2017-2018 annual report

Cafétéria communautaire MultiCaf

Food security of Côte-des-Neiges at heart since 1989
Photo credit Olivia Baudelot, photographer, www.olivia.baudelot.ca
2017-2018 ACTIVITY REPORT

4 //MESSAGE FROM THE GENERAL DIRECTOR//

6 //MISSION AND VALUES//

9 //BOARD MEMBERS/

10 //STRATEGIC DIRECTIONS//

11 //RESULTS OF OUR PRIORITIES FOR 2017-2018//

12 //ORGANIZATIONAL CHART//

14 //THE TEAM//

16 //SERVICES//
   - FOOD SECURITY
   - SOCIAL PROGRAMS AND COMMUNITY SERVICES

22 //GROUPINGS, CONCERTS AND PARTNERSHIPS//

24 //2018-2018 MAJOR LINES//

25 //FINANCIAL PARTNERS//

26 //2017-2018 HIGHLIGHTS//

28 //LOCALLY ELECTED, MESSAGE OF RECOGNITION//
At the moment in Quebec, the face of poverty is changing, since today it touches people whom, not a long time ago, belonged to the middle class. Every month, more than 400,000 people are hungry.

It happens at home, nearby, in our rich country.

Fortunately, many are able to cope. Our actions not only make it possible to reduce the number of people who are currently unable to respond to this primary and fundamental need to eat but to facilitate social inclusion through actions concerted efforts to combat poverty and social exclusion.

In the past year, we have focused our development efforts primarily on the priorities identified for 2017-2018, to better meet the needs of the people we serve.

We are pleased with the results achieved, particularly in the reorganization of our services and human resources. By reading this annual report, we invite you to discover more deeply these projects with high added value for us. The year 2017 sparked and required a lot of changes for the organization. We must constantly respond to the various environmental issues, political, economic and sociological, while the needs of the clientele are diversifying and the issues related to food security and the fight against
You must be the change you want to see in this world.

Gandhi

poverty and exclusion are increasingly complex and intricate (elements of co-dependence and co-morbidity).

So, it was a year under the sign of optimization and the search for efficiency, to overcome the great challenge of lack of recurring funding that we experience. In this context, we strive to remain proactive in order to ensure the sustainability of our essential services, and then to build creative and solid partnerships to adapt and develop our services so as to better meet the needs of our participants.

In 2018-2019, we intend to continue our mission of achieving food security for all low-income people in our territory and to facilitate the social and residential stability reintegration of marginalized people who are at risk or at risk of chronic and situational homelessness.

To fulfill our mandate and meet this challenge, we can count on a quality multidisciplinary team, dedicated volunteers, a borough that takes responsibility and a neighborhood focused on solutions. To all of you, we say thank you ...

WHO IS JEAN-SEBASTIEN PATRICE

Senior management professional in Business Administration and Organizational Development with a focus on achieving results and offering more than 20 years of progressive experience in nonprofit management leadership. Transforms high-potential employees into exceptional leaders who express their creativity and skill, which are particularly critical to operational and financial success. Stimulated by the continuous improvement of the processes and motivated by the delivery of the projects on time.
Like lighthouses or guides, our values guide our individual behavior and our interventions. They are shared and put into action by everyone on a daily basis.
OUR MISSION,
OUR VALUES

MultiCaf is a poverty alleviation organization committed to improving living conditions and achieving food security for all low-income people in its territory. To accomplish this mission, in collaboration with neighborhood organizations and Montreal, MultiCaf is committed to:

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

In pursuit of its mission as stated above, MultiCaf adopts the following values:

SOLIDARITY

to break the isolation, the work of collaboration, help and mutual help and the community spirit that cultivates the feeling of belonging but also the importance of ultimately assuming a role of citizen.
WELCOMING

is at the heart of the identity of our organization, illustrating our great openness to listening to the person in the expression of their needs, without judgment and by developing a pleasant, safe and secure environment. This reception of the person is unconditional on arrival at our organization. However, the services we render him are offered in a living environment that requires the respect of rules. These rules are necessary to facilitate cohabitation and the sharing of commonplaces. They are also needed to help the person meet their basic needs and to work, if they wish, to gain greater autonomy.

RESPECT

in the relationships that involve the staff and those who benefit from our services in the concern of the dignity of each.

COMPASSION

being sensitive to the suffering that the person is carrying so that she can feel spontaneously that she is heard, understood and welcomed to be helped.

TRUST

recognizing with humility its limits and strengths but also those of others, accepting uncertainty and risk as well as bringing about change.

"The true generosity towards the future is to give everything to the present." Albert Camus
The cornerstone of our organization is our board of directors, a true success vector of MultiCaf.

BOARD OF MEMBERS MAIN ISSUES

Here are the main issues the administration team worked on:

- The Board of Directors held nine regular meetings and one annual general meeting.
- A committee on community and community life was set up whose mandate was to revise the bylaws and establish an action plan to stimulate member participation and renewal.
- An evaluation committee of the general management has evaluated it.
- Training on the role and responsibilities of board members taught by the Côte-des-Neiges Community Development Center was offered to the directors.
- The Board of Directors followed up on the three-year action plan and the major worksites 2017-2018.
- A new organization chart was deployed and approved.
- Reorganization of the employees' tasks and approval of a new salary structure.
- Coordination and supervision of major repairs and renovations of kitchens.
- Introduction of a new external community meal service.
- Supervision of activities and projects according to our areas of intervention: food security and fight against poverty and social exclusion.

The members of MultiCaf’s Board of Directors, including President Jean-Pierre Martin, along with Devmont President and General Manager Sam Scalia and his employees at the presentation of a donation of $70,000 in December 2017.

Mr Jean-Pierre Martin, President
Mrs Vanessa Sykes, Vice President
Mrs Denyse Lacelles, Treasurer
Mrs Geneviève Morrissette
Mr Hugo Bermudez
Mr. Hattab Ben Slama
Mr. Bernard Besancenot
Mr. Delfino Campanile
Ms. Anne Andermann

Carolane Mercier, community worker and
Shanon Rochon, food services coordinator

Vanessa Sykes, director of family Baobab and vice-president of MultiCaf, and Hugo Bermudez, director of the board of directors during the holiday meal at Collège Notre-Dame.
2016-2019 STRATEGIC DIRECTIONS

AREAS OF INTERVENTION: FOOD SECURITY AND THE FIGHT AGAINST POVERTY AND SOCIAL EXCLUSION

- Target population
Adapt the service offered to better reach customers who do not attend the organization regularly

- Human resources
To seek the adhesion of all the team to the focus to the role of reception, listening and integration AND to review the management tools and the work organization;

- Governance
Strengthen membership and governance;

- Financial and partnership
Maintain and strengthen partnerships.

"Life is a challenge, a happiness to be deserved, an adventure to try" Mother Teresa

Dr. Anne Andermann and Mr. Bernard Besancenot at the presentation of the neighborhood homelessness action plan.
RESULTS OF OUR PRIORITIES FOR 2017-2018

A) Governance

- Govern the organization according to democratic rules, professionalize, diversify and involve the board of directors.
- Separation of Fork and Co. and MultiCaf.
- Develop an active and involved community life.

The roles and responsibilities of our GOVERNANCE and the rules are clearly defined and were reviewed by the community and community life committee (see general regulations).

MultiCaf, by its mission and its constituent documents, is free to determine the composition of its board of directors and its composition is, as provided by our general regulations, independent of the public network and other donors.

B) Welcoming, referring, admitting

- Welcome and evaluate all users upon their arrival at MultiCaf and admit those who express the need to the personalized intervention program.
- Admit anyone who, if they express the need, to one of our programs or to a personalized and adapted reference. See page 20 of this report.

C) Support

Accompany the registered users of the PAAS-action program towards a return to employment. Page 20.

D) Production

Perform a healthy and effective management of the food bank in order to transform it into a solidarity grocery store. Work is underway and should be completed for the unveiling scheduled for June 2018.

E) Research and development

Be an accelerator of change in the Côte-des-Neiges neighborhood. See page 22-23.
In order, Azam Shahabi, Cook, Michel Richard, Driver and Food Delivery, Lena Agobian, Administrative Assistant, and Keerthika Ganeswaran, Community Facilitator.

Team kitchen and volunteers during the theme meal sugar shack in April 2018.
"Getting together is a start, staying together is progress, working together is success. Henry Ford

In order, Ida Shmaev, and Carolane Mercier, social-community workers, and Shanon Rochon, food services coordinator.
A TEAM

CURIOUS

ORGANIZED

ALLIANCE BETWEEN KNOWLEDGE AND

Focused on the quality of information to share

DIRECTION and ADMINISTRATION

The administrative department and management of MultiCaf ensure the definition, operation and optimization of the organization’s management processes. Management of human resources, administrative and financial management, organization and logistics, external representativeness are part of the files led by this department. Composed among others by Gabrielle Lacroix, administrative services coordinator and Jean-Sébastien Patrice, general manager, the employees in this branch have more than 45 years of experience in management and non-profit organization administration. Lucrative.

- Jean-Sébastien Patrice, General Director
- Gabrielle Lacroix, Coordinator of Administrative Services
- Fabrice Lekongo Manzeki, Programmer and Analyst
- Louis Paquette, accounting, volunteer
FOOD SERVICES DEPARTMENT

A knowledgeable team that understands the needs of those who benefit from our services and has the expertise to break the status quo. True spearhead of our mission, our food service, coordinated by Mrs. Shanon Rochon and led by our chef Alexis Bouchard Michaud allows us to look to the future with optimism and passion.

- Shanon Rochon, Food Services Coordinator
- Alexis Bouchard Michaud, Executive Chef
- Lena Agobian, Administrative Assistant
- Lysianne Côté, second of cooking
- Anto Ngoma Muka, kitchen attendant
- Shuai Wang, kitchen attendant
- Azam Shahabi, kitchen attendant
- Pascale Jean, kitchen attendant
- Daniel Lalonde, Food Bank Attendant
- Hacène Laibi, driver, food service delivery
- Michel Richard, driver, food service delivery
- Jini Sivasubramanian, waitress
- Silvia Mayorga, waitress
- Zineb Mounir, waitress

SOCIAL SERVICES AND COMMUNITY PROGRAMS DEPARTMENT

The Department of Social Services and Community Programs is responsible for administering all social services offered to MultiCaf. Help with homelessness, reception and referral services, psychosocial follow-up, community work program, social integration, prevention of exclusion, compensatory work, presentation of workshops and kiosks, are part of the various services of which the main axis of intervention is the fight against poverty and social exclusion. Coordinated by Mr. Bernard Besancenot who has more than 10 years of experience in the neighborhood, this department, which was founded in 2018, is called to rewrite the community organization at MultiCaf.

- Bernard Besancenot, Coordinator of Social Programs and Community Services
- Ida Shmaev, community worker
- Carolane Mercier, community worker
- Keerthika Ganeswaran, Community Animator
Community cafeteria and food bank services address two areas of food security:

1. Availability (a sufficient amount of food for all, at all times).
2. Accessibility - physical and economic access to food at all times.

A flagship food safety service for MultiCaf since 1989, the cafeteria offers a healthy, varied and nutritious menu at a low cost. Food distributed to the food bank is selected based on their nutritional value.

A community is not only a place, but also a group of people united by common values and experiences, empathy and a sense of belonging. The users of the Multi Caf community cafeteria are already very attached to their neighborhood and we want to help them expand their circle of friends and neighbors and strengthen and develop their social ties.

Centralizing our actions related to food security creates many opportunities for interaction for residents throughout the neighborhood.

Food is essential for all, regardless of ethnicity, religion, gender, language and social class. It breaks down barriers, brings people together, nurtures conversations and fosters a sense of community.

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The Unifrais program, set up in collaboration with Mount Royal United Church, allows for the purchase and distribution of fresh fruits and vegetables for meals in the cafeteria and through the food bank. Nearly 20,000 servings of fresh fruit were served during lunches and more than 15,000 servings of fresh vegetables were distributed through the food bank through this partnership.
MEALS ON WHEELS AND COMMUNITY MEALS

Meals on Wheels is a food distribution service for the elderly and isolated in the area. The visit of our volunteers is not only a distribution of food, but this regular visit of our volunteers, twice a week, is for these people a social link with the outside and a significant help to the home support for the elderly people in our neighborhood. In addition, a community meal service was introduced in 2017 serving community organizations (Escape, Seniors Center Côte-des-Neiges) and a center for the elderly.

“Food security exists when all people have, at all times, the physical, social and economic opportunity to obtain sufficient, healthy and nutritious food to meet their dietary needs and preferences for a healthy and active life”

MAGASINS PARTAGES

At these grocery stores, people can choose with dignity the food they need. In addition to the grocery store, at the start of the school year, school supplies are given to school children. In these two store-sharing, it is also an opportunity to enter the community network through the information given to the beneficiaries.

COLLECTIVE TRUCK

Our collective truck service aims to facilitate the transportation and supply of food to community organizations in the Côte-des-Neiges neighborhood. We have points of service at: Le Relais CDN, the Jamaican Association, the CDN Leisure Center, Siari and the MountainSights Community Center.

MATERNIZED MILK PROGRAM

The demand for formula milk is constant, mothers are all subject to a personalized assessment of their socio-economic situation. The majority are newly arrived immigrant families with limited financial resources. Food support for infants is essential to their development. This program has been in place for over twelve years thanks to a partnership agreement with the Marcelle and Jean Coutu foundations.

110 FAMILIES SUPPORTED BY OUR MATERNIZED MILK PROGRAM

330 FAMILIES

2862 MEALS ON WHEELS WERE DELIVERED AND 10 676 COMMUNITY MEALS SERVED TO DIFFERENT ORGANIZATION IN CÔTE-DES-NEIGES
URBAN AGRICULTURE

Urban agriculture focuses on two aspects of food security: - Adequacy - access to nutritious and safe foods that are produced in an environmentally sustainable manner. - Acceptability - access to culturally acceptable foods that are produced and distributed in a manner that does not compromise dignity, self-respect or human rights. An urban agriculture project is underway in collaboration with Notre Dame College. Jardin Divers is a social enterprise conceived entirely by Collège Notre-Dame students. This non-profit organization was unofficially launched in the spring of 2015, but its unprecedented success, characterized for example by micro-sprout sales, has pushed us to make this simple idea a real project. Led jointly by students in Grades 1 to 5, Jardin Divers is truly unique, being not only the only urban agriculture company in the province run by high school students, but also an unmatched way of doing business. showcase the work of Notre-Dame College students in the community. Farm projects on the rooftops of the boarding school of Saint-Nom de Marie and the Lindsay Gingras Rehabilitation Center are also underway.

In addition, we are aiming for longer-term vegetable self-sufficiency for the MultiCaf cafeteria, which would represent a major step towards ecological change through this new kind of sustainable development project. In short, it is nothing less than the pioneering draft of a real movement that is in motion today.

DURABILITY

PERIURBAN PRODUCER AGREEMENT

MultiCaf has agreements with peri-urban producers, which aim at the flow of agricultural surplus. These actions, which have a very strong ecological reach, are part of the development of a sustainable food system in the Côte-des-Neiges neighborhood.
SOCIAL PROGRAMS AND
COMMUNITY SERVICES
FIGHTING HOMELESSNESS
AND SOCIAL EXCLUSION

October 4, 2017, A presentation of the action plan to combat homelessness and social exclusion was carried out. All this work is the initiative of a neighborhood committee gathered around MultiCaf, including: CIUSSS West-Central-Island-of-Montreal; Women of the World at Côtedes-Neiges; Youth table; SPVM extension 26; CDC Côte-des-Neiges; Romel; Happex; Borough of Côte-des-Neiges-Notre-Dame-de-Grace; the eye ; The St. Mary’s Hospital Center and supported by the Social Diversity and Sports Services of the City of Montreal.

The goal now is to implement this action plan in 2018-2019.

In 2017-2018:
- 68 people at imminent risk of homelessness improved their living conditions thanks to individualized follow-ups.
- 348 persons at imminent risk of homelessness were provided with information on the resources available and adapted to their needs.
- 140 people at imminent risk of homelessness were referred to appropriate resources to reduce the risk of homelessness.
- 422 people at imminent risk of homelessness received a reception and adapted support service.

THE PLAN
THE ROLE OF MULTICAF COMMUNITY
CAFETERIA: A DAY CENTER AT THE HEART OF THE PROCESS

96 people received a vaccine on site, 160 people have updated their tax reports, 111 people used the shower and laundry.

Presentation of the plan to fight homelessness by Mr. Bernard Besancenot.
SOCIAL INSERTION PROGRAM

FIGHTING SOCIAL EXCLUSION

Social Assistance and Support Programs (SAAP) are intended for beneficiaries of the Social Assistance Program or the Social Solidarity Program who, given their socio-occupational profile, require special support and support. By coming to work at Multi Caf, these people acquire a sense of responsibility, a greater self-confidence and find themselves in a rewarding working environment and in contact with other people. For most beneficiaries, this is a first step towards greater empowerment.

PSYCHOSOCIAL MONITORING

270 people benefited from an individualized and personalized psychosocial follow-up.

WELCOMING AND EVALUATION

Assistance, reception and referral services for people with significant economic and social difficulties were put in place. People can get free legal information, advice and referrals on a range of issues, such as poor living conditions and difficulties with the government’s social programs. A benchmarking exercise was conducted door-to-door in the summer of 2017 to document the roaming issue in Côte-des-Neiges and adapt our reception service based on the analysis of the needs identified. We also developed a reception service, support and specific follow-up for women. Indeed, the process of analysis used by our team of social and community workers allows us to discern preventively the distinct effects of poverty and food insecurity on women and leads to a different offer of services to women, women and men.

PILOT HEALTH PROJECT

Living on the streets makes mental and physical health problems almost insurmountable. Homeless people are reluctant to go to hospitals. Inadequate planning of patient discharge and medical follow-up further complicates problems. A pilot project was set up to allow 50 new people from Côte-des-Neiges who are at risk of homelessness to find a family doctor with the St. Mary’s Hospital Center. This project is renewed in 2018 after a positive analysis in 2017. The CIUSSS has identified MultiCaf to work with the people responsible for the pilot project of the simplified process of accessibility to the RAMQ card. (The organization will be able to certify the identity of the person, which will simplify the process of accessibility to the card).
COURSES AND KIOSKS

Activities carried out with the users themselves, particularly with regard to food security, "living together", artistic skills, and citizenship. This can be done through workshops, kiosks set up to help users to take charge of their social challenges. (More specifically about food security, but also about their rights, issues of housing, citizenship ...)

During the summer, tasting kiosks were presented during the hours of the food bank, 9h to 10h30. The purpose of these kiosks was to introduce users to new foods and to give them easy and economical recipe ideas. We covered topics such as how to save damaged foods, how to cook root vegetables differently, how to use canned foods for healthy eating, and others.

PROFESSIONAL FORMATION

MultiCaf is a place of training for different categories of people and categories of internship. These courses can serve as a place of experience for local students such as:

a) A one day formation by which we receive students and their teacher for an immersion course in our activities during which trainees are introduced to certain realities such as the presence of poverty in the community and our food security actions.

b) Small groups (from 4 to 8 students) social workers and nurses in connection with the Universities of Montreal and McGill who come during a full session to work with the staff and the clientele to an intervention on specific points. The duration of this internship is approximately three months.

c) Another interesting intervention is organized each year by McGill University and St. Mary’s Hospital as part of the training of future doctors. A visit to the neighborhood’s community centers is organized to demonstrate to students the important part of community intervention in the everyday life of individuals, especially in a multi-ethnic environment such as Côte-des-Neiges, and the need for partnership between the resources of public and private networks.

d) A fourth form of training in our places is that of the individual internship, that is to say, a student is present in our organization one to two days week in observation and intervention internship, thereafter, during the period of social work or community intervention. These internships are at the college or university level. During the last years we have had similar agreements with Lasalle College and the University of Marseille and Avignon.

In 2017-2018

4 social work fellows, 4 summer students, ‘door to door’ and food security, approximately 8 medical students, McGill and 3 law students from the University from Montreal were integrated into the work team.

39 kiosks and 37 courses were offered to users.
543 Participants

Participants.

Participation in the protest of 27 September 2017 against austerity towards community organizations.
We work in close collaboration with various community organizations, public institutions and consultation groups at a local and regional level, ville de Montréal. MultiCaf is also an active member of several committees.

MultiCaf is proud to work closely with the Côte-des-Neiges Community Development Corporation (CDC CDN) which is a community-based organization that brings together some 50 neighborhood organizations and is a leading community player in the community. Côte-des-Neiges. The photo above was taken during the neighborhood strategic planning.

**The Key to Success**

Consultation with other neighborhood organizations (and more broadly with organizations or groups in Montreal) allows for the pooling of strengths and complementarities for real change.

MultiCaf is at the heart of a network for the defense of rights and social innovation. It is this presence in this movement that prevents the body from turning towards itself and allows to participate in actions that alone, we could not have led.
- Table de concertation in food security of Côte-des-Neiges
- Family table of Côte-des-Neiges
- Table de concertation for seniors in Côte-des-Neiges
- Consultation table on social housing
- Inter-Cultural Consultation Committee of Côte-des-Neiges
- CIUSSS Mental Health Dialogue Table West Center of the Island of Montreal
- Food security table of Greater Montreal Metropolitan
- Borough round table for the poverty reduction action plan to make recommendations to the mayor
- Table of consultation roaming and health
- Table of thoughts on homelessness in Côte-des-Neiges
- Consultation first line intervention of the neighborhood

- Member of the advisory committee for seniors in Côte-des-Neiges
- Member of the Côte-des-Neiges Community Development Corporation
- Member of the committee responsible for the collective impact and strategic neighborhood planning project - Participates in the work of the ad hoc mobilization committee on the campaign to support the community and fight against austerity
- Member of the pool of shared stores
- Member of RAPSIM (Network for Assistance to Lone Travelers and Montrealers) and its sub-committee to fight against poverty
- Member of the Board of RAPSIM
- The FRAPRU
- Member of the Wheels Meals Group of Quebec

- CLSC Côte-des-Neiges
- The Côte-des-Neiges housing
- Mc Gill University, Diogenes
- Gateway Support Service
- Preventive Children’s Services Center
- Tracom
- UPS-justice
- Youth in the sun
- Welcome mission
- YMCA NDG
- Member organizations of the Côte-des-Neiges Community Development Center
APRIL 2018
ASSOCIATIVE AND COMMUNITY LIFE

JUNE-JULY 2018
STEP 1 AND 2 SUSTAINABLE FOOD SYSTEM
Opening in June of a social grocery store that will replace the traditional food bank. Beginning in July of our itinerant social market.

JUNE-JULY 2018
DEVELOPMENT OF THE PLAN OF ACTION TO FIGHT HOMELESSNESS.

OCTOBER 2018
UNVEILING COMMUNICATION PLAN AND GENERAL ASSEMBLY OF MEMBERS

DECEMBER 2018
SHARED SHOP

FEBRUARY 2019
STEP 3 SUSTAINABLE FOOD SYSTEM AND BEGINNINGS 30th ANNIVERSARY MULTICAF FESTIVITIES (citizen participation and voluntary participation required).
FINANCIAL PARTNERS

We thank our donors for the financial support provided throughout the year.

- City of Montreal
- Borough Côte-des-Sneu-Notre-Dame-de-Grâce
- Centraide of Greater Montreal
- Ministry of Employment and Social Solidarity / Emploi Québec
- Ministry of Health and Social Services
- The T.R.E.E Foundation
- Integrated Center for Health and Social Services of Centre-Sud-de-l’Île-de-Montréal
- DEVMONT
- United church of Mount Royal
- SERVICE Canada - Summer Career Placement
- The Marcelle and Jean Coutu Foundation

Recognition is the memory of the heart.
Hans Christian Andersen
This year, in order to support us in our mission, Moisson Montreal has distributed to MultiCaf products representing a value of 728 117.00 $.

We can not list the financial highlights without addressing the significant value of implementing an evaluation structure according to the ÉVALPOP model. Indeed, the development of the logic model of the food bank led the team to name the missing meshes of this component and to clearly define what we wanted to implement. We have decided not to wait until the end of the evaluation process and to implement new ways of doing things now. An information kiosk was added to better assist the people who frequent the food bank and a database was structured to follow the evolution of the participants.

We now wish to use the evaluation process both to document the effects on the participants, but also to measure the relevance of the actions that we are putting in place.

Banking on an evaluation culture is an investment for the organization that wants to achieve concrete results from its actions. In 2017-2018, we conducted and analyzed two series of surveys. One at the beginning of the year (May 2017) which would serve us as reference data and the other at the end of the year (February 2018) to validate if our actions made it possible to reach the desired change. The conclusion of the first survey allowed us to observe that a lack of information on neighborhood organizations and available resources is present for all members, without discrimination of seniority (52%) of respondents mentioned knowing little or nothing not at all the services that are available to them both in the community network and public. A significant increase in our users' knowledge of the various accessible services was noted in February 2018, while 31% of respondents indicated that they knew little or nothing about the services available to them in the community or public network, 21%.
In order to break the cycle of poverty and exclusion, CENTRAIDE of Greater Montreal supports and finances our actions at a cost of $149,200.00 per year.

The Côte-des-Neiges, Notre-Dame-de-Grâce borough, contributes to the success of our mission by lending us places.

Contributions to meals by users have not been increased. This makes the MultiCaf Community Cafeteria one of the least expensive community places to get a full meal in Montreal.

The external community meal service resulted in the injection of $93,844.60 which was used to structure and professionalize the kitchen.

The Devmont Company once again showed great generosity by donating more than $70,000 to the MultiCaf community cafeteria.

United Church of Mount Royal injected $25,000.00 through its Uni-Frais program, which was used to buy vegetables and fresh fruit.

The Homelessness Partnering Strategy has injected over $90,000 into MultiCaf. These funds were used to hire two community workers.
LOCALLY ELECTED

Thomas Mulcair
- Member of the federal Parliament for Outremont

Pierre Arcand
- Member for Mont-Royal
- Quebec Liberal Party
- Minister responsible for Government Administration and Ongoing Program Review
- Chair of the Conseil du trésor
- Minister responsible for the Côte-Nord region

Hélène David
- Member of Parliament for Outremont
- Minister responsible for the Status of Women
- Member of the Ministerial Committee on Family-Work-Study Conciliation
- Minister responsible for Higher Education
- Vice-Chairperson of the Ministerial Committee on Social, Educational and Cultural Development

Valérie Plante
- Mayor of the City of Montreal

Sue Montgomery
- Mayor of the Côte-des-Neiges-Notre-Dame-de-Grâce borough

Mrs. Sue Montgomery, Mayor of the Côte-des-Neiges borough, Notre-Dame-de-Grâce and Mrs. Denyse Lacelle, coordinator of the Côte-des-Neiges community development center and member of the MultiCaf board of directors at the annual Christmas meal.

Mr. Chairman of the Board, Jean-Pierre Martin, Mr. Pierre Arcand, Member of Parliament for Mont Royal and Mr. Jean-Sébastien Patrice, General Manager of MultiCaf.
OUR 347 VOLUNTEERS ...

You who are always willing to help, who give so much time to people with great difficulties and who share your know-how and your good advice with a great team spirit, we offer you today our most sincere thanks.

Thank you for your altruism and your support, your commitment and your dedication to the users and the team (and this, despite the bad weather). Thank you for your involvement, your creativity and your participation. Thank you for your good mood, your smile and the great respect you show!

Your presence will always be precious!

Thank you to the Commanding Officer and all officers at the 26th Ward, particularly the officers for their social implications and availability. The picture was taken during the traditional baked bean meal.

We would like to warmly thank Jean-Pierre Martin, Chairman of the Board of Directors, who is completing his mandate this year. Thank you also to all the directors for your commitment and dedication to the organization. We also thank the staff for their dedication, availability and passion.