



TQSOI Social Development Action Plan 2024-2029

Community Action Pathways to Social Transformation



Acknowledgements

Land Acknowledgement

The TQSOI is located on the unceded traditional territory of the Kanien'kehá:ka Nation. Tiohtià:ke/Montréal is historically known as a gathering place for many First Nations. When using this action plan, it is important to consider the issues that make this region inaccessible to its initial inhabitants, some of which are referred to in this plan.

This action plan was made possible by the combined efforts of organizations, residents, and partners committed to making the southern West Island a better place for all.

Thank you to our funders, the Government of Canada's Community Services Recovery Fund (distributed through Centraide) for their support, the members of the Social Development Action Plan Committee (SDAPC) for steering the development of the plan, and to all the community organizations and residents who contributed their time, knowledge and expertise. The TQSOI would also like to thank Shannon Franssen of the Pivot Centre for Collective Action for guiding, designing and facilitating the participatory process that led to the creation the community portrait 2023 and this plan, as well as John Vincent Vitulli, TQSOI Concertation Coordinator, for coordinating the SDAPC committee and the planning process.

Funded by the
Government of Canada's
Community Services Recovery Fund



Year of Publication

June 2024

Authors:

The pathways presented in this document were collectively developed by members, partners, and staff of the TQSOI, as well as residents who participated in various planning workshops and surveys.

This document was conceptualized and written by Shannon Franssen of the Pivot Center for Collective Action (pivotcentre.org) for the TQSOI's SDAP Committee and is based on the collective work done throughout the planning process.

Graphic Design:

Shannon Franssen and Chris Henschel (chrishenschel.com)

Contributors:

John Vincent Vitulli and Alena Ziuleva

Translators and Editors:

Kathleen Greenfield, Clara Ribeiro Dos Santos, Mélanie Safi, Roxana Stoleru

Social Development Action Plan Committee (SDAPC) Members:

Isabelle-Anne Bisson
Shannon Franssen
Kathleen Greenfield
Sheila Laursen
Marie-Ève Lemaire St-Gelais
Howard Nadler
Mélanie Safi
Ryan Simonyik
Roxana Stoleru
John Vincent Vitulli
Alena Ziuleva

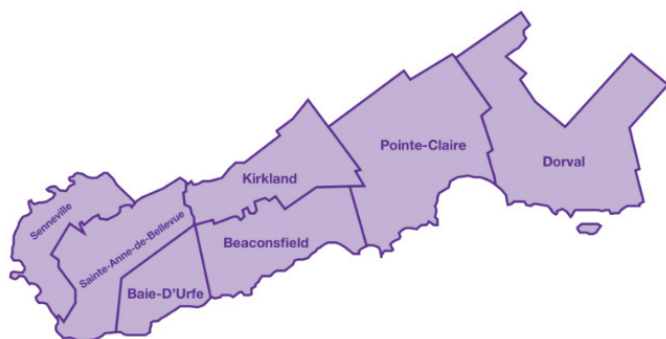


About the Table de Quartier Sud de l'Ouest-de-l'Île (TQSOI)

Because of the widely held and long-lasting belief that poverty simply doesn't exist across the southern West Island, the issues and needs of residents throughout the region of the southern West Island often are not visible nor adequately addressed. The Table de Quartier Sud de l'Ouest-de-l'Île (TQSOI), a non-profit and member-based community organization, was created by and for our community to address poverty and improve the quality of life for all residents of the southern West Island (SWI). The TQSOI members believe that collective engagement and actions that are created, defined, and led by the southern West Island community will bring about positive social change.

The TQSOI facilitates a community-based roundtable and unites residents, elected officials from all three levels of government (municipal, provincial and federal), and community organizations, as well as businesses and institutions. The TQSOI encourages collaboration between members of the community on various issues in order to develop a shared vision and to achieve greater results by acting collectively.

The territory of the southern West Island of Montreal includes seven municipalities: Baie-d'Urfé, Beaconsfield, Dorval, Kirkland, Pointe-Claire, Sainte-Anne-de-Bellevue, and Senneville.



Contents

Housing pg 6



Food Security pg 10



Population Well-being pg 14



Environment pg 20



Introduction

About the TQSOI's Social Development Action Plan Committee

In September 2023, the Social Development Action Plan Committee (SDAPC) was created to serve as a steering committee for the entire Social Development Community Planning Process, which included the production of an updated Community Portrait and this Social Development Action Plan 2024-2029.

The SDAPC is composed of 11 members: the President of the TQSOI Board of Directors, three members of the TQSOI Board of Directors, the TQSOI Executive Director, four TQSOI staff members, a community organizer, and a community planning consultant.

The SDAPC met once a month to discuss and make decisions about the action plan process and content, as well as the mobilization of members and residents to participate in the production of the plan.

About the Social Development Action Planning Process

This plan is the second Social Development Action Plan created and adopted by the TQSOI. The first Social Development Action Plan 2016-2021 was adopted following a first community portrait in 2016, and was evaluated by the TQSOI members in 2021-2022. A summary of the results and achievements can be found on the TQSOI website (<https://tqsoi.org/evaluation-territorial-social-development-action-plan-2016-2021/>).

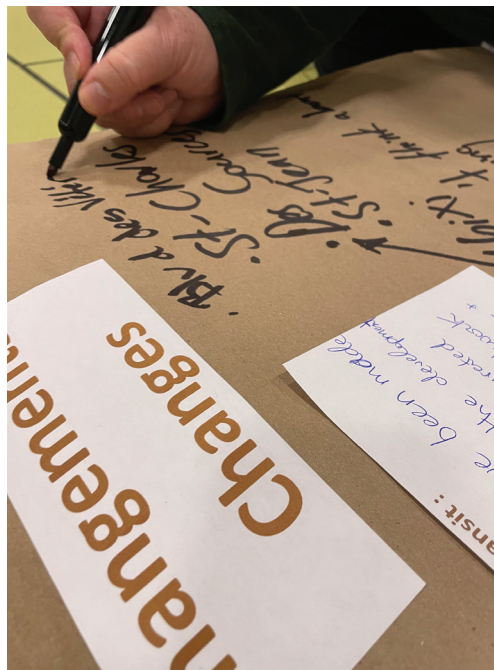
This second Social Development Action Plan 2024-2029 was produced through a collaborative two-phase process from September 2023 to May 2024. The first phase involved a participatory needs assessment

to create an updated community portrait outlining the issues and needs facing priority populations - people experiencing poverty, exclusion, and barriers to well-being in the southern West Island since 2016 - in the aftermath of the COVID-19 pandemic. The portrait presents partially-met or unmet needs in nine areas: Housing; Food Security; Poverty Reduction and Social Inclusion; Health; Seniors; Family, Early Childhood, and Youth; Education; Transit and Environment. More than 100 community members and organizations participated in this needs assessment, which was published in March 2024 and can be found on the TQSOI website (<https://tqsoi.org/publications/southern-west-island-community-portrait/>).

The second phase involved two participatory workshops, an online survey, and seven meetings with existing TQSOI committees and staff to identify the social changes that the TQSOI community would like to work towards from 2024-2029 in order to address the needs and issues presented in the portrait. Participants also identified intermediate outcomes required to bring about these changes by 2029.

Of the nine areas presented in the portrait, seven are addressed in this plan and grouped under **four Areas of Action: Housing, Food Security, Population Well-being and Environment**. Throughout the planning process, participants worked on more than 60 different issues, proposing more than 40 changes that address these issues. Using these proposed changes, participants then created thirteen pathways to achieving 28 targeted changes by 2029. These pathways to social transformation form the core of the Social Development Action Plan and will guide the TQSOI members and partners in their collective efforts to enact positive change over the next five years.

How to use the Action Plan: Roadmaps for Social Change



The pathways presented here are meant to be used throughout the next five years by committees and other groups created and facilitated by the TQSOI with the mandate of achieving the targeted changes by 2029. They can be thought of as road maps for these committees to follow, guiding their actions and helping to structure their annual work-plans. As with any long road-trip, it's expected that there will be detours, obstacles, and unforeseen events along the way, and the pathways in this plan are meant to help committees keep their

goals in sight while juggling the often chaotic and unpredictable work of collaborative community action.

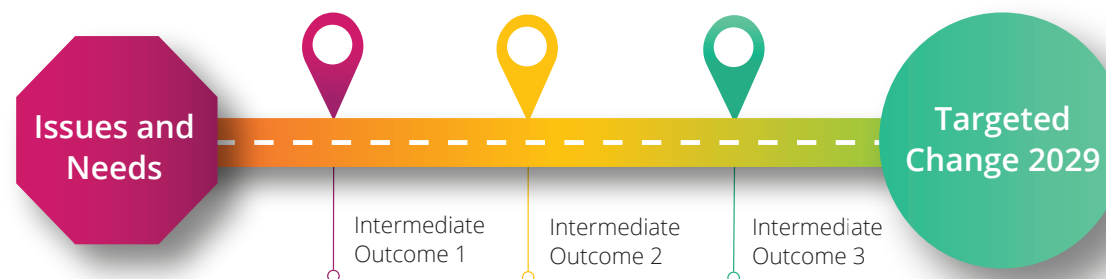
In addition to the 13 pathways, two complementary planning tools are meant to be used with this plan:

1. A detailed table with timeframes for each of the intermediate outcomes and indicators that can be used to develop measurement tools to evaluate whether the changes have been achieved in 2029;

2. A template for developing annual work-plans based on the change pathways that includes columns for planning specific actions and for identifying the committees or people responsible for carrying out those actions.

In the annual cycle of planning and evaluating their work, committees of the TQSOI can use the pathways in this plan at the beginning of the year to set their annual work-plan and at the end of the year to evaluate how far they've come in their work towards the intermediate outcomes outlined in the pathways. These annual check-ins will help committees propose changes to the pathways if necessary, based on emergent realities and their evolving understanding of how best to achieve the targeted changes.

The pathways in this plan are laid out as follows:





Housing

The Housing pathways are structured around three general objectives:

- ▶ **Develop new cooperative and community housing projects**
- ▶ **Protect access to affordable private rental housing for priority populations**
- ▶ **Ensure that new cooperative and community housing projects meet the diverse needs of priority populations**

They address six of the ten issues relating to housing that were identified in The Southern West Island Community Portrait 2023, and several other issues specific to families and seniors, including:

- ▶ The lack of social and cooperative housing options that worsens the housing crisis;
- ▶ Limited number of rental units;
- ▶ Increasing rental prices and housing costs;
- ▶ Lack of meaningful public participation in decision-making process;
- ▶ Lack of legal assistance for housing and rent-related issues;
- ▶ Lack of housing that accommodates diverse needs;
- ▶ Growing demand for affordable housing for seniors;
- ▶ Need for intergenerational connections and participation in community decision-making.

During the planning process, six changes were proposed to address housing issues and needs. The pathways target five of these changes and one additional change relating to legal support for tenants, including:

- ▶ More viable, inclusive communities: social and community housing for all ages, needs, demographics, income levels, family models;
- ▶ Municipalities and communities are collaborating to develop multifaceted social and community housing plans (using zoning, density, bylaws, investment and programs);
- ▶ New bylaws are in place in each municipality that protect and support tenants' right to housing, especially for low-income people;
- ▶ Legal and other community support for tenants is more accessible;
- ▶ Public lands (not including parks) have been reserved for community or social housing projects (not sold to private developers);
- ▶ More social and community housing that meets residents' needs in each municipality, including: new housing cooperatives and/or community housing projects are planned or in development; there are affordable, family-specific housing projects planned or confirmed in each city; and more multigenerational housing developments are planned, confirmed, or built.

One proposed change was not included in the plan because of lack of human resources to support a pathway to achieving it, but addresses a growing need in the southern West Island:

- ▶ Have more (2-3) emergency and transitional housing services created or in development in each municipality, ensuring a continuum of housing options.



Housing Pathway 1 : Develop new cooperative and community housing projects



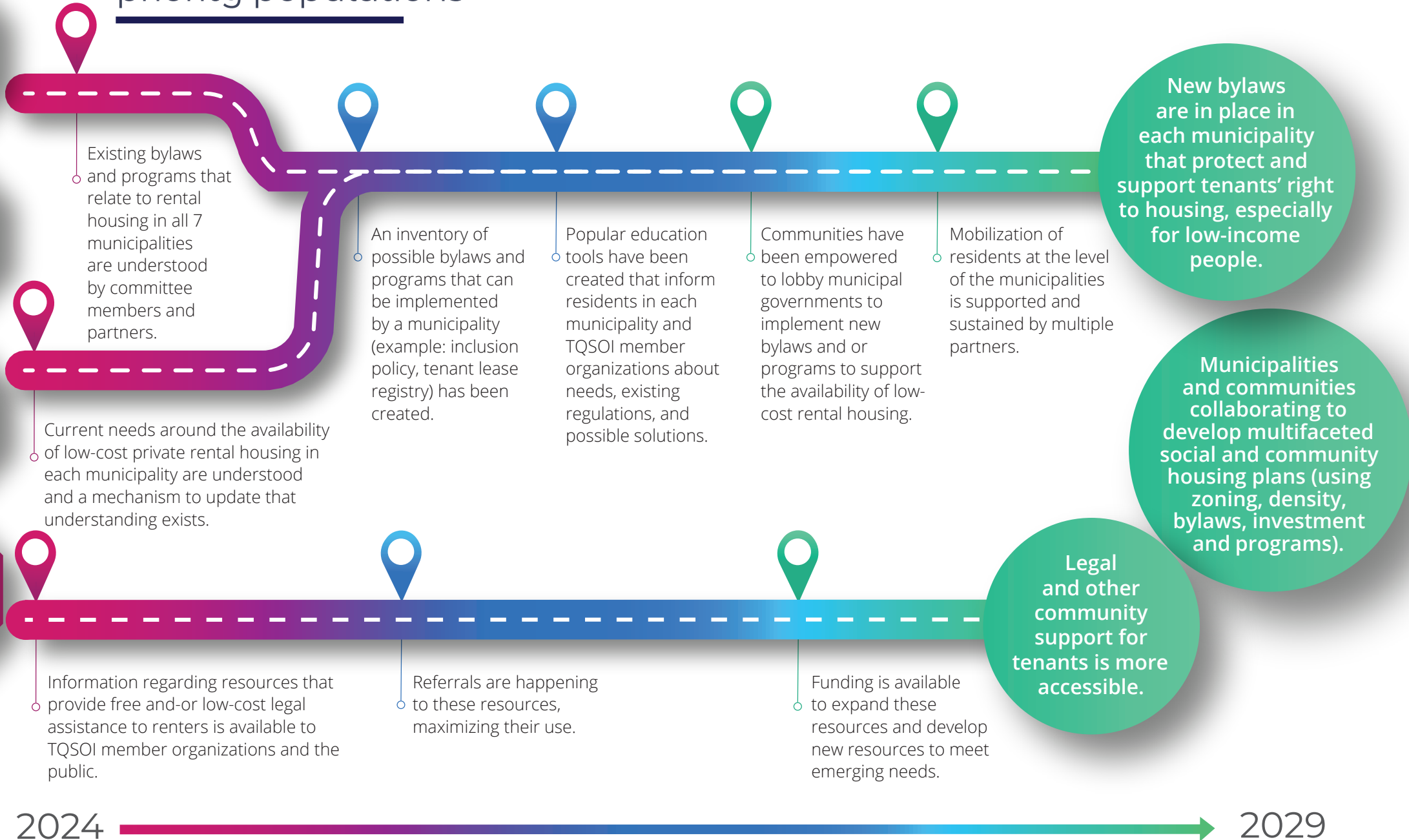
Housing Pathway 2: Protect access to affordable private rental housing for priority populations

Increasing rental prices and housing costs

Limited number of rental units

Lack of meaningful public participation in decision-making process

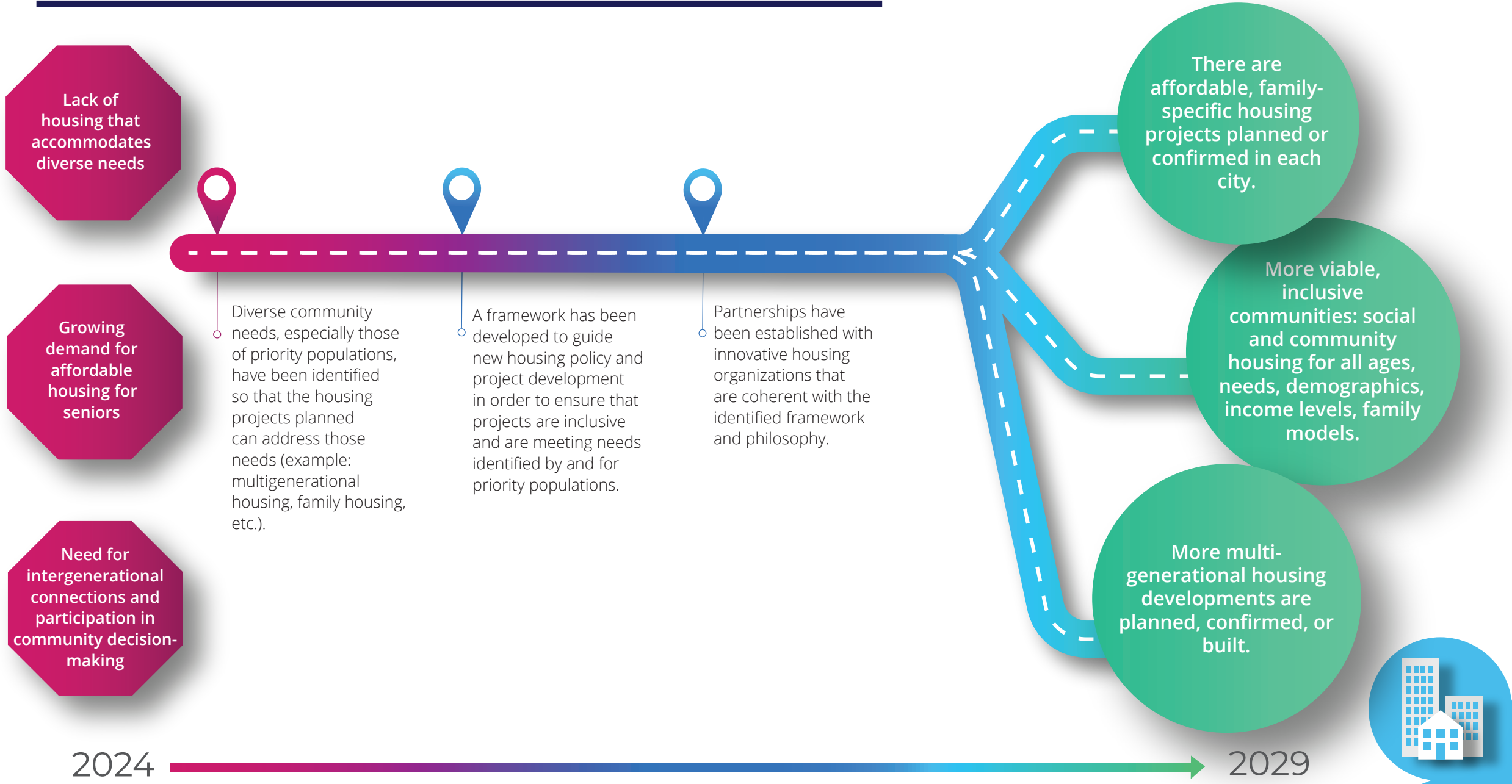
Lack of legal assistance for housing and rent related issues



2024

2029

Housing Pathway 3 : Ensure that new cooperative and community housing projects meet the diverse needs of priority populations



Food Security



- ▶ **Increase food security for school-aged children.**
- ▶ **Strengthen the local food system in the SWI through collaboration of community-based actors that serve priority populations.**

They address three of the seven issues relating to food security that were identified in the Southern West Island Community Portrait 2023, as well as three other issues relating to poverty, including:

- ▶ Need for more collaborative efforts, crossover actions;
- ▶ Need to increase access to locally-sourced produced;
- ▶ Access to fresh and affordable food is difficult due to rising costs and “food deserts”;
- ▶ Hidden poverty is still present;
- ▶ Difficulty reaching those not connected to community organizations;
- ▶ Families facing food insecurity due to rising cost of groceries.

The Food Security pathways are structured around three general objectives:

- ▶ **Improve access to free or affordable locally produced food for priority populations.**

During the planning process, nine changes were proposed to address food security issues and needs. The pathways target seven of these changes, four of which were reformulated into a broader goal targeting a stronger food system, including:

- ▶ More access (economic and geographic) to produce from local urban agriculture initiatives (community gardens, fruit trees, rooftop gardens, etc.);
- ▶ More collaboration between initiatives and organizations for greater efficiency and impact;
- ▶ More children who need it have access to food in schools;
- ▶ We have a stronger food system in the SWI that better meets the needs of priority populations (more access to free or affordable, healthy, culturally appropriate food).

The two other proposed changes related to food waste have been integrated into the Environment Area of Action. A specific connection between the protection of green spaces and the use of those green spaces for food production was also included in the Environment Pathway 3.



Food Security Pathway 1 : Improve access to free or affordable locally produced food for priority populations



Food Security Pathway 2 : Strengthen the local food system in the SWI through collaboration of community-based actors that serve priority populations



Food Security Pathway 3 : Increase food security for school-aged children





Population Well-being

The Population Well-being pathways are structured around four general objectives:

- ▶ **Improve access for youth to opportunities for development and community connection**
- ▶ **Develop a better understanding of the needs of ethno-cultural minorities and how to address them.**
- ▶ **Engage, connect, and empower isolated seniors.**
- ▶ **Improve access to health and wellbeing related services and support through collaboration and access to information.**

They address a number of issues relating to health, seniors, youth, education and poverty reduction and social inclusion that were identified in the Southern West Island Community Portrait 2023. Two other issues that were not identified in the portrait but were considered important to address in the plan were also included:

- ▶ Ethno-cultural minorities are not adequately celebrated and valued.
- ▶ Lack of awareness of the needs of ethno-cultural minorities

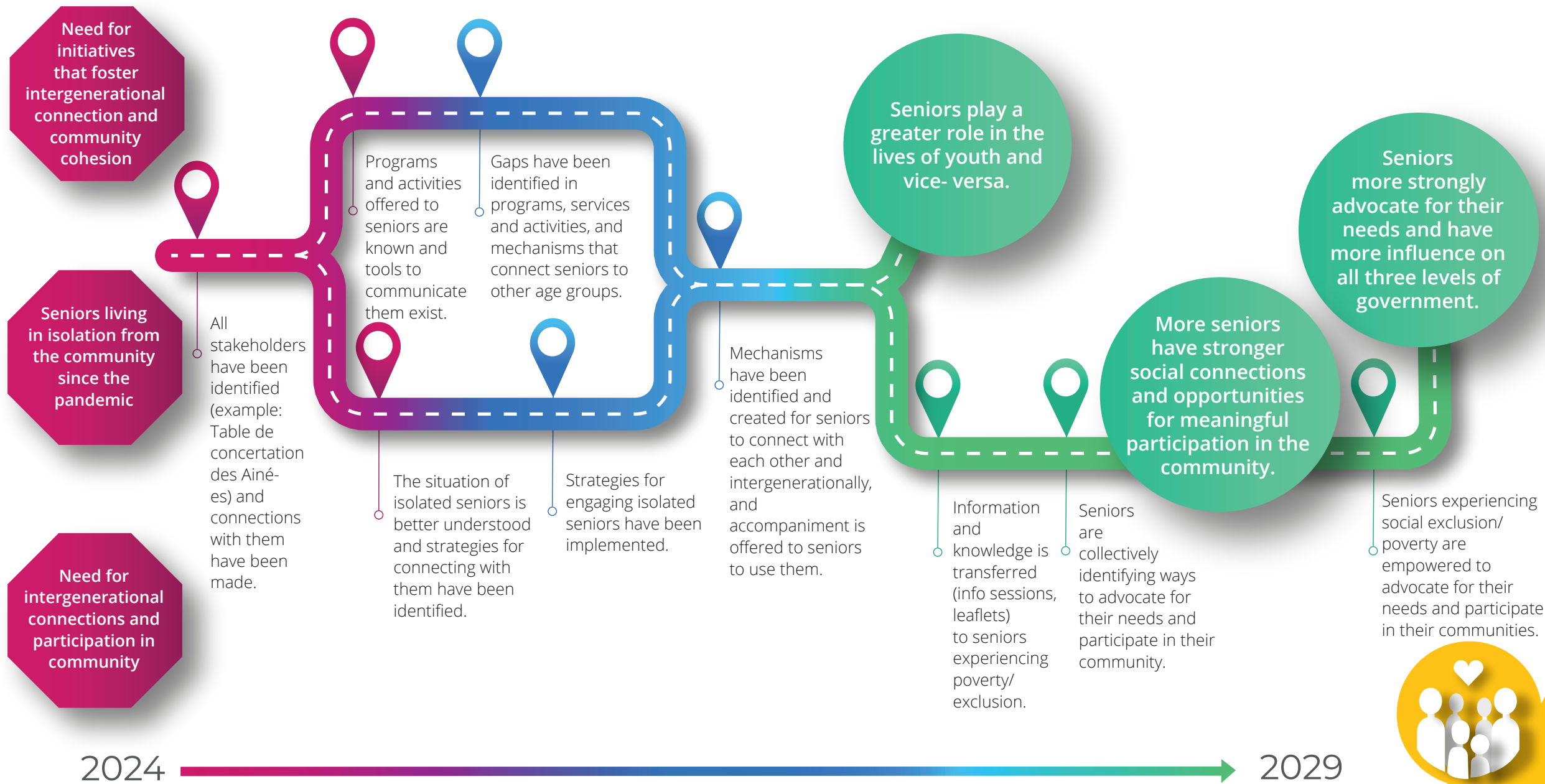
During the planning process, seventeen different changes were proposed to address issues and needs relating to health, seniors, youth, education, and poverty reduction and social inclusion. In-depth discussions and debates led to the final pathways that target 12 different changes, including:

- ▶ Residents have easy access to information about community and public healthcare services available to them, especially newcomers and people in vulnerable situations;
- ▶ Residents have more knowledge about community groups and resources that are addressing issues including poverty and social exclusion;

- ▶ Community resources are recognized as equal partners in health and well-being-related service delivery and support;
- ▶ There is more collaboration between providers of healthcare, social services and community support;
- ▶ More services and supports are available (example: mental health services);
- ▶ Youth have better access to more opportunities to develop their abilities, skills, talents and for community involvement;
- ▶ Youth feel more connected with their communities;
- ▶ The increased cultural diversity of the SWI is increasingly recognized, valued and celebrated;
- ▶ The TQSOI community has started to address the needs of ethno-cultural minorities;
- ▶ Seniors play a greater role in the lives of youth and vice versa;
- ▶ More seniors have stronger social connections and opportunities for meaningful participation in the community;
- ▶ Seniors more strongly advocate for their needs and have more influence on all three levels of government.

Among the changes not included in this plan were those related to making hidden poverty more visible. Given that plan will include significant community mobilization around issues like housing and food security, members evaluated that poverty-related issues will continually be made visible through various actions over the next several years and so a pathway specifically targeting making poverty visible was considered unnecessary. Also, all the proposed changes related to families, children and youth were not all included because there are other community tables working on these issues and members expressed a concern about overlapping too much with this work. Pathway 2 in this Area of Action includes an intermediate outcome involving building partnerships with these tables and stakeholders.

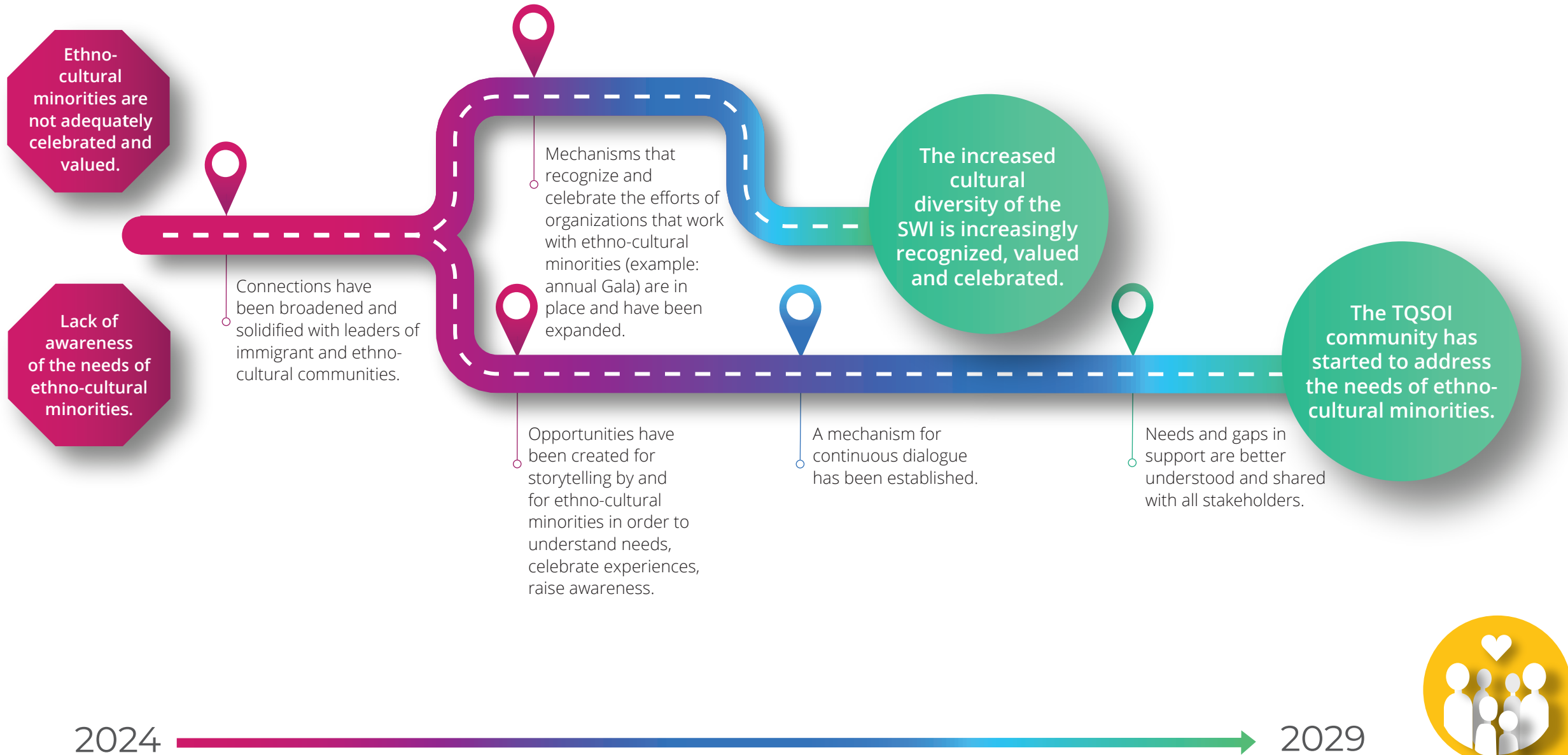
Population Well-being Pathway 1 : Engage, connect and empower isolated seniors



Population Well-being Pathway 2 : Improve access for youth to opportunities for development and community connection



Population Well-Being Pathway 3 : Develop a better understanding of the needs of ethno-cultural minorities and how to address them





Population Well-Being Pathway 4:

Improve access to health and well-being related services and support through collaboration and access to information

Not enough outreach to newcomers about programs and support

Need to increase awareness of available services, especially for excluded people

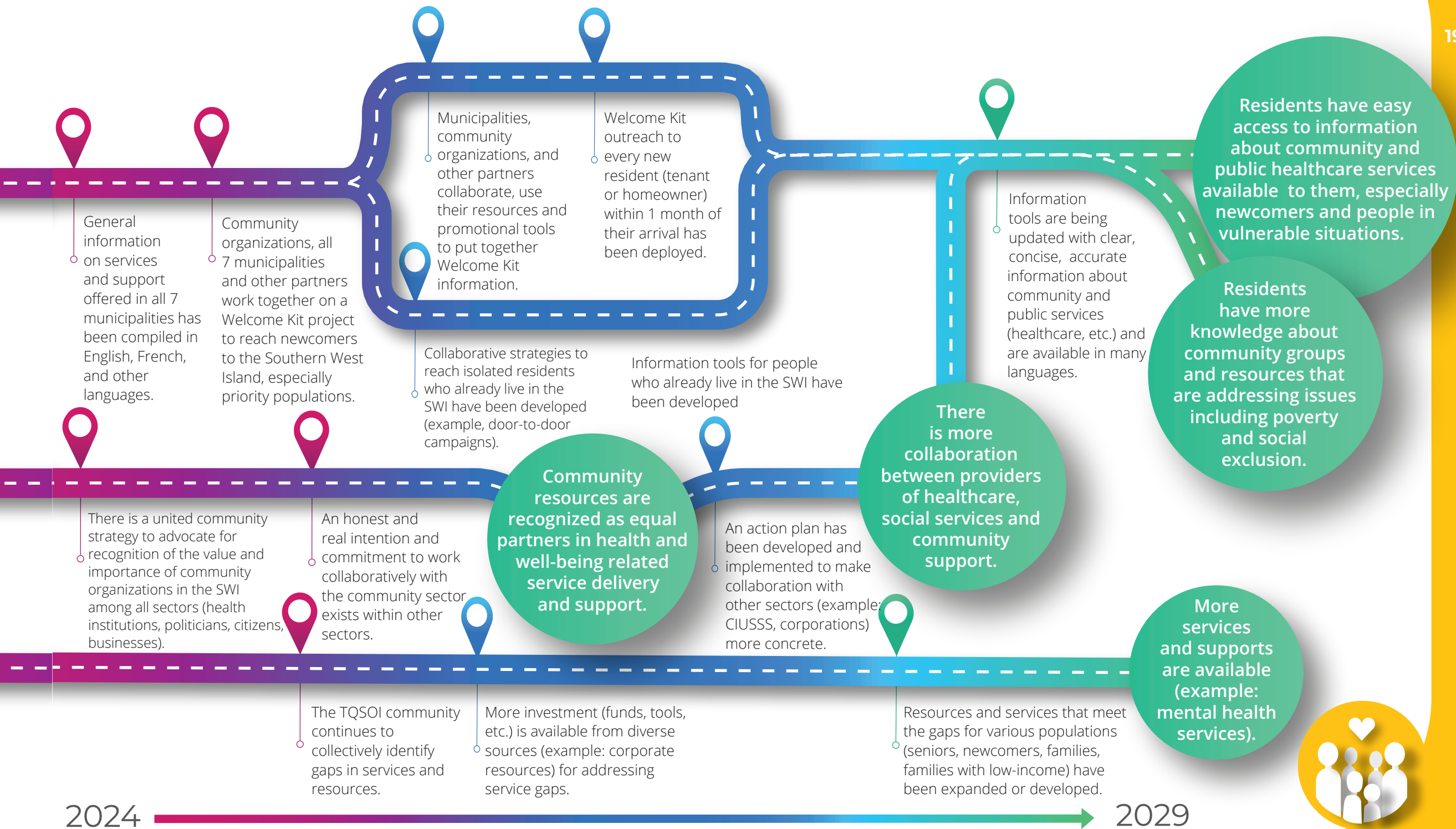
Difficulty accessing healthcare due to long wait-times and lack of services

Lack of municipal efforts on poverty and inclusion

Difficulty reaching those not connected to community organizations

Lack of follow-up and coordination between services

Resources have been shared and partners have been connected - partnerships exist to collectively identify gaps in health and well-being related services and to advocate.



2024

2029



Environment

The Environment pathways are structured around three general objectives:

- ▶ **Protect and improve access to green spaces.**
- ▶ **Increase climate resilience and preparedness.**
- ▶ **Mobilize stakeholders to improve waste management.**

They address 1 of the 5 issues relating to the environment identified in the Southern West Island Community Portrait 2023, as well as additional concerns around building resilience to expected climate-related events and waste management, including food waste, including:

- ▶ Need more inclusive programming and infrastructure to promote the use of green space;
- ▶ Loss of green space and biodiversity;
- ▶ Priority populations and isolated people are at greater risk of negative consequences in the event of climate-related emergencies;
- ▶ Lack of measures and coordination to support resilience in the face of emergency events;
- ▶ Poor waste management;
- ▶ Accessibility to fresh and affordable food is difficult due to rising costs and “food deserts”.

During the planning process, four changes were proposed to address environmental issues. The pathways target three of these changes, and one change related to food security, including:

- ▶ More green spaces are available and accessible;

- ▶ Increased social resilience and preparedness for emergencies due to climate events;
- ▶ Communities are more aware of their role in waste management (reduction, reuse, recycling) at the level of municipalities, buildings and households and have the goal of improving at all levels;
- ▶ Strategies have been developed and implemented to make sure that more food will be made available for human consumption before it spoils or is wasted otherwise.

Members discussed Transit, a closely related Area of Action, at several of the consultations and meetings. Three changes were proposed to address transit issues, and many members expressed a strong interest in working toward them, including:

- ▶ There is a significant increase in the amount and usability of safe bicycle and pedestrian infrastructure;
- ▶ People can easily and quickly take public transport between municipalities;
- ▶ The community has presented and advocated for viable alternatives to car culture and ownership.

However, given that other tables are working on these issues, as well as concerns about the human resources required to support actions targeting the proposed changes, they were not included in the current plan. The TQSOI intends to make connections with partners who are working on transit issues and facilitate information-sharing, so members can get involved in this work.



Environment Pathway 1: Protect and improve access to green spaces



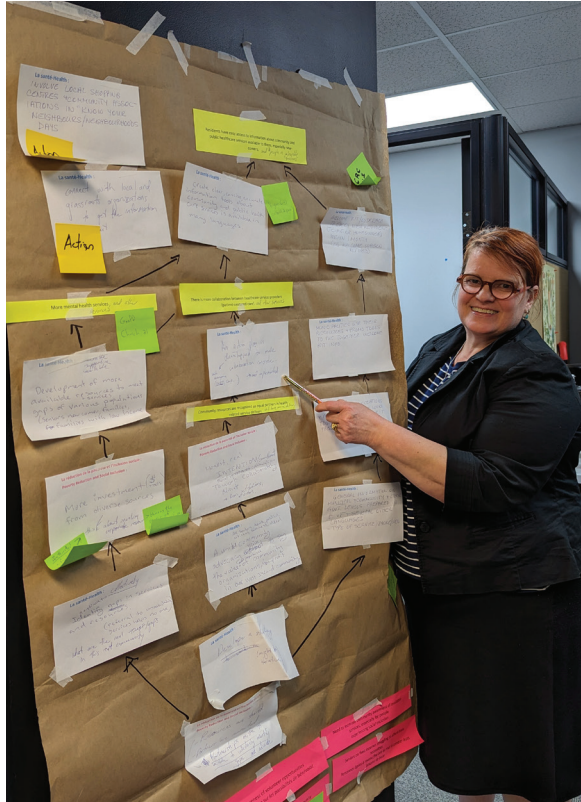
Environment Pathway 2 : Increase climate resilience and preparedness



Environment Pathway 3: Mobilize stakeholders to improve waste management



Conclusion



West Island.

This plan is not meant to sit on a shelf: it's a tool that committees and members will often refer to as we plan our meetings and our collective actions. We look forward to the discussions, collaboration, creative solutions and actions that this plan will generate. We hope you'll join us in the collective efforts that will make the southern West Island a better place to live, work, study, and thrive.

The Social Development Action Plan 2024-2029 presents the pathway we intend to follow together in our work to achieve concrete social change over the next five years. Based on the needs and issues identified in The Southern West Island Community Portrait 2023, TQSOI members, residents, community organizations, institutional and elected representatives have created a complex, ambitious, and feasible plan to collectively tackle some of the biggest challenges facing the southern

References

City of Montreal. (2023, December 6). *Diverse Metropolis: An overview of the by-law*. Retrieved February 29, 2024 from <https://montreal.ca/en/articles/diverse-metropolis-overview-law-7816>

Food Empowerment Project. (n.d.). *Food Deserts*. Retrieved February 29, 2024 from <https://foodispower.org/access-health/food-deserts/>

Homeless Action Research Team. (n.d.). *Housing glossary*. University of British Columbia. Retrieved February 29, 2024 from <https://hart.ubc.ca/housing-glossary/>

Plante, C., & Paquette, M.-C. (2022). *Pandémie et insécurité alimentaire - Résultats du 20 septembre 2022*. Institut national de santé publique du Québec. Retrieved from <https://www.inspq.qc.ca/covid-19/sondages-attitudes-comportements-quebecois/insecurite-alimentaire-septembre-2022>

Word Bank. (n.d.). *What is Food Security?* Retrieved February 29, 2024 from <https://www.worldbank.org/en/topic/agriculture/brief/food-security-update/what-is-food-security#:~:text=Based%20on%20the%201996%20World,an%20active%20and%20healthy%20life>

Definitions

General objective: A general goal, set on the basis of the priorities identified

Targeted change: A statement about a change related to the general objective to be achieved in a given timeframe; these must be clear, realistic and specific, without narrowing in too closely on the actions that will be employed.

Intermediate outcome: A measurable change or result that will or must be achieved in order to reach the targeted change

Actions: Concrete actions designed to achieve intermediate outcomes

Indicators: Measurable elements that can provide evidence that the targeted change has been achieved and are measured after the completion of the strategic plan, and can involve baseline measurements at the beginning of plan implementation

Timeframe: The period of time in which intermediate outcomes and targeted changes will be achieved

Leads: Committees, groups or people responsible for actions (see annual Action plan template)

Partners: Other organizations or people that collaborate on actions (see annual Action plan template)

Organization: In this document, the word organization refers to non-profit groups, either formally incorporated or not, that play an active role in the community.

Members: In this document, the word members refer to the members of the TQSOI.

TQSOI Community: In this document, TQSOI community refers to all members and partners involved in the actions of the TQSOI.

Priority Populations refers to people and communities experiencing poverty, exclusion and barriers to well-being.

Community housing refers to housing that is collectively, as opposed to privately, owned, either by a registered non-profit, an institution or a government body.

Social housing is a broad category of non-market and not for profit housing funded by government bodies (City of Montreal, 2023).

Cooperative housing is a form of social housing that allows individuals to become shareholders in a corporation that owns the property and is given exclusive rights to a unit (Homelessness Action Research Team, N.D.).

Zoning refers to the classification of land by the types of uses permitted and prohibited and by densities and intensities permitted and prohibited in a given district, including regulations regarding building location on lots. (Homelessness Action Research Team, N.D.).

Food Security refers to when all people, at all times, have physical and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life (World Bank, N.D.).

Food Insecurity is an inadequate or uncertain access to healthy food to support a healthy and active life; it can be occasional or persist in time (Plante & Paquette, 2022).

Food Desert is an area with a lack of access to healthy food options, especially fresh fruits and vegetables (Food Empowerment Project, N.D.).





This document was created for the TQSOI

Contact information:

info@tqsoi

<https://tqsoi.org/>

