

2024-2025 Activity Report

Embracing change, nurturing movement



**Centre d'action
bénévole de
Montréal**

**Volunteer
Bureau of
Montreal**



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Message from the President

Throughout 2024–2025, I had the privilege, alongside my fellow board members, of supporting the CABM through a pivotal stage in its evolution. A year of change: some shifts were planned to bring us closer to our goals, others were sparked by more complex challenges, but all became valuable levers for transformation.

Under the leadership of our new Executive Director, Geneviève Fecteau, who took office at the end of 2023, an organizational transition began. The team reviewed our ways of working, reorganized our services, updated our tools, and launched a website redesign. All of this was done with a view to better serve our community while remaining attentive to the well-being of our staff and volunteers.

A key milestone of this transformation was adopting a clear stance in favour of access and inclusion, a compass that now guides all our actions. Among the achievements we're proud of this year: we strengthened our capacity to welcome, and multiplied opportunities for dialogue with members, partners, and volunteers by showcasing their experiences, voices, and contributions.

Celebrating Collective Commitment

I'd like to salute the dedication of the entire CABM team: skilled, passionate professionals who moved every project forward with heart and precision. I also want to acknowledge the essential presence of our volunteers, the living engine of our mission.

I thank my fellow board members for their unwavering support, availability, and responsiveness during critical moments. A special thanks to Michel René, who concludes a four-year term with us. His path and commitment have been a true inspiration to all. We express our deepest gratitude and wish him all the best for what lies ahead.

Reflections and Outlook

This year marks the conclusion of our 2022–2025 strategic plan, a cycle we close with a sense of accomplishment, thanks to the resilience, creativity, and engagement of our entire community.

We turn an important page and open the next with enthusiasm. A new phase begins: to reflect, dream, and build, so we may continue to grow our organization, increase our impact, and stay attuned to the evolving needs of our community.

Ugo Dionne
President





A Tribute to Our Executive Director

The Centre d'action bénévole de Montréal proudly highlights the awarding of the King Charles III Coronation Medal to our Executive Director, Geneviève Fecteau, in recognition of her exceptional contributions to the community.

This distinction honours not only her current role at CABM, but her entire professional journey, marked by a steadfast commitment to the common good. Geneviève embodies a unifying and human leadership, an ability to turn challenges into renewal, and a deep respect for the values that drive the CABM: altruism, solidarity, equity, inclusion, and collective impact.

We extend our sincere thanks to Volunteer Canada for this recognition. It honours a behind-the-scenes builder and, through her, all those who, by their commitment, help volunteerism shine in Montréal and beyond.

The CABM Team



→ People at the Heart of the Movement



@photo credit: Unsplash, Kelly Sikkema

The Board of Directors: A Pillar of the Movement

Made up of nine elected members from the community, private sector, and nonprofit world, our Board reflects the diversity and collective strength that supports CABM's social impact movement. Through rigorous and transparent governance, it provides clear strategic direction.



Ugo Dionne
President



Geneviève Doray
Director



Ariane Ergas-Forget
Director



Vicky Gagnon
Treasurer



Marguerite Kinack
Director



Zlatka Merdzhanova
Director



Claude Noiseux
Secretary



Michel René
Director



Gaëlle Thomas Lehrhaupt
Vice-President

The CABM Team: At the Core of the Movement

At CABM's core is a team whose commitment, professionalism, and passion fuel every action. Each person brings a unique background, united by shared values.

Team as of March 31, 2025:



Mouna Bennamani

Development and Partnerships
Lead | Corporate Volunteering



Ollé Doli

Communications Lead



Geneviève Fecteau

Executive Director



Florence Manceau

Project Manager |
Corporate Volunteering



Sev Rovera

Volunteer Services
Manager



Shermine Saleman

Training Manager



Daynah Savage

Administrative
Coordinator

This year, we were fortunate to work with several colleagues who have since left the CABM. **We thank them warmly** for their contributions to our mission:



Marisa Gelfusa

Contract Project Officer |
Training



Anne Gomis

Training Coordinator



Alexandre Latendresse

Volunteer Engagement Advisor |
Food Security



Ahmed Zaghdoudi

Communications Lead

Volunteers: CABM's Driving Force

At CABM, volunteers are far more than a support—they are the heart and soul of the organization. From diverse backgrounds, mostly newcomers, they enrich our daily work through generosity, commitment, and humanity.

Over one-third of our volunteers are also CABM members, a powerful testament to their connection to our mission.

Key Roles

Volunteer Match Advisors:

Helped individuals find meaningful opportunities in various languages, with kindness and care.

Mahacine Ben Ali • **Micheline Boily** • **Vianey Fuentes** • **Morgane Guichard** • **Benjamin Landry** • **Patrick Lucien** • **Raphaël Morin-La Salle** • **Mario Moukossi** • **Sana Nargis Ishaq** • **Louise-Hélène Noël** • **Robinson Rodors Romelus** • **Frankie Simmons** • **Natasha Smolens** • **Elena Voloshina** • **Shirui Wang** • **Sébastien Wierzbinski**

Other Contributions:

Carolyne Forgues, OHS advisor, launched our workplace safety strategy.

Jovahny Guannel, videographer, captured CABM's spirit on film.

Linda McManus, liaison officer, answered requests for Meals-on-Wheels.

Jimmy Ung, speaker who generously hosted our event on December 5, 2024.

Maxime Verrette, handyman, supported the setup of our new premises.

Some Figures

30

Total volunteers
(including the Board)

920⁺h

Internal volunteer
hours
(including the Board)

Outlook

Strengthen our team's agility to maintain seamless service despite natural volunteer turnover.

Goals for 2025–2026:

- Consolidate our internal volunteer community,
- Build bridges across generations and cultures through unifying projects,
- Provide more recognition and development opportunities for volunteers.

→ Our Commitment, Our Foundations



@photo credit: Unsplash, Jackie Hutchinson

Our Mission

The Centre d'action bénévole de Montréal (CABM) promotes volunteerism among the Montréal population and strengthens its practice within community organizations. It also provides dedicated support to the Meals-on-Wheels programs in its network.

Our values

These values guide our actions and reflect CABM's identity.

Collaboration

among citizens and organizations, between colleagues, members, and partners.

Openness

to diversity, to emerging needs, and to all forms of engagement.

Commitment

to CABM's mission and to promoting civic involvement.

Uniqueness

in our identity and in our embrace of diverse backgrounds.

Respect

for individuals, values, and collective well-being.



@photo credit: Unsplash, Jackie Hutchinson

Our Approach

Our support model is holistic and integrated, taking into account the needs, skills, and aspirations of volunteers as well as the missions and realities of the organizations that welcome them.

We believe that volunteerism transforms society—and that to achieve this, we must make it more accessible, improve the quality of the experience, and recognize everyone's contributions.

Our three pillars of action: _____

Valuing

Celebrate and recognize volunteers and the organizations practicing volunteerism through campaigns, tools, and visibility actions.

Connecting

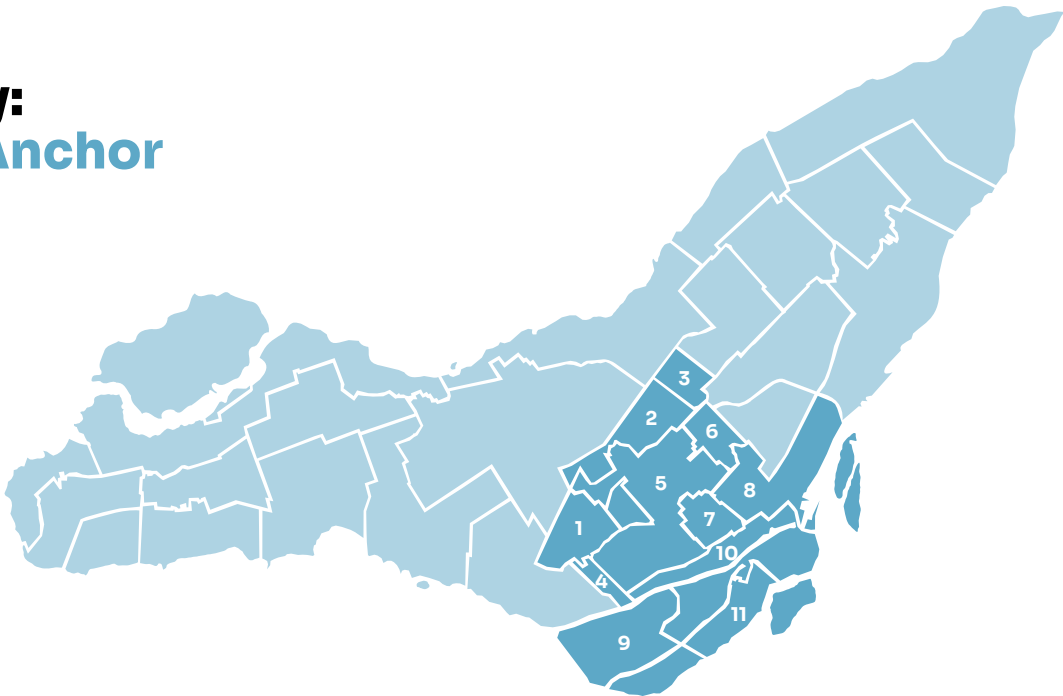
Foster relationships among volunteers, organizations, and communities through matching, events, network-building, and spaces for dialogue.

Supporting

Support volunteer journeys, equip managers, offer training, and facilitate matching.

Our Territory: A Regional Anchor

- 1. Côte-Saint-Luc
- 2. Mount Royal
- 3. Parc-Extension
- 4. Montreal West
- 5. Côte-des-Neiges and Notre-Dame-de-Grâce
- 6. Outremont
- 7. Westmount
- 8. Ville-Marie
- 9. LaSalle
- 10. Le Sud-Ouest
- 11. Verdun



Since June 2024, CABM has been based in **Little Burgundy**.

For proximity services or local representation, we serve 11 boroughs, primarily in the Centre-South, Centre-West, and South-West of the Island of Montréal.

Our specialized services (e.g., corporate and skills-based volunteering, training, advisory expertise) are offered to the broader Greater Montréal community.

Note : Residents living in areas served by another volunteer centre (CAB) are encouraged to contact their local CAB first. Otherwise, we are happy to welcome them.

CABM Through the Years

1937	CABM is founded by the Jeune Ligue de Montréal to facilitate women's access to various volunteer activities.	1966	CABM helps launch the first Meals-on-Wheels program in Montréal.
1972	CABM becomes a founding member of the Fédération des centres d'action bénévole du Québec (FCABQ).	2007	CABM receives the Hommage bénévolat-Québec award and the Agnes C. Higgins Award from Centraide of Greater Montréal.
2018	Bénévoles d'affaires (a corporate volunteer matching program active since 2006) merges with CABM's services.	2022	CABM celebrates its 85 th anniversary.
		2024	CABM relocates to Little Burgundy.

→ Our Associative and Democratic Life



@photo credit: Unsplash, Andrew Moca



Engaged Members, a Vibrant Network

CABM brings together community organizations and individual members united by a shared purpose: to advance and amplify volunteerism in Montréal.

Our associative life is a cornerstone of our work. It allows us to:

- Guide our actions through the voices of our members;
- Maintain a direct connection with on-the-ground needs;
- Create spaces for gathering, sharing, and mobilizing.

464 member organizations and

13 individual volunteer members



Services Offered to Members

Volunteer opportunity posting

Training sessions

Networking cafés

Information sessions

Volunteer management support

Targeted recruitment assistance

Networking and consultation events

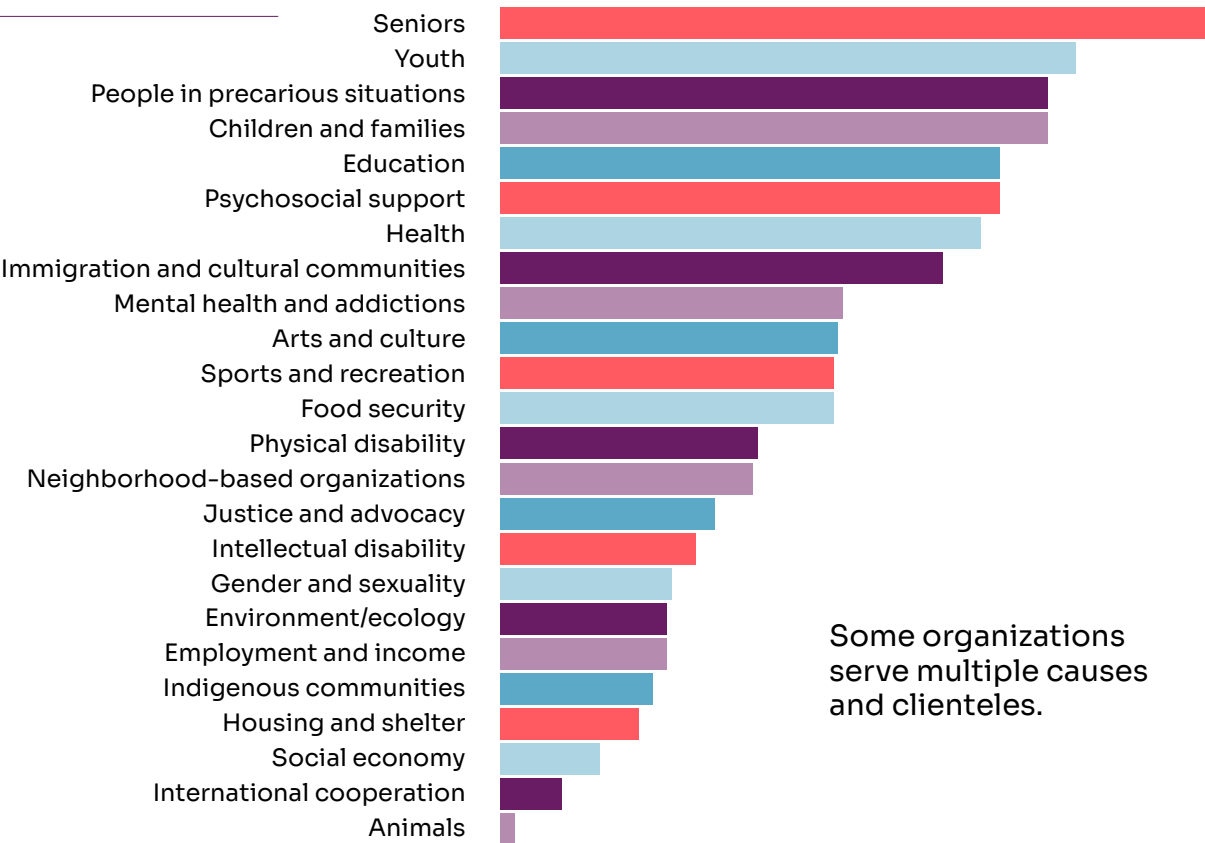
Corporate volunteering matchmaking and support

Profile of Member Organizations



Activity Sectors of Our Member Organizations

By causes and client groups:



Some organizations serve multiple causes and clientele.

Outlook

- Increase opportunities for collaboration among members.
- Encourage greater involvement of individual volunteers in our associative life.
- Develop a new membership engagement model based on listening and co-construction.

Governance and Democratic Life

CABM’s governance is based on three core principles: **member participation, rigorous processes, and a shared strategic vision.**

In 2024–2025, the efforts of the Board of Directors and its committees helped strengthen our democratic structure while supporting the achievement of our mission and the organization’s transformation.



Highlights

The 2024 Annual General Assembly took place **on June 19, 2024**, in CABM’s new offices and in a hybrid format. An Extraordinary General Meeting preceded the AGM to adopt amendments to our bylaws.

- The event gathered 36 participants, including **19 active voting members.**
- **The Board met 9 times** during the 2024–2025 year.
- The Board established **3 standing committees.**



Board Committees – Summary Overview

Committee	Number of Meetings (2024–2025)	Mandate and Key Issues
Governance	2	Oversight of bylaws, membership policy overhaul
Human Resources	3	Executive Director evaluation, strategic HR, occupational health and safety policy
Risk & Finance	3	Budget oversight, legal dispute with former landlord, risk analysis related to MAPAQ permits for Meals-on-Wheels services

Outlook

- Increase member mobilization for more meaningful participation at the AGM.
- Launch a new committee on funding and sustainability.
- Implement a continuing education plan for board members.
- Continue reviewing internal policies for greater clarity and equity.

→ Our Actions



Promoting Volunteerism and Collaboration

In 2024–2025, CABM broadened its reach and strengthened community ties through targeted actions in communications, awareness, collaboration, and partnerships. The guiding principles for these actions were: visibility, accessibility, and relationships.

Communications

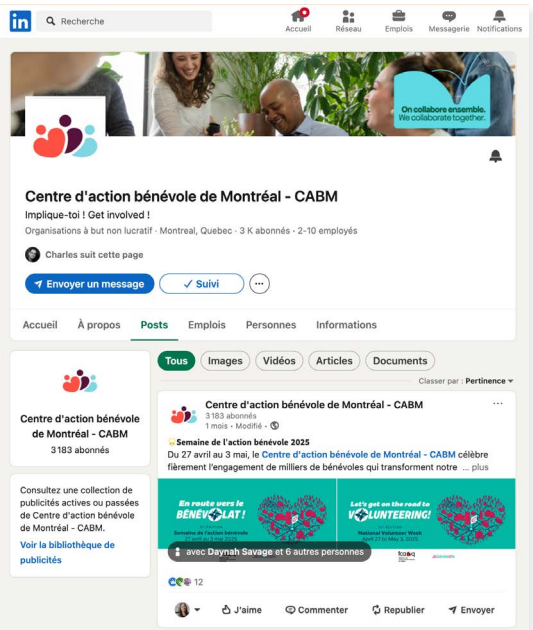
Review and Key Highlights of Communication Activities:

Objectives	Key Actions	
 Increase CABM's visibility	 Creation of inspiring video segments in collaboration with Maison du Père and the Association des sports pour aveugles	 Launch of a themed editorial calendar (Black History Month, Social Justice Day, etc.)
 Facilitate access to services	 Creation of a CABM page on Bluesky	 Utilization of a \$10,000 USD/month Google Grant to boost CABM's visibility
 Build lasting relationships with target audiences		

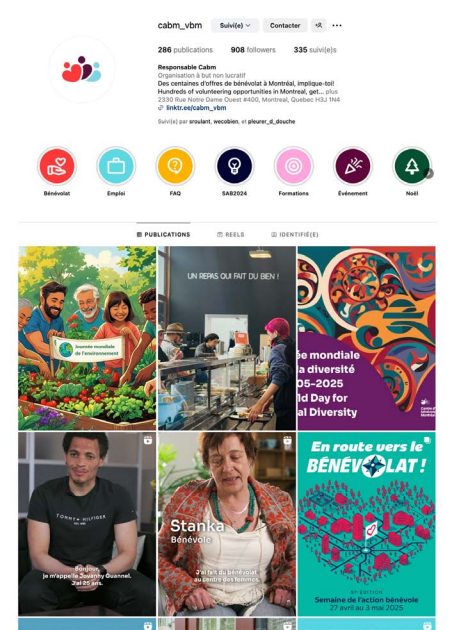
Communication Channel Performance (2024–2025)

Platform	Subscribers / Unique Visitors	Growth	Posts Published	Interactions / Engagement
	11,292 followers (+292)	+2,65 %	200+ posts	1,651 unique interactions
	3,092 followers (+432)	+16 %	198 posts	—
	895 followers (+135)	+17 %	168 posts	—
	20,324 subscribers (+234)	+1,16 %	15 newsletters	Open rate: 46% / Click rate: 4.3%
	236,000 visitors (+100,500)	+74 %	—	Avg. visit duration: 2 min 16 sec (+81%)
	New page created	—	First content published	Goal: reach new, engaged audiences

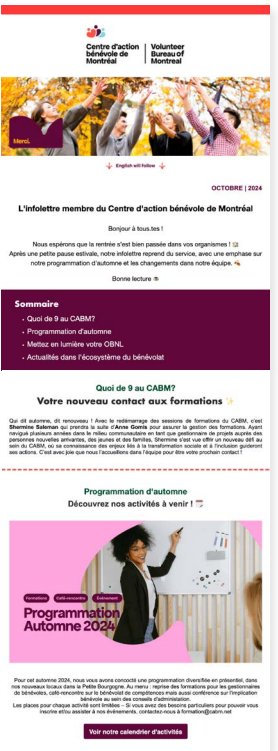
Linkedin ▼



Instagram ▼



Newsletter ►





82,141
people reached over
the year and
1,651
direct interactions



Website Redesign

Initiated in December 2024 with the firm Riposte to better align the organization's evolving needs and those of its clients with its digital tools. The launch is scheduled for summer 2025.



50th National Volunteer Week

(April 14–20, 2024). Under the theme *Volunteering is Brilliant!*, CABM participated in efforts led by the Fédération des centres d'action bénévole du Québec and allies to share key messages across social media. The CABM also hosted a recognition dinner for its volunteers.

International Volunteer Day

(December 5, 2024). Networking event held under the theme *Weaving Connections: Diversity Through Volunteerism*. A highlight of the year, it welcomed over 40 participants in our new premises. The evening featured testimonials, networking opportunities, and a live jazz trio. The event's goal was to strengthen CABM's ecosystem, foster connections among the various actors involved, celebrate diversity, and inspire both individuals and organizations to engage in volunteer action.



Outlook

- Develop a coherent content strategy.
- Launch the new website.
- Organize more inclusive public events.



Awareness and Information

CABM's awareness and information activities are part of its commitment to promoting all forms of volunteerism, improving access to engagement, and reaching underrepresented or transitioning populations. Aligned with our values of equity, inclusion, and collective well-being, these presentations also contribute to our goals in terms of social impact, visibility, and community outreach.

The main populations reached include youth, seniors, newcomers, people in professional transition, and the general public.

In 2024–2025, CABM delivered **22 awareness and information sessions** with various partners, including:

- PROMIS, ALPA, L'Hirondelle
- Cégep du Vieux-Montréal, HEC, Polytechnique, ENAP
- Atwater Library, Telefilm Canada

→ **300+ people reached through awareness sessions**



Responding to Information Requests

Responding to information requests is another key component of our mission. It provides direct, human contact with citizens, organizations, students, researchers, and professionals seeking guidance or support. This frontline service strengthens CABM's role as a regional reference in volunteer action while increasing service accessibility.

On average, we respond to **ten information requests per day** across all channels (in-person, phone, social media, and email), totaling more than **2,000 interactions** during 2024–2025.

Our Contribution to Collective Impact Initiatives

Beyond our operational role, CABM acts as a structuring force within Montréal's community ecosystem. We contribute to shared outcomes that have a lasting impact on communities. We fulfill this role in various ways:

- **Active participation in collective dynamics:** neighborhood roundtables, thematic collaborations, communities of practice, sectoral and cross-sectoral committees.
- **Structural support to partners:** logistical coordination, volunteer recruitment and mobilization, support for organizations, documentation of practices, facilitation of workshops, and sharing of expertise.
- **Acting as a catalyst:** helping create favorable conditions for civic engagement, knowledge transfer, volunteer recognition, and the development of a culture of engagement.

Key Contributions by Category:

Presence at Network Events

- ✓ CREGÉS Symposium and World Café by Réseau Résilience Aîné·e·s
- ✓ FCABQ Annual Conference
- ✓ Annual gathering of Québec's Meals-on-Wheels Network
- ✓ Workshop on EDI (equity, diversity, and inclusion) applied to governance by Concertation Montréal
- ✓ Government relations workshop by J. Armand Bombardier Foundation
- ✓ AGMs of key partners including FCABQ, COMACO, Volunteer Canada, Concertation Montréal

Outreach and Expertise

- ✓ Hosted a webinar on volunteer skills for the Eastern Food Network
- ✓ Presented a talk on volunteer recognition for Partenaire Santé Québec
- ✓ Delivered training to 2025 Francophonie Games volunteer managers, in collaboration with the City of Laval
- ✓ Contributed to the Expertise Centre for Québec's Volunteer Centres with FCABQ
- ✓ Participated in a governance panel titled "Mission First" for Concertation Montréal
- ✓ Participated in Community Council on Volunteerism (CCV) meetings, contributing to the redesign of their website

Targeted Populations

- ✓ Youth Committee in Little Burgundy and its subcommittees (supporting youth engagement)
- ✓ Peter-McGill Seniors' Committee (June 2024)
- ✓ Directors' breakfasts and community of practice hosted by COMACO
- ✓ Contribution to a Collective Impact Project with the CIUSSS du Centre-Sud and Réseau Résilience Aîné-e-s – including the production of two informational leaflets as part of the *From Retirement to Reinvolvement* initiative: one on skills-based volunteering in retirement, and one on Volunteer Centres, with input from the Fédération des Centres d'action bénévole du Québec



Support for Community Events

- ✓ Organizing committee for the *Magasin Partage* in Little Burgundy, St. Henri, and Griffintown: volunteer postings, recruitment of 40+ volunteers, and distribution of over 400 food baskets
- ✓ Co-organization of the Peter-McGill Seniors' Forum
- ✓ Special consultation with members: *Café-rencontre* on skills-based volunteering held at CABM, bringing together 8 representatives from member organizations

Research and Innovation

- ✓ CABM is a partner in a research project led by Nicolas Denis (Université de Montréal) on implementing digital tools in the community sector.

This ethnographic collaboration, which began in January 2025, explores challenges related to digital transformation in our sector and will inform our internal reflections.

Results will be presented in our next annual report.

CABM's Membership in Networks:

Sectoral and National Networks

- ✓ Fédération des centres d'action bénévole du Québec (FCABQ)
- ✓ Volunteer Canada (BC)
- ✓ Coalition pour le maintien dans la communauté (COMACO)
- ✓ Sectoral Committee for Workforce in Social Economy and Community Action (CSMO-ESAC)
- ✓ Network of Volunteer Centres of Montréal and Laval
- ✓ Regroupement intersectoriel des organismes communautaires de Montréal (RIOCM)



Local and Territorial Collaborations

- ✓ Peter-McGill Neighborhood Table
- ✓ Petite-Bourgogne Coalition

Thematic Collaborations

- ✓ Concertation Montréal (C|Mtl)
- ✓ Québec Meals-on-Wheels Network
- ✓ Montréal Seniors Roundtable (TCAIM)
- ✓ Roundtable for Refugee and Immigrant Services (TRCI)
- ✓ Community Council on Volunteerism (CCV) – anglophone network
- ✓ Chamber of Commerce of Metropolitan Montréal

In the context of relocating and reorganizing our team, we temporarily suspended participation in kiosk events to focus on targeted information presentations in various settings. This strategic decision allowed us to maintain an active community presence despite logistical challenges.

Kiosk participation is set to resume in 2025–2026, reinforcing our grassroots presence and proximity to the community.

Outlook

- Strengthen CABM's role as a leader in volunteer action coordination in Montréal
- Expand our involvement in cross-sectoral projects



Volunteer Engagement Support

Our work in this area is fully aligned with CABM’s mission to support civic participation and strengthen the vitality of the community organizations we serve.

Support to Organizations

In 2024–2025, CABM supported **25 organizations** in improving their volunteer management practices.

Among them, **three organizations—REZO, Groupe l’Entre-Gens, and Thèsez-Vous** (in partnership with the RABQ’s GEO Bénévole program)—received in-depth support based on an individualized needs analysis.

Over several weeks, our Volunteer Services Manager worked with them to develop or update policies (e.g., onboarding, recognition, recruitment, retention) and to implement tailored tools to enhance their volunteer welcoming and mobilization capacity.

We also offered **one-time support** to about a dozen organizations and CIUSSS partners, primarily for **volunteer recruitment** through targeted advice.

Outlook

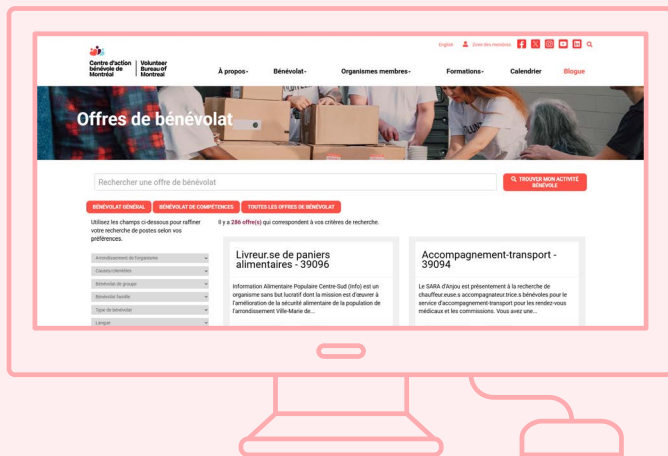
To better meet the needs of organizations, CABM will further structure its volunteer management consulting services. This enhancement will aim to:

- Clarify the types of available support (one-time, in-depth, customized)
- Develop templates and modular content tailored to common challenges
- Strengthen CABM’s role as a go-to resource for strategic volunteer support

Online Matching: Facilitating Engagement

Our **online volunteer matching platform** is at the core of our services, helping connect volunteers with member organizations located across the Island of Montréal. Each listing is reviewed by CABM to ensure alignment with ethical standards, then made available to individuals seeking volunteer opportunities, who apply directly through the portal.

All services are offered in French and English.



Highlights

- **1,137** regular volunteer **opportunities** posted
- **4,931** volunteer **registrations**
 - 56 %women, 33 % men, 11 % unspecified
- **997** skills-based volunteer registrations **(+82%)**
- **156** skills-based volunteer opportunities posted **(+30%)**
- **800** volunteer applications submitted via our site each month (on average)
- Average matching rate: **70%**

Skills-Based Volunteering

Skills-based volunteering involves offering one's expertise or professional experience in a specific field to help an organization advance its mission or improve its operations. Since 2018, CABM has provided personalized support to both skills-based volunteers and the organizations that host them, to ensure a mutually rewarding experience and meaningful results.

Opportunities for skills-based volunteering are clearly identified on the CABM website. Volunteers with specific expertise who wish to be contacted are added to a dedicated database to facilitate matching.

This program was supported for a second year by Centraide of Greater Montréal to help structure and promote this specialized service.

Outlook

- Launch of a new website to improve user experience and better measure matching outcomes.
- Continued development and promotion of specialized skills-based volunteering support.



Personalized Volunteer Matching Support

For individuals facing linguistic, digital, or social barriers—or who simply prefer human support—CABM offers personalized matching support provided by trained volunteers, supervised by our internal team. Sessions are held mainly in person, with phone follow-ups as needed to support the engagement process.

Main user groups:

- ✓ Immigrants and newcomers (70%)
- ✓ Seniors
- ✓ People in transition or with disabilities

Highlights

- **234 individual cases handled**
- **118 confirmed matches** (50% match rate)
- **Group matches** (families, friends, school groups): 75% led to a volunteer activity

Satisfaction:

According to a CABM survey conducted among its members, **90.5%** of respondents reported being satisfied with our matching services and volunteer opportunity postings.

Outlook

- Continue expanding this service to support those less comfortable with digital tools or in vulnerable situations. Planned improvements include an appointment reminder system, better orientation for newcomers to Canada, and targeted short-term volunteer opportunities.
- Create orientation videos and enhance the matching platform as part of the website redesign for CABM's internal volunteers.
- Improve responsiveness to organizational needs through more on-site visits.
- Strengthen partnerships with organizations to expand inclusive volunteer opportunities, document matching challenges, and better support individuals with nontraditional profiles.

Support for Meals-on-Wheels Programs

Since its founding, CABM has been involved in the food security sector, particularly by creating and supporting a network of Meals-on-Wheels programs. These groups are deeply rooted in their communities and operate autonomously. They play a vital role in the ecosystem of volunteer action, home support, and upholding the dignity of vulnerable individuals.

CABM holds a permit issued by the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ), allowing it to act as the license holder for food services within its network. Thanks to this permit, member programs can operate within a regulatory framework that meets food safety and hygiene standards. CABM assumes responsibility for supporting these organizations by providing tools, oversight, and training to help them maintain high-quality practices.

Meals-on-Wheels Programs Supported in 2024–2025



8

artisan-style programs

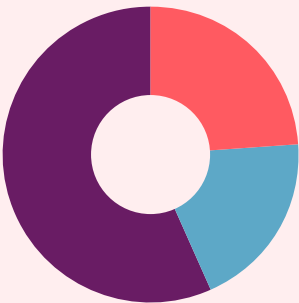


11

registered professional programs (REQ)

Profile of Beneficiaries:

61%
live alone



26%
face mobility issues

21%
experience cognitive challenges related to aging

Restructuring the Sector

CABM's liaison service with the healthcare network, in place until fall 2024, was discontinued for efficiency reasons. Evolving practices—particularly the shift toward direct requests from beneficiaries—changed the nature of the role, distancing it from CABM's mission and capacity. Additionally, the growing number of services outside CABM's network made tracking increasingly complex. As a result, the roles of Food Security Advisor and Community Liaison Officer were eliminated.

In 2025–2026, these positions will be replaced with a new Community Relations role, more closely aligned with CABM's current priorities, while offering closer support to the remaining artisan-style Meals-on-Wheels programs.

In 2024, a thorough legal analysis led to a significant decision: CABM will stop holding MAPAQ permits for professional Meals-on-Wheels programs starting in 2025–2026, to reduce legal and operational risks.

A new collaboration agreement has also been implemented with the artisan-style programs to strengthen the relationship and clarify roles and responsibilities.

Highlights

Over **25,000** meals (hot or frozen) delivered by CABM network programs

Outlook

Refocus and strengthen CABM's support for artisan-style Meals-on-Wheels, maintaining a clear and rigorous framework while enhancing their capacity for action.

Training: Strengthening the Sector's Capacity

The training program remains a key and distinctive lever at CABM to support and build the capacity of community organizations by equipping volunteer managers—or those aspiring to become one.

CABM offers **three main training** formats based on participants' needs:

- **Regular Programming:** Open groups for the broader community, ideal for training 1–2 staff members per organization.
- **Private Training:** On demand for closed groups, with slight content adjustments based on their context.
- **Customized Training:** Also on demand and for closed groups, but with content fully developed by CABM for specific needs or events.

Formats: Offered online, in person, or in hybrid mode, based on organizational preferences.

Our Trainers

Teresa Kielczewski and Dominique Paré, our two long-term contractual trainers, bring valuable expertise in volunteer management. Their professional and human-centered approach ensures our training remains relevant and high-quality.



The “Essentials” Series Includes Four Practical Workshops:

- ✓ Volunteer recruitment
- ✓ Screening and selecting volunteers
- ✓ Supervision and support
- ✓ Preventing and managing problematic situations in a volunteer environment

Special Edition:

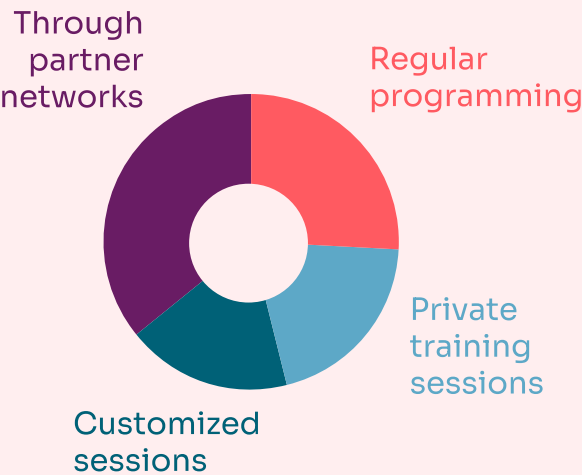
- ✓ The Bootcamp: A 3-hour intensive session covering the entire volunteer management cycle—perfect for a quick refresher

Highlights

- **299 people trained** representing **897 total training hours**
- **45 organizations** participated in regular programming, 16 of which attended more than one session
- **2 networking cafés** bringing together **30 volunteer managers**

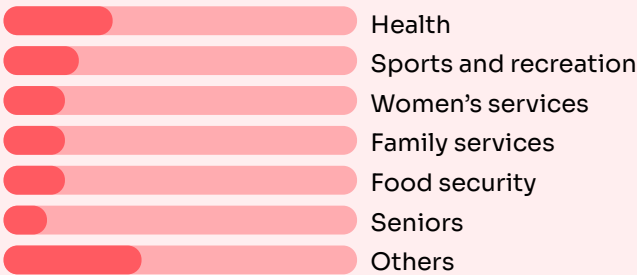
Données particulières des différentes activités de formation pour 2024–2025

Proportion de personnes rejointes par type de formation



Clientèle rejointe

Sectors Reached by “Essentials” Training



Improvements Made This Year:

- ✓ Full revision of training materials
- ✓ New evaluation method
- ✓ Revised pricing structure to better reflect the diversity of formats and participant profiles

“ Testimonial

The presentation was excellent—concrete, digestible examples.

The personalized, human approach helped me a lot. ”

Partnerships and Outreach:

Our partnerships extended the reach and impact of our training:

- ✓ Collaboration with FCABQ for the Centre d’expertise en action bénévole (a portal listing training offered by Québec’s volunteer centres)
- ✓ Partnership with the City of Laval to deliver The Essentials to its community organizations
- ✓ Province-wide delivery of the Bootcamp via Espace OBNL
- ✓ Custom training for Volunteer West Island (in English)
- ✓ Custom session for the Ministry of Immigration, Francisation, and Integration on intercultural volunteer matching

Outlook

Further development will focus on:

- Facilitating peer exchange groups for volunteer managers
- Translating all training materials into English
- Exploring new formats and content
- Strengthening impact measurement

Corporate Volunteering: A Lever for Social Transformation

The **Corporate Volunteering** program aims to build bridges between the business sector and community organizations by facilitating the engagement of professionals in support of social causes. Integrated into CABM since 2018, it contributes to strengthening the capacity of the community sector by expanding the pool of volunteers willing to support its mission.

Three forms of engagement:

Corporate group volunteering
(short-term, collective impact activities)

Skills-based corporate volunteering
(expertise-sharing supported by the employer)

Governance volunteering
(serving on a board of directors, with employer support)

In 2024–2025, CABM began a **strategic repositioning** of the program, in collaboration with Phil Communications (business planning), Riposte (brand strategy and microsite design), Lucia Costanzo (communications and training consultant), Mathieu Chevalier (videographer). This program overhaul is designed to better meet the needs of community organizations while aligning with the increasing desire of businesses to engage socially.

The **official launch** of the repositioned program is scheduled for late summer 2025, and will include:

- A new **brand identity**
- A **simplified matching** process
- A **dedicated microsite**
- **Communication tools** and educational content
- A **recognition and impact measurement system**

This initiative is grounded in active stakeholder consultation (surveys, focus groups, diagnostic reviews) and in an impact and brand strategy aligned with CABM's values.



Corporate Group Volunteering

Highlights

Indicator	Results
Requests from companies for group volunteering matches	217 (+42%)
Corporate partners supported	Polytechnique, Groupe Dynamite, Volunteer Canada, AbbVie, ENAP, Telefilm Canada, Montoni, La Ronde, Groupe Ageco
Visibility activities for the corporate volunteering program	Conferences, networking cafés, video clips, awareness sessions



Outlook

- Launch a **corporate membership** offering.
- Roll out the repositioned program.
- Provide **structured, personalized support** to both businesses and community organizations.
- Strengthen **impact assessment tools**.
- Optimize internal processes to support program growth.
- Launch the **microsite** and new **video content**.
- Offer customized **training** for both companies and community organizations.

→ Our Impact in 2024–2025: Human Connections, Lasting Change

CABM sees volunteer engagement support as a space for social innovation, where services evolve in response to the needs of both communities and individuals.

This innovation-driven approach is based on listening to the field, guided experimentation, and a commitment to contributing to lasting changes in how volunteer engagement is mobilized, supported, and valued.



@photo credit: Unsplash, Hannah Busing

Direct Impact

In 2024–2025, CABM directly reached

over 7,900 people

through its support services, digital tools, training sessions, networking events, corporate volunteering groups, awareness campaigns, and human-centered reception.

This year, CABM prioritized the return of in-person activities. While these typically reach fewer people, they foster stronger human connections and deeper interactions.

Lasting Impact

Beyond the 7,900 people directly reached, CABM's mission acts as a catalyst, extending its impact far beyond its walls. By supporting community organizations, training volunteer managers, and facilitating targeted matches, we help strengthen the sector's capacity to act.

Our conservative estimates suggest:

- Volunteers matched through our support or platforms likely reached over 3,000 beneficiaries on the ground.
- Organizations trained or supported by CABM improved their volunteer management practices, enhancing the quality of their services long-term.
- Our digital content, publications, and newsletters reached over 100,000 people, raising awareness about the value of volunteer engagement and related collective issues.

CABM's impact is part of a broader social transformation dynamic, where every act of support or matching contributes to a larger chain of solidarity.

→ What Strengthens Us

CABM acknowledges that its capacity for action relies, in part, on the strength of its team, the quality of its work environment, and the support of solid professional partners. The following initiatives aim to continuously build internal capacity, reinforce team cohesion, and cultivate a healthy, inclusive, and engaging organizational culture.



Team Training and Development

As part of its inclusive positioning and employer branding, the CABM team participated in several impactful collective trainings in 2024–2025, including:

Equity, Diversity, and Inclusion (EDI):

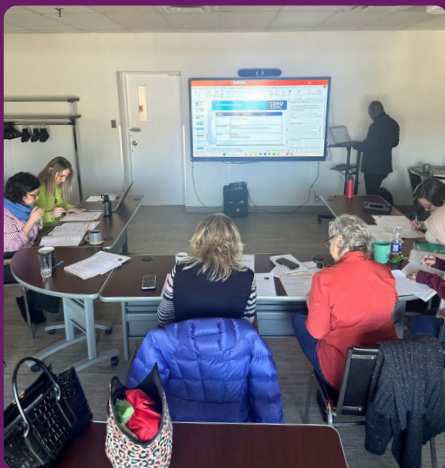
A full training delivered by CSMO-ÉSAC and facilitated by Souleymane Guissé. It enhanced understanding of legal frameworks, cognitive biases, and systemic issues in the community sector. Board members also participated.

PRONOUN 101 (Fondation Émergence):

Training on LGBTQ+ realities, sexual and gender diversity, inclusive workplace practices, and harassment prevention.

RÉAGIR Workshop (Le Chaînon):

Awareness training on domestic violence, its warning signs, and appropriate workplace interventions.



Joint Occupational Health and Safety Committee

A joint committee composed of two staff members and the Executive Director was created to assess and monitor working conditions. Its action plan includes an audit of the workplace and work methods, followed by concrete recommendations. The committee encourages active staff participation and strengthens shared accountability in promoting prevention and healthy work habits.

Team Building and Recognition

Several activities helped strengthen team bonds and recognize staff commitment:

- Visit to the Montréal Memory Museum
- Theatre evening at La Licorne with volunteers and board members (play: *Bénévolat*)
- Holiday dinner hosted by the Executive Director



Our Professional Partners

Several collaborators supported our operations and enhanced our ability to act, including:

- **Oxfam –Québec**
Real estate partner
- **Deneault Robillard**
Accounting
- **Microcomp**
IT services
- **Langlois Avocats, Lavery et Deveau Dufour Mottet**
Legal services
- **Go RH et Totem Recrutement**
HR consulting and recruitment
- **Phil Communications**
Business strategy
- **Riposte**
Strategy and web design
- **Dominique Paré & Teresa Kielczewski**
Training and facilitation
- **Lucia Costanzo**
Video scripting
- **Mathieu Chevalier**
Video production

Our Office: A Living Space and Resource Hub

CABM carefully designed its new offices to promote collaboration, well-being, and dialogue—both for day-to-day work and the delivery of services and events of all kinds. This accessible space (for individuals with reduced mobility) is versatile, welcoming, and vibrant.

→ Closing the 2022–2025 Strategic Plan

CABM concludes a three-year cycle initiated in 2022, marked by significant transformation. In a challenging post-pandemic context, the organization demonstrated agility by refocusing its actions around a comprehensive, human-centered, and integrated approach.

This review provides an opportunity to step back, assess outcomes based on community needs, and extract learnings to guide our contribution to social change in the coming years.

General Assessment

- ✓ Organizational resilience was strengthened despite increased vulnerability in the sector, allowing us to maintain our strategic support role for community organizations.
- ✓ Successful reinforcement of our foundations: governance, internal policies, digital tools.
- ✓ Better integration of our services through a global, inclusive approach aligned with our mission and ecosystem (organizations, funders, volunteers).
- ✓ Inclusive positioning formally adopted in 2024–2025.

Key Achievements by Strategic Axis

Development of Volunteer Support

New coherence across services (matching, training, corporate volunteering)

Launch of a new internal volunteer team

Redesign of training programs for greater accessibility

Organizational Capacity Building

Ongoing website redesign

HR policy review

Implementation of a communication plan

Governance modernization

Some initial plans—like developing a mobile app or offering public-facing trainings—were revised or postponed to better align with field realities and CABM’s internal capacity.

Lessons Learned (2022–2025)

Adversity Can Be a Catalyst for Change

Unforeseen challenges—such as the slower-than-expected return to in-person activities post-pandemic, leadership transition, building-related issues and emergency relocation, and team restructuring—provided opportunities to reassess our foundations, redefine priorities, and implement a meaningful, sustainable organizational transformation.

Investing in Structural Foundations Has Lasting Impact

Internal initiatives (e.g., policies, tools, governance)—often invisible—are essential to ensuring our long-term capacity to support organizations and drive systemic change in our community. This includes being prepared for unexpected developments mid-year.

A Clear, Inclusive, and Mobilizing Vision Is Essential

Adopting a strategic position focused on access, inclusion, and the role of volunteerism in social transformation helped unite the team, guide organizational choices, and better meet funder expectations.



@photo credit: Unsplash, Iwaria Inc

CABM is now better equipped than ever to support change in the community sector. Our practices have gained coherence, accessibility, and relevance. We’ve learned that agility and strong community roots are not contradictory—they are the very conditions for lasting impact.



Our Priorities for 2025–2026: Consolidate, Stabilize, and Strengthen

After a major period of transformation, the year 2025–2026 will mark a phase of consolidation: strengthening our team, stabilizing our practices, and ensuring overall coherence in service of our mission and community. Three guiding pillars will shape our actions:



1. A Holistic, People-Centered Approach Promoting Collective Well-Being

- Strengthen the integration of our services (matching, training, corporate volunteering, and tailored support).
- Provide more inclusive, accessible, and socially responsive engagement pathways for people traditionally distanced from volunteerism.
- Improve the quality of the experience for both volunteers and member organizations.
- Enhance our internal practices based on equity, diversity, and inclusion (EDI) principles.
- Begin measuring community impact, focusing on effects on individuals and environments.



2. Social Transformation and Cross-Sector Collaboration

- Root our role as a driver of change by expanding our capacities in coordination and community mobilization.
- Actively contribute to collective and cross-sectoral projects, particularly around mental health, aging in place, immigrant inclusion, and food security.
- Support nonprofits as they adapt to new volunteerism realities through social innovation and strategic support approaches.
- Develop shared tools, co-designed with our members, to encourage resource-sharing across the network.



3. Sustainability, Autonomy, and Strategic Development

- Diversify funding sources, notably through philanthropic partnerships, value-added services, and a corporate membership program.
- Establish a sustainable support structure for the newly repositioned corporate volunteering program, anchoring it in a collective impact logic.
- Reinforce our administrative and operational structure to better respond to growing demand and funder expectations.
- Actively prepare our next strategic plan (2026–2029) through a participatory process aligned with our mission and sector needs.

→ Acknowledgements

The Centre d'action bénévole de Montréal extends its heartfelt gratitude to the partners who made it possible to fulfill our mission in 2024–2025.

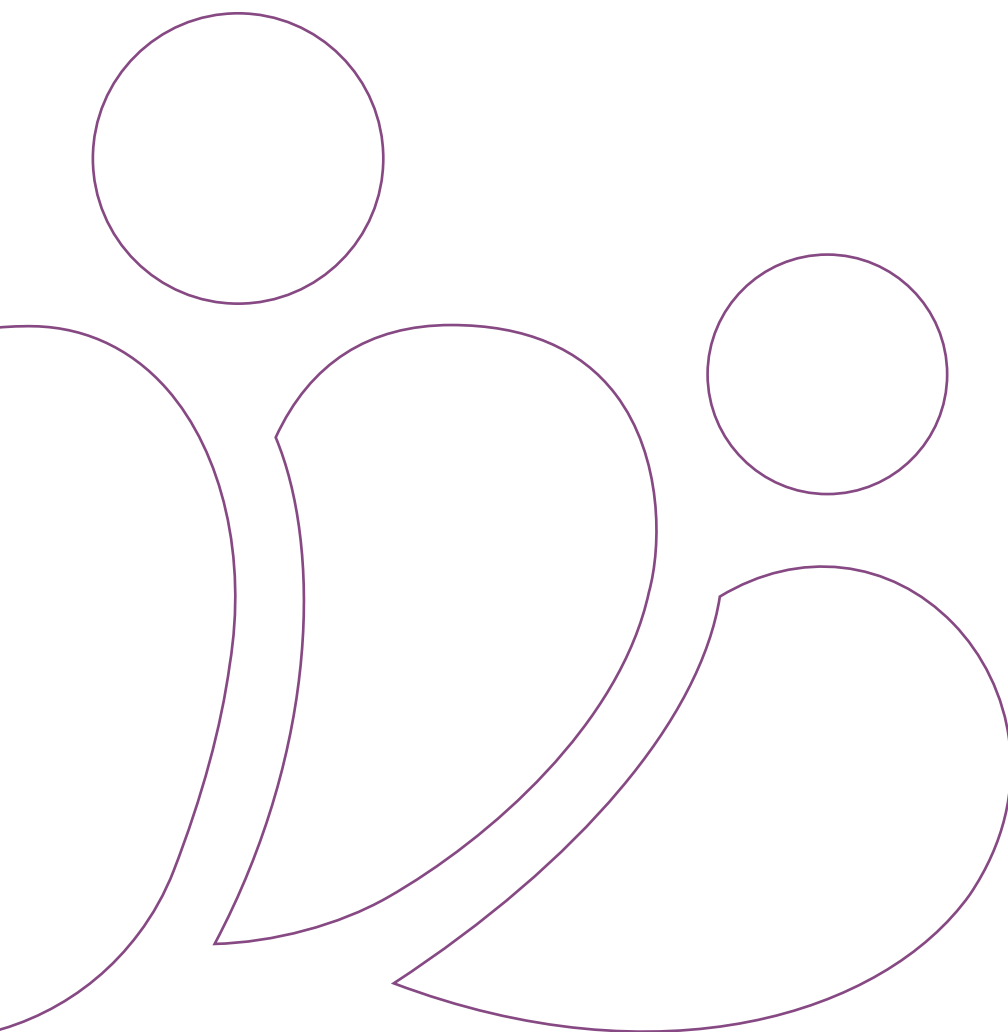
We sincerely thank the CIUSSS du Centre-Sud-de-l'Île-de-Montréal for its continued support through the Programme de soutien aux organismes communautaires (PSOC). This essential contribution allows CABM to support volunteers and community organizations with consistency and sustainability.

We also acknowledge the unwavering commitment of Centraide of Greater Montréal, whose support strengthens our overall mission and our efforts to build capacity in the community sector, notably through skills-based and corporate volunteering.

A sincere thank-you to the Altru Foundation for its loyal support, and to the City of Montréal, whose aid to nonprofit tenants helps maintain welcoming, accessible, and safe spaces for community life.

Finally, we thank all individuals, partners, and donors—such as the Laurentian Bank and Akonovia—who, through their trust and support, contribute to the visibility and impact of volunteerism in Montréal.

Your contribution fuels our capacity to innovate, connect, and transform.



Independent Auditor

As in previous years, our financial statements were audited by an independent firm in compliance with our commitments and obligations.

Auditing firm for 2024–2025:

APSV CPA Inc.

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→ Note on AI Use

Portions of this report were drafted with the support of artificial intelligence (ChatGPT) to improve efficiency, clarity, and accessibility. All content was reviewed and approved by the CABM's human team.



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