



PROJETS
AUTOCHTONES
DU QUÉBEC

ANNUAL REPORT

April 1, 2025, to March 31, 2026



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Message from the Chair of the Board of Directors

Kwe aweti,

A worsening housing crisis. The persistence of systemic racism and its impact on Indigenous communities. A pressing need for a continuum of tailored services to welcome, support, and heal. This is the colossal challenge that the team at Projets Autochtones du Québec (PAQ) is tackling with great success among the urban Indigenous community living in precarious conditions in Tiohtià:ke/Montréal. As Chair of the Board of Directors, I am honored to share with you our organization's annual achievements.

In the fall of 2025, PAQ opened the Maison Jeunesse Mikiwamcic, a word meaning “the little house” in the Atikamekw language. This project specifically targets youth under the care of child welfare services who find themselves homeless as adults or who wish to continue their studies in the city without housing options. Located in a former duplex in the lively, family-friendly Hochelaga neighbourhood, this residence offers six (6) First Nations, Inuit, or Métis youth aged 18 to 35 a private room, common areas, and support services. For these young people, it is not only a home but also a stepping stone toward full independence.

PAQ has also partnered with Médecins du Monde to launch a new community-based Indigenous health clinic. Located on Rue de la Gauchetière East near a PAQ emergency shelter, this community clinic provides culturally safe care and specifically targets Indigenous people who are homeless or at risk of homelessness. A primary care nurse practitioner (PCNP) coordinates care in collaboration with a team of Indigenous navigators who support individuals on their healing journey. PAQ also rose to the challenge of setting up, in just a few weeks, at the request of the City of Montreal, an additional temporary warming center this winter.

Finally, it is worth noting that the team has launched a major renovation project for the building acquired on Sherbrooke Street to house the PAQ-2 temporary shelter. This large-scale project will rehabilitate and expand a historic building while creating new welcoming spaces for the community.

I would like to thank the entire Board of Directors and the staff who work with such dedication to make PAQ this essential organization for the Indigenous community of Tiohtià:ke/Montréal.

Tiawenhk inenh,



Karine Millaire, Chair, Board of Directors



Message from the Executive Director

Kwé kaskina,

The past year has been marked by significant challenges, but also by notable achievements that demonstrate the strength and resilience of our organization and our teams. In a constantly evolving environment, we have demonstrated agility, innovation, and commitment to advancing our mission and meeting the expectations of our partners, donors, and employees.

Thanks to the dedication and hard work of our teams and the trust of our stakeholders, we have built on our achievements while launching projects that will shape the future. It was in this context that you were able to participate in the opening of Mikiwamcic last December, our first resource designed to prevent homelessness among Indigenous youth. PAQ also signed a major agreement with Médecins du Monde, a key player in providing care to populations rarely reached by the traditional healthcare system.

These achievements reflect a collective effort guided by strong values and a clear vision. To curb homelessness and provide better services, we must act early on, that is, through prevention.

When it comes to housing, it is essential to offer a wider variety of housing options, tailored to people's financial means and designed in collaboration with communities to address their specific needs. For some, their time at PAQ will be temporary, a stepping stone toward a better life. For others, PAQ will become a true home, and we must do everything in our power to ensure they live with dignity and security.

In 2025-2026, we reviewed our priorities, optimized our processes, and strengthened our ability to adapt to emerging challenges. The socio-political and economic context has had a significant impact on the resources allocated to the most vulnerable members of our society.

It is in this spirit that our Human Resources department has accomplished a great deal. These efforts enable us to continue growing in a sustainable and responsible manner, while remaining an employer of choice where our employees feel respected, appreciated, and valued, even in the face of limited resources.



Finally, we would like to express our deep gratitude to all our staff for their commitment and professionalism toward our members and the staff with whom you work. A special thank you also goes to our partners for their support and continued trust. Without everyone's support, PAQ would not be the essential resource it is today in Tio'tia:ke (Montreal) for First Nations, Inuit, and Métis at risk of homelessness or in need of active support to overcome it. PAQ is much more than a housing resource: we are there when needs are most urgent, particularly during homelessness crises. It is in this spirit that our mission truly comes to life: to be there when our members and collaborators need support.

Building on these achievements, we look to the future with confidence and determination, ready to meet the challenges ahead and, above all, to seize the opportunities that arise.

Chi Migwetch,

A handwritten signature in blue ink, which appears to read 'Stacy Boucher-Anthony'.

Stacy Boucher-Anthony, Adm.A., M.Sc. TS
Directrice générale

Message from the Interim Executive Director

Aaniin, Tānisi,

Dear Elders, community members, team members, representatives of management and governance, funders, and partners,

I address these words to you with respect and humility, here on the traditional, unceded territory of the Kanien'kehá:ka, the custodians of the lands and waters of Tiohtià:ke, now known as Montreal.

I do so with deep gratitude toward all those who carry out this work in a way that honors our values and who bring this shared vision to life through concrete actions.

To our Elders and Keepers of Knowledge: thank you for grounding our community through your presence, your guidance, and your teachings that emphasize respect, dignity, balance, and healing.

To our community members: you are the beating heart of PAQ. Your voices and your journeys keep us grounded in what truly matters. You are at the heart of this work, and it is through your strength, your truths, and your lived experiences that we continue to grow, learn, and move forward together.

To all our teams, from frontline staff to coordination, management, and project support: I recognize your strength and compassion. The work you do, though often unseen, contributes every day to creating an environment of safety and stability, as well as the foundation necessary for building trust and self-determination.

To our Executive Director, Stacy, our Board Chair, Karine, and all members of the Board of Directors: thank you for your leadership, dedication, and perseverance in advancing PAQ's mission to serve our community.

Over the past year, PAQ has advanced several important initiatives, including transitional housing through Mikiwamcic; an on-site health clinic in partnership with Médecins du Monde; a 24-hour temporary warming shelter at RDP; and the ongoing progress of the PAQ2 Sherbrooke project, construction of which will begin this spring. These are not simply "projects": they are doors opening, warmth being offered, care being reclaimed, and dignity being protected.

In the coming year, we will continue to advance this work in response to the community's needs, by strengthening cultural safety, expanding pathways to housing and healing, and supporting staff well-being so that this work can continue to have a transformative impact.



Thank you for standing with us. United by a shared vision and driven by resilience, together we are a force.

Miigwetch, Kinanâskomitinawâw.

May we continue to move forward together with courage and unity, honoring those who came before us, supporting those who are with us today, and building a stronger path for those who will come after us.

A handwritten signature in dark ink, appearing to read 'Natalie Julien'.

Natalie Julien
Directrice générale par intérim

Mission statement

PAQ is an Indigenous organization that supports First Nations, Inuit, and Métis people facing housing insecurity in Tio'tià:ke / Montreal. Using a culturally appropriate approach rooted in empowerment and harm reduction, we provide shelter, housing options, and services that promote healing, well-being, and community. We work in partnership with other stakeholders to promote the rights to health and housing for Indigenous peoples in urban settings.

Strategic plan 2025–2028

Mission:

PAQ exists to empower, support the healing, and promote the well-being of First Nations, Inuit, and Métis people who are experiencing homelessness or at risk of homelessness in Tio'tià:ke / Montreal.

PAQ's foundational values

Challenge

The lack of culturally relevant living environments and services for Indigenous people living in urban areas (specifically those experiencing homelessness or at risk of it).

Mission

To provide a continuum of living environments and resources for First Nations, Inuit, and Métis people in Tio'tià:ke / Montreal who are experiencing homelessness or at risk of it, through approaches rooted in Indigenous values and traditions, and by fostering a culturally safe environment.

Systemic vision

Urban First Nations, Inuit, and Métis people have access to culturally safe living environments, tailored to their realities, where they can begin a healing process, regain their dignity, and reconnect with their cultures and identities.

Specific vision

PAQ supports every Indigenous person experiencing homelessness or at risk of homelessness in finding their path to healing, empowering themselves, and improving their living conditions in urban settings, at their own pace.

Values



Humility

Humility means remaining open-minded, recognizing the value of others' perspectives, and accepting that everyone has something to teach us. It also involves acknowledging our limitations and valuing Indigenous knowledge and perspectives.



Respect

Respect means treating every person with dignity, kindness, and empathy, regardless of their background or circumstances. It also involves honoring everyone's lived experiences, choices, and differences.



Love

Love is expressed through compassion, kindness, and active listening in our daily actions. It fosters healing, hope, and mutual support by recognizing the value and potential of every human being.



Community

Community represents the sense of belonging, mutual support, and solidarity that unites us. It is built by creating inclusive, safe, and welcoming spaces where every person can fully be themselves and contribute.



Protection

Protection reflects our commitment to creating safe, welcoming spaces free from discrimination. It calls on us to act as guardians of the community by protecting the dignity, well-being, and rights of every person.



Honesty

Honesty is rooted in transparency, authenticity, and integrity in all our interactions. It calls on us to speak truthfully, to listen without judgment, and to welcome everyone's experiences with respect and openness.



Honour

Honor means acting with integrity, accountability, and consistency between our values and our actions. It involves keeping our commitments, taking responsibility for our actions, and acknowledging our mistakes with honesty.

Objectives

1

Strengthen Indigenous-centred approaches and decolonization at all organizational levels to ensure the organization is grounded in the values, perspectives, and needs of Indigenous peoples.

2

Improve community well-being and empowerment through accessible services, prevention initiatives, and increased community participation.

3

Transform PAQ's housing offerings to ensure the safety, cultural relevance, and sustainability of living environments within our Indigenous communities.

4

Strengthen organizational and financial capacities to maximize PAQ's impact.

5

Consolidate PAQ's leadership role in the urban ecosystem through strategic advocacy, strengthened partnerships, and effective communication to amplify our impact on Indigenous issues.

Statistics across both emergency shelters

Total number across both emergency shelters

259

Number
of women

360

Number
of men

3

Number of two-spirit and
non-binary individuals

314

Inuit

16

Métis

272

First Nations

32

Other

634

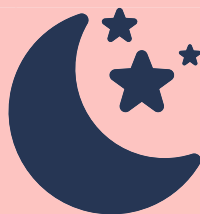
Total number
of unique individuals

94.8%

Average
occupancy rate

825

Total number of
admissions recorded



218

People who stayed
more than 180 nights

* 12 members did not indicate their gender.

Emergency shelters

PAQ1

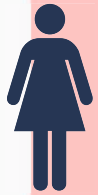
Located at 169 Rue de la Gauchetière East, PAQ1 is a low-threshold shelter with 52 bunk beds divided into two separate floors (18 for women; 34 for men). The facility has two emergency rooms, one on each floor.

The facility remains open 24/7, 365 days a year. Substance use is not permitted.

Residents have access to three meals a day, showers, a laundry room, and a common area equipped with a television and a computer with internet access.



Statistics



212

Number of women



316

Number of men



11

Number of two-spirit and others

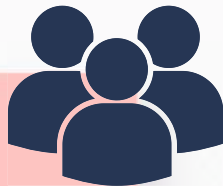


539

Total number of people

105

Number of people who stayed more than 180 nights



98%

Average occupancy rate

Testimonial from Daniel Tarriasuk, a member of PAQ1



I am Daniel Tarriasuk, and I am Inuk from Ivujivik. I came to Montreal for the first time a long time ago when I was a kid.

I have some relatives here in Montreal but I don't stay with them. I visit them from time to time.

Family should stick together. I have 2 older sisters and one younger sister. I have 4 older brothers and one younger brother.

My family live in Ivujivik. Some things back in my community are really expensive to buy.

For instance, a pack of cigarettes costs \$30.

Workers from Ullivik hospital for Inuit in Dorval told me to come to PAQ1 after my stay there for medical reasons. PAQ1 helps me a lot. I think it is a good place. There are some rules that I need to respect here. I like the food in PAQ1 but I try not to eat too much.

I used to go to Ivritvik. It is an organization for Inuit. They encouraged me to go to school or get a job.

I think that PAQ staff do their best and I am really happy with the services here.

Noor (Safe Start program coordinator) helped to go back to hospital. She helped me to set up medical appointments too.



PAQ2

Located at the Hôtel des Arts, at 2060 Saint-Dominique Street, PAQ2 is a high-threshold shelter consisting of 50 single rooms, each with access to a private bathroom.

Residents receive three meals a day and have access to a laundry room and a common area equipped with a television and computers with internet access.

Adjacent to this building is a supervised consumption tent where cannabis and/or alcohol may be used. Staff members and security guards are always on site.

The design of this facility and its services ensures greater safety for residents struggling with substance use issues while also fostering better social coexistence with the neighborhood.



Statistics



131

Number of women



146

Number of men



9

Number of two-spirit and others

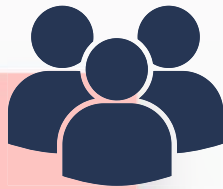


286

Total number of people

113

Number of people who stayed more than 180 nights



91.5%

Average occupancy rate

Testimonial from Vanessa McLaren, a member of PAQ2



I have been living in Montreal for the past three years in search of a better quality of life. I like staying at PAQ2 because the staff are kind and supportive. I hope to have my own apartment soon, plan a gradual return to work, and continue focusing on taking care of myself.

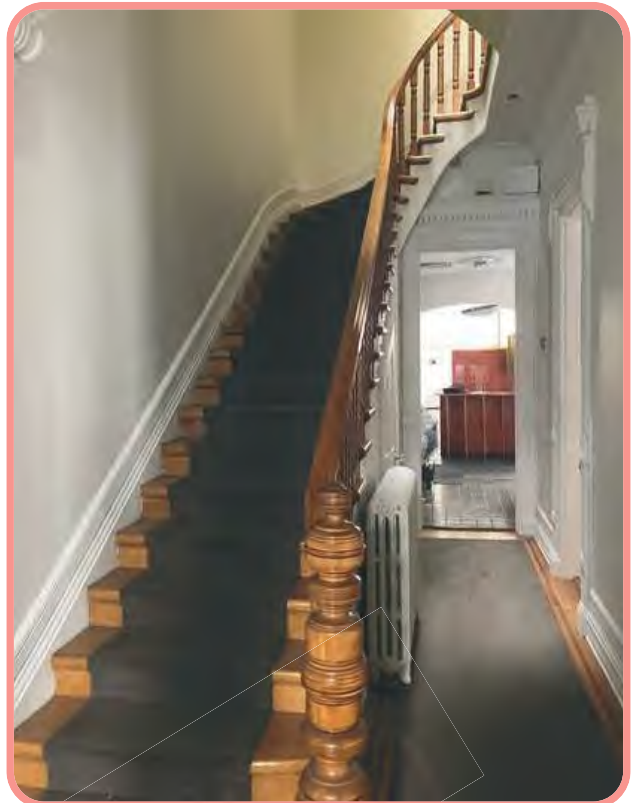
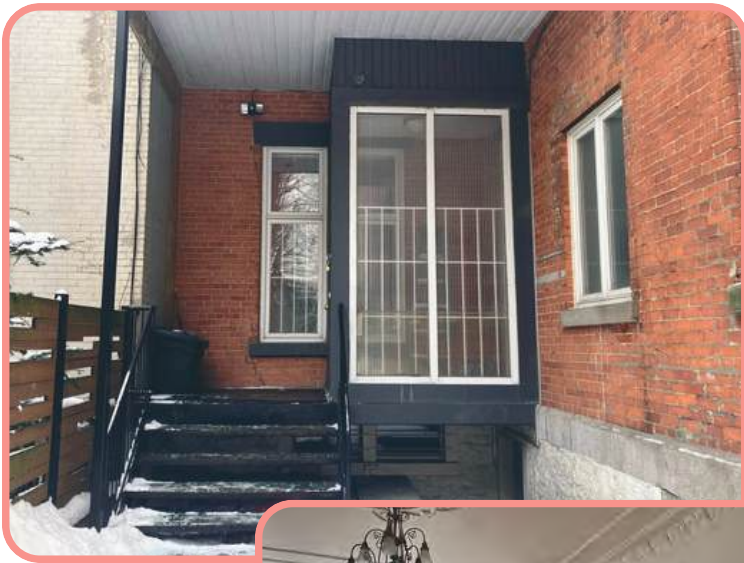


Progress report on the new PAQ2 Sherbrooke project

PAQ acquired two buildings in the spring of 2023, located at 65 and 69 Sherbrooke Street West. The two lots have been merged, and the official address is now 55 Sherbrooke Street West.

The interior and exterior design plans are now complete after more than two years of work.

PAQ launched a public call for bids in January 2026; the general contractor that will carry out the work will be the Axino Group. Construction will begin in the spring of 2026 and will take approximately 18 months. Once the work is complete, the current PAQ2 located on Saint Dominique Street will move to this permanent facility.



Housing

De Bullion transitional housing

PAQ's transitional housing program, located at 1065 De Bullion Street, comprises 15 studio apartments, 9 for men and 6 for women. It offers on-site support and case management services.

Leases, ranging from three months to three years, allow residents to focus on their educational, employment, or well-being goals. During the fiscal year, the program supported a total of 23 people. Of these, 12 were new residents, while 11 residents were already housed prior to April 1, 2025. During the same period, 13 residents left the program, including 4 women and 9 men. As of March 31, 2026, the house had 10 residents.

Statistics

6



Number of women

16



Number of men

1



Number of two-spirit/non-binary person

2

Number of members who returned to their communities

1

Person was admitted to a detention facility

2

Returned to one of PAQ's two main shelters

1

Person lost contact with services (MIA)

2

were referred to other transitional housing programs

1

was referred to a specialized mental health resource

79

Number of monthly individual meetings to plan short- and long-term goals: each member is met with once a month, and some once or twice a week

Moved into permanent housing in Montreal, either alone or with their families

4

Testimonial from Ralph White with Thomas Addison, Transition Housing Coordinator



So if you could just talk a little bit about your situation when you came into the program and how your situations changed and how the programs helped you."

Well I mean, I came out of prison, I spent 18 months in a halfway house trying to readjust to life. Life has changed in the 21 years I spent in prison. Life's been moving a whole lot faster, a whole lot of social media and I am not used to that stuff. Took a long time for me to find a job, I am working as a butcher and cleaner at the IGA. Been there over two years almost. I don't really like the job too much but I am trying to find something different. I needed a place to live so this has been - I'm Mi'kmaq by the way, I should have mentioned that right off the hop. Both sides of the family, my moms American and my grandfathers American. This is a great place to live actually, it has been pretty quiet. I mean guys get drunk and they fight outside but I mean I stay inside I really try not to get involved with their drinking. Yeah I try to stay pretty quiet, keep my place clean, it's an enjoyable place I like it here. No problems so far. So far so good.

"How do you think the program specifically has helped you?"

It's been helpful for me. I am trying to save my money for when I need to get out of here and the rent has been good. I have been able to save some money which has been helpful because I know rent has been crazy in Montreal. It is crazy expensive. Crazy buying a place in general, I mean there's a lot of homeless people. You see them all the time

"Have the staff here or the caseworker helped you with much?"

Yeah, I am not real good with electronics, I mean I need help with something you guys can probably help me with. I think the staff and the transition workers are really helpful. And you guys are good too!



ᐱᓄᓇᓴᓴᓴᓴᓴᓴ / Annagiavik

In June 2024, PAQ opened Maison ᐱᓄᓇᓴᓴᓴᓴᓴᓴ / Annagiavik, located at 3702 Sainte-Famille Street. It is a transitional housing program in the Milton-Parc neighborhood. The facility includes 14 rooms for First Nations, Inuit, and Métis individuals seeking sobriety. Before being admitted, residents must commit to a substance use cessation program or have completed therapy. This requirement is intended to protect other residents, some of whom consider themselves more vulnerable and at risk of relapse.

By June 2025, all rooms were occupied, and the service has continued to be in high demand ever since. The addition of a weekend coordinator position also provides increased support to the on-site intervention team.

During the fiscal year, Maison Annagiavik housed a total of 25 people. Of these, 21 were new residents, while 4 men were already residing there prior to April 1, 2025.

During the same period, 12 residents left the program, including 2 women and 10 men. As of March 31, 2026, the facility had 13 residents.



Statistics

4

Number of women

21

Number of men

1

Person moved into housing with their family

2

People were admitted to a detention facility

1

Person died

3

People were referred to a PAQ shelter

1

Person was referred to a mental health resource

4

People continued their journey in other housing programs

Testimonial from Thomas Addison, coordinator at Annagiavik House



Throughout the first year of Annagiavik being open, we welcomed in many new residents and dealt with many challenges. As a sober living house serving the indigineous community in Montreal, a lot of our residents are coming from shelters or organizations where drug and alcohol use may be common. Because of this, many of our residents feel the need to leave behind people in their life that are still drinking as they work towards sobriety. The most common challenge here at Annagiavik is helping our residents make new friends while balancing their sobriety. One of the most common reasons for relapse is that a resident may become lonely and return to their previous friends and drink. Finding welcoming and sober spaces for our residents to make friends and form community has been an ongoing challenge that we are always looking at new ways to tackle.



Akhwà:tsiré

Akhwà:tsire House, which means “family” in Kanien’kehá:ka, has just completed its third year of operation. Located at 1025 Saint-Hubert Street, it has a total of 17 rooms: 7 for the MAP program and 10 for the Akhwà:tsiré program; the average occupancy rate was 85% over the past 12 months. This site is a permanent housing facility with no time limit on occupancy for residents; this means that for some, Maison Akhwà:tsire serves as a stepping stone to other opportunities, while for others, it will remain their permanent home.



Testimonial from Marie-Paule Boucher, a resident at Akhwà:tsiré



My name is Marie-Paule Boucher. Having this space and this room here at Akhwà:tsiré (PAQ) has been a true blessing, and it feels like a family to me. I was able to settle in easily and felt welcome from day one.

I especially appreciate the common room, which I call the heart of the house, where I can create my art, relax, and open the window to feel the fresh air. Even though there can sometimes be certain differences within the community, I have never viewed this program negatively, because I have always felt listened to and respected by the staff.

Since my arrival, the staff members have always been warm, caring, and available. Their positive attitude has remained the same to this day.

Depression is a reality I've been living with for a long time, and it can sometimes become very difficult. However, thanks to the psychosocial support and medical follow-ups offered here at the home, I feel well-accompanied and supported on my journey.

I am grateful to the entire team for their help, their willingness to listen, and their humanity.



Community life and activities offered

Resident meetings are held monthly to encourage participation, the expression of needs, and community life. Resident meetings are held monthly to encourage participation, the expression of needs, and community life.



We also organize various activities aimed at well-being, socialization, and strengthening cultural and community ties, including:

- Activities in collaboration with the SPVM aimed at building bridges between Indigenous communities and police services, including visits with the mounted police and horses;
- Activities with Exeko;
- Yoga and stretching sessions to promote relaxation and flexibility;
- Partnership with Santropol regarding food security;
- Cultural outings, particularly to museums;
- Pizza nights, movie nights, and self-care days;
- Art and painting workshops promoting self-expression and spirituality;
- Celebration of residents' birthdays;
- Life celebrations upon the passing of a resident;
- Summer activities such as walks, trips to the ice cream shop, and outdoor activities.

These initiatives aim to support residents' overall well-being, sense of belonging, and community ties.

Statistics

6

Number
of women

8

Number
of men

2



Number of members
who secured
permanent housing
outside the PAO

469



Total number of interventions

408

Total number of meetings with members

Mikiwamcic

On Tuesday, December 16, 2025, PAQ launched its new initiative, Mikiwamcic, located at 1668 Saint-Germain Street in the Hochelaga-Maisonneuve neighborhood.

Mikiwamcic, meaning “the little house” in Atikamekw, is a transitional housing facility consisting of six private rooms with shared common areas. It is designed for First Nations, Inuit, and Métis youth aged 18 to 30 who are leaving the youth protection system and/or wish to pursue full-time studies.

These young people can live there for up to 24 months, during which time staff will help them prepare for life after leaving the facility.

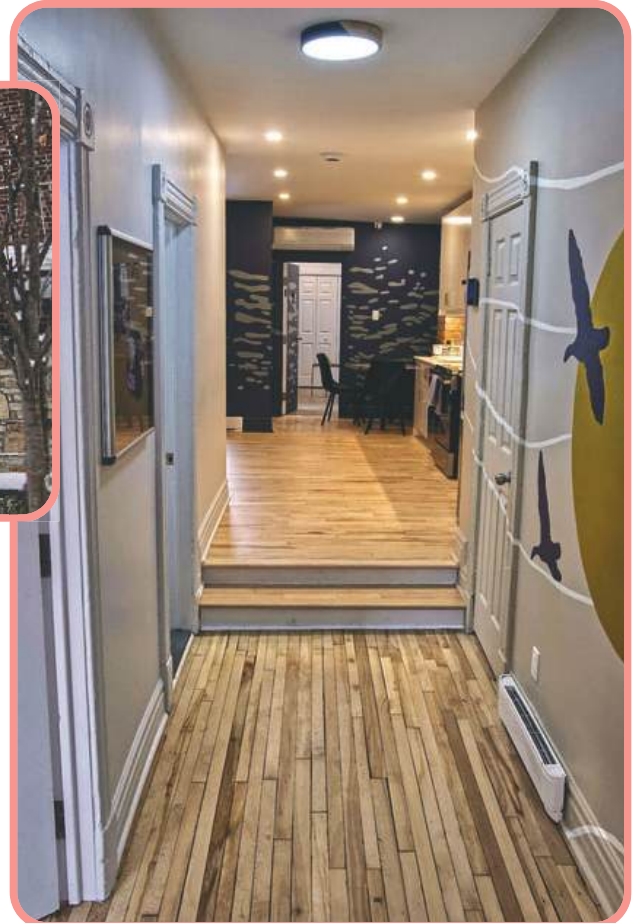
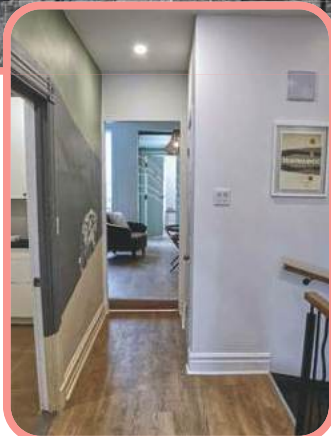
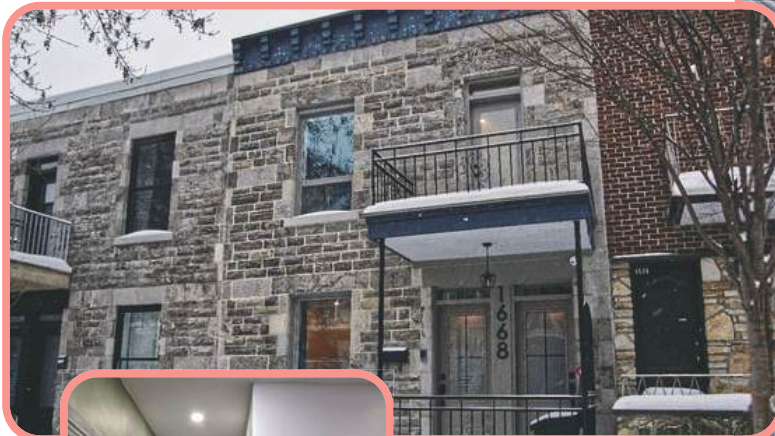
The home offers a stepping stone toward housing stability and independence, where solidarity and Indigenous values are leveraged to help these young people put down roots and thrive.

The Mikiwamcic House aims to prevent homelessness by providing a living environment tailored to the needs of its future residents.

To date, 5 out of 6 rooms are currently occupied.

On March 31, 2025, PAQ purchased a duplex in the Hochelaga-Maisonneuve neighborhood. This duplex was converted into a rooming house. Construction began in the fall of 2025 after permits were obtained and was completed over a six-week period. This project was made possible thanks to the significant involvement of our project coordinator, Marina Puerta Garcia, as well as other internal team members.

A heartfelt thank you to everyone who contributed to the creation of this project.



Testimonial from Sarah Mekonen, coordinator of Mikiwamcic



I've been the Coordinator of Mikiwamcic for just under three months, and it has already been a meaningful experience. From training new staff to welcoming our first residents, it's been exciting to see the program take shape. As a youth worker, I was overjoyed when I learned this program was opening because of how urgently it was needed. Indigenous youth are overrepresented in the youth protection system, and nearly half of youth experiencing homelessness in Canada have been placed in foster care or group homes. This shows how vulnerable many are when leaving care without adequate support. Mikiwamcic offers this support. One of my favourite moments so far was welcoming our first resident with a pizza night on the day they moved in.



Warm shelter – Rivière-des-Prairies

On January 27, 2026, PAQ celebrated the official opening of the warming center located in the Soeurs Recluses building in the Rivière-des-Prairies neighborhood, which will be in operation until March 30, 2026, and accessible 24 hours a day, 7 days a week. More than 30 new seasonal staff members were hired to support the efforts of our regular team.

This warming center aims to provide an additional option for emergency housing for vulnerable Indigenous people during the winter months. This initiative comes at a time when the homelessness crisis is only growing on the Island of Montreal; it is in response to this need that PAQ and its teams have committed to this project.

Once again, hot meals are served on-site at lunchtime thanks to the daily presence of a catering team. Services offered also include bedding, access to laundry facilities, showers, and an Internet connection.

This initiative was made possible thanks to the support of the City of Montreal and the Regional Homelessness Service for the South Central Area of the Island of Montreal.



Statistics

38



Number
of women

74



Number of
men

1



Number of two-
spirit/non-binary
individuals

59



Number of members
who have returned to
the Halte Chaleur
shelter more than once

103

Number of members
from the two PAQ
emergency shelters

9

Number of
members
outside PAQ

112

Total number of
people who used the
warming center

Number of meals served: 350 meals per week, 3,500 meals (breakfast, lunch, dinner) on average; 75 snacks per week (lunch bags) over the 3-month period

Testimonial from Simon Thériault, manager of the warm shelter



Helping to open the Rivière-des-Prairies warming center was a memorable experience. The goal was clear: to provide a safe, culturally respectful space that fosters trust. Located in a quieter setting, the building offers a truly calming environment, far from the hustle and bustle of downtown. Some participants have shared that this distance helps them reduce their substance use, and one even expressed a desire to see the space evolve into a detox center.

We have established concrete conditions for well-being, such as hot meals, private rooms, showers, and a laundry room, but it is above all the quality of the bonds created by the team that makes the difference. A telling moment occurred when an activity was organized on-site one Friday: despite the option to go downtown via the community shuttle, everyone chose to stay. This simple gesture speaks to the sense of belonging that is developing there. More than just temporary housing, the warming shelter has become a space for respite, stability, and recognition.



Programs and services

Community health program

The Community Health Program was established as part of a partnership between PAQ and the CHUM, through the Supervised Alcohol Management Program, to better address the needs of an underserved or under-served clientele struggling with significant alcohol use issues.

The program's objective is also to develop holistic, culturally safe, and trust-based health care for members of Montreal's Indigenous communities who are experiencing or at risk of experiencing homelessness.

Since its inception, the program has evolved with the addition of health navigators whose role is to guide members toward institutional health resources, particularly primary care clinics and hospitals.

Two navigators provided regular coverage, one on weekdays from 10 a.m. to 5 p.m. and the other from Wednesday to Monday from 12 p.m. to 7 p.m.

For the 2025–2026 fiscal year, navigation coverage was expanded from two to three health navigators to strengthen the support offered to the community.

The project also drew on quarterly meetings of the PAQ-CHUM Indigenous Advisory Committee, composed of seven Indigenous members, including a young member of the Tshuapamitin organization who joined the committee in May 2025. Committee members shared their expertise in health and well-being to guide the project's next steps.

A joint booth event was organized in June 2025 at the CHUM to highlight the initiatives of PAQ and the CHUM Indigenous Wellness Service and to distribute bags of traditional medicines to patients, families, volunteers, and staff to support physical and spiritual balance.

Biannual meetings on cultural safety were held with allied departments and hospital experts to support the project's governance in collaboration with the CHUM's Indigenous partners.

Since May 2024, an Elder has been visiting hospitalized patients every two weeks. A collaboration with Chief Swaneige was planned to develop seasonal menus. The CHUM Indigenous Wellness Service also collaborated with the CRCHUM and the Department of Cultural Safety at the University of Montreal to support the recruitment and internships of Indigenous individuals.



A concrete example of the work of community health navigators



A 58-year-old Anishnaabe male from Kitigan Zibi whom was suffering with health issues for a long time and requested a medically assisted death. The request was accepted and we had to work together as time was ticking, we only had hours to prepare!

He had 3 last wishes/requests: He wanted his last meal to be country food, he wanted his brother to visit him who he didn't speak to for years, and last of all he wanted to have a traditional ceremony to start his journey to the spirit world, surrounded by his community support team.

Working together with other Indigenous organization and non-Indigenous organization that he frequently used, all his wishes were fulfilled. As an Indigenous person I understand and know how important it is to do the best we can for the individual last living request.

Hospital:

The CHUM's wellness team made arrangements so that the end-of-life ceremony could be performed with Elders to pray, songs to be sung with a drum. Smudging was also made possible using the 4 traditional medicines.

Dr. Marsan, Head of Addiction unit, and her team played a big part in helping to organize his last request and contact community resources who knew him well, such as Cactus and Spectre de rue! Having the hospital allow the traditional ceremony to take place in the hospital with many family, friends, and people who worked with him.

STM:

Dr. Marsan reached out to the STM requesting their assistance to find his brother, who was homeless, whom he hadn't seen in years. They complied, found him, and brought him to the hospital. That was an overwhelming moment with tears of joy.

Family:

Family wasn't just having his brother by his side. Having his family with him was to have all the people who supported him from different organizations and his street family. Family meant to have everyone he loved surrounding him at his last moments on Mother Earth.

Last meal:

As PAQ's Community Health Coordinator and being Indigenous, I did what was needed to make sure he received his last meal of traditional food!

He wanted his last meal to be country food (wild game) PAQ and other Indigenous Organizations didn't have any. I went home and checked if I had any moose or deer meat. I had none left called around in my community; my daughter gave me deer steak. I made him deer steak, mash potatoes, and Bannock as he requested, I also made strawberry juice for him. I then packed everything up and returned to Tio'tia:ke (Montreal) to deliver his meal at CHUM hospital. The smile on his face when I gave him the meal, the gratitude he showed was all worth it! Now this is what Community of Practice really is; everyone knows what role they can fulfill and does it without any hesitation! Now that's the Indigenous way!

374

Indigenous people received support during their hospitalization, 67% of whom were experiencing or at risk of homelessness.

30

The average age of those supported - 49% women, 49% men, and 2% Two-Spirit individuals.

949

Appointment reminders

59

Supported 59 emergency room visits across 42 individual cases

158

Interventions provided for detoxification and psychological support across 59 individual cases, including 14 missed appointments.

Life skills program

In 2025/2026, the Prosperity and Life Skills Program underwent a redesign; the program is now simply called Life Skills, so that we can focus on activities and workshops that place greater emphasis on acquiring life skills that will equip members with the tools to make a safe and successful transition to transitional or permanent housing.

Activities of the Life Skills Acquisition Program:

- Team-building outings and social activities: Group outings strengthen communication, cooperation, and healthy conflict resolution—essential skills in family, professional, and community settings. This can be particularly important given the generational trauma experienced by many members of First Nations, Inuit, and Métis communities.
- Sharing circles/ needs assessment sessions: these sharing circles encourage personal expression, active listening and reflection. This process also helps to improve the program in order to better meet the needs of community members who use AQP services.
- Community cooking: these activities teach hands-on cooking and nutrition, budgeting, planning, and collaboration, which are essential skills for independent living and managing a household.
- Other activities in nature: Time spent in nature has been shown to be beneficial for mental health through reduced stress, while reinforcing respect for the land and traditional teachings, including growing or gathering food.
- Cultural outings (e.g. pow-wow): Cultural outings are essential to the well-being of many community members. Activities and travel reinforce cultural identity and pride, increase their sense of belonging and encourage respectful participation in cultural traditions.

By participating in these and other activities of the life skills program, community members acquire practical skills in a supportive and culturally safe environment that fosters personal development and independence.

- Monthly: community kitchen, employment assistance, art therapy, gardening, health workshops.
- Special activities: outings, festive events, cultural activities.
- Several times a year: workshops on financial management and dental hygiene, for example.
- Feedback from participants indicates a strong interest in activities related to employment support, cooking and nutrition, financial management, cultural reinforcement, reconnection with nature as well as personal development. These interests guide the evolution of the program in order to continue offering relevant activities that concretely support members in developing their skills and their journey towards greater autonomy.



Statistics

During the 2025-2026 period, 214 members participated in Life Skills activities. Participation comes from all the PAQ living environments: 94 participants in PAQ1, 83 in PAQ2, 18 in Akhwà:tsire, 16 in Annagiavik and 3 at the transition house.

A total of 188 workshops were offered during the year, including 40 with our partner Exeko, 35 creative expression activities, 56 daily living/independence workshops, 21 employment support workshops, 21 outings, and 14 stress management workshops.

61 workshops focused on personal development

Testimonial from Rhetta Parnas, Life Skills Program Coordinator



This year, PAQ reimagined its Life Skills Program to better support community members in building confidence, independence, and connection. In mid-April, a new Program Coordinator was recruited to lead the redesign and implementation of the program, following consultations and needs assessments with community members and staff across four PAQ sites.

The renewed program delivers practical workshops tailored to emergency shelters and housing sites, recognizing the distinct realities of each setting. Over the past year, 188 workshops and activities were offered, with participation from more than 200 community members.

The Life Skills Program at PAQ integrates culturally grounded and trauma-informed approaches. New and existing partnerships with other community organizations allowed us to expand our programming. Workshops included financial literacy, employment readiness, personal development, and cooking skills. Topics are accessible, hands-on, and responsive to participant feedback, with an emphasis on supporting autonomy and strengthening community connection.

Notably, 12 participants secured paid employment over the year. Others transitioned into new housing environments where they continued building practical skills through activities such as collective kitchens and employment support workshops.

Beyond quantifiable outcomes, the Life Skills Program fostered stronger interpersonal relationships, increased social connection, and supported meaningful cultural reconnection.

“The program has helped me grow, feel safe, and work on myself. I’m proud of how far I’ve come. The activities, like camping, canoeing, cooking together, they all help heal our mind, body, and spirit.” – Betty
As the program continues to evolve, it remains grounded in community priorities and committed to supporting long-term wellbeing and personal development.



Supervised alcohol consumption management program

This residential program facilitates access to permanent housing for Indigenous men and women with chronic and severe alcohol-related disorders. The program offers 7 affordable rooms and full services, including a supervised alcohol consumption service in the House.

To be eligible for the program, residents must commit to actively collaborate with the CHUM addiction treatment clinic, which offers weekly follow-up to residents. This one is the first of its kind in Quebec.

This program is essential in the service continuum since it meets the needs of people struggling with an addiction issue and for whom a complete cessation of consumption could be fatal. It is therefore in a logic of harm reduction that this initiative is inscribed.

This project, socially speaking, is beneficial both for society, which adds a safety net to vulnerable people, and for people struggling with addictions who regain their dignity.

A nursing assistant, hired by PAQ, works 20 hours per week to provide residents with basic health education on topics such as nutrition, wound care, healthy relationships, etc.

Over the past year, Grace has continued to organize regular activities with members, including health walks, chair yoga sessions and stretching exercises that promote physical well-being. Other activities were also carried out in collaboration with the CHUM research team, including retreat days in Kahnawà:ke with four MAP residents. These meetings aimed to encourage cultural reconnection and offer spaces for exchange through speaking circles.

The occupancy rate of the house varied throughout the year. The program began the year with an occupancy rate of 78%, which gradually increased over time, reaching 94% occupancy by the end of the reporting period in March 2026.

1

Left the housing this year and went to a detox center, before moving into a mental health supportive housing resource.



1

Number of women



7

Number of men



36

Number of on-site group activities



Testimony of Louis Kopalie, member of the MAP program:



Since I arrived at the Managed Alcohol Program, I have been sleeping more safely and feeling more secure. I receive my beer on time, which helps me stay stable and better manage my day. I am able to see and understand my consumption more clearly, and most importantly, I now have a place that I can truly call home.

The MAP has been very helpful for me. I have been able to reconnect with my family members and friends and tell them where I live. That has made a big difference in my life. The staff support me with my medical follow-ups and treat me with respect, including when they provide me with my money. I feel supported and valued here.



Testimony of Graziella Sangiorgio, auxiliary nurse at MAP



I have been a nurse assistant for the past 15yrs. Giving me lots of tools and experience to draw from. It has been now two years since I have been working at MAP. It has been incredibly challenging yet rewarding. Over the past 2 years I have taken my time to built great relationships with the residents et getting to know each and everyone of them. When the residents first come to the house, they are often in bad shape with lots of health issues that have gone un-noticed or untreated for many years. Bit by bit I support them in understanding their issues, coordinating the care and most importantly get them to start caring for themselves. We have made some progress on getting them the care need. I love doing our Sunday activities. It is fun to watch the residents as I introduce the to new activities. Our focus is on keeping them fit and mobile. Some of the more popular activities have been yoga, ti-chi, or just simple walks around the neighbourhood getting some fresh air. It has been great to watch the residents discover new passions and hobbies they didn't know existed.



Safe Start program

The Safe Start program helps Indigenous people experiencing their first-ever homelessness or those who have recently settled in Montreal. The central objective is to mitigate culture shock for those who experience it by introducing them to urban life in a proactive way.

The coordinator of the Safe Start program provides support as soon as they arrive by helping them adapt to the city, by providing them with an inventory of resources and contacts that are culturally adapted so that these new members can use all existing resources in the city.

Here are the services offered:

- Assistance in finding housing;
- Assistance with navigation via public transport;
- Help with creating a bank account;
- Assistance to indigenous peoples who have just been incarcerated and wish to return to their communities;
- Referencing to community organizations;
- Liaison with northern health services.



This year, PAQ was able to implement prevention, support and direct intervention activities for Nunavimmiut youth in vulnerable situations and at risk of sexual exploitation in Montreal, thanks to the collaboration of the Nunavik Regional Health and Social Services Authority, such as:

- Development of information systems to identify Nunavimmiut youth who travel to Montreal before their arrival and, if possible, meet with these young people upon their arrival at the main transportation hubs (airport, bus, etc.)
- Community-based intervention (individual or group) to raise young people's awareness of the risk of sexual exploitation and to guide them towards appropriate resources, facilitate their access to services and ensure follow-up.
- Case management using a holistic and trauma-informed approach, including initial assessment, development of intervention plans, monitoring progress and guidance.
- Establishment of a relationship of trust with participants through active listening and positive interactions.



The program coordinator and her manager were invited by the Nunavik Regional Health and Social Services Council to participate in the first Arctic Summit on gender-based violence, aimed at supporting reflection on issues related to violence from a healing perspective. Co-funded by the Secretariat for Women, this event, called Maaniippugut (ᐃᓄᐢᓯᓯᓂᓂᓂᓂ), means "we are here" in Inuktitut.

This three-day summit was held from December 1 to 3, 2025 at the Hôtel-Musée Premières Nations in Wendake, Quebec. The program included roundtables, workshops and healing sessions on:

- The recognition of trajectories leading to violence and the lasting impacts of trauma;
- Inspiring programs, practices, and projects in the Arctic regions;
- Awareness of the reality of sexual and domestic violence;
- The enhancement of the expertise of community workers, practitioners and actors working with victims, perpetrators, families and community members.

North Meets South committee meetings take place every Thursday and are an initiative launched in 2023 by the Safe Start Program Coordinator and Manager, following their visits to northern communities where they observed a lack of communication between northern and southern organizations. These virtual meetings aim to better inform people from northern communities visiting Montreal about the Safe Start program and to facilitate their reception as well as the presentation of available resources. The committee also serves as a platform for collaboration between organizations in Northern Quebec and Montreal to support Indigenous communities by addressing common challenges and developing tailored solutions. This initiative has improved communication between the North and the South, as well as ensuring better monitoring of services.



Testimony from Timothy Gold, a member who participated in the Safe Start program



Having arrived in Montréal last September 2026, I faced many challenges, primarily accommodation – through the NCFM (Native Friendship Center of Montréal). I was put in contact with PAQ 1 and PAQ 2 respectively (Projets Autochtones du Québec) and presented myself there at approximately 10AM 2 days in a row. The second day, I was accepted to stay in a room at PAQ 2 and was immediately appointed a very helpful program coordinator from the Safe Start program called Noor Ain.

Since then, Ms. Ain has been very competent in the coordination of other programs, such as employment opportunities at the "Roundhouse Café", where I work to this day.

"Roundhouse Café" is run by the Itinéraire program, who have been equally helpful. My confidence has risen skyhigh since last September thanks the diligent work and dedication of Ms. Noor Ain and the staff of PAQ2 and l'itinéraire.



Volunteer and community engagement program

Volunteers actively contribute to the preparation of meals, sorting of clothing donations and organizing and facilitating evening social games for community members.

Recruitment is carried out through platforms such as McGill University, MyFuture, the Centre d'action bénévole de Montréal and I Bénévole. These tools allowed us to quickly recruit committed people, while having access to their previous volunteer experience.

Their input was invaluable during major events: the Day of Truth and Reconciliation, the annual PAQ staff barbecue, the meeting related to the major fundraising campaign, the opening of the Indigenous community health outreach clinic, Members' Christmas Dinner, Inuit Day and monthly birthday celebrations in both emergency shelters.

They also support one-time initiatives such as hairdressing clinics and tax filing coaching sessions. Some volunteers work community hours, mainly in the kitchen or as entertainers (bingo evenings, popcorn evenings, artistic activities such as crochet, mosaic art on paper or beadwork).

The program coordinator has also developed a new volunteer guide. It allows for a clearer presentation of PAQ's mission, its services, the code of conduct and the admission criteria. Thanks to this tool, the organization can welcome volunteers in a structured way and adequately raise their awareness of the reality experienced by its members.

During the year, several partners supported PAQ activities through their volunteer work, donations or services. We especially thank L'Oréal, La Vie en Rose, Eva B, Bread and Beyond, CLES, the Montreal Chinese Community Center, Messages from Vie Canada, McGill students, MyFuture McGill, the Volunteer Centre of Montreal, CN, Mobilization for Milton Park, Bargains Group, the SPVM, the Foot Care Clinic, Justice Montreal, the Service Canada Mobile Clinic, the Vision Clinic and Space for Life for their valuable collaboration.

We would also like to acknowledge the contributions of Elders Kevin Kanasohon Deer, Mila Oyukuluk, Nina Segalowits and Tom Dearhouse, whose presence and cultural sharing enrich PAQ's activities and support the well-being of community members.



Statistics

Number of permanent volunteers: 25 active volunteers divided between PAQ1 and PAQ2, plus 52 one-time volunteers who contributed to the various events. That makes a total of 77 volunteers.

Total volunteer hours: 398.25 hours.

Number of pet therapy sessions offered to community members: 1 equine therapy

Number of social games that were organized at the two emergency shelters:

Bingo game: 18
Chess set: 26

Number of community clinics offered to the Indigenous community in Montreal in collaboration with Revenu Québec and Revenue Canada: 1 – benefiting 17 members of the community

Number of haircutting clinics: 11

Testimony from Myriam Huot, volunteer for the hairdressing sessions



The values of the Indigenous community correspond to those I hold dear, which explains my interest in this clientele. Being my first real volunteer experience, I wanted to be able to do something small but concrete for the people I met. They were generally very satisfied and grateful for my work. Unfortunately, being a more introverted person, I didn't take as much time as I would have liked to talk with them, and this is something I hope to improve upon during my next volunteer commitment at PAQ. I think this gesture concretely brings to the members of the community a sense of visibility and humanity. Haircuts are beautiful, but they also allow people to take care of themselves, their appearance and have a better self-esteem. This shows that, despite their situation, they deserve to be taken care of in all areas of their needs and not just for necessities.



Testimony of Isabelle Georgette Adienne Diatta, Volunteer and community engagement officer



Organizing birthday celebrations for community members at the shelter is more than just marking a date on the calendar. For many, it is sometimes the only time of year when they feel truly recognized and celebrated for who they are, beyond their hardships. The impact is visible immediately: seeing the spark in their eyes, the smiles, the touched looks, it is to witness a form of restoration of dignity.

Many sincerely thank us, sometimes repeatedly, expressing how much this gesture means to them. These collective celebrations become sources of comfort; they create bridges, break the isolation of the street and remind everyone that they have a precious and beloved place within Quebec's Indigenous Projects. It is a candle that lights up great hope.

For my part, these moments remind me of the importance of small gestures. They strengthen my commitment and allow me to see concretely how simple attentions can have a profound effect on self-esteem and well-being.



Community shuttle service

In its first year, the PAQ shuttle became an essential service for our members and all indigenous communities living in the city of Montreal, providing transportation to partner organizations, the airport and appointments. You doctors at the CHUM and the McGill University Health Centre. Several of these partners are used to soliciting PAQ so that their members can also be transported.

This service improves access to resources essential to the well-being of our members, by replacing the existing transportation services of the City of Montreal. It aims to democratize access to a safe means of travel, by promoting mobility accessible to all, regardless of income.

In operation since March 2024, the community shuttle provides reliable and safe transportation to members of Indigenous communities in Montreal from Monday to Friday from 6:00 a.m. to 12:20 p.m. ET. In its first year, the shuttle became an essential service, facilitating travel to partner organizations, the airport, as well as medical appointments at the Centre hospitalier de l'Université de Montréal and the McGill University Health Centre. Several partners also use PAQ so that their members can benefit from this transport service.

Drivers and service providers ensure that everyone arrives at their destination with care and respect. We warmly thank our dedicated team: Alain, Bachir, Hermas, Rafael, Mamoudou, Michel and Theo, whose commitment makes a real difference in everyday life.

During the year, a total of 2,338 trips were made by the community shuttle. This transport service provided essential logistical support to community members throughout the year, with higher travel volumes in the early months.

The three most frequent points of care were:

1. PAQ2 (1034)
2. PAQ1 (527)
3. Indigenous Friendship Centre (163)

The three most common landing points were:

1. PAQ1 (340)
2. PAQ2 (276)
3. Indigenous Friendship Centre (165)



The evening is the peak period with 864 trips, followed very closely by the morning with 846 trips, which reflects sustained demand both at the beginning and end of the day.

The afternoon, with 735 trips, appears to be the least busy period; however, this time slot is about two hours shorter than those in the morning and evening, this lower volume is partly explained by its reduced duration rather than a significant drop in demand.

Overall, the morning and evening require a lot of coverage, while the afternoon remains active, although less concentrated. The highest level of activity for the shuttle is observed at 9 a.m., with 322 trips, which represents the main peak of the day. This reflects a high concentration of travel in the morning, probably related to access to services, appointments and various procedures.

A second peak was observed at 7:00 p.m., with 256 trips, confirming that the evening period remains a key moment, particularly in connection with end-of-day travel and return to accommodation or safe spaces.

Psychosocial support

PAQ's caseworkers provide essential individualized support to shelter and housing members by helping them plan their short- and long-term goals.

For some, the goal will be to work on their dependencies and for others their priority objective will be to find a temporary or permanent home. Thus, the caseworkers are responsible for implementing means in collaboration with members, so that they can achieve their objectives.

The role of the caseworkers is to offer clinical and community support to women and men members of PAQ. The work is based on a holistic, trauma-informed and culturally safe approach to support the overall well-being of participants. The provider conducts initial assessments, accompanies members to health, housing, employment or other essential needs resources, and collaborates with them to establish short- and long-term objectives as well as personalized intervention plans. It also ensures continuous monitoring, develops relationships of trust through active listening, and facilitates access to partner services by strengthening community and institutional support networks. Clinical record keeping, statistical updating and activity reporting are also part of the responsibilities. The stakeholder can also represent the organization on external committees and participate in promoting PAQ's values as well as a work environment focused on excellence and innovation.

A full-time counsellor is available in both emergency shelters and at Ahkwà:tsire House during the week. Two part-time workers are currently working in the two transition houses, Bullion's Transition and Annagiarvik.

A youth caseworker accompanies members aged 18 to 25 on all PAQ sites. Most of the women she supports have been victims of sexual exploitation or street violence. It protects them, directs them to specialized resources and, if necessary, facilitates their return to their community of origin to ensure their safety.

She works closely with the SPVM to monitor cases of sexual violence, trafficking and domestic violence, allowing for appropriate and safe interventions. She also contributes to PAQ's youth programs, including financial literacy workshops, sexual health and wellness workshops, as well as Indigenous film screenings in partnership with the IHCT and the National Film Board of Canada.

In May, the caseworkers of Projets Autochtones du Québec participated in a two-day training on the Sage Usage program, offered by Caroline Thériault, planning, programming and research officer at CIUSS of the Centre Sud de l'île de Montréal. This targeted prevention program is aimed at First Nations and Inuit adults and aims to support individuals in their thoughts and choices regarding the use of psychoactive substances, notably by relying on a harm reduction approach.

This training allowed caseworkers to acquire culturally adapted intervention tools, thus strengthening their ability to support members in their journey towards well-being while respecting their realities and personal goals.

Statistics

Youth intervention

248

Number of meetings with members

48

Number of people accompanied throughout the year; some were more active cases than others, and some returned to their home community, moved into transitional housing, or were excluded

21

Number of conversations, consultations, or referrals to employment or educational resources

67

Number of meetings related to personal finances, social assistance, trusts, compensation claims, tax returns, etc

34

Number of meetings for Documentation / ID

18

Number of meetings for Mental health

9

Number of meetings for Substance use issues (alcohol, tobacco, drugs)

9

Number of meetings for Housing reintegration and preparation for independent living

20

Number of meetings for Employability or school

30

Number of meetings for External referral

5

Number of meetings for Sexual or domestic violence

53

Number of meetings for Emotional support

3

Number of meetings for Activities

12

Number of meetings for Orientation / transportation

PAQ 1 intervention

444

Total number of meetings with members

20

Number of orientations to permanent/transitional housing

495

Number of operating hours per year

PAQ2 intervention: (Nov. 2025 to end of March 2026)

350

Total number of meetings

38

Number of meetings for Documentation / ID

26

Number of meetings for Mental Health

36

Number of meetings for Substance Use Issues (alcohol, tobacco, drugs)

94

Number of meetings for Housing Reintegration and Preparation for Independent Living

15

Number of meetings for Employability or School

4

Number of Internal Referrals

28

Number of External Referrals

1

Number of meetings for Sexual or Domestic Violence

18

Number of meetings for Emotional Support

11

Number of meetings for Legal Issues

31

Number of meetings for Physical Health

9

Number of meetings for Orientation / Transportation

2

Number of Suicide Risk Assessments and Action Plans

37

Number of meetings for Other Issues



Bullion transition intervention

357

Total number of meetings

25

Number of meetings for Addictions

6

Number of meetings for Cultural Activities

11

Number of meetings for Education / Training / Work

37

Number of meetings for Financial

67

Number of meetings on applications for permanent housing

53

Number of meetings for Health

29

Number of meetings for Mental Health

2

Number of meetings for Relationship Conflict

67

Number of Check-in meetings

24

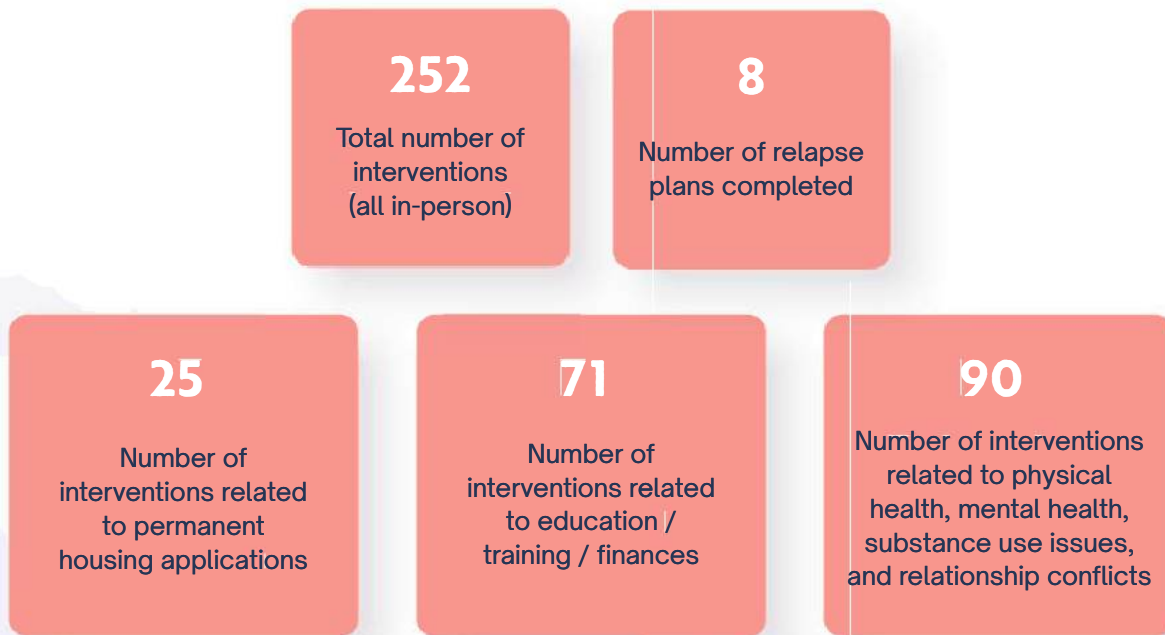
Number of formal intervention plans completed

36

Number of meetings for Other

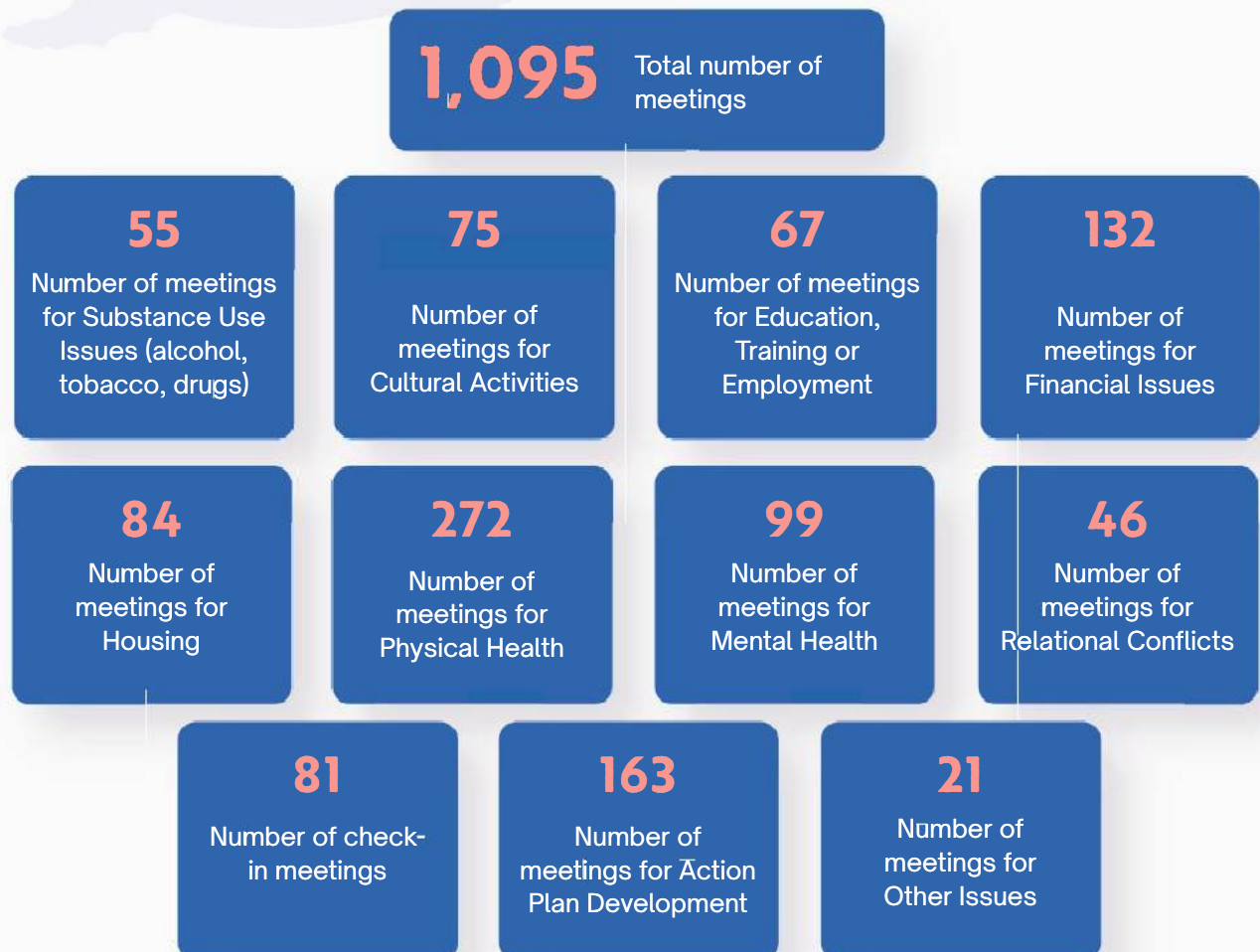


Annagiavik intervention: since June 7, 2025



Other types of plans implemented: suicide prevention plans, relapse prevention plans, conflict resolution plans, etc. (not separately accounted for in current statistics)

MAP / Akhwà:tsiré





Rachel Paton
Youth caseworker



Joseph Kapita
Caseworker at Akhwà:tsiré



Koloko Kanté
PAQ2 Shelter caseworker



Jennifer Carroll
PAQ1 Shelter caseworker



Zseyvfin Eyqvelle
Caseworker at Annagiarvik



Ekoh Prior
Transition Program Caseworker

Community health clinic for indigenous people in collaboration with Médecins du Monde

On November 6, 2025, Médecins du Monde (MdM) in collaboration with Projets Autochtones du Québec (PAQ), had the pleasure of inaugurating the new Indigenous Community Clinic, located at the PAQ1 shelter.

This new service aims to facilitate access to health care for the various Indigenous peoples experiencing homelessness, most of whom are afraid to go to emergency rooms or to more traditional health facilities. This community clinic aims to be a safe and culturally respectful place of care, led by an interdisciplinary team composed of a specialized nurse practitioner, a nurse, a coordinating clinical nurse and navigators in Aboriginal health, offering expertise adapted to the realities of marginalized populations.

This initiative was made possible thanks to the contribution of the Pathy family foundation and the Secrétariat à la condition féminine.

Services offered in the clinic:

- Prescriptions and support for medication
- Wound care and treatment of infections
- Treatment of chronic diseases (diabetes, hypertension)
- STBBI screening, vaccination, health assessments
- References in mental health
- Help with accessing detoxification services
- Support related to alcohol and drug use
- Naloxone training and harm reduction workshops
- Traditional healing when Elders or knowledge keepers are available
- Help to navigate the health system

Statistics

103

Consultations were conducted with 55 different individuals

54

Of the 55 individuals consulted were residents of emergency shelters; only 1 was from permanent housing

17

Of the 55 individuals seen, 17 were first-time visitors.

30

Number of follow-ups: involving 24 different individuals

1

Number of non-binary/two-spirit individuals

22

Number of women seen

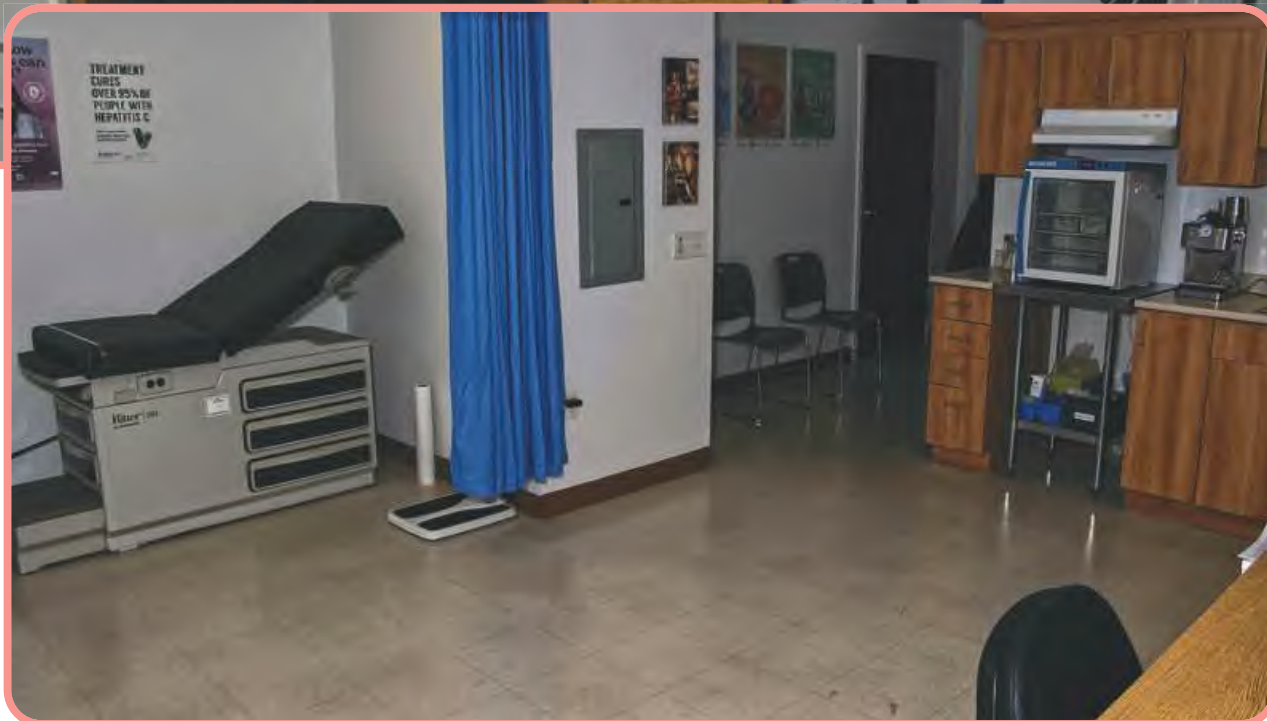
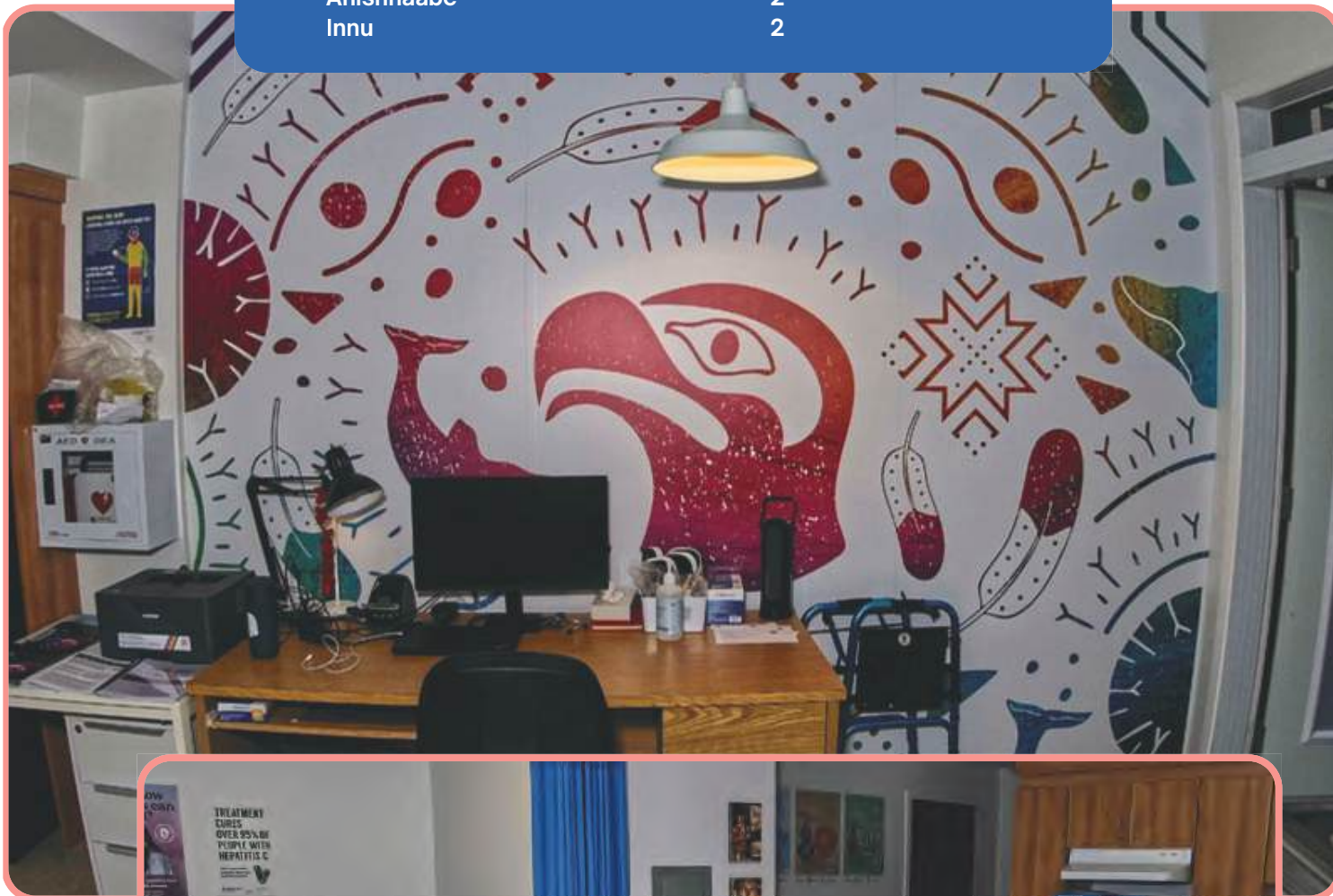
32

Number of men seen

Cultural identity

Number of people

Cree	16
Inuit	15
Mohawk	6
Indigenous from another province	5
Attikamek	3
Métis	3
Mi'gmaq	3
Anishnaabe	2
Innu	2



Testimony from Pénélope Boudreault, Director of National Operations and Strategic Development for Médecins du Monde



This year marks an important milestone in our commitment to improve access to health care for Indigenous people experiencing homelessness or at risk in Tio'tià:ke/ Montreal. The Médecins du Monde team wishes to highlight the quality of its collaboration with Projets Autochtones du Québec (PAQ), notably through the establishment of the Indigenous Health Community Clinic.

The result of a partnership between our expertise, the clinic aims to offer accessible and culturally safe front-line services to urban indigenous communities facing barriers to care. Housed at the PAQ shelter, it is a space where care is provided with respect and considering indigenous realities, while valuing traditional knowledge. This collaboration fosters a holistic approach to health by integrating biomedical, cultural and community knowledge to support people's overall well-being and agency. This partnership, based on listening and complementarity, inspires us to continue the development of humane, fair and culturally safe care for indigenous peoples.

Thanks to this initiative, we are seeing concrete impacts on the well-being of assisted people, notably increased trust in health services and a decrease in the use of emergency services, while placing the person, their culture, and their background at the heart of the intervention.



The sanitation brigade

During the year, 16 members of PAQ took part in the cleaning brigade carried out in collaboration with the Groupe Information Travail (GIT) and the City of Montreal. This initiative, set up in 2001 by a business development company (SDC), aims to contribute to the beautification of the urban environment while promoting the social reintegration of participants. The GIT supervised field operations, PAQ ensured recruitment and the supply of necessary equipment, while the City of Montreal financially supported the project.



Country food

Makivvik supplied traditional meat to PAQ during the year, mainly caribou (including dried caribou), seal and char. A freezer and storage space were set up in the basement of the PAQ2 emergency shelter to ensure proper preservation of food, and transportation support was provided to the PAQ1 shelter as needed.

Distribution takes place on Friday lunchtime at the two shelters, depending on traffic, generally reaching between 9 and 15 members of the Inuit community per service.



Human resources

Over the past year, the Human Resources department has continued its efforts to strengthen organizational capacity, improve internal systems, and consolidate governance practices. These initiatives are helping to evolve the HR function from a primarily transactional role to a more strategic one, supporting the organization's stability, compliance, and development.

The formalization of the role of Labour Relations and Health and Safety Advisor has helped consolidate internal expertise in interpreting the collective agreement, managing labour relations, and risk prevention. The addition of a Human Resources Assistant has also increased the department's operational capacity and improved the administrative management of HR files. Finally, the team's professional development continued, notably through the Labor Relations and Health and Safety Advisor's membership in their professional association, the HR Manager's certification as a Certified Harassment Investigator (CHI), and the attainment of PROSCI certification in change management.

In the areas of governance and labour relations, Human Resources revised the harassment prevention policy to ensure compliance with Quebec legislation. A mandatory nine-module training program on harassment prevention, offered in French and English, was rolled out to all staff, including management. Internal guidelines were also implemented to clarify expectations regarding respect and professionalism, while the framework governing requests for accommodations and schedule changes was refined. Finally, the creation of a labour relations committee (LRC) established a structured mechanism for dialogue between the employer and union representatives.

The development of training and learning systems was also a key focus of the human resources department's work. The adoption of the Articulate 360 platform enabled the development of an internal capacity to create digital training courses and laid the groundwork for an organizational learning architecture. A structured onboarding program for new employees was also implemented; in 2025, 88% of new hires completed this program. HR also contributed to updating a training course on contemporary Indigenous realities.

Finally, the certification of two internal OMEGA trainers—the training coordinator and the frontline intervention support coordinator—strengthened internal capacity for intervention and crisis management training, while the creation of an HR, labor relations, and occupational health and safety glossary helped standardize the understanding of organizational concepts and the application of policies.



In terms of processes and services, Human Resources developed a directory of services and contacts to clarify the department's roles and facilitate access to services. New administrative tools were implemented to improve employee lifecycle management, particularly for hiring, terminations, and parental leave requests in accordance with CNESST and RQAP requirements. A secure procedure for updating personal information was also established to strengthen data protection. The benefits package was expanded with the rollout of the Dialogue virtual health platform, which 19.3% of eligible employees have enrolled in and 54.5% of enrolled members have used at least once since its launch.

Since this mechanism was put in place, 43 internal transfers have been completed, helping to support staff retention and the optimal utilization of internal talent. Training in strategic communication, organizational political skills, and project management has also been supported to strengthen organizational capabilities.

Human Resources has also structured internal mobility by implementing a formalized internal staffing process in accordance with the collective bargaining agreement.

Finally, several initiatives have helped foster team engagement and cohesion. Recognition activities were organized, including the distribution of cupcakes at all sites for Valentine's Day and the distribution of candy and chocolate packages to 100% of employees for Easter. Staff-building activities, including an employee BBQ, a Halloween event, and an end-of-year celebration, were also organized to foster interaction and a sense of belonging. The organization also participated in Pride celebrations in Montreal, in front of more than 300,000 spectators, helping to promote the values of inclusion and diversity championed by PAQ.

We would also like to acknowledge the retirement of Agnès Mushquash, who contributed to PAQ's growth for 16 years as part of the PAQ1 kitchen staff. Agnès retired on February 5 after many years of commitment, professionalism, and dedication to our mission and community members. We would like to express our deep gratitude for her work, her support, and the positive impact of her contributions over the years, and we wish her a happy and fulfilling retirement. Thank you, Agnès.



Testimonial from Florentine Nzisabira, Philanthropic Development Advisor:



I am very happy to have joined PAQ; it has been a deeply enriching learning experience. Throughout my time with the organization, I have had the opportunity to learn more about a vital Indigenous cause, while taking the time to question and deconstruct many preconceptions. This process of learning and relearning has been particularly valuable to me, both professionally and personally.

In my role as a philanthropic development advisor, I have grown significantly and developed a deeper understanding of relationships with donors and partners. This work allows me to make a tangible contribution to advancing PAQ's mission, while building lasting connections with various stakeholders.

I was also fortunate to receive a fellowship last year from the Association of Fundraising Professionals (AFP) Foundation. This opportunity allowed me to deepen my knowledge of the philanthropic sector, better understand the sector's practices and challenges, and continue exploring new ways to engage both our community members and our partners around our shared mission.



Launch of the new website

In January 2026, PAQ officially launched its new website in collaboration with the external firm DRC Web Design. This redesign represents a significant step in the evolution of the organization's communication tools and aims to better reflect its mission, values, and the work carried out daily by its teams. The site has been completely redesigned to provide a clearer presentation of services and programs, maintain up-to-date and consistent information, better highlight the impact of PAQ's actions and its fieldwork, and improve accessibility for all stakeholders. It also makes it easier for the general public to donate and serves as a key tool for enhancing the organization's visibility, reach, and credibility.



Celebrations and events

1. May 5, 2025 – Red Dress Day

PAQ came together for Red Dress Day to honor the lives of missing and murdered Indigenous women and girls, as well as two-spirit people. The day began with a sharing circle organized by CLES, followed by an art therapy session at PAQ2 where participants contributed to a collective reflection in a supportive space. A special lunch was shared at various PAQ locations. Wearing red was adopted as a symbol of unity, remembrance, and resistance.



May 8, 2025 – Participation in the Indigenous Community Network

PAQ participated in the Montreal Indigenous Community Network (RÉSEAU) for the launch of the INDex, under the theme “Guiding Our Path: Indigenous Modes of Knowledge and Navigation.” The day included discussions, an expert panel moderated by Indigenous health navigators, and performances by Indigenous artists.

PAQ is also proud to have its services and programs listed in the INDex, a reference tool to guide community members to resources in Montreal.

June 6 and 7, 2025 – Neighborhood Festival

PAQ organized a two-day Neighborhood Festival, held on June 6 at La Maison Annagiavik and on June 7 at the PAQ2 shelter, to strengthen good neighborly relations with residents and partners. Cultural workshops, food tastings, and social activities were offered in a spirit of community collaboration.



June 20–21, 2025 – National Indigenous Peoples Day

PAQ celebrated National Indigenous Peoples Day with an event that brought together about 70 people at 169 Rue de la Gauchetière East. The event featured live performances by the Red Tail Spirit Singers and Dancers, engaging craft workshops, and a delicious community barbecue featuring bison meat.





June 25, 2025 – Annual General Meeting (AGM)

PAQ's Annual General Meeting was held at the Mohawk Trail Longhouse in Kahnawà:ke. Bus transportation was arranged from PAQ's main shelter. The event allowed community members to participate in discussions and share their perspectives, marking the first time PAQ's AGM was held on Indigenous territory.

The 2024–2025 annual report was presented, and the financial statements as of March 31, 2025, were approved. Five incumbent members were re-elected to the Board of Directors: Benjamin Gingras, as President; H  l  na Lalo; Marie-Pierre McDonald; Laur  anne Fontaine; and Marina Boulos-Winton.



August 5, 2025 – Presentation of the 2025–2028 Strategic Plan to PAQ Staff

Executive Director Stacy Boucher-Anthony met with 42 PAQ staff members to present the 2025–2028 Strategic Plan. This plan outlines PAQ's mission, vision, and future direction, embedding PAQ's core values into the daily work of every staff member. The goal is to ensure a continuum of service to the PAQ community in the best possible way. This annual meeting brought together diverse perspectives and experiences, thereby strengthening PAQ as a whole.



August 10, 2025 – Pride Parade

PAQ joined the 2SLGBTQIA+ community's celebrations in Montreal, including a community lunch at the 3rd Annual Montreal Indigenous Pride Brunch at the Sanaaq Centre, followed by the Pride Parade, in a spirit of recognition, inclusion, and belonging. This is particularly meaningful for PAQ, as many of its members and employees are part of this community. These moments allow us to acknowledge their reality, celebrate who they are, and reaffirm the importance of providing a safe, inclusive, and caring environment where everyone can feel welcomed, respected, and supported.



August 13, 2025 – PAQ Employee Barbecue

PAQ's Human Resources department organized a barbecue for staff, providing a friendly occasion for employees to gather, share a meal, and socialize in a relaxed atmosphere to foster team cohesion. PAQ is proud to have a dedicated team consisting of 52 permanent full-time employees, 16 temporary full-time employees, 28 permanent part-time employees, 13 temporary part-time employees, and 29 on-call employees.



September 30, 2025 – National Day of Truth and Reconciliation

PAQ marked the National Day of Truth and Reconciliation by organizing awareness-raising and commemorative activities. The community shuttle then transported employees from the main shelter to the starting point of the march, at the Sir George-Étienne Cartier Monument. They marched wearing orange shirts in tribute to the missing children, the survivors of residential schools, as well as their families and communities.



November 7, 2025 – International Inuit Day

PAQ's main shelter hosted a cultural celebration featuring a traditional Inuit meal, a drumming and singing performance, and Arctic games to highlight Inuit culture and traditions.



November 21, 2025 - Christmas Dinner with PAQ Employees

PAQ employees gathered to celebrate Christmas at a festive evening event on Sainte-Catherine Street at Collectif MTL. The evening featured catering by Grazing Mesa, a DJ, a photo booth, and games with prizes to be won, including a weekend in Quebec City at the renowned Hôtel Louisbourg, featuring a meal at Sagamité restaurant.



Testimonial from Andréa Cloutier, evening coordinator at PAQ2, who had the opportunity to win the trip to Quebec City:



It was a wonderful weekend. The Sagamité restaurant was a magnificent discovery: I was able to enjoy an excellent meal featuring game and venison, as well as their Sagamité soup. I also had breakfast there, and the experience was just as pleasant.

I also took part in the Onhwa' Lumina tour, which highlights the community's history and culture. It was very interesting and really well done. All in all, I thoroughly enjoyed my experience.

December 4, 2025 – Holiday Celebrations

The PAQ community gathered for a cultural dinner featuring traditional drumming, hoop dancing, and teachings from an elder. The event was made possible thanks to the kitchen staff, organizers, and volunteers.



December 25, 2025 – Christmas Celebrations

Christmas was celebrated at all PAQ shelters with community activities such as a sleepover, bingo, a pizza night, gift exchanges, and shared meals. These celebrations were supported by partners Exeko and ISWP, as well as by staff and coordinators at the various sites.

For the fifth consecutive year, the National Bank of Canada provided Christmas gifts to PAQ members. The donations included various items, such as winter accessories, personal care products, and gift cards, as well as practical items like backpacks, lunch bags, and Christmas ribbon. Members also received lip balm, tissues, and some food.

We are especially grateful to BNC, as for some members, these gifts may be the only ones they receive all year, making Christmas an even more meaningful and precious time for them.





October 8–10, 2025 – Annual Camp in the Laurentians

PAQ's 6th annual camp was held in Mont-Tremblant with 25 to 30 community members and staff. This three-day retreat allowed participants to get away from the urban environment, reconnect with nature, and take part in outdoor activities that promote well-being and community bonds.



March 31, 2026 – Recognition of the Rivière-des-Prairies Winter Shelter

The winter shelter located at 12050 Gouin Blvd. East officially closed its doors on March 31, 2026. To mark the occasion, a thank-you event was organized to recognize the commitment of the staff and volunteers throughout the season. A Queues de castor truck was on site, offering sweet treats (cinnamon and sugar, chocolate hazelnut, and brownies). This friendly gathering, held from 11 a.m. to 1 p.m., served to recognize the team's essential work in supporting those seeking shelter by providing them with a safe environment, hot meals, and compassionate, respectful care throughout the winter.



Media coverage

Throughout the year, PAQ enjoyed sustained media coverage, which helped highlight its projects, services, and the realities faced by community members. The following articles illustrate the diversity of the organization's initiatives and their impact on the ground.



EVOQ Collaborates with Projets Autochtones Québec – EVOQ News

Published on September 10, 2025

This article highlights the collaboration between PAQ and the firm EVOQ Architecture as part of the development of the PAQ2 Sherbrooke project. It presents an architectural vision that takes into account the social and cultural realities of the members, while aiming to create a sustainable, inclusive living environment tailored to the needs of the Indigenous community in an urban setting.

READ

Two Approaches to Addiction Aim to Help as Many Homeless Alcohol Users as Possible - APTN News

Published on October 31, 2025

Through the testimony of Chris Brown, a resident of the MAP program, this article addresses issues related to addiction and the various approaches available to support people experiencing homelessness. His remarks at a national conference highlight the importance of giving a voice to those affected.

READ

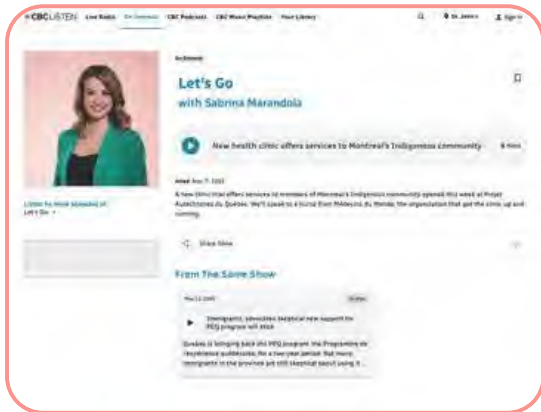


A clinic for homeless Indigenous people opens in Montreal – Radio-Canada

Published on November 6, 2025

This article highlights the launch of the community-based Indigenous health clinic, in collaboration with Médecins du Monde. It emphasizes the importance of making health services accessible to people experiencing homelessness, while offering an approach that respects the cultural realities of First Nations, Métis, and Inuit peoples.

LISTEN



A New Health Clinic Offers Services to Montreal's Indigenous Community – CBC

Published on November 7, 2025

This interview highlights the services offered by the clinic through the words of our specialized nurse practitioner, Myriam Kaszap. She emphasizes the importance of a compassionate, accessible, and culturally relevant approach to better meet the needs of Indigenous communities in Montreal.

LISTEN

Launch of the Community-Based Indigenous Health Clinic in Montreal: Culturally Safe Care for First Nations, Métis, and Inuit – Médecins du Monde

Published on November 12, 2025

This article covers the launch of the Indigenous health clinic, highlighting the partnership between PAQ and Médecins du Monde as well as the importance of providing culturally safe care tailored to the realities of the communities served.

READ



Mikiwamcic: A Home Where You Feel Part of Your Community - EST Média Montréal

Published on December 22, 2025

This article presents the Mikiwamcic house as a safe and stable space where members can rebuild their lives and regain a sense of belonging. It highlights the importance of creating living environments that respect cultural realities and promote well-being.

READ

A warming center for Indigenous homeless people on the eastern tip of the island – Radio-Canada

Published on January 22, 2026

This article highlights the establishment of the warming center, a crucial service during the winter that provides homeless people with a safe place to rest, tailored to their immediate needs.

LISTEN





A warming center for Indigenous people opens in RDP - EST Média Montréal

Published on February 3, 2026

This article highlights the opening of the warming center in the eastern part of the city, emphasizing its importance in reaching Indigenous people in precarious situations and offering them concrete, accessible support.

READ

From Milton-Parc to Rivière-des-Prairies: A New Resource for the Homeless - Mon Plateau Info

Published on February 3, 2026

This article discusses the development of new resources for the homeless, including the warming center, and highlights their essential role in Montreal's social safety net in addressing growing needs.

READ



Warm Shelters: A Place of Refuge for People Experiencing Homelessness – City of Montreal

Published on February 24, 2026

This article examines warm shelters from a municipal perspective, highlighting their role in the network of emergency services deployed to support vulnerable individuals during periods of extreme cold.

READ

A warming center for Indigenous homeless people on the eastern tip of the island - Radio-Canada

Published on January 22, 2026

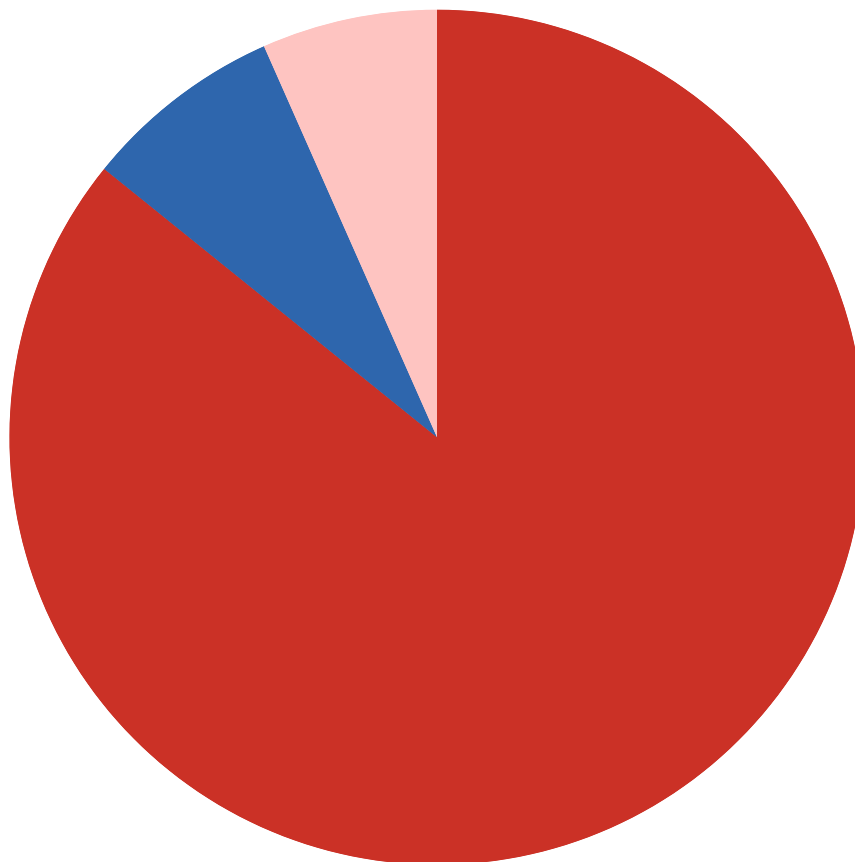
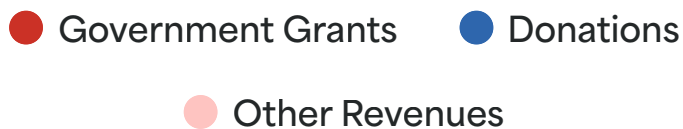
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LISTEN



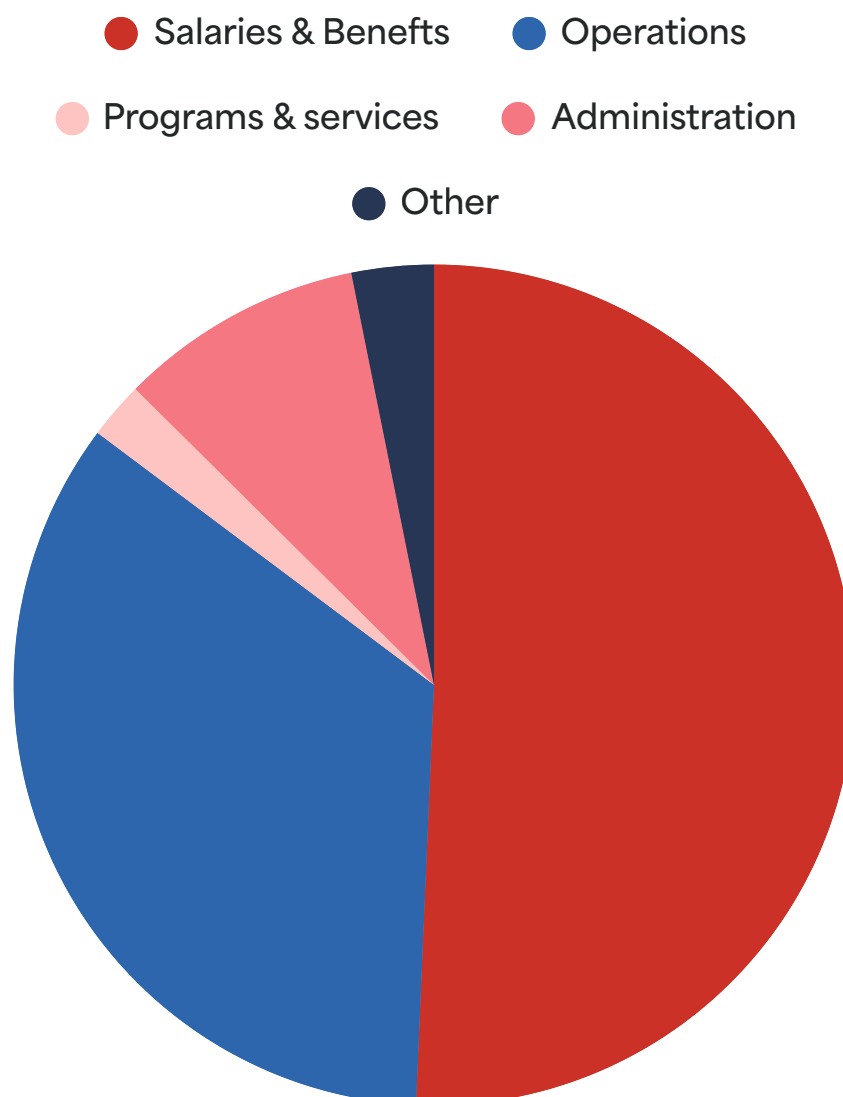
Finances (revenue vs. expenses)

Revenues 2025-2026



	CAN \$
Government Grants	11,410,187
Donations	1,006,381
Other revenues	881,881
Total revenue	13,298,449

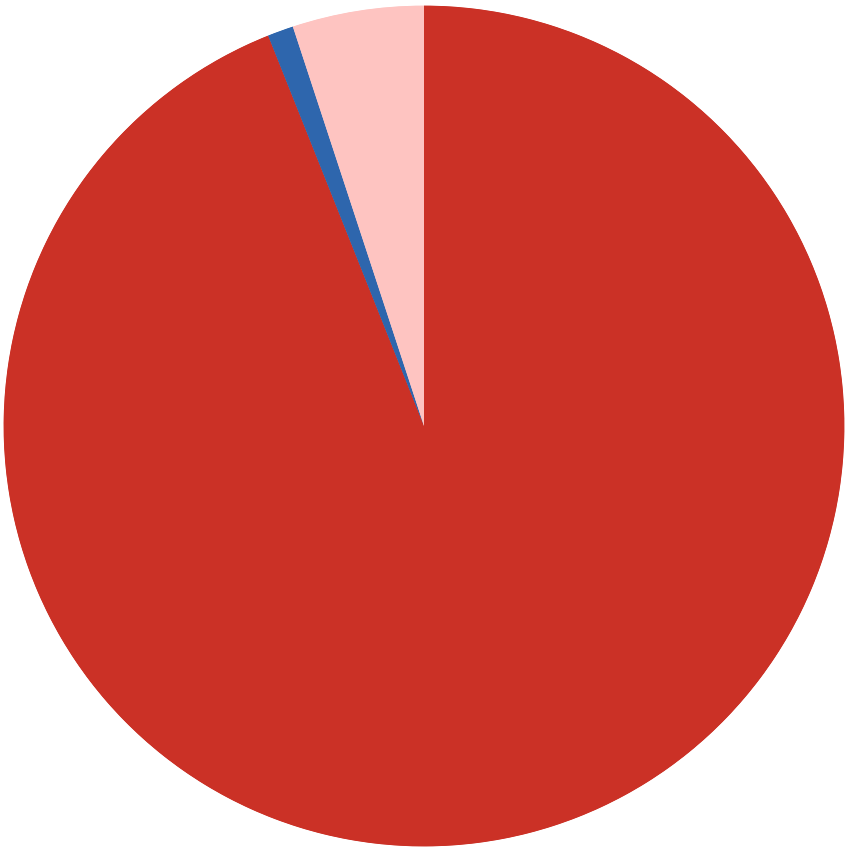
Expenses 2025-2026



	CAN \$
Salaries & benefits	6,457,023
Operations	4,401,735
Programs & services	280,248
Administration	1,199,372
Other	401,754
Total expenses	12,740,132

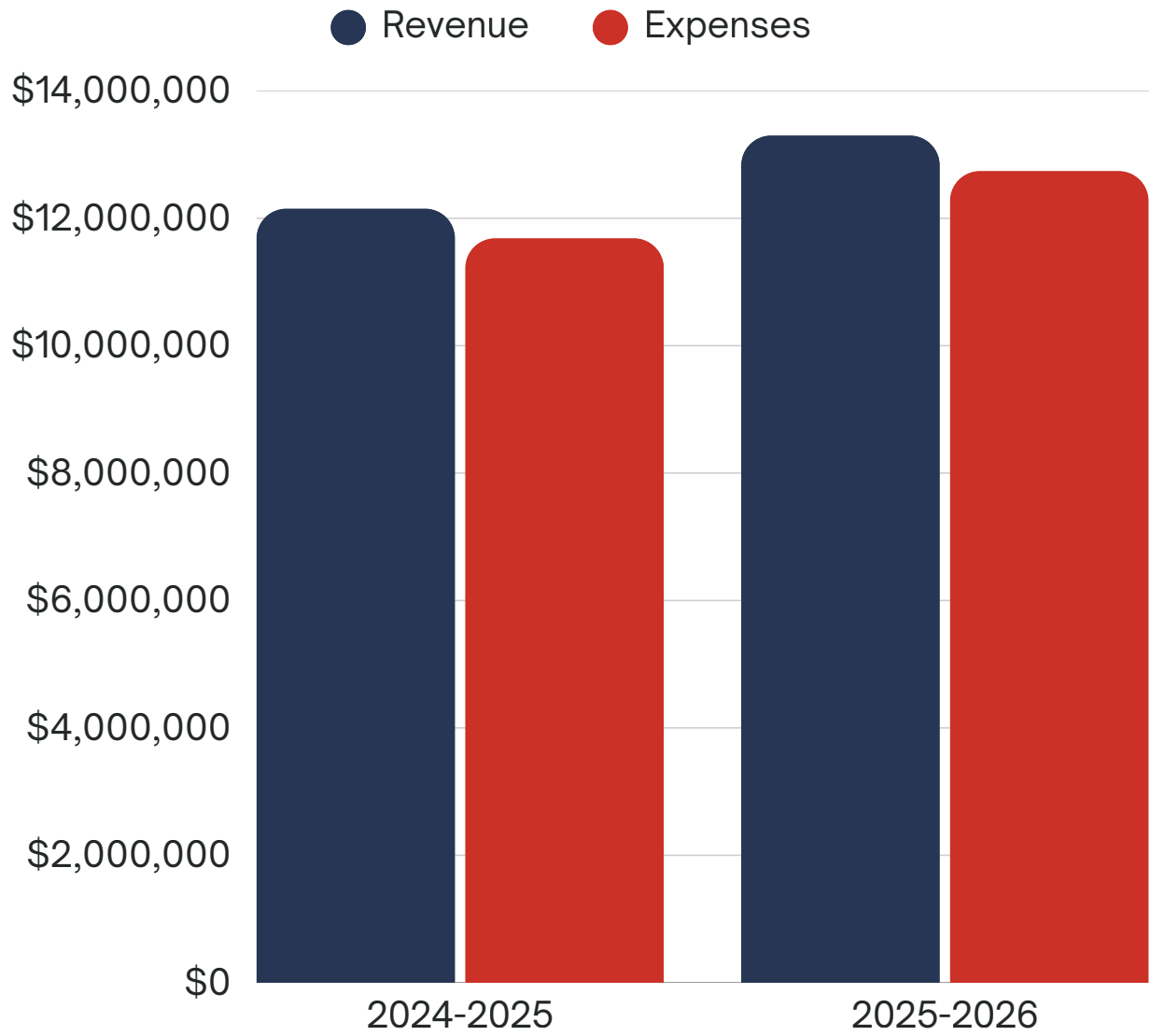
Donations 2025-2026

- Philanthropic organizations
- Organizations & corporations
- Individuals



	CAN \$
Philanthropic organizations	945,550
Organizations & corporations	10,000
Individuals	50.831
Total donations	1,006,381

Revenues & expenses 2025-2026



Impact partners

Financial Partners

Agence du Revenu du Canada
Canada Federal
Canada Helps
Comité de Gestion de la Taxe Scolaire
Emploi et Développement social Canada
Fonds de la Santé et de la Sécurité du Travail
Gouvernement du Canada
Gouvernement du Québec
Indigenous Services Canada
Ministère de la Santé et des Services sociaux
Ministère du Conseil exécutif
OFF. MUNICIPAL HABITATION MTL.
RÉSEAU de la communauté autochtone à Montréal
Régie Régionale de la santé et des services sociaux
Revenu Québec
Ville de Montréal

Foundations

Centraide du Grand Montréal
Fondation Ardene
Fondation canadienne des relations raciales
Fondation Chamandy
Fondation Choquette-Legault
Fondation Communautaire Juive de Montreal
Fondation de la famille Pathy
Fondation de la famille Rossy
Fondation de la famille Zeller
Fondation de la Famille Trottier
Fondation Écho
Fondation Hewitt
Fondation J. Armand Bombardier
Fondation Marcelle et Jean Coutu
Fondation Pharmaprix pour la santé des femmes
Fondation RBA
Indigenous Peoples Resilience (IPRF)
The J.W. McConnell Family Foundation

Collaborator

Association des Inuit du sud du Québec (AISQ)
Association paritaire pour la santé et la sécurité du travail
du secteur affaires sociales
CACTUS Montréal
Cap St-Barnabé
CAVAC
Centre consultatif en santé autochtone de Montréal
Centre d'amitié autochtone de Montréal
Centre de justice des premiers peuples de Montréal
Centre de réadaptation en dépendance
Centre de santé autochtone de Tio'tià:ke
Centre de santé de Kanesatake
Centre de santé et de services sociaux
Centre de santé inuit de Qavvivik
Centre des femmes de Montréal
Centre Intégré Universitaire de Santé et de Services
Centre Isuarsivik
Centre Ivirtivik
Centre Wanaki

Cercle consultatif de la santé autochtone de Montréal – MIHAC
Chez Doris
CHUM - Service de médecine des toxicomanies
CIUSSS – Centre-Sud CLSC des Faubourgs - Équipe Itinérance
CLES
Clinique dentaire Seaforth
Clinique juridique itinérante
Commissaire aux personnes en situation d'itinérance
Communauté Shakotiiia Takehnhas de Kahnawake
Diogène
Direction des services stratégiques et des affaires
docteure Laura Drudi
Dominique Charron, massothérapeute
EMMIS- Équipe mobile de médiation et intervention Sociale
Espace pour la vie
Exeko
Fédération des centres d'assistance et d'accompagnement aux
plaintes
Fédération des OSBL d'Habitation de Montréal
Festival Quartier Danses
FGMTL
Fondation Heritage Healing
Fondation Onen'to:kon Healing
Foyer pour femmes autochtones de Montréal
GESPPRA
Grossesse-secours
Groupe Information Travail
HD Dentaire Mobile
Hôtel-Dieu (OBM)
Ilinniapaa
Indigiqueer
ISPW - Patrouilleurs de rue autochtones
nuulitsivik
Kahetaien Jardin Lumb
La Porte Ouverte
La rue des Femmes
Le Chaînon
Le Passage
Le SAC à DOS
Les Survivantes 72
Médecins du Monde
Miqmak Catering
Mission Old Brewery
Mission St. Michael
Moisson Montréal
Montréal Autochtone
Mouvement pour mettre fin à l'itinérance à Montréal (MMFIM)
MU
Musée d'art Contemporain de Montréal
Optomobile
Plein Milieu
Portage
Premier arrêt
Projet de travail de soutien autochtone
Projet Logement Montréal (PLM)

Refuge Mithuap Montréal
 Regard collectif – la Clinique mobile de l'École
 d'optométrie de l'Université de Montréal
 Réseau - Network
 Réseau d'aide aux personnes seules et itinérantes de
 Montréal (RAPSIM)
 Résilience Montréal
 Roundhouse Café
 Services parajudiciaires autochtones du Québec
 SOS violence conjugale
 SPVM – Agent de liaison autochtone
 St Patrick's Society of Montreal
 STTIC-CSN Syndicat des travailleuses et travailleurs
 Table ronde du quartier chinois de Montréal
 Tipi Cri-Mohawk de Kahnawake Services
 Ullivik
 Université McGill
 Université de Montréal – Clinique mobile de la vision
 UPS-J
 Wapikoni Mobile
 Wiichichiituwin montreal
 YMCA Guy-Favreau
 YMCA Montréal

Businesses

Banque nationale
 anque TD
 Breads and beyond
 Caisse de dépôt et placement du Québec
 CN
 Desjardins Fonds du Grand Mouvement
 DLL Financial Solutions Partner
 Employés de la Banque Nationale du Canada
 Eva B
 EVOQ Architecture
 Exportation et développement Canada – Montréal
 FCDQ Entreprises
 Groupe Secure Surveillance
 Hôpital Notre-Dame
 La vie en Rose
 L'Oréal
 NC-341405, Transports Lacombe Inc.
 North West Rubber LTD
 ONAKI CONSULTANTS INC.
 Opération boîte à chaussures de Montréal
 Pharmaprix
 Provost et associés
 Seco Sécurité
 Société de transport de Montréal
 Société Makivik
 Victoire Services

**PAQ would like to express its deep gratitude to its generous
 partners and donors. Their support, whether in the form of in-
 kind contributions, financial donations, or volunteer hours,
 enables us to run our programs and sites and provide high-
 quality support to community members.**

**We also thank all individual donors who believe in our mission
 and make it possible for us to continue our work year after year.**

Team

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Attorney and Assistant Professor at the Faculty of Law, Université de Montréal



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Vice-President and Partner at Collaboration Internations



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Neuropsychologist / Cognitive Assessment and Rehabilitation Clinic (CERC) / Part-time Visiting Professor / School of Indigenous Studies at the University of Quebec in Abitibi-Témiscamingue (UQAT)



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Former Quebec Minister of Indigenous Affairs / Lecturer, part-time consultant



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Director of Indigenous Relations at CN



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Executive Director of Jeunesse au Soleil



Héléna Lalo

Director



Renaud Paquette

Director

Infrastructure and Capital Assets Coordinator at NRBHSS - Financing Consultant at Kuujuaumiut Inc.



Gino-Pierre Wapistan

Director

Youth Center Supervisor, Fitness Center Supervisor, and Street Worker.

Management team



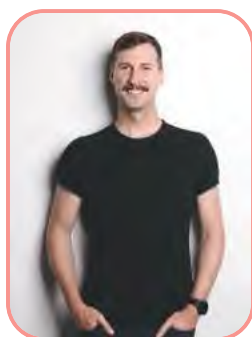
Stacy Boucher-Anthony
Executive Director



Natalie Julien
Interim Executive Director



Hamdi Mohamed
Shelter Manager



Matthew Biddle
Housing Manager



Morrison Allen
Facilities and Operations Manager



Christina Apostolakis
Program Manager



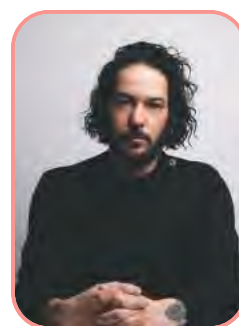
Désirée Duchesne
Philanthropic
Development Manager



Kamil Luna
Human Resources
Manager



Michael Agbor
Finance &
Accounting Manager



Simon Thierault
Warm Shelter
Manager

Administrative Team

Jade Touchefeu – Executive Assistant
Marina Puerta Garcia – Project Coordinator
Florentine Nzisabira – Philanthropic Development Coordinator
Mbisin Diagne – Philanthropic Development Coordinator
Samir Larbi – Labour Relations and Health and Safety Advisor
Janis St-Denis – Human Resources Assistant
Min Dai – Accounting Technician
Mariangel Ordonez – Accounting Technician
Freddy Cruz Rivera – Accounting Technician
Liam Hodgson – Communications Assistant
Galia Oliel-Sabbag – Data Analyst
Mark Alsop – Front-Line Support Coordinator
Ahkeah Ricketts-Ossé – Training Coordinator

Volunteer and External Engagement Coordinator

Isabelle Diatta
Georgette Adiène

Shuttle Driver

Theogène Blanchette
Rafael Caceres Flores
Michel Foucault
Bachir Merghoub
Alain Pelletier

Weekend Coordinator for Emergency Shelters

Dan Marré

Facilities and Operations Coordinator

Malcolm Gérard Désiré
Andi Papahristu

Winter Shelter Coordinator

Ahmed Galal

PAQ1 Shelter Coordinator

Bartłomiej Spiewak
Samantha Haniff

Winter Shelter Food Service Coordinator

Claude Girard

Food Service Coordinator

Peter Mavridis

Community Health Coordinator

Kim Delisle
Phillipe Dupuis
Thandiwe Ntombiyenguni Matshazi

Program Coordinator for Annagiavik and Transition

Thomas Addison

Evening Coordinator at PAQ2

Andréa Cloutier

Mikiwamcic Permanent Housing Coordinator

Sarah Mekonen

Life Skills Program Coordinator

Henrietta Parnas

Safe Start Program Coordinator

Noor Ain

Winter Shelter Coordinator

Winshield Césaire
Sabrina Mahotières

Coordinator of the Permanent Housing Program, Maison Akhwà :tsiré & MAP

Ashley Huang
Ingrid-Arielle Mugiraneza

Cook

Raphael Kadoch
Serkan Kocak
Tendayi Kwangwari

Kitchen Assistant

Chyna Svendsen
Badiene Salimata Diedhiou
Ira Marquand

Nursing Assistant

Graziella Sangiorgio

Night Supervisor

Yonel Eustache
Monday Joseph Dania

Maintenance Technician

Mustafa Hakan Tosun

Intervention Worker

Clifford Brutus
Emmet Carriere
Tehawennake Diabo
Daniel Jimenez Velez
Gabriel Marcelin
Dwyane St. John Kavuma
Deve Valery Appolon
Hakim Atar
Cheikh Cisse
Paolo Damas-Cafe
Adrien Davis
Osmond Guerrier Junior
Edouard Joslyn
Drew MacDougall
Jonathan Ndagije
Andrew Nicolas
Xavier Thibodeau
Armand Audige
Neo Thagwane
Matthew Trepanier
Aimé Zoua
Suleiman Abdul Samad
Andil Badirou
Mohamed Conte
Stevenson Joseph
Yann Ladouceur
Mohamed Lamine Koné
Francois-Xavier Mbida
Wolsky Offrey
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Abdul Rahman Sumaila
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Jacques Brutus
Clerish Cadet
Bryan Andrew Daleus Louis
Michel Jr. Donais
Abdallah Ghiloufi
Tristin Tukulak-Mount
Mamoudou Camara
Hermas Zopoula
Reda Khattab
Mathew Sanza
Roy Montour
Arnulfo Danilo Perez Pinel
Sabrina Dufour
Rona Fleming

Anouk Theriault
Nadège Gnamien
Tricia O'Meara
Sabrina Trasente
Julia Weissner
Rosalie Caron
Katherine Cacal
Elisabeth Nebibanga
Wissal Akhdache
Alice Etchu
Christel Muyumba
Audrey-Anne Dumberry
Michelle Duchesneau
Stephanie Arlette Efouba
Bertha Gonzalez
Vera Leskovar
Abiba Liman
Stacy Raby
Natalia Sierra
Linda Tieku
Tatiana Yanou Yonkeu
Maria Balan
Krystelle Baptiste
Claire-Hélène Benoit-Pernot
Ama Boadi
Yosra Djabri
Tara Monique Hakimzadeh
Séverine Lemieux
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Josianne Nga
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Mbadu Kumpava
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Caseworker

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Jennifer Carroll
Rachel Paton
Koloko Kanté

Intern for the MAP program

Félix Guiagoussou, Dawson College

Intern at Annagiarvik House

Constance Quevillon, Université de Montréal

Health and Safety Intern

Laurie Mercier, Université de Montréal

**Intern in Office Automation and Web Publishing
(A.E.C.)**

Abir Antri, Cégep de Baie-Comeau

**Intern in Community-Based Philanthropy and Fund
Development**

Nevaeh Storm Gould, Concordia



Celebrations of life

Simon Desroches-Clément
Elizabeth Etuk
Simeonie Tucktuck-
Ohito Sharky
Caroline Assapa
Jeffrey Wayne Paulassie Kasudluak
Bernard Labbé
Lizzie Moses
Ulluriak Nutaraluk
Victor Derry
Donna Régis
Bernard Labbé



PAQ would like to recognize all its current and former members who have contributed to our community. Although they are no longer physically with us, their presence remains.