



# ADAPTING, GROWING, THRIVING: A YEAR OF CULTURALLY SAFE EXPANSION

A celebration of 20 years of Operation serving the  
Urban Indigenous community in Montreal

Annual Report April 1, 2024 – March 31, 2025



PROJETS  
AUTOCHTONES  
DU QUÉBEC

- Célébre ses 20 ans -

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# Message from the President of The Board of Directors



**Benjamin Gingras**

**President of the Board of Directors,  
Projets Autochtones du Québec**

# K8E KAKINA!

Adapting, growing, thriving: these three words clearly summarize the past year for PAQ. As Chair of the Board of Directors, I'm honoured to share the organization's most recent achievements with you. PAQ continues to expand and develop new services at a time when the needs of the Indigenous community are growing.

Last summer, in order to offer a continuum of services and help individuals transition from living on the street to living the good life, *mino pimatiswin*, PAQ opened La Maison Annagiarvik, a transitional housing program for 14 community members who are actively working towards sobriety. La Maison Annagiarvik is located in the heart of the Milton Park neighborhood, a popular area among community members where the need is most pressing. I sincerely thank both community and business partners, as well as partners from the municipal, provincial, and federal levels of government, for helping to bring this major project to fruition. Additionally, I would like to acknowledge Makivik's special contribution to this important program.

Last year, PAQ acquired two buildings on Sherbrooke Street West, which will ultimately be used to permanently house the low barrier emergency shelter, PAQ2. The project is making good progress, and we're hopeful that we'll be able to obtain demolition and reconstruction permits in 2025. This project is a priority for the Board of Directors and PAQ's Executive Director, Stacy Boucher-Anthony, in the upcoming year.

PAQ continues to play a vital role in the community ecosystem of Tiohtià:ke/Montreal and is increasingly recognized as a key voice for the urban Indigenous community experiencing or at-risk of homelessness. The organization stands out for its Indigenous leadership, both at the Board level and within senior management, and for the deeply rooted values that guide all aspects of its work: the importance of community, mutual support among members and staff, and deep respect for the diverse cultures that exist within PAQ.

Lastly, on behalf of the members of our Board of Directors, I'd like to thank the PAQ staff for its commitment and tireless efforts, as well as the government donors, foundations, organizations and individuals that fund the work that PAQ continues to do.

Kitici miik8etc!



**President of the Board of Directors, Projets Autochtones du Québec**



## Message from the Executive Director



**Stacy Boucher-Anthony**

**Executive Director,  
Projets Autochtones du Québec**

My team and I are very pleased and especially proud to present this annual report, which showcases our most impressive achievements over the past year. The year 2024-2025 was filled with challenges, but also opportunities. Through the support of several of our partners, PAQ opened La Maison Annagiavik, an initiative that enables individuals who want to resolve their addiction issues to obtain housing assistance and on-site psychosocial services.

Over the past year, we worked on developing the 2025–2028 strategic plan with the help of several parties, whose contributions provided PAQ with a comprehensive overview and allowed the organization to address critical gaps in services and programs.

Our organization successfully navigated a complex economic environment that showed signs of uncertainty on the horizon, while continuing to achieve both operational and strategic objectives. PAQ’s priority for the future will be to diversify housing offerings, strengthen its position as a leader in addressing homelessness in Quebec, and continue to promote the uniqueness of the community and its members from Quebec’s 11 Indigenous Nations. These projects, and all collective efforts, are reflected not only in the capacity to ensure sound financial management, but also in the ability to develop and maintain sustainable business relationships with all those who support the mission and vision.

On behalf of the members of the Board of Directors, I’d like to express my profound respect and admiration for PAQ’s employees for their unwavering commitment, despite the complex work involved, and our partners for their continued and generous support.

Looking to the year ahead, we remain firmly committed to making every effort to reinforce the positive impact that PAQ has on the lives of community members and on society as a whole. The path will not be linear. Healing is a personal journey in which each individual moves at their own pace. I am convinced that, through continued efforts, the organization can keep changing lives, one person at a time, one nation at a time, one generation at a time.

With all my relations,



**Stacy Boucher-Anthony**  
Projets Autochtones du Québec





## 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.

# TOTAL SHELTER NIGHTS



# 35,656

Total Shelter Nights at  
PAQ & PAQ2

## 21,778

Men

## 13,623

Women

## 255

2-Spirit/  
They/Them

# 3.75%

The rate of growth in the  
number of individual shelter  
nights over 2023-2024

# MISSION IN NUMBERS 2024-2025



**618**

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

**342**

Number of unique men

**272**

Number of unique women

**4**

Number who identify as 2-Spirit/they/them



**95%**

Emergency Shelter  
Average capacity



# 67,957

Number of meals (PAQ & PAQ2) in 12 months: (breakfast, lunch & dinner)

# 3,642.32 hours

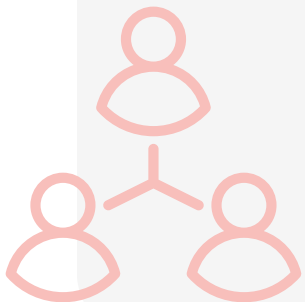
of staff training occurred this year



# 123

## NUMBER OF STAFF

- 42 fulltime
- 42 part-time
- 7 temporary
- 16 on call



# Total Membership at PAQ

# 1,588 People

## CATEGORY A

# 1,531

Indigenous community  
members using PAQ  
services (voting rights)

## CATEGORY B

# 15

Indigenous members not  
using PAQ services  
(voting rights)

## CATEGORY C

# 42

Non-Indigenous members  
(no voting rights)

# Mission In Action:

## 20<sup>th</sup> anniversary celebrations:



To mark PAQ's 20th anniversary, a special logo was unveiled and featured across all communications. Staff and community members received new T-shirts with the logo, symbolizing unity and pride. PAQ also produced three videos: one showcasing its history and impact, another sharing community members' stories, and a third highlighting its future with insights from leadership and Indigenous partners.

**Watch the three videos below to see PAQ's impact and hear powerful stories from community members**



**PAQ's 20 years of History**



**PAQ's community members journey through PAQ services**



**PAQ's future**









# Update on new PAQ2 project:

PAQ continues to move forward in the preparations for renovations at the two locations that will be joined and will form the new PAQ2 Emergency Shelter. Specifically, we have obtained authorization to combine the two lots, conducted geotechnical studies, and started to discuss the heritage restoration of the front facades of the two buildings. PAQ hopes to start demolition in Spring 2026 and then commence planned renovations in fall 2026.



## Gathering of the Minds – New membership

PAQ is proud to be a new member of Gathering of Minds - a Peer-to-Peer learning initiative organized by the Pathy Foundation! In October 2024, PAQ had the privilege of meeting in the beautiful Six Nations of the Grand River. This annual, in-person gathering fosters deeper understanding among Indigenous partners, allowing us to share successes, insights, and explore future collaboration opportunities. PAQ is honored to be part of this initiative and looks forward to continuing our collective efforts!



# Strategic Planning – A Year of Engagement and Visioning

In April 2024, PAQ partnered with Credo to lead the development of a new strategic plan that will guide its work for 2025-2028. This process brought together voices from across the organization and community to shape PAQ’s future direction.



## Key milestones included:

- Staff & Board Survey – A comprehensive survey gathered feedback from PAQ staff and Board members to establish key benchmarks.
- Stakeholder Workshops – 7 workshops (April–July 2024) engaged community members, staff, coordinators, managers, and Board members in shaping priorities.
- Co-Pilot Group Formation – In November 2024, a dedicated group—including PAQ community members, employees, and Credo—collaborated to refine PAQ’s mission, values, and positioning.
- All-Staff Reflection & Co-Creation – In December 2024, an all-staff meeting provided space to reflect on the process and co-develop PAQ’s values and positioning statements.
- Strategic Plan Adoption – In February 2025, the Board of Directors formally adopted the new strategic plan, which will be presented in detail at an all-staff meeting in 2025.

This plan introduces updates to PAQ’s mission, values, and strategic focus areas, ensuring a strong foundation for the years ahead. (See page 77 for details.)

# Emergency Shelter Services

## PAQ Main Shelter – 169 de la Gauchetière Est, Montreal

The high-barrier shelter operates 24/7, providing a safe and stable environment with 54 beds, 19 for women and 35 for men, in a dormitory setting. Community members have access to three home-cooked meals daily, hot showers, laundry facilities, and a communal area equipped with a television and internet-connected computers, fostering a sense of comfort and connection.

A caseworker is available Monday to Friday for 35 hours per week, offering personalized support with identification, housing applications, and referrals to partner services, helping community members navigate pathways to stability and independence. With one-third of PAQ's shelter users aged 18-34, a new Youth Caseworker was introduced to connect youth with services, including education, employment, and housing, to break social isolation and ultimately to reduce emergency shelter stays.





# Emergency Shelter Impacts

(April 1, 2024 – March 31, 2025)



**17,268**

Total shelter nights

**11,110**

Total Shelter  
Nights Men

**6,042**

Total Shelter  
Nights Women

**116**

Total Shelter Nights  
2-Spirit/They/Them

**523**

Total Unique  
People

**290**

Total Unique  
Men

**231**

Total Unique  
Women

**2**

2-Spirit/  
They/Them



**91%**

Total Occupancy Rate

12% of all unique  
people are staying  
**100+ days**

# What the Main shelter means to community members accessing the service



*I am Mohawk from Akwesasne. I have five siblings: four brothers and one sister. My mom is the only person who still lives on the reserve. I started coming to PAQ in 2018 as I needed to find work. I like Montreal as it is big and there are a lot of things going on. First, I would stay in Montreal for about two to three months and then go back to see my family at home. I have been here now for ten to fifteen years.*

*I heard about PAQ when I first arrived in Montreal, and someone told me about it. I like staying at the main shelter as it is calmer and quieter than other shelters. I like the fact that everyone here is Indigenous because we have shared experiences. It is not like that at other shelters. The food is also really good.*

*I just got out of jail, and I am staying at PAQ1 as a condition of my bail until the judge says I can leave. I worked with Roger, the Restorative Justice Coordinator at PAQ, and the justice system to find a place for me at PAQ. I met with Jen, the caseworker at PAQ, and she is helping me remember my meetings and stick to the rules that the court has given me. I don't know what the future holds, but I'm working hard toward my goals. It's good to have a place like this for support.*



**Christopher Phillips**  
Big Tree, community member accessing the main shelter at PAQ

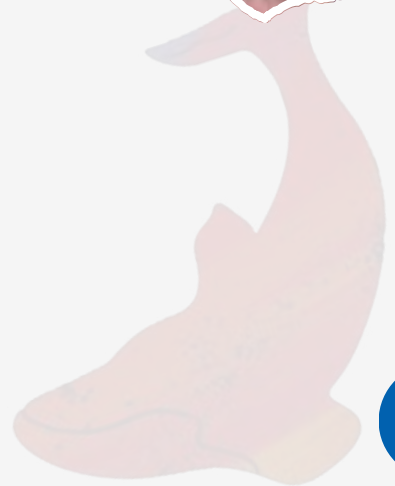
# Emergency Shelter Services

## PAQ2 Emergency Shelter – 2060 rue Saint-Dominique, Montréal – new renovations to the tent!

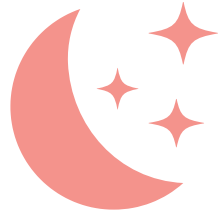
Located in Hôtel des Arts, PAQ2 is a low-barrier emergency shelter offering 50 private rooms, each with access to a private bathroom. Community members receive three meals daily, access to hot showers, laundry facilities, and a community room equipped with a TV and internet-connected computers, fostering social connection and stability. To improve safety and reduce possibility of interpersonal violence, shared rooms were discontinued.

Adjacent to the shelter, the supervised consumption tent provides a safe space for the consumption of cannabis and alcohol. To better support its role as a gathering space, the tent was renovated with a new floor and new furniture, enhancing comfort and accessibility for community members.





# PAQ2 Emergency Shelter Impacts



**18,388**

Total shelter nights

**10,668**

Total Shelter  
Nights Men

**7,581**

Total Shelter  
Nights Women

**139**

Total Shelter Nights  
2-Spirit/They/Them

**306**

Total Unique  
Shelter Users

**183**

Total Unique  
Shelter Users Men

**120**

Total Unique Shelter  
Users Women

**3**

2-Spirit/  
They/Them



**99%**

Total occupancy

22.5% of all unique  
individuals are staying  
**100+ days**



**Ryan Smally,**  
Community member using  
PAQ2 emergency shelter

*I am Cree from Mistassini Lake, and two of my daughters still live there. Sixteen years ago, I came to Montreal and built a life here, working as a maintenance worker at Hôtel des Arts for thirteen years. Funny enough, that same hotel is now part of the PAQ2 shelter, where I stay today. Everything changed when I had a bad accident and broke my leg. I could no longer do maintenance work, and without a steady income, finding stable housing became a challenge. In August 2024, I started staying at PAQ2. It's a good place, and I have no complaints. The staff are supportive, and being here has given me time to figure out my next steps. Now, I'm working with Cynthia, my caseworker, to apply for housing. Rent in Montreal is expensive, but I'm doing what I can to find something affordable. I want my own place again, somewhere I can call home. In the meantime, I stay connected with the Friendship Centre, and I always try to stay positive. Life doesn't always go as planned, but I keep moving forward.*

*I've been using PAQ's Emergency Shelter services for the past two years, and it's been a place of comfort during a difficult time. I stay at both the main shelter and PAQ2, but I particularly like PAQ2 because I get my own room and there's more space to breathe. I'm Inu from Salluit, Québec, and I feel a sense of peace knowing that my niece also uses PAQ's services. It's important for me to stay connected with my family back in the north, so I keep in touch through Facebook and FaceTime. PAQ has really made a difference in my life, and I'm grateful for the support.*

**Community member using PAQ2 Emergency Shelter services**

# Housing

## Transition Housing Program (Rue de Bullion)

PAQ's Transition Housing Program provides 15 studio apartments - 9 for men, 6 for women - along with intervention support and onsite case management. Leases range from three months to three years, allowing residents to focus on education, employment, or wellness goals.

In spring 2024, a study of the program highlighted the need for more cultural adaptation, communal spaces, and enhanced programming. In response, PAQ is increasing community outings, introducing collective cooking sessions, and planning for a culturally adapted site with expanded shared spaces to strengthen connection and support residents' growth.



21

Residents lived in the  
Transition Housing program

13

Men

7

Women

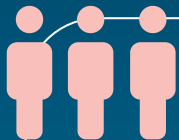
1

2-Spirit Person



10

Residents exiting the program



3

Residents returned to their communities



2

Moved into permanent housing



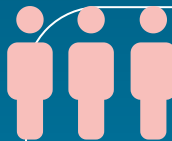
1

Moved into La Maison Annagiarvik



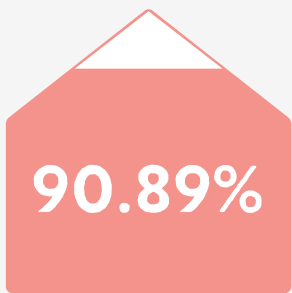
1

Moved into a care facility



3

Returned to emergency shelters



Average occupancy rate over 12 month



Average waitlist time is 235 days



Average days stayed in the program is 470 days

18

Residents were pursuing schooling or work

12

Residents meetings

15

Individual meetings per month to plan short- and long-term goals

1

Outing to the Montreal Botanical Gardens





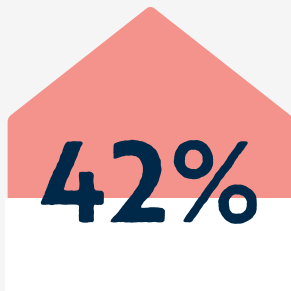
# La Maison Annagiavik Impacts (April 1, 2024 – March 31, 2025)

**15**

People have lived in  
the home over the  
last 12 months

**13**  
**Men**

**2**  
**Women**



**Average  
occupancy rate**



**On average, waiting list  
is 39 days**

**6**

AA meetings  
offered onsite  
over 7 months

**11**

Activities occurred  
in 8 months

**4**

New partnerships  
formed including the  
Onetoken Healing  
Lodge, Portage,  
Isuarsivik and Heritage  
Foundation

**1**

Wellness retreat  
was planned in  
March 2025



*My name is Jeff. I am Mohawk from Oka and a survivor of the Sixties Scoop. When I was just a year old, my brother and I were taken from our family and placed in foster care. I grew up in different homes, mostly on the West Island of Montreal.*

*In 1991, I went to prison. Twenty years later, when I was released, I started over. I applied to PAQ's Transition Housing Program, hoping to rebuild my life. I stayed there for over a year, but it wasn't easy. Because the program is connected to the main shelter, it could be noisy, and that triggered my anxiety. There were people in crisis around me, and at times, I struggled.*

*Eight months ago, I moved into La Maison Annagiavik, and it has made a real difference. It's quieter, and I feel more in control of my own journey, especially when it comes to my sobriety. I've learned that I'm the one who has to make decisions for myself.*

*I find peace in small things—listening to the wildlife outside my room, stepping onto my balcony, feeling connected to nature. I've started gardening, taking care of the flowers along the fence, and planning what to plant in the spring. These little things ground me. Life is a process. I see it like cooking—it's not just about what's working but also about what can be improved. Being here gives me the space to figure that out, one step at a time.*



**Jeff Guerin**

**- Resident in La Maison Annagiavik**



# La Maison Akhwà: tsire: Higher occupancy and new garden design!

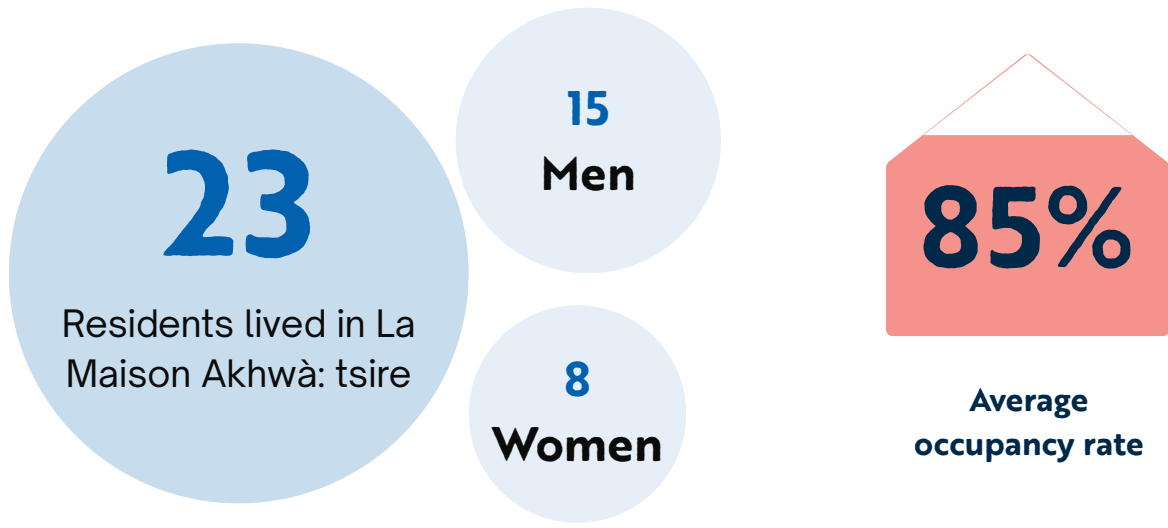
La Maison Akhwà: tsire completed its second year since being opened. A total of 17 rooms are available and the average occupancy over the last 12 months was 85%. Currently, four spots are remaining to fill in March 2025.

Monthly residential meetings take place. In 2024-2025, a total of seven outings occurred ranging from outings to a café, to the Biodome to land-based activities. Exeko helped work with residents on a plan for the outdoor garden space at the home to ensure that it provides a connection to nature, gardening and healing.



# La Maison Akhwà :tsire

## Impacts (April 1, 2024 – March 31, 2025)



**9** New residents moved into the home

Residents departed the home **9**



Average time in program for residents who left was 355 days

- 3 passed away
- 3 returned to their communities
- 2 secured permanently their own apartment
- 1 left the program



Average waitlist time was 180 days



5 resident meetings were held over 12 months

Workshops were delivered to residents

**28**

**12** Cooking workshops

**10** Self-care and physical exercise workshops

**4** Life skills workshops focused on budgeting and shopping

**2** Cultural arts workshops

**32**

# Programs

## Community Health Program – Five years of continued service

In 2024-2025, the Community Health Program supported 220 unique Indigenous individuals, providing accompaniment to hospital services, referrals, hospital visits, and advocacy for access to traditional healing within the healthcare system.

Now in its 5th year in collaboration with centre hospitalier de Université de Montréal (CHUM), the program continues to strengthen culturally adapted care. In Fall 2024, PAQ's Program Manager and the Community Health Coordinator with Dr. Marsan, Head of Medicine and Addiction at CHUM, visited Sunnybrook Hospital to exchange ideas on integrating Indigenous healing within mainstream healthcare.

At the National Conference on Homelessness (October 2024), a joint presentation was given that shared insights and successes from the Community Wellness Project.

In collaboration with the CHUM, the wellness project research paper was submitted highlighting key findings over the last four and a half years. To read about the findings, please click [here](#).





# Community Health Program Impacts (April 1, 2024-March 31, 2025)



204

unique people accessed the  
Community Health program

106

Females

97

Males

1

2-Spirit

800

A total of 800 engagements took place, including hospital visits, emergency room support, accompaniment to medical appointments, and psycho-social or detox support.

Accompaniments to appointments  
263 Hospital visits/ care packages; 75 emergency visits.

462

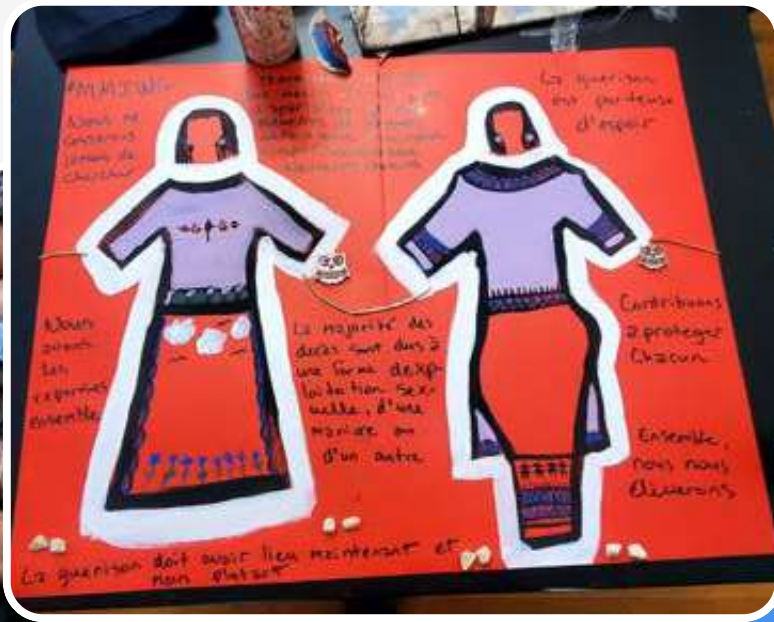
# PROSPERITY and Life Skills Program

The PROSEPRITY and Life skills program is offered 35 hours weekdays providing cultural workshops, outings, land-based activities and life skills acquisition. In 2024-2025, 160 unique persons were served. Every Wednesday, a collective kitchen was held that reinforced cooking skills from food preparation, cooking and then eating a meal together.

The PROSPERITY program introduced more land-based activities to strengthen connections to nature and healing. In 2024, it hosted 12 monthly outings at the Mohawk-Cree Teepee, where participants took part in cultural workshops and shared country food. Summer activities included canoeing and fishing and two trips to local beaches, while fall featured a group trip to two Powwows, reinforcing cultural ties and community connection.

Life skills workshops included visit to the local library to become members, food shopping trips for residents in Transition Housing teaching budgeting skills, CV creation sessions to help with job searches and three empowering workshop to support Indigenous community members in their journey back to school.







# Prosperity and Life Skills Impacts



**160**

Unique participants engaged in the program

**89**

Men

**69**

Women

**2**

2-Spirit

**Cultural Background**

**107**

First Nations

**52**

Inuit

**1**

Métis participant

**296**

Meals or nutritious snacks were offered



**92**

Workshops, outings, and activities were offered

## Workshops Highlights included:

**26**

Cuisine Collective workshops helped 71 participants develop life skills in purchasing, preparing, and cooking nutritious meals.



**14**

Exeko workshops engaged 69 participants in creative and intellectual exploration.



**14**

Cultural craft workshops welcomed 42 participants.



**8**

Soapstone carving workshops provided hands-on artistic experiences for 25 participants.



**12**

Outings, including fishing trips, museum visits, and the Ottawa Pow-Wow, created opportunities for connection and cultural engagement, with a total attendance of 87 people.



**7**

Life skills workshops centred around resume making, applying to housing and returning to school.



# Residential Managed Alcohol Program (MAP)

This residential program reduces obstacles to permanent housing for Indigenous women and men living with chronic and severe alcohol use disorder. The program provides an affordable option for housing with wrap-around services for up to nine women and men, including a supervised alcohol service in the house. In the fall 2024, a second female resident moved into the program for a total of nine residents enrolled in the program: two women and seven men.

A total of 52 weekly visits occurred with the CHUM medicine and addictions team to monitor health of the residents and monitor stabilization of alcohol usage. A nursing assistant, hired by PAQ, works 20 hours each week providing essential health education to residents on topics ranging from nutrition, wound care, healthy relationships.



# MAP Impacts

(April 1, 2024, to March 31, 2025)



9

People were residents in MAP in the last 12 months

7 males

2 females

52

Doctors' visits provided onsite by CHUM

1,300

Nursing assistant hours over 12 months

9,307

Intervention hours delivered over 12 months

18

Group in-house activities



2 Outings

One fishing and another trip to the Montreal Biodome

# Restorative Justice Program: Strengthening Community Through Restorative Justice and Cultural Healing

As PAQ's Restorative Justice program enters its second year, efforts continue to foster healing, reconciliation, and fairness within the emergency shelter. Policies and procedures around barring have been revised to reflect a more compassionate, community-centered approach through a restorative justice lens.

To ensure meaningful dialogue, the coordinator facilitated 12 community consultations across four sites, creating space for open feedback between community members and PAQ management.

A total of 104 sharing circles were held, providing a safe and culturally grounded space for reflection, healing, and connection. To strengthen staff and partner capacity, PAQ's Indigenous realities training and blanket exercises were revised, and four external trainings were delivered to deepen awareness of Indigenous experiences to employees at the Accueil Bonneau, City of Montreal and the Congrès regroupement des commissariats aux plaintes.

A weekend retreat focused on community wellness for Transition Housing residents was organized, featuring cultural workshops, healing activities, and reflective discussions to strengthen communication, build community, and support personal growth.





# Restorative Justice Impacts (April 1, 2024-March 31, 2025)

104

Sharing Circles

29

Smudging Sessions

12

Community  
consultation circles

2

Celebration of Life  
ceremonies

8

Court session  
support offered to  
community members

1

Retreat focused on  
healing provided for  
Residents in Transition  
and Housing at PAQ.

6

Indigenous Realities 1 and 2  
trainings provided for 18  
hours of cultural training

Facilitated the return for  
PAQ service for 64 number  
of community members



//

*I am Ojibway, born and raised in Rouyn-Noranda, and my life has been shaped by the experiences of my family. My father was a Residential School survivor, having spent eight years at a school in Thunder Bay. My mother, a survivor of the 60s Scoop, was placed into foster care at just eight days old in Northern Ontario and was later adopted by my grandparents, growing up in New Liskeard, Ontario. I was raised by my grandparents, with my grandfather working as a foreman in the mines.*

*After attending Cambrian College in Sudbury and studying music at the York University in Toronto, I moved to Montreal and worked for Via Rail as a Service Manager from 2007 to 2013. But something inside me told me I was meant for something more. I felt a pull toward spirituality and decided to pursue the priesthood. I attended the Grand Seminary in Montreal and studied philosophy and theology. I left in 2015, and afterwards, I worked at Notre-Dame-des-Neiges cemetery and at Notre-Dame-de-Lourdes chapel at Berri-UQAM.*

*I then accepted a position as an intervention worker at Resilience, where I supported the community in navigating challenges. It was fulfilling, but when COVID hit, all Indigenous services were shut down. During this time, I knew something deeper was still calling me. In 2023, I saw the post for Restorative Justice and Community Wellness Coordinator at PAQ, and it felt like the perfect fit. I've now been in this role for about a year and a half, and I truly love what I do. This position has allowed me to fulfill my true vocation — helping people. The community wellness aspect of my job deeply resonates with me. I feel that I am answering a calling to be the person someone can turn to when they need guidance, support, or healing.*

*At PAQ, I have seen that psychological and social support is readily available. However, what I bring to the table is something different. I help people connect with their spirit, with the Creator, and with each other. The celebration of lives, wellness retreats, and the connection to the land and Indigenous sacredness are essential to our collective wellness. This role gives me the sense of fulfillment I've been searching for.*

*My work involves guiding community members through various tasks, such as supporting those involved in Indigenous courts, planning wellness retreats, and providing training on Indigenous realities to both PAQ staff and our partners. I work through an Indigenous Restorative lens to help community members regain access to services after serious rule infractions. I also lead weekly sharing circles and ensure that Elders are present for special occasions, acting as a spiritual and traditional resource for the community.*

*Every step of my journey has led me to this place, and I truly feel that I am where I am meant to be. This role is the culmination of all my previous experiences, and I feel honored to be able to guide others on their own healing paths.*

//

**Roger Twance**  
**– Restorative Justice and Community**  
**Wellness Coordinator**



# Safe Start Program

The Safe Start Program helps Indigenous peoples experiencing their first episode of homelessness or newly arriving in Montreal by easing cultural shock and providing a proactive, culturally adapted introduction to urban life. The Safe Start Coordinator offers support upon arrival, orientation to the city, connections to culturally adapted resources, and assistance with securing housing, banking, and social services.

Recognizing a communication gap between northern and southern organizations, PAQ launched the North Meets South Virtual Committee in 2024. This initiative ensures that individuals planning to come to Montreal are informed about Safe Start before their arrival, allowing for better coordination and support.

PAQ has strengthened its partnerships, including a key collaboration with the Cree Board of Health and Social Services of James Bay, which helps identify individuals traveling to Montreal for medical treatment. Additional partnerships with northern and urban organizations enhance service delivery and prevent long-term homelessness.

In March 2025, the Safe Start program organized a trip to the Cree communities of Waskaganish and Chisasibi to raise awareness about homelessness in Montreal and the unique challenges Cree community members face when relocating south. The team held meaningful discussions with Waskaganish Chief, Greta Whiskeychan Cheechoo, and Cree Board of Directors Chairperson, Jeannie Pelletier, highlighting the importance of culturally grounded support systems.



# Safe Start Impacts (April 1, 2024 – March 31, 2025)



**214**  
Meetings

**49**

Meetings related to identification paperwork or accessing social services such as Medicare

**39**

Meetings related to housing and housing applications

**51**

Unique people served originating from 41 different communities

24 females

27 males

**17**

Referrals to partners services

**9**

Facilitated 9 returns to northern communities by community members

**15**

Accompaniments to appointments

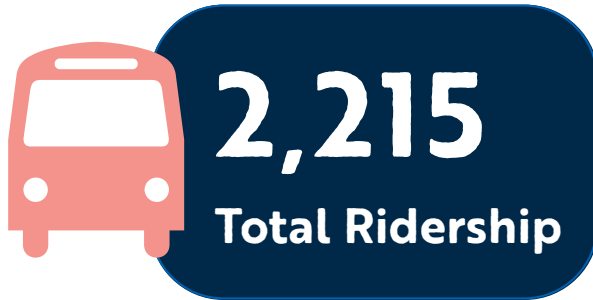
# Shuttle Bus Service

In its first year, PAQ's shuttle bus has become a vital service for the Indigenous community, providing transportation to partner organizations, the airport, and medical appointments at CHUM and the McGill University Health Network. In the evenings, the shuttle supports Indigenous peoples seeking emergency shelters, ensuring safe access to these facilities. An onboard intervention worker provides safety and assistance to community members throughout their journey.

This service continues to strengthen access to essential resources while providing culturally safe transportation for Indigenous community members in Montreal.



# Shuttle Bus Program Impacts (April 1, 2024 – March 31, 2025)



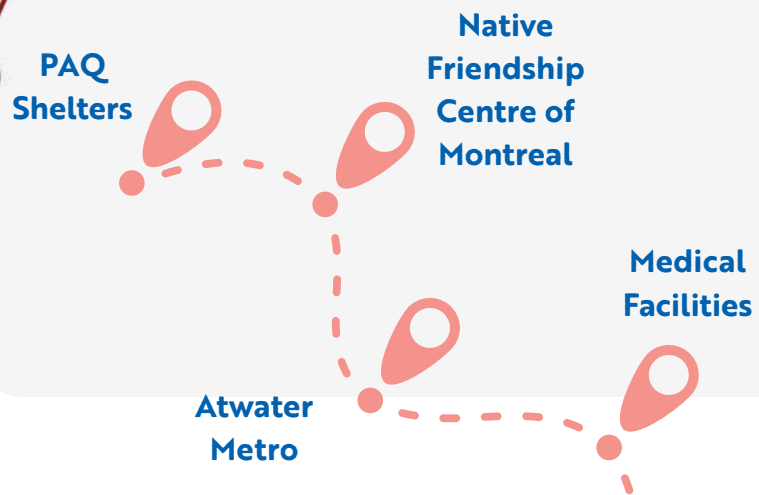
## Daily Usage

An average of 10 riders per day

## Key Pickup Locations



## Key Drop-Off Locations



## Peak Pickup Times



9 AM - 12 PM  
6 PM - 8 PM

## Peak Drop-Off Times



10 AM - 12 PM  
6 PM - 8 PM

# Volunteer and Community Engagement

A total of 15 regular volunteers worked weekly in PAQ's Emergency shelters. Volunteers help with food preparation, sorting essential clothing donations, organizing and running social games in the evenings for community members and helping at the Outreach clinics. In April 2025, PAQ volunteers celebrated with a meal and a gift to thank them for their time and efforts.

Community engagement included zotherapy, community clinics and organized social games. In 2024, PAQ added horse therapy to the growing zotherapy program to spark healing, reduce anxiety and foster resilience. This connection to animals and the land strengthens cultural ties, supports emotional well-being, and empowers participants on their life journeys. Through this program, PAQ continues to provide holistic, culturally rooted opportunities for healing and growth.





# Volunteer Engagement Program Impacts (April 1, 2024 – March 31, 2025)



22 Regular volunteers over 12 months (15 in Emergency shelters and 9 on the Board of Directors)



260 volunteer service hours

## Community Engagement Impacts (April 1, 2024 – March 31, 2025)



82

Social games were organized at the main shelter and PAQ2 emergency shelter

270



Zootherapy sessions offered to community members on PAQ's 4 physical sites

137 cat therapy sessions  
129 dog therapy sessions  
4 horse therapy sessions

12

Massage clinics offered

4

Legal aid clinics

4

Tax clinics

3

Dental clinics

2

Outreach clinics offered to the Montreal Indigenous community with over 20 governmental partners. A total of 122 unique people served.

# Caseworkers

PAQ's caseworkers provide essential support across the shelters and housing services, assisting community members with short-and long-term goal planning. A full-time caseworker is available at the main shelter, PAQ2 Emergency Shelter, and La Maison Ahkwà: tsire, while another caseworker position is shared between two employees and they split time equally between the two transitional programs.

In response to a 114% increase in youth (18–35 years old) accessing emergency shelters in 2024—now representing one-third of all users—PAQ hired a dedicated youth caseworker. This role focuses on connecting young community members to relevant services, with the goal of reducing prolonged shelter stays and securing stable housing. Currently, this role is actively working with 31 youth accessing PAQ emergency shelters, predominantly the main shelter.



# Caseworker Impacts (April 1, 2024-March 31, 2025)



5

Five full-time caseworkers provide support across four different sites



## In Emergency Shelter – Impacts per month

25-30

Average of 25-30 meetings with community members

10

Approximately 10 housing referrals

30

Average of 30 applications for identifications

80-100

An average of 80-100 intervention hours

## In Housing (Transition and permanent housing) – Impacts per month

40

Hours of intervention

5

Life skills trainings sessions

5-8

Social support meetings with residents

2-4

Intervention plans

## Youth Caseworker - Impacts per month

28

Average of 28 hours of intervention

38-40

Average of 38-40 meetings

5

Average of 5 identification applications per month

1

1 referral per month relate to referrals for schooling or work resources

5

5 meeting per month relate to personal finances of a youth

# BRIGADE DE LA PROPRETÉ

PAQ, along with Group Information Travail (GIT) and the City of Montreal, ran a street cleaning initiative from June to October 2024. Established by the Société de développement commercial (SDC) in 2001, this partnership promotes urban beautification and social reintegration. Group Information Travail supervises, PAQ manages recruitment and equipment, and the city provides funding. In the past year, 13 residents in Transition and La Maison Akhwà: tsire, with an average of 20 hours per week, participated in the program.



# Human Resources

## A Restructuring of Trainings for PAQ staff

In 2024, PAQ enhanced staff training to ensure frontline teams remained skilled and certified. A new database now tracks all training sessions and recertification requirements, improving oversight and accessibility. Managers and coordinators received targeted training in time management and harassment prevention, while the Frontline Support Coordinator provided hands-on coaching in intervention strategies, debriefing, and site support. Additionally, the Training Coordinator and Frontline Support Coordinator became OMEGA-certified “Train the Trainers,” expanding PAQ’s capacity to offer essential intervention training in-house. These initiatives reinforce PAQ’s commitment to capacity building and high-quality intervention services.



# A database was developed to track all required training and recertification requirements

A total of 12 separate trainings were offered in 2024. These 12 trainings covered a wide amount of relevant material for frontline intervention work at PAQ, including CLES (training on women who are fleeing violence or sex trafficking), OMEGA, Naloxone, material distribution, trauma complex, and time management.



## Training frequency

Frontline staff attend monthly training sessions. Many of these are offered within first 30-60-90 days upon hire. Some sessions - such as Naloxone trainings - are newly introduced and mandatory, while others - like CPR - require annual recertification.

## Training and Shadow Work Provided by Frontline Training Coordinator

The coordinator provided training on intervention strategies with community members including reaction testing, on-the-floor coaching, debrief support and site coordinator support to better provide hands-on training to intervention staff. A total of 40 one-on-one shadow training sessions were held in the last 12 months.



# Human Resources Impacts (April 1, 2024-March 31, 2025)

2

PAQ employees certified as OMEGA trainers



132

Staff trained over the last 12 months

12

Different training sessions were offered over 12 months covering crisis intervention (OMEGA), Naloxone, trauma, CPR and first aid

## Certifications

First Aid: 48 employees

OMEGA: 20 employees

Indigenous Realities & Blanket Exercise: 50 employees

## Monthly Training & Shadowing

100%

New hires trained within 30-90 days

212

Mentor session debriefs provided to frontline intervention staff

40

One-on-one shadow training sessions conducted to provide mentoring

# Celebrations

## Annual General Meeting

On June 17, 2024, PAQ held its Annual General Assembly (AGM). A total of 30 members were present. The Annual Report 2023-2024 was presented and the financial statements as of March 31, 2024, were adopted. Two existing members were re-elected to the board, Geoffrey Kelley and Karine Millaire. Two new members were elected to the Board, Gino-Pierre Wapistan and Renaud Paquette.



# National Indigenous Day

## – A Day Filled with Activities and Good Food!

On June 21, 2024, PAQ's Main Shelter celebrated National Indigenous Peoples Day with a special event honoring Indigenous culture and heritage. Cultural workshops included T-shirt making with Exeko, creating inukshuks with stones, and plucking ducks for the meal preparation. The event featured traditional dancing by Barbara Diabo and her dancers, along with traditional drumming performances.





# National Day for Truth and Reconciliation – A Day of Solidarity and Remembrance

On September 30th, 2024, PAQ community members and staff joined the Montreal march to honor Residential School survivors and missing children who never returned to their families, wearing specially designed T-shirts to mark the occasion. Following the march, the community gathered at PAQ's main shelter to share a traditional meal. This day served as a powerful reminder of the strength and resilience of survivors as they continue their healing journey. PAQ remains committed to supporting them in reconnecting with their culture, reclaiming their identities, and rebuilding their lives, fostering truth, healing, and reconciliation.



# Camp – A new location!

PAQ spent an incredible three days and two nights at Base de Plein Air Mont-Tremblant with 30 community members and staff in October 2024. Our days were filled with activities like kayaking, canoeing, archery, social games, and campfires at night. For many community members, this was their first chance to escape the city in years. Connecting with nature and engaging in land-based activities fostered meaningful connections and sparked positive change for everyone involved.





# Inuit Day 2024

On November 7th, 2024, the main shelter hosted a wonderful celebration for Inuit Day. The event featured engaging cultural activities, including drumming, the presence of elders, and the powerful sounds of throat singing. Attendees also enjoyed a shared lunch, creating a warm and inclusive environment that honored Inuit traditions and fostered a sense of community and connection.

Y . | . | Y . | . | Y . | . | Y . | . | Y .



# Christmas Celebrations

On December 11, 2024, over 50 community members gathered at PAQ's main shelter for a festive Christmas celebration featuring drumming by Red Tail Spirit Singers, dancing, games, and prizes. A traditional dinner was shared, creating a warm and joyful atmosphere. Special thanks to Elder Tom Dearhouse for opening and closing the event. On Christmas Day, every community member using PAQ's services received a gift, thanks to the generosity of the Shoebox Project and National Bank employees.



Y . | . | Y . | . | Y . | . | Y . | . | Y .



Y . | . Y . | . Y .

## .Y.I.Y.I.Y. Celebrations of Life .Y.I.Y.I.Y.

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

Anita Adams  
Charlie Ningiuk  
Christopher Shem  
Cindy Wabanonik  
Donald Jr. Orland Wright  
Geta Etorolopiaq  
Jacob Coonishish  
Jimmy Nutaraluk  
Johnny Inupak Tkalak  
Johnny Quort  
Kayla Wezineau

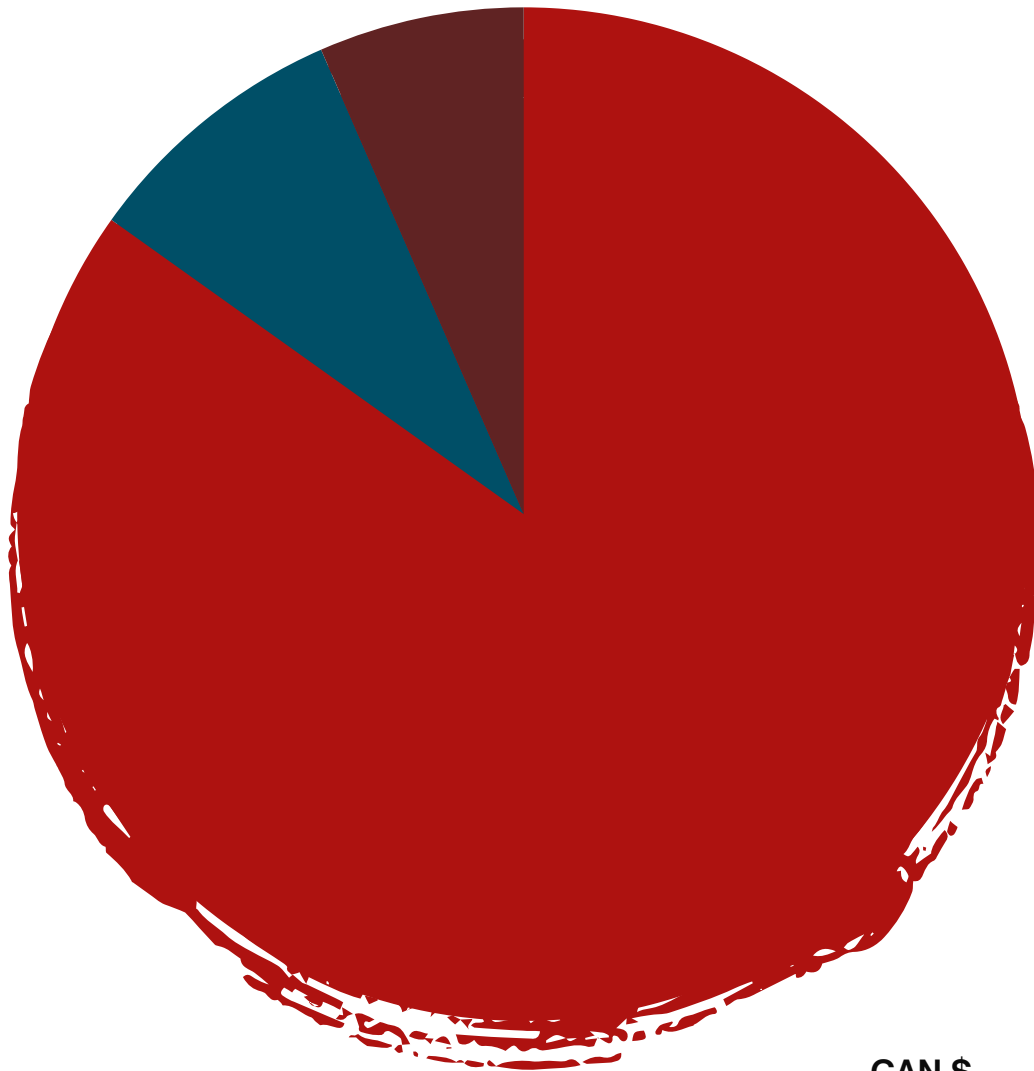
Lizzie Koperqualuk Tayara  
Lizzie Moses  
Mary Sharky  
Melanie Longchap  
Mike Mohawk Nogeeshik  
Mina Dixon Petagumskum  
Moses Iggyook  
Peter Pallister  
Pierre St-Jean  
Simioni Tucktuck  
Victory Derry

PAQ honors those who have passed, whose names remain unspoken to protect their anonymity, but whose presence continues to leave a lasting imprint on the community.

# FINANCIALS

## PAQ REVENUE 2024-2025

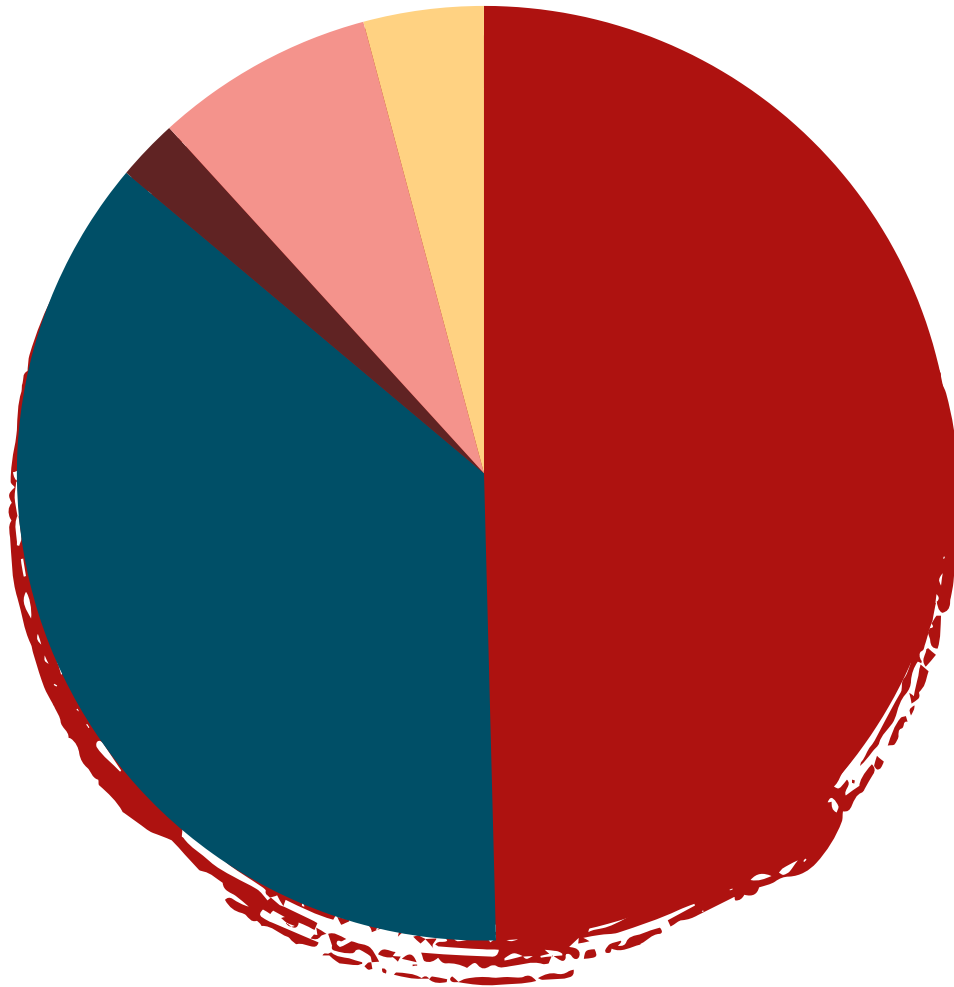
- Government Funding
- Donations
- Other Revenue



	CAN \$
Government Funding	10,311,035
Donations (Foundations, Corporations and Individuals)	1,043,254
Other Revenue	796,184
<b>Total Revenue</b>	<b>12,150,473</b>

# PAQ EXPENSES 2024-2025

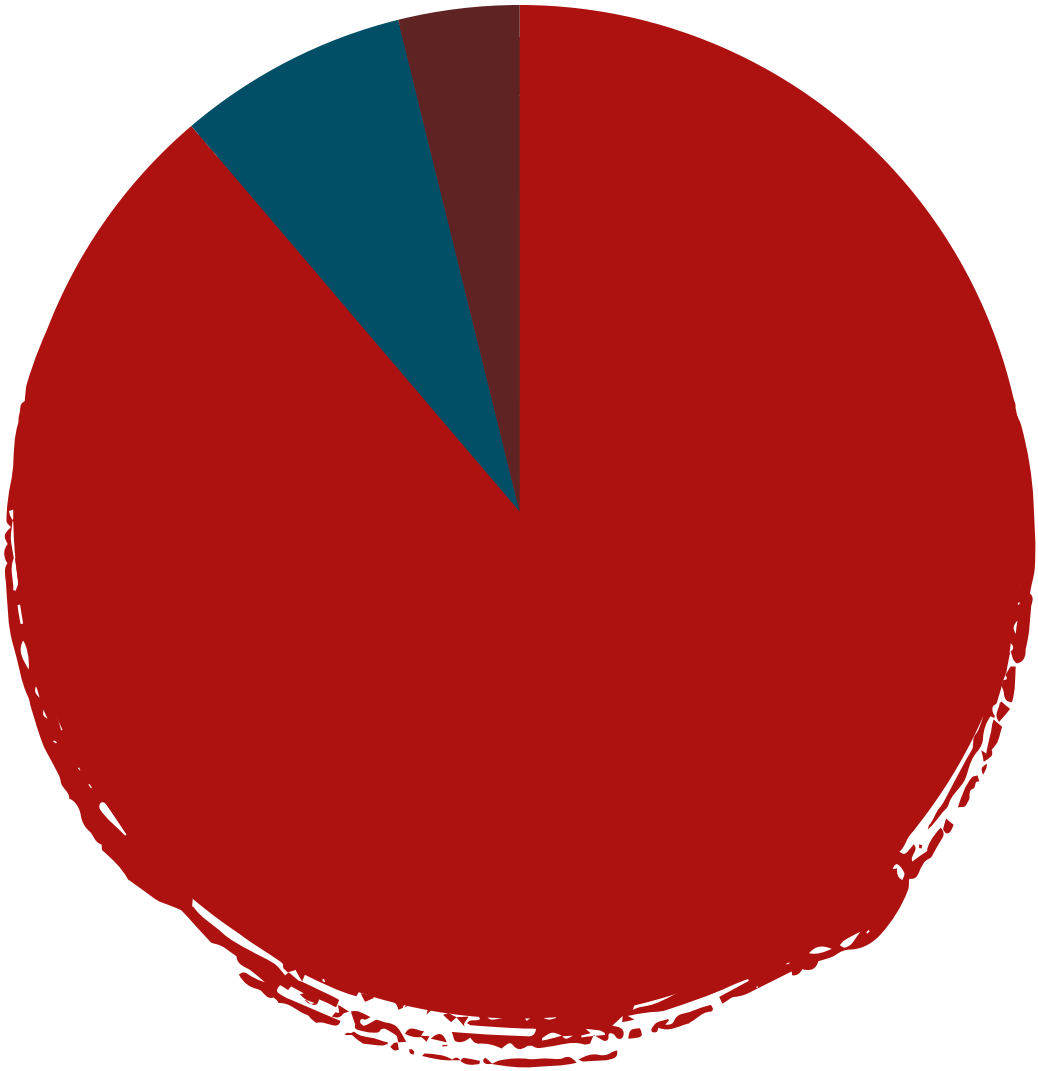
- Salaries and Benefits
- Operations
- Program Expenses
- Administration
- Other



	<b>CAN \$</b>
Salaries and Benefits	5,794,758
Operations	4,267,925
Program Expenses	247,197
Administration	889,096
Other	485,939
<b>Total Expenses</b>	<b>11,684,915</b>

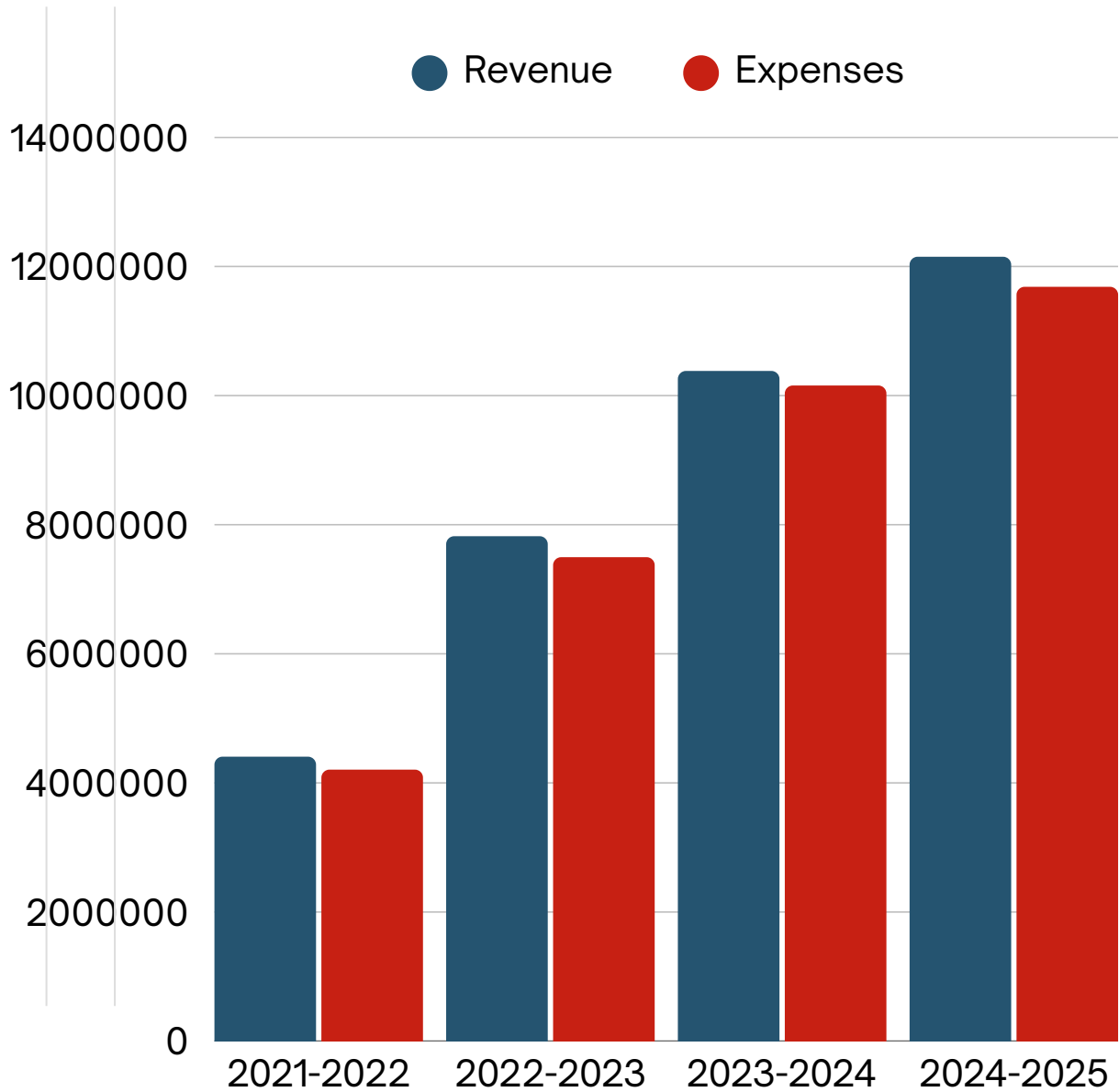
# PAQ DONATIONS 2024-2025

- Foundations
- Corporations
- Individual



	CAN \$
Foundations	926,099
Corporations	76,900
Individual	40,256
<b>Total Donations</b>	<b>1,043,254</b>

# PAQ REVENUES AND EXPENSES 2024-2025



# Partners

## Financial Partners and Collaborators

### Government and Indigenous Organizations

Government of Canada  
Government of Québec  
Montreal Indigenous NETWORK  
Ville de Montréal

### Foundations

Ardene Foundation  
Centraide of Greater Montréal  
Chamandy Foundation  
Choquette-Legault Foundation  
Echo Foundation  
Hewitt Foundation  
Foundation of Greater Montreal  
J. Armand Bombardier Foundation  
Jewish Community Foundation (JCF)  
Marcelle and Jean Coutu Foundation  
McCall and MacBain Foundation  
Pathy Family Foundation  
RBA Foundation  
Rossy Family Foundation  
St. Patrick Society of Montreal  
Trottier Family Foundation  
WCPD Foundation  
Zellers Family Foundation

### Collaborators

Association paritaire pour la Sante et la  
Securite du Travail du Secteur Affaires Sociales  
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 centres d'assistance et  
d'accompagnement aux plaintes  
Fédération des OSBL d'Habitation de Montréal  
Festival Quartier Danses  
First Peoples Justice Centre of Montréal  
First Stop  
Groupe Information Travail  
Grossesses Secours  
Heritage Healing Foundation  
Hôtel Dieu (OBM)  
HD Dentaire Mobile  
Ilinniapaa  
Indigenous Health Centre Tio: tiake  
Indigenous Support Worker Project  
Indigiqueer  
Inuulitsivik Health and Social Services Center  
ISPW - Indigenous Street patrol worker  
Isuarsivik  
Ivirkivik  
Kahnawake Cree-Mohawk Teepee  
Kahnawake Shakotiia'Takehnhas Community Services  
Kanesatake Health Centre  
La Rue des Femmes  
Le Chaînon  
Le Passage  
Le SAC à DOS  
Médecin du Monde  
Miqmaq Catering  
Mission St. Micheal  
Mitshuap (Lighthouse)  
Mobile Legal Clinic  
Moisson Montréal  
Montreal Chinatown Round Table  
Montreal Indigenous Health Advisory Circle  
– MIHAC

Mouvement pour mettre fin à l'itinérance à Montréal (MMFIM)  
MU  
Native Friendship Centre of Montreal  
Native Para-Judicial Services of Quebec  
Native Montreal  
Native Women's Shelter of Montreal  
Old Brewery Mission  
Optomobile  
Onentokon Healing Lodge  
Plein Milieu  
Portage  
Projets Logements Montréal (PLM)  
Qavivvik Inuit Health Clinic  
Refuge Mitsuap Montreal  
Regard collectif – la Clinique mobile de l'École d'optométrie de l'Université de Montreal  
Réseau d'aide aux personnes seules et itinérantes de Montréal (RAPSIM)  
Résilience Montreal  
Seaforth Dentistry Clinic  
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  
Wanaki  
Wapikoni Mobile  
Women's Centre of Montreal  
YMCA Montreal

### **Corporations**

Desjardins le Grand Movement  
Evoq Architecture  
Provost et associés  
Makivvik  
Montreal Export Development Canada  
National Bank of Canada Employees  
Notre-Dame Hospital  
Montreal Shoebox  
Seco Sécurité  
Société de transport de la ville de Montréal  
TD Bank  
Quebec Deposit and Investment Fund  
Victoire Services

Thank you to our generous individual donors whose support has strengthened our work over the past year.

# PAQ'S Team

.Y.I.Y.I.Y.

## Board of Directors

.Y.I.Y.I.Y.



**Benjamin Gingras**

Neuropsychologist, Center for Evaluation and Cognitive Rehabilitation (CERC)  
President



**Lauréanne Fontaine**

Director of Indigenous Relations, CN  
Vice President



**Geoffrey Kelly**

Former Quebec Minister of Indigenous Affairs  
Treasurer



**Karine Millaire**

Assistant Professor, Faculty of Law, University of Montreal  
Secretary



**Helena Lalo**

Member



**Gino-Pierre Wapistan**

Indigenous Health Navigator, CHU de Québec, Université Laval  
Member



**Marina Boulos-Winton**

Executive Director, YES  
Member



**Marie-Pierre McDonald**

Director, Inter nations Collaborations  
Member



**Renaud Paquette**

Special Projects Coordinator, Kuujuaumiut Inc.  
Member

.Y..Y..Y.

# PAQ Team

.Y..Y..Y.



**Stacy Boucher-Anthony**

Executive  
Director



**Andrew Morrison Allen**

Building and Operations  
Manager



**Sarah Clark**

Communications and  
Marketing Manager



**Marc-Alexandre Padovani**

Financial  
Controller



**Matthew Biddle**

Housing  
Manager



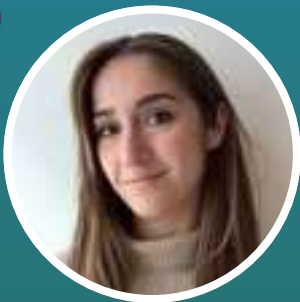
**Kamil Luna**

Human Resources  
Manager



**Natalie Julien**

Intervention Services  
Manager



**Stéphanie Rochon**

Philanthropy, Development  
and Grants Manager



**Christina Apostolakis**

Programs  
Manager

# .Y...Y...Y. PAQ Team .Y...Y...Y.

Administrative Assistant to Executive Director  
Accounting Technicians  
Administration and Operations Coordinator, Housing  
Building and Operations Coordinator  
Caseworkers

Jade Touchefeu  
Mariangel Ordonez, Min Dai  
Isabelle Marquis  
Malcolm Gérard Désiré  
Cynthia McCullough, Ekoh Prior, Jennifer  
Carrol, Joseph Kapita, Rachel Paton,  
Zseyvfin Eyqvelle

Communications Assistant  
Community Health Coordinator  
Community Health Navigators

Liam Hodgson  
Kim Delisle  
Ntombiyenguni Matshazi, Philippe Dupuis

Data Analyst  
Frontline Support Coordinator  
Food Services Coordinator  
Food Services Cook  
Housing Coordinator

Galia Oliel-Sabbag  
Mark Alsop  
Peter Mavridis  
Agnes Mushquash  
Ingrid-Arielle Mugiraneza, Ashley Huang

Human Resources Technician  
Nurse - Auxiliary  
Project Coordinator  
Prosperity and Life Skills Program Coordinator  
Restorative Justice & Community Wellness  
Coordinator  
Training Coordinator  
Transition Housing Coordinator  
Safe Start Program Coordinator  
Shelter Coordinators PAQ  
Shelter Coordinators PAQ2  
Shelter Overnight Supervisors  
Volunteer and Community Engagement Officer

Samir Larbi  
Graziella Sangiorgio  
Hugo Gehin  
Coral Rivas  
Roger Twance  
Ahkeah Ricketts-Ossé  
Thomas Addison  
Noor Ain  
Bartłomiej Spiewak, Dan Marré, Samantha  
Haniff  
Andrea Cloutier, Hamdi Mohamed  
Monday Joseph Dani, Yonel Eustache  
Chloe Turqtuq

PAQ thanks all frontline intervention team members at PAQ, PAQ2, the Transition Housing program, La Maison Annagiarvik and La Maison Akswà:tsire or their compassion, dedication, and commitment to reconciliation for First Nations, Inuit and Métis peoples.



# Future Outlooks

## 2025-2028 Strategic Plan

PAQ's new strategic plan has clarified the organization's purpose, the identify foundation and five overriding objectives.

### PURPOSE

**PAQ's aim is to promote empowerment, healing and wellness among First Nations, Inuit and Métis persons who are homeless or at risk of homelessness in Tiohtià:ke/Montreal.**

# PAQ'S Identity Foundation

## ISSUE

The lack of living environments and culturally relevant services for Indigenous persons living in urban settings (specifically for those who are homeless or at risk of homelessness).

## MISSION

Offering a continuum of living environments and resources to First Nations, Inuit and Métis persons in Tiohtià:ke/Montreal who are homeless or at risk of homelessness by adopting approaches rooted in Indigenous values and traditions and promoting a culturally safe environment.

## SPECIFIC VISION

PAQ helps every First Nations, Inuit and Métis person who is homeless or at risk of homelessness find their path toward healing, promote empowerment and improve their living conditions in an urban setting, each at their own pace.

## SYSTEMIC VISION

First Nations, Inuit and Métis persons in an urban setting have access to culturally safe living environments adapted to their reality, where they can start a process of healing, regain their dignity, and reconnect with their culture and identity.

# Values



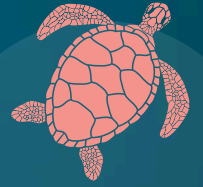
**Humility**



**Respect**



**Love**



**Community**



**Protection**



**Honesty**



**Honour**

# Objectives

1

## Indigenization and decolonization

Strengthen indigenization and decolonization at all organizational levels to ensure that the organization is rooted in the values, perspectives and needs of Indigenous peoples.

2

## Improve Community Well-being and Autonomy

through accessible services, prevention initiatives, and increased community involvement.

3

## Transform PAQ's Housing Offerings

to ensure safety, cultural relevance, and long-term sustainability of living environments.

4

## Consolidate organizational and financial capacities

to maximize PAQ's impact.

5

## Reinforce PAQ's role as a leader in the urban ecosystem

through strategic advocacy, stronger partnerships and effective communication to amplify PAQ's impact on Indigenous issues.



**Design:** DRC Web Design

**Translation:** Marlène Deshaies Soft Trad [www.softtrad.com](http://www.softtrad.com)

**Content:** Sarah Clark, Communications and Marketing Manager

Projet Autochtones du Québec Annual Report 2024-2025

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## Connect With Us

