

ANNUAL REPORT
2016 · 2017

AWAKENING HOPES AND DREAMS



SHARE THE
WARMTH



WELCOME

to Share the Warmth, a community centre located in the heart of Montreal's Southwest borough where people come together for friendship and to make positive change happen both at the individual and community level. Sharing is at the core of who we are – we share food, music, the love of learning, and work – so that the whole community benefits.

This annual report attempts to tell the story of the past year in the life of Share the Warmth and its members. Thank you for taking the time to learn more about our work in the community.

If you are looking to invest somewhere that will provide a clear social return for your donation of time or finances, we need you. If you are looking for support or you know someone who is going through a difficult time, we're here. We invite you to share in our vision of a vibrant community. Come and see us. Get involved.

Fiona Crossling
Executive Director

Rod Matheson
Board Chair

51%

of youth
in Point Saint-Charles
do not finish
high school.

37%

of people in our community live below the poverty line



Children represent

33%

of the people we serve
at our food bank



TABLE OF CONTENTS

Our Mission, Our Vision, Our Approach	7
Impact Measurement in a Nutshell	9
Priority #1: So We Can All Learn and Grow	11
Priority #2: So We Can All Eat	17
Priority #3: So We Can All Work	22
Volunteers: Our Most Precious Asset	22
Fundraising and Special Events	23
Warning: Construction Zone	24
Statement of Financial Position	25
Staff, Board of Directors	26
Donors	26



OUR MISSION

Our mission is to awaken hopes and dreams in the community through excellence in programming that fosters the overall development and success of youth, increases access to food security and health for all, and offers work training programs.

OUR VISION

Inspired by the vision of a vibrant community where all members reach their full potential and achieve their dreams, Share the Warmth's priorities are:

- The overall development and success of youth
So we can all learn and grow
- Food security for all, with special attention to school-aged children
So we can all eat
- Employment and job readiness training
So we can all work

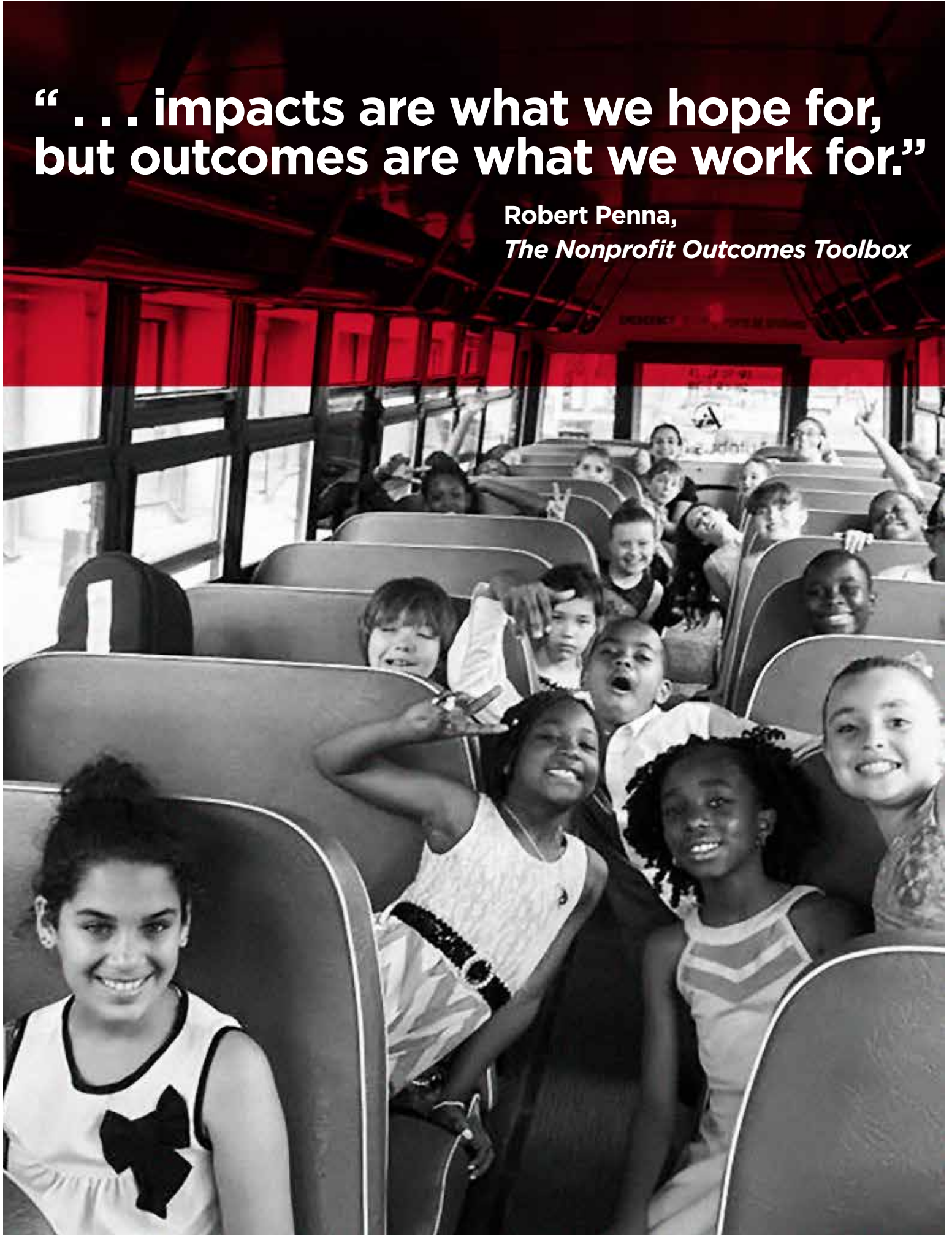
OUR APPROACH

In recent years Share the Warmth has shifted its focus from charity to development. The board and management came to realize that a pure charity model does not have the long-term impact in people's lives that the organization is striving for. In some cases, the generosity of the past can perpetuate, rather than transform, the reality of poverty. Share the Warmth therefore began evaluating its programs with a focus on development (as opposed to charity). This shift in focus has not meant that old programs were abandoned (we still need to eat!), but that in every case, the work must lead to greater autonomy and member involvement.

At the core of our approach is the belief that together, we can fight hunger and poverty.

**“ . . . impacts are what we hope for,
but outcomes are what we work for.”**

Robert Penna,
The Nonprofit Outcomes Toolbox



IMPACT MEASUREMENT IN A NUTSHELL:

Navigating Inputs, Outputs, and Outcomes

Impact measurement has become the new mantra in the non-profit sector. Donors, foundations, and other stakeholders have made it clear that they want charities to measure and report concrete results. This allows them to see how their money is being used and what impact they have in bringing about positive change in society. Likewise, Share the Warmth needs to see how our work helps to achieve positive change and where further improvements are needed. But what exactly does impact measurement involve?

Inputs, outputs, outcomes and impacts

- **Inputs are what the organization invests in a program or service**, such as financial resources, staff and volunteer hours, and so on.
- **Outputs are what the program produces, and are usually statistical in nature.** Output measurements are typically straightforward and relatively easy to collect. The fact that our School Food Program provides healthy meals to 1,700 hungry schoolchildren per week is an example of an output.
- **Outcomes involve measuring or evaluating the impact or effect a program has on the people it serves.** It is an intermediate effect or the change that occurred because of a given program. The fact that children in our Tutoring & Bursary Program improved their math scores by 4% is the example of an outcome.
- **Impacts are long-term or indirect effects**—what we hope our efforts will achieve. However, they are often difficult to measure because they focus on progress made on broader social issues. Let us look at an example of a child participating in our Tutoring & Bursary program: if our program helps improve language and math scores (output) and thus children participating in the program will be more likely to finish high school (outcome) and potentially go on to post-secondary education (outcome), eventually securing better employment and thus long-term security (output), this would eventually help reduce poverty in the area (impact). But how would this be measured? How do we know which other factors contributed to these results? This type of impact is tougher to measure.

Impact Measurement and Share the Warmth


While measuring impacts is a crucial part of evaluating the success of our programs, we need to be realistic about the constraints of this approach. Impact measurement is difficult because outcomes are often affected by events outside our control, and impacts require a level of expertise and a commitment to studying outcomes over a long period of time. As Share the Warmth lacks the resources to conduct these types of studies, we have teamed up with universities in almost all our program areas. These partnerships mean we can benefit from the expertise and methodologies of others to effectively study our programs and the impacts they have on the community. We have also migrated all our databases to Salesforce, which provides easier tracking and measurement, integrating all program and fundraising data in a secure place.

A few of our key partnerships include:

- McGill University's DataDive, that analysed all program and financial data for the past five years.
- McGill University's Department of Family Medicine: six PhD students will conduct studies and evaluate the impact of our music program on young participants through a series of games and other assessment tools.
- McGill University's School of Human Nutrition: master's students helped us with the FoodFit program and studied the impact the program had in the lives of participants.
- McGill University's Faculty of Nutritional Science: interns in the bachelor's program help us develop recipes and plan food budgets.

Hacking for Social Impact

In March 2017, Share the Warmth was the subject of McGill University's first *DataDive for Social Impact*, a hack-a-thon style event where participating teams hacked into five years of Share the Warmth's data to provide insights on specific challenges and questions. Students and experts addressed the impact of Share the Warmth's programs and compared them to donation trends in an effort to understand trends in the work being done by the organization and where donors were focusing their support.



“Music may be the activity that prepared our prehuman ancestors for speech communication and for the very cognitive, representational flexibility necessary to become humans.”

Daniel Levithin,
This Is Your Brain on Music

PRIORITY #1:

So we can all learn and grow

Bringing About Change through Music

Music has an impact on so many facets of a child's cognitive development, particularly the acquisition of language and reading skills. In 2013, Share the Warmth adopted the El Sistema approach, a widely recognized international program developed in Venezuela in 1975 to meet the needs of the country's most underprivileged youth. The program focuses on peer-to-peer teaching, group learning and participation in orchestral ensembles, while keeping music and musical education fun. The aim of our program is to build self-confidence, foster each child's independence and creative spirit, encourage teamwork and respect, and help develop perseverance and social skills. It is above all a creative outlet through which young musicians can express themselves in the context of healthy community.

THE YEAR IN MUSIC

120

students learned to play an instrument,
75% of whom are from lower income households

70

children learned the piano or guitar
once per week

50

children learned the violin, viola, cello, or guitar
four times per week

70%

of children said they were happier since joining
our music program

89%

of parents said their children behave better at
home since joining the program

100%

of parents said their children have better self-
confidence since joining the program

Children showed a lot of enthusiasm for the
program, particularly the El Sistema program
where the average attendance was

96.6%

Cultural Outings and Partnerships

This year, our young musicians were treated to a variety of cultural activities and outings. They were invited to the **Bal des enfants** of the **Orchestre Symphonique de Montréal** and **Disney on Ice**. The **Forestore Guitar Ensemble** and the **Orchestre Symphonique de l'Agora** also gave free concerts at Share the Warmth for both our young musicians and the community.

Celebrating Music and Canada's 150th Anniversary

Students in both programs played a series of concerts throughout the year to show their family, friends, donors and the community the progress they have made throughout the year. These concerts provide opportunities to boost children's self-esteem and to teach them to take pride in their hard work.

A partnership was also developed with the Garage à musique du Dr. Julien, a music program in Montreal's Hochelaga-Maisonneuve borough. With a grant from the Foundation of Greater Montreal, the programs showed off the work of their young musicians with two end-of-year concerts in June. This joint initiative, aptly called *Communautés de concerts*, evoked the spirit of inclusivity and diversity promoted by Canada's 150th festivities.

Making Friends and Learning to Play an Instrument

Music classes at Share the Warmth are all taught in small groups. This model teaches participants to work together, to respect one another, to collaborate, to become more independent and to develop leadership skills. Friendships are also forged over a shared love of music and participants develop a strong sense of belonging to the program. Music, above all else, provides an outlet for creative expression, helping them better manage their emotions and stress.



Success story: Music

Music Helps Build Confidence

A very shy, young student really opened up to the other children this year. It was her first year in the program and it usually takes time for this student to make friends. She would often be on her own and not speak much, being really shy by nature. Over the last year, she started making more of an effort to join the group and be more sociable. By the end of the year, she was part of a group of friends and was proud and excited to take to the stage at the end-of-year concert. Her parents told us how the music program really helped her gain confidence and develop her self-esteem.

Music: A Form of Natural Therapy?

Another of our young violin students was diagnosed with Attention Deficit Disorder. She has been part of the music program for two years now and her progress is incredible. She seems to improve on a daily basis. Since she joined the program, her parents report that she is calmer, especially at the end of the day when her medication wears off. In music class she is a model student: she follows the teachers' instructions and really applies herself. This year she even took on a mentorship role with the younger students. During violin or orchestra class, she loved being in charge of a group of young musicians. And she made them work hard! She has gained so much confidence. She has worked hard all year long and it has paid off: for the second year in a row she was awarded a summer scholarship for music camp!

What do like best about the El Sistema program?

- "My friends and my guitar"
- "The viola"
- "My violin lessons"
- "The tutoring sessions"
- "The orchestra class"
- "I like playing in concerts"





The Path to Academic Success

Early Intervention for At-Risk Students

Share the Warmth's Tutoring & Bursary program was developed in 2015 in response to the high dropout rate in Point Saint-Charles (one of the highest in the province)¹. After consulting school administration, educational experts, and teachers, we realized that earlier intervention would contribute to better results. We therefore concentrated our efforts during the pilot year on tutoring children in grade 6 who had academic averages lower than 74%. Research shows that grades typically drop by 10% when students transition from elementary to high school, which can lead to discouragement and eventual drop out.

Small Changes Can Make a Big Difference

We implemented two major changes at the beginning of the last school year, which have positively impacted the program. The first change was to increase participation to grade 5 and 6 children who are experiencing difficulties in school (in the pilot year we only worked with grade 6 students to test the model), which now allows us to reach more children in all three local elementary schools. The second change was to move the tutoring sessions from Share the Warmth's premises to two area schools. This logistical move significantly improved attendance levels, with tutors reporting far less absenteeism. The main objective of the program is to ensure that students successfully navigate the important transition from elementary to high school equipped with the social and study skills required to succeed.

Success story

"I was preparing the end-of-year celebration that we have for all our bursary recipients, and I wanted to have a student come up on stage with me to explain to the audience what the Grade 5&6 Tutoring and Bursary program is all about. I asked the child who I knew was the most outgoing and the best speaker if he would agree to help me (of course he accepted). However, what I did not expect was that another student in my tutoring group who was quite shy, quiet and took a long time to come out of his shell took it upon himself to ask me if he could also come on stage and speak about the program at the event. He said he had a fear of public speaking and he finally felt ready to conquer his fear. I agreed and, on the night of the ceremony, although he was very nervous, this young man came up on stage and spoke very well in both English and French. I was so

proud that throughout the year he had gained enough confidence and come out of his shell enough to do that. I think that shows that the relationship that we as tutors create with our students is so precious, and that is why it is so important to us to work with them in very small groups. Not only so that we can make sure they all get the academic support that they require, but also so that a relationship of trust can be established between tutors and students that allows the students to really develop in a space where they feel safe and comfortable."

Ruby Clark, Youth Program Coordinator

What do you like most about the tutoring program?

"Talking with the tutors"
"Working on homework"
"They help me with my homework"
"It helps me finish my homework"
"The tutors"
"We have fun and we get our homework done"
"Reading"
"That we can finish our homework"

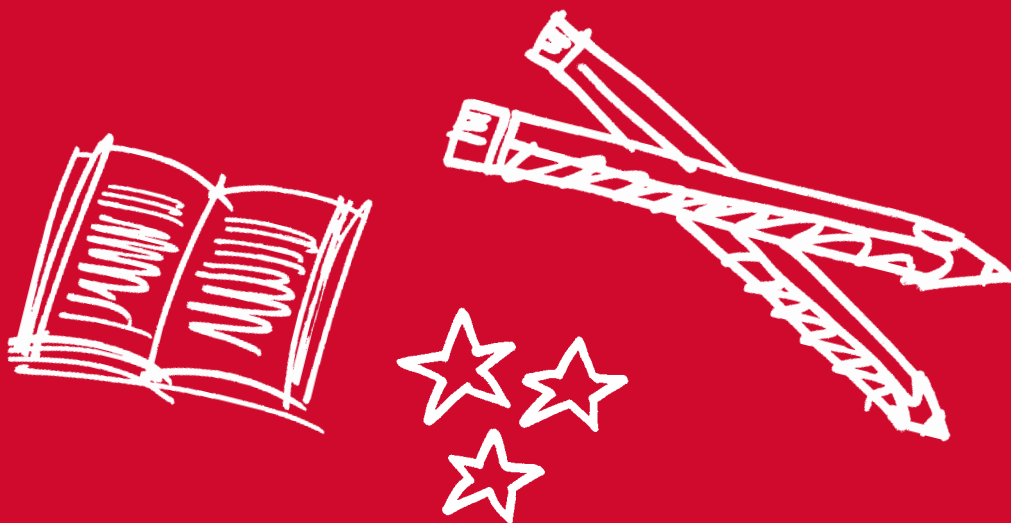
What would you tell others about the program?

"You should participate if you need help", "It helps you pass your classes", "Come if you need help"

The parents

"My child is happy", "I liked that it starts directly after school", "(My child) has support with classwork from the caring and patient tutoring staff at Share the Warmth", "My son is more comfortable with his math assignments"





42 children registered for the Tutoring & Bursary program this year

•

The program is offered to all three Point Saint-Charles elementary schools

•

Attendance went up this year in every school compared to last year

•

École Charles-Lemoyne attendance went from 89% to 95%

•

École Jeanne LeBer attendance went from 64% to 88%

•

St. Gabriel School attendance went from 64% to 89%

•

- 
- **1,400 people rely on our food bank for food assistance each month**
 - **30% of food bank users are under the age of 18**
 - **The majority of Share the Warmth's food bank members can only afford to spend between \$1 and \$4 on fresh fruit and vegetables each week**
 - **60% of food bank members only eat between 5 and 7 servings of fruits and vegetables per week**

PRIORITY #2: **So we can all eat**

Food Insecurity: an Ongoing Issue in Montreal

With the rising cost of living, food insecurity remains a major issue in Point Saint-Charles and Montreal's Southwest borough. Furthermore, the closing or reduction in services of food banks in surrounding areas means Share the Warmth's food bank saw its numbers rise to 1,400 people per month in 2016, 30% of whom are under the age of 18. This trend continued into 2017. Share the Warmth is committed to ensuring everyone has access to sufficient, healthy food. We strive to improve this access through all of our food security programs, while strengthening the autonomy of our members.

The Food Bank: Moving Toward a Customer Choice Model

20% of members use the food bank each month, while 80% use it between one and four times a year.

The Food Bank priorities are to:

- Create an inclusive space where everyone is welcome.
- Increase understanding of the power of good food and a healthy lifestyle.
- Increase access to fresh food and vegetables by creating more connections with farmers.

This past year Share the Warmth began adopting a distribution model based on members choosing what items they would like in their food boxes. Many food bank users, in fact three to four times the rates among the general population, suffer from various health conditions, the most common being hypertension and diabetes. For anyone with these health issues, diet is critical. The goal of our approach is thus to first allow members to pick what they need and want. For example, a family of one to three people would typically get one can of legumes in their box. They can now choose whether they want chickpeas, beans, or lentils. This approach also creates a sense of empowerment and dignity for members while helping to reduce waste. So far, Share the Warmth's food bank has implemented customer choice in eight food categories resulting in lower costs while increasing member satisfaction. The money saved is redirected to other food purchases.

Feeding Hungry Children in 17 Montreal Schools

In 1993, a teacher at James Lyng High School in Saint-Henri asked Share the Warmth for help. He noticed several students were coming to school hungry. That year, our School Food Program was born. Over the years the size of the program grew according to the needs of schools that lacked funding to serve hungry students. This year healthy meals and snacks were provided to 17 schools in the Montreal area, reaching close to 1,700 students per week. All meals are made fresh in our kitchens by our staff and a team of dedicated volunteers.

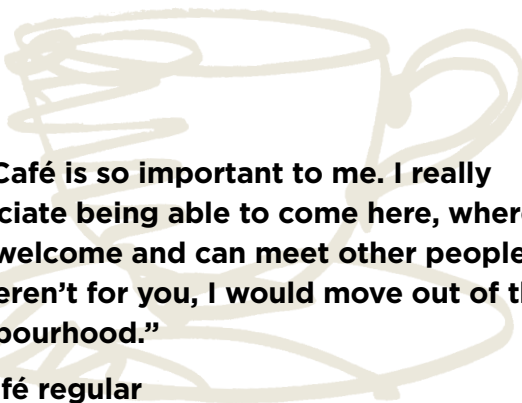


87% of elementary school students and 86% of high school students said the School Food Program was a good idea and they want to keep it in their school.



“At St. Monica’s, we are thankful and humbled for the support that Share the Warmth provides. Your assistance has a dramatic impact on the lives of the children and parents who are going through difficult and emotional financial times. Because of your support, our students no longer come to school on an empty stomach. This has directly improved their behaviour, attention span, and ability to learn. Our heartfelt thanks to your wonderful organization.”

**Avice Roberts-Joseph,
St. Monica School, Montreal**



“The Café is so important to me. I really appreciate being able to come here, where I feel welcome and can meet other people. If it weren’t for you, I would move out of the neighbourhood.”

- A Café regular

Coffee and Conversation

The community Café was created to provide our members with better access to healthy, nutritious meals but also to create a warm and welcoming space where people can socialize. Open daily from Monday to Saturday, the Café serves vegetarian breakfasts and lunches for as little as \$2. The Café is also a social gathering place, where community members can enjoy a cup of coffee in the company of friends. This goes a long way in breaking the cycle of isolation often associated with poverty.



The Terrace: Buzzing with Activity



Our Wednesday barbecues are especially popular. Members, staff, friends, and people who work in the area can enjoy a delicious meal, the warm weather, and fun atmosphere.



Vegetables and fresh herbs are grown on our terrace and in the back courtyard. The harvest is used in our Café meals.



A brand new pay-what-you-can fruit and vegetable market was launched at the end of June.



Pilot Projects

A Pay-What-You-Can Fruit and Vegetable Market

Share the Warmth launched its new fruit and vegetable market in June, making fresh produce more accessible to its members and the local community, while reducing food waste from local markets. This weekly market has adopted a pay-what-you-can model after we learned that most food bank members could only afford to spend between \$1 and \$4 on fruit and vegetables each week.

The market also aims to reduce food waste by partnering with the Corbeille Bordeaux-Cartierville to collect unsold produce from over 20 local farms. Over the past two years, the Corbeille had access to 49 tons of donated fruit and vegetables, redistributing 6.2 tons to partner organizations, 75% of which was in excellent condition.

Reducing Waste: Food Transformation

The partnership with the Corbeille Bordeaux-Cartierville means we now have access to large quantities of donated fruit and vegetables. While most of the produce is in excellent condition, any items that cannot be sold at the market are now being transformed in our kitchen. The results so far have included pickles, soups, vegetable stocks and others. As the summer harvest continues to roll in, our community chef will also organize jam-making sessions and other activities.

Fun in the Kitchen

Adult FoodFit Cooking Workshops

The FoodFit program is a free 12-week program developed by the Community Food Centres of Canada (CFCC). As a Good Food Organisation with CFCC Share the Warmth offered two sessions this year. It is aimed at low-income community members who face barriers to eating healthy food and participating in physical activity, but who want to make lasting lifestyle changes. The program combines fun, hands-on cooking sessions and food-based activities with take-home recipes, easy-to-understand nutritional information, group exercise, and shared meals.



New Youth Cooking Workshops

Youth cooking workshops based on the FoodFit model started this year. Offered twice per year, the workshop welcomes children and parents between the ages of 5 and 14 and teaches them how to prepare simple healthy recipes in a fun atmosphere. The workshops are organized as follows:

- **30 minutes of exercise**
- **15 minutes of nutrition education**
- **1.5 hours of cooking**

A few statistics from our youth cooking survey:

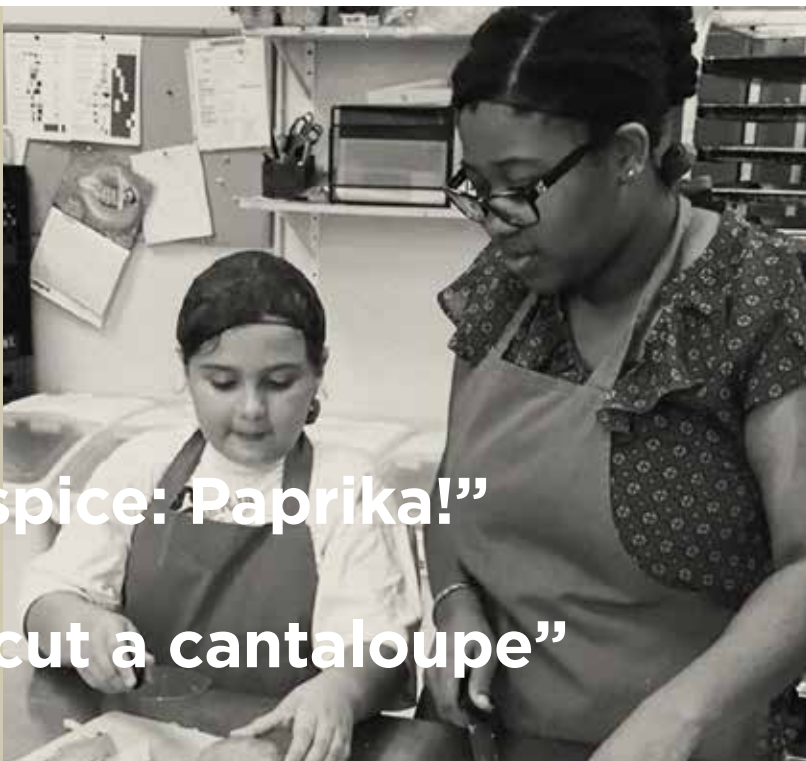
- 25 children between the ages of 5 and 14 signed up for the spring workshop
- 79% of participants made a new friend in the workshop
- 65% of participants would recommend the program to their friends
- 71% of participants said they make healthier choices

Success story: Nooshin

"I first came to Share the Warmth for food assistance. I discovered a safe place where everyone was respectful of people's situations. I wanted to get involved. My volunteering allowed me to practise my English and French, to meet incredible and generous people, and to make new acquaintances, breaking my isolation as I was new to the neighbourhood. I was asked to join the FoodFit program and this experience was extremely beneficial for me. I learned to eat better and to take better care of myself. I took control off my health and I feel so much better now. I feel healthier. I really like Share the Warmth and I feel good coming here."



Nooshin Asgharzadeh,
Member and Former
FoodFit Participant



“I discovered a new spice: Paprika!”
“I ate less fast food.”
“I now know how to cut a cantaloupe”



PRIORITY #3: So we can all work

Job Creation

Our mission focuses on fighting the root causes of poverty and hunger. Securing steady, permanent employment is a key to long-term financial stability. Our work training programs focus on coaching participants, many of whom have little to no work experience, and helping them develop social and work skills. Share the Warmth has offered work-training and pre-employability initiatives for many years. Recently, as part of these initiatives, we created two work-training positions within the organization.

Community Positions

These part-time positions are offered in customer and janitorial services and are available to members of the community who have been on social assistance programs for prolonged periods of time. The goal is to offer participants the opportunity to acquire work experience, build confidence and ultimately encourage them to return to, or enter, the job market.

Emploi-Québec's PAAS-ACTION Program

Share the Warmth also participates in Emploi-Québec's PAAS-ACTION program. The program is geared toward people on social assistance who want to return to the job market. It assists them in learning and developing new skills and prepares them for a work-training program or even a permanent job. There were currently eight positions in our organization in 2016-2017. Two additional positions will be added for the coming year.

Success story: Grant



For over 20 years, Grant worked in the kitchen of Magnan Restaurant & Tavern, a true institution in Point Saint-Charles. With the sad news that Magnan was closing its doors, Grant found himself among the 65 employees who lost their jobs in 2014. After a difficult period, Grant registered for Emploi-Québec's

PAAS-ACTION program, a work-training program that helps people re-enter the job market. Much to our delight, Grant came to work in Share the Warmth's kitchen, where his culinary talents were appreciated by all. Having completed the program successfully, Grant got a job this past May at a popular restaurant on Mont-Royal Avenue.

Volunteers: Our Most Precious Asset

With the hustle and bustle of everyday life, we understand that time is a precious commodity. That is why we are extremely grateful to all our amazing volunteers. Without our volunteers we would not be able to do the work we do.

Our volunteers work in the food bank, at the Café-Boutique, with children and youth, and help us during special events. We are always looking for individuals or groups to give their time and energy.

Success story: Catherine

"I started volunteering at Share the Warmth over a year ago. I wanted to give time to a community organization that worked in my field of study to gain experience. While I was researching organizations, I found Share the Warmth and I quickly realized that it was a well-known organization, well-liked and essential to the neighbourhood and the area. I decided to volunteer at the food bank a few hours per week. I met extraordinary people: the staff, other dedicated volunteers and the friendly members with whom I quickly formed a bond. I had the opportunity to learn a lot in very little time: about the organization, the members, and the needs of the community. I also learned a lot about myself. Today, I'm learning even more and developing my skills even further as an employee. As a participant in the Canada Summer Job Program, I'm working as a community animator for the summer. Working every day with members whom I have gotten to know over the last year is a great joy. Share the Warmth allowed me to gain a lot of knowledge and to develop more self-confidence and confidence in my work. I learned to put my fears aside and just go for it. I'm very grateful for this opportunity."



Catherine Desroches,
Canada Summer Job
Program Participant
and Volunteer

Fundraising and Special Events

Share the Spirit

Share the Spirit is our annual pre-Christmas fundraiser. A cocktail, reception and silent auction are held at Share the Warmth in early November. In 2016, we raised \$38,000 for our programs.

Running for a Good Cause

Share the Warmth participates in the annual Scotiabank Charity Challenge, an event that encourages participants to raise money for their favourite charities. This past April, the Share the Warmth team walked or ran in the 5K, 10K or half marathon. The event raised over \$15,000 for our youth programs.

Partageons la PUCK

The first edition of Partageons la PUCK, a hockey fundraiser, was held in November 2016. The two hockey teams, coached by Montréal Canadiens GM and Share the Warmth spokesperson Marc Bergevin and NHL legend Guy Lafleur, faced off against each other at the Point Saint-Charles arena in a friendly game raising \$45,000 for our youth programs.



Table of Hope

Table of Hope is our largest fundraising event. This gastronomic gala raises money for the School Food Program. Guests are treated to delicious food and drinks from some of Montreal's best restaurants and beverage providers. This year, the gala was held at the Salon Richmond and netted \$110,000 for the School Food Program.



Lessons in Giving from Two of Share the Warmth's Youngest Fundraisers



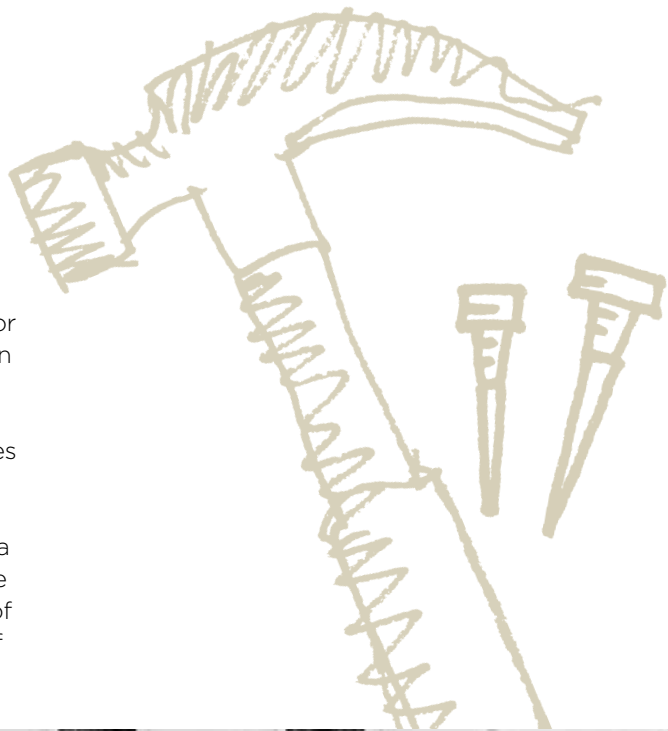
When Olivia turned 10 last February, she wanted to do something special for people in need in her community. She asked her family, friends, and classmates at Children's World Academy and her father's colleagues at the Douglas Hospital to donate non-perishable goods. She came by the next day to drop off all the food she had collected for our food bank.



For Mother's day, 9-year-old Aaron organized a special fundraising breakfast at his school. He enlisted the help of his mother and other parents to bake muffins. Over 100 people attended the breakfast and gave generously. Aaron raised \$1,060.25 for Share the Warmth's food security programs.

Warning: Construction Zone

Since 2014, Share the Warmth has been undergoing major renovation work: excavation of the foundation, restoration of the bell tower, replacement of windows and doors, remodeling of the food bank space, and more. We are now entering the fourth phase of the work, which includes the renovation of the hall on the second floor, renovation of the bathrooms, and other interior work. We are very fortunate that our friends at Kodem, the Association de la Construction du Québec, Pomerleau and Lemay, to name only a few, have helped us not only with a large portion of the work but also with securing the help and expertise of other companies.



In April, members of the Association de la Construction du Québec were invited to Share the Warmth for an evening with Marc Bergevin, GM of the Montréal Canadiens and Share the Warmth spokesperson. The goal of the evening was to invite specialised construction companies to share their expertise. Over 30 companies have since committed to donating their time and expertise to get the job done!

Fine Arts students from Concordia University turned pieces of stained glass, discarded from our renovations, into beautiful works of art.



Statement of Financial Position

A LOOK AT THE NUMBERS...

This table presents comparative financial information for 2017 and 2016.

Fundraising efforts are ongoing to cover the remaining building repair costs. Grants (PR@M and PIEC) will only be received once the renovations are complete. On June 30, 2017 \$325,000 had been drawn on the line of credit of \$500,000.

89% of in kind donations are from two donors: Montreal Harvest (\$302,965 in donated food) and Fossil Group (\$194,776 in materials for social economy projects). Montreal Harvest donates food every year, however this year they requested that the value of their donation be included as a contribution in kind in the financial statements. These amounts are included in food bank and café-boutique expenses respectively.

	June 30, 2017	June 30, 2016
Assets		
Cash	\$ 206,124	\$ 187,589
Investments	-	54,496
Accounts receivable	87,765	57,362
Prepaid expenses	3,869	5,277
	<u>297,758</u>	<u>304,724</u>
Property, plant & equipment	1,746,193	1,171,798
	<u>2,043,951</u>	<u>1,476,522</u>
Liabilities and Net Assets		
Bank indebtedness	325,000	-
Accounts payable and accrued liabilities	63,425	238,224
Deferred contributions	578,348	134,670
	<u>966,773</u>	<u>372,894</u>
Net assets		
Invested in property, plant & equipment	1,746,193	1,171,798
Unrestricted	(669,015)	(68,170)
	<u>1,077,178</u>	<u>1,103,628</u>
	<u>\$ 2,043,951</u>	<u>\$ 1,476,522</u>
Revenues		
Fundraising activities		
Contributions in kind	\$ 556,570	\$ 96,544
Donations	500,292	552,717
Special events	280,864	231,144
Other		
Government grants	145,496	75,935
Social economy	131,694	123,229
Estate donations	-	155,502
Other income	41,659	28,434
	<u>1,656,575</u>	<u>1,263,505</u>
Expenditures		
Community programs		
Food Security Programs	650,574	390,032
Social Economy & Work Programs	423,425	223,261
Music & Youth Programs	263,678	294,083
Administration	177,826	173,144
Fundraising activities	87,163	176,134
Amortization	80,359	59,824
	<u>1,683,025</u>	<u>1,316,478</u>
Excess of revenues over expenditures (expenditures over revenues)	<u>\$ (26,450)</u>	<u>\$ (52,973)</u>

Our team

Full-time staff

Emily Balderston
Naouel Bendahmane
Ruby Clark
Anita Lambton / Susan Mingo
Michèle Chappaz
Fiona Crossling
Vanessa Girard-Tremblay
Ekow Intsiful
Émilie Lemieux /Carole Lamirande
Marion Serré
Emma Tilquin (maternity leave)
Katina Vanasse
Nadège Wary

Part-time staff:

Tanina Drvar
Jonathan Dionne
Russell Godding
Denis Tremblay

Music staff:

Solène Derbal
Michel Salvail
Charles Hobson
Ivan Fabara
Lauren Tyros
Habib Zekri
Julie Richardson-Robitaille
Romina Salinas-Munoz
Alexandre Ethier
Benjamin Melgar-Segal
Medad Ernest
Suzanne Larose

Tutors:

Hubert Hamel-Lapointe
Frédérique Alain
Laurent Chicoine
Raphaël Cyrius
Fleurlie Merveille
Thivya Anban

Board of directors

Rod Matheson, Chair
Vice-President at Accord Financial

Janet Michelin, Vice-Chair
Lawyer/Partner at Irving Mitchell Kalichman LPP

Dario Mazzarello, Treasurer
Partner with Jarislowsky Fraser Ltd.

Dominique Chatel, Secretary
Realtor and Foundation Director

Christian Amesse, Director
Principal École Charles-Lemoyne (Retired)

Geneviève Charette, Director
Organizational and Development Consultant

Julie Hamel, Director
Social Entrepreneurship Consultant

Philip Malewski, Director
Consultant, MBacal Group

Carol McFarlane, Director
Small Business Advisor, TD Canada Trust

Stephen Mullin, Director
Co-Owner, Studio du Chateau

Roberto Pietracupa, Director
Director, Wealth Management Scotia McLeod

Fiona Crossling, Executive Director
Share the Warmth

Credits

Text and revision: Tanina Drvar
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Thank you to all our donors!

We are grateful to all the individuals, foundations, corporations and government bodies that support Share the Warmth throughout the year. This list reflects gifts of \$1,000 and more received between July 1, 2016, and June 30, 2017. We would also like to thank the many individuals who participated in the Share the Spirit, Partageons la PUCK, the Scotiabank Charity Challenge, Table of Hope and other events, and all those who wish to remain anonymous. If we have inadvertently left anyone out, please accept our apologies and let us know so that we can correct our information.

INDIVIDUALS

Daniel Ayotte
Courtney Beckerleg
Richard Benzakein
Marc Bergevin
Dominique Chatel
Michael and Kim Davidman
Suzanne Etheridge
Beryl Goldman
Douglass Hanson
William Healy
Geoffrey and Susan Hyatt
Dorothy Keddie
Glenn Kelly
Sophie Latendresse
Olivia Jane De Laleu Leger
Rod Matheson
Dario Mazzarello
Janet Michelin
Mila Mulroney
John and Susan Murphy
Guy Namer
William Quinlan
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Richard Schultz

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 Ministère du Travail, de l'Emploi
 et de la Solidarité Sociale
 (PAAS - ACTION)
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 Ville de Montréal, Ministère de
 l'Emploi et de la Solidarité sociale,
 volet lutte à la pauvreté
 Ville de Montréal Programme
 Réussite @ Montréal (PR@M)
 Ville de Montréal, Service des
 affaires juridiques

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 Bar à Beurre
 Bird Bar
 Bitoque
 Brasserie McAuslan
 Café Barista
 Daboom Desserts
 Dalla Rose Crèmerie
 Deville Dinerbar
 Enoteca Monza Pizzeria Moderna
 Gaufrabec Inc.
 Ichigo Ichie Izakaya
 Imadake (Ichigo Ichie)
 Kolonaki Group
 Le Bird Bar
 Le Rib'n Reef Steakhouse
 le Verses
 Les Thés Tchén Tea
 L'Orchidée de Chine
 Machiavelli
 Mais Soufflé Bad Monkey
 Mandy's Salades Gourmandes
 Miss Prêt-à-Manger /
 Monsieur Resto-Bar
 Monsieur Resto-Bar /
 Miss Prêt À Manager
 Mozza
 Prohibition Bistro
 Rasoi
 Reuben's Deli and Steakhouse
 Rib n' Reef Steakhouse
 Tuck Shop
 Vieux-Port Steakhouse

