



Projets
Autochtones
du Québec



Stability, Expansion and Meeting Community Needs



APRIL 1, 2023 • MARCH 31, 2024

ANNUAL
REPORT
2023



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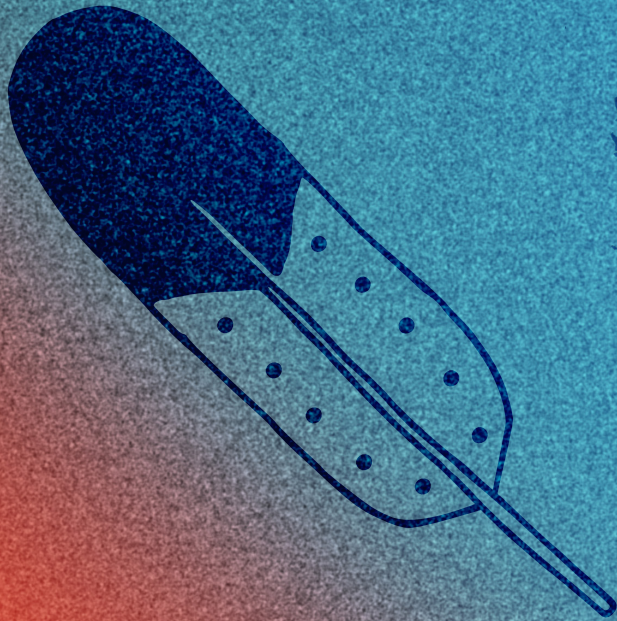
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Messages from the President of Board of Directors of Projects Autochtones du Québec



As we come to the end of another fiscal year, I am honored to share the progress and achievements we have accomplished at Projets Autochtones du Québec (PAQ).

Throughout the fiscal year 2023-2024, PAQ has achieved several significant goals that align with its mission of providing essential programs and services to members of the urban Indigenous community of Montreal who are experiencing homelessness or are at risk. Two of PAQ's most important accomplishments over the past year deserve special recognition. Firstly, PAQ acquired two buildings on Sherbrooke Street West. Once renovated, these buildings will serve as a new site for the PAQ2 emergency shelter. This acquisition represents a crucial step for the stability of our organization and its services, as the current location is rented. Secondly, in November 2023, the operating hours of PAQ's main shelter were extended to operate 24/7. These accomplishments were made possible through the dedicated efforts of the PAQ team, and I am deeply grateful for their hard work and unwavering commitment.



In September 2023, PAQ welcomed a new Indigenous Executive Director, Stacy Boucher-Anthony, to lead the organization. This appointment aligns with PAQ's commitment to Indigenous leadership and reflects our ongoing efforts to better serve the Indigenous community of Montreal. This change in leadership, along with our predominantly Indigenous Board of Directors, addresses two major strategic objectives identified in our 2021-2025 Plan. I express my sincere gratitude to Heather Johnson, the former Executive Director of PAQ, to William John, former President of the Board of Directors, and to Marie-Ève Dumont, the former Vice President of the Board of Directors, for their long-standing commitment and dedication to our organization. We deeply appreciate the hard work and commitment you have demonstrated over the years. Thank you for your invaluable contributions to PAQ and to the community we serve.

I wish to express my deepest gratitude to all employees, volunteers, and partners who have contributed to the success of PAQ. Your dedication and ongoing support have enabled PAQ to grow, create greater stability, and continue to meet the needs of the community.

Mik8etc!

Benjamin Gingras

President of the Board of Directors

Message from the Executive Director of Projets Autochtones du Québec

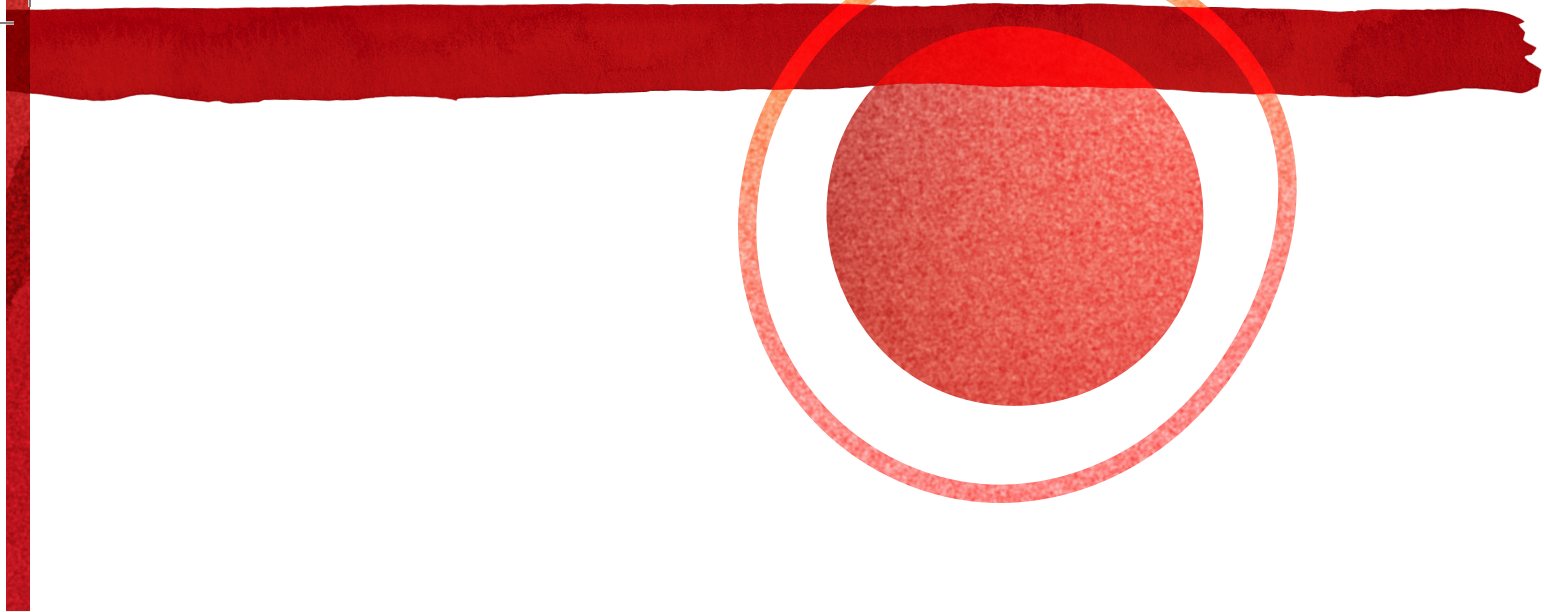
The Homelessness Count Report published in September 2023, highlighted a 33% increase in the number of people experiencing homelessness in Montreal since 2018. Of this number, First Nations and Inuit peoples are five times more likely to experience homelessness than non-indigenous individuals.

As a community organization exclusively serving Indigenous peoples living in the region of Montreal, PAQ remains committed to enhancing its services and programs to meet the growing needs of the community we serve.

PAQ proudly announced the acquisition of two new properties on Sherbrooke Street West, slated to become the PAQ2 emergency shelter by December 2027. Ownership of these buildings allows PAQ to tailor services to better meet identified needs and to maintain a strategic presence in the Milton Park area. A capital campaign will kick off in 2024 to help fund the planned renovations.

In November 2023, PAQ extended its main shelter service hours to operate 24/7. This longstanding goal now ensures alignment between the main shelter and the PAQ2 shelter, providing crucial assistance day and night. In March 2024,





PAQ officially launched its shuttle service, offering three daily routes to various community and institutional resources. This project provides an additional transportation option on the Island of Montreal for First Nations, Inuit and Métis peoples experiencing homelessness. The shuttle will facilitate community members' access to services (hospitals, airport, social services, etc.) and emergency resources (night shelters, day centers, warming centres) available on the Island of Montreal.

PAQ responded to rising demand and service pressures by increasing the number of employees. Within 12 months, our workforce has increased by 53%. This expansion underscores our dedication to fulfilling our mission. We've enhanced onboarding and training for new hires, particularly front line staff, and appointed two coordinators to improve knowledge and intervention practices. The finance team has also expanded, enabling better operational support and internal initiatives. Today, our team of 113 employees reflects our organizational values and unwavering commitment to PAQ's mission.

Looking forward, PAQ will be working on the development of the 2025-2028 strategic plan. While the details of this plan are yet to be determined, PAQ remains firmly committed to strengthening its organizational structure, operations, and maintaining financial health while continuing to prioritize meeting the needs of First Nations, Inuit and Métis peoples experiencing homelessness in Montreal or at risk of homelessness.



Stacy Boucher-Anthony

Executive Director of Projets Autochtones du Québec (PAQ)

Mission Statement

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

MISSION IN NUMBERS

34,368

Total Shelter Nights
at PAQ & PAQ2

Men

21,887

Women

12,447

They/Them

34



12%

The rate of growth in the number of
individual shelter nights over 2022-2023

Number of different individuals who accessed Emergency shelter (PAQ & PAQ2): **910**

Number of **men**



Number of different **women**



Number who identify as **they/them**



Emergency Shelter
Average capacity

92.50%



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

97,490 (breakfast, lunch & dinner)

Breakdown of Community Members
using Emergency Shelters at PAQ

April 1, 2023 - March 31, 2024



47% Inuit 45% First Nations 6% Métis 3% Other

1,329 hours

of staff training occurred this year

Number of Staff

53%

rate of growth
over last year

147 %

growth over
last 3 years

Number of Staff - currently

Fulltime Part time Contract On call

58

41

1

13

MISSION in Action



New Logo launched!

In November 2022, PAQ enlisted Inu graphic designer Alyssa Jerome from Uapaki Design to develop a new logo that embodies PAQ's mission, the PAQ community, and PAQ's commitment to becoming an Indigenous-led organization. Alyssa produced five designs, with the final selection being chosen via a broad consultation with the PAQ community. The new logo incorporates significant elements: an eagle representing protection, whale tail-shaped wings on the eagle, a Tepee signifying access to the urban environment, and a familial Inuit pattern representing the sky. The new logo was unveiled at PAQ on National Indigenous Day in June.

New PAQ2 building purchased!

PAQ announced the purchase of two buildings that will serve as a new permanent site for PAQ2, a low barrier, emergency shelter in a press conference in September 2023.

This facility will continue to combat homelessness in the Milton Park area by providing emergency accommodation for up to 50 Indigenous men and women, as well as 24-hour intervention services.

The Government of Canada has provided \$7.7 million through the urban component of the Indigenous Communities Infrastructure Fund which supports infrastructure priorities established by Indigenous partners and urban core communities. The Quebec Government has committed \$6.5 million from the Indigenous Initiatives Fund, Community Infrastructure component, and Makivvik Corporation has provided \$591,000 to the project. PAQ is confident that it can secure private funding of 3 million dollars to close the project funding gap that pertains to renovations. We anticipate that the new PAQ2 emergency shelter will open in November 2027.





Launch of new shuttle service:

On March 1, 2024, PAQ unveiled its latest initiative: a shuttle service, which hit the road the week of March 18, 2024.

The launch event brought together PAQ staff, management, and community partners. Indigenous Elder Sedalia Kawennotas Fazio from the Kahnawake Bear Clan led a beautiful opening ceremony with a prayer and a blessing for the shuttle followed by remarks from PAQ President, Benjamin Gingras, and Executive Director, Stacy Boucher-Anthony. The ribbon-cutting ceremony marked the official start, with attendees then boarding the shuttle to experience the designated routes tailored to serve Indigenous community members and partner services.







First one-day staff retreat:

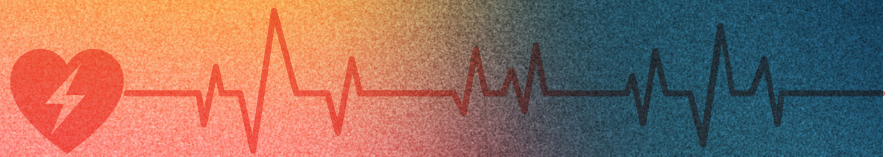
In September 2023, PAQ held its first staff retreat at the teepee in Kahnawake!



Over 30 staff members participated throughout the day in activities organized by Exeko, such as a nature walk and team building workshops. Sedalia Kawennotas Fabio, Elder of the Mohawk Bear Clan of Kahnawake, was present to officiate and facilitate a sharing circle where everybody could express their thoughts on the present and the future of PAQ.



Defibrillators on all sites!



Defibrillators have been installed at the Main Emergency shelter, PAQ2 Emergency shelter and at La Maison Akhwà:tsire. This longtime PAQ objective ensures cardiac safety of community members using PAQ services.



Increase focus on Front Line staff training and support:

In April 2023, PAQ hired a Senior Human Resource Advisor to oversee recruitment and create formalized training of all staff. To support this, a Training Coordinator, and a Front Line Support Coordinator were hired to focus on improving the quality of intervention services and support through training. A total of 90 staff members undertook formalized training courses; 27 employees' training related to first aid over the last 12 months.

Newest member of PAQ team:

PAQ now offers pet therapy sessions featuring Narcisso, a gentle giant who enjoys cuddling with people. Therapy dogs can have a beneficial effect on mental and physical health by alleviating feelings of loneliness, anxiety and depression. Accompanied by his owner Chloé, he visits each PAQ site every Wednesday.

Welcome aboard, Narcisso!



Murals completed at La Maison Akhwà:tsire:

The stunning murals created by Atikamekw artist Eruoma Awashish are now completed; one on the south staircase wall and the other in the southside kitchen/ living room of La Maison Akhwà:tsire. Inspired by the home's residents, the artist used vivid imagery as powerful symbol of hope and freedom. We are thrilled to have this large project completed for residents to enjoy in their home!





EMERGENCY SHELTER



Main Shelter

– Expansion of hours – Now 24-7!

The main shelter is a “dry” site that offers dormitory accommodations for men and women totaling 50 beds per night (34 for men, 16 for women). Essential services provided include lodging, showers, laundry facilities, three daily meals, access to a community room with internet and television and a women’s lounge. In November 2023, our main shelter service hours expanded to operate 24/7, ensuring uninterrupted shelter access for community members.

A dedicated caseworker is available weekdays for 35 hours to assist community members on short-term and long-term planning that could include securing identification, accompaniment, referrals, health services, housing and short-term and long-term planning.

PAQ2

With up to 50 beds available each night, PAQ2 emergency shelter is a “wet” site that offers a bed for the night, access to a community room, private rooms with a bathroom and a meal service, and use of laundry facilities. A consumption tent, adjacent to the shelter, permits supervised consumption of alcohol and cannabis.

Two caseworkers are available weekdays to meet with community members to work on goal setting, aid with accompaniments to external services and to facilitate paperwork for transitional or permanent housing.



PAQ1 and PAQ2

Emergency Shelter Impacts:

	PAQ	PAQ2
Total shelter nights:	14,927	19,441
Total shelter nights men	10,354	11,533
Total shelter nights women	4,548	7,899
They/them shelter nights	25	9
Total Individual shelter users:	561	349
Total Unique men	320	195
Total Unique women	239	152
They/them	2	2
Total Occupancy rate in 2023-2024	87%	98%
Total of individuals that are staying 100+ days	7.30%	17.60%

MY STORY

Billy Ray Chachai-Piche



« I am Opitchiwan, from the Atikamekw community. I came to Montreal in search of a better life and a friend told me about PAQ. I stayed one night at the main shelter, but I moved over to PAQ2 where I could have my own room and it could be quieter to sleep. PAQ2 became my haven— a place where I could focus on self-improvement and rekindle my passions. Access to the shelter's resources allowed me to address long-standing psychological burdens accumulated over time. In this process, I gradually rebuilt my self-confidence that had been shattered by the long-lasting impact of colonization practices in Canada during my youth. I am now immensely proud to be Indigenous.

Staying at PAQ2 taught me to not judge another's behavior. Everyone has a story that explains where they are, and no one is perfect. We all have struggles. Andrea who works at PAQ2 really helped me a lot. She told me about possible permanent housing at La Maison Akhwà:tsire. I applied to live there in November 2023, and was accepted in February 2024.

PAQ2 really saved my life! Now in my new home, for the first time in my life, it is peaceful and calm. I have a nice room upstairs to myself. I am starting to look for a job. Living at PAQ2 didn't just change my life - it saved it!



**Billy previously used
PAQ2 Emergency Shelter
and now is a resident at
La Maison Akhwà:tsire**



HOUSING

Transition Housing:

PAQ operates 16 transition apartment studios: 9 for men and 6 for women, and an accessible apartment for a person with reduced mobility. Residents are supported by a program coordinator and intervention workers.

The Transition Housing program promotes safety and harmony between residents and those around them, offering program contracts from 3 months to 3 years. Intervention workers accompany residents to help prevent a return to homelessness, support short-and-medium-term stability, and develop longer-term life objectives such as health, housing, employment or education.

From April 1, 2023 to March 31, 2024, the average occupancy rate in Transition was 81.6% with an average age of 40 years for men and 41.6 years for women. A total of 26 unique individuals accessed PAQ's Transitional Housing program: 14 males and 12 females. The average length of stay in the program was 1.2 years and the average waitlist time was 196.17 days.







MY STORY

Ned Adams

Resident in Transition Housing

« I am Inuk from Kuujuaq and have been in Montreal for three years. I first came to Montreal in a group home and then I stayed. I first came to PAQ when a social worker brought me. I stayed for a couple of weeks at the PAQ and then PAQ2 emergency shelters. I moved into Transition Housing in July 2023. I live on the 3rd floor, and I like having my own place. I am at Lasalle College finishing up my high school and I am starting to look for work in security as I will be graduating soon. I still have some friends up North that I keep in touch with; Facebook is good for that. I like to go to the library and read to help me pursue my goals. I plan to stay in Transition for two years and then I will start to look for my own apartment.



TRANSITION HOUSING IMPACTS

from April 1, 2023-March 31, 2024

Total of unique individuals in the transition housing program over the last 12 months

26

New residents moved into the program

12

Residents moved out of the program:

16

were discharged

8

died

1

was incarcerated

1

were successfully housed in permanent housing

6

Total Occupancy over 12 months

81.6%

Average time in program for residents who left was

440 days



12 resident meetings per year



16 individual meetings per month



Average wait list time was 196 days



6 residents were moved into permanent housing



14 males, 12 females lived in transition housing 2023-2024

La Maison Akhwà:tsire:

One year in the new home!

La Maison Akhwà:tsire has just completed its inaugural year since residents started moving into the home in March 2023.

Currently, all rooms are single occupancy as PAQ decided in the first year not to accept couples. Occupancy has risen to 88%, with one room left to fill. Over the year, 21 unique people have moved into the home, while 5 have departed for various reasons, including 1 death, 2 returning to their northern communities, and 2 discharged. The home's communal support and wrap-around services have fostered stability, leading to positive outcomes such as residents finding stable employment, returning to school, and addressing alcohol dependencies.

Weekly acupuncture clinics and support animal visits have contributed to residents' holistic well-being. A bi-monthly breakfast program was launched in July 2023 to encourage residents to prepare a healthy, nutritious breakfast from scratch and then share a meal together. In September 2023, a cooking workshop was introduced on Wednesdays, under the name Cuisine Collective, where residents shop, prepare, cook, and eat traditional dishes together. Monthly residents' meetings are held to discuss any issues and to allow residents to give feedback to each other and to the PAQ staff, while Saturday activities like yoga, cooking, and outings have enriched residents' experiences since Fall 2023.





TESTIMONIALS FROM STAFF WORKING WITHIN THE HOME:

Matthew Biddle,

Housing Manager at Projects Autochtones du Québec

« It has been such an amazing experience working at the house so far. It has been incredible to see, given the opportunity and the support, just how much the residents developed in a few short months. Whether it be George, who finally has a place to work and share his art (his work is showcased all over the house), or Betty, who is the first to participate in the Collective Kitchen program, always making sure the bannock she makes gets shared with the others in the house and the staff. Of course, we have seen the residents have their ups and downs, but the fact that they know that there will be someone waiting for them when they get home, whether it be a roommate who is there ready to make tea for them or an intervention worker who is ready to listen, I think that makes all the difference.



OUR STORIES:

.....
Pearl Shaw

Resident in La Maison Akhwà:tsire

« I am Micmac from the Gaspé. I was at PAQ2 emergency shelter for a couple of months seeking a permanent place.

I applied to La Maison Akhwà:tsire in November 2023, and by December, I was welcomed in. It is quiet in the house and I have my own room which I like. I am not far from the grocery store, and I can cook in the large community kitchen outside my room. In the evenings, we can eat together in the dining room area and share conversation. This is not just a place to stay, but a home.



LA MAISON AKHWÀ:TSIRE IMPACTS

from April 1, 2023-March 31, 2024

Residents	16
Men	11
Women	5

Occupancy over 12 months	86-88%
---------------------------------	---------------

Total of people who lived in La Maison Akwhwà:tsire over 1st year	21
Moved back to their Northern Communities	2
Passed away	1
Were discharged	2



12 resident
meetings



3 group
outings



Waitlist is
2 to 8 months



Demographic
age range is from
22-60 years of age



5 residents
are employed
and 1 resident
is at school



52 workshops annually
included acupuncture
workshops and animal
therapy

PROGRAMS

Community Health Program

– CONTINUED GROWTH!

In partnerships with the the Centre hospitalier de l'Université de Montréal (CHUM) and other Montreal health facilities, PAQ's Community Health team integrates western and transitional holistic methods to aid Indigenous peoples experiencing homelessness in accessing vital physical and mental health services. We provide support for critical and chronic health issues, including elders, translators, and spiritual healers to ensure culturally sensitive care and follow-up.

At the Dialogue for Life conference in Montreal, PAQ's Community Health Program Coordinator and Dr. Stéphanie Marsan from the CHUM presented three sessions on the wellness partnership between PAQ and the CHUM across various departments.

Sponsored by the First Nations and Inuit Suicide Prevention Association of Quebec and Labrador (FNISPAQL), Dialogue for Life aims for the well being and balance of the lives of Indigenous Youth of Quebec and Labrador, through healing workshops, prevention activities, educational and cultural conversations, and one on one sessions with elders and helpers.

In 2023, a community support worker was added to the team to continue to meet growing number of community members served. A total of 1,159 appointments, hospital visits or accompaniments were provided over the last 12 months representing a 77% increase in meetings and support provided over 2022-2023.





COMMUNITY HEALTH PROGRAM IMPACTS BREAKDOWN OF MEETINGS AND SUPPORT:



149 unique
people served



49% related to
hospital visits



35% related
to detox



91 unique males
and 58 unique
females



13% related
to Emergency
Room visits



3% related
to mental
health visits

PROGRAMS

PROSPERITY and Life Skills

PROSPERITY is a 10-week program, offered 4 times annually designed for Indigenous urban community members. With sessions held Monday to Friday from 9:00 AM to 12:30 PM, a total of 700 hours of PROSEPRITY programming occurred in 2023-2024.

Hosted at PAQ sites in downtown Montreal, the PROSPERITY program offers a diverse range of workshops, engaging activities, outings, and immersive cultural experiences. PAQ provides a daily light breakfast, lunch, workshop materials, and animations by knowledge keepers, artists and animators. Upon completion of the program, each participant receives a graduation certificate.





Y | Y | Y |



In Spring 2023, PAQ expanded program access by rotating PROSPERITY workshops among the Main shelter, PAQ2 Emergency shelter, and La Maison Akhwà:tsire. By June 2023, PROSPERITY introduced more activities such as fishing, kayaking, and hiking, along with cultural outings to the Mohawk-Cree Teepee project in Kahnawake and monthly sharing circles through a partnership with Indigiqueer for Two-Spirit community members and allies. In September 2023, PAQ added a weekly workshop on Indigenous traditional food preparation to the PROSPERITY Program called Cuisine Collective.





PROSPERITY AND LIFE SKILLS IMPACTS:



184 unique persons attended
at least one session



Program participants were 52% male,
47% female, and 1% identified
as Two-Spirit



136 workshops offered



60 outings



43 cultural activities consisting of
traditional beading, soapstone carving,
drum making, ribbon skirt making and
pow-wow workshops.

PROGRAMS

Residential Managed Alcohol Program (MAP)

- INCREASED INCLUSIVITY!

In August 2023, MAP warmly welcomed its inaugural female resident into the program's home. Situated on the garden level, of La Maison Akhwà:tsire, adaptations were made to accommodate residents with limited mobility, including the washrooms, kitchen counters and cupboards, backyard garden, and entrances/exits of the building on that level. This program extension was a pivotal strategic objective for MAP in 2023-2024, enhancing inclusivity and service provision for all.

The residential program offers affordable housing with wrap-around services for up to 9 women and men, including a supervised alcohol service within the home. Program objectives focus on promoting stability and a better quality of life, enhancing access to healthcare, fostering community support, and (re)connecting residents with their Indigenous cultures and traditions.





MY STORY

Ulluriak Nutaraluk



Ulluriak Nutaraluk is a 62-year-old woman who moved into the house a few months ago. She is the first woman in PAQ's **Residential Managed Alcohol Program.**

« I am Inuk from Iqaluit, Nunavut. I stayed at PAQ Emergency shelter for about 1 year and now I live at La Maison Akhwà:tsire when I moved in the summer 2023. I am the first woman in the Managed Alcohol Program, and I have a room on the main floor. I like my new home because I am off the streets. I have my own room with a bed; I am warm, and I have something to eat every day. In the program, my alcohol is recorded, and I get an amount each day. Every week a nurse comes from the CHUM to check on my health which I think is helping my legs. Every day, my daughter, who uses the PAQ2 shelter, comes to help make breakfast and lunch for me and I like that she can come here to visit me. Country food is important to me as it makes me strong and reminds me of growing up in my community, and I like when we make it at the house. »





MAP IMPACTS

from April 1, 2023-March 31, 2024



Serving 7 people
(6 males and 1 female)



52 doctors' visits
provided onsite
by CHUM



480 hours of
nurse visits
over 12 months



9,307 intervention hours
delivered over 12 months



5 outings
for residents



65 in-house
activities annually



7 residents enjoyed
improved health

PROGRAMS

Restorative Justice Program

A new Restorative Justice and Wellness Coordinator position was established to enhance community well-being through various activities and events. Collaborating with PAQ intervention staff, the coordinator ensures services align with Indigenous values, promotes healthy lifestyles, and addresses violence. Key objectives include implementing a restorative justice system, developing interventions rooted in Indigenous values, supporting victims, holding offenders accountable, engaging the community in justice processes, and organizing monthly wellness activities. Additionally, the coordinator focuses on promoting healthy lifestyles, offering intervention support for social and psychological issues, and developing restorative justice mechanisms for domestic and other forms of violence.





RESTORATIVE JUSTICE PROGRAM IMPACTS:



11 community discussions



4 mediated returns for community members from being banned from using PAQ services



15 one-on-one meetings with community members



Re-vamped PAQ's Indigenous Realities training in collaboration with the Training Coordinator.



One session of 4-hours for theoretical & experiential training for all new staff.



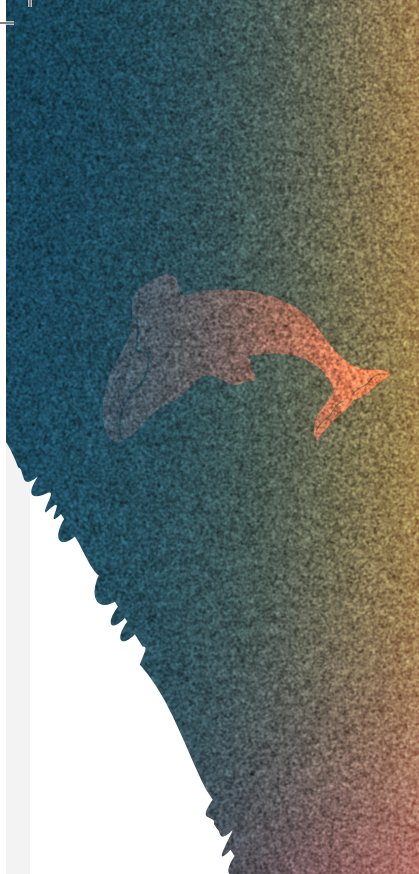
PROGRAMS

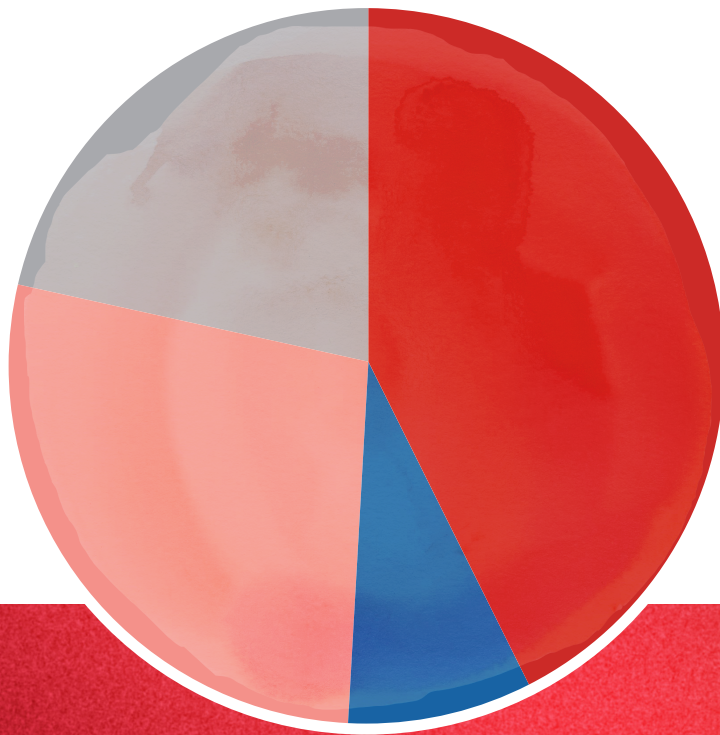
Safe Start Program

The Safe Start Program offers homelessness prevention services to Indigenous individuals experiencing their first episode of homelessness or recently arrived in Montreal to ease cultural shock by providing proactive, culturally adapted urban orientation. The Safe Start Coordinator collaborates with various services and organizations to offer support at airports or bus stations, accompany individuals to culturally adapted resources, provide city orientation, assist with appointments, facilitate communication with home communities, and offer logistical support for return travel to home communities if desired.

In 2023, the program expanded its outreach by traveling to Nunavik twice, establishing 46 new connections with Northern communities. A new monthly virtual meeting initiative was also introduced to better track individuals coming from the North and connect them with the Safe Start Coordinator. This program served 122 Indigenous peoples in 2023-2024 and facilitated the return of 50 people back to their northern communities.







Safe Start Program participants breakdown

April 1, 2023 - March 31, 2024

- 42% PAQ
- 9% Social Services up North
- 28% YMCA
- 21% Correctional Service Canada

THE SAFE START PROGRAM IMPACTS:



144
accompaniments



50 returns to
Northern communities
by community members



20 airport
pick up



36 Northern
communities'
connections created



113 referrals
for services



2 trips to northern
communities



10 new
partnerships formed

PROGRAMS

Shuttle Bus Program

NEW PROGRAM LAUNCHED

On March 18, 2024, PAQ commenced a new Shuttle Bus program to better serve the Montreal Urban Indigenous community. Three routes are available daily aimed at enhancing accessibility and support for Indigenous peoples living in the Montreal urban centre experiencing or at-risk of homelessness. The early morning route connects individuals to and from the Pierre Elliott Trudeau airport. A daily route transports Indigenous community members to vital Indigenous resources and essential services in Montreal, and an evening route provides assistance to Indigenous individuals experiencing homelessness by providing transport to nearby shelters or warming centres.

With a maximum capacity of 13 passengers, 1 PAQ front line intervention worker works on the bus providing coverage from 7 AM to 1 AM weekdays.



Y | | Y | | Y |



PROGRAMS

Volunteer and Community Engagement Program

The Volunteer and Community Engagement program provides volunteer and engagement opportunities in meal preparation and service, activities and animation, sorting of donated clothing, and helping at special events and/or cultural activities.

In June 2023, PAQ hosted Neighbors Day, a neighborhood celebration, at the PAQ2 Emergency shelter with workshops, cultural food, and traditional drumming. The event aimed to foster stronger neighbor relations while also providing an opportunity to educate the greater community about Indigenous cultures and traditions.





VOLUNTEER PROGRAM IMPACTS:



1 large community wide event occurred in June 2023 to celebrate Neighbors Day with over 60+ participating partners, community members and neighbors



3 neighborhood consultations over 12 months



48 hours of social activities in PAQ
Emergency shelters



1,296 volunteer hours in the kitchen annually



36 hours of clothing sorting

SERVICES

Caseworkers

Over 12 months, a total of 1,540 hours of caseworker support were available across three physical sites, offering assistance in crisis intervention, referrals, goal accompaniment, subsidized housing applications, and tailored intervention plans. The Main Emergency shelter and La Maison Akhwà:tsire each have one full time caseworker, whereas the PAQ2 emergency shelter is staffed by two full time caseworkers.



Main Shelter & PAQ2 Emergency Shelter CASEWORKER IMPACTS

Approx. **25 hours** of intervention hours per week

58 referrals to services on average per month

Placed **7 individuals** in transitional housing

Placed **13 individuals** in permanent housing

20 identification papers request
on average per month

La Maison Akhwà:tsire CASEWORKER IMPACTS

Approximately **7 hours** per month of intervention

4 referrals per month to services

5 accompaniments per month

4 identification paper requests
per month on average



Clinics

Over 12 months, PAQ provided 41 clinics, offering vital services to the community. We are grateful for the generosity of our partners, whose onsite clinics at PAQ and PAQ2 emergency shelters promote inclusivity for PAQ shelter users. A total of 168 number of community members attended these clinics.

- 18 Legal clinics were offered by Mobile Legal Clinic
- 4 vision clinics offered by Benoit Tousignant - Associate Professor School of Optometry- University of Montreal
- 2 foot care clinics offered by Dr. Laura Drudi - McGill Vascular surgeon & Foot Care specialist
- 3 dental clinics by dental hygienist Hien Nguyen - HD Dentaire Mobile
- 12 Legal Aid Clinic offered by Maitre Donald Tremblay
- 2 tax clinics





Brigade de la propreté:

PAQ, along with Groupe Information Travail (GIT) and the City of Montreal, ran a street cleaning initiative from June to October 2023. Established by the Société de développement commercial (SDC) in 2001, this partnership promotes urban beautification and social reintegration. Groupe Information Travail supervises, PAQ manages recruitment and equipment, and the city provides funding. In the past year, 24 residents in Transition and La Maison Akhwà:tsire, with an average age of 30, participated in the program.

Human Resources:

In 2023-2024 fiscal year, PAQ strengthened Human Resources, training and enhanced support for front line intervention staff. Over the last three fiscal years, PAQ's staff has experienced a growth rate of 147%. In May 2023, a new Senior Human Resources advisor was hired with a goal of addressing these objectives. In November 2023, a new Front Line Intervention Trainer was hired to provide better support to PAQ's front line staff. In December 2023, an additional member was added to the team as a Training Coordinator to schedule required trainings for all PAQ staff. Within three months, the impacts of these 2 positions reduced PAQ's turnover rates by 6% in the last 5 months to its current rate of 10%. The two training positions will be working on becoming OMEGA trainers to ensure that frontline staff essential trainings wait times can be reduced.



TRAINING IMPACTS:

- ✓ 21 shadow shifts completed
- ✓ 45 one-on-one coaching sessions held with frontline intervention staff
- ✓ 10 coaching sessions (practice de-escalation through situational and experiential training) for 21 unique people
- ✓ Onboarded 30 staff members
- ✓ Coordinated the training of 4 staff members on OMEGA
- ✓ Coordinated the training of 10 staff members on first aid
- ✓ Found a new supplier for first aid certifications
- ✓ Ensured that an accurate list of all certified employees on first aid is accessible on each site
- ✓ Coordinated the training of 4 staff members on "Intervenir auprès des hommes"



MY STORY

Stacy Boucher-Anthony



Born and raised in Montreal, I am proud of the richness of my diverse heritage. My mother is Algonquin from the Kiti-gan Zibi community, and my father is Haitian. While the two cultures are different, the story of both sides of my families are strongly similar.

My father came to Canada in the early 1980s in search of a better life. He always reinforced in me the importance of my education to achieve a better life. My mother's family had less. My grandmother lived on the reserve, and she moved from her community to the countryside at an early age to support her family financially. As a result, she didn't go to school for very long. With a grade two education, she taught herself to read and to write. Ahead of her time, she was fearless. She moved to the Saint-Gabriel-de-Brandon area where she had four children. When her children were teenagers, she decided to move to Montreal to allow them to continue their studies in Montréal and pursue a better life. She was a very strong woman who played a pivotal role in my life.

I connected to my Indigenous culture a bit later in life. My mother and grandmother protected me a bit from some of the realities Indigenous peoples have experienced and some of the intergenerational effects of colonization practices on our people. I always had access to my culture, but my mother wanted to wait until I had a sense of myself, and I could better understand the challenges that Indigenous peoples face.

Intrigued by Social Work's potential to make a difference, I pursued it at university, juggling full-time work and studies during my master's in social work, which began in September 2015. Despite many challenges, I persisted, completing my thesis in December 2019. In 2020, I embarked on a master's in Public Administration which I recently completed in December 2023.



Dedicating myself to social work, I worked at les Centres Jeunesse de Lanaudière (now called CSSS de Lanaudière), and the Office municipal d'Habitation de Montréal (OMHM). In late 2020, I began as an agency employee at CIUSSS de l'Est-de-l'Île-de-Montréal. Initially specializing in clinical activities in mental health, I swiftly rose to manage 1st line adult mental health services and assumed the role of department head for the mental health intervention program, supervising a multidisciplinary team of psychologists, social workers, and nurse practitioners. I was very happy in this role, and I truly loved my team, but I still felt inside of me that I wanted to make a difference. I wanted to give back in another way. I wanted to stretch myself and grow. I also wanted to find a way to use my talents and my education to give back as an Indigenous person.

I'm excited to embark on my new role as the Executive Director of PAQ. With a passion for learning and a deep sense of gratitude, I believe that my experiences have led me to this opportunity where I can give back and utilize my skills to positively impact the lives of fellow Indigenous individuals. Together, we can acknowledge our strengths, resilience, and create genuine opportunities for hope and growth.



COMMUNITY CELEBRATIONS



National Indigenous Peoples Day

On June 21, 2023, PAQ celebrated National Indigenous Peoples Day with a BBQ in the courtyard, bison burgers, and country food with 100+ community members and staff. Indigenous performers shared their talents with us; dancing, and traditional drumming, and an Exeko T-SHIRT making workshop all occurred throughout the afternoon. PAQ also unveiled its new logo which community members had an opportunity to help collectively choose. This day is an important one that brings the community together to celebrate!





Trip to Camp Kanawana – September 13 – 16, 2023

PAQ held its 3rd annual camping trip to Camp Kanawana in the Laurentians from September 13th – 16th, 2023. Over 34 community members and staff enjoyed 4 days and 3 nights participating in workshops, games, a scavenger hunt, canoeing, kayaking, swimming, and campfires. With beautiful sunny weather, it was the perfect opportunity to connect with nature and each other.





National Day for Truth and Reconciliation

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





Inuit Day

On November 7, 2023, the community and staff celebrated Inuit Day by sharing a feast of traditional foods of narwhal, caribou and moose. This was PAQ's first time formally celebrating Inuit Day together! Thank you to LP^{ᑭᐱᐅ} - Makivvik for their contribution of traditional food. PAQ looks forward to making this an annual community celebration!



Community Christmas celebrations at PAQ

Over 50 community members enjoyed a traditional turkey dinner with all the trimmings at the main shelter. Ian Lafrenière, MNA of Vachon and the Minister Responsible for Relations with the First Nations and the Inuit, and representatives from the SPVM helped to serve food. Traditional drumming was provided by the RedTail Spirit Singers and Ensemble Hochelaga played Christmas carols. On Christmas morning, community members at PAQ emergency shelters, residents in Transition Housing and La Maison Akhwà:tsire all received a Christmas gift generously provided by the Employees of the National Bank and Shoebox Montreal. For many, this gift holds particular significance as it was their only one.





CELEBRATIONS OF LIFE

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

ANITA
ADAMS

GETA
ETOROLOPIAQ

ANNIE
PADLAYATT

JACOB
COONISHISH

ABELIE
NAPARTUK JUNIOR

KEVIN
RAYE

CHRIS
SHEM

MELANIE
LONGCHAP

CHARLIE
NINGIUK

NATASHA ANNA
ASSAPA

CINDY
WABANONK

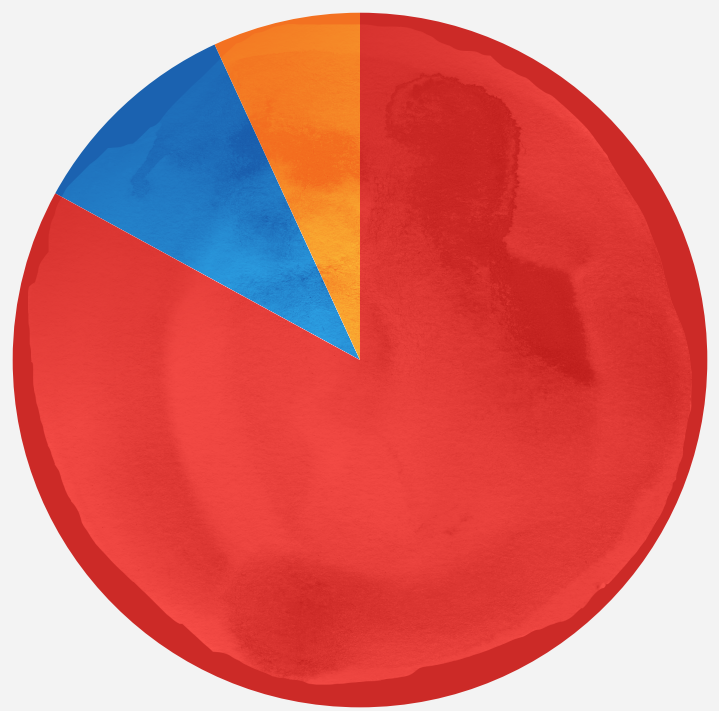
SALAMIVA
NAPPAALUK





FINANCIALS

Revenues 2023-2024



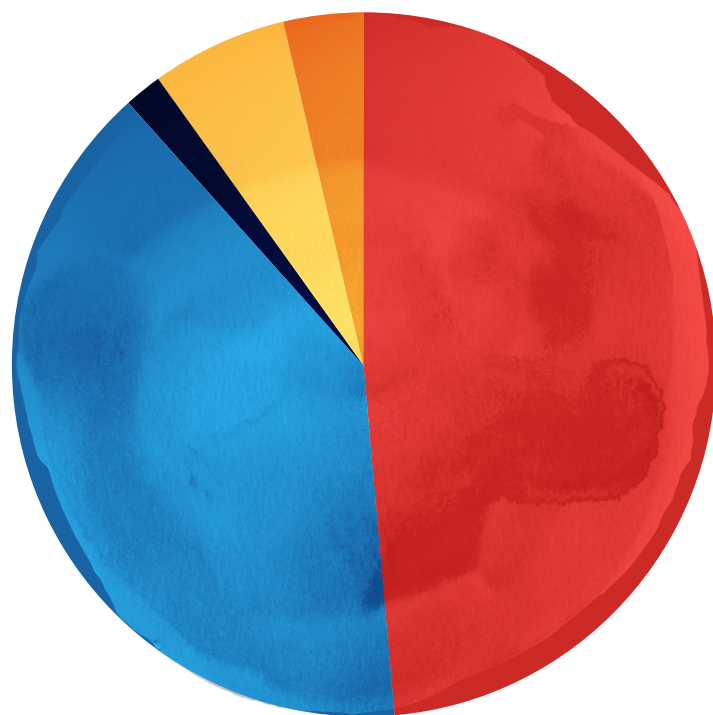
● Government Grants and Funding	\$8,608,981
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● Donations (Foundations, Corporations, and Individuals)	\$1,051,703
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● Other revenue	\$720,734
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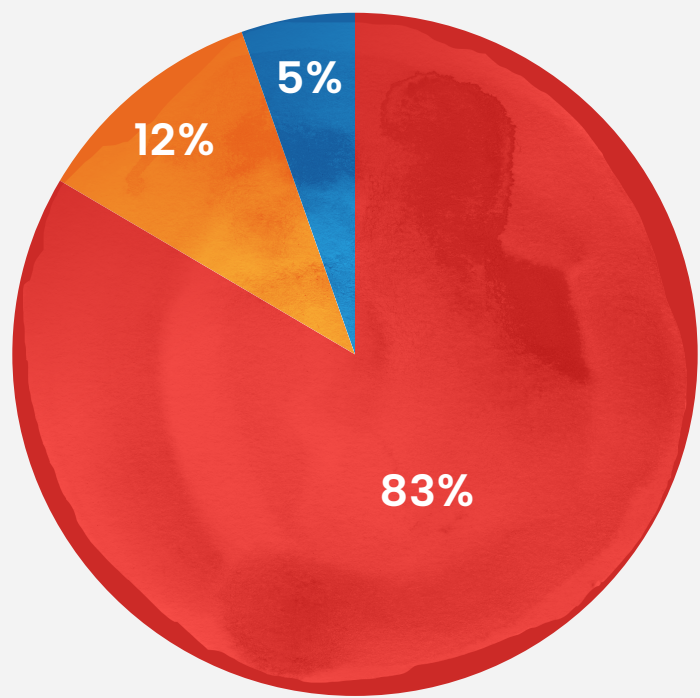
○ Total Revenue	\$10,381,418
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Expenses 2023-2024



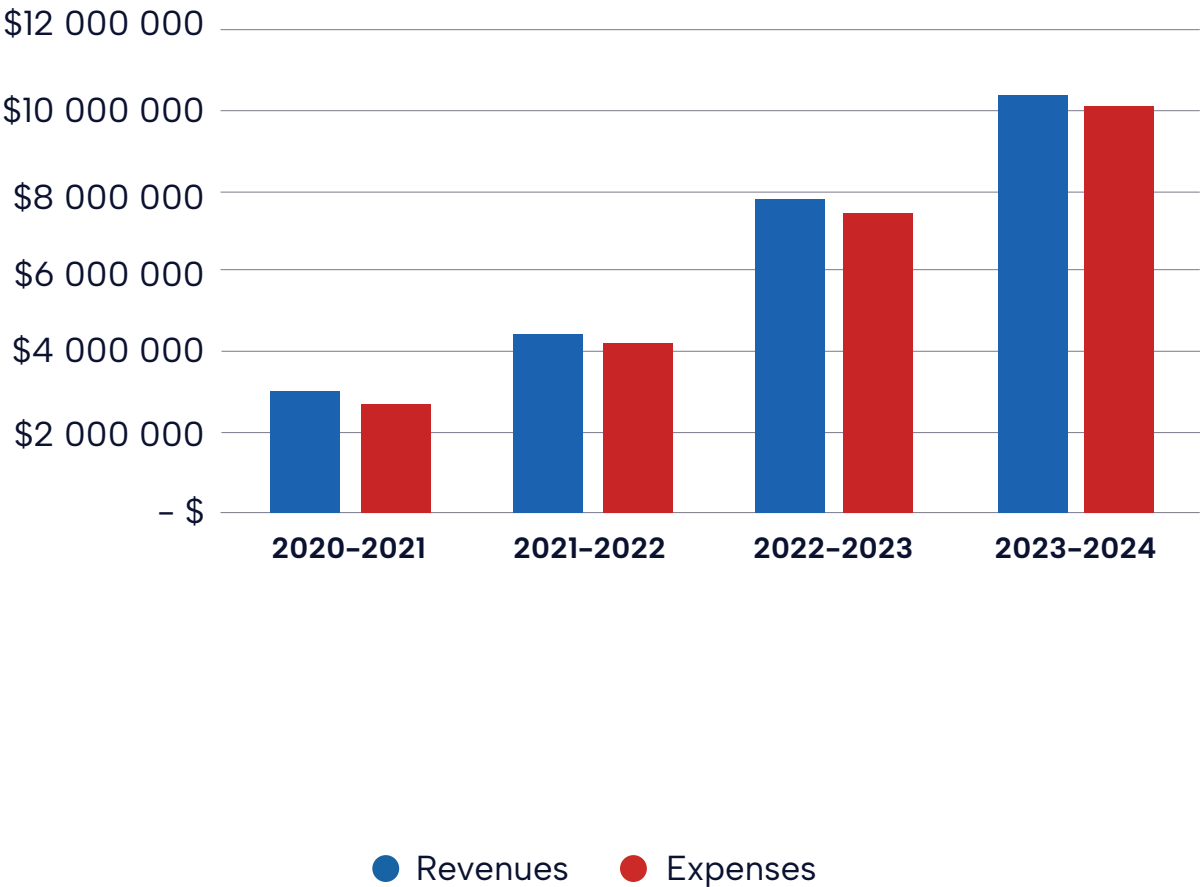
● Salaries and Benefits	\$4,927,643
● Operations	\$4,045,375
● Program and Services	\$180,570
● Administration	\$631,889
● Other Expenses	\$370,472
○ Total Expenses	\$10,155,949

Donations 2023-2024



● Foundations	\$876,432
● Corporations	\$119,409
● Individuals	\$55,862
○ Total Donations	\$1,051,703

PAQ Revenue and Expenses 2020–2024



Partners and Collaborators

Government and Indigenous Organizations

Government of Canada

Government of Québec

Montreal Indigenous Community NETWORK

Ville de Montréal



Foundations

Ardene Foundation

Centraide of Greater Montréal

Echo Foundation

Hewitt Foundation

Fondation of Greater Montréal

J. Armand Bombardier Foundation

Jewish Community Foundation (JCF)

Marcelle and Jean Coutu Foundation

National Indian Brotherhood Trust Fund (NIB Trust)

McCall and MacBain Foundation

McConnell Foundation

Pathy Family Foundation

RBA Foundation

St. Patrick Society of Montreal

Trottier Family Foundation

WCPD Foundation

Zellers Family Foundation

Collaborators

Ashtanga Yoga

Cactus Montreal

Cap St-Barnabé

Cavac

Centre de Réadaptation
en Dépendance

Chez Doris

CHUM, Addictions Medicine Service

CIUSSS - Centre Sud CLSC
des Faubourgs-Homelessness

Clinic

CLES

Commissaire aux personnes
en situation d'itinérance

Diogène

Dominique Charron,
Massage therapist

Dr. Laura Drudi

EMMIS- Équipe mobile de médiation
et intervention sociale

Espace pour La Vie

Exeko

Fédération des OSBL
d'Habitation de Montréal

Festival Quartier Danses

First Peoples Justice
Centre of Montréal

First Stop

Groupe Information Travail

Grossesses Secours

Hôtel Dieu (OBM)

HD Dentaire Mobile

Ilinniapaa

Indigenous Health
Centre Tio:tiake

Indigiqueer

ISPW - Indigenous Street patrol worker

Ivirkivik

La Rue des Femmes

Le Chaînon

Le Passage

Le SAC à DOS

Médecin du Monde

Mikmak Catering Mission

Mission St. Micheal

Mitshuap (Lighthouse)

Mobile Legal Clinic

Moisson Montréal

Montreal Chinatown Round Table

Mouvement pour mettre
fin à l'itinérance à Montréal

MU

Native Friendship Centre of Montreal

Native Para-Judicial Services of Quebec

Native Montreal

Native Women's Shelter of Montreal

Old Brewery Mission

Optomobile

Orientkon

Plein Milieu

Projets Logements Montréal (PLM)

Regard collectif métrique de l'Université
de Montréal

Réseau d'aide aux personnes seules
et itinérantes de Montréal (RAPSIM)

Southern Quebec Inuit Association (SQIA)

SPVM-Indigenous Liaison Officer

SD YMCA/Guy-Favreau

SOS Violence Conjugale

The Mobile Legal Clinic

The Open Door

The Survivors

Ullivik

University of Montreal,
The Mobile Optometrist Clinic

UPS'J

Wapikoni Mobile

Women's Centre of Montreal

YMCA Montreal

Corporations

Desjardins le Grand Movement

Fednav Limited

Pearl Spa Beauty and Wellness

Power Corporation Canada LTD.

Makivvik

Montreal Export Development
Canada Employees

National Bank of Canada Employees

Montreal Shoebox

TD Bank

Société de transport
de la ville de Montréal

Quebec Deposit and
Investment Fund

Interns

.....

Arianne Nadeau-Lebeau

Department of Social Work

Université du Québec en Outaouais - Master of Social Work

Marcel Telliano

Health and Social Services Management

National School of Public Administration - Master of Public Administration

Nmesomma Umenwafor-Nweze

Cultural and Indigenous Research in Counselling Psychology

McGill University - PhD of Clinical Psychology



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

Our Team:

Board of Directors

President • Benjamin Gingras

Past President • William John

Treasurer • Geoffrey Kelley

Secretary • Karine Millaire

Member

Alexandra Ambroise

Joey Amos

Robbie Madsen

Marie-Pierre McDonald

Marla Newhook

Marina Boulous-Winton

Team

Executive Director •

Heather Johnston
(Sept.2023)



Executive Director •

Stacy
Boucher-
Anthony



Director of Finance and Operations •

Nicole Fortier



Building and Operations Manager •

Morrison Allen



Finance Controller •

Alex Padovani



Fundraising and Marketing Manager •

Sarah Clark



Housing Manager •

Matthew Biddle



Intervention Services Manager •

Natalie Julien



Senior Human Resources Advisor •

Josianne Cimon

Policy and Programs Manager • Léonard Buckles (interim)
Administrative Assistant to Executive Director • Stéphanie Rochon
Account Payable Technician • Min Dai
Account Receivable Technician • Mariangel Ordonez
Administration and Operations Coordinator, Housing • Isabelle Marquis
Building and Operations Coordinator • Malcolm Gérard Désiré
Caseworkers • Myriam Shoot Fugere, Jessica Mayo, Nicolas Plazas, Joseph Kapita
Community Knowledge Keeper and Spiritual Guide • Tom Dearhouse
Community Health Coordinator • Kim Delisle
Community Health Support worker • Javier Lopez Fraile
Communications Assistant • Liam Hodgson
Data Analyst • Benedict Tan
Front line Intervention Trainer • Mark Alsop
Food Services Coordinator • Manon Ferland
Food Services Cook • Agnes Mushquash
Housing Coordinator • Ingrid-Arielle Mugiraneza
Managed Alcohol Program Coordinator • Thomas Addison, Mark Alsop
Program Support Worker • Virginia Ribeiro
Project Coordinator • Hugo Gehin
Prosperity and Life Skills Program Coordinator • Coral Rivas
Restorative Justice & Community Wellness Coordinator • Roger Twance
Training Coordinator • Ahkeah Ricketts-Ossé
Transition Housing Coordinator • Louis St. Germain
Safe Start Program Coordinator • Noor Ain, Jessica Woolley
Shelter Coordinators PAQ • Bart Spiewak, Dan Gazut
Shelter Coordinators PAQ2 • Andrea Cloutier, Hamdi Mohamed, Cleevens Innocent Brown
Shelter Overnight Supervisors • Monday Dania, Yonel Eustache
Volunteer and Community Engagement Officer • Chloe Turqtuq

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

Future Outlooks



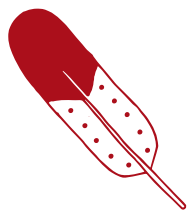
Priorities and Values that will guide PAQ's work in 2024-2025:

OPERATIONAL PLAN: 2024-2025

The 2024-25 plan is built around the five strategic goals identified in the 2022-2025 strategic plan:

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





We note these key points from our 2022-2025 plan that will continue to guide PAQ in the coming year:

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



Design Valérie Fournier, Onakì Design | **Translation** Marlène Deshaies, Soft Trad www.softtrad.com
Content Sarah Clark, Projets Autochtones du Québec, Fundraising and Marketing Manager

Projet Autochtones du Québec Annual Report 2023-2024

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