2016-2017 ANNUAL REPORT

For our members and partners.
""The real generosity toward the future is giving all to the present." Albert Camus

Table des matières

President word ................................................................. 3
Director word .................................................................. 4
Values ....................................................................... 5
Mission ..................................................................... 6
Community life ................................................................. 7
Donators and collaborators ................................................. 10
Priorities for 2016-2017 ...................................................... 12
Statistics 2016-2017 ........................................................... 13
Minutes for June 28th 2016 general assembly ....................... 15
Minutes for September 9th 2016 general assembly ................ 18
Financial highlights for 2016-2017 ........................................ 20
Outlook 2017-2018 ............................................................. 24
Évalpop ...................................................................... 26
Budget forecast for 2017-2018 ............................................. 28
Action plan 2017-2018 ....................................................... 30
Conclusion .................................................................. 34

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Word of the President

The last year of our organization has been marked of beautiful successes.

Dear members,

First of all, we welcome a new general manager, Mr. Jean-Sebastian Patrice, which took the reins of Mr. Roger Côté, which left us. Mr. Patrice knew how to raise the challenge of beautiful way, what reveals his qualities of administrator and leader at a time. I wish to thank for the bottom of the heart Mr. Côté for his devotion to work and to our organization since so many years.

My gratitude also spreads to the members of the board of directors,

that played a central role in these changes while offering their talents and their knowledge to the organization. I hold as to underline the role key of the employees in the benefit of our services to our users and to thank them. The suppleness, the passion and the autonomy of which they gave proof in the execution of their work speak a lot of their big professionalism.

Finally, our volunteers...

I was anxious to testify you all the admiration that I have for you all that allow everything along the year what feels less alone of people, in security and can count on our help in order to receive of the hot meals as well as the comfort.

Thank you to all our volunteers.

You are precious for us. An organization as ours depends on his members to sustain it either while participating in its activities, while offering his time like volunteer, while making some suggestions on its future or while sustaining it financially. All these ways to get involved are good.

I invite you therefore to answer positively and according to your capacities to my invitation to be part of our splendid organization in 2017 -2018.

Jean-Pierre Martin
Jean-Pierre Martin
President of the board of directors
Message from management

"We must learn to live together like brothers, otherwise we will die together as fools." Martin Luther King

Despite stringent economic conditions for Multi Caf team, we managed to achieve most of the targets set in the strategic plan.

Many of the ambitions named last year have become reality today: strengthening of the mechanisms of governance, implementation of projects tailored to the specific needs of users; strengthening partnerships; involvement in combating poverty and homelessness in the Côte-des-Neiges neighborhood.

Yet, nothing is never really acquired.

And even less if we consider the constant attention, the ongoing efforts being made to ensure services of quality, to ensure the integration and professional development of our employees.

That said, we had forces in these areas;

We were able to "develop muscles" which, in the future, should enable us to more easily maintain and develop these gains.

Here, I would like to pay tribute to the commitment of my colleagues who went up to demonstrate a certain abnegation, in demonstrating again and again how much helps it the most vulnerable was for them well more than a job, a real mission.

Here we are at the beginning of the year 2017, armed with a new strategic plan that deploys a new set of guidelines, I would say even inspiration for the future. Multi FCA wants to "Excel and communicate to be a partner of choice" and "promote and enhance a team that contributes to the sustainable development of the organism".

These two sentences promise us hours of fun and professional commitment. They speak to us also, and above all, a team in tune with its environment, intimately linked to his community.

I wish in conclusion reiterate my thanks to all our partners for the confidence they continue to place in us, to our current projects and I hope to come. I also thank my team as well as the numerous volunteers who have generously responded to our calls and have been able to welcome me into their family with open arms. Finally, thanks to all the members of our Board of Directors for their trust and their availability.

Jean-Sebastien Patrice
General manager

Management Professional graduated from the high commercial studies business administration and developing organizational, anxious to get results and offering more than twenty years of progressive experience in the field of the management of not-for-profit organization leadership. Transforms staff with high potential in exceptional leaders who express their creativity and their ability particularly essential to the operational and financial success. Stimulated by the continuous improvement of processes and motivated by the delivery of projects on time.
VALUES
Like lighthouses or guides, our values guide our individual conduct, and our response. They are shared and put into action by everyone on a daily basis.

Home
is at the heart of the identity of our body illustrating our openness to listen to the person in the expression of its needs, without trial and in developing a safe, secure and enjoyable environment. This person is unconditional upon arrival at our Organization. However, we render him services in an environment that requires compliance with rules. These rules are necessary to facilitate cohabitation and sharing of common places. They are also needed to help the person to meet their basic needs and to work, if it so wishes, to acquire greater autonomy.

Solidarity
to break the isolation, by the work of collaboration, help and mutual assistance and spirit.

Respect
In the relations that involve the staff and those who benefit from our services in the concern for the dignity of each one.

Compassion
By being sensitive to the suffering that the person carries so that it can feel spontaneously that it is heard, understood and welcomed to Be assisted.

Trust
By humbly acknowledging its limits and strengths but also those of others, by accepting uncertainty and risk and by bringing about change.
MISSION

Multi Caf is an organization committed to improving living conditions and achieving food security for all low-income people in its territory.

By offering economical meals and various food assistance services, the organization allows hundreds of individuals and families with low incomes to continue to eat well every year, as well as being a meeting place and socialization coming often compensate for the sense of loneliness and isolation they experience individually.

In 2016, Multi Caf is a very active community cafeteria with more than 325 meals served daily to Montreal’s low-income citizens at dinner time and a free lunch. Every month, our food bank provides food assistance to over 750 families in the Côte-des-Neiges neighborhood. Multi Caf has a social intervention service that provides advice, facilitates referral to organizations that can meet their needs.

To accomplish this mission, together with the neighborhood and Montreal organizations, Multi Caf annually undertakes to:

- Offer various services and activities that meet the food needs of their region
- Provide information and referral services to users and members of the organization
- Identify the causes and problems related to poverty in order to develop strategies to better integrate low-income people into their environment.
- Sensitize the community to issues related to poverty and food security.

With nearly 30 years of existence, Multi Caf has an extensive experience in knowing the needs of Côte-des-Neiges residents and a strong bond with its members.

"You have to be the change you want to see in this world." - Gandhi
Community life
Members of the Board of Directors as at March 31, 2017

Members of the Executive

Jean-Pierre Martin, President, Member Representative
Vanessa Sykes Tremblay, Vice-President, Community Representative, Director Baobab Family
Denyse Lacelles, Treasurer, Community Representative, CDC Coordinator

Board Members

Norman Foy, Member Representative
Jean-Pierre Laniel, Member Representative
Delfino Campanile, Community Representative, PROMIS Director
Ann Andermann, Community Representative, Physician
Bernard Besancenot, employee representative, liaison officer Multi Caf

We would also like to thank those who contributed to the Board this year but were unable to continue their term of office or that the latter ended during the year:

Jean-Charles Smith and Fred Mehrabi

The major issues addressed by the Board of Directors
- The Board of Directors held nine (9) meetings and two annual general meetings.
- Follow-up of strategic planning and implementation of an action plan.
- Hiring of a new general management in December 2016.

COMMITTEES OF THE BOARD OF DIRECTORS

Strategic Planning and Monitoring Committee: This committee was created to address some important issues such as:
- Loss of significant financial support from a partner.
- Deficit operations.
- Status quo at the level of activities for ten (10) years.
- Difficulty in renewing its members.

The members of this committee: Delfino Campanile, Bernard Besancenot and Denyse Lacelles.

Finance Committees: The mandate of this committee is to work on the success of upcoming fundraising events and to develop new sources of funding. The members of this committee: Jean-Pierre Martin, Jean-Charles Smith, Vanessa Sykes Tremblay and Bernard Besancenot.

New Director General Selection Committee: The primary mandate of this committee is to find, among the internal and external candidates, who will assume the best general management possible to carry out the mission. Members of this committee: Jean-Charles Smith, Vanessa Sykes Tremblay and Fred Mehrabi.

Relationship Committee with Fourchette et Cie: The mandate of this committee is to evaluate and propose options to clarify the business relationship between Fourchette and Company and Multi Caf. The members of this committee: Delfino Campanile and Jean-Pierre Laniel.

"To criticize people you have to know them, and to know them, you have to love them. 'Coluche"
Volunteer Involvement

MultiCaf is an organization where it is good to be a volunteer

Newcomers wanting to get a local resume. Retirees wanting to give time to a work. Former beneficiaries of the cafeteria or various programs wanting to "give back" what they have received. Secondary students who volunteer hours and are confronted with the reality of their neighborhood etc.

These volunteers participate in meals on wheels, the distribution of the food bank, various activities...

This year, 72 regular volunteers contributed to the operation of the MultiCaf programs. Especially:

When collecting on the street. For the food bank. For deliveries of meals on wheels. Various aids in the cafeteria.

Many Notre-Dame and Mont-Royal college students and parents help us with the food and Christmas meal. (More than 100 people).

Consultation and partnership

If MultiCaf wants to become an actor of social change in its neighborhood, it is obvious that the organization can not want to implement these changes alone. Consultation with other organizations in the neighborhood (and more broadly with organizations or groups in Montréal) allows for the pooling of forces and complementarities for real change.

MultiCaf is at the heart of a network for advocacy and social innovation. It is this presence in this movement that prevents the organism from turning to itself and allows us to participate in actions that we would not have been able to carry out.

MultiCaf is:
- Member of the Côte-des-Neiges CDC. - Member of the committee responsible for the ICP and planning of the CDC.
MultiCaf participates in the work of:
- The food security consultation table. - The ad hoc committee of mobilization on the campaign to support the community and fight against austerity.
- The Social Housing Round Table: Blue Bonnet subcommittees and decontamination of housing.

The Inter-Cultural Concertation Committee.
- The Seniors' Table in Côte-des-Neiges
MultiCaf has set up three consultations:
- The "Clinic" roaming committee.
- The reflection table on homelessness in Côte-des-Neiges.
- The Roaming and Health Issues Table
In Montreal, MultiCaf is also a member of:
- The CUISSS Mental Health Consensus Table Central West Island
- The Shared Store Grouping
- MRISIM (Montreal's single and mobile lifestyle network)
And to its subcommittee on the fight against poverty
- The Food Security Table of Greater Montréal Metropolitan
- The FRAPRU
- The regrouping of meals on wheels in Québec
In the borough:
- MultiCaf participates in the Borough Round Table for the Poverty Action Plan to make recommendations to the Mayor.
- MultiCaf is also a member of the Pauline-Julien Francisation Center for Adults and the seniors' Table.
Employees

MultiCaf relies on a dedicated, professional and generous team.

Fred Mehrabi
Coordonnateur
Fred has been with MultiCaf for 20 years. It embodies a force necessary for the smooth running of activities. Involved and dedicated to the cause, he is a centerpiece of our structure.

Bernard Besancenot,
Agent de liaison communautaire
Bernard joined the MultiCaf team 10 years ago. A great speaker, with an incredible expertise of the neighborhood, its organizations and its stakes, it is an asset for the development of services.

Gabrielle Lacroix,
Adjointe à la direction
Gabrielle is the backbone of MultiCaf. She demonstrates unparalleled rigor, dedication and professionalism.

Adel Ben Della Chef
cuisinier
A chef who loves consumers and respects his peers, Adel performs miracles in the kitchen. Reliable, creative and talented, his greatest pleasure is to make users happy and satisfied.

Sophie Gonthier
Intervenante communautaire
Intervener dedicated entirely to users. Possessing an out-of-the-ordinary listening, always in solution mode, she is the stone of ascent of the model of intervention to MultiCaf.

Daniel Lalonde
Préposé à l’entretien
Always present and attentive to the slightest work and improvements to the building, Daniel is an example of kindness and generosity. Always present for his colleagues, he is greatly appreciated by all.

Mamadou Cheick Diallo
Responsable de la banque alimentaire
Calm, respectful and attentive, this professional agronomist ensures professionalism within the framework of a sound management of the food bank.

Anto Muika Ngoma
Aide cuisinière
Intense, perfectionist and honest. Three characteristics that stick to the skin of the one that is affectionately called Mama.

Lena, Roger Hébert, Hacène et Keerthika
"For me MultiCaf represents stability, the anchor against despair."
Robert, volunteer user
Main donors and contributors in 2016-2017

Thanks to a strong network of donors and collaborators, the Multi Caf cafeteria can fulfill its mission throughout the year.

Their contribution is essential to the realization of our actions.

We wish to convey to them, on our behalf and on behalf of the people who benefit directly and indirectly from this generosity, our most sincere thanks. We cannot give a complete list, but we thank them from the bottom of our hearts.

Multi Caf also benefits from donations of many individuals who are not listed below in order to preserve their anonymity. A special thank you to all these people and to the people of Montreal and, in particular, to the people of Quartier Côte-des-Neiges for their great generosity.

MultiCaf wishes to express its greatest appreciation.

"Recognition is the memory of the heart."

Hans Christian Andersen
Reminder of priorities 2016-2017

Important work on the major strategic orientations was carried out in 2016-2017. The Steering Committee, composed of Board members and employees, concluded that Multi Caf should:

- Adapt the offer of services so as to better reach the clientele who do not frequent the organization on a regular basis.
- Seek the support of the entire team to focus and role of reception, listening and integration.
- Review management tools and work organization.
- Strengthening Membership and Governance.
- Maintaining partnerships.

With more than 98,000 people living in the Côte-des-Neiges neighborhood, Montréal has a high rate of immigrants from different cultural communities. The northern part of the district, commonly known as the lower part of the coast, accounts for 57% of the population. It shows the greater presence of young people from 0 to 14 years: 66% of the young people of the neighborhood reside there. In addition, there is a higher concentration of new immigrants, allophones and visible minorities, but also higher unemployment and low-income rates than the neighborhood average. Older people, for their part, reside more along the coast and often face isolation.

Poor housing conditions decried by many Côte-des-Neiges tenants and who have often made headlines, the difficulty for newly arrived immigrants to find work that is remunerative and sufficient to support the Family, the constant increase in homelessness and the food insecurity that often results from the problems already mentioned are all factors that place a heavy burden on community organizations in the community.

*Côte-des-Neiges Community Development Corporation (CDC), is an important player in the neighborhood to identify and support organizations in finding solutions to improve the living conditions of People who live there.* The Multi Caf Cafeteria is one of its important players. By strategically establishing ourselves, we have clearly demonstrated our intention to remain an influential player in the neighborhood in the fight against poverty.

"A community can not long suffice for itself; It can only develop with people from different backgrounds and brothers still unknown. "Howard Thurman
65 500 lunches and 18992 breakfasts served this year at the community cafeteria our lunch is the best known service and one that is the pride of Multi Caf. It is served Monday to Friday. It is a complete meal consisting of a soup, a salad, a main course, a juice and a dessert. Lunch is a meal offered at a modest price paid in cash or with a meal card. As for lunch and coffee offered from 9:30, they are free for all.

20,907 people, 5,260 children helped by the food bank. A basket of food is offered, once a month, to a household of residents of Côte-des-Neiges and Snowdon neighborhoods. The food basket consists mainly of fruits, fresh vegetables, bread, pasta or rice, meat or meat substitutes, milk products and some non-perishable foods.

600 participants in the activities!

52 families and 114 babies supported by our milk formula program!

325 families including more than 200 children supported by Christmas Shares stores and back to school. More than Christmas baskets at this grocery store people can dignify the food they need. In addition to the grocery store at the beginning of the school year, school supplies are given to schoolchildren. In these two shops, it is also an opportunity to enter the community network through the information that is given to the beneficiaries.

6283 meals delivered by meals on wheels. Meals-on-wheels is a service that consists mostly of providing warm meals delivered at home to people in need of support to stay at home rather than in institutions. It is therefore a question of privileging their autonomy and supporting them in their desire to remain in their environment for as long as possible. It is an essential complement to home support. We are proud to be part of this work to support the food security of our elders or people with loss of autonomy.

25,000 hours of community service or compensatory work!
27 participants in the get back to work program

The Social Assistance and Assistance Programs (PAAS) are aimed at providers of the Social Assistance Program or the Social Solidarity Program, which, given their social profile, require special support and accompaniment. By coming to work at MultiCaf, these people develop a sense of responsibility, a greater sense of self-confidence, and find themselves in a rewarding workplace and in contact with others. For most beneficiaries, this is a first step towards greater empowerment.

525 beneficiaries of services on the front line!

A first-line intervention ... Responding to the urgent needs that now arise... Shower, laundry, accompaniment to a hosting or other resource, vaccination clinic, tax clinic, legal clinic (pro bono), free haircuts, opus card available to users.

135 households per week received food assistance at home via the collective truck program!

"With the help of MultiCaf, I got out of my depression and I'm currently at the Polytechnic in Mine Engineering." Rodrigue
The following members were present:

Gilbert Angwandi
Hugo Bermudez
Roger Côté Claude
Dumont Sileshi
Galaneh Jin Huan
Guo Daniel Lalonde
Carlos Lucero Li
Min Hua Kenny
Poon Serge Richard
Richard Smith
Johanne Beaupré

Visitors:
Chengmzng Zhou
Ben Slaw Hathd
Jenney Rivas

Bernard Besancenot
Olivier
Charbonneau
Élisabeth Fabian
Sophie Gonthier
Phylis Kline
Jean-Pierre Laniel
Jean-Pierre Martin
Linda Myers Hall
Paul Reljic
Moncef Saber
Michel Vézina

Mircea Vasile
R. Merle Reisler
Cufton Reed

Roméo Bélanger
Gyslaine Bonhomme
Diallo Mamadou C.
Norman Foy
Lawrence A. Healey
Gabrielle Lacroix
Robert Lauzon
Jacques Miconi
Amber Nelson Paul
Richard
Jean-Charles Smith
Zhang Guan Ming
Robert O’Brien
Qui Sun
Keerthika Ganeshwaran

A quorum of 20 members having been reached, the annual general meeting may begin.

Agenda:

1. Welcome word,
2. Appointment of a President and a Secretary of the Assembly,
3. Adoption of the agenda,
4. Adoption of the minutes of the general meeting of 18 June 2015,
5. Report on activities,
6. Work plan,
7. Presentation of financial report,
8. Budget projections,
9. Appointment of auditor,
10. Questions of the auditorium,
11. Acknowledgments,
12. Elections: Procedures Appointment of candidates
The New Elections Administrators
13. Varia
14. Adjournment of the meeting,
15. Taste

Welcome
Roger Côté welcomed the attendees.
Appointment of Chair and Meeting Secretary Roger Côté proposed Denyse Lacelles as Chair and Gabrielle Lacroix as Secretary, supported by Paul Richard and Jean-Pierre Laniel. Carried unanimously.

Adoption of the agenda. The agenda was proposed by Claude Dumont, seconded by Jean-Pierre Laniel. Adopted.

Q. Do employees have the right to vote?
A. The articles of association do not specify anything about the voting rights of employees at the general meeting, but it is provided for in the composition of the board of directors that the employee representative be appointed by the latter. Employees are asked not to vote in the election of members of the assembly, who are elected by the members of the assembly.
Adoption of the minutes of the general meeting of 18 June 2015

It was moved by Michel Vézina, seconded by Claude Dumont, to adopt the minutes of the annual general meeting of June 18, 2015. Carried.

Activity Report
To begin, Roger Côté informed members that there will be a second general meeting this year, probably in September to table the action plan and the annual report that cannot be presented today due to constraints.

Q. Last year, there was a request for a reimbursement policy for directors, was that done?

A. the Board of Directors has ruled on all points of view regarding the remuneration of directors. Since 1 April there has been no reimbursement of expenses. The Board of Trustees has made a policy of recognizing volunteerism over ten years by granting a free lunch privilege. This recognition was granted this year to two directors as had been granted to our former president, Jacques Miconi.

Q. This policy should have been implemented last year, why was it not done?
A. The board of directors decided to go slowly to respect the directors and allowed a time to allow them to adjust to the new policy.

It is asked to translate into English what is said during the assembly.

The Chair mentioned that she would make a translation summarizing the essence of what would be discussed and summarized in English what had been said during the previous discussion.

During the year 2015-2016, the Board of Directors and staff devoted considerable time to developing strategic planning.

Denyse Lacelles gave a power point presentation of the results of the strategic planning process: the steps taken, the analysis of the mission, the identification of a focus, the identification of strengths and weaknesses, challenges, Strategic directions.

It is the result of a long process of work and a long reflection begins to produce an action plan. We are currently assessing each of our interventions based on the direction the organization wants to pursue.

Reading and adoption of the financial statements 2015-2016
Roger Côte presented the financial report 2015-2016 made by the accounting firm ASBL.
He mentions that the value of food donations that the organization receives and gives back is not included in the finances.

Q. One member finds the payroll very high. A. yes, it is usually the largest share of spending, and in many community organizations it can represent up to 90% of spending.

Q. Why does the rent decrease in 2018? A. because the lease expires in that year.

Q. Why has the value of the Accounts receivable from Fork & Co. decreased? A. Because there was a monetary reimbursement.

Q. Are there many anonymous donors? Yes, most donations from the guignolée and collects are anonymous.

It was moved by Paul Richard, seconded by Richard Smith, to adopt the financial statements. Adopted.

Budgetary projections Roger Côté presents a copy of the budgetary projections to the members and reads them.

Q. Are there more employees? A. yes, a permanent position was added to the food bank and a position Temporary in computer for the upgrade of the website.

Appointment of an auditor The Board of Directors recommends ASBL. The appointment of ASBL is proposed by Jean-Pierre Martin, seconded by Richard Smith. Adopted.

Question period in the room there is no question.

Elections
A. Procedures: Appointment of a President and Election Secretary. There are two positions to fill for a two-year term.

List of members who want to introduce themselves and those are presented by other members. Presentation of each candidate to the assembly a few minutes each. Distribution of ballots, if there are more than 2 nominations. The ballot paper must not contain more than two names. It was moved by Richard Smith, seconded by Jean-Pierre Laniel, to nominate Denyse Lacelles, President of Election and Gabrielle Lacroix, Election Secretary. Adopted.

B. Nominations of candidates: Jean-Pierre Martin, Jean Charles Smith, Claude Dumont, Elisabeth Fabian and Hugo Bermudez. Each of the candidates presents themselves to the members of the assembly and explains their motivation to be elected to the board of directors.

C. Votes. Ballots are distributed to voting members. Denyse Lacelles and Gabrielle Lacroix collect the ballots and count the results of the votes.

D. Elections of new Directors Jean-Pierre Martin and Jean Charles Smith are elected as elected. Acknowledgment to all participants.

There is no varia. The adjournment of the meeting at 6:50 pm Moved by Roméo Bélanger. Roger Côté invited people to take the buffet.

"Success belongs to everyone. It is in teamwork that the merit comes"
Franck Piccard
Minutes of the Special Meeting appended to the Annual General Meeting of the Multicaf Community Cafeteria held at 3591 Appleton, Montreal QC on September 8, 2016.

The following members were present:

Denyse Lacelles  Hugo Bermudez  Bernard Besancenot
Robert Bisaillon  Olivier Charbonneau  Roger Côté
Claude Dumont  Norman Foy  Carlos Jean-Pierre Laniel
Gabrielle Lacroix  Basil Makros  Jacques Miconi
Jean-Pierre Martin  Paul Edwards  Francine Li Min Hua
Linda Myers Herbert  Silas Fariborz  Mehrabi Moncef Saber
Cole Michel Vézina  Richard Smith  Keerthika Ganeswaran
Serge Richard

Visitors:
Gilbert Bauer  Guan Ming Zhang  Robert O’Brien
Max Gébier  Stéphen John  Lilian Garcia

A quorum of 20 members having been reached, the annual general meeting may begin. Agenda:

1. Welcome word,
2. Appointment of a Chairperson and a meeting secretary,
3. Adoption of the agenda
5. Action Plan 2016-2017
6. Questions from the room
7. Acknowledgments
8. Varia

Roger Côté welcomed the attendees. He mentioned that this meeting follows the annual general meeting of June 28, 2016 to present the activity report and the action plan.

The new Board of Directors has already met and the officers have been elected including Jean-Pierre Martin as President, Jean-Charles Smith as Vice-President and Denyse Lacelle as Treasurer. Jean-Pierre Martin addressed the assembly, thanked the members present and explained his mandate. He mentions that two new members on the directors Board. Misses Vanessa Tremblay of Baobab family and Anne Andermann, a doctor at McGill College. He mentioned the importance of the members being involved and participating in the improvement of MultiCaf. Appointment of chair and secretary of assembly.

Roger Côté proposed Denyse Lacelles as president and Gabrielle Lacroix as secretary, supported by Richard Smith and Jean-Pierre Laniel. Carried unanimously.


Denyse Lacelles reads the main points of the activity report and translates the information in English for the members. The report will be translated at a later date and those wishing to receive a copy are asked to give their name to the secretary. The main points presented are: strategic planning, customer portrait, an overview of services and partnership with neighborhood organizations. This year, there is a section of volunteer testimony that is inspiring. It was moved by Richard Smith, seconded by Claude Dumont, to adopt the report of activities.

Adopted unanimously.

Denyse Lacelles presented the main actions that will be undertaken in the coming year. Adapt the service offer to better reach clients who do not frequent the organization on a regular basis.

Reception, listening, reference, integration ...
Management tools and organization of work
Strengthening membership and governance
maintaining partnerships with other resources in the community

Comment by Jean-Pierre Martin: With this action plan, it is something that concerns all the users and all the members.

It was moved by Jean-Pierre Laniel, seconded by Richard Smith, to adopt the plan of action presented.

Adopted.

Question period of the room.

It is asked if member projects such as chess, backgammon and other games will be back. Answer: Member projects must be organized by the members and approved by the coordination.

Varia.
The march of United Way Umbrellas It will take place on September 29, 2016, members are asked to come in large numbers

Moisson Montreal.
It is announced that Moisson Montreal has decided to charge fees to the organizations, these will be $5000.00 / year for MultiCaf Good Food Good Box.

It is announced that the organization has officially terminated its activities due to a lack of funding. Thanks to the staff for the good work. The meeting was adjourned at 11:50 am Moved by Richard Smith
### Financial highlights 2016-2017

#### BUDGET ANALYSIS / PRODUCTS

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<thead>
<tr>
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<th>2015-2016</th>
<th>2016-2017 (forecast)</th>
<th>2016-2017 (real)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subventions</td>
<td>368,850.00$</td>
<td>424,000.00$</td>
<td>370,645.00$</td>
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<tr>
<td>Activities and Services</td>
<td>110,000.00$</td>
<td>122,000.00$</td>
<td>120,869.00$</td>
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<td>Self-financing</td>
<td>140,000.00$</td>
<td>140,000.00$</td>
<td>149,404.00$</td>
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<td><strong>Total</strong></td>
<td><strong>655,363.00$</strong></td>
<td><strong>704,000$</strong></td>
<td><strong>667,894.00$</strong></td>
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#### PRODUCT DETAILS FOR 2016-2017

**PROVENANCE DES SUBVENTIONS POUR 2016-2017**

- Agence Santé et Services Sociaux
- Centraide
- Emploi-Oc
- RIHF Canada
- SPL
- Subvention solarielle
- Support à l'action bénévole
- Ville de montréal/centre
- Ville de Montréal et arrondissement

**RÉPARTITIONS ACTIVITÉS ET SERVICES POUR 2016-2017**

- Contribution des usagers
- Popote réutilisable
- MRLUC Projet fruits et légumes
- Revenu d'activités
- Cotisation des membres

**RÉPARTITIONS AUTO-FINANCEMENT POUR 2016-2017**

- Dans individuels et corporatifs
- Fondation Marceille et Jean Couru
- Fondation Autre
- Levée de fonds
### BUDGET ANALYSIS / CHARGES

<table>
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<tr>
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<th>2015-2016</th>
<th>2016-2017 (forecast)</th>
<th>2016-2017 (réel)</th>
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<tbody>
<tr>
<td><strong>Salaires et charges sociales</strong></td>
<td>466 165$</td>
<td>479 369$</td>
<td>491 124$</td>
</tr>
<tr>
<td><strong>Administration Promotion</strong></td>
<td>47 250$</td>
<td>47 750$</td>
<td>42 638$</td>
</tr>
<tr>
<td><strong>Activités et</strong></td>
<td>121 500$</td>
<td>121 000$</td>
<td>131 735$</td>
</tr>
<tr>
<td><strong>Amortissements</strong></td>
<td>18 453$</td>
<td>16 420$</td>
<td>13 434$</td>
</tr>
<tr>
<td><strong>Frais financiers</strong></td>
<td>9 200$</td>
<td>8 500$</td>
<td>3 244$</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>662 538$</td>
<td>674 538$</td>
<td>682 176$</td>
</tr>
</tbody>
</table>
COMPARATIVE FROM 2012 TO 2016:

Revenus et dépenses totaux de 2012 à 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenus totaux</th>
<th>Dépenses totales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>605,001 $</td>
<td>551,659 $</td>
</tr>
<tr>
<td>2013</td>
<td>644,143 $</td>
<td>600,941 $</td>
</tr>
<tr>
<td>2014</td>
<td>668,312 $</td>
<td>658,244 $</td>
</tr>
<tr>
<td>2015</td>
<td>640,464 $</td>
<td>628,135 $</td>
</tr>
<tr>
<td>2016</td>
<td>657,894 $</td>
<td>682,176 $</td>
</tr>
</tbody>
</table>

Evolution de la distribution alimentaire 1997-2016

<table>
<thead>
<tr>
<th>Year</th>
<th>Déjeuner</th>
<th>Dîner</th>
<th>Panier</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>18,865 $</td>
<td>61,988</td>
<td>22,574</td>
</tr>
<tr>
<td>2013</td>
<td>20,401 $</td>
<td>62,564</td>
<td>23,431</td>
</tr>
<tr>
<td>2014</td>
<td>16,073 $</td>
<td>62,068</td>
<td>23,019</td>
</tr>
<tr>
<td>2015</td>
<td>18,252 $</td>
<td>63,152</td>
<td>21,438</td>
</tr>
<tr>
<td>2016</td>
<td>19,815 $</td>
<td>65,113</td>
<td>19,073</td>
</tr>
</tbody>
</table>
MultiCaf moved to 3591 Appleton Street in the summer of 2000.
Things to follow

We start a process of reflection and analysis of the various activities that go beyond the scope of the MultiCaf mission. In doing so, a suspension of leisure activities is effective until the conclusions of the report are submitted during the year 2017-2018.

Indeed, we will dedicate our energy and financial resources to training workshops in collaboration with the ACEF, access to culture and Multiculturalism and our Activities such as the Food Bank and the Community Cafeteria, to name just a few.

Community Cafeteria Between 2014-2015, we served 63,152 lunches, an average of 255 meals a day. As for the lunch offered from Monday to Thursday, we note for this year an average daily attendance of 91 people. Our community cafeteria not only enhances the food security of our members. Through complementary services, we do more than feed bellies. Thus, the Cafeteria is also the place to build relationship of all kind. These people who assemble all of come and consume meal. Around a good meal all

The factors of exclusion experienced by the majority (Mental illness and/or physical disability, lack of knowledge of French or English, various dependencies, lack of formal education or lack of recognition of foreign training, etc.) are forgotten for a moment.

The food bank a basket of food is offered, once a month, to a household of the residents of the Côte-des-Neiges and Snowdon.

The food basket contains mainly fruits, fresh vegetables, bread, and pasta Or rice, meat or substitutes for meat, dairy products and some non-perishable foods.

A major element planned this year, which will contribute to raising the quality of these two services, is the important gift of the United Church of Mount Royal, which will be used to buy fresh vegetables and fruit!
Other activities in 2017-2018:

- Social Intervention
- Workshops and kiosks
- Baby formula program
- Training
- Theme meals
- Meetings for members only
- Reference service

Continuing Education Program for Employees

Aware of the value of employees, we will encourage and support them in 2017 and 2018 to continue their development and development through various training directly related to their tasks. In doing so, we believe that our users will benefit.

Meals on wheels

We are evaluating the possibility of improving and improving the "meals on wheels" service. Indeed, in keeping with our desire to assume the delivery of meals in a safe manner and in order to meet a fundamental need in the quest to participate and encourage autonomy and home support for those who lose their lives, We want to increase the number of delivery days per week by two to four days and to provide a real service for the sale and distribution of frozen meals. Follow the evolution of these works during the years!
Focusing on achieving our goals, in 2017, we began a process of evaluating some of our services with the Évalpop tool. What is Evalpop?

The "Evaluation of Outcomes By and For Community" program focuses on an evaluation approach that is adapted to community organizations.

In particular, with its expertise in popular education and community knowledge, the People's Learning Center (PSC) focuses on a "Par" and "Pour" approach, namely:

BY...
Community-based evaluation: because it is a way for community organizations (be they the work team, administrators, volunteers, or members) to take ownership of the tools of the community, Evaluation and to ensure that they reflect their reality;

FOR...
Evaluation FOR community: to give community organizations the tools to enhance their social impact in the community.

More generally, the program Evaluation of Outcomes by and For the Community aims to implement a culture of participatory evaluation of results within community organizations. With this program, the MFF, in partnership with Centraide, puts organizations in the hands of:

- An opportunity to reflect on the scope of their interventions;
- An opportunity to have more impact in their environment;
- The opportunity to learn from and improve their actions;
- The opportunity to increase their notoriety and the recognition of their interventions by all the actors of the community.

The program is also based on values that make it unique and reflect the community approach taken by the MFF. Among them:

- The participatory approach
- Adaptability to the reality of the environment
- Volunteering and free
- Collectivization of challenges, practices and impacts.

We therefore decided to validate whether our activities (initially the food bank) helped to eliminate poverty, which is the expected effect.

1- We have put together a plan of action with medium and long term objectives (see page opposite).
2- We have prepared a survey-type questionnaire to collect information.
3- Starting in June, a reception and reference center will be set up in the entrance hall of the cafeteria. This center will be responsible for the collection and analysis of the data.
4- Once completed, we intend to evaluate all our activities with this tool.

### ACTIVITÉS

#### Banque alimentaire
- Informer les usagers sur les produits distribués et la façon de les consommer.
- Sensibiliser les bénéficiaires à l’utilisation de toutes les denrées alimentaires distribuées.
- Sensibiliser les usagers à une saine gestion financière.
- Diminuer la précarité alimentaire.
- Améliorer la gestion de leur épicerie.
- Amélioration de la qualité de vie des habitants de Côte-des-neiges.
- Intégration sociale des minorités (lutte à la désaffiliation sociale)
- Devenir un organisme acteur de du changement.
- Communauté d’entraide.

#### Ateliers et kiosques
- Affiches, pamphlets
- Formations de style économie sociale
- Kiosques, ateliers thématiques
- Clinique juridique les mardis
- Informer les bénéficiaires sur les ressources en sécurité alimentaire ailleurs à Montréal.
- Informer les bénéficiaires sur de multiples sujets.
- Améliorer la connaissance de leurs droits.
- Mettre en pratique les outils d’amélioration de leur condition.
- Améliorer leur situation financière.

#### Accueil, évaluation et références
- Structure d’accueil et d’admission
- Évaluation des besoins
- Informer sur les autres activités de MultiCaf.
- Informer sur les autres ressources du quartier.
- Orienter vers d’autres organismes.
- Soutenir au cours des démarches individuelles
- Définir un réseau d’organisations pour répondre à leurs besoins.
- Permettre une liaison dans leur communauté.
- Soutenir dans leurs démarches personnelles.
BUDGET FORECASTS 2017-2018

BALANCED BUDGET, BONIFIED SERVICES.

Expenditure control
An analysis of our major suppliers is underway. A comparison between several suppliers is an interesting exercise for an organization that must respect the budget estimates. By putting in place a rigorous mechanism for managing expenses, we believe that we are able to save money.

Controlled Sales Management

Implementation of a control mechanism in the billing and payment receipt process for the sale of services will ensure fairness in our financial statements.

Consolidating our relationships with our partners

This year, we intend to demonstrate sustained collaboration and exemplary transparency with our partners.
## BUDGET 2017-2018

### Products

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Subvention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centraide</td>
<td>150 000,00</td>
</tr>
<tr>
<td>Ville de Montréal et arrondissement</td>
<td>30 000,00</td>
</tr>
<tr>
<td>Agence Santé - Prog. SOC</td>
<td>75 000,00</td>
</tr>
<tr>
<td>Support à l’action bénévole</td>
<td>10 000,00</td>
</tr>
<tr>
<td>Emploi-Qc - INSO/PASS/INTERAGIR</td>
<td>35 000,00</td>
</tr>
<tr>
<td>Ress.hum.Can-Emploi étud.(PCE+échg)</td>
<td>15 000,00</td>
</tr>
<tr>
<td>Subv. salariale</td>
<td>25 000,00</td>
</tr>
<tr>
<td>SPLI</td>
<td>35 000,00</td>
</tr>
<tr>
<td>Ville de montréal/centre</td>
<td>10 000,00</td>
</tr>
<tr>
<td><strong>Total - Subventions</strong></td>
<td><strong>385 000,00</strong></td>
</tr>
</tbody>
</table>

### Contributions des usagers

- 90 000,00
- 32 000,00
- 5 000,00
- 10 000,00

**Total - Activités + services**

<table>
<thead>
<tr>
<th>Subvention</th>
<th>Montant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don - individuels + corporatifs</td>
<td>75 000,00</td>
</tr>
<tr>
<td>Fond.Marcelle &amp; Jean Coutu</td>
<td>25 000,00</td>
</tr>
<tr>
<td>Autres Fondations</td>
<td>30 000,00</td>
</tr>
<tr>
<td>Levée de fonds - collecte/non-soupe</td>
<td>30 000,00</td>
</tr>
<tr>
<td><strong>Total - Auto-financement</strong></td>
<td><strong>160 000,00</strong></td>
</tr>
</tbody>
</table>

### Revenue d’intérêts

- 500,00
- 10 000,00
- 2 000,00
- 7 500,00

**Total - Autres**

- 20 000,00

**TOTAL PRODUITS**

- 702 000,00

### Charges

<table>
<thead>
<tr>
<th>Charge</th>
<th>Montant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total - Salaires et charges soc.</td>
<td>447 607,00 $</td>
</tr>
<tr>
<td>Administration</td>
<td></td>
</tr>
<tr>
<td>Assurances</td>
<td>7 000,00 $</td>
</tr>
<tr>
<td>Fournitures de bur + courrier</td>
<td>2 500,00 $</td>
</tr>
<tr>
<td>Télécommunications</td>
<td>6 000,00 $</td>
</tr>
<tr>
<td>Logiciel, svce. &amp; mat. informatique</td>
<td>5 000,00 $</td>
</tr>
<tr>
<td>Honoraires professionnels</td>
<td>2 500,00 $</td>
</tr>
<tr>
<td><strong>Total - Administration</strong></td>
<td><strong>23 000,00</strong></td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
</tr>
<tr>
<td>Pub + promo + activités bénéfices</td>
<td>5 000,00 $</td>
</tr>
<tr>
<td>Représentation</td>
<td>1 000,00 $</td>
</tr>
<tr>
<td>Formation</td>
<td>2 000,00 $</td>
</tr>
<tr>
<td><strong>Total - Promotion</strong></td>
<td><strong>8 000,00</strong></td>
</tr>
<tr>
<td>Activités et services</td>
<td></td>
</tr>
<tr>
<td>Nourriture</td>
<td>35 000,00 $</td>
</tr>
<tr>
<td>Popote roulante</td>
<td>25 000,00 $</td>
</tr>
<tr>
<td>Entretien - Equipements + local</td>
<td>10 000,00 $</td>
</tr>
<tr>
<td>Accessoires - Services alimentaires</td>
<td>4 000,00 $</td>
</tr>
<tr>
<td>Emballages , contenants,sacs</td>
<td>2 500,00 $</td>
</tr>
<tr>
<td>Livraison / transport (Camions)</td>
<td>8 000,00 $</td>
</tr>
<tr>
<td>Transport des bénévoles</td>
<td>1 500,00 $</td>
</tr>
<tr>
<td>Frais d’activités</td>
<td>8 000,00 $</td>
</tr>
<tr>
<td>dépenses camion collectif</td>
<td>10 000,00 $</td>
</tr>
<tr>
<td>Formules lactées</td>
<td>25 000,00 $</td>
</tr>
<tr>
<td><strong>Total - Production et activités</strong></td>
<td><strong>124 000,00</strong></td>
</tr>
<tr>
<td><strong>Total - Amortissements</strong></td>
<td><strong>14 020,00</strong></td>
</tr>
<tr>
<td><strong>Total - Frais financiers</strong></td>
<td><strong>9 250,00</strong></td>
</tr>
<tr>
<td><strong>TOTAL CHARGES</strong></td>
<td><strong>644 377,00</strong></td>
</tr>
</tbody>
</table>

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*Annual Report 2016-2017*
2016-2020 ACTION PLAN

Have a medium term vision is an important exercise to always be changing, looking for excellence and tuned for the needs of the users.

<table>
<thead>
<tr>
<th>OBJECTIFS 2017-2020</th>
<th>Échéance</th>
<th>Axe d’intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Govern the organization according to democratic rules, professionalize, diversify and involve the Board of Directors.</td>
<td>2017</td>
<td>Govern</td>
</tr>
<tr>
<td>2. Separation of fork and co. and Multi Caf.</td>
<td>2017</td>
<td></td>
</tr>
<tr>
<td>3. Develop a community life active and involved.</td>
<td>2020</td>
<td></td>
</tr>
<tr>
<td>4. The opportunity for the most isolated people and often in a situation of social disaffiliation and instability residential, to attend Multi Caf and, by doing so, be able to have access to government programs.</td>
<td>2020</td>
<td>Accommodate, assess</td>
</tr>
<tr>
<td>5. Welcome and assess all users on their arrival in Multi Caf and admit those who express the need custom action program.</td>
<td>2017</td>
<td></td>
</tr>
<tr>
<td>6. Admit all people who, if they express the need, to one of our programs or a personnalize reference.</td>
<td>2020</td>
<td></td>
</tr>
<tr>
<td>7. Accompany users enrolled in the PAAS-action program toward a return to employment.</td>
<td>2017</td>
<td>Guide</td>
</tr>
<tr>
<td>8. Professionally train the participants enrolled in the PAAS-action program. Structuring the Organization and management of volunteers.</td>
<td>2020</td>
<td></td>
</tr>
<tr>
<td>9. Make a healthy and effective management of the Food Bank in order to transform it into solidarity grocery.</td>
<td>2020</td>
<td>Produce</td>
</tr>
<tr>
<td>Improve the quality and diversity of meals offered in the community cafeteria.</td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>10. Be an accelerator of change in the Côte-des-Neiges neighborhood.</td>
<td>2018</td>
<td>Research and develop</td>
</tr>
</tbody>
</table>
MAJOR PROJECTS 2017 - 2018

The following objectives contained in the document: "major projects for 2017-2018" are the fruits of work among employees, with the Executive Committee discussions and analyses carried out by the Board of Directors. These works are already underway or will begin this year.

<table>
<thead>
<tr>
<th>OBJECTIFS 2017-2018</th>
<th>Début</th>
<th>Axe intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Govern the organization according to democratic rules, professionalize, diversify and involve the Board of Directors.</td>
<td>February</td>
<td>Govern</td>
</tr>
<tr>
<td>2. Separation of fork and co. and Multi Caf.</td>
<td>February</td>
<td>Govern</td>
</tr>
<tr>
<td>3. Develop a community life active and involved.</td>
<td>February</td>
<td>Govern</td>
</tr>
<tr>
<td>4. Welcome and assess all users on their arrival in Multi Caf and admit those who express the need to custom action program.</td>
<td>January</td>
<td>Evaluation</td>
</tr>
<tr>
<td>5. Admit all people who, if they express the need, to one of our programs or a reference customized and adapted.</td>
<td>January</td>
<td>Welcoming and referring</td>
</tr>
<tr>
<td>6. Accompany users enrolled in the PAAS-action program toward a return to employment.</td>
<td>January</td>
<td>accompany</td>
</tr>
<tr>
<td>7. Make a healthy and effective management of the Food Bank in order to transform it into solidarity grocery.</td>
<td>January</td>
<td>Production</td>
</tr>
<tr>
<td>8. Be an accelerator of change in the Côte-des-Neiges neighborhood.</td>
<td>January</td>
<td>Research</td>
</tr>
</tbody>
</table>
Ten years ago...

"It is good to trust time passing: the future always reveals its secrets." Eve Bélisle

2007
This annual report was carried out by the Directorate General, with the valuable collaboration of the Executive Committee and:

- Fred Mehrabi, Services Coordinator
- Bernard Besancenot, Community Liaison Officer
- Gabrielle Lacroix, Executive Assistant
- Sophie Gonthier, Intervener
- Roger Hébert, Intervener
- Keerthika Ganaswaran, Food Services Assistant

Under the supervision of the members of the Board of Directors, under the chairmanship of Mr. Jean-Pierre Martin.

Thank you to Centraide of Greater Montreal for supporting our mission and supporting us in our new directions.

Many thanks once again to Sam Scalia of Devmont for his great generosity to our cause.

Thank you to the City of Montreal for its great financial and human participation.

Thanks to the Marcelle and Jean Coutu Foundation, which allows us to keep active our formula program year after year.

Thank you to the two levels of government who, in the form of several programs, are involved in fighting poverty.

Thank you to the members representing our sector, Mister Thomas Mulcair and Mister Pierre Arcand, as well as Madam Hélène David. We are proud to be represented by people like you.

Thank you to the Côte-des-Neiges Community Resource Center for its leadership and shared vision.

Thanks to Moisson Montreal. Without your support, MultiCaf could not fight.

Finally, thank you to all those who, from near or far, participate with us in making our corner of the country place where mutual help, sharing and goodness are not theoretical principles but a way of life.
Mr. Roger Côté, General Manager of the Multi Caf community cafeteria since November 2012, retired in early 2017. Mr. Côté leaves a legacy of unequaled soul.

The employees all remember a generous, humble man, listening to everyone as well as fully devoted to the Mission of the organization. Not afraid to get his hands dirty to assume all the functions useful to the smooth running of the operations. Goodness also in the management of the company that has benefited from its humanism to defend and support users.

The journey was so long, the personal investment was so great. Joys, sorrows, failures, successes, mistakes, illnesses ... A path dotted with uncertainty ends...

We wish him all a great happiness near his family as well as a splendor of the countries he wishes to visit and the countryside where he will live, splendor of those moments, these unforgettable moments...

So, Mr. Côté, here at Multi Caf, we will think of your happiness that we wish you the most delicious and most ... restful possible...

Thank you Roger...
ANNUAL REPORT 2016-2017