

Projets Autochtones du Québec

Resilience and Renewal: our journey through 2022



ANNUAL REPORT 2022

April 1, 2022–March 31, 2023

Y...Y...Y...





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Letter from the President and the Executive Director

This year's Annual Report theme is Resilience and Renewal: A Year of Growth and Opportunity. The report documents our achievements this past year and how we are building the foundations for PAQ's next phase. While the COVID pandemic is not entirely behind us, there were certain feelings of victory this past year as certainly life regained some semblance of 'normal' at PAQ. We celebrated our community's resilience to the pandemic and began to plan and prepare for an exciting future.

We feel pride in our accomplishment of remaining open around the clock throughout the pandemic to serve the urban Indigenous community in Montréal.

We developed new programs, services, and partnerships to meet the changing needs of community members over the past three years.

We opened a 24/7 wet shelter with a supervised alcohol consumption site and deepened our learning of operating a managed alcohol program.

We re-launched our life skills and confidence-building program, PROSPERITY. We collaborated with the CHUM to develop and deliver our community health program that gives PAQ members better access to culturally safe health services through accompaniment, follow-up, and referrals.



We spent several nights under the stars again in 2022 at the magical Camp Kanawana in the Laurentians. Most importantly, our doors stayed open every night during the past three years at the PAQ and PAQ2 shelters to welcome community members in search of a hot meal, a warm bed, and a listening ear to ensure safety, offer community, and restore a sense of dignity and respect.

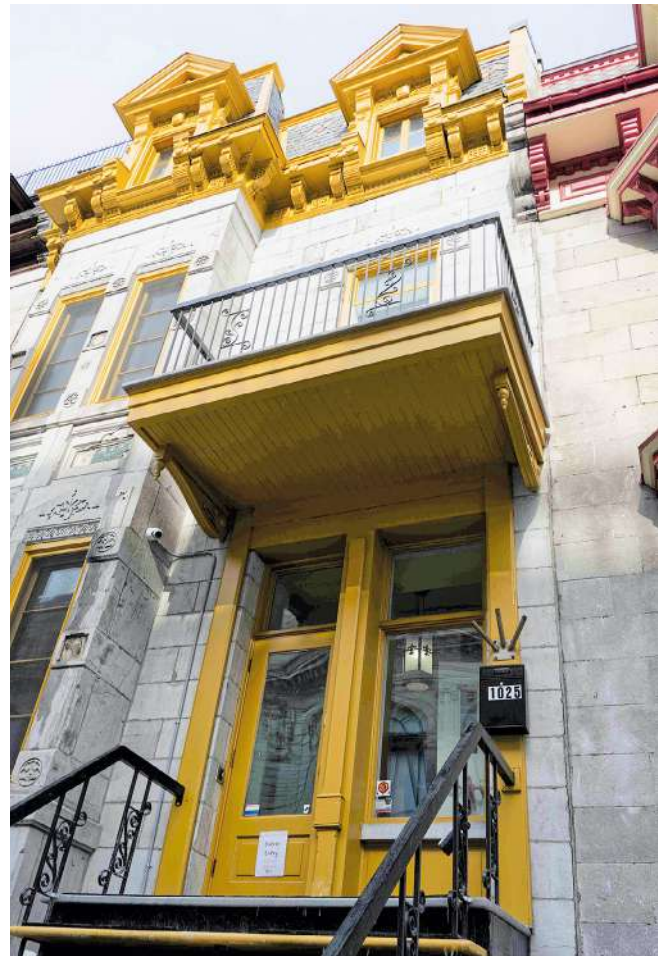
While the word «resilience» certainly describes the past year at PAQ, it does not tell the whole story. It has also been a year of renewal and growth for the organization as we sought to lay the foundations for our future and our goal to end chronic homelessness for urban Indigenous peoples.

Our 2022–2025 strategic plan calls for PAQ to develop a full shelter and housing services continuum.

We delivered on an important part of that objective with the purchase, renovation, and opening of the beautiful Maison Akhwà:tsire, a permanent and culturally safe housing facility offering shared living space for up to 22 community members who have experienced chronic homelessness.



The home offers 6 fully accessible rooms and provides wrap-around services for people facing multiple challenges to succeeding in housing.



This year, organizational renewal was also at the heart of PAQ's by-law revisions, ensuring PAQ is and remains an Indigenous-led organization.

PAQ now has a majority Indigenous Board of Directors, and this will remain a requirement in the future.

By-law changes were also designed to revitalize PAQ's community life, making it easier for PAQ service users to participate in the organization's democratic structures and processes.

We give gratitude for the broad community of PAQ members, friends, supporters, and donors who have played such an important role in our resilience this past year, and in laying the foundations for what comes next.

We are excited to have you with us on the next phase of our journey as we build PAQ's future to meet the needs of Montréal's urban Indigenous community.

Benjamin Gingras,
President

Heather Johnston,
Executive Director



MISSION IN ACTION

Mission Statement

PAQ is an Indigenous organization that accompanies First Nations, Inuit and Métis peoples facing housing insecurity in Tio'tià: ke / Montréal.

Using a culturally adapted approach based on empowerment and harm reduction, we offer shelter, housing options and services that promote healing, well-being and community. We work in partnership to advocate for the health and housing rights of urban Indigenous Peoples.



PAQ: An Indigenous-led organization

PAQ held its first in-person Annual General Meeting (AGM) in three (3) years in September 2022. The PAQ membership approved significant changes to PAQ by-laws at the AGM to advance Indigenous control and leadership of the organization.



- The PAQ Board of Directors now requires a majority of Indigenous members: five of the nine current members of the Board are Indigenous.
- All Indigenous users of PAQ services automatically become members.
- Only Indigenous members have the right to vote at future AGMs. Indigenous Realities training expanded for all staff at PAQ.

In 2022 -2023 PAQ's Indigenous realities training was expanded to include the Kairos blanket exercise.

This experiential workshop explores the nation-to-nation relationship between Indigenous and non-Indigenous peoples in Canada.

The workshop helps to understand the impact of the colonization of this land on those who were there long before the arrival of settlers. This training is now mandatory for all PAQ staff.



Inaugural Opening of La Maison Akhwà:tsire

On February 27, 2023, PAQ held its opening ceremony at La Maison Akhwà:tsire with over 150 attendees. Guided tours of the home were offered to government officials, funding partners, and members of the press, followed by a brief press scrum.

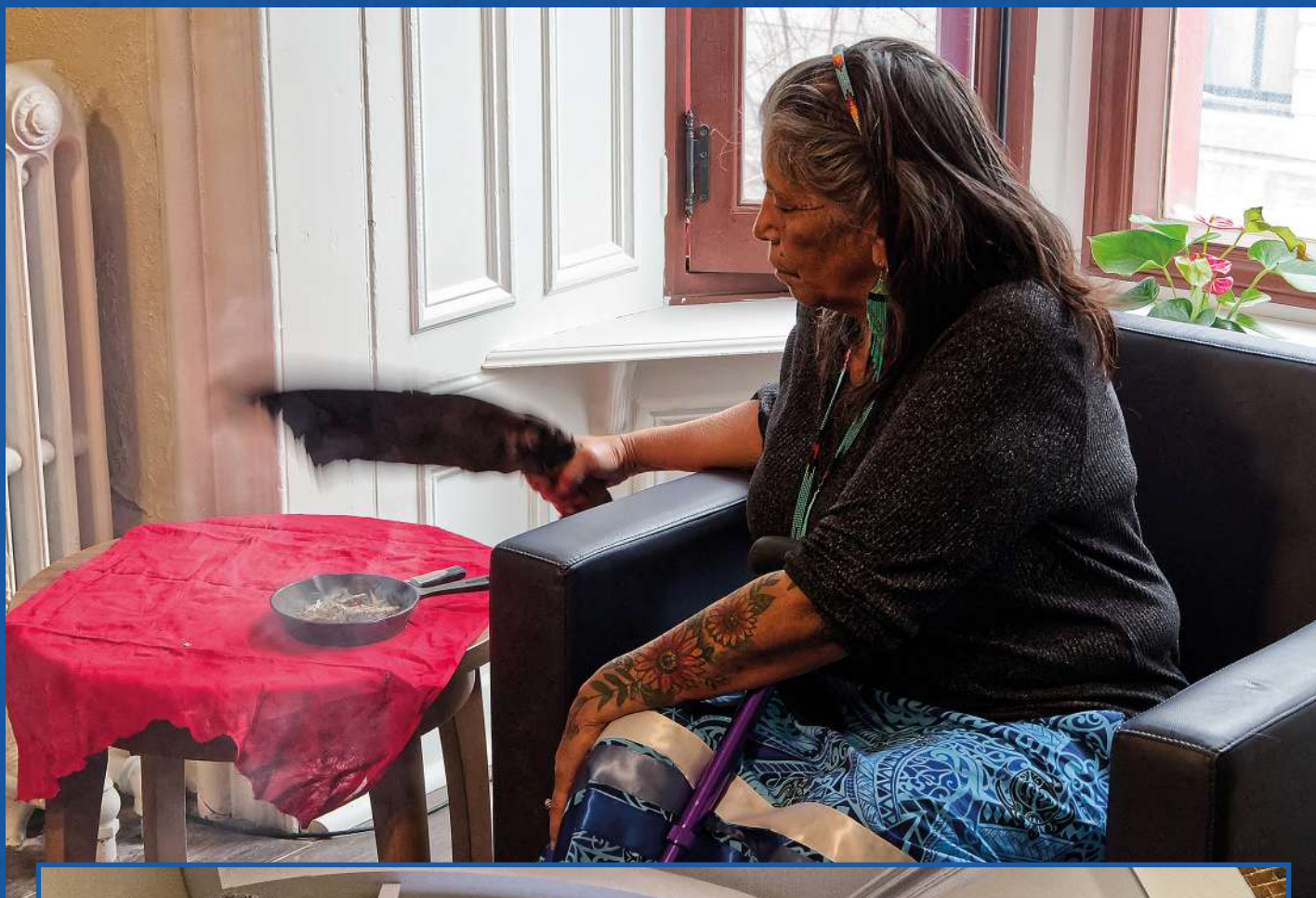
Mohawk Elder Sedalia Kawennotas Fazio from the Kahnawake Bear Clan led a beautiful opening ceremony, with community members welcoming everyone into the home in their traditional languages. The ceremony included a prayer and smudging ceremony, and drumming by the Red Tails Feathers.

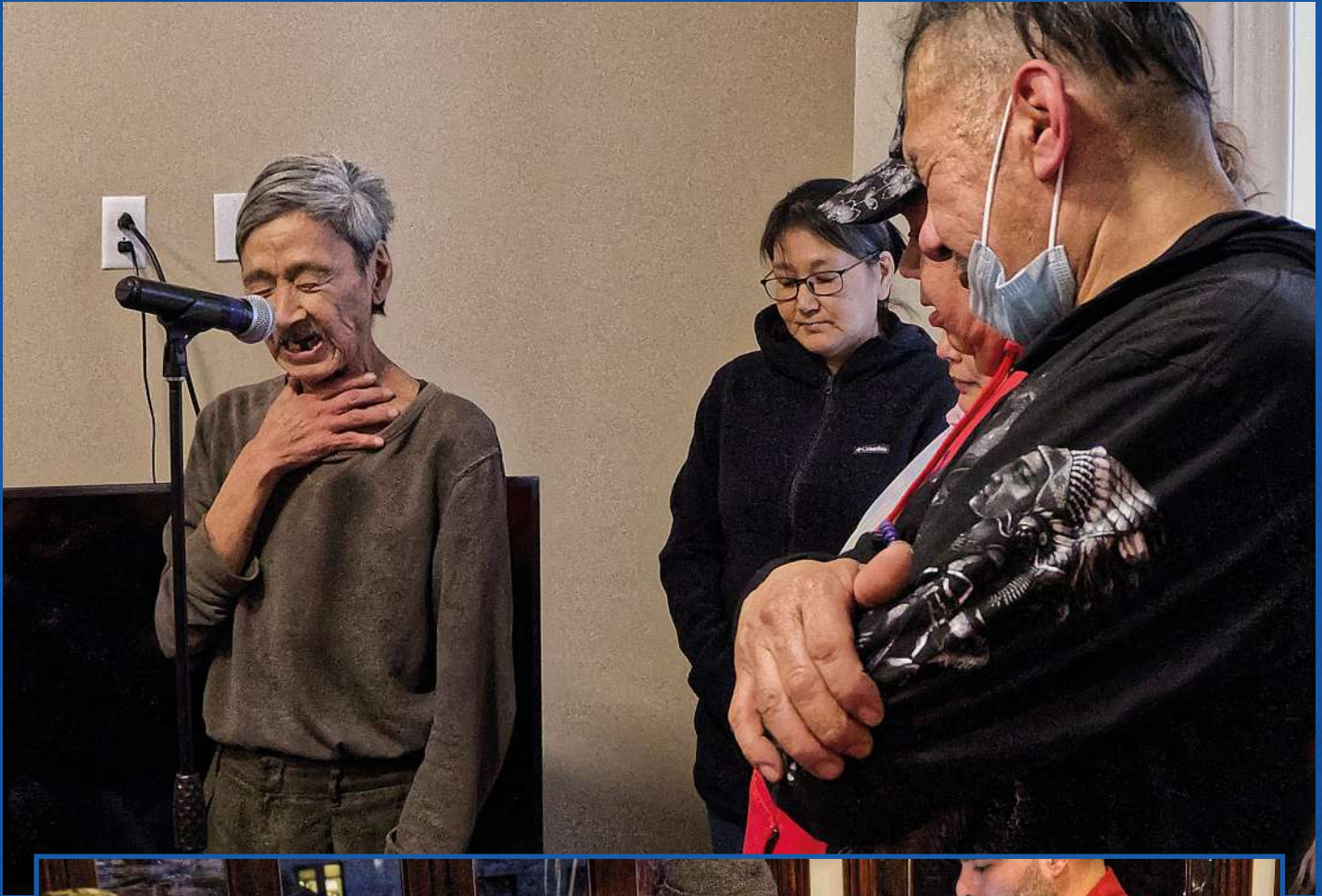


An open house followed the ceremony, offering community partners and neighbors the opportunity to visit the new home and partake in traditional drumming and dream catcher workshops. Traditional food was available throughout the home in the community kitchens.

This event was a wonderful moment for PAQ and the community and the celebration of over two years of hard work! Please [click here](#) to read more about the Opening of La Maison Akhwà:tsire.







MISSION IN NUMBERS:

Total Shelter Nights
at PAQ & PAQ2: **30,685**



Women

10,297



Men

20,388

The rate of growth
in the number of
individual shelter nights
over 2021-2022:

49%

Number of different
individuals who
accessed Emergency
shelter (PAQ & PAQ2):

686

Average capacity
(for the period April 1,
2022–March 31, 2023) at
the Emergency shelters
(PAQ & PAQ2):

92.75%

Number of meals
(PAQ & PAQ2)
in 12 months:

37,780

(breakfast & dinner)



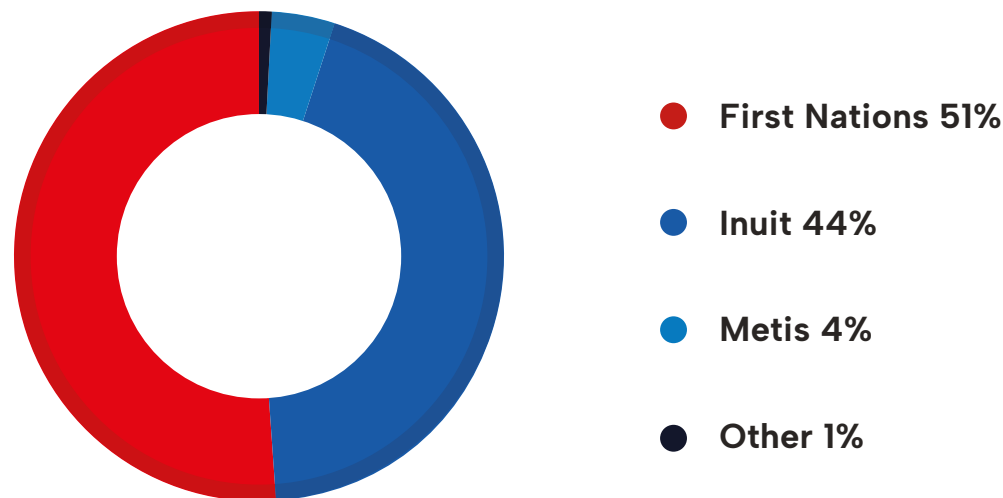
4,157

people joined us
on visitor evenings.

462

hours of staff training
occurred this year.

Identity of community members
at PAQ in 2022–2023:



Opening of additional beds at the main shelter

The main PAQ shelter is a “dry” shelter open daily from 2 PM to 8 AM, providing a quieter environment with women’s and men’s dormitories, a community room with internet and television access, a hot dinner and breakfast, showers, and laundry facilities.





By February 2023, the beds were increased to pre-pandemic levels, providing shelter for 54 individuals, including 18 women and 36 men. The total occupancy rate for the PAQ shelter this year was 87%. Visitor nights resumed in April 2022 three nights weekly from 5–11 PM. Guests are invited to share a hot meal, play social games, or watch a movie with friends. A total of 4,157 visitors attended these evenings.

PAQ2, is a low barrier shelter housed in a former hotel, operating 24/7.

It offers private rooms with private bathrooms for individuals and couples. Supervised consumption of alcohol and cannabis is permitted in a heated tent adjacent to the building. Services include a daily hot dinner, lunch and breakfast, a community room with internet and television, and access to laundry facilities. Over the last year, 21% of individuals using this shelter stayed 100+ days, indicating a critical need for transition and permanent housing. Approximately 24% of all PAQ2 shelter users are couples.

Emergency Shelter Impacts:

PAQ:

Total Individual shelter users:	580
Men	300
Women	280
Total Shelter Nights PAQ	11,711
Women	3,553
Men	8,158
34% increase in shelter nights compared to 2021-22	34%
Total occupancy at PAQ in 2022-23:	87%

PAQ2:

Total Individual shelter users:	343
Men	201
Women	142
Total Shelter Nights PAQ2	18,974
Women	6,744
Men	12,230
60% increase in shelter nights compared to 2021-22	60%
Total occupancy at PAQ2 in 2022-23:	98.90%

Our stories:



I am from Alberta, where my adopted records say I am Métis, but anyone looking at me can tell that that is impossible. So much of the information in my adoptive records is inaccurate. I lived with my adoptive parents until I was seventeen, first in Grand Prairie and then later in Ontario. Not knowing my history is how I got lost. In 2008, I came to Montreal but experienced homelessness. PAQ provided me with shelter when I needed somewhere to go. I stayed on and off at PAQ for five years straight. PAQ took me in during the pandemic, fed me, and gave me a bed. I started to process my history over the pandemic, used the computer at PAQ, and wrote it out. I have discovered that I was born in a residential school and am, in fact, Cree. I am now in the process of translating my book into French. For the last two years, I have lived in an apartment made possible through PAQ. I still come to visitor nights at PAQ and eat a meal three times a week. I like to sit with everyone and eat together. PAQ is like a family to me.

– Robbie M.



HOUSING



Transition Housing – Upgrades to the facilities

Sixteen (16) accompanied studio apartments are available in Transition Housing for people wishing to stay three months to three years.

For many, transition housing offers an opportunity to work on longer-term goals such as returning to school, employment, and other wellness objectives. In 2022–2023, the average age of residents in Transition was forty-two years, and the average length of stay was 1.7 years. Seven residents were employed, three actively pursued their recovery, and two were registered in school. The occupancy rate was 94% for 12 months.

The physical structure underwent much-needed renovations in 2022. PAQ painted the hallways on all three floors to create a more inviting environment and installed safety bars in apartment bathtubs. An automatic door for improved mobility accessibility was installed.

A part-time intervention worker joined the Transition Housing Coordinator in the fall of 2022 to provide weekend evening coverage, ensuring that transitional residents receive the necessary support in their personal journeys.

Transition Housing Impacts:

3

new residents
moved in

Occupancy rate:

94%

5

residents moved into
permanent housing

5,978.25

total hours of
intervention in the last
12 months

5

residents participated in
Prosperity programming
at PAQ

12

Monthly meetings over
the last year



Our stories:



I am Innu, and I have nine siblings. My sister and I were the only children in our family who were adopted as babies, the rest stayed in the foster care system. I grew up in Kahnawake. In high school, I was expelled and sent to a group home. At 18, I connected with my brother, lived on the streets from 2016–2020 on and off, and used a number of emergency shelters in Montreal. I first heard about PAQ because my sister was in the Transition program. I have now been living in the Transition program for two years. I returned to school to finish high school and will graduate soon. One of the things that no one thinks about is that it is hard to go back to school when all the clothes you have are donated from a shelter. I will start Secretarial studies at the Shadd Health Business Centre in September for 14 months.

– Angie Horn





I am Métis from Schefferville, Quebec. I have two brothers and one sister and lived there with my family on the reserve. It was a small place, and it wasn't easy to be mixed. When I was 11, we moved to Sept-Isles. My dad was strict, and we never talked about feelings or emotions, so I learned to hide them.

I found school hard because of my learning disability. I have struggled with addiction for many years and have been in several detox, drug, and alcohol treatment centres. I have been to jail three times for drug trafficking, with my last sentence being fifteen months. I started therapy in detox, which helped me, and I have been sober since 2012. I stayed in PAQ2 for three weeks and was looking for a place to live. Louis helped me and gave me a form to fill out for Transition. I was on the waiting list but received the good news that two spaces opened in November 2022. It is quiet here, and I am happy. The only thing I am trying to convince them to let me get is a cat, someone who will be happy when I get home every day.

– Pierre Hatu



La Maison Akhwà:tsire – After extensive renovations, residents are moving in!

La Maison Akhwà:tsire, an innovative, permanent housing program for up to twenty-two (22) Indigenous people who have experienced chronic homelessness in Montreal, officially opened to residents in March 2023.

Purchased by PAQ in 2021 via the federal government's Rapid Housing Initiative, the house underwent extensive renovations to ensure wheelchair accessibility and fire safety.

A culturally safe residence, the home offers twenty-two (22) permanent housing units around three common living spaces (living room, kitchen, dining room). PAQ's Residential Managed Alcohol Program (MAP) is also now housed at Maison Akhwà:tsire. Six rooms within the home are fully accessible for individuals with reduced mobility. Innu interior designer Julia Hervieux provided the overall vision of the home's colors, artwork, and installations to ensure that it reflects all Indigenous cultures.

On-site medical and nursing care, mental health support and referrals, and regular visits from PAQ's Indigenous community elders, along with cultural and outdoor activities, are provided to residents within the home. PAQ is honoured to be able to offer this permanent home to community members.

La Maison Akwà:tsire impacts:



13
residents moved into
the home in March 2023

100%
occupancy is planned
by May 2023

30%
of residents are female,
and 70% are male

4
Life Skills workshops
are offered per month

| Y | | Y | | Y |



The Residential Managed Alcohol Program (MAP)–moved into a new permanent home

The Residential Managed Alcohol program provides permanent housing for up to eight (8) Indigenous men living with severe alcohol use disorder.

Working closely with the *Centre hospitalier de l'Université de Montréal* (CHUM's) Addictions Medicine Service, the program's objectives are to:

- Offer a space that promotes stability and better quality of life.
- Improve access to primary health services.
- Surround participants with significant community support.
- Connect or reconnect participants to their Indigenous cultures.



In 2022, the Life Skills program offered 194 hours of activities to build community and keep residents active.

After two years of living in a rental home, MAP residents moved into their permanent home in La Maison Akhwà:tsire in March 2023.

MAP is located on the new home's garden floor, enjoying increased space, improved facilities, and full accessibility for residents with mobility restrictions.

The program is now open to women participants.



MAP Impacts in 2022-2023:

- Occupancy: 10 men. 4 discharged. Average rate of 75%
- Doctors visit: 50 from the CHUM team
- Nurse visits: 50 over 12 months.
- Stabilized health: 2 men
- 52 group activities
- 194 hours of life skills workshops and activities
- 8,760 hours of intervention



PROGRAMS

Community Health Program

The Community Health program partners with the Centre hospitalier de l'Université de Montréal (CHUM) to offer a combination of western and traditional holistic medicine health services for Indigenous peoples.

The program supports critical and chronic health issues by facilitating access to elders, translators, spiritual healers, and accompaniment for optimal care and follow-up.

A total of 654 meetings were held with individuals over the last 12 months by the Community Health Program coordinator, with a demographic breakdown of 53% male and 47% female.

In January 2023, the PAQ-CHUM team invited Indigenous organizations and PAQ partners to meet and learn about the new services available because of this partnership. As demand for this program has increased, a Community Health support worker was added to the team.



Community Health program impacts:

84%

of individuals accessing
the Community Health
program are experiencing
homelessness.

Breakdown of meetings and support:

34%

are related to accompaniment
(for emergency care or
hospital appointments).

25%

are related to mental health.

8.5%

are related to detox.



PROSPERITY program

The Life Skills program was renamed to PROSPERITY in the spring of 2022.

Three sessions, two for **twelve (12) weeks** and one for **ten (10) weeks** were offered from **April 2022** to **March 2023**. **Weekdays** from **9 AM-12:30 PM** at the main shelter, the program provides **workshops, activities, and outings** to help build community, learn new skills, build confidence and self-esteem, and (re) connect participants with Indigenous cultures.

Five hundred and ten (510) program hours were offered over **twelve (12) months**, with a program reach of **one hundred and thirty-four (134) individuals**.





PROSPERITY

Impacts:

142
workshops were offered.

An Indigenous
knowledge holder
conducted

172
hours of workshops.

9
outings took place in
12 months, from seeing
a movie to visiting
a local beach to ice
skating.

194
hours of life skills
education took place
in the MAP program.







Y | | Y | | Y |

Y | | Y | | Y |



Safe Start Program

This program extends services to Indigenous women and men who have recently arrived in Montreal or are experiencing their first episode of homelessness.

The program's coordinator provides a comprehensive range of services, including airport pick-up, referrals to essential services, appointment accompaniment, and assistance returning to home communities if desired.



**Safe Start
Impacts per
month last year:**

50
meetings each month.

75
hours of consultation
per month.

18
accompaniments per
month.

12
referrals each month.

Facilitated returns
home for

**6 community
members in
12 months.**

Cleaning Brigade:

The Cleaning Brigade, a collaboration between the City of Montreal and *Groupe Information Travail*, offers seasonal employment for individuals seeking workforce re-entry.

Last year, 18 PAQ community members participated in the Brigadiers program from June to October 2022 helping to beautify the city of Montréal.

| Y | | Y | | Y |



Volunteer and Community Engagement

In fall 2022, PAQ relaunched its volunteer program and enhanced its community engagement with the creation of a new coordinator position.

A new group of engaged and committed volunteers has been active throughout the year, helping in the kitchen, facilitating activities, and sorting donations.

To encourage internal community engagement, group activities such as weekly bingo, chess games, charades, and seasonal activities were organized at our emergency shelters by volunteers.

Y | | Y | | Y |



PAQ participants participated in community-wide events and celebrations such as the National Day of Truth and Reconciliation, and the march and vigil for Missing and Murdered Indigenous Girls and Women.





Volunteering and Community Engagement Impacts at PAQ:

21

volunteers completed
210 volunteer hours over
the last 6 months at
PAQ.

10

community engagement
outreaches in the
previous 12 months.

31

community activities
were organized with an
average attendance of
15 per activity.

2

Community
consultations were held
with people using PAQ
services.



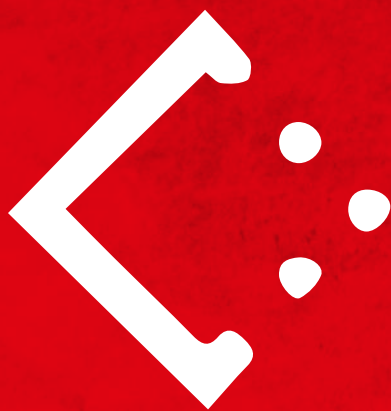
SERVICES

Caseworkers

Four (4) caseworkers are available to community members at PAQ's two emergency shelters, and la Maison Akhwà:tsire providing 105 hours of weekly support.

Caseworkers provide several critical services for community members, including:

- Referrals to detox and other medical services.
- Mental health support
- Individual meetings to provide support to plan short and long-term objectives
- Help to secure housing or apply for identification and social assistance
- Continuous and regular care with intervention plans adapted to the needs of individual members



Caseworkers Impact:

76

meetings with
partners per month.

200

hours of consultations
with clients.

60–80

accompaniments to
appointments each month.

198

referrals to services monthly.

20

community members have
been successfully placed in
permanent housing in the
last 12 months.

Our stories:



I was born in Listuguj, Quebec, and I am Mi'kmaq. I lived on my reserve until I was eleven or twelve. I then moved with my mom and two sisters to Elsipogtog in New Brunswick, where I lived until 2016. In 2017, I moved back to Listuguj and was kicked out of my house. I came to Montreal and lived in an apartment that was too expensive. I was on a waiting list for three months in Transition.

I lived in Transition Housing for two and a half years. I started to go to therapy. Matthew, the previous Transition Coordinator, helped me fill out the paperwork with the PLM (Projet Logement Montréal). I have been living in my own apartment for the last three years. My room is small but close to the metro, and I can easily get around. I am currently working one day a week at the Round House Café. I tried to go to Concordia University last year, but it was a bit difficult for me. I am now trying to get the funding to apply and get accepted into a Safety Construction Course. I have an appointment next week and hope to be able to start the process.

- Patrick Metallic





Clinics

PAQ collaborated with 5 partners in 2022 to offer clinics for community members at the emergency shelters.

These clinics delivered essential services such as dental and vision care, legal assistance, foot care, and vaccinations. A total of 18 clinics were held at PAQ and PAQ2 last year and attended by 220 community members.



The following clinics were offered at PAQ and PAQ2:

5
dental clinics by
HD Mobile

2
vision clinics by The
Mobile Optometrist
Clinic of the University
of Montreal and
Optomobile

2
foot clinics by
Dr. Laura Drudi

8
legal clinics by The
Mobile Legal Clinic



Our stories:



I was born in Moose Factory, Ontario, James Bay. I am Eeyou, or Cree, as settlers called us. I am the sixth child out of seven in my family. When my father got a job in North Bay, our family moved. My grandmother spoke Cree and lived with us. As young children, we urged our grandmother to speak English, not Cree. And eventually, we lost our ability to speak Cree. Every year we would make the journey back home for GOOP, Gathering of Our

People festival, and it would connect us to our family, both living and dead, and our culture. In 1991, I moved to Montreal. I studied commercial photography at Dawson College and worked as a photographer. I started working part-time at West Island Citizen Advocacy and was then named Executive Director and stayed in that role for 2 ½ years. I accepted a job at Native Montreal in their Family Wellness Program as the Manager of Prevention Intervention Services and worked there until May 2022. I moved to Batshaw Youth and Family Centre as an Indigenous Integration Agent or Indigenous Cultural Consultant as I prefer. In my current role, I work for Indigenous families, children and youth in finding resources, contributing to cultural plans, sensitizing staff to Indigenous realities, and promoting Indigenous cultures. I work closely with foster homes, group homes, and the Department of Youth Protection to maintain our cultures and traditions. I first heard about PAQ and its work while working with Native Montreal. Last year, Heather asked me to consider putting my candidacy on the board of directors at PAQ. I was elected to the Board of Directors this September and am excited to share my knowledge and experiences.

– Marla Newhook



COMMUNITY CELEBRATIONS

National Indigenous Peoples Day

On June 21, 2022, PAQ celebrated **National Indigenous Peoples Day** with a BBQ in the courtyard, bison burgers, and country food with 100 community members and staff. Indigenous performers shared their talents with us; dancing, drumming, and even a rapper all performed throughout the afternoon. PAQ is grateful for the opportunity to unite as a community and celebrate this important day!





Trip to Camp Kanawana – September 13–16, 2022

PAQ held its second annual camping trip to Camp Kanawana in the Laurentians in September. Over twenty (20) community members and staff enjoyed four (4) days and three (3) nights participating in workshops, games, a scavenger hunt, canoeing, kayaking, swimming, and campfires. With beautiful sunny weather, it was the perfect opportunity to connect with nature and each other.



The camping trip has become a favorite activity, and plans are underway for 2023!

Y I Y I Y



Y I Y I Y

National Day for Truth and Reconciliation

On September 30th, PAQ participated in the **National Day for Truth and Reconciliation** to honour the memory of children who did not return home and to recognize the resilience of residential school survivors, their families, and their communities. The day's activities included the creation of a t-shirt by and for PAQ's community, participating in the Montreal Walk, and a country food dinner featuring Indigenous dancing.

Y | | Y | | Y |



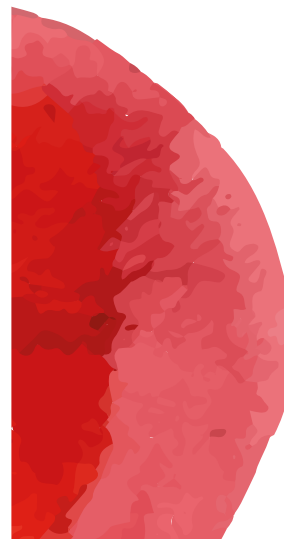
Y | Y | Y |



Community Christmas celebrations at PAQ

Over sixty (60) community members enjoyed a turkey dinner with all the trimmings at the main shelter. Barbara Diabo performed hoop dancing, and games followed dessert. On Christmas day, all community members received a gift bag filled with presents, thanks to generous donations from the National Bank employees, the SPVM, and Shoebox Montreal.





Celebrations of Life

PAQ would like to honor well-loved community members who passed away last year.



Arthur Francis
Angnatuk Burgess



Jackie (Jaqueline)
Evaloakjuk



Salamiva
Ilimasau



Gail Kalluk
aka Kudluk



Pierre
St Jean





Y Y Y Y Y Y Y Y Y Y

Foundations

Alaya Foundation
Centraide of Greater Montréal
Echo Foundation
Hewitt Foundation
Fondation Famille Benoit
Foundation of Greater Montréal
J. Armand Bombardier Foundation
Jewish Community Foundation (JCF)
Marcelle and Jean Coutu Foundation
RBA Foundation
Trottier Family Foundation
United Church of Canada Healing Fund
Zeller Family Foundation

Collaborators

Cap St-Barnabé
Centre de Réadaptation en Dépendance
Chez Doris
CHUM, Addictions Medicine Service
CIUSSS – Centre Sud
CLSC des Faubourgs–Homelessness Clinic
Commissaire aux personnes en situation d’itinérance
HD Mobile
Équipe Itinérance (CLSC Nurse)
EMMIS– Équipe Mobile de médiation et intervention sociale



Exeko
Dr. Laura Drudi
Fédération des OSBL d'Habitation de Montréal
Festival Quartier Danses
First Peoples Justice Centre of Montréal
First Stop
Grossesses Secours
Groupe Information Travail G.I.T.
HD Dentaire Mobile
Hôtel-Dieu (OBM)
Illianapas
ISPW – Indigenous Street patrol worker
Ivirtivik
La Rue des Femmes
Le Chaînon
Le Passage
Makivik
Mi'kmak Catering
Mobile Legal Clinic
Moisson Montréal
Mouvement pour mettre fin à l'itinérance à Montréal
Native Friendship Centre of Montreal
Native Para-Judicial Services of Quebec
Native Montreal
Native Women's Shelter of Montreal
Old Brewery Mission
Optomobile
Onen'to:kon
Plein Milieu
Projet Logements Montréal (PLM)
Réseau d'aide aux personnes seules et itinérantes de Montréal (RAPSIM)

Sac à dos

Southern Quebec Inuit Association (SQIA)

SPVM-Indigenous Liaison Officer

The Mobile Legal Clinic

The Open Door

University of Montreal, The Mobile Optometrist Clinic

Wapikoni Mobile

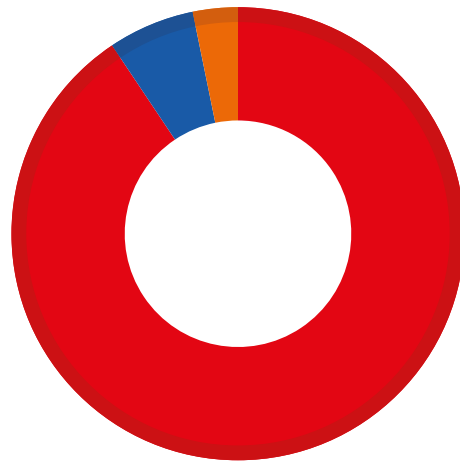
Women's Centre of Montreal



Thank you to all the individual donors who have generously supported our work over the last year.

FINANCES

Revenues 2022-2023



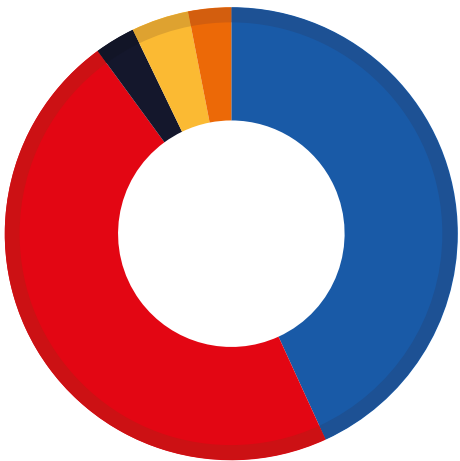
● Subventions gouvernementales \$7,087,762

● Donations (Foundations, Corporations, and Individuals) \$482,550

● Other revenue \$251,168

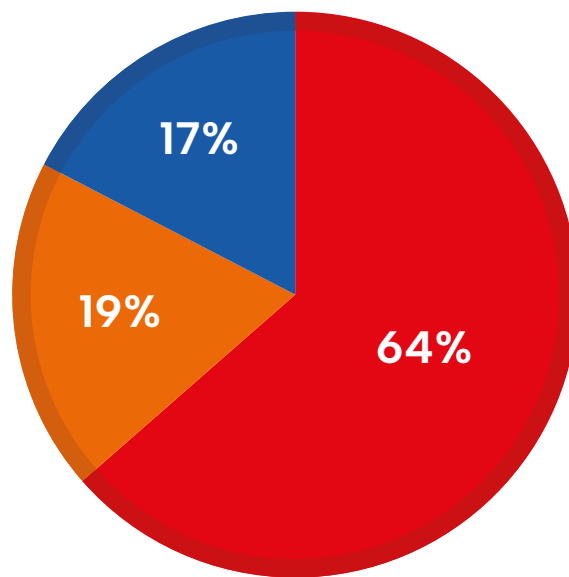
○ Total Revenue \$7,821,480

Expenses 2022-2023



● Salaries and Benefits	\$3,235,791
● Operations	\$3,507,367
● Program and Services	\$216,497
● Administration	\$307,433
● Other Expenses	\$229,614
○ Total Expenses	\$7,496,702

Donations 2022–2023



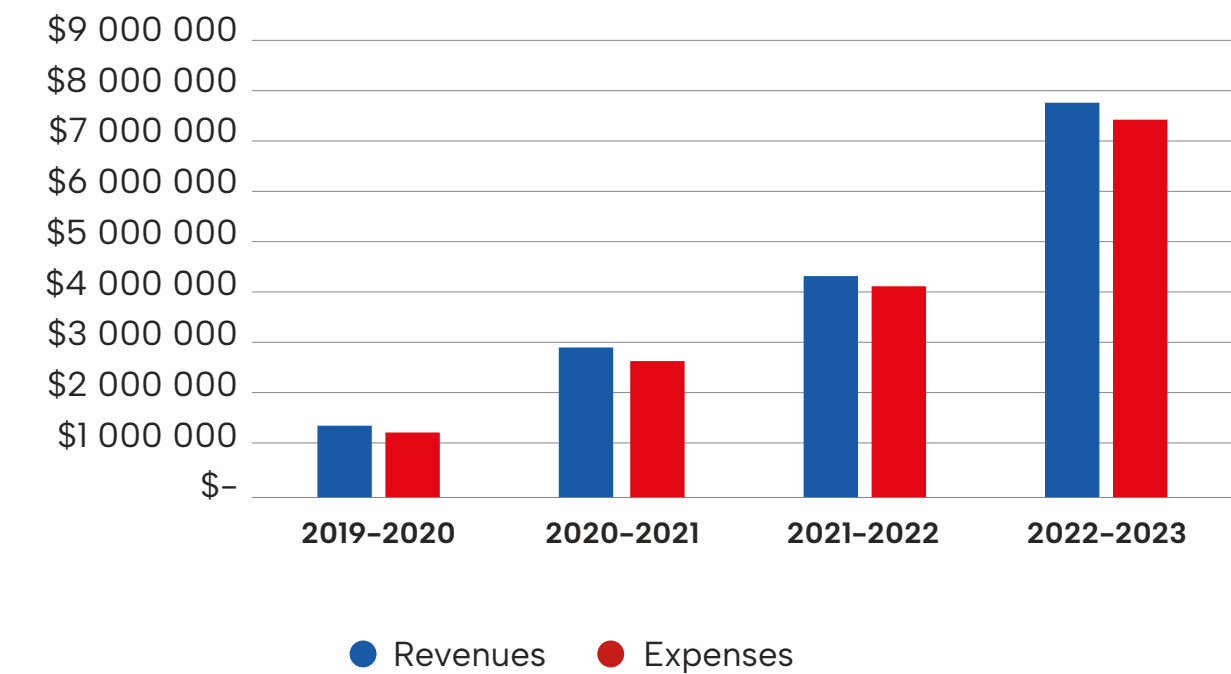
● Foundations	\$306,655
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● Corporations	\$92,000
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● Individuals	\$83,895
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○ Total Donations	\$482,550
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PAQ Revenue and Expenses 2019–2023



OUR TEAM

Board of Directors

President, **Benjamin Gingras**

Past President, **William John**

Vice President, **Trish Norton**

Treasurer, **Geoffrey Kelley**

Secretary, **Karine Millaire**

Member, **Alexandra Ambroise**

Member, **Marina Boulas-Winton**

Member, **Marie-Pierre McDonald**

Member, **Marla Newhook**

Team

Community Knowledge Keeper and Spiritual Guide, **Tom Dearhouse**

Executive Director, **Heather Johnston**

Finance and Operations Director, **Nicole Fortier**

Intervention Services Manager, **Natalie Julien**



Policy and Programs Manager, **Lilly Nicole, Léonard Buckles (interim)**
Finance Manager, **Diego Ramirez**
Fundraising and Marketing Manager, **Sarah Clark**
Housing Manager, **Matthew Biddle**
Building and Operations Manager, **Gregory Corbin**
Projects Coordinator, **Hugo Gehin**
Building and Operations Coordinator, Housing, **Isabelle Marquis**
Community Health Coordinator, **Kim Delisle**
Food Services Coordinator and Cook, **Manon Ferland**
Housing Coordinator, **Ingrid-Arielle Mugiraneza**
Managed Alcohol Program Coordinator, **Mark Alsop**
Restorative Justice & Community Wellness Coordinator, **Raymond-Johnson Brown**
Prosperity and Life Skills Program Coordinator, **Nicolas Plazas**
Transition Housing Coordinator, **Louis St. Germain**
Safe Start Program Coordinator, **Noor Ain, Jessica Woolley**
Shelter Coordinators PAQ, **Bart Spiewak, Dan Gazut**
Shelter Coordinators PAQ2, **Martin Magoon, Cédieu Léveillé,**
Cleevens Innocent-Brown
Overnight Supervisors, **Monday Dani, Yonel Eustache**
Caseworkers, **Isabelle Ouellet-Chong, Myriam Shoot Figure, Stevie Nadeau**
Community Health Support worker, **Javier Lopez Fraile**
Cook, **Agnes Mushquash**



PAQ thanks all front-line intervention team members at PAQ, PAQ2, and La Maison Akhwà :tsire for their compassion, dedication, and commitment to reconciliation for Indigenous peoples.

FUTURE OUTLOOKS

Priorities and Values that will guide PAQ's work in 2023–2024:

Operational plan: 2023–2024

The 2023–24 plan is built around the five strategic goals identified in the 2022–2025 strategic plan:

1. Offer a full continuum of shelter and housing services for Indigenous peoples in Montréal experiencing homelessness or at risk.
2. Develop as an Indigenous-led organization.
3. Ensure a healthy, empowering workplace for staff and increase retention.
4. Advocate for the health and housing rights of urban Indigenous peoples.
5. Increase and diversify private funding.

We note these key points from our 2021–2022 plan that will continue to guide PAQ in the coming year:

- We commit to incorporating Indigenous knowledge and values in our decision-making, policies and programs, and ways of working. We also commit to increasing the recruitment of Indigenous staff and volunteers.
- Participation and participant feedback are important and will help improve our programs and services.
- We will prioritize building and strengthening proactive mental health supports that meet our community needs, whether through direct service provision or referrals to partners.
- We will value our employees' strengths and wisdom, ensuring they are given more autonomy to support community members to the best of their abilities and have opportunities to learn from each other.
- We will capture and document the knowledge, wisdom, and experience that exists within the organization.



Annual report **2022**