

2021-2022 ANNUAL REPORT

April 1, 2021 to March 31, 2022

PRESENT in This MOMENT



PROJETS
AUTOCHTONES
DU QUÉBEC



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MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

The theme of this year's Annual Report is *present in this moment*.

This is the third time we document our experiences of the COVID-19 pandemic in our annual report. This past year has perhaps been the most challenging, with pandemic distress and fatigue growing and deepening within the Indigenous community. We saw this amongst our community members and our staff and volunteers. When we look back over the past twelve months, we define this moment in time as one of being present, of accompanying community members in the realities of their day-to-day pandemic lives. PAQ remained open 365 days and nights this year, and our 2021-2022 annual report documents this *presence* in the lives of community members. It has been a year of looking forward and looking back, but certainly not standing still; we have grown and changed. Most importantly, we have been *present*: present in moments of crisis and adversity, but also in joy and laughter. This report bears witness to these moments.

Two of these moments that stood out this year happened very close together, last summer. In June 2021, we hosted a *Celebration of Life* for the 14 community members who had passed away since the start of the pandemic. Family, friends and community members gathered in a sad but poignant moment to remember the lives of those lost, many of them in the

circumstances unique to the injustices of the streets. Less than a month later, we shared a moment of pure joy when we hosted our summer BBQ in the PAQ courtyard with drumming and dancing – the first time we had come together as a community in over a year.

We remember many moments from this year when PAQ was present. *Moments of pride*: the showing of two inspirational short films made by Life Skills participants. *Moments of celebration*: the first participants checking in at PAQ2 when we opened 24/7 services at the new site! *Moments for reflection*: a conversation at the MAP house between *Simeonee* and the Honourable Mark Miller, federal Minister of Crown-Indigenous Relations, when *Simeonee* sat with him and quietly and patiently explained the impact of residential schools on his people and him. *Moments of pain and sadness*: every community death we witnessed. And *moments of sheer joy*: paddling around the lake in the Laurentians at Camp Kanawana in the sunshine on a glorious September day. These are the moments of our community life, and we were present.

To every community member, staff, volunteer, partner or friend, thank you for sharing your moments with us this year.



Heather Johnston,
Executive Director



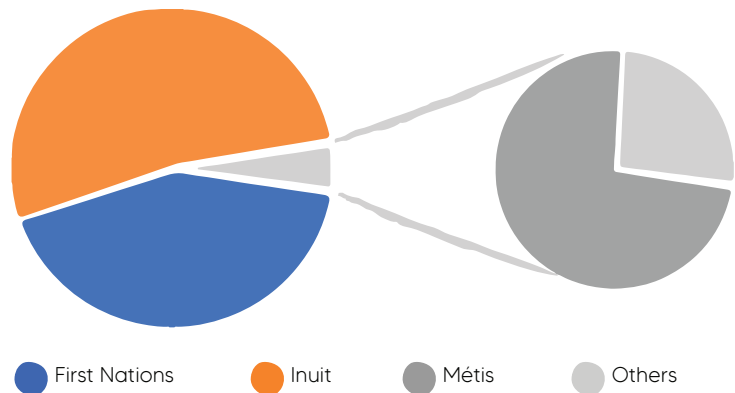
William John,
President

Mission Statement

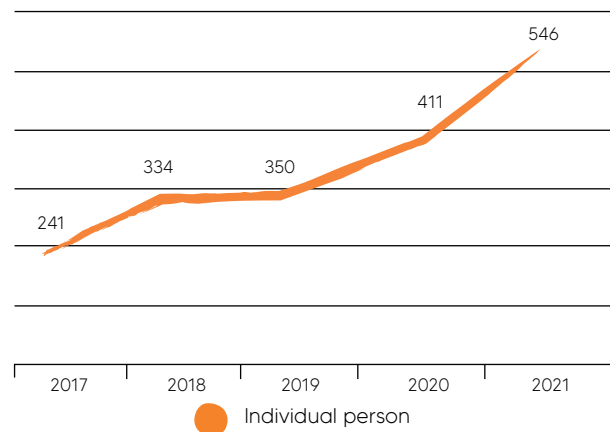
PAQ is an Indigenous organization that accompanies First Nations, Inuit and Métis peoples facing housing insecurity in Tio'tià: ke / Montreal. Using a culturally adapted approach based on empowerment and harm reduction, we offer shelter, housing options and services that promote well-being and healing, and strengthen community. We work in partnership to advocate for the health and housing rights of urban Indigenous Peoples.



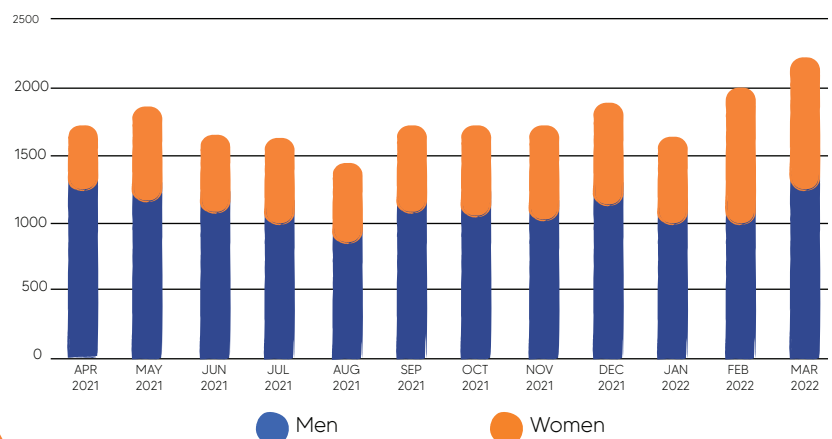
Identity of Community Members at PAQ



PAQ & PAQ2 Unique Persons by Year



Men and Women PAQ & PAQ2



8 716 TOTAL SHELTER
PERSON NIGHTS AT
PAQ



6 130 men
2 586 women

11 892 TOTAL SHELTER
PERSON NIGHTS
AT PAQ2




7 712 men
4 180 women

56.40%


RATE OF GROWTH IN INDIVIDUAL
SHELTER NIGHTS OVER 2020-2021

AVERAGE CAPACITY FOR THE PERIOD APRIL
2021 TO MARCH 2022 (PAQ ET PAQ2) OF...

The shelter:

73.4% 

The MAP house:

87.5% 

 643

DIFFERENT INDIVIDUALS ACCESSED THE
EMERGENCY SHELTER AT PAQ OR PAQ2

33 473

MEALS (PAQ
ET PAQ2) IN 12
MONTHS



7 AT-RISK OR HOMELESS MEN WITH
SEVERE ALCOHOL DEPENDENCY
WERE PERMANENTLY HOUSED



PAQ SHELTER

TRANSFORMATION IN OUR DORMITORIES

PAQ, a 'dry' emergency shelter for at-risk or homeless Indigenous women and men, offers a safe, quiet space. Open daily from 2:00 PM to 8:00 AM; available services include a hot, home-cooked meal, a community room to watch television or access the internet, showers, washer and dryers, and a bed for the night. The dormitories, usually offering 36 beds for men and 16 beds for women, were reduced by 50% throughout the year due to Public Health regulations.

In March 2022, our men's dormitory underwent a total transformation! New storage lockers and bedside tables, soundproofed partitions, new mattresses, and an electrical outlet at each bunk bed were installed. The renovated dorms provide more spacing, greater privacy, and ease of use. A women's lounge was created on the 3rd floor with a television, computer, desk, and comfy seating to provide female community members a safe and private space.

Using a culturally adapted approach, the PAQ shelter caseworker is available 35 hours weekly to provide accompaniment and referrals for community members. In 2021-2022, the caseworker met with 109 people and held 521 meetings. 47% of the PAQ caseworker's interventions related to one-time requests or health service referrals.

PAQ Impacts 2021-2022

INDIVIDUALS USED THE SHELTER

367



196 men

171 women

TOTAL SHELTER PERSON NIGHTS

8 716



6 130 men

2 586 women



OUR STORIES

VINCE COLETTE

My name is Vince, and I am Cree from Hobbema, Alberta. I have three sisters and a couple of brothers. At the age of one, I was taken by the government and placed in foster care, and for the next three years, I stayed in twenty-five different foster care homes. At four and a half, I was adopted by a French family in Sherbrooke, Quebec. I like to draw, paint, play the guitar, sing, and act as a way of expressing myself. I am bilingual and speak both English and French, but not Cree, the language of my biological family.

While living mainly in Vancouver's Eastside from 2001 to 2002, I completed high school as an adult student. I battle alcoholism, drug addiction, and depression a bit. It's tough to get clean when you're homeless. When my relationship with the mother of my child ended in 2016, I moved to Montreal because I wanted to travel, and I had some friends who had moved here. When I got here, I heard that PAQ was just for natives and decided to check it out. "Wow, cool, right on," was what I first thought about PAQ. I had no idea that such a place existed. At first, PAQ gave me a place to sleep and made sure I didn't have to spend money at a hotel, but it has turned into more than that. I come to PAQ because it is safe and quiet, has food, and the community room is a good place to relax and watch a movie or meet friends. PAQ is home to me, but I wish it were open twenty-four hours a day. When I leave PAQ, I sometimes feel discriminated against because I am Indigenous. I want to have a safe place where I can store my things, like my guitar, but I also don't want to be alone in my home. I think that the Transition program might be right for me, and I feel ready to try it again.



NEW LOCATION AND HOURS OF OPERATION

In August 2020, PAQ moved its overnight emergency shelter to the Guy Favreau complex. This location provided basic overnight services with 48 beds.

In January 2022, PAQ2 relocated to the Hotel des Arts on St. Dominique Street. A low barrier, 24/7 shelter, PAQ2 can accommodate 50 Indigenous women, men and couples in private rooms. PAQ provides three meals daily, and participants have access to laundry facilities and an entertainment room with internet. An outdoor warming/cooling tent was installed adjacent to the hotel that serves as a supervised consumption site for alcohol and cannabis.

Two caseworkers are available 50 hours weekly at PAQ2. They:

Conducted 180 meetings per month; 120 per month meetings are more in-depth.

Provide 80-100 hours per month of consultations with community members.

20 accompaniments per month to appointments with community members.

10-15 new referrals to services per month for community members.

The move to 24/7 services with private rooms was greatly appreciated by PAQ community members who have expressed feelings of stability, and a sense of being valued. The move has helped participants focus on longer-term goals such as health, housing and recovery.





PAQ2 (Guy Favreau and St. Dominique)

PAQ2 Impacts 2021-2022

INDIVIDUALS USED THE SHELTER

548



319 men

229 women

TOTAL SHELTER PERSON NIGHTS

11 892



7 712 men

4 180 women

TRANSITIONAL HOUSING

SUPPORTIVE LIVING ENVIRONMENT FROM 3 MONTHS TO 3 YEARS



PAQ operates 16 studio apartments for Indigenous women and men: 9 for men and 6 for women, and one accessible unit. The Transition Housing program offers a supportive living environment for 3 months to 3 years for individuals seeking stability and an opportunity to achieve a longer-term goal of permanent housing. Transition Housing staff use an intervention style that is culturally adapted to First Nations, Inuit, and Metis peoples. They accompany residents to prevent a return to homelessness and support community members to build stability on a long-term basis.

The average stay in Transition is 1.3 years, and the average age of residents is 39 years. The gender breakdown is currently 36% female and 63% male.

OUR STORIES

PUTULIK QUMAK

My name is Putulik and I am Inuk. I come from Cape Dorset, Nunavut and I have five siblings, but we all did not grow up together. My father died when I was young, and my mother moved to Montreal to be closer to family. My grandfather raised me and taught me the traditional ways to hunt, camp, carve soapstone and carve meat. I went to high school but did not finish, and then I was in Manitoba for two years and lived with a family who were close family friends. I did vocational studies, but I did not finish. I moved to Montreal twenty-four years ago to reunite with my mother. I struggled with sobriety and was homeless for a while. To get and stay sober, I rely on the teachings of my ancestors, reach out to my elders, and listen to myself. The traditional ways help me. When I arrived in Montreal, I went to the Southern Inuit Organization, and they hired me as a butcher sometimes. I visited the Friendship Centre and Resilience and heard about PAQ. I started staying at the shelter at PAQ because alcohol is not allowed, and it is peaceful, which is important to me. I have a lot of aunts and nieces here in Montreal I am close to, and I keep in touch with family far away by calling on the phone, posting on Facebook, and sharing my pictures. The last time I went back to Cape Dorset was for my mother's burial in 2009, and it was very hard. In January 2022, I was accepted into Transition housing at PAQ after a long wait. I live on the best floor in Transition, the top floor, and my neighbors are quiet. I am very, very happy here. People ask me if I want to go home, but Montreal is home now to me. I have family and friends here, and things like food are not as expensive. It is hard to get work because I speak Inuktitut and English and not French, but this summer, I hope to work with the Southern Inuit Organization, maybe as a butcher or in maintenance.



Transition Housing Impacts in 2021-2022

NEW RESIDENTS MOVED INTO THE TRANSITION PROGRAM



HOURS OF ANNUAL INTERVENTION WERE PROVIDED



RESIDENTS MOVED OUT



RESIDENTS SECURED PERMANENT, LOW-COST HOUSING THROUGH PROJET LOGEMENT MONTREAL (PLM)



RESIDENTS PARTICIPATED IN THE LIFE SKILLS PROGRAM



NEW REFERRALS RECEIVED BY PAQ TO THE TRANSITION HOUSING PROGRAM



OCCUPANCY RATE OVER THE PAST 12 MONTHS

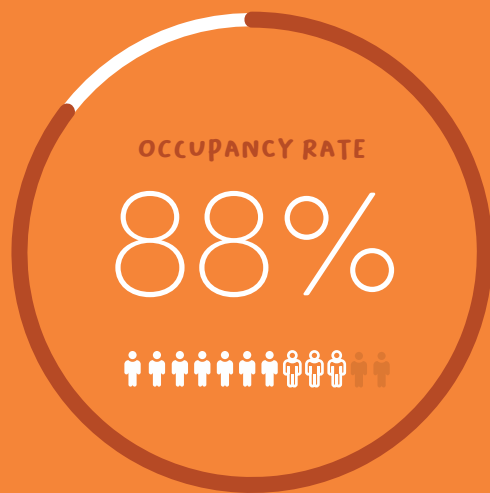


RESIDENTIAL MANAGED ALCOHOL PROGRAM (MAP) AN IMPROVED QUALITY OF LIFE

PAQ's residential Managed Alcohol Program (MAP), the first in Quebec, has filled a critical need for permanent housing for 7 Indigenous men experiencing chronic homelessness and living with severe alcohol addiction. These older members of the Montreal Indigenous community are often excluded from other housing options because of their mental health and addiction issues. MAP residents have reported increased feelings of safety and well-being, quality of life, connection to family, and Indigenous culture. By providing permanent housing with supervised in-house alcohol service, participants have begun to address other complex health concerns. Weekly visits from the CHUM Addictions Medicine team have resulted in better treatment and access to health care services.



MAP Impacts in 2021-2022



DOCTOR VISITS FROM THE CHUM
IN 2021



52

GROUP ACTIVITIES



30

9

RESIDENTS HEALTH WAS
STABILIZED THROUGH
PARTICIPATING IN THE
MAP PROGRAM



GROUP OUTINGS, INCLUDING A
HIGHLIGHT VISIT TO THE
MONTREAL BIODOME



10

HOURS OF INTERVENTION IN 12 MONTHS



14 783

HOURS OF ONSITE NURSING SERVICES TO
ADDRESS THE PHYSICAL AND MENTAL HEALTH OF
RESIDENTS



728

PAQ HOUSE

A PERMANENT HOUSING SOLUTION SET TO OPEN IN OCT 2022

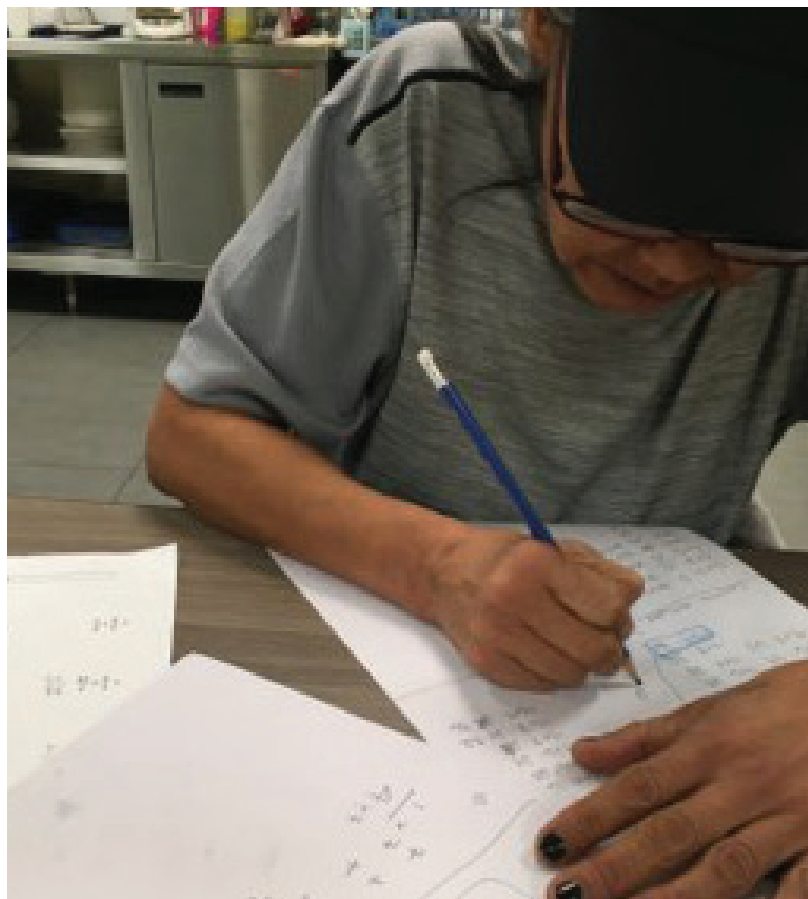
In May 2021, PAQ purchased a beautiful auberge on St. Hubert Street to provide permanent housing for Indigenous women, men and couples. Twenty-two (22) housing units will be available, including 6 accessible units for people with reduced mobility. Up to 15 spaces will be provided in the new home to PAQ's residential Managed Alcohol Program, allowing the program to expand from 7 to 10 spaces for men and to offer 4 spaces for women. Wrap-around services will be offered at "PAQ House", with 24/7 intervention. PAQ House will offer a full range of onsite holistic and wellness services and cultural programming to help connect or re-connect residents to their language, traditions, and culture. Renovations are currently underway and PAQ looks forward to opening to community members in the fall of 2022.



LIFE SKILLS PROGRAM

Building Confidence and Skills

Staffing challenges meant that PAQ could only offer one full session of the Life Skills and Competence Building program in 2021. Participants met daily to participate in traditional, cultural, and skill-building activities and outings. A dynamic partnership with WAPIKONI led to the production of two beautiful short films by Life Skills participants. On June 23, 2021, PAQ celebrated the graduation of 8 Life Skills participants from the program.





COMMUNITY HEALTH PROGRAM COORDINATOR

Filling an Important Community Need

In November 2021, PAQ added a new position to the team, a Community Health Program Coordinator. Working in partnership with the CHUM, and combining western and traditional holistic medicine, the coordinator accompanies homeless and Indigenous peoples to access physical and mental health services. Support is offered for critical and chronic health issues, with the program, providing elders, translators, spiritual healers, and accompaniments to ensure the best possible care and follow-up.

Since November 2021, 42.85% of all interventions for the Health Program Coordinator pertain to mental health. In addition to the CHUM, PAQ's Community Health Coordinator also works effectively with other referral sites, such as the Douglas, the CLSC and the Native Friendship Centre of Montreal.



CAMP YMCA KANAWANA TRIP

PAQ's First Trip Away

In September 2021, 18 community and staff members traveled to YMCA Camp Kanawana in the Laurentians with the goal of leaving the city behind, relaxing in nature and reconnecting with spirit. Mother Nature was kind, and the group enjoyed two days of beautiful sunshine and blue skies. The camp offered a wide range of activities, including a guided nature walk, a medicine walk, canoeing, kayaking, paddle boarding, and swimming. PAQ Elder Tom Dearhouse was on-site to share traditional knowledge with participants. This weekend was one of the highlights of our year, and we are planning another in 2022.





COVID-19 | TESTING AND VACCINATIONS

Ongoing in 2021-2022

Public Health COVID-19 testing and vaccination clinics were offered regularly at PAQ and PAQ2 throughout 2021-2022 to keep community members safe and healthy.

OUR STORIES

KIM DELISLE

I am Mohawk from Kahnawake. At the age of twenty-eight, I started my Bachelor of Education degree at McGill University. Going to school full time and being a single mother was not easy. I worked as a teacher in Kahnawake for sixteen years. Needing a change, I started to work as a Family Coordinator at the Native Montreal Women's shelter for the next six years. I took classes in Social Work at McGill University for a year, and I moved up to a supervisor position. Missing teaching, I went to Northern Quebec to work at Cegep Felicien, teaching special needs education to educators. However, I lost both of my parents, missed my family, and decided to come home permanently after four years.

I worked at Chez Doris for six years on Indigenous housing issues in Montreal. When COVID started, and schools closed, I left my job to focus on homeschooling my grandchildren for six months. After the first COVID wave, I started working at the Native Friendship Center in a new program called K2 Street patrol, which works closely with the SPVM. We worked collaboratively, and part of my role helped educate police in Montreal on urban, indigenous realities. In July 2020, I started to work at PAQ as the new Safe Start Coordinator, providing referrals and accompaniment to newly-arrived Indigenous people in Montreal for six months. In November 2021, I returned to PAQ as the new Community Health Coordinator working on a pilot project with the CHUM hospital to provide Indigenous peoples access to holistic and culturally adapted physical and psychological health services. I genuinely believe that if you are not happy in your job, you need to change it because you will do more harm if you stay. This wellness philosophy has guided me in the work I have chosen to do.



WE COULDN'T DO IT WITHOUT OUR PARTNERS



National Bank of Canada

Kudos to the Risk Management team at the National Bank for assembling and donating one hundred (100) gift bags for PAQ community members at Christmas. This was a first-time partnership with the National Bank, where NB team members raised funds, purchased gift items, and assembled beautiful gift bags for PAQ participants. Thank you!



Architects without Borders Quebec

Architects without Borders Quebec volunteered over 12 months to improve the design of the layout of the men's dormitories at PAQ's main shelter for better circulation, safety, and comfort. We are grateful for the vision and expertise AWBQ generously brought to this project.



La Brigade de la Propreté

This City of Montreal employment program provides part-time work beautifying the city. In 2021, PAQ partner Groupe Information Travail (GIT) facilitated the Brigade team, accompanying workers daily. In 2021, seven (7) PAQ community Brigadiers worked 20 to 35 hours per week for 20 weeks.

Ilinniapaa Skills Development Centre

Ilinniapaa Skills Development Centre is a training and development firm offering customized in-person and online courses for frontline workers, with a special focus on Inuit culture. Thirty-seven (37) PAQ employees participated in 302 hours of Ilinniapaa training courses over the course of the year, completing forty-four (34) different courses to improve their intervention skills. Non-violent crisis intervention was the core training course completed by most workers.

Projet Logement Montréal (PLM)

PAQ collaborates with PLM to help secure permanent housing for Indigenous women and men using a Housing First model. In 2021, PAQ placed seventeen (17) community members in permanent housing with PLM.

Health Clinics

PAQ thanks its many partners who offered health and well-being services to community members throughout the year.



Dental hygienist, Riman Adib, from **H. Dentaire Mobile** who came to take care of community members' teeth.



Christian and Carlos, **two volunteer barbers**, visited the shelter to cut community members' hair outside in the courtyard. After a year of closed barber shops, community members were grateful.



Dr. Benoit Tousignant, Dr. Mathieu Khoury, and Dr. Ariana Cevallos and their students from the **School of Optometry at the University of Montreal** came to do eye exams and ensure 20/20 vision for community members.



Celebration of Life

In June 2021, PAQ hosted a poignant ceremony with friends and family to honour and celebrate the fourteen community members who had passed away since March 2020. We will remember them always.



National Day for Truth and Reconciliation

PAQ community remembered, honored, and celebrated the first National Day for Truth and Reconciliation by attending the Every Child Matters walk on September 30, 2021, in Montreal. PAQ created T-shirts for community members and provided metro tickets for transport to the event. The community gathered afterward to enjoy country food, play art games, and watch a special movie.





Community Summer BBQ

COVID restrictions lifted long enough for PAQ to hold its annual community BBQ in the courtyard at the main shelter in July 2021. Community members enjoyed bison burgers and country food, along with dancing and drumming, with the award-winning Barbara Diabo and the Buffalo Hat singers.



IN MEMORIAM

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

RAYMOND HERVIEUX
JOE CROW KUMARLUK
GEORGE PARTRIDGE
LOUISA PARTRIDGE

JAYCO PARTRIDGE
ELISAPEE POOTOOGOOK
LINDSEY NOWRAKUDLUK
EDDY SAGAN

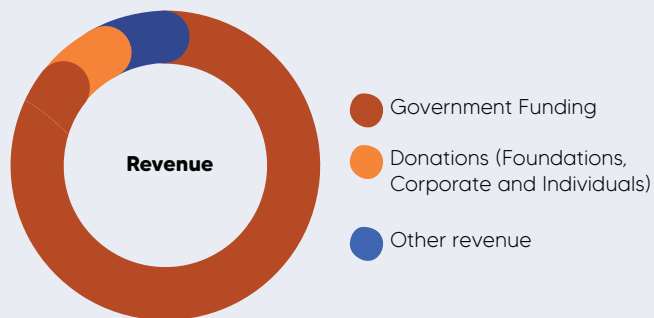
BENJAMIN GINGRAS

My connection to PAQ started during the first pandemic wave when I volunteered as a health care professional through the **Je contribue** program. I was impressed on my first shift at the PAQ2 emergency shelter in la Petite Bourgogne. PAQ's culturally sensitive approach to the specific challenges of addictions among First Nations, Inuit, and Metis peoples connects to me. Having lived in Montreal, I believe that we all share the island, and that homeless Indigenous people are our neighbours entitled to the same hopes and joys.

Before arriving in Montreal for university, I lived in Val-d'Or with my parents and twin brother. My father is Quebecois, and my mother is Algonquin registered with Timiskaming First Nation. However, this is not where my mother's family was from, nor has she or my grandmother ever lived there. Instead, my mother's family roots are in Hunter's Point. Our extended ties became lost over time due to previous laws on Native status for women marrying non-native spouses. In 1987, my mother and grandmother successfully regained their status due to bill C-31. Another thirty-three years later, I was officially registered under the Indian Act on February 27, 2020, because of the 2018 Duchesneaux decision on status. While I know that my grandmother would be pleased that one of her grandchildren regained his Native status, I am sad that she was not alive to witness it. On a journey to reclaim my heritage, I believe that there is room for both of my heritages within my identity and that previous legislation on Native status has created fractions of Native peoples. Like many in similar situations, I sometimes struggle with imposter syndrome and admit it is a work in progress. I am on a journey to change this and reclaim my ties to my cultural identity. I am learning to speak Anishinaabemowin (Algonquin), the first in my family for generations. In September 2021, I successfully ran for a PAQ's Board of Directors position and am currently the Vice-President, to give back to my community.



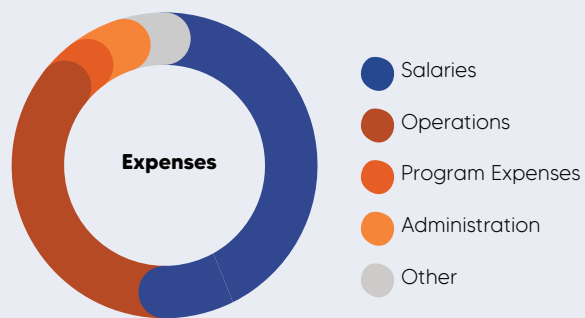
Revenue 2021-2022



\$3,784,840	Government Funding
\$324,530	Donations (Foundations, Corporations, and Individuals)
\$296,882	Other revenue

\$4,406,252 Total Revenue

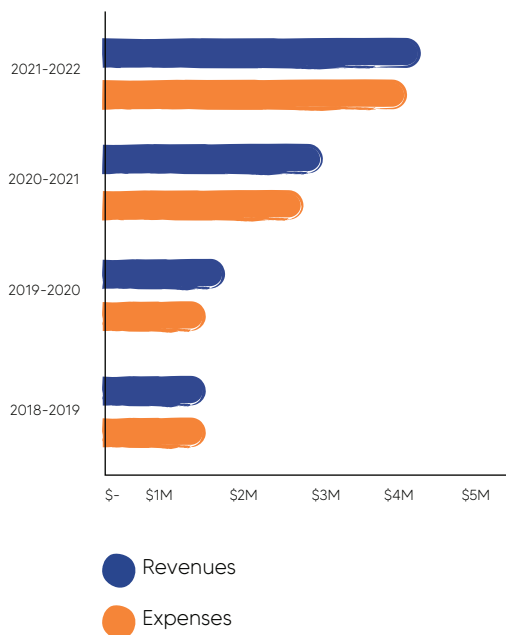
Expenses 2021-2022



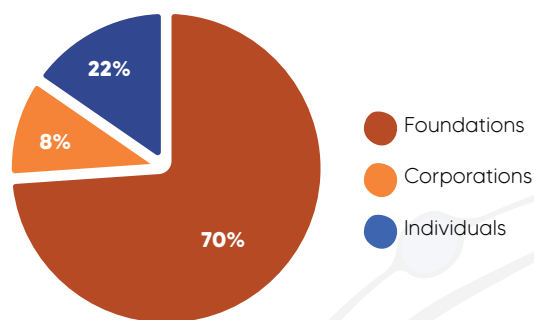
\$2,066,828	Salaries
\$1,680,703	Operations
\$128,987	Program expenses
\$204,465	Administration
\$124,625	Other expenses

\$4,205,608 Total Expenses

PAQ Revenues and Expenses 2019-2022



Donations Breakdown 2021-2022



\$219,176	Foundations
\$28,000	Corporations
\$77,354	Individuals

\$324,530 Total Donations

For the detailed financial report, please click [here](#).

POLITICAL SUPPORT FOR PAQ

We thank all the elected officials who took time this year to visit PAQ and learn about the community and our issues. Here is who we hosted:

AUGUST 2021

The Honorable **Steven Guilbeault**, MP for PAQ and then Minister of Canadian Heritage, came by the shelter for a tour.



JULY 2021

Community members expressed their gratitude to **Jennifer Maccarone**, PAQ's MLA in Westmount-Saint-Louis, who generously donated and delivered all meals for four consecutive weekends in the summer of 2021.



DECEMBER 2021

The Honorable **Mark Miller**, Minister of Crown-Indigenous Relations, visited the Managed Alcohol Program home to meet residents and share some home-cooked turkey.



JANUARY 17, 2022

Montreal Mayor **Valérie Plante**, Indigenous Affairs Minister **Ian Lafrenière**, and City Counselor **Robert Beaudry** inaugurated PAQ's new 24/7 shelter at a press conference. A good friend to PAQ, **Ian Lafrenière**, Quebec Minister for Indigenous Affairs visited PAQ several times in 2021-2022, and even came by to announce financial support for our new house on St. Hubert!

JANUARY 2022

Manon Massé, MLA for Sainte-Marie-Saint-Jacques, came by to give us a helping hand, serving dinner to community members.



THANK YOU!

FINANCIAL PARTNERS AND COLLABORATORS

Government and Indigenous Organizations

City of Montreal
Government of Canada

Government of Quebec
Montreal Indigenous Community NETWORK

Foundations

Alaya Foundation
Anglican Church of Canada, Healing Fund
Centraide of Greater Montreal
Choquette-Legault Foundation
Chamandy Foundation
Echo Foundation
Fondation Famille Benoit
Fondation J.A deSève
Foundation of Greater Montreal

J. Armand Bombardier Foundation
Jewish Community Foundation (JCF)
Marcell and Jean Coutu Foundation
Molson Family Foundation
Second Harvest
Sybylla Foundation
Trottier Family Foundation
United Church of Canada Healing Fund

Corporations

Export Development Canada Employees
Desjardins
Fednav Limited
National Bank of Canada

Montreal Shoebox Project
Power Corporation of Canada
RBC Financial Group
Quebec Deposit and Investment Fund (CDPQ)

Collaborators

Architects without Borders Quebec
Chez Doris
CHUM, Addictions Medicine
CIUSS - Centre Sud
CLSC des Faubourgs-Homelessness Clinic
Commissaire aux personnes en situation d'itinérance, Ville de Montréal
Fédération des OSBL d'Habitation de Montréal
First Peoples Justice Centre of Montreal
Makivik
Mikmak Catering
Mission Old Brewery
Mobile Legal Clinic
Moisson Montreal

Montreal Indigenous Community NETWORK
Mouvement pour mettre fin à l'itinérance à Montréal
Native Friendship Centre of Montreal
Native Mens Residence (Na-Ma-Res), Toronto
Native Montreal
Native Women's Shelter of Montreal
Plein Milieu
Projets Logements Montréal (PLM)
Réseau d'aide aux personnes seules et itinérantes de Montréal (RAPSIM)
Southern Quebec Inuit Association (SQIA)
SPVM
The Open Door
Wapikoni Mobile

Thank you to all the volunteers who generously gave their time to PAQ over the last year.

PAQ is grateful for your continued support.



Board of Directors

President
Vice-President
Secretary/Treasurer
Member
Member
Member
Member
Community organizer (resource person on loan from CIUSSS)

William John
Benjamin Gingras
Geoffrey Kelley
Marina Boulos-Winton
Maya Cousineau-Mollen
Marie-Ève Dumont
Marie-Pierre McDonald
Manuel Penafiel

Team

Community Elder and Spiritual Guide
Executive Director
Intervention Services Manager
Finance and Operations Manager
Policy and Program Manager
Fundraising and Marketing Manager
Transition Housing Coordinator
Managed Alcohol Program Coordinator
Community Health Coordinator
Shelter Coordinator PAQ
Shelter Coordinators PAQ2
Safe Start Program Coordinator
Building and Operations Coordinator
Caseworkers
Nurse
Cooks

Tom Dearhouse
Heather Johnston
Natalie Julien
Nicole Fortier
Dianna Marini
Sarah Clark
Matthew Biddle
Mark Alsop
Kim Delisle
Joey Amos
Cédieu Léveillé, Gregory Corbic
Noor Ain
Maxime Comeau
Marie-Eve Picard, Isabelle Ouellet-Chong
Paula Ng
Agnes Mushquash, Doris Horne, Jesse Robitaille

PAQ thanks all front-line intervention team members at PAQ, PAQ2, and MAP House for their compassion, dedication, and commitment to reconciliation for Indigenous peoples.

PAQ's 2022-2023 plan is built around five strategic goals identified in the 2021 strategic plan.



STRATEGIC GOAL 1

Offer a full continuum of shelter and housing services for Indigenous peoples in Montréal experiencing homelessness or at risk.

1. Improve and expand PAQ's current program and service offering.
2. Develop new programs and services.
3. Develop and implement intervention strategies that ensure a safe space for all.
4. Improve the quality and range of intervention services.
5. Improve Indigenous-led resources for grieving and healing from trauma.
6. Enhance the use of data and evaluation in program development and decision-making.
7. Create a welcoming space for community members to express and celebrate their traditions and culture.



STRATEGIC GOAL 2

Develop as an Indigenous-led organization.

1. Launch and support a task force to lead a strategy of decolonization.
2. Achieve majority Indigenous representation on Board and Management and increase the number of Indigenous staff.
3. Promote and embed Indigenous values that provide a foundation for operations, intervention, programs, and decision-making.
4. Develop and implement training and procedures that ensure all programs and services are culturally rooted and safe.



STRATEGIC GOAL 3

Ensure a healthy, empowering workplace for staff and increase retention.



STRATEGIC GOAL 4

Advocate for urban Indigenous peoples' health and housing rights.

1. Enhance capacity to communicate effectively with internal and external audiences.
2. Broaden and strengthen partner relationships with Indigenous organizations, communities, and other actors and allies with common goals and shared values.



STRATEGIC GOAL 5

Increase and diversify private funding.

1. Grow PAQ's revenues from non-governmental sources to meet 20% of budget needs.
2. Enhance PAQ's capacity to communicate impacts to donors.



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