



**CADRE**

Centre d'action de développement  
et de recherche en employabilité

# COMMUNITY SOLUTIONS SET IN MOTION

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2021-2022 Annual Report

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## Mission & Vision

The Centre d'action de développement et de recherche en employabilité (CADRE) and its related organizations\* pursue interdependent missions.

- Develop adapted paid working opportunities for people to actively participate in their community by offering safe and flexible employment that fits their needs.
- Create opportunities for older people with a loss of autonomy to break isolation and take part in their community to better support their health and well-being.
- Foster a sense of mutual aid and community cohesion for those experiencing food insecurity, declining health, and financial hardship.

These intersecting missions work towards our vision of improving the quality of life of underserved members in our community in a sustainable way.

We have been a registered charity with the Canada Revenue Agency since 1994.

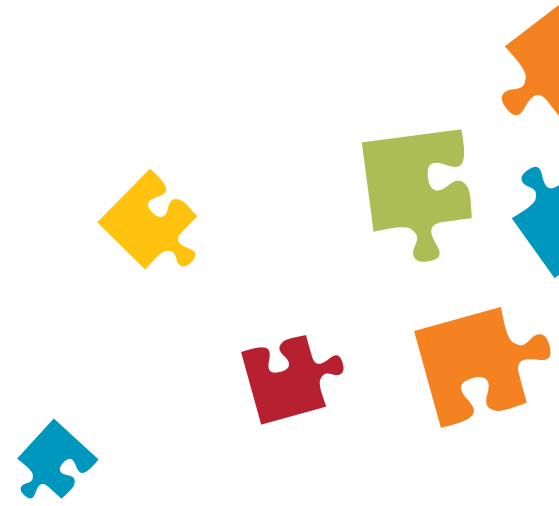
***“The greatness of a community is most accurately measured by the compassionate actions of its members.”***

– Coretta Scott King

\*The related organizations working in unison and sharing resources and leadership with CADRE include: Échange de services de LaSalle, La maisonnette sud-ouest, and Logi+net

Words from the

# Executive Director



When I first joined the CADRE leadership team in 1998 I came from the corporate sector where I often restructured organizations to the benefit of shareholders looking for a return on investment. It came naturally to me to look at every area of an organization and to make each element work efficiently and effectively. But my focus has always been on improving the lives of people in our community.

My concept of community came in part from my early life experiences in Guyana. I can clearly remember that in the village of Canefield Settlement, people who were struggling could stop outside any mother's kitchen where they would be sure to receive a warm meal, and walk away with a cup of rice to help with their next meal.

The week my family left Guyana for a new life in Canada, many people joined us for a farewell dinner bringing whatever food they had to share. Among the guests were those living with mental illness and food insecurity. To our goodbye feast, these community members brought rice that had been collected from neighborhood homes. With everyone's contribution we were able to feed all of the guests without a problem.

I realize today that it is the people that have contributed their diverse life experiences, their own set of skills and abilities, and most importantly, their sense of compassion that have

contributed to our organization's success. From adapted workplaces to shared community meals and more in between, our volunteers, staff, participants, board, and community members continue to imagine creative ways to help each other.

When people are encouraged to simply contribute what they can, when they can — small actions can lead to big feelings of belonging — feelings of pride. It turns out that many of the solutions that our community needs can be provided by the community itself. One cup of rice at a time adds up to a veritable feast.



**Roy Bhimpaul**  
Executive Director

Words from the

# President of the Board

For the past ten years as the Board Chair, I have seen the organization go from strength to strength. It's all thanks to our dedicated team of supporters, volunteers, and employees, who all want the same thing — to support the people in greatest need living in our community and improve their quality of life today.

I joined the board in 2010 and was immediately impressed by the collaborative nature of the board members, always willing to put their heads together on developing solutions to bring struggling organizations under CADRE's wing in order to continue to effectively serve the range of needs of our community.

Our leadership and many volunteers are intimately aware of the needs of their fellow community members — always listening closely to the concerns of their neighbours. Our board is one with an ongoing, open, and honest dialogue — key factors in the success of the organization. But what really turns the wheels is the community's willingness to get involved. We celebrate the fact that there are currently over 75 volunteers dedicated to our organizations.

The need for support services for our most vulnerable community members continues to grow with our rapidly aging population and an uncertain economic situation. Aging well within our community means caring for our most at-risk seniors but the demand is only increasing — we saw a 5,6% jump this year alone.

We must keep up our hard work because community organizations play an essential role in providing the services essential for health and well-being in our community — the government alone simply cannot meet the demand. Together we can find solutions to serve our community's needs — from the youngest to the oldest — everyone has something to contribute to this effort.

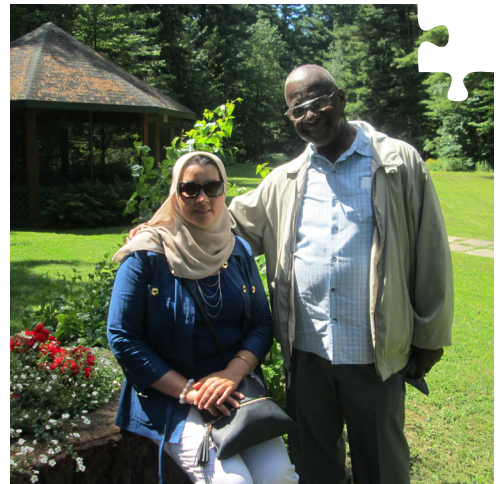


A handwritten signature in cursive script that reads "Jean-Claude Duclos".

**Jean-Claude Duclos**  
President of the  
Board of Directors,  
CADRE



Look what the community can do when it comes together!



# A 28 year history of community action

Over the last 28 years, we've come a long way since our humble beginning. Today, CADRE and its related organizations offer a robust framework for the mosaic of community initiatives that serve the distinct needs of the people living in south-western Montreal.

Many small community-based organizations have contributed the grassroots work essential to the creation of the community hub that CADRE has become over the years. A united vision and the steadfast dedication of so many people has allowed us to become the inclusive and self-reliant organization we are today.

**1983**

**Échange de services de LaSalle** begins improving the lives of aging people experiencing a loss of autonomy and financial difficulties.

**1990**

La Mie Populaire begins offering **workshops for people who live with employment insecurity** because of mental health difficulties.

**2001**

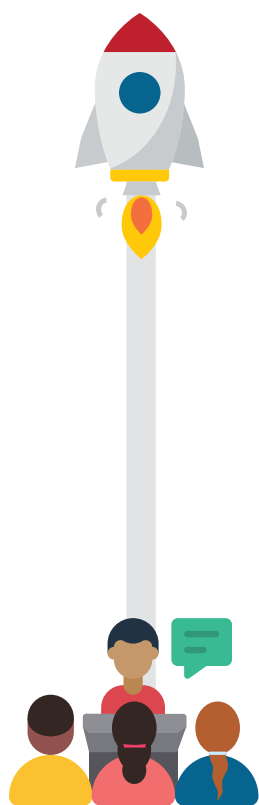
Relocation to **new 7,000sq.ft space** for expanding programming.

**1998**

Adoption of a clear vision and a fresh organizational structure with the **new leadership of Roy Bhimpaul**.

**1994**

La Mie Populaire becomes **Centre d'action de développement et de recherche en employabilité (CADRE)**



**2008**

**Échange de Services de Lasalle (ESL)** becomes a related organization.



**2010**

**La Maisonnette Sud-Ouest** becomes a related organization offering housekeeping services to improve the quality of life of individuals in need.



**2013**

**CADRE acquires a permanent home** with the purchase of a building offering 22,000 sq.ft of space to better serve the community.



**2006**

**Workplace integration program begins** with the collaboration of the Douglas Mental Health University Institute.



**2014**

**CADRE successfully advocated for the rights of people with disabilities** to have access to adapted employment services in the province of Quebec



**2015**

MSNF begins offering no-cost therapy to special needs children at CADRE



**2018**

Collective Community Services begins offering its **Early Head Start programme** for parents and young children.



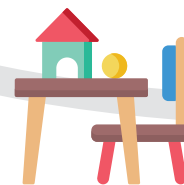
**2005**

**Logi+net** becomes a related organization. Eighteen employees begin offering housekeeping services to over 600 seniors in need.



**2022**

**Plans are in motion for a new 78-place community daycare** that includes intergenerational programming, special needs services, and family nutrition support.



# Responding to community needs during the pandemic



## Proactivity not reactivity

Sometimes, the best solutions in times of crisis are the simplest ones. CADRE is an organization that plans ahead. With its own building, a vast amount of fridge and freezer space, and volunteers and workers experienced at pivoting, CADRE was able to make the quick decisions that were needed to respond in a time of crisis.

In 2020 and throughout the COVID-19 pandemic, the team was able to help local food banks who needed food storage and food distribution solutions fast for those in need. The team was also able to quickly secure essential-service status and thus pick up food provision services when other organizations were unable to. CADRE was able to repurpose what the community already had to ensure continuity and reassurance in the face of the unexpected. This is the very definition of resilience.



Part of the reason CADRE was able to adapt in 2020-2021 and fulfill its mission was its adaptable, fluid, and manageable structure. This is what enabled the organization to mobilize its workshop participants and staff to fill in for volunteers who were unable to continue their work under pandemic conditions.

The borough of LaSalle, the provincial deputy, as well as the Ministry of Health and Social Services were essential in supporting our work during these difficult times. Employees of the borough of LaSalle lent us a hand in the worst of the health crisis when our volunteer team was confined to ensure that those living in isolated situations could still have the care they needed from community members ready to help.

Before, during, and after the pandemic, CADRE has benefited from the advantage of strong infrastructure in place allowing us to take action autonomously as an organization. In the face of great adversity, we stand up, we ask "how can we be useful?" We listen. And then we deliver.

***"Be the transformer. Be the change you want to see."***

– Roy Bhimpaul



In 2021-2022

# CADRE

and its related organizations saw...



**3,027**

**PEOPLE  
ACCESSING**

- Home Cleaning
- Community Dinners
- Warm Meals
- Food Bank Supplies
- Community Outings
- Transportation To  
Medical Appointments



**95**

**PEOPLE  
WORKING IN**

- Housekeeping
- Administration
- Culinary Preparation
- Transportation
- Maintenance
- Management



**75**

**PEOPLE  
VOLUNTEERING BY**

- |                  |           |
|------------------|-----------|
| Driving          | Welcoming |
| Delivering       | Prepping  |
| Supervising      | Stocking  |
| Accompanying     | Sharing   |
| Assisting Diners | Caring    |



**65**

**PEOPLE  
PARTICIPATING IN**

- Workshops
- Adapted Employment
- Learning Sessions

# Supporting Older People in the Community

Since 1983, Échange de Services de Lasalle has been caring for older community members experiencing aging-related health concerns and food insecurity by offering opportunities to break isolation and improve their quality of life. Part of CADRE as a related organization, it continues to focus on supporting seniors in order to allow them to live at home for as long as possible.

## The following programs are offered to the community:

- Meals on Wheels
- Frozen meal and food basket delivery
- Emergency food provisions
- Community dinners and events
- Community outings
- Transportation and accompaniment to medical appointments
- House cleaning services

This year there has been a 5.6% increase in service requests from seniors looking for support compared to 2020-2021. We are anticipating the demand to increase as our aging population increases in the area.

## Volunteering to help the aging



By promoting the social participation of older community members through its volunteer program, young and old alike are offered opportunities to donate their time to the community.

## In 2021 - 2022

There were 67 volunteers specifically supporting our work with seniors

A total of 20,276 volunteer hours were dedicated to seniors

# Providing Community Nourishment

Since 2013 we have been providing community members living with food insecurity nourishment and support. Through its relationships with Moisson Montreal and various community stakeholders that refer people in need, CADRE and its related organizations offers the community:

- Hot meals through its Meals on Wheels program
- Frozen meals delivered to the homes of older people
- Twice monthly food bank support
- Delivery of emergency food

Many organizations in the area that were previously offering hot meal delivery or emergency food baskets have had to close their doors for lack of resources and volunteers needed to serve the community. We have responded by providing for those previously being served by church organizations and other groups. Referrals also come from school service centers, local health authorities, and other community organizations.

## Food insecurity in the south-west of Montreal especially affects

- Older people on a limited fixed income
- People living with chronic health conditions and financial insecurity
- Children whose families' are unable to meet their basic needs because of socio-economic reasons

As of March 2020, with the increased need of the population, a regular bi-monthly delivery service of food baskets was initiated in addition to our existing emergency response to individuals and families in need.

**In 2022, there were over 1,142 individuals receiving our support**

more than  
**a 50% increase**  
since 2019

**People needing access to our regular & emergency food bank**

**934** in 2020-2021      **1,142** in 2021-2022

With our commercial kitchen and ample storage space, we are able to stock enough pantry items to help us transform fresh food items into hot or frozen meals that are delivered to people in need. Any surplus frozen meals we create are donated to CLSC-based social workers who care for people living on the street or in other vulnerable situations.

The need is great in our community however the current solutions being offered for those living with food insecurity are not sufficient. We know that a sustainable solution is needed and we are currently thinking about ways to develop a system to better respond to the needs of those that go hungry in our community.

# Social enterprises: Logi+net and La maisonnette sud-ouest

## Serving older people while providing flexible employment

By offering low-cost housekeeping services through La maisonnette sud-ouest and Logi+net, CADRE contributes to improving the quality of life of seniors and other vulnerable people who are experiencing a loss of autonomy. In doing so, aging people in the community are able to remain living independently for longer.

Aging community members need affordable home cleaning support to maintain a healthy living environment.

People need supportive work environments where training and schedules offer better employment opportunities adapted to their life situation.



Government stakeholders need reliable partners to integrate workers needing support and services to support the community's aging population in their homes.

### **This circular model is self-sustaining and serves the interests of multiple groups and stakeholders in the community.**

Given flexible opportunities to earn money and gain work experience in a supportive environment, underemployment and the associated vulnerabilities are mitigated in the long run. The Quebec government ensures that housekeeping services remain accessible to seniors on a fixed income by offering a subsidy through the Financial Assistance Program for Domestic Help Services and by supporting the work of a nonprofit organization that is delivering services.

Unfortunately there are still older people living on their own who are unable to cover the costs of our services even if they receive the maximum subsidy offered by the government. We are currently looking at ways to be able to offer free services to those in desperate need of home cleaning support by developing a fund dedicated to this group of seniors.

# Adapted Work Programs

## Supporting people with mental health challenges in workforce transitions

If someone can only work for three hours a day, what happens when those three hours are seen as a positive contribution rather than a sign of something lacking? By offering adapted work structures for people with mental health problems, CADRE opens up the opportunity for individuals to ease their way into the world of work, acquire relevant skills, and develop healthy routines and habits.

**In 2021-2022 CADRE and its related organizations supported 65 people living with mental health challenges in preparing to re-enter the workforce & in gaining employment opportunities in the following areas:**



Mail delivery and recycling & compost collection at the Douglas Mental Health University Institute



Meal & basket preparation, inventory management, and cleaning services for various food security programs



Preparation of meal trays & folding of linen as part of the Brico+ program

Participants have the opportunity to attend workshops and learning sessions that help build confidence and skills. Volunteers assist participants in building healthy routines and offer encouragement to individuals. By supporting a seamless integration into the world of work we offer both individuals and employers a more human way of working together.

Such flexible opportunities allow for a schedule based around what its employees are able to accomplish that day rather than an arbitrary norm. Thanks to this flexibility, those who have been excluded from the labor market can come back at their own pace. They can find community connections. They can find purpose.



# Staff Spotlight

Nadia Chapdelaine - Coordinator at CADRE

Less than a month before the pandemic began, in March 2020, Nadia took on the role of Coordinator for the housekeeping services provided through La maisonnette sud-ouest and Logi+net.

Having started out as a housekeeper herself, Nadia understood many of the challenges that come with balancing physical work and responsibilities at home. But, despite 25 years of experience with the organization, Nadia's brand new role during an unprecedented pandemic brought up challenges she had never experienced before.

Due to the health restrictions imposed by the government, cleaning services ground to a halt and many of Nadia's employees needed assistance with navigating the emergency support funds available to Canadians. Some employees needed support getting information and applying for CERB benefits due to literacy challenges, and others just needed to know that their employer was there to listen and understand their situations.

Nadia was quick to reach out to her team to find volunteers willing to answer the government's call for help to come to the aid of the many elderly people in need of basic care and a clean room in the city's long-term care facilities. The

amazing spirit of her teammates never relented — they received the necessary CLSC training to bring a sense of dignity to the many neglected older people caught up in an unimaginable health crisis brought on by COVID19.

She continues to provide a flexible and supportive work environment for people who may otherwise find it difficult to find employment — including recent immigrants, those experiencing learning



difficulties, those reentering the workplace, and older workers. She is also happy to be making a difference to those seniors who may otherwise not be able to stay in their homes, improving their quality of life and the quality of life of those who work so hard to help them live in a healthy home.



# Community Partner Perspective

Aliona Tau Macovei - CLSC of LaSalle

CADRE and its related organizations work closely with the LaSalle CLSC to help alleviate food insecurity among those who are suffering as a result of financial hardship and aging-related, physical, or mental disabilities. We spoke with the person responsible for food support referrals in the community, Aliona Tau Macovei.

“What I appreciate most about this organization is how quickly it is able to respond to an urgent request for food assistance. At many other food banks, individuals need to leave their house and pick up the food that they need for the week. **This can be a barrier for those with mobility issues or significant health concerns, meaning that they go hungry.**



When someone is struggling with immediate food insecurity CADRE and its related organizations are able to respond very quickly, getting groceries to the household in need within 48 hours in most instances. The team is simply a phone call away ready to respond to families with children experiencing significant financial hardship that may require weekly assistance with groceries.

They always aim to be inclusive, making accommodations for different dietary needs when they can by offering alternative options for people with Halal, Kosher, or specific needs due to allergies. They are an organization deeply appreciated by the community.

The CLSC is a government-run service that focuses on providing medical care, we are unable to provide food assistance and cleaning services for those we serve. Without this support from nonprofit organizations the quality of life of our most vulnerable community members would be significantly worse and we would see an increase in suffering among our elders, those with disabilities, and those who are unable to work because of their health concerns.

**We are proud to work with CADRE and its related organizations - together, we are improving the well-being of those in the community.”**

# Volunteering to be the Difference

Gilles Vincent — 20 years of supporting the community



As a retiree himself, Gilles is familiar with the challenges that older people often face. He is a long-time volunteer at CADRE and its related organization Échange de service de Lasalle and has dedicated more than 20 years of time and effort to supporting the organizations.

"I began volunteering soon after I retired from my work at Air Canada back in 2001. I didn't feel like being idle — I wanted something to do! So, I asked the CLSC for ideas and they told me about an excellent opportunity here to keep myself busy and do something useful for the community.

I started out by driving elderly people for communal meals. I would pick them up at their homes and take them to have a warm meal at the center. I continued right up until the pandemic hit in 2020. I was 79 years of age at that point and I had to take a break from driving

until the restrictions eased. In October 2021, I came back, this time volunteering as a driver for the Meals-on-Wheels program, and that's what I'm still doing today.

I enjoy the work and I love everything about working as a team, delivering hundreds of meals to older people in need. I know that I am doing something worthwhile as a delivery driver — something that LaSalle needs.

I admire this organization because of the overall impact of its work. The Executive Director, Roy Bhimpaul, always sees what the community needs most, and responds to those needs effectively. I admire that. I find the coordination of the various services very effective. It's a well-oiled machine.

I would like to say that volunteering is an excellent thing to do. There is always an opportunity for anyone who wants to help. **There are no special criteria for becoming a volunteer. You can be any age!** It's an excellent way to do something good."

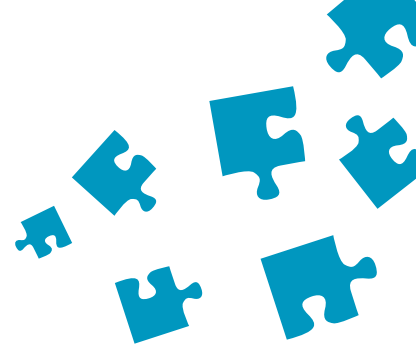
CADRE and its related organizations always welcome volunteers that would like to be involved in food preparation, delivery, and support services. Our volunteers are a source of vitality to our community.





# Looking Forward

A community daycare to better serve families



As CADRE and its related organizations step forward into the future, we seek to further expand its services to the community, contributing to a greater sense of resilience for all — from the oldest community members to the youngest.

A current community need that is underserved is in the area of quality childcare. Parents in the community need services that are close to their home while seniors need greater opportunities for intergenerational connections.

Seeking to meet both needs at once, our community organization is proposing a style of daycare that includes story time with elders, bringing joy to older people who often feel left out of the community, and offering opportunities to share knowledge and life experience with children and their families.

**With room to accommodate 78 local children** the daycare project will offer a continuum of services that includes supporting children with special needs and supporting families by offering nutritional meals and collective community activities. The daycare will employ up to twenty full-time employees, thus providing work opportunities, and up to 100 seniors will be able to get involved in intergenerational activities.

Unlike most other daycares, where parents have little interaction with each other, at this daycare, parents will benefit from the opportunity to gather in the community space and share food with one another in the early evenings. This is a



model that is needed in the community, allowing families to come together and support each other building cohesiveness in the community.

To make this innovative model of community-centred daycare optimal, including specialized training for workers, infrastructure dedicated to specialized needs, capital investments for an elevator, adapted bathrooms, and the creation of an outdoor play area, we are looking to raise up to 2 million dollars over the next 3 years. We need every bit of help we can get to make this initiative happen for the community.

## Become a part of this project!

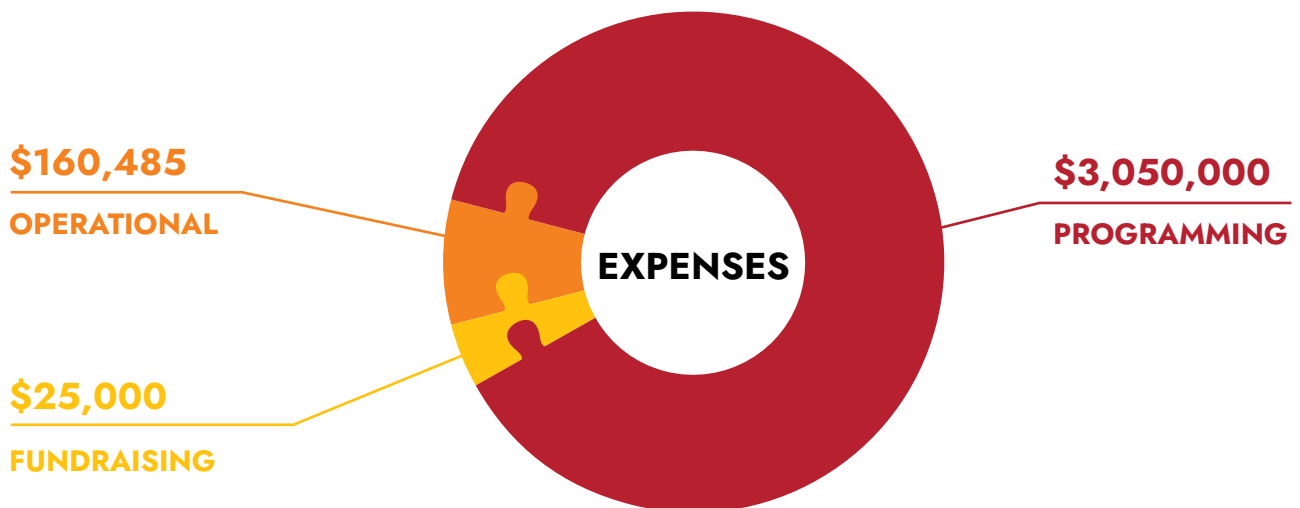
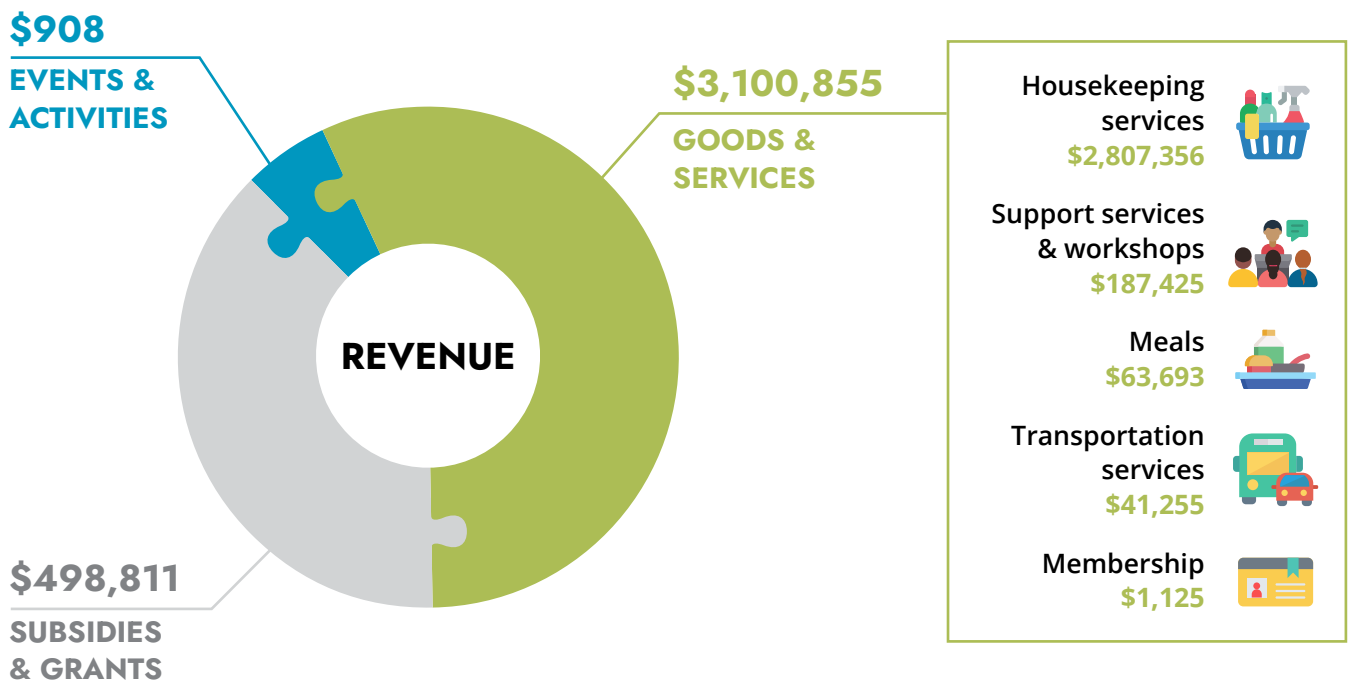
Reach out to find out ways you can contribute to this community solution by contacting the Executive Director,

**Roy Bhimpaul at [direction@lecadre.ca](mailto:direction@lecadre.ca)**

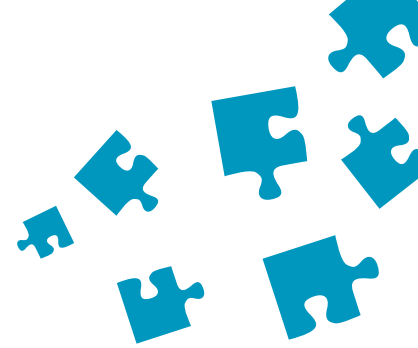
# Financials

April 1<sup>st</sup>, 2021 to March 31<sup>st</sup>, 2022

This year, through our work, CADRE and its related organizations are proud to have **contributed to more than \$18 million in savings for the government** by providing direct services in areas that are currently not able to be fulfilled by existing government services.



\* Fully audited financial statements are available by contacting [direction@lecadre.ca](mailto:direction@lecadre.ca) or 514-367-3576



# Thank you to our Supporters and Partners



Our services are made possible with the financial support of:

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Programme de soutien  
aux organismes communautaires



Special thanks to our partners:

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Hélène David



## LAND ACKNOWLEDGEMENT

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We respect that we are located on unceded Indigenous lands and recognize that the Kanien'kehá:ka Nation of the Haudenosaunee Confederacy are the custodians of the lands and waters on which we have gathered.

Tiohtià:ke, or Montréal, is historically known as a gathering place for many Indigenous people across Turtle Island and continues to be a home for a diverse community of Indigenous and non-Indigenous peoples.

## CONTACT INFORMATION

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7491 rue Cordner  
LaSalle, Quebec  
H8N 2R5

(514) 367-3576

[direction@lecadre.ca](mailto:direction@lecadre.ca)



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et de recherche en employabilité