



Annual Report 2024-2025

L'Équipe Entreprise
Submitted at the Annual General Meeting of June 26, 2025

Acknowledgements



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Fondation J.A. DeSève
La vision généreuse de Joseph Alexandre DeSève



Ville de Montréal



DORVAL

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Welcome to



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THE TEAM



Dana Flynn:
Executive Director



James Lejour:
Participant
coordinator



Nsimba Ricopala:
Chef-Trainer



**Johnny Pappas
MacKeracher:**
Chef- Kitchen
Manager

LE CONSEIL D'ADMINISTRATION

Christian Andrew Marco – President

Joanne Poirier – Vice-president

Andrea De Rome – Treasurer

Patricia Albano – Secretary

Ravi Sangwan – Board member

Reinhard Plank – Board member

PRESIDENT'S MESSAGE, CHRISTIAN ANDREW MARCO

It is with great enthusiasm that I present to you today my very first report as Chair of the Board of Directors for L'Équipe Entreprise. It is an honour for me to serve such a meaningful organization and to contribute to its development alongside such dedicated individuals.

This past year has been marked by significant transitions, particularly with the arrival of a largely renewed Board of Directors. Despite the changes, our collective commitment to the mission of L'Équipe Entreprise has remained steadfast.



I would like to highlight the exceptional work of Dana Flynn, our Executive Director, as well as the entire team. Their dedication goes far beyond their roles. They embody the mission of L'Équipe Entreprise in every way, whether by supporting participants, innovating in our services, or ensuring that our values are reflected in every action taken each day. Over the past year, we have achieved several important milestones. We secured new funding for targeted projects in mental health and food security, allowing us to strengthen our impact in the community. We also collaborated with a student association at Concordia University to enhance the marketing aspect of our strategic plan, reflecting a spirit of innovation and openness. At the same time, we updated our bylaws and made key adjustments to our administrative and financial processes, with a focus on reliability, transparency, and operational continuity.

The year ahead is full of possibilities. Thanks to several promising projects and the continued dedication of our team, we are entering a new phase of development with a clear and inspiring vision.

My hope is that more and more members of our community will come to know us, support us, and join us in this essential mission. The needs are great, but the momentum we've built together gives us the means to meet them.

With gratitude and commitment,

Christian Andrew Marco
President

MESSAGE FROM THE EXECUTIVE DIRECTOR, DANA FLYNN



Once again this year, I have the great pleasure of highlighting the remarkable work of our incredible team and our participants. Since 1996, L'Équipe Entreprise has been active in the West Island community, supporting adults living with mental health challenges. Over the years, it has also established itself as a key resource in reducing food insecurity in our region. This past year has reinforced our belief that access to food and welcoming environments is not only our purpose, but also the driving force that unites us.

This year, we were guided by our wonderful team, a group of individuals who have been with us for several years and who demonstrate their enthusiasm and commitment to our mission every single day.

James took on the role of Participant Coordinator after two years of service as Chef Manager. Johnny became Chef Manager, bringing over 20 years of experience in culinary management. Our Chef-Trainer, Nsimba Ricopala, and our Accounting Administrative Assistant, Eileen, perfectly embody what can be accomplished through determination. Our participants also had the opportunity to enjoy enriching experiences throughout the year.

Our Board of Directors saw a wave of renewal this year: we welcomed Andrea, Joanne, Patricia, and Ravi, each bringing a fresh perspective to our mission. Reinhard and Christian returned for a second year, with Christian stepping into the role of President. We are deeply grateful to each of them for their commitment.

Throughout the year, we focused on carrying out the core activities aligned with our mission: psychosocial and professional integration, most notably through the production of over 27,900 meals. We also observed growing interest from our community partners and the general public. In fact, participants in our programs accumulated more than 2,214 work hours during 2024–2025, directly contributing to the delivery of quality meals to vulnerable individuals in our community. We continue to work tirelessly to expand our impact and provide services that are tailored to those who need them most. Despite significant challenges, we remain united and driven to build the future we want to see at L'Équipe Entreprise.

None of this would be possible without the support of our valued funders: the PSOC support program, West Island Community Shares, the Écho Foundation, PME Montréal, our collaborations with Emploi-Québec, as well as our various community and institutional partners.

MOT DE LA DIRECTRICE GÉNÉRALE, DANA FLYNN

As we look ahead to 2025–2026, we do so with light hearts, hopeful minds, and stomachs ready to work! Thanks to new partnerships aimed at fighting food insecurity alongside our community allies, we are beginning our 29th year with the intention of continuing the work we've been doing for nearly three decades. The return of our program in collaboration with the Marguerite-Bourgeoys School Service Center strengthens the support we provide to our participants, while allowing us to welcome more individuals in the process of psychosocial reintegration. And thanks to the support of the Co-Operators Foundation, the role of Participant Coordinator will be maintained for another year, ensuring continued high-quality psychosocial support. Together, let's keep building a future where everyone has a place.

With gratitude,

Dana Flynn
Executive Director



INTRODUCTION TO L'ÉQUIPE ENTREPRISE

VISION STATEMENT

L'Équipe Entreprise believes that a dynamic work environment gives individuals living with mental health challenges the space and support they need to thrive.

HISTORY

L'Équipe Entreprise was founded in 1996 through the energy and creativity of a group of parents from Montreal's West Island who believed that work could be a valuable complement to the range of services available to their loved ones. The Équipe Entreprise program aligns with participants' own understanding of their needs and quality of life. It is part of a broader movement to support individuals in remaining in their natural environments and promotes recovery and empowerment.

MISSION

L'Équipe Entreprise aims to provide meaningful work to individuals living with mental health challenges in a supportive and empowering environment. The goal is to improve their work-related skills and self-esteem, while offering enriching work experiences that contribute to the well-being of society. The objectives for which the organization was established are as follows:

1. To provide work opportunities for individuals living with mental illness who wish to develop their employability;
2. To support these individuals in their efforts to integrate into the job market;
3. To produce goods and services that benefit the community and to foster strong social and economic ties with it;
4. To help demystify mental illness and promote genuine acceptance of individuals affected by it within society.

MEMBERS

L'Équipe Entreprise has 79 members, including 27 active participants. According to the code of ethics adopted in August 2015, members of L'Équipe Entreprise include employees, volunteers, board members, participants, and partners.

COMMUNITY LIFE

COMMUNITY LIFE

The Board of Directors met 10 times during 2024–2025. The Human Resources Committee met 4 times, the Marketing Committee met 5 times, and the Nominating Committee met once during the same period. In June 2024, 24 voting members attended the Annual General Meeting.

NATURE OF THE ORGANIZATION ACTIVITIES

Our participants have the opportunity to support their social and/or socio-professional integration through activities such as cooking, housekeeping, dishwashing, and customer service with or without the support of our team.

TRAINING ACTIVITIES

Training activities aim to develop skills, attitudes, and behaviors that promote self-confidence, autonomy, and the ability to comfortably engage with a wide variety of people and situations. Each participant follows a personalized action plan that takes into account their abilities and aspirations. We encourage empowerment while offering a range of tasks in a dynamic environment.

By way of example, here are some of the benefits of participating in our program:

- Participation bonus
- Possibility of being subsidized through PAAS-Action
- Support from professionals and specialists in social and/or socio-professional integration and mental health



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Training activities are designed to develop skills, attitudes, and behaviors that build self-confidence, foster autonomy, and empower individuals to interact comfortably with a wide range of people and situations.

Each participant follows a personalized action plan that takes into account their abilities and aspirations. We promote empowerment while offering a variety of tasks in a dynamic environment. As an example, here are some of the benefits of participating in our program:

- Participation stipend
- Possibility of being subsidized through PAAS-Action
- Support from professionals and specialists in social and/or socio-professional integration and mental health

Participants were able to:

- Develop transferable skills (in cooking, customer service, hygiene, and maintenance)
- Increase their self-esteem, autonomy, and sense of purpose
- Overcome isolation and build new social connections

Together, these outcomes contribute to the psychosocial stabilization of individuals and their active social participation.



« I never thought I'd be able to work again. Here, I feel supported and valued. Every week, I leave with a sense of pride. »
- Participant

Outcomes and Impact of Our Work

In 2024–2025, L'Équipe Entreprise continued its mission of promoting social and professional integration by offering a structured, caring environment rooted in the realities of individuals living with mental health challenges. Our activities had a meaningful impact on participants, community partners, and the broader West Island community.

This year, more than 27,900 frozen meals were produced by our participants and staff, an increase from 25,140 meals produced in 2023–2024. Thanks to our collaboration with the West Island Volunteer Action Centre, 20,588 frozen meals, soups, and desserts were delivered to 1,750 vulnerable clients by 10 volunteer drivers, up from 17,320 meals delivered to 1,530 clients the previous year.

Our internal food support also expanded: 1,192 frozen meals were distributed to our participants, staff, and volunteers (up from 970 last year), along with 525 subsidized community meals as part of the Table communautaire project (up from 400). In addition, numerous other community meals were provided but not officially counted. Notably, no food waste was recorded this year, as over 900 surplus meals were donated to the local food bank, the West Island Mission.

Participants logged 2,214 hours of work, in addition to 2,720 hours through the PAAS Action program, for a total of 4,934 hours dedicated to productive, skill-building, and socially engaging activities, an increase from 4,505 total hours in 2023–2024. These hours represent much more than productivity: they reflect a commitment to stability, self-worth, and social reintegration. Under the guidance of our team, participants develop transferable skills while actively contributing to their community.

Our partnerships across the region continue to grow, notably through the Table communautaire project, which has made it possible to host shared meals, cooking workshops, and inclusive social activities. These moments foster dialogue, break isolation, and strengthen a sense of belonging.

The impact of our work extends far beyond the walls of our kitchen: it is reflected in life paths that regain meaning, in the weaving of support networks, and in the collective resilience that we help nurture every single day.

USE OF PSOC FUNDS

The funds granted through the PSOC program were essential to maintaining our overall mission. Specifically, they enabled us to:

- Support key human resources (participant coordination, psychosocial support, kitchen supervision);
- Maintain a structured and safe environment for participants;
- Cover essential operating costs (facilities, hygiene, maintenance);
- Ensure continuity of services despite increasing demand.

Alignment with PSOC Objectives

Our approach directly addresses the five main objectives of the PSOC program:

1. Support individuals living with mental health or psychosocial challenges: through daily guidance, active listening, and meaningful opportunities.
2. Reduce social inequalities: by providing access to affordable meals and integrating adults in vulnerable situations.
3. Promote autonomy, dignity, and social participation: through learning, meaningful work, and taking on responsibilities.
4. Collaborate with community partners: including Volunteer West Island, the City of Montreal, TCSMOI, West Island Community Shares, schools, CIUSSS, and TQSOI.
5. Maintain a strong local presence: with 80% of our participants residing in the West Island territory.

Review of Strategic Objectives 2024–2025

Strategic Objective 1:

Identify and secure a long-term location for L'Équipe Entreprise that supports scalability and aligns with growth objectives

L'Équipe Entreprise maintained stable operations at its current location in Dorval, which remains accessible and well-situated to serve participants from the West Island. Although no relocation took place this year, the organization continually assessed its capacity and future needs in terms of growth and space. Finding a long-term location that supports future expansion remains a key priority moving forward.

Strategic Objective 2:

Adapt mental health services to the specific and evolving needs of our target population.

Mental health services were continuously adapted to better meet the diverse needs of our cohort, composed of adults living with mental health and/or psychosocial challenges. Thanks to eight training sessions completed by the team—covering topics such as trauma, anxiety, psychosis intervention, and identity diversity—our interventions have become more refined and sensitive. Adapting our services remains an ongoing process, grounded in attentive listening to emerging needs.

Strategic Objective 3:

Evolve our food practices to meet the changing needs of the community.

Food practices underwent significant changes this year. In response to increased demand, the team implemented new kitchen processes to improve stability, reduce costs, and continue providing high-quality meals. Additionally, our presence at the *Marché Solidaire de Corbeil de Pain* and targeted partnerships allowed us to reach individuals experiencing food insecurity, thereby strengthening our impact within the community.

Retour sur les objectifs stratégiques 2024-2025

Strategic Objective 4:

Implement practices and initiatives that promote the principles of social economy within the organization.

L'Équipe Entreprise strengthened its commitment to the principles of the social economy through its activities and partnerships. Our involvement in the solidarity market, participation in community events, and attendance at a webinar on social economy resources helped position the organization as a local actor in sustainable development. This vision is now integrated into our daily operations.

Strategic Objective 5:

Develop infrastructure that strengthens the governance of L'Équipe Entreprise

Significant efforts were made to strengthen the organization's governance. A revision of the bylaws was initiated, and accountability tools such as the annual report, evaluations, and internal communications were enhanced. These initiatives aim to ensure a structured and transparent framework that supports the long-term growth of L'Équipe Entreprise.

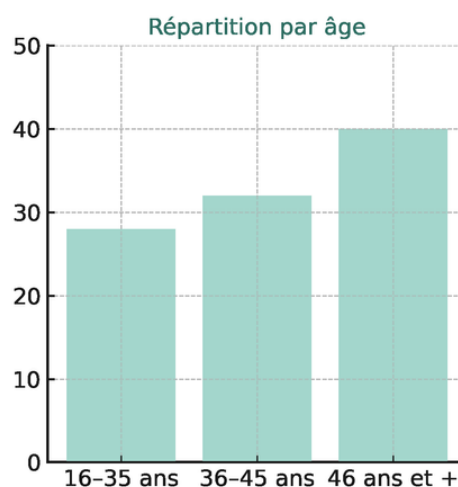
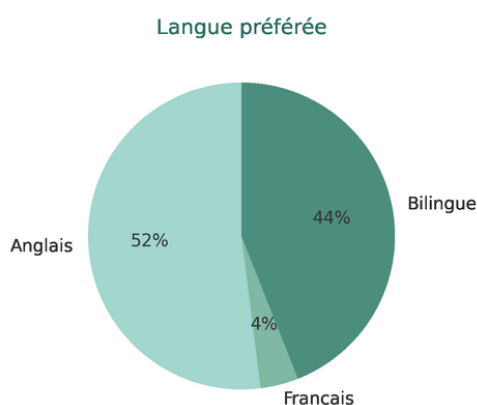
PROFILE OF OUR PARTICIPANTS 2024-2025

L'Équipe Entreprise serves an adult population living with mental health and psychosocial challenges, primarily located in Montreal's West Island, including cities such as Pierrefonds, Pointe-Claire, Beaconsfield, Dorval, Lasalle, and Senneville. During the 2024–2025 period, we supported 27 participants, 20 of whom reported their place of residence. Among them, 80% live in West Island municipalities, confirming our strong local roots and role within the community support network. Of all participants, 30% reported feeling more comfortable communicating in French. While some individuals are bilingual, this figure reflects their language preference for daily communication, not necessarily their mother tongue.

Our participants range in age from 18 to 66, with the majority falling between 36 and 55 years old. The team also supports young adults under 35 as well as older individuals, reflecting a broad generational diversity. In terms of gender, 63% identify as women, 30% as men, and 7% as non-binary or other gender identities, reaffirming the importance of maintaining a safe, inclusive, and affirming work environment that respects gender realities and personal expression.

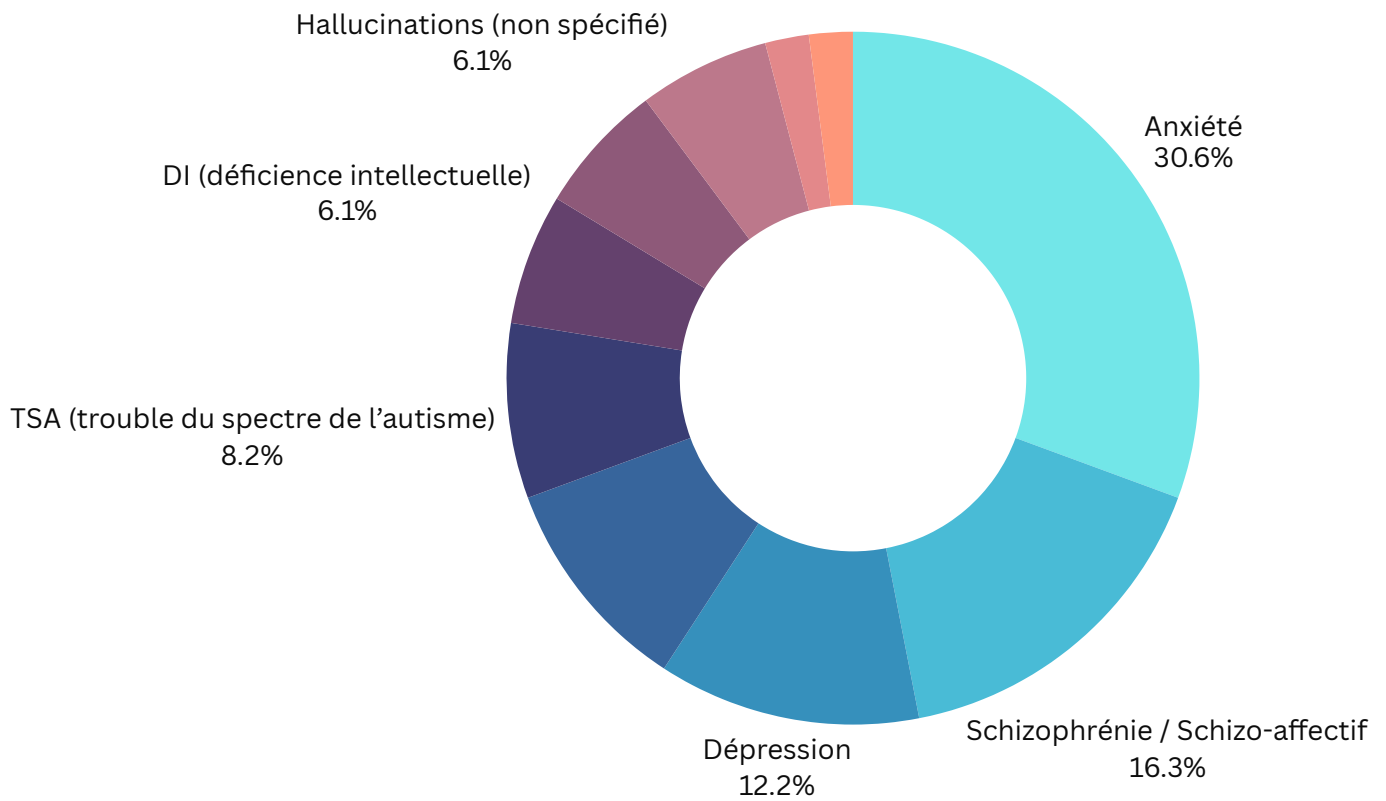
Participants at L'Équipe Entreprise often have complex life paths, frequently marked by multiple diagnoses. The most frequently reported conditions this year include: Anxiety (15), Depression (6), Schizophrenia or schizoaffective disorder (8), ADHD (5), Intellectual disability (3), ASD (4), Unspecified hallucinations (3), Post-traumatic stress disorder (3), Obsessive-compulsive disorder (1), Borderline personality disorder (1)

These figures underscore the need for holistic, compassionate, and flexible support grounded in the principles of recovery and social participation.



PROFILE OF OUR PARTICIPANTS 2023-24

In keeping with our commitment to respecting individual needs and program goals, some participants left the service during the year. Of the 29 participants supported this year, 48% (14 individuals) exited the program. Reasons for departure included a return to school (3%), securing external employment (7%), or relocation outside the province (10%). In 28% of cases, the departure occurred after it was determined—either by the individual or by the team—that their needs exceeded the scope of our program. It is worth noting that two of these individuals are now employed within our organization, reflecting our commitment to offering meaningful and lasting opportunities.



Please note that an individual may live with one or more mental health diagnoses.

« When I arrived at L'Équipe Entreprise, I was isolated, had no routine, and severely lacked self-confidence. It was hard to imagine a future for myself. Little by little, I found a welcoming space here, where I could learn at my own pace, without judgment. Through kitchen tasks and the support of the team, I discovered strengths I didn't know I had. I regained a routine, learned to better manage my anxiety, and now I feel useful. It's the first time in a long time that I truly feel like I belong. »

FROZEN MEAL PRODUCTION

Committed to meeting the diverse dietary needs of our clientele, L'Équipe Entreprise continues to expand its frozen meal production program with the active involvement of participants, under the supervision of professional chefs. This year, we sold 27,900 frozen meals, representing an 85% increase compared to 2022–2023. We also produced 2,894 soups, a modest 7% increase. The production of individual desserts totaled 2,766 portions; while this appears lower than the previous year, it is partly due to a change in the counting method (shifting from dozens to individual portions). These results highlight our growing capacity to produce quality food in larger volumes while providing participants with a valuable and enriching training experience.

As part of the Table communautaire project, our participants took part in six culinary workshops, which led to the preparation of **120 healthy and affordable meals**. Thanks to this project supported by the City of Montreal, we also helped distribute over **1,000 community meals**, including **525 subsidized meals** provided to vulnerable populations. This initiative promoted culinary learning, social cohesion, and food autonomy, while strengthening our network of partners in mental health and food security.

27,900	Sold Frozen Meals
2,894	Sold Soups
2,766	Sold Dessert Portions
2,617	Surplus Meals Donated Free of Charge, Distributed to Participants and the Food Bank



ACTIVITIES

1. Collaboration and Standing Committees

L'Équipe Entreprise actively participated in various regional collaboration forums, including:

- West Island Mental Health Roundtable (TCSMOI)
 - Coordination Committee
- Food Security Committee of the South West Island Neighborhood Table (TQSOI)

2. Community Activities and External Events

Our representatives attended several community events, strengthening our partnerships:

- Cosom Hockey Tournament – Perspective Communautaire en Santé Mentale (Together for Mental Health!)
- Neighbourhood Celebration – Perspective Communautaire en Santé Mentale
- Family Day – Pierrefonds-Roxboro
- Community Breakfast – West Island Community Shares
- Collective Christmas Party – Community Partners
- Food Security Forum – TQSOI
- Coordination Committee for the West Island LGBTQIA2S+ Pride Day

3. Training Completed by Staff

As part of our commitment to continuous improvement, the team took part in several training sessions:

- Motivational Interviewing – Véronique Bélanger
- Anxiety – Véronique Bélanger
- Peer Support Training – AQRP

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OUR OBJECTIVES 2025-2026

1. Continue long-term planning to secure a sustainable and suitable location, taking into account evolving needs in terms of capacity and accessibility.
2. Improve the quality of psychosocial services by building on staff expertise, participant feedback, and the diversity of lived experiences, in order to better measure impact and guide future actions.
3. Stabilize internal food production and strengthen existing partnerships to better meet the needs of vulnerable communities.
4. Revisit the organization's brand identity to more accurately reflect our mission of social integration and the fight against food insecurity.
5. Structure and equip the organization's governance to support long-term transparency, consistency, and effectiveness.



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