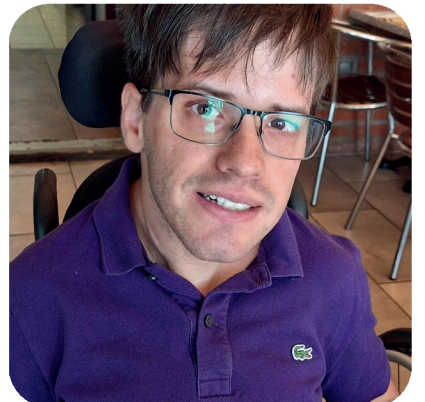
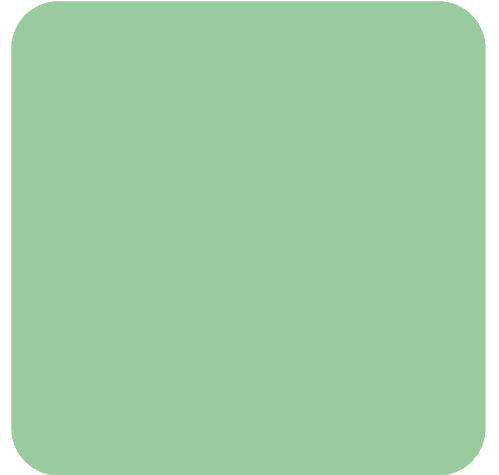




# ACTIVITY REPORT

FROM APRIL 1, 2025  
TO MARCH 31, 2026

PRESENTED AT THE AGM OF JUNE 12, 2026





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## EDITORIAL

*Dear members, partners, volunteers and friends of Amalgame,*

Dear members, partners, volunteers and friends of Amalgame,  
After 33 years leading Amalgame Montréal, I find myself reflecting on all that has been accomplished. I would like to speak about what I am most proud of.  
When I first arrived, I observed a lack of sufficient funding and recurring grants, as well as a gap between the services being offered and the actual needs of participants.

At that time, participants were expected to attend 35 hours per week. By speaking with them, I understood that daily life required more time and energy for people living with physical limitations. We therefore adjusted the schedule to a minimum of 20 hours per week, better suited to their realities. This also allowed us to welcome more participants while maintaining the same budget.

We focused on listening and sharing ideas through individual and group discussions in order to improve our organization and better meet everyone's needs. Training in Nonviolent Communication by Marshall B. Rosenberg strengthened our practices. Open communication, listening, and non-judgment have become essential values. This has allowed us to maintain a strong team spirit within a non-hierarchical environment centered on mutual support.



**Renée Caron**  
*Executive Director*

Concerned with Amalgame's future, we structured our practices through shared files, methods, procedures, policies and training, ensuring strong continuity.

*I would like to thank a committed next generation and wish Amalgame a long life.*

# HISTORY AND MISSION



**Amalgame Montréal is a non-profit organization firmly rooted in its community since 1991.**

Its origins date back to 1988, following a reorganization of sheltered workshops into rehabilitation centres. In that context, Health Canada's Innovation Program supported the creation of three modules, including Amalgame Montréal, arising from citizen initiatives and self-managed at the time by people with disabilities who did not have access to the labour market.



**Over the years, Amalgame Montréal has evolved to meet the needs of its members, who remain at the heart of decision-making through a participatory management model.**

A true living environment, the organization offers daytime activities to adults living with physical limitations who are distant from the labour market. These activities recreate a work environment.

Through its assembly and packaging services, Amalgame offers manual tasks aimed at breaking isolation, promoting self-worth, and encouraging community involvement.



**Tasks are adapted to each person's abilities, with no productivity targets.**

As the majority on the Board of Directors, participants play an active role in the organization and benefit from adapted training (management, communication, interpersonal relations, etc.).

They may continue participating as long as they meet the admission criteria: basic autonomy, ability to integrate into a group, and barriers to accessing employment.

When needed, Amalgame Montréal refers them to employment support services or organizations better suited to their needs.

## OBJECTIVES

01

### **Adapted Day Activities**

Provide members with daytime activities that recreate the labour market in a fully adapted and non-competitive environment, reducing the impacts of challenges that may compromise balance, fulfillment, and autonomy.

02

### **Personalized Training**

Offer customized training to develop responsibility, autonomy, and participants' ability to contribute to their physical and mental health.

03

### **Self-Worth and Well-Being**

Strengthen self-esteem, offer respite to caregivers, while also providing participants themselves with a moment of relief in a win-win approach that promotes well-being for all.

04

### **Social and Professional Integration**

Support members' integration or reintegration into society and, whenever possible, into the workforce.

05

### **Citizenship Participation**

Encourage civic participation as well as involvement in prevention, promotion and leisure activities, contributing to community inclusion and universal accessibility.

06

### **Guidance and Resources**

Support members and their loved ones in accessing appropriate resources while encouraging the sharing of information on services available to people living with disabilities.

# LEVELS OF DEMOCRATIC GOVERNANCE

## BOARD OF DIRECTORS

The organization is governed by a Board of Directors composed of nine individuals: five participant members and four affiliated members. As of March 31, one position was vacant.

Board members are elected during the Annual General Meeting (AGM) for a renewable one-year term. Here are our members:



**Antoine Parent**

President  
Affiliated Member



**Gary Marques**

Production Manager  
Participant Member



**Sandro François**

Administrator  
Affiliated Member



**Natasha Morency**

Secretary  
Participant Member



**Micheline Vermette**

Administrator  
Affiliated Member



**Pierre Therrien**

Treasurer  
Participant Member



**Daniil Galaktionov**

Vice-President  
Participant Member



**Michel Bélanger**

Administrator  
Participant Member

# LEVELS OF DEMOCRATIC GOVERNANCE

The Board of Directors, independent from the public system, safeguards the organization's freedom to determine its mission, approaches, practices, and directions. No representative of any funding body sits on the Board. It met five times this year.

## PARTICIPATORY MANAGEMENT

To ensure participatory governance, participants hold the majority of seats on the Board.

This allows them to be concretely involved in democratic processes while increasing responsibility, awareness, and social transformation, with a direct impact on their daily lives.



## TOPICS DISCUSSED THIS YEAR

The Board addressed various matters related to the organization's mission, accounting, human resources, and all issues impacting Amalgame Montréal's life. This year, topics included :

- **Accounting:** 2025–2026 financial statements, budget, monthly expenses, payroll deductions
- **Human Resources:** recruitment of employees, role definitions, salary policy, salary scale, participant, intern and volunteer recruitment
- **Funding Sources:** PSOC, PAAS Action, self-financing and donations
- **Activities:** contracts, daily operations, outings
- **Community life:** networking activities by management and member involvement with community organizations

# LEVELS OF DEMOCRATIC GOVERNANCE

## ANNUAL GENERAL MEETING (AGM)

The AGM held on June 6, 2025 brought together 20 people, including 80% participants and affiliated members.

This meeting is a key moment in the democratic life of the organization. It allows members to elect Board representatives, collectively make major decisions, review accomplishments from the past year, and establish objectives for the coming year.

At this AGM, members:

- Approved the 2025–2026 budget forecasts and restricted fund management
- Approved the accounting audit firm
- Approved the 2025–2026 membership fee
- Elected Board members
- Reviewed the 2024–2025 financial statements
- Reviewed the 2024–2025 activity report
- Expressed their needs and interests regarding training and activities for 2025–2026



# LEVELS OF DEMOCRATIC GOVERNANCE

## PARTICIPANT MEMBERS COUNCIL (CMP)

The CMP is made up of all participants who have been accepted after six months of participation and who meet the criteria established in the organization's by-laws. CMP meetings aim to discuss daily life, find solutions, inform members of new developments, and communicate Board decisions. There were 9 meetings in 2025-2026.

Topics discussed included:

- Recruitment and welcome of new participants
- Review of staffing levels and available spaces
- Sharing successes and community resources
- Importance of meeting production requirements, especially hygiene and work quality
- Reminders regarding rules (phones, breaks, safety)



## + SURVEY

This year, we introduced a participant survey to gather impressions on Amalgame's operations.

The objective was to give participants a voice, determine whether they feel comfortable here, and identify areas for improvement.

This initiative helped us better understand their needs and gather ideas and suggestions to help the organization evolve.

## EXECUTIVE COMMITTEE (EC)

The Executive Committee is composed of participant members who were elected at the AGM. They meet to evaluate new participants and to establish the agendas for Board meetings and Participant Members Council meetings.

The members of the Executive Committee therefore represent all participant members of the organization. There were 10 meetings this year.



# HUMAN RESOURCES

## EXECUTIF DIRECTOR

Renée Caron has held this position for 33 years, working part-time at Amalgame Montréal and part-time with Main-Forte Montréal.

- Ensures a positive atmosphere and the smooth operation of the organization
- Oversees activities, training, and participant support
- Manages financial follow-ups (funders, budgets, audit)
- Maintains relationships with partners and represents the organization
- Supervises the team and supports management
- Oversees facility maintenance and certain administrative responsibilities
- Participates in participant recruitment and facilitation
- Ensures the transfer of knowledge to management

## ASSISTANT DIRECTOR

Claire Chivet is the organization's Assistant Director and works 28 hours per week.

- Ensures a harmonious atmosphere and the smooth running of floor activities
- Manages the organization's administration and communications
- Supports the Executive Director in human resources matters
- Coordinates production follow-up with clients
- Handles monthly bookkeeping
- Contributes to the organization of special activities
- Supervises and trains the team (production floor staff and interns)



*Claire Chivet, Assistant Director (left)  
Renée Caron, Executive Director (right)  
A powerhouse team!*

# HUMAN RESOURCES

## PRODUCTION MANAGER

Following the departure of an employee at the end of March, we are still in search of a Production Manager. In March, we made the decision to hire one of our dedicated volunteers, Tyrone Anderson, effective April. A training period will be provided to familiarize him with the requirements of the position, particularly in terms of computer systems and operations. An evaluation will be conducted at the end of this period to determine next steps, including, if necessary, the opening of a new recruitment process.

- Plan and organize daily workshop operations
- Explain tasks to participants and ensure follow-up
- Manage the receiving, storage, and shipping of goods
- Oversee production control (quality, quantities, documentation)
- Support participants in their activities
- Ensure the maintenance and safety of the premises

## PRODUCTION SUPERVISOR

A true pillar of the organization, Gary Marques first participated in the PAAS Action program and later served as a board member. Thanks to increased funding, he has held the position of Workshop Clerk and Production Lead since October 1, 2023, working 16 hours per week.

Under the supervision of management, he contributes to the smooth operation of the workshops through task coordination, management of delivery slips, and welcoming new participants. Present early in the morning to greet the first arrivals, he also plays a key role in knowledge transfer, particularly by supporting and training the Production Manager.

His involvement helps maintain strong, high-quality relationships with clients.



***The community sector is facing significant recruitment challenges, which represents a major issue in finding competent and committed staff.***

***Today, we are proud of our team, which knows how to combine its strengths and fully commit itself to advancing the organization's mission.***

# HUMAN RESOURCES

## VOLUNTEERS

Thanks to our collaboration with the YMCA and its community service program, 19 individuals were welcomed this year, contributing a total of 2,214 volunteer hours.

Members of the Board of Directors also contributed actively, for a total of 45 hours.

In addition, several volunteers are directly involved in the organization's daily activities. When they meet the required criteria, they may become participant members. This year, 4 individuals contributed 1,688 hours.

Overall, volunteer involvement represented 3,902 hours during the 2025-2026 year.

This year, the Executive Committee revised the volunteer policy in order to better support volunteers.

Those involved for more than 20 hours per week may obtain participant member status.

A reimbursement of \$17 per day (meals and transportation) is provided to cover expenses.

## PARTICIPANTS AND INTERNS

In 2025-2026, Amalgame Montréal welcomed 25 people living with disabilities: 11 women and 14 men aged 21 to 68, including 2 interns.

Types of disabilities:

- Traumatic brain injury
- Stroke
- Spina bifida
- Cerebral palsy
- Degenerative illnesses

Some participants also have associated limitations such as mild intellectual disability, hearing loss, autism spectrum disorder, or mental health challenges.

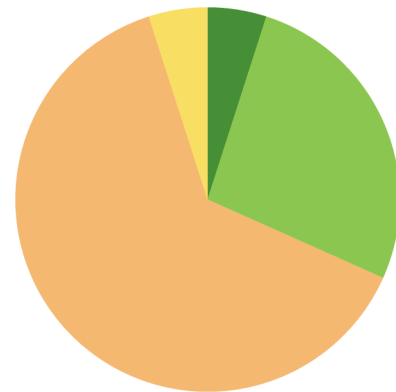
### Activity Schedule

Assembly and packaging activities take place:

Monday to Thursday: 7:00 a.m. to 4:00 p.m. Friday: 7:00 a.m. to 3:00 p.m. The service area depends on paratransit availability. If transportation service is available, we can welcome the person.

Taux de fréquentation

● 5 ● 27 ● 64 ● 5



**5 % attend 5 days per week**

**27 % attend 4 days per week**

**64 % attend 3 days per week**

**5 % attend 1 or 2 days per week**



# ORGANIZATION OF A LIVING ENVIRONMENT

## OUR REGULAR ACTIVITIES

Participants at Amalgame benefit from a variety of activities aligned with the organization's mission:

- Day activities modeled after the workplace in a non-competitive environment adapted to each person's abilities
- Responsibility-building tasks: managing the mini snack bar, cleaning, organizing, daily attendance lists, etc.
- Meetings of the Participant Members Council and the Board of Directors
- Customized training based on needs
- Guidance and encouragement regarding civic and democratic participation
- Participant evaluations
- Special activities (outings, celebrations, etc.)



## OUR WORK-REPRODUCTION ACTIVITIES

In order to provide participants with an experience inspired by the labour market and to help develop new skills, we specialize in the following areas:

### Assembly and Packaging

Preparation of food kits, labeling containers (bags, bottles, etc.), assembling parts and hardware kits.

### Bagging Services

Counting and packaging various products, including sealing services.

### Other Services

Ribbon cutting, assembling event programs, applying stickers (such as address changes), pencil sharpening for competitions, preparing gift bags for events, sorting business cards, and much more.



# ORGANIZATION OF A LIVING ENVIRONMENT

## MINI CANTEEN

A mini canteen offers free self-serve coffee, tea, and milk during the morning break and, when needed, at lunchtime, along with breakfast items such as jam, sugar, and peanut butter.

It also gives participants the opportunity to have breakfast upon arrival, taking into account the time spent using paratransit services.

## TASK ASSIGNMENTS

At Amalgame, we place great importance on each participant's involvement in the daily life of the organization.

Each person is entrusted with concrete responsibilities such as taking out the garbage, emptying the dishwasher, preparing coffee, managing petty cash, buying milk, or maintaining attendance records in case of evacuation.

These roles, adapted to each person's abilities, help build responsibility while fostering a sense of usefulness, belonging and contribution to collective life.



## LIBRARY



Following interest expressed by participants, we recently created a small library within Amalgame.

It is mainly composed of books focused on personal development and skill-building.

This space is intended to support participants in their personal growth and encourage discovery of new tools.

Participants may consult books on site during breaks or borrow them if needed.

For access, participants simply need to contact Claire, as the library is located in her office.

## EMERGENCY SUPPORT FUND

An emergency support fund was established to provide exceptional assistance to participants experiencing difficulties related to their limitations or urgent situations affecting their well-being and health.

This fund is intended to offer one-time support when needs exceed regular available resources.

In 2025-2026, it notably helped cover evaluation fees for paratransit admission, facilitated access to certain healthcare services, and provided essential emergency support.

# CUSTOMIZED TRAINING

## FIRST AID WORKSHOP

Claire completed CPR and First Aid training upon her arrival in February.

With a desire to share this knowledge, she offered a workshop allowing participants to learn more about first aid responses in emergencies and the proper actions to take.

This workshop does not provide official certification, but it helps participants develop awareness and good reflexes.

Special emphasis was placed on the importance of calling emergency services when concerned and recognizing the difference between urgent and less serious situations.



## STM INCLUSIVE MOBILITY TRAINING



During two mornings in September, the STM came to offer participants practical training on using the bus and metro network.

The objective was to show them how to travel comfortably and safely while developing their independence.

Participants had the opportunity to board vehicles and become familiar with the equipment.

A question-and-answer period also allowed them to clarify concerns and receive personalized advice.

Following this activity, four individual coaching sessions were offered to reinforce learning and help each person feel confident using public transit.

# SPECIAL ACTIVITIES

## Bowling day

On Wednesday, May 7, we went bowling at a venue fully adapted to the various needs and limitations of participants from both organizations. We shared lunch together before starting a game of bowling.

Once again this year, the activity saw a strong participation rate.



## July 8 Barbecue

On Tuesday, July 8, we inaugurated Amalgame's new addition: a barbecue.

We shared a warm meal in the sunshine featuring hamburgers and hot dogs. Halal options were also available. The objective was to enjoy an inclusive and friendly moment while celebrating members born in June, July and August, as well as the upcoming summer break.

Our production manager handled the cooking, while Claire and Renée served meals and beverages.

All participants thoroughly enjoyed themselves.

After the meal, Sébastien treated us to a few songs on guitar.

## Movie Outing

On March 24, we organized a group outing to the movies.

This particularly accessible cinema allowed everyone to participate fully in a comfortable and adapted environment.

Participants were able to choose the film they wished to see, promoting autonomy and personal interests.

To make the experience even more enjoyable, popcorn and drinks were provided for everyone.

Following the outing, some participants realized that going to the movies was easier than they had imagined.

This is also one of our goals: promoting autonomy in social life.



# CELEBRATIONS AND SPECIAL EVENTS

## Thank You, Patricia! Meal at Crescendo

On Sunday, September 28, Amalgame organized an outing to the Crescendo restaurant in Verdun to warmly thank Patricia, a volunteer who was involved with our organization for many years. Always present and committed, she contributed with dedication to the life of our community.

As Patricia has moved, she is no longer able to come on a daily basis. We are deeply grateful for her involvement and her valuable support throughout all these years.



## Participants' Birthday Celebrations

Every two months, Amalgame provides lunch for all participants to celebrate the birthdays that took place between gatherings. It is an opportunity for everyone to come together and strengthen connections. It also helps new participants integrate more easily by fostering a sense of belonging within the group.



## Halloween

For the fourth year in a row, we organized a costume contest.

Everyone who dressed up also received a gift card, all in a festive atmosphere filled with candy and treats.



## Holiday Season Celebrations

The organization is committed to celebrating the holiday season with all participants. Some experience social isolation, and the celebration organized by Amalgame is sometimes the only one they will take part in during the year.

That is why we decorate a Christmas tree together and offer a gift to everyone while sharing a good meal.



## Happy Valentines day

We like to take advantage of Valentine's Day to thank our participants and highlight the wonderful qualities that make each person valued within the group.

This year, we offered chocolates and a personalized card to each participant, along with words of appreciation, to remind everyone how valuable their presence is to Amalgame.



# SOLIDARITY AND CIVIC ENGAGEMENT PRACTICES



## STM Information Session

We welcomed the STM to inform our participants about changes to adapted transportation services, now partially provided by taxis, as part of a broader reorganization and increased pressure on services. This meeting aimed to reassure users that the service remains generally the same, drivers will receive proper training, and recourse options are available in the event of any issues.

## Food Waste Collection and Recycling

As cardboard boxes are central to our activities, we prioritize their reuse in order to reduce our environmental footprint, whether through our contracts or by donating them to individuals or organizations. Boxes that have reached the end of their useful life are folded and prepared by participants to facilitate municipal collection. We also take part in organic waste collection through a 240-litre compost bin.

Each participant is assigned specific tasks, such as taking out the garbage or folding cardboard, which helps encourage their daily involvement and sense of responsibility.

## Inauguration of the Elevator at Notre-Dame-des-Sept-Douleurs Church

A few months ago, Amalgame made a donation to Father Laurent Ravenda of Notre-Dame-des-Sept-Douleurs Church to support an essential project: making the church accessible, as it had not previously been. Universal accessibility is fundamental, and at Amalgame, we are proud to contribute in a concrete way to inclusive initiatives like this one.

The official inauguration took place on Thursday, June 5, and we had the pleasure of trying the new elevator with Sandro François, one of our participants.



# PARTNERS, COMMUNITY LIFE, AND INVOLVEMENT IN THE COMMUNITY

Amalgame is an organization firmly rooted in the community through the time and care devoted to maintaining our valuable partnerships. For many years, we have fostered close ties with the local business community as well as with numerous organizations serving the same clientele as Amalgame.



Here are some of the organizations we collaborated with over the past year:

## RIOCM

Amalgame is a member of RIOCM (the Intersectoral Coalition of Community Organizations of Montreal). This allows us to be part of the broader framework of autonomous community action (ACA) and enables our staff to regularly attend training sessions in order to keep their knowledge up to date.

## DÉPHY

Amalgame is a member of the Regroupement des organismes en déficience physique de l'île de Montréal (DéPhy), which supports community organizations in advocating for the rights of people with disabilities in order to improve their quality of life and that of their families. This membership allows the organization to promote collaboration and the sharing of expertise with other community organizations.



Claire Chivet attended DéPhy's Annual General Meeting on June 17, 2025. We also took part in Clic DéPhy Day on March 18, 2026, which gave us the opportunity to meet new organizations, exchange ideas, and promote our mission.

## CDSV

As a member of the Concertation en développement social de Verdun, Amalgame works collaboratively with the various member organizations to improve living conditions, promote the well-being of the population, and help eliminate poverty as a collective social goal.

# PARTNERS, COMMUNITY LIFE, AND INVOLVEMENT IN THE COMMUNITY

## RAPLIQ

Since 2015, we have been members of RAPLIQ (Regroupement des activistes pour l'inclusion au Québec), whose initiatives we support in promoting the inclusion of people living with physical disabilities. Renée Caron attended the Annual General Meeting on May 31, 2025, and together with Sandro François, attended the annual dinner in February. Renée received the award for Best Executive Director.



## RUTA

Recently, we collaborated with RUTA (Regroupement des usagers du transport adapté) to support one of our participants.

After several years of eligibility, her access to adapted transportation was denied for 2026 without a clear reason. In an effort to have her file reassessed by the STM, RUTA provided us with valuable support throughout the process.



## CENTRE DE RÉADAPTATION LUCIE BRUNEAU

Some of Amalgame's participants spent part of their journey at the Lucie-Bruneau Rehabilitation Centre.

Open house events help us stay informed about resources available to participants and maintain connections with organizations whose mission complements our own.



**PORTES OUVERTES  
LUCIE BRUNEAU  
15 MAI 2025**

## AIM CROIT

For several years, we have collaborated with AIM Croit (Centre de réadaptation et d'intégration au travail). The organization's employment counsellors regularly refer participants receiving support through the PAAS Action program so they can develop their skills before entering the labour market.

Conversely, when some of our participants wish to begin a return to employment, we in turn refer them to AIM Croit. Steps in this direction were recently undertaken by our Vice-President, Daniil Galaktionov.



**35E ANNIVERSAIRE  
DE AIM CROIT  
22 OCTOBRE 2025**

# PARTNERS, COMMUNITY LIFE, AND INVOLVEMENT IN THE COMMUNITY

## CPHLSL

This year, we referred one of our participants to the Club des personnes handicapées du Lac Saint-Louis, an organization we were already familiar with. It is essential for us to know our partners well so that we can properly guide our participants toward resources suited to their needs. This collaboration was further strengthened during the Clic DéPhy event in March 2026, where we had the opportunity to deepen our ties and learn more about their services.

## CIRCUIT ALIMENTAIRE DE VERDUN

We received funding through the SAB program to reimburse the mileage of volunteers involved in the Verdun Food Circuit, which is managed by Amalgame. This valuable partnership allows our participants to access quality food products and improve their nutrition.

In the photo, Daniil is pictured with two of the Circuit's volunteers, who deliver meals every Monday.



## MAIN-FORTE MONTRÉAL

For several years, the two organizations have maintained a close collaboration. Although they remain separate entities, they share the same Executive Director, Renée Caron, who, with the support of both boards of directors, ensures a common vision.

Activities and outings are regularly shared, helping to strengthen connections between participants.



### OTHER INSTITUTIONAL PARTNERS:

L'Étape  
Moelle épinière et motricité Québec (MÉMO-QC)  
Association multiethnique pour l'intégration des personnes handicapées  
La Chambre de commerce du Sud-Ouest  
Concertation Montréal  
Réseau des Affaires de Verdun (RAV)  
La Maison de l'Environnement de Verdun  
PME MTL, le Conseil d'économie sociale de l'île de Montréal (Renée Caron, directrice générale, les rencontre mensuellement)

### FOR THE WELL-BEING OF PARTICIPANTS:

L'Accompagnateur  
Centre Communautaire Radisson  
Centre de conditionnement physique adapté, Neuro-Concept.  
Centre Alpha  
L'AMEIPH

# HEALTH AT THE HEART OF THE ORGANIZATION'S PRIORITIES

More than a daytime activity program inspired by the labour market, Amalgame is committed to helping improve the overall health and well-being of its participants.

Participants live with a variety of limitations, and as a living environment that welcomes people with diverse disabilities, we strive to adapt to each person's individual needs.

We are also committed to being present for a population that can at times be vulnerable, marginalized, and affected by social isolation.



In 2023-2024, we began increasing the number of outings and activities outside the organization in order to strengthen social connections among participants. This year, we continued that approach. Management observed that following the increase in outings, some participants began organizing activities together on their own outside of our program, which encouraged us to pursue this initiative again this year. Introducing participants to new accessible places is part of our commitment to reducing the isolation often experienced by people living with disabilities.

We want to encourage these efforts as much as possible, since socialization is a powerful way to support mental health, while activities also provide valuable opportunities to move, stay active, engage the body, and gradually improve physical health.



***GOING TO NEUROCONCEPT REALLY HELPS ME TAKE CARE OF MY HEALTH. I'VE ALREADY MANAGED TO LOSE A LOT OF WEIGHT THANKS TO IT, AND IT MOTIVATES ME TO KEEP GOING. THE TRAINING SESSIONS I ATTENDED ALSO HELPED ME BETTER UNDERSTAND THE IMPORTANCE OF EATING WELL.***

***AT THE SAME TIME, AMALGAME HELPS ME STAY ACTIVE AND BUSY ON A DAILY BASIS, WHICH MAKES A BIG DIFFERENCE FOR ME.***

**NATASHA, PARTICIPANT MEMBER**

# HEALTH AT THE HEART OF THE ORGANIZATION'S PRIORITIES

## EMERGENCY MEASURES PROGRAM AND ON-SITE ACTION PLAN

We implemented an Emergency Measures Program, including an On-Site Action Plan, as required by the CNESST. This document outlines the procedures to follow in order to meet safety standards, particularly in fire safety. It is an evolving tool that identifies the main risks within the organization and the measures to be put in place to prevent or respond to them.

This process is part of a continuous improvement approach, and annual reviews will be carried out by management as new measures are implemented.

## PRODUCTION FLOOR REORGANIZATION FOR GREATER SAFETY

This year, we reorganized participation areas in order to enhance participant safety. The nail workshop was relocated to the ground floor, a safer location with direct access to emergency exits, as had been the case in the past. The label workshop was moved upstairs.

The first floor is equipped with a room fitted with a fire-rated door, allowing people with reduced mobility—who cannot use the elevator or stairs in an emergency—to shelter there while awaiting assistance. This reorganization helps improve the overall safety of our facilities.

The basement now also provides us with additional storage space.



**“THIS YEAR, COMING TO AMALGAME HELPED ME STEP OUT OF MY COMFORT ZONE. I AM LEARNING TO LIVE WITH MY ANXIETY AND TO PUSH BEYOND MY LIMITS. I AM PROUD OF MYSELF: I NOW TAKE THE BUS ON MY OWN AND AM BECOMING MORE AND MORE INDEPENDENT. I HAVE REGAINED CONFIDENCE IN MYSELF AND IN MY ABILITIES, AND THIS HAS HAD A VERY POSITIVE IMPACT ON MY MENTAL HEALTH.”**

**SAVANNAH, PARTICIPANTE MEMBER**

# SOURCES OF FUNDING

## 01 PSOC

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The Ministry of Health and Social Services, through the Community Organizations Support Program (PSOC) administered by the CIUSSS, provides our organization with essential financial support. This contribution directly sustains the fulfillment of our overall mission and the continuity of our activities.

## 02 PAAS ACTION

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In partnership with Emploi-Québec, Amalgame Montréal offers 19 places through the PAAS Action program, intended for individuals receiving social assistance or social solidarity benefits who are facing barriers to employment. Participants receive a monthly allowance in addition to their basic benefits, as well as reimbursement for certain expenses.

## 03 DONATIONS AND OTHER SOURCES

---

As every year, Amalgame benefits from the generosity of various elected officials through the Support for Volunteer Action program (SAB). This year, the SAB funding request was made to strengthen the involvement of volunteers from the Food Circuit, allowing us to reimburse expenses incurred to participate (transportation and lunch).

In addition, throughout the year, the organization may receive donations from individuals or businesses being recognized by the Canada Revenue Agency.

The Lions Club provides us with an annual donation, which is used to support group activities for our participants.

## 04 SELF-FINANCING

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This year, we obtained subcontracting contracts with the following clients:

- Distribution Martin Vincent
- Bélanger Laminées
- Core Fabrics
- Zeste du monde
- Biron Laboratories
- Ateko
- Métriplus
- Mutual collaboration with Main-Forte

These partners are essential to our work: they provide participants with activities inspired by the labour market, while also helping make outings and activities possible throughout the year.

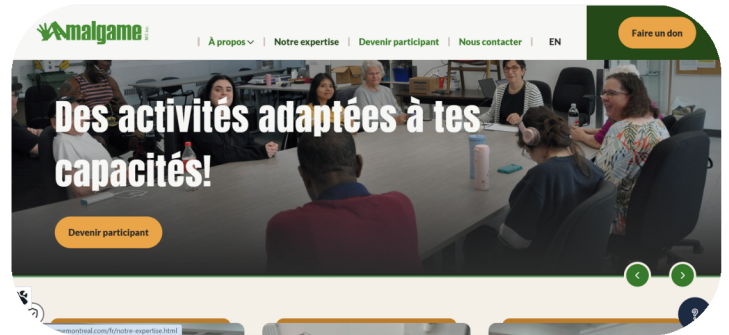
## **+** TAX EXEMPTION GRANTED BY THE CITY OF MONTREAL

Since January 1, 2025, in addition to the property tax exemption granted by the Quebec Municipal Commission, the City of Montreal has also granted us a tax exemption. This recognition represents significant support for the organization's financial sustainability.

# VISIBILITY AND COMMUNICATION

## WEB SITE

One of the major objectives for 2025–2026 was the redesign of our website. This project was carried out in collaboration with a web agency specializing in supporting Quebec non-profit organizations. Management handled the internal work related to the structure, visuals, and content. The new website was launched in the fall of 2025.



## ADVERTISING BANNER

Following the launch of our new website and renewed brand image, we updated our printed communication tools. As we regularly take part in events and fairs such as Clic DéPhy Day, we developed a banner and brochures presenting our mission and services. These tools help increase our visibility and facilitate our outreach within the community.

## SOCIAL MEDIAS

We are active on Facebook, which we prioritize as it is the platform most widely used by our participants. We aim for an almost daily posting schedule focused on life at Amalgame, our activities and outings, as well as the sharing of relevant resources and information about our partners.

Facebook also allows us to quickly communicate important notices, such as unexpected closures, and serves as a contact channel for people interested in our services, including prospective participants. In addition, we plan to assess the relevance of expanding our presence to other platforms, such as Instagram.

# IMPROVEMENTS TO OUR PREMISES

## GENERATOR

The continuous improvement of our premises, particularly in terms of safety, remains a priority for the organization. This year, a generator was installed to power the elevator in the event of an electrical outage. This measure eliminates the risk of a person with reduced mobility becoming trapped, thereby ensuring a safer environment for everyone.

## BATHROOM SAFETY

As part of our ongoing commitment to enhancing participant safety, we installed emergency lighting as well as phosphorescent arrows indicating their location. These improvements are intended to provide better guidance in the event of a power outage or emergency situation, thereby contributing to a safer environment for all

## REPLACEMENT OF THE SUSPENDED CEILING AND LIGHTING SYSTEM

In February, we hired a specialized company to carry out the refurbishment of the suspended ceiling. The old tiles were removed and replaced, improving the overall condition of the premises. At the same time, we upgraded the lighting system and completed various electrical adjustments. Additional lights were installed, particularly at the entrance to facilitate early risers' arrival, while others were replaced above the production areas to provide better visibility for participants.



## + PURCHASE OF AN ULTRA-PRECISE SCALE



We purchased an ultra-precise scale capable of weighing very light items, such as cards. This tool has proven particularly useful in supporting participants with production tasks.

## OBSTACLES 2025-2026

The current labour market context, marked by greater openness to inclusion, represents a significant advancement, but also brings certain challenges for our organization. Indeed, many individuals who previously matched our profile are now able to access the job market more easily. As a result, we are welcoming participants with more significant limitations who are further removed from employment, which requires us to continuously adapt our practices and support approaches. Furthermore, in some cases, participants may present very significant limitations that do not align with Amalgame's criteria. We then redirect them toward resources better suited to their needs, particularly those focused on day programs. These decisions remain delicate, as they involve individuals who wish to actively participate in the organization, but they are necessary to ensure a safe and appropriate environment for everyone.

We also observed a higher turnover of participants, some of whom had more complex needs, combining physical limitations and psychosocial challenges. This reality required increased mobilization from our team, as well as continuous adaptation of our supervision and support approaches.

The recruitment of a Production Manager proved particularly challenging this year. Several candidates did not complete their probation period, which had impacts on work organization, training, and financial resources. The integration of Tyrone, who is currently in training, represents a positive step, but highlights the importance of finding staff who are committed, aligned with our mission, and rigorous in their role.

Finally, the STM strike at the end of 2025 also complicated transportation for our participants, requiring constant adjustments to ensure their continued participation in activities.

## OBJECTIVES 2026-2027

For the 2026-2027 year, Amalgame Montréal aims to continue developing a dynamic, inclusive living environment that is adapted to the needs of its participants. The organization seeks to diversify its activities while promoting active participation in a non-competitive setting.

We will continue to support participants' well-being, autonomy, and empowerment, notably through adapted training, opportunities for social interaction, and initiatives that encourage their involvement in the life of the organization. Strengthening civic participation and social inclusion will also remain a priority, particularly through accessible popular education approaches and an even stronger presence within the community.

Another key objective will be to strengthen knowledge transfer within the team, in order to ensure continuity of practices and preserve the expertise developed by the leadership.

In addition, Amalgame will continue its efforts to increase its visibility and outreach, while refining its practices and consolidating its resources, with the goal of ensuring the quality, relevance, and sustainability of its actions.



# STAFFING AS OF MARCH 31, 2026

## PARTICIPANTS AND INTERNS

Michel Bélanger  
Sana Munir  
Daniil Galaktionov  
Natasha Morency  
Erika Santalucia  
Savannah Ortenza

Sandro François  
Raphael Simoneau  
Pierre Therrien  
Chantal Pelletier  
Andrew Lachance  
Georges Vouloukos

Helen Olubunmi Fatukasi  
Benoit Dagenais  
Mai Ma  
Michel Plamondon  
John Reid  
Michael Husseini  
Marc Nshimirimana

## EMPLOYEES

Renée Caron  
Claire Chivet  
Gary Marques

## AFFILIATE MEMBERS

Micheline Vermette  
Sandro François  
Antoine Parent

## VOLUNTEERS

Sylvester Arua  
Aisuloo Orozmatova  
Brandon Edmund  
Tyrone Anderson

## PARTICIPANTS WHO LEFT DURING THE YEAR

Michel Claude Nadeau  
Clément Gomes  
Éric Martin  
Narek Abagyan  
Hussein Achkar  
Patricia Chartrand  
Mélanie Tougas  
Rania Ouattara

# INDEX OF THE 8 ACA CRITERIA

## 01 BE A NON-PROFIT ORGANIZATION

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### Key Points:

- Amalgame is a non-profit organization incorporated under the Québec Companies Act. Its activities, as well as Board of Directors and Annual General Meetings, are held at its head office in Montréal.
- The Board of Directors is composed of 9 members.

## 03 MAINTAIN A DEMOCRATIC ASSOCIATIVE LIFE

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### Key Points:

- The Annual General Meeting (AGM) is held with all members, who approve the activity report, financial statements, and budget forecasts.
- Members are actively involved in the smooth running and support of activities, notably through managing the mini-canteen, assisting with administrative tasks, and supporting the integration of new participants.
- HR and accounting committees are mobilized as needed. Five of our board members are participants.
- There is transparency in the procedures for becoming a member.
- We have several decision-making bodies: the AGM, Board of Directors, Executive Committee, and CMP, all of whose processes are outlined in the bylaws.
- The selection of activities and the preparation of the activity calendar are carried out with members during CMP meetings.

## 02 TO BE ROOTED IN THE COMMUNITY.

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### Key points :

- We maintain close relationships with other organizations such as Main-Forte, RAPLIQ, DéPhy, and others.
- We collaborate with several organizations (PIMO, RAPLIQ, DéPhy, etc.).
- We are actively present in the community, where we organize outings and stay informed about local realities. We promote our activities to increase visibility among the population (meetings, online presence, etc.).
- We respond to community needs by ensuring the accessibility of our activities and remain attentive to universal accessibility within the neighborhood.

## 04 TO BE AUTONOMOUS AND FREE TO DETERMINE ITS MISSION, APPROACHES, PRACTICES, AND ORIENTATIONS.

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### Key points :

- Board members are also members of the organization.
- Policies related to the organization's approaches and practices are developed internally, based on its structure and expertise.
- No local or regional stakeholders are involved in the organization's programming, practices, or approaches.

# INDEX OF THE 8 ACA CRITERIA

## 05 HAVE BEEN ESTABLISHED AT THE INITIATIVE OF COMMUNITY MEMBERS

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### Key points :

- Here is a clear and professional English translation:
- The creation of Amalgame stems from a community-driven initiative, not a government one.
- Our mission is not specifically aimed at implementing a law, regulation, or program; it was originally defined by the founding members to address needs they themselves identified.
- No government authority dictates our mandates.

## 07 ADOPT CITIZEN-FOCUSED PRACTICES AND BROAD APPROACHES THAT ADDRESS THE OVERALL COMPLEXITY OF THE ISSUES INVOLVED

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### Key points

The organization's mission is centered on the pre-employability of individuals with physical limitations; however, Amalgame takes a holistic approach to its members by considering their social, economic, cultural, and environmental realities. This allows the organization to address multiple root causes of their challenges, such as isolation, a feeling of not being integrated into society or contributing to the collective effort, the need for a daily routine, having a reason to get up in the morning, and valuing individuals through their skills and know-how.

## 06 TO BE GOVERNED BY A BOARD OF DIRECTORS INDEPENDENT FROM THE PUBLIC SYSTEM.

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### • Key points:

No seat, including those of non-voting members or observers, is reserved for a representative of the public system, the government, or other funders.

## 08 TO HAVE A MISSION SPECIFIC TO THE ORGANIZATION THAT PROMOTES SOCIAL TRANSFORMATION.

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### Key points:

By recreating a work environment where individuals with physical limitations can develop new skills, Amalgame's mission promotes greater social justice by improving the living conditions of its members, who are often unheard in the public sphere.

Often excluded from public debate, Amalgame's participants find a space for civic engagement and a voice within the organization.

During CMP meetings, members discuss various issues that affect them (such as phone scams targeting vulnerable individuals). We respond to their needs through training, ensuring that information is clearly explained and accessible to all.