,760
Complexe Le Partage	<b>105,400</b>	105,400
Concert'Action Lachine (La P'tite maison de Saint-Pierre)	<b>49,620</b>	99,620
Concertation Anjou (Service d'aide communautaire Anjou inc.)	<b>49,620</b>	49,620
Concertation en développement social de Verdun (Dawson Community Centre)	<b>97,620</b>	49,620
Concertation Saint-Léonard (Table Ronde de Saint-Léonard)	<b>99,620</b>	49,620
Concertation Ville-Émard et Côte-Saint-Paul (Maison d'entraide St-Paul et Émard)	<b>69,620</b>	75,620
Conseil Local des Intervenants Communautaires de Bordeaux-Cartierville (CLIC) (La Corbeille - Bordeaux-Cartierville)	<b>95,720</b>	95,720
Contactivity Centre	<b>66,245</b>	66,245
CooPère Rosemont	<b>73,500</b>	73,500
Corbeille – Bordeaux-Cartierville (La)	<b>50,000</b>	50,000
Corne d'abondance – Entraide alimentaire et solidarité (La)	<b>107,800</b>	107,800
Corporation de développement communautaire Centre-Sud (La Relance-jeunes et familles (RJF) inc.)	<b>94,720</b>	94,720

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	\$	\$
Corporation de développement communautaire Action Solidarité Grand Plateau (La Maison d'Aurore)	<b>51,620</b>	51,620
Corporation de développement communautaire de la Pointe – Région Est de Montréal (Association d'entraide des personnes handicapées physiques de Montréal (ALPHA))	<b>89,120</b>	89,120
Corporation de développement communautaire de Côte-des-Neiges (Promis)	<b>51,620</b>	51,620
Corporation de développement communautaire de Laval (CDC)	<b>68,600</b>	68,600
Corporation de développement communautaire de Longueuil – Formation (Hébergement La Casa Bernard-Hubert)	<b>68,600</b>	68,600
Corporation de développement communautaire de Longueuil – Vie de quartier (Hébergement La Casa Bernard-Hubert)	<b>182,300</b>	208,300
Corporation de développement communautaire de Marguerite-d'Youville (Colonie de vacances des Grèves inc.)	<b>34,300</b>	34,300
Corporation de développement communautaire de Rivière-des-Prairies (CDC-RDP) (Centre des femmes de Rivière-des-Prairies)	<b>52,620</b>	52,620
Corporation de développement communautaire de Rosemont (Bouffe-Action de Rosemont)	<b>52,620</b>	52,620
Corporation de développement communautaire de Roussillon (Le Quartier des femmes)	<b>30,000</b>	30,000
Corporation de développement communautaire du Haut-Richelieu-Rouville (Centre d'action bénévole d'Iberville)	<b>25,000</b>	–
Corporation de développement communautaire Solidarité Saint-Henri (Comité d'éducation aux adultes de la Petite-Bourgogne et de Saint-Henri – CÉDA)	<b>77,620</b>	120,120
Corporation de l'Étincelle (St-Henri)	<b>161,385</b>	160,020
Corporation l'Espoir	<b>144,100</b>	144,100
Côte-des-Neiges Black Community Association	<b>113,630</b>	113,630
Coup de pouce jeunesse de Montréal-Nord	<b>74,445</b>	86,045
Créations etc..., programme Projet Rousselot	<b>29,400</b>	29,400
Croisée de Longueuil (La)	<b>207,710</b>	207,710
Cummings Centre	<b>95,000</b>	95,000
Dawson Community Centre	<b>250,350</b>	253,850
Dawson Community Centre – Un plant de tomate à la fois	<b>20,000</b>	20,000

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — *Year ended* MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Dépôt centre communautaire d'alimentation (Le)	<b>288,872</b>	288,872
Diapason-Jeunesse	<b>103,400</b>	103,400
Dynamo – Point de bascule (Dynamo ressource en mobilisation des collectivités)	<b>254,000</b>	250,000
Dynamo – Programme Leadership rassembleur <sup>MC</sup>	<b>178,000</b>	178,000
Écho des femmes de la Petite Patrie (L')	<b>81,100</b>	81,100
En marge 12-17	<b>78,400</b>	78,400
ENSEMBLE for the respect of diversity	<b>95,000</b>	95,000
Entraide chez nous (L')	<b>128,264</b>	128,264
Entre parents de Montréal-Nord	<b>114,700</b>	118,200
Escale Famille Le Triolet	<b>117,650</b>	115,250
Etoile de Pacho (L')	<b>-</b>	50,000
Ex æquo	<b>166,080</b>	166,080
Famijeunes	<b>193,855</b>	198,555
Famille à Cœur	<b>112,700</b>	112,700
Fondation de la Visite (La)	<b>100,000</b>	100,000
Formation AlterGO	<b>73,500</b>	73,500
Fourchettes de l'Espoir (Les)	<b>98,000</b>	98,000
Foyer pour femmes autochtones de Montréal	<b>-</b>	50,000
Friends for Mental Health, West Island	<b>98,461</b>	98,461
Grossesse-secours	<b>79,832</b>	79,832
Groupe d'Actions Locales Terrain – GALT (Maison d'entraide St-Paul et Émard)	<b>-</b>	56,500
Groupe d'entraide de Mercier-Ouest (GEMO)	<b>68,600</b>	68,600
Halte-femmes de Montréal-Nord	<b>130,995</b>	130,995
Head & Hands/ À deux mains	<b>143,050</b>	143,050
Hébergement La Casa Bernard-Hubert	<b>112,700</b>	112,700
Hirondelle (L'), Welcoming and Integration services for immigrants	<b>194,690</b>	194,690
Infologis de l'est de l'île de Montréal	<b>131,300</b>	131,300

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — *Year ended* MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	\$	\$
Information and Referral Centre of Greater Montréal	<b>205,800</b>	215,800
Initiative locale Saint-François en action	<b>58,800</b>	58,800
Inter-action du quartier Peter-McGill (YMCAs of Québec (The) – Association Services)	<b>54,620</b>	54,620
J'apprends avec mon enfant (JAME)	<b>74,000</b>	114,000
J'me fais une place en garderie	<b>117,600</b>	117,600
Je Passe Partout	<b>133,800</b>	133,800
Je Réussis	<b>129,848</b>	129,848
Joujouthèque Saint-Michel	<b>74,000</b>	49,000
L'Envol Programme d'aide aux jeunes mères	<b>161,700</b>	164,820
Lachine Senior Citizen Resources (The Teapot)	<b>114,950</b>	114,950
La Porte Jaune / Yellow Door	<b>56,050</b>	56,050
Le P'tit Bonheur de Sablon	<b>150,000</b>	162,225
Le Quartier des femmes	<b>101,150</b>	103,250
LogisAction Notre-Dame-de-Grâce	<b>50,000</b>	–
LOVE (Québec)	<b>23,750</b>	23,750
Macadam Sud	<b>98,000</b>	98,930
Madame prend congé (Centre des femmes de Pointe-Saint-Charles)	<b>77,820</b>	77,820
Maison À Petits Pas (La)	<b>84,410</b>	87,410
Maison d'Aurore (La)	<b>125,430</b>	127,380
Maison d'entraide St-Paul et Émard	<b>138,200</b>	138,200
Maison d'Haïti	<b>148,300</b>	97,500
Maison de Jonathan (La)	<b>212,105</b>	212,105
Maison de la famille Cœur-à-Rivière	<b>67,600</b>	67,600
Maison de la Famille de Saint-François	<b>125,800</b>	107,480
Maison de la famille de Saint-Léonard	<b>49,000</b>	99,000
Maison de la famille La Parentr'aide	<b>118,600</b>	118,600
Maison de la famille LeMoyne	<b>76,900</b>	76,900

# ALLOCATIONS TO AGENCIES

## OPERATING FUND (CONTINUED)

Year ended  
MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Maison de Quartier de Fabreville (La)	<b>176,400</b>	176,400
Maison de Quartier Villeray	<b>166,080</b>	166,080
Maison des Enfants de l'île de Montréal (La)	<b>134,300</b>	134,300
Maison des enfants le Dauphin de Laval	<b>109,000</b>	109,000
Maison des familles de LaSalle	<b>90,000</b>	50,000
Maison des familles de Mercier-Est (La)	<b>120,500</b>	122,500
Maison des familles de Saint-Laurent (La)	<b>100,000</b>	50,000
Maison des femmes sourdes de Montréal (La)	<b>73,500</b>	79,500
Maison des grands-parents de Villeray (La)	<b>75,000</b>	75,000
Maison des parents de Bordeaux-Cartierville (La)	<b>98,000</b>	99,920
Maison La Virevolte (La)	<b>123,508</b>	129,808
Maison Marguerite de Montréal (La)	<b>108,000</b>	108,000
Maison Tremplin de Longueuil	<b>182,200</b>	182,200
Mercier-Ouest, Quartier en santé	<b>52,620</b>	52,620
Moisson Montréal	<b>415,758</b>	415,758
Moisson Rive-Sud	<b>108,300</b>	113,300
Mon Resto Saint-Michel	<b>136,200</b>	136,200
Montreal Association for the Intellectually Handicapped	<b>111,700</b>	111,700
Montreal Diet Dispensary	<b>281,795</b>	281,795
Montréal-Nord en santé (Un itinéraire pour tous)	<b>49,620</b>	59,620
Mouvement Action-Chômage de Montréal	<b>157,590</b>	157,590
Mouvement action-découverte pour personnes handicapées de la région de Châteauguay	<b>88,200</b>	88,200
Mouvement jeunesse Montréal-Nord (café-jeunesse multiculturel)	<b>102,725</b>	102,725
Mouvement PHAS (Solidarité de parents de personnes handicapées)	<b>73,500</b>	73,500
Mouvement S.E.M. (sensibilisation pour une enfance meilleure)	<b>156,958</b>	156,233
Multi-Ethnic Association for the Integration of Persons with Disabilities	<b>111,800</b>	109,800
N.D.G. Senior Citizen's Council	<b>111,700</b>	111,700

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Notre-Dame-de-Grâce Community Council	<b>52,620</b>	52,620
Notre-Dame-de-Grâce Community Council – Quartiers vulnérables	<b>60,000</b>	83,300
Notre-Dame-de-Grâce Community Council – Intervention en matière de logement (Notre-Dame-de-Grâce Community Council)	<b>-</b>	50,000
Nutri-Centre LaSalle	<b>116,600</b>	116,600
Organisation d'éducation et d'information logement de Côte-des-Neiges (ŒIL)	<b>156,950</b>	156,950
P.O.P.I.R. – Comité logement	<b>135,820</b>	135,820
P'tite maison de Saint-Pierre (La)	<b>104,200</b>	54,200
Pacific Path Institute	<b>369,673</b>	369,673
Pact de rue, projet ado communautaire en travail de rue	<b>73,500</b>	73,500
Parc-Extension Youth Organization (PEYO)	<b>167,290</b>	167,290
Parentèle de Laval (La)	<b>125,423</b>	126,923
Parrainage Civique de la Vallée du Richelieu	<b>15,600</b>	15,600
Parrainage civique du Haut-Richelieu	<b>73,500</b>	73,500
Parrainage civique les Marronniers	<b>74,000</b>	49,000
Passages: ressources pour jeunes femmes en difficulté	<b>122,540</b>	122,540
Patro Villeray, centre de loisirs et d'entraide	<b>255,000</b>	255,000
Pause-Famille	<b>82,040</b>	100,460
Plein Milieu	<b>76,733</b>	76,733
Pro-gam – Center for intervention and research in conjugal and family violence	<b>72,750</b>	97,000
Project Genesis	<b>282,112</b>	282,112
Projet Changement – centre communautaire pour aînés	<b>172,731</b>	172,731
Projet Collectif en Inclusion à Montréal – PCEIM	<b>122,295</b>	77,295
Projet communautaire de Pierrefonds	<b>13,995</b>	69,975
Projet Harmonie (Le)	<b>79,000</b>	50,725
Projet P.A.L.	<b>198,477</b>	198,477
Projet T.R.I.P. (drug abuse, assistance, information, prevention)	<b>93,100</b>	93,100

# ALLOCATIONS TO AGENCIES

## OPERATING FUND (CONTINUED)

Year ended  
MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
PROMIS (PROMotion, Intégration, Société nouvelle)	<b>185,800</b>	185,800
Rank and File	<b>173,500</b>	173,500
RAP Jeunesse (Rue-Action-Prévention), programme Éducateur de rue	<b>102,900</b>	102,900
Regroupement des aveugles et amblyopes du Montréal métropolitain (RAAMM)	<b>127,590</b>	132,590
Regroupement des cuisines collectives du Québec	<b>101,900</b>	116,900
Regroupement des Partage	<b>99,800</b>	124,800
Regroupement des Tables de concertation de la Petite-Patrie (RTCPP) (Comité logement de la Petite-Patrie)	<b>102,620</b>	52,620
Regroupement information-logement de Pointe-Saint-Charles (R.I.L.)	<b>78,400</b>	78,400
Regroupement pour la Valorisation de la Paternité (Le) (RVP) (Carrefour Familial Hochelaga)	<b>86,580</b>	66,580
Relais communautaire de Laval (Le)	<b>130,400</b>	87,200
Relance Jeunes et Familles (La)	<b>179,875</b>	183,375
Rencontre Châteauguoise (La)	<b>124,800</b>	124,800
Réseau alimentaire de l'Est de Montréal	<b>70,000</b>	6,800
Réseau d'aide aux personnes seules et itinérantes de Montréal (Le) (RAPSIM)	<b>119,690</b>	119,690
Ressource action en alimentation	<b>50,000</b>	—
Resto Plateau	<b>49,000</b>	49,000
Ruelle de l'Avenir	<b>191,000</b>	192,200
Saint-Antoine 50+ Community Centre	<b>104,550</b>	104,550
Santropol Roulant	<b>93,600</b>	93,600
Sentier Urbain – Partenariat et mobilisation citoyenne	<b>74,000</b>	79,000
Service à la famille chinoise du Grand Montréal	<b>35,000</b>	35,000
Service d'action bénévole « Au cœur du jardin »	<b>50,000</b>	50,000
Service d'aide communautaire Anjou	<b>204,900</b>	204,900
Service d'aide et de liaison pour immigrants – La Maisonnée	<b>145,000</b>	190,000
Service d'éducation et de sécurité alimentaire de Mercier-Est (SÉSAME)	<b>63,700</b>	68,700
Service d'interprète d'aide et de référence aux immigrants (SIARI)	<b>133,300</b>	133,300

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Service de nutrition et d'action communautaire (SNAC)	<b>128,400</b>	128,400
Solidarité Ahuntsic (Service de nutrition et d'action communautaire – SNAC)	<b>117,620</b>	117,620
Solidarité de parents de personnes handicapées	<b>132,300</b>	132,300
Solidarité Mercier-Est	<b>106,620</b>	121,620
Sourire sans Fin	<b>130,200</b>	131,495
Spectre de rue	<b>47,334</b>	47,334
Station Familles	<b>74,000</b>	77,450
Station Familles – Défense des droits	<b>42,500</b>	42,500
StimuleArts	<b>82,800</b>	82,800
Suicide Action Montréal	<b>181,420</b>	181,420
Table de concertation du Faubourg Saint-Laurent (YMCA's of Québec (The) – Association Services)	<b>54,120</b>	54,120
Table de concertation jeunesse MRC Jardins-de-Napierville (Sourire sans Fin)	<b>36,750</b>	36,750
Table de développement social de LaSalle (Centre du Vieux Moulin de LaSalle)	<b>49,620</b>	99,620
Table de quartier Hochelaga-Maisonneuve (La) – (Le Chic Resto Pop)	<b>54,120</b>	112,620
Table de quartier Parc-Extension (Organisation des jeunes de Parc-Extension inc.)	<b>47,720</b>	31,495
Table de quartier Sud de l'Ouest-de l'île (TQSOL) (Community Council – West Island South)	<b>95,233</b>	95,233
Table Ronde de Saint-Léonard (La)	<b>112,700</b>	112,700
TCRI – Vivons nos quartiers (Centre social d'aide aux immigrants)	<b>99,000</b>	99,000
Third Avenue Resource Centre, Parents in Action for Education	<b>107,800</b>	107,800
Tools of peace (YMCA's of Québec (The) – Association Services)	<b>51,000</b>	51,000
Toujours ensemble	<b>274,803</b>	274,803
Travail de Rue Île de Laval (TRIL)	<b>74,000</b>	74,000
Travail de rue/Action communautaire (TRAC)	<b>191,800</b>	191,800
Un itinéraire pour tous	<b>–</b>	63,700
Union des travailleuses et travailleurs accidentés ou malades (uttam)	<b>164,110</b>	164,110
Verdun Citizen's Action Committee	<b>102,790</b>	10,790
Vivre Saint-Michel en santé – RUI Saint-Michel (Centre éducatif communautaire René-Goupil)	<b>189,360</b>	189,360

# ALLOCATIONS TO AGENCIES

## OPERATING FUND

(CONTINUED) — Year ended MARCH 31, 2021

Centraide of Greater Montreal

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Vivre Saint-Michel en santé (Centre éducatif communautaire René-Goupil)	<b>46,620</b>	46,620
Volunteer Bureau of Bordeaux-Cartierville	<b>101,100</b>	101,100
Volunteer West Island	<b>105,960</b>	105,960
West Island Citizen Advocacy	<b>81,570</b>	81,570
West Island Community Resource Centre	<b>78,400</b>	78,400
West Island Women's Centre	<b>49,000</b>	49,000
West Island Youth Action (AJOI)	<b>63,700</b>	88,700
West-Island Association for the Intellectually Handicapped	<b>69,885</b>	73,385
Women's Centre of Montréal	<b>302,250</b>	302,250
Women's Y of Montreal (YWCA)	<b>372,435</b>	372,435
YMCAs of Québec (The) – Association Services	<b>1,386,954</b>	1,386,954
Other allocations	<b>1,212,248</b>	1,316,799
	<b>40,846,548</b>	41,482,765

# ALLOCATIONS TO AGENCIES

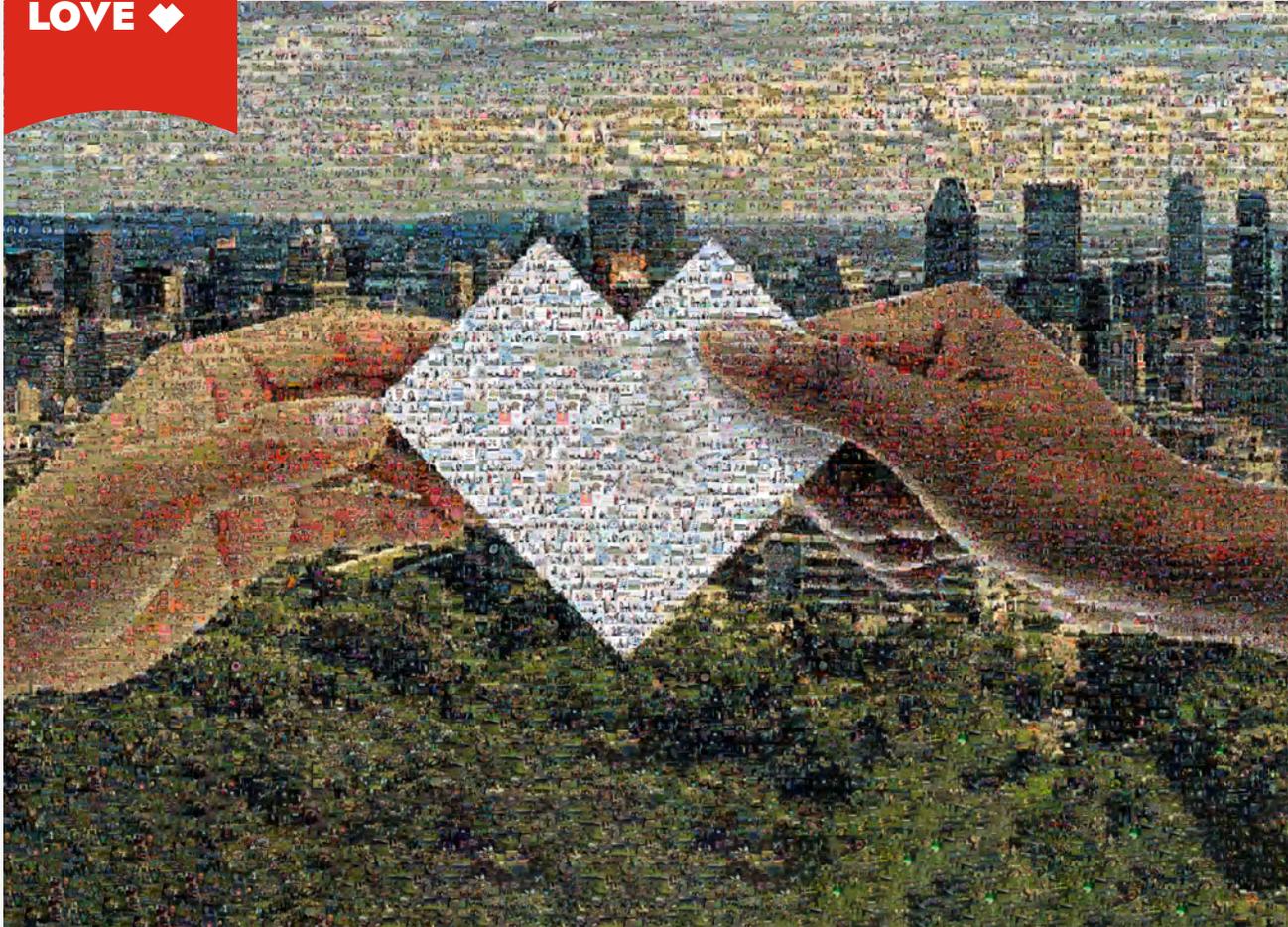
## COLLECTIVE IMPACT PROJECT FUND

Centraide of Greater Montreal

Year ended  
— MARCH 31, 2021

	<b>2021</b>	<b>2020</b>
	<b>\$</b>	<b>\$</b>
Accueil aux immigrants de l'Est de Montréal	<b>50,227</b>	42,014
Community Council - West Island South (TQSOI) (West Island Community Resource Centre)	<b>162,453</b>	162,775
Concert'Action Lachine (La p'tite Maison de Saint-Pierre)	<b>130,000</b>	126,542
Concertation en développement social de Verdun (Dawson Community Centre)	<b>163,053</b>	163,053
Concertation Saint-Léonard (Table Ronde de Saint-Léonard)	<b>187,962</b>	205,610
Concertation Ville-Émard et Côte St-Paul (Maison d'entraide St-Paul et Émard)	<b>112,966</b>	106,287
Conseil du Système alimentaire montréalais (Institut pour une alimentation populaire)	<b>90,000</b>	-
Corporation de développement communautaire Centre-Sud (La Relance-jeunes et familles (RJF) inc.)	<b>478,119</b>	545,339
Corporation de développement communautaire de Côte-des-Neiges (Promis)	<b>272,991</b>	297,453
Corporation de développement communautaire de la Pointe - Région Est de Montréal (Association d'entraide des personnes handicapées physiques de Montréal (ALPHA))	<b>162,824</b>	160,425
Corporation de développement communautaire de Rosemont (Bouffe-Action de Rosemont)	<b>173,317</b>	116,583
Dynamo - ÉvalPIC	<b>105,400</b>	104,000
Mercier-Ouest, Quartier en santé	<b>116,640</b>	97,204
Peter-McGill Community Council (YMCAs of Québec)	<b>157,511</b>	116,032
PROMIS	<b>192,800</b>	38,560
Solidarité Ahuntsic (Service de nutrition et d'action communautaire - SNAC)	<b>123,142</b>	119,186
Solidarité Mercier-Est	<b>132,500</b>	108,333
Table de développement social de LaSalle (Centre du Vieux Moulin de LaSalle)	<b>112,385</b>	-
Table de quartier de Parc-Extension (Organisation des jeunes de Parc-Extension inc.)	<b>162,500</b>	24,763
Table de quartier Sud de l'Ouest-de l'île (TQSOI) (Centre des ressources communautaire de l'Ouest-de l'île)	<b>162,453</b>	162,775
Vivre Saint-Michel en santé (Centre éducatif communautaire René-Goupil)	<b>528,823</b>	513,935
YMCAs of Québec (The) - Association Services	<b>141,667</b>	195,841
	<b>3,757,280</b>	3,243,935

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