



MADA COMMUNITY CENTER - IMPACT REPORT 2025

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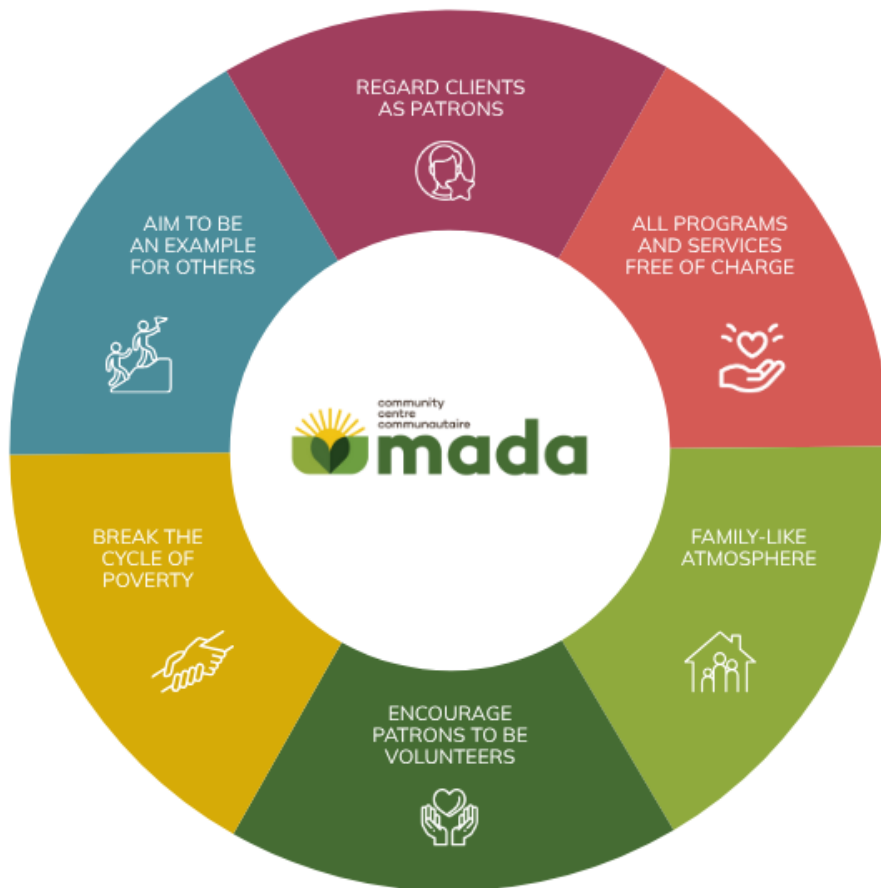
Mission Statement

Powered by unconditional kindness and the belief that we are all family, Mada Centre supports Montrealers in need through the provision of free, nutritious, kosher food and related supports in a dignified manner.



CHARITY MODEL

MADA has always sought to bring our community closer. Grounded in the simple philosophy that “we are all family”, MADA’s core values are as follow





OUR PROGRAMS SERVE OUR MISSION AS FOLLOWS:

“Powered by unconditional kindness”

Our Educational Corporate Team Building Program focuses on cultivating kindness and turning giving into living through interactive seminars that involve learning about poverty and how to respond in an empathic and kind way.

Our Chesed App, launched in 2024 takes the same approach by having parents interact with children reading stories of kindness, and donating coins to charity through the app.

“and the belief that we are all family,”

MADA’s Care & Call program involves calling lonely people in the community, connecting with them, and giving them the feeling that they belong to one large caring family. They are also called and encouraged to attend various in-person meals and events throughout the year through our Holiday programs which make them feel connected to others and cared for like one big family.

“Mada Centre supports Montrealers in need through the provision of free, nutritious, kosher food”

We support **all** Montrealers in need. This is provided through our daily meals in our cafeteria. Breakfast, lunch and dinner are served 6 days a week and are open to everyone.

It is also covered through our *Meals-A-Partager* program where volunteer drivers deliver meals directly to people’s homes as well as the *Shabbat to Share* program for Shabbat meals.



Our *Chez Makolet* program provides food and essential supplies monthly to our clients in need. We also distribute fresh fruits and vegetables weekly. All programs at MADA are provided to people in need for free as stated in the mission.

“and related supports”

This refers to our clothing and furniture programs which help support individuals in need by providing these items free of charge.

“in a dignified manner.”

Client numbers are used instead of names to maintain confidentiality and maintain the dignity of the individuals. Food and Essential Supply Boxes are given out in a discrete way from our center through a window directly into the trunk of a car or dropped off at the individual’s home in an unmarked box. When people come to our center, we do not distinguish overtly between clients and volunteers and donors and visitors so everyone feels at home and can come and go in a dignified manner.

OUR THEORY OF CHANGE

MADA operates on a simple but evidence-based belief: when people living in poverty have reliable access to nutritious food, essential supplies, and human connection, they are better able to stabilize their lives, maintain their independence, and — over time — contribute back to their community.

We target the most acute pressure points of poverty: hunger, isolation, and the financial burden of basic necessities. Our programs are designed to address these simultaneously rather than in isolation, because food insecurity, social isolation, and financial stress reinforce each other.

We believe:

- If individuals and families receive regular, dignified access to food and household essentials (through *Chez Makolet*, *Meals à Partager*, *Shabbat to Share*, and our Cafeteria), then they spend less of their limited income on food, freeing



resources for housing, health, and other needs — reducing financial stress and improving overall well-being.

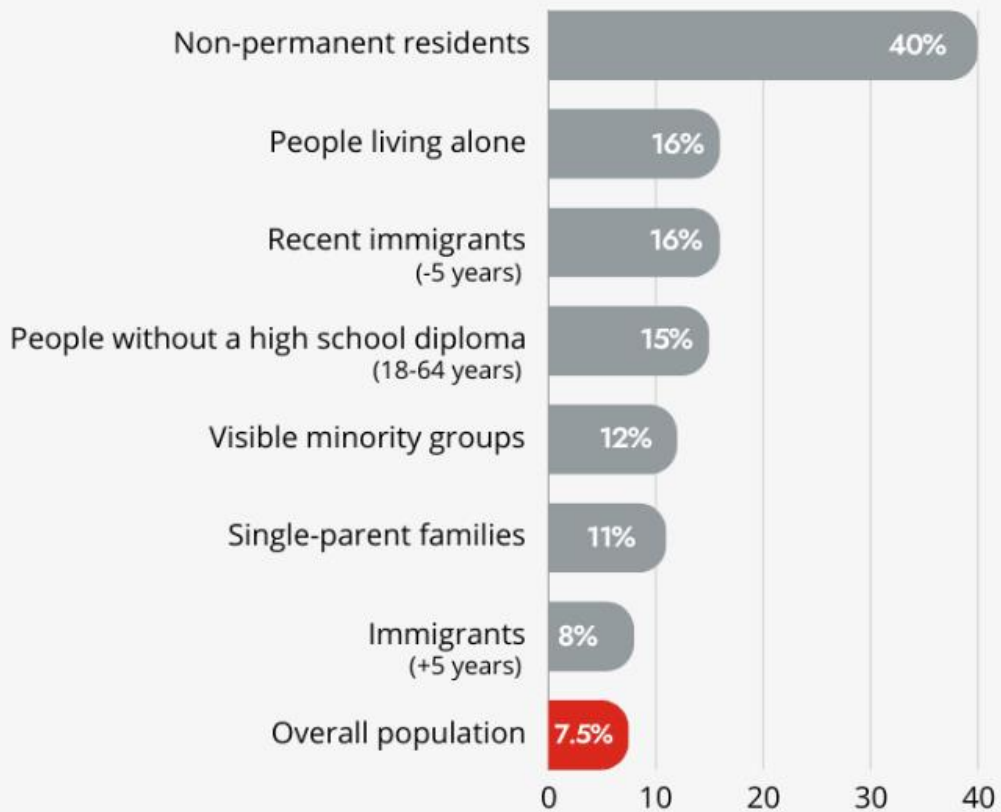
- If homebound, elderly, and disabled individuals receive weekly meal deliveries paired with personal interaction from volunteer drivers, then they are more likely to remain independent in their homes longer, reducing the burden on the health and social care system.
- If isolated individuals receive regular check-in calls and invitations to community events (through Care & Call and our Holiday programs), then they experience reduced social isolation, greater sense of belonging, and improved mental health.
- If families and individuals can access clothing, furniture, and household items at no cost, then they are better positioned to allocate their income toward financial recovery and self-sufficiency.

The cumulative effect of these supports is that clients move from crisis stabilization toward greater autonomy. We measure this progress through annual client surveys, fill-rate and delivery-time tracking, and the growing number of former clients who return as volunteers and donors — the clearest evidence that our model produces lasting change.

POVERTY IN MONTREAL

According to Centraide of Greater Montreal, to avoid poverty in 2025 (as per MBM defined below), a household of two adults and two children would need an after-tax income of \$48,426 in Montreal and a single person would need \$24,212. As per Centraide of Greater Montreal, this represents approximately 315,000 Montrealers below the poverty line. (The Market Basket Measure (MBM) refers to Canada's official measure of poverty based on the cost of a specific basket of goods and services representing a modest, basic standard of living developed by Employment and Social Development Canada.

Poverty rate by population group



In terms of people:

Non-Permanent Residents:	1,679,232
People Living Alone:	671,793
People with a high school diploma:	629,712
Visible Minority groups:	503,770
Single Parent Families:	461,789
Immigrants +5 years:	335,846
Recent Immigrants:	671,700

All of the above groups are at higher risk for poverty compared to the Overall Population of 7.5%.



GREATER MONTREAL IS HOME TO THE MAJORITY (60%) OF QUEBECERS LIVING IN POVERTY.

Some of the consequences of poverty include malnutrition due to lack of funds to afford healthy and fresh food (such as fruits and vegetables), increased health problems, shortened lifespan and many others. Everyone is struggling with the effect of food inflation which increased 25% over the last three years.

MADA seeks to alleviate this burden for those less fortunate by providing fresh fruits and vegetables, daily meals, and food and household supply baskets to help alleviate the financial burden and help people thrive, not just survive.

We also provide good quality donated clothing and furniture to help our clients with their financial situation.

We are pleased to say that in the last 12 months over 100 former clients needed MADA to get through a rough patch and are now autonomous and independent and giving back through volunteering or donations.



OUR OUTPUTS

According to Centraide of Greater Montreal (<https://www.centraide-mtl.org/en/blog/poverty>): 1 in 5 (20%) of people on the Island of Montreal live in poverty. MADA is committed to face this growing-level of poverty.

In 2025, MADA:

- distributed 360,513 Meals A Partager meals (344,844 in 2024)
- distributed 83,092 Chez Makolet Food and Essential Supply Baskets (including diapers, toilet paper, soaps, etc.) (83,960 in 2024)
- serviced 89,310 Shabbat to Share meals (87,880 in 2024)
- distributed 2,452 Pallets of Fruits and Vegetables (2,236 in 2024)
- distributed 34,512 items of clothing (34,074 in 2024)
- distributed 430 pieces of furniture (350 in 2024)
- served 86,996 cafeteria meals (85,436 in 2024)
- distributed 8,455 Holiday Boxes (8,163 in 2024)
- served 2,131 Passover Seder and Rosh Hashanah festive meals at 10 Montreal locations; (2,200 in 2024)
- made 0 calls through its Care & Call program (819 in 2024)



BENEFICIARIES BY PROGRAM

<u>Program</u>	<u>Beneficiaries</u> <u>2025</u>	<u>Beneficiaries</u> <u>2024</u>
Food Bank	7117	7301
Cafeteria	1673	1643
Shabbat to Share	739	845
Meals A Partager	593	425
Furniture	215	200
Clothing	1730	1680
Care & Call	0	49
Holidays	5170	4642
Fruits and Vegetables	462	440

MADA reports its food assistance data through Go Toucan, the standardized digital platform of the Banques Alimentaires du Québec (BAQ) network. MADA's output and beneficiary metrics for food programs are collected and structured in accordance with BAQ's provincial reporting standards, which feed the annual Bilan-Faim report on food insecurity across Quebec's 1,400 food assistance organizations. Because these indicators are also relevant to other food banks and food-security organizations, they help make MADA's results more comparable across the sector.

Our goal for the future is to keep up with the increasing demand caused by inflation and poverty and not leave anyone behind.



OUR OUTCOMES

Definition: The consequences and cumulative effects of a charity's outputs over time on the beneficiaries, communities, and causes the charity serves.

Members = MADA clients

FOOD BANK AND CAFETERIA

FOOD BANK

Monthly Food and Essential Supply Baskets distributed to people in need to help alleviate their financial burden.

CAFETERIA

Three times a day, MADA's Central Cafeteria eases the loneliness and indignity of hunger in an uplifting environment.



Outcome Goals:

To rescue food and save it from going to landfills by distributing to people in need.

Calculation: Tons of food rescued and distributed

	2024	2025	Goal for 2026	Goal for 2027	Goal for 2030
Kgs of Food Rescued	4,201,245	4,531,869	4,600,000	4,700,000	5,000,000



Of the 45 clients who stopped using Chez Makolet in 2025, all reported their financial situation had improved and no longer needed the program.

“I have never seen so many wonderful things in a Food Basket. It’s Incredible. All I have is MADA and I hope it continues. I wish I could do more for you but I can’t. All I can say is thank you very much!”

– MADA client Josh

SHABBAT TO SHARE



CAROLE & ANDY SHABBAT TO SHARE

Every week our devoted volunteers arrive with a beautiful Shabbat meal for a friendly visit with our elderly patrons with special needs.

Outcome Goal: To make sure all of the Montreal Senior Jewish Community living below the poverty line are provided with weekly Shabbat to Share boxes:

*Poverty line = Low Income Cut Offs as per Statistics Canada



Calculation:

Shabbat to Share recipients / Montreal Jewish Seniors living below the poverty line as per the National Household Survey Analysis of The Jewish Community of Montreal

	2024	2025	Goal 2026	Goal 2027	Goal 2030
Shabbat to Share recipients	845	739	1,000	1,200	1,583
Montreal Jewish Seniors living below the poverty line	3165	3165	3165	3165	3165
% covered	28%	23%	32%	38%	50%

“I received a beautiful Shabbat food package, yummy, elegant and mouthwatering.

Thank you from the bottom of my heart”

– MADA client Sheila



MEALS A PARTAGER





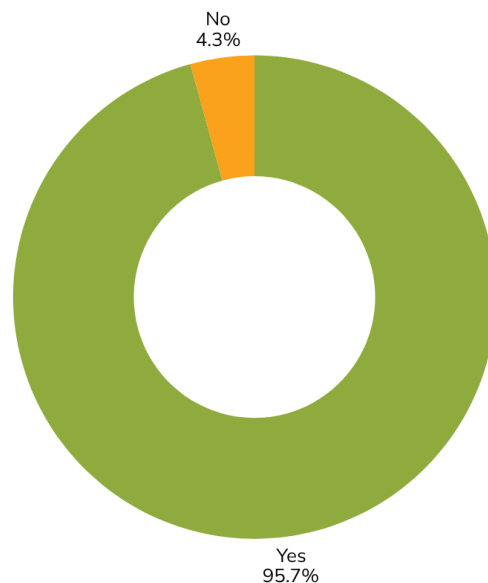
MEALS-A-PARTAGER : For the elderly or disabled, Mada's MEALS-À-PARTAGER program can turn the demanding daily routine of preparing breakfast, lunch and dinner into the simple pleasure of sitting down and enjoying ready-made nourishing kosher meals... every day of the week! Meals-À-Partager is a Program that delivers healthy, fresh and nutritious meals weekly to people in need at no cost.

Outcome Goals: Help all MAP recipients to remain independent and increase their quality of life.

70 recipients were surveyed, 67 out of 70 said yes to the following question:

Have the meals contributed to an increase in the quality of your life?

Have the meals contributed to an increase in the quality of your life?





Key insights:

- **Extremely High Positive Response:** A resounding 95.7% of participants indicated that the meals have contributed positively to improving their quality of life.
- **Very Limited Negative Feedback:** Only 4.3% of respondents felt that the meals did not contribute to an improvement, reflecting minimal dissatisfaction.
- **Strong Validation of the Program:** This overwhelmingly positive feedback highlights the effectiveness and impact of the meal program in enhancing recipients' well-being.

Have the meals helped you remain independent?

70 recipients were surveyed, 68 out of 70 said yes to this question

Have the meals helped you remain independent?





Key insights:

- **Strong Positive Impact:** A significant majority of participants (97.1%) reported that the meals have helped them maintain their independence.
- **Limited Negative Responses:** Only 2.9% of respondents reported that meals did not help in this regard, indicating very limited dissatisfaction or differing circumstances.
- **Evidence of Effectiveness:** The high proportion of affirmative responses underscores the positive role of the meal program in supporting participants' independence.
- **Program Effectiveness:** This high level of positive impact reinforces the program's value in empowering vulnerable populations through nutrition and support services.
Alignment with Social Goals: The findings support continued investment in meal services as a means to reduce dependency and promote independent living among recipients. These insights emphasize the program's effectiveness in enhancing independence, a core objective for community health and social support initiatives.

Of the 55 clients who left the MAP program in 2025, 90% (50) did so because they reported no longer needing the service while the other 10% left for various reasons (moved, deceased)

Goal for 2026 survey and beyond = 100% of recipients feel this program has helped them to remain independent and increased their quality of life.

“The food deliveries have been amazingly helpful and I want to say thank you to all the volunteers for making this possible. I am stressed right to my limit regarding my health not being up to par and dealing with my husband’s stroke which, thank G-d, he is recovering from. So I am sure you can comprehend the stress we are all under. Without the pressure of having to worry about and cook some meals, these deliveries are a blessing. Thank you so much for your kindness and thanks to each and every volunteer who brings a smile to every single person!!” – MADA client, Linda

FURNITURE



HOME FURNITURE DEPOT

MADA's depot for new and gently-used furniture and appliances is the answer to many prayers.

Outcome Goal: Ensure that every client requesting furniture has all their furniture needs met through our free distribution service.

Calculation:

Number of clients' requests for furniture filled / Number of clients' requests for furniture

- 2025 430 items filled out of 430 items requested
- 2024 350 items filled out of 350 items requested

Goal for **2026** and beyond = **100% of requests fulfilled**



CLOTHING



Outcome Goal:

The outcome goal is that no person below the poverty line should be lacking clothes.

Calculation:

Number of clients' requests for clothes fulfilled vs Number of client requests

- 2025 1,730 number out of 1,730
- 2024 1,680 number out of 1,680

We have reached this goal over the past 2 years with our used clothing store fully stocked and giveaways throughout the year of new and used clothes. Our long-term goal is to maintain this. We currently have excess supply.

Goal for 2026 and beyond = 100% of requests fulfilled



CARE & CALL



CARE & CALL PROGRAM

The MADA Care & Call Program is designed to contact and ensure the well-being of MADA clients who have no social support and who live alone. Volunteers commit to making a regular telephone call to MADA clients living alone to ensure that they have everything they need and feel connected to the community.

Outcome Goal: Ensure all clients signing up for the program feel socially connected and not socially isolated

Calculation: Number of clients signed up for the program receiving support through regular phone

- 2025 This program was not continued in 2025
- 2024 49 out of 49

Client satisfaction for the Care & Call program was previously measured by tracking whether all registered clients received their scheduled calls during the program year. The program was discontinued in 2025 due to staff capacity constraints. A restart is planned subject to resource availability.

Goal for **2026** and beyond = Restart the program



ROSH HASHANAH, SHAVUOT AND PASSOVER PROGRAMS

The Jewish Holidays are a time of joy and happiness but can also be a time of loneliness for individuals, couples or families who feel isolated from the community. It can also be difficult for those who do not have the means to have festive meals and celebrate with joy. The Rosh Hashanah, Shavuot and Passover Program provides thousands of boxes of food to help those cook and celebrate at home with joy. For those who want a community experience, we have in person meals at up to 10 locations across the city.

Outcome Goal: Ensure all clients feel socially connected and part of a larger family while having the means to celebrate the Holidays with joy.

Calculation: Number of clients whose requests were fulfilled versus total number of requests in our sign-up form

- 2025 10,586 client requests were fulfilled out of 10,586 client requests
- 2024 10,413 client requests were fulfilled out of 10,413 client requests

Goal for **2026** and beyond = **100% of clients have requests filled**



FRUITS AND VEGETABLES PROGRAM



Outcome Goal: To procure enough fruits and vegetables to ensure that all clients have access to healthy fruits and vegetables on a weekly basis to increase their health and overall well-being.

Calculation: Number of clients' requests for weekly fruits and vegetables fulfilled vs Number of client requests

- 2025 462 number out of 462 100%
- 2024 440 number out of 440 100%

As the number of requests for fruits and vegetables increase, we need to ensure that we can procure enough fruits and vegetables to meet the increase in demand as this has become a staple and essential for many of our clients.

Goal for **2026** and beyond = 100% of requests fulfilled on a weekly basis for the whole year

CHEZ MAKOLET FOOD AND ESSENTIAL SUPPLY BASKETS



Outcome Goal: To ensure clients get all items that they ordered and that it is received on a timely basis to ensure that all their essential dry foods and supplies are provided to alleviate budgetary concerns. To provide security and dignity to our Chez Makolet clients.

Calculations: To ensure clients will have their order filled and delivered within 5 days and maintain a 100% fill rate to ensure no products are missing.

Average number of days to fill a monthly order:

- 2025 4.5 days (goal met)
- 2024 4.0 days (goal met)

Fill Rate

- 2025 393,778 out of 398,562 Total Line items fulfilled or 98.8%
- 2024 397,169 out of 401,330 Total Line items fulfilled or 99.0%

Goal for 2025 and beyond = All request delivered within 5 days and 100% fill rate



SOCIAL PROGRAMS - CORPORATE TEAM BUILDING

Free, specialized, half day team building activities. Includes a course on poverty kindness and empathy and the importance of giving back as well as hands on volunteering. The program began in 2025.

Outcome Goal:

Of corporate teams participating in the program, MADA will track follow-up giving and volunteer engagement at 12 months post-program to see if the course had an impact on behaviour.

Goal for 2026: 40% of participating organizations make a follow-up donation or in-kind food contribution within 12 months.

Goal for 2027: 50% of participating organizations make a follow-up donation or in-kind food contribution within 12 months.

Goal for 2030: 75% of participating organizations make a follow-up donation or in-kind food contribution within 12 months.

Since the program is relatively new, and we are still learning, we believe there is room for growth and improvement which can increase this metric.



SUPPORT SERVICES

Emotional and spiritual factors play a role in poverty. MADA provides the necessary referrals by working closely with many community organizations, dealing with marital problems, domestic abuse, the loss of loved ones and other issues.

LEARNING AND GROWING

LEARNING AND GROWING

MADA tracks outcomes and client feedback across its programs and uses what we learn to improve service delivery each year. The following reflects key learnings from 2025 and changes made as a result.

Meals-À-Partager — Dietary Customization

In our annual client survey of Meals A Partager, clients told us they needed meals adapted to specific dietary requirements. In response, we introduced a structured set of meal options — vegetarian, low sodium, no fish, and others — and integrated these into our weekly preparation workflow. The result was measurable: client satisfaction remained strong, with 93% of surveyed recipients saying they would recommend the program to a friend. In 2026, we are expanding this further by partnering with dietician students who will volunteer their expertise to help us optimize meal nutritional value.

Meals-À-Partager — Volunteer Driver Shortage

Our delivery data showed that driver shortages caused delays in a number of scheduled deliveries during 2025. While 100% of meal requests were ultimately fulfilled, timely delivery is part of our service commitment and these gaps were unacceptable to us. In response, we launched a targeted driver recruitment campaign in early 2025 through our volunteer platform, Galaxy Digital, with a specific goal of increasing our active driver



pool by 10% before the end of Q3 2026. We are also piloting a retention program for existing drivers including quarterly appreciation events.

Chez Makolet — Fill Rate and Delivery Speed

Our 2025 tracking data showed a fill rate of 98.8% against a goal of 100%, and an average delivery time of 4.5 days against a 5-day target. While delivery time was met, the 1.2% gap in fill rate — representing approximately 4,000 unfulfilled product line items — was identified as a procurement challenge driven by supply chain disruptions and food inflation. In response, we have diversified our supplier relationships and introduced a substitute-product protocol, allowing clients to receive an equivalent alternative when a specific item is unavailable rather than receiving nothing.

Shabbat to Share — Coverage Gap

Our outcome tracking shows that MADA currently reaches 739 recipients, covering 23% of the estimated 3,165 Montreal Jewish seniors living below the poverty line — a gap of more than 2,400 eligible seniors. This remains the program's most significant challenge. To accelerate toward our 2030 goal of 50% coverage, we are investing in volunteer driver recruitment and community outreach specifically for this program.

Clothing Program — Supply Quality

We distributed 34,512 items of clothing in 2025, fulfilling 100% of client requests. However, client feedback collected through our intake process indicated that the proportion of new versus used items matters to recipients' sense of dignity. In response, we initiated a targeted corporate clothing drive in 2025 focused specifically on new or near-new items.

Corporate Team Building — New Program Launch

The Gewurz Corporate Team Building program launched in early 2025. As this is a new program, outcome data will be collected for the first time this year. We have established



a baseline tracking framework: participating organizations will be surveyed at the end of each session and again at 6 and 12 months post-program to measure follow-up volunteer engagement and giving. Our goal is that 40% of participating organizations make a follow-up donation or volunteer contribution to MADA within 12 months of their session.



RETURN ON DONOR INVESTMENT

Definition: The amount of a charity's outputs per dollar donated.

How much is being produced for every dollar donated?

ROI: $\frac{\text{Total monetary value of MADA's outputs (meals, clothes, products, etc.)}}{\text{Money spent on Programs}}$

MADA's ROI for 2025 is as follows:

ROI: $\frac{\$39,964,277}{\$4,420,810} = \$9.04$

Annual spending includes direct cash expenditures and direct expenses excluding interest and bank charges, amortization and fundraising as per the financial statements.

Thanks to generous donors like you, we are able to turn every \$1 you spend into \$9 of value in goods and services to people in need.

MADA has a large network of food, clothing, and furniture donors that provide these items at no cost or low cost to MADA.

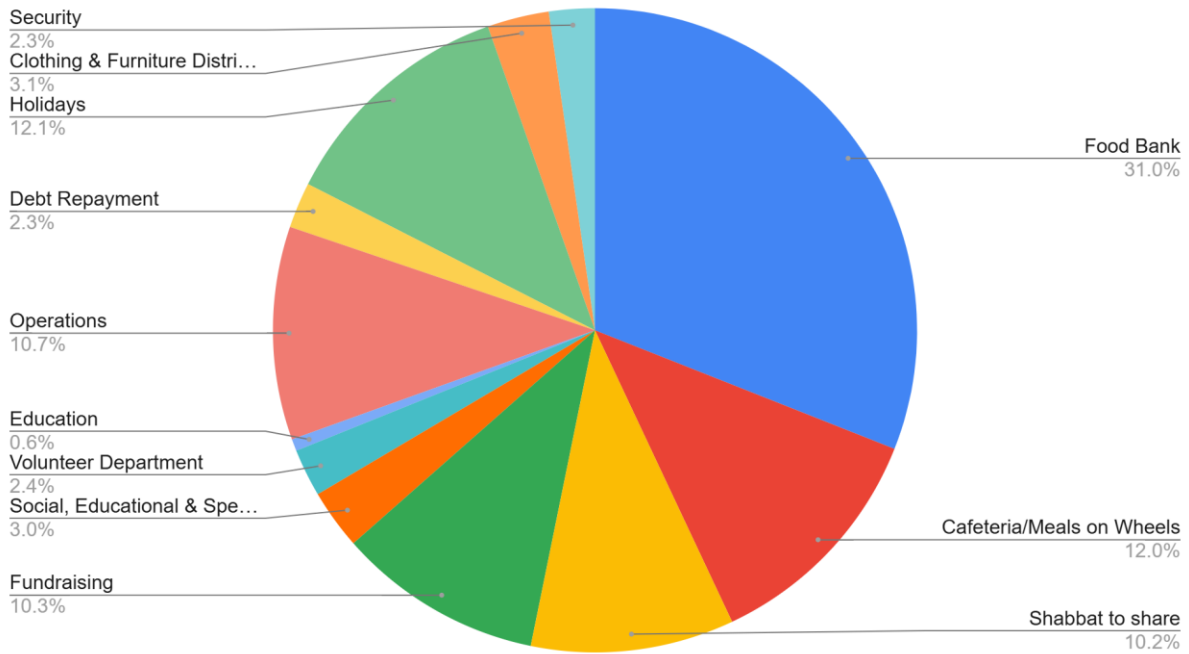
MADA then

- a) Transforms the food into meals
- b) Redistributes packaged food, household items (like diapers) clothing, and furniture to those in need in a cost effective and efficient manner.

All services to clients are provided free of charge its recipients.



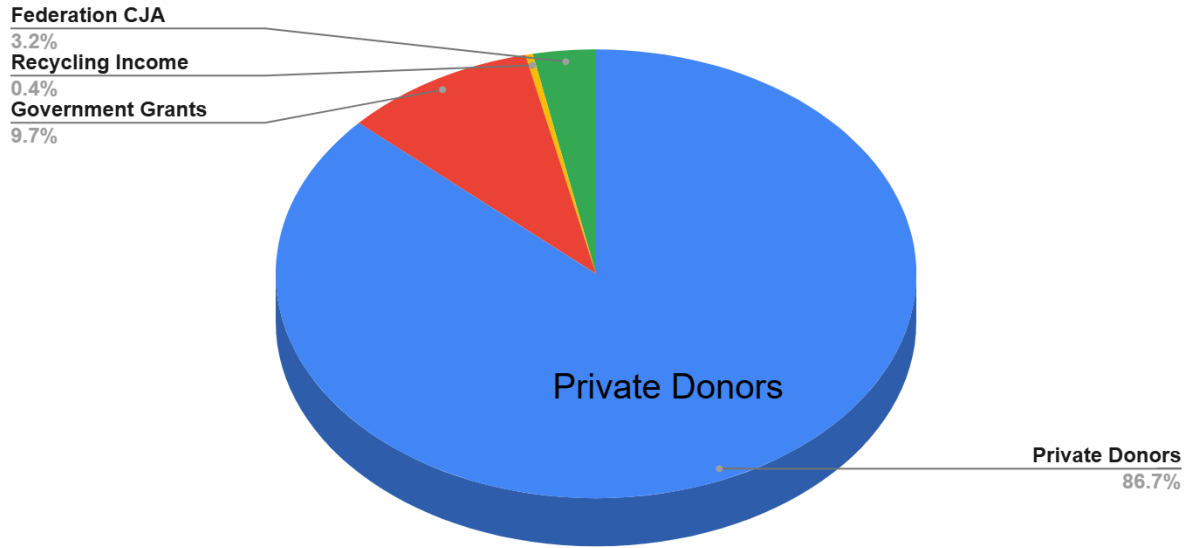
2025 Expense Distribution



<u>Program</u>	<u>Cost \$</u>
Food Bank	1,805,477
Cafeteria-Meals on Wheels	737,663
Shabbat to Share	658,544
Social, Educational, Events	240,108
Clothing and Furniture	170,650
Holidays	808,368
Program Subtotal:	\$4,420,810



MADA - Revenue Sources - 2025





MADA extends heartfelt thanks to our incredible donors, dedicated volunteers, and devoted staff — your kindness and commitment make everything we do possible.