

# BREAKING THE CYCLE OF HOMELESSNESS



MAJOR FUNDRAISING  
CAMPAIGN  
2023-2028

\$50-million objective

MISSION  
OLD BREWERY

# TOWARD LASTING SOLUTIONS

How can we resolve the deep causes of homelessness with solutions that are sustainable? After researching best practices in Canada and elsewhere, we have arrived at a conclusion: it's never too early to intervene, and we need to dedicate greater efforts to prevention. We're convinced that, through an approach that focuses on continuous accompaniment, we can reduce the number of people experiencing or at risk of experiencing homelessness.

Prevention will now be one of the three key axes of the Old Brewery Mission, alongside emergency services and rehousing. Our Emergency axis consists of meeting the basic necessities of people who are experiencing homelessness and accompanying them on a path to autonomy. Our Rehousing axis refers to our work to facilitate long-term residential stability. In this area, our efforts in recent decades have paid off. We now offer housing solutions and support to almost 300 people a month, including over a hundred staying in Old Brewery Mission owned community housing units.

To make this ambitious yet feasible threefold plan a reality, we've established a strategy, and we need your support to bring it to fruition. The investments required over five years come to \$50M, of which we will commit \$40M to existing

operations and \$10M to new projects. Keep in mind that the return on this investment will be even more socially impactful, as we'll be working toward one common objective: sustainable social reaffiliation. This means breaking the cycle of homelessness once and for all!

We are inviting the entire community to mobilize. The needs of people experiencing homelessness are desperate and the health of our community is at stake. People have been left behind in the past, but we can repair the social fabric that has been frayed.



*Louis Audet*

Louis Audet  
Chair of the Board of Directors



*James Hughes*

James Hughes  
President and CEO

LET'S DO IT FOR THEM.  
LET'S DO IT FOR US.  
LET'S BREAK THE CYCLE OF HOMELESSNESS.



# ABOUT THE OLD BREWERY MISSION

Since 1889, the Old Brewery Mission has been an invaluable resource for thousands of people facing homelessness in Montreal.

In the past, the main goal of the Old Brewery Mission was to offer a meal to get back one's strength and a bed to keep warm for the night. However, we recognized almost twenty years ago that this temporary fix did not adequately help support people in leaving homelessness behind. Therefore, we have evolved our services to make psychosocial support our key focus. It's never too early

or too late to break the cycle of homelessness, and we seize each opportunity that presents itself to give new momentum to people facing homelessness.

Through our programs, we wish to create sustainable reaffiliation for the clients of our services: this means that they can renew the relationships they lost with different spheres of society.

We accompany them in their progress so that they can weave a strong social safety net and leave homelessness behind for good.

We could not accomplish all these projects without the precious support of key partners like you.

FROM NOW ON,  
SOLIDARITY AMONG ALL  
THE INHABITANTS OF  
THE EARTH IS THE MOST  
IMPORTANT OF ALL  
BASIC NEEDS.

- ALBERT JACQUARD, BIOLOGIST AND WRITER

# AT A GLANCE

The Old Brewery Mission works with people experiencing homelessness in Montreal by accompanying them in a concrete way toward sustainable reaffiliation and residential stability. We are a major player in Montreal's social ecosystem, and we contribute to the urban health of the city every day.

## DISTINCTIONS

The Old Brewery Mission is proud to be recognized for its dedication to the Montreal homeless population.

### Health and Social Services' "Prix d'excellence"

In 2022, the Old Brewery Mission received the *Prix d'excellence du réseau de la santé et des services sociaux* in the *Impact sur la communauté* category for its innovative response to the COVID-19 pandemic. Working with the CIUSSS du Centre-Sud-de-l'Île-de-Montréal, we set up the Isolation Zone to house homeless people infected with COVID-19 and mitigated the propagation of the virus from the very beginning of the pandemic in 2020.

### Rated a Top 100 charity

The Old Brewery Mission was recognized as one of Canada's 100 top charity organizations. In 2020, Charity Intelligence gave us a grade of five stars and lauded our transparency, financial management and concrete impact. This distinction demonstrates to donors that we follow best financial practices, and that we use their donations judiciously. The Old Brewery Mission will renew this certification in 2023.

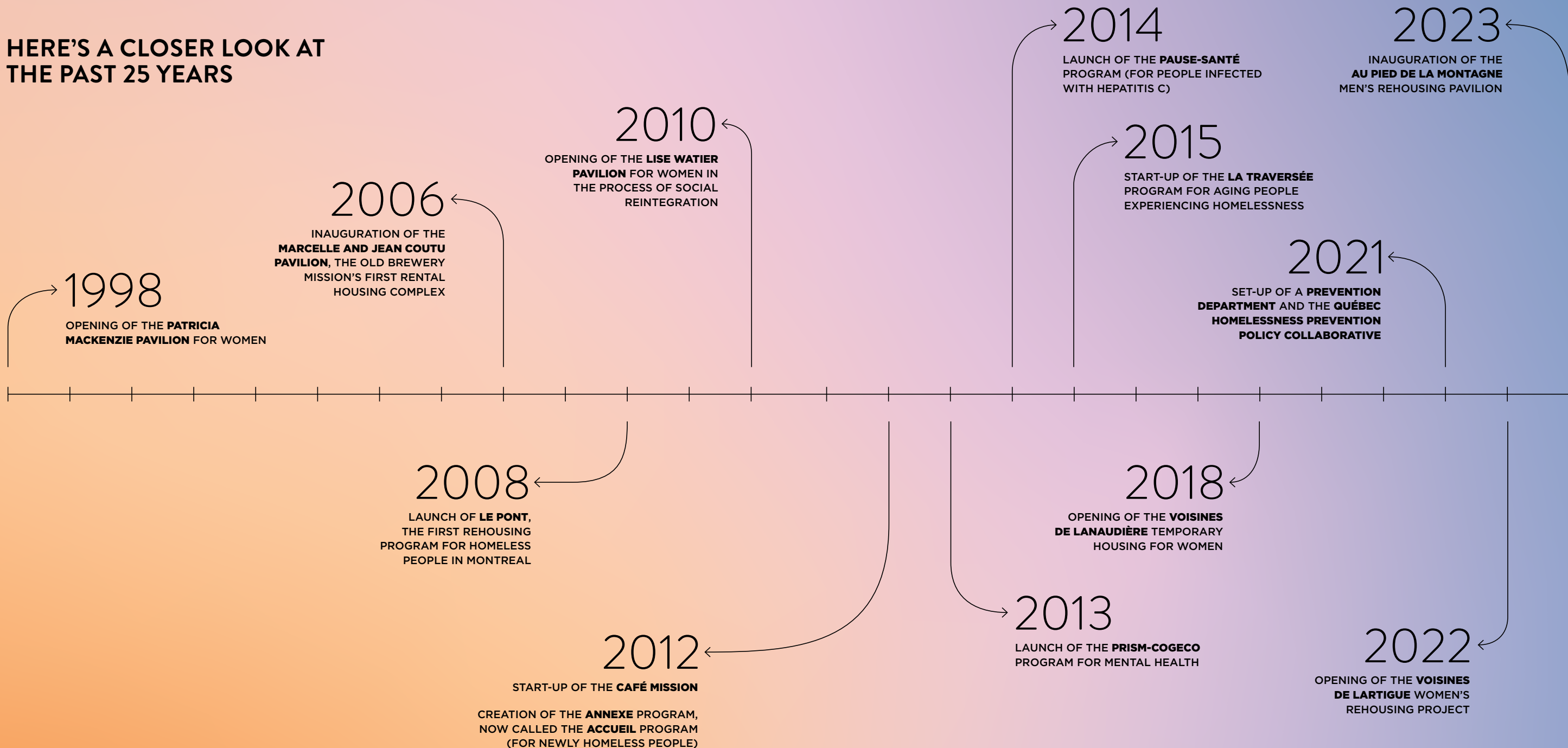


# OVER 130 YEARS OF HISTORY

In the winter of 1889-1890, Montrealers Mina Douglas and Eva Findlay created a soup kitchen that was to become the Old Brewery Mission. This kitchen saw its first transformation in the Twenties, when it became a shelter for men experiencing homelessness. Ever since, the Old Brewery Mission has never stopped evolving.

## HERE'S A CLOSER LOOK AT THE PAST 25 YEARS

6

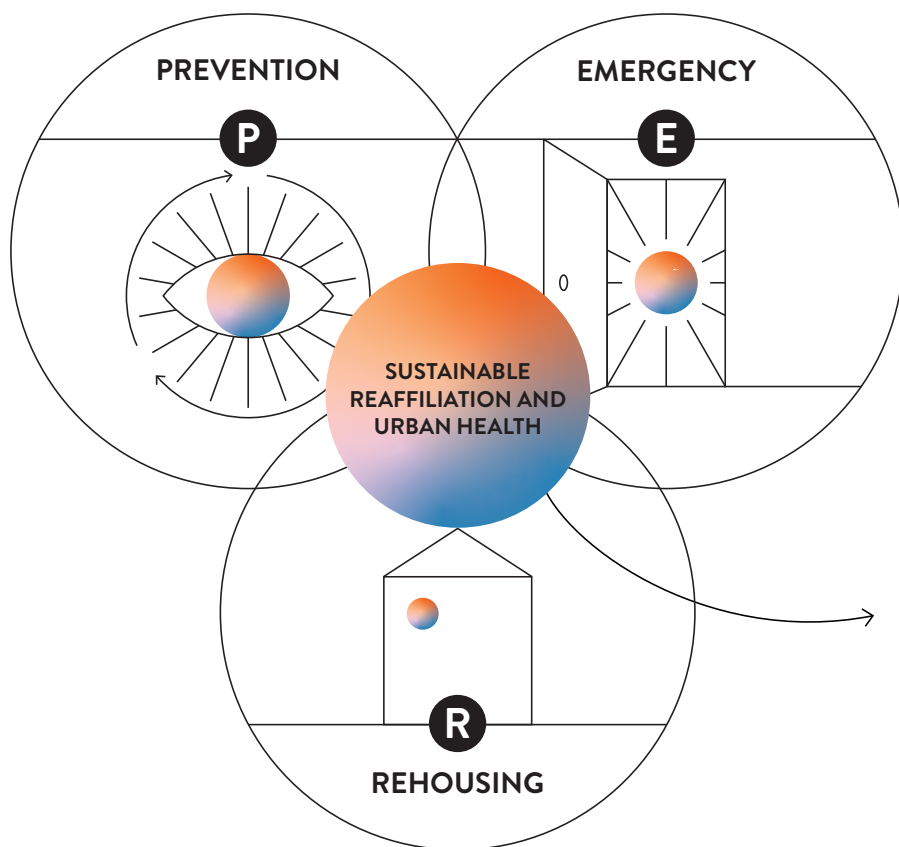


7

# BREAKING THE CYCLE

## WITH A DYNAMIC INTERVENTION MODEL

Our ultimate objective is to end homelessness in Montreal. Through this major fundraising campaign, we wish to focus on the dynamic intervention model that will empower us to one day reach this goal. It's through customized services and programs that we will meet the needs and individual challenges of people who are homeless or at risk of being homeless. We are convinced that it's possible at any time in these individuals' journeys to effectively intervene to break the cycle of homelessness.



8

**2**  
KEY OBJECTIVES  
THAT ARE COMMON  
TO ALL OUR SERVICES.

# OF HOMELESSNESS

## 1 SUSTAINABLE REAFFILIATION: HELPING INDIVIDUALS REBUILD TIES

Through our different intervention and accompaniment services, we guide our clients so that they can rebuild strong, sustainable social ties.

By seeking sustainable reaffiliation for people who turn to our services, we aim to give them the tools to definitively leave homelessness behind. Through each of our interventions, our clients receive the appropriate support to reinitiate links with different spheres of society, such as the social services network, the workplace, the community, friends and family. In this way, in parallel to having a permanent, stable home, they find a social safety net they can count on in difficult times and that will encourage them to maintain residential stability.

### THE DIRECT ANSWER TO DISAFFILIATION:

Disaffiliation, the ultimate cause of homelessness, is defined as “the gradual retreat caused by an accumulation of events in a person’s life journey that leads them to break ties with the people and resources of their entourage.”

9



### We contribute to sustainable reaffiliation with:

- The presence of partners and health professionals in our facilities
- Psychosocial housing accompaniment
- Specialized intervention workers who know our clients' needs
- Programs that help our clients regain control of their lives

**NATHALIE,**  
PRISM PROGRAM SOCIAL WORKER  
AT THE PATRICIA MACKENZIE PAVILION

## 2 URBAN HEALTH: CONTRIBUTING TO MONTREALERS' QUALITY OF LIFE

As a major social player that acts to serve a vulnerable population in and around Montreal, we have an impactful role to play in urban health.

We collaborate with a variety of partners in order to act positively and improve the overall health of the homeless population.

### WHAT IS URBAN HEALTH?

As defined by the CIUSS du Centre-Sud-de-l'Île-de-Montréal, which is responsible for Montreal's homeless file, "the urban health approach seeks to encourage the adaptation of health and social services, environments and policies to better meet the needs of the population living in an urban environment. The ultimate objective of this approach is to improve the population's health by reducing social and health inequalities and to make the city more resilient when taking on adversity and social-sanitary threats."

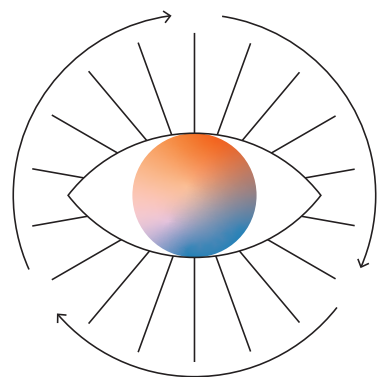
### We contribute to urban health through:

- Our understanding of homelessness-related issues
- The set-up of prevention programs
- The welcoming and accompaniment of the most vulnerable and marginalized people in our city
- Access to health care and structured rehousing programs
- Programs targeting specific health issues (mental health, addiction and hepatitis C)
- Our partnerships with numerous players in health and social services



LEARN HOW WE ARE BREAKING THE CYCLE OF HOMELESSNESS

The reality of each person experiencing homelessness is different, so there is no one-size-fits-all solution. Therefore, in order to properly accompany them, we need to set up a dynamic, non-linear intervention model that can adapt to their needs.



# PREVENTION

The old saying “An ounce of prevention is worth a pound of cure” describes this objective in full. Our prevention services aim above all to prevent people from experiencing homelessness, by reducing the risk factors that can lead to it.

We would like to have a real impact on reducing the number of people who are homeless, or at risk of becoming so.

“The Mission has reached a new turning point after 135 years of existence, broadening its range of services to include people at imminent risk of homelessness and social precarity. With its in-depth expertise in emergency services, social housing, accompaniment and health, the Mission is acting upstream of homelessness with the goal of meeting the needs of people at risk in order to keep them from being left without shelter. Prevention of homelessness needs to be designed and developed to deal with the growing imbalance in the housing crisis and the breakdown in other fundamental rights.

- Georges Ohana  
Director of Homelessness  
Prevention Services and Research

**82**  
PEOPLE HAVE PARTICIPATED  
IN OUR PROGRAMS  
IN THE FIRST  
18 MONTHS OF OUR  
PREVENTION SERVICE

THE ESTIMATED OPERATIONS BUDGET  
FOR THE NEXT FIVE YEARS IS

**\$5M**

FOR OPERATIONAL NEEDS AND

**\$1.6M**

FOR NEW INITIATIVES.



“I never would have thought I'd find myself in this situation, having never been in a shelter or on the street, as if a few bad choices that make everything fall apart only happens to other people... Your service is my last hope before finding myself homeless. You can't imagine how happy I am to know that I have the chance to have a place to live. Finding your service is my most beautiful gift.

- MR. T.,  
ACCOMPANIED BY OUR PREVENTION SERVICES IN 2022

## To get there, we strive to:

- Better understand the situations that can lead someone to homelessness, via a 360-degree view of all the contributing elements, both internal and external.
- Intervene with people in socially precarious situations before they end up on the street.
- Influence prevention policies and institutional practices, particularly in housing and support.

## Our fields of action

We work in a variety of fields of action, including awareness building and education, pilot projects, research and evaluation, and partnerships.

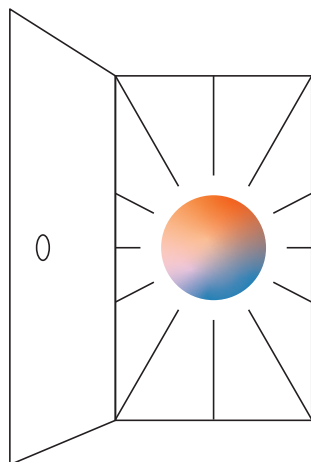
## Recent accomplishments

The Old Brewery Mission prevention service came to be in 2021 and has already launched several very promising initiatives, supporting people coming out of prison to help them find housing (Après l'ombre), facilitating access to housing for asylum seekers (PRAIDA), and offering psychosocial support and accompaniment for households at imminent risk of homelessness in collaboration with the Office municipal d'habitation de Montréal (Passerelle).

## Aspirations

We aspire to develop our prevention services and programs around three areas of focus: systemic prevention, early intervention and prevention of evictions.

To offer our services to a greater number of individuals in need, we would like to increase the number of prevention specialists on our team.



# EMERGENCY SERVICES

When an individual doesn't manage to fulfil their fundamental needs (to feed, house and clothe themselves), emergency action must be taken.



LINDA, INTERVENTION WORKER AT THE CAFÉ MISSION

THE ESTIMATED OPERATIONS BUDGET FOR THE NEXT FIVE YEARS IS

**\$36.4M**

FOR OPERATIONAL NEEDS AND

**\$1.2M**

FOR NEW PROJECTS.

“Over the next few years, we will continue to focus on increasing the reaffiliation services we offer to our clientele. Whether it's outreach services aimed at rehousing or access to health professionals, it's through having accessible services that we will succeed at reaffiliating these individuals more effectively.”

- Émilie Fortier  
Director of Emergency and Reaffiliation Services

“It's my doctor who suggested that I go to the Old Brewery Mission. I was sleeping in a park expecting to die during the winter in a snowbank. Having a place to shelter myself, warm up, sleep and eat changed everything. I'm waiting to have my subsidized housing... and I look forward to having a cat to keep me company.”

- ROBERT,  
RESIDENT AT THE OLD BREWERY MISSION

### To tackle this, we aim to:

- Establish initial contact with the highly vulnerable people facing homelessness who come to our door, and meet their basic necessities.
- Accompany people toward physical and mental stability so that they can find their autonomy and their housing again.

### Our fields of action

Our fields of action have evolved around our outreach programs, our universal welcome, evaluation and emergency housing, and our stabilization programs (health and psychosocial).

### Recent accomplishments

With partners, we offer emergency housing and “high threshold” accompaniment services (i.e., with few barriers to entry), at the Hôtel-Dieu. Couples can stay together and pets are accepted.

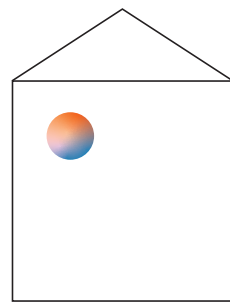
In the spring of 2023, we launched the Old Brewery Mission mobile clinic, powered by TELUS Health. With this project, we'll be able to offer community services that focus on rehousing homeless populations outside our facilities.

### Aspirations

We have many aspirations for both inside and outside our organization. Internally, we would like to increase our clinical capacity. For our clientele, we wish to facilitate increased access to emergency services for individuals with complex problems. We also aim to develop our outreach service offer to reach people living in streets and parks, as well as facilities, that would benefit from housing services. Finally, via university partnerships, we would like to create a homeless health hub that brings together all the health professionals in one easily accessible place for the homeless population.

**267**  
PEOPLE TOOK PART IN OUR MENTAL HEALTH SUPPORT PROGRAMS (PRISM AND SII) IN 2021-2022





# REHOUSING

The right to housing is a fundamental right for everybody! This is why making rehousing possible, facilitating it and maintaining it are three of our key objectives.

More specifically, we aim to foster autonomy and residential stability while accompanying people toward social reintegration.

“I consider the notion of rehousing to be a duty of social solidarity toward people experiencing homelessness. By multiplying the opportunities for community and permanent housing of all kinds, we offer a safe and secure home adapted to each individual’s needs, whatever their life’s journey. We attempt to adjust our programs to the reality of the most vulnerable people, and avoid requiring that they fit themselves into a predefined framework. The key to ending the cycle of homelessness lies in the alliance between housing, community support and universal welcome.

- Jacinthe Corbin  
Director of Housing Support Services

“The Mission helped me out of a hole I found myself in and led me to my own furnished place. They really helped me, and I don't know where I would be without them.”

- JEAN-MAURICE,  
FORMER RESIDENT AND BENEFICIARY OF LES SENTinelLES.  
A PROGRAM ESTABLISHED FOR VETERANS

57  
NEW OLD BREWERY  
MISSION COMMUNITY  
REHOUSING UNITS  
IN 2023-2024

### We aim to accomplish this through:

- Our temporary and permanent community housing facilities.
- Support toward reaching individual autonomy (health and affiliation).
- Support toward maintaining residential stability.

### Our fields of action

Our fields of action in rehousing include both the acquisition of real estate projects (new constructions and renovations) and psychosocial accompaniment in our accommodations and in private units through different programs and partnerships.

### Recent accomplishments

In a short time, our team has accomplished a colossal job with the opening of two major housing projects, Au pied de la montagne and Projet Dézery (renovation of existing buildings), and the start of construction on the Pie-IX and Lachine projects (new constructions).

### Aspirations

Our ambition has three components. First of all, we would like to continue to develop and diversify our community and permanent housing offer with services adapted for different clientele, including clients with elevated needs. At the same time, we wish to increase housing support services and carry out longer-term follow-up to foster residential stability. Finally, we will develop community services that focus on rehousing in keeping with the national Housing First approach.

THE ESTIMATED OPERATIONS BUDGET FOR THE NEXT FIVE YEARS IS

**\$11.4M**

FOR OPERATIONAL NEEDS AND

**\$6M**

FOR NEW PROJECTS.



# WOMEN FACING HOMELESSNESS

Although the reality of women experiencing homelessness is less visible than that of men, the fact remains that this issue is very significant in Montreal. In fact, it seems to have intensified in recent years.

The causes of homelessness among women and the issues women face differ from those of men. However, the solution to breaking the cycle is the same: enhancing the offer of housing that is adapted to *their* needs.

In order to break the cycle of homelessness for women, we use our dynamic intervention model, the same as we do for men. We act on prevention, emergency and rehousing with programs specific to this clientele.

## Dedicated programs

- Prevention: LI-BER-T House
- Emergency services: Étape and Étape + programs
- Rehousing: Voisines de Lartigue

## Aspirations

Our objective is to offer increased intimacy to clients. This year, we're putting an end to dormitories with the creation of semi-private rooms in our women's emergency services.

THE ESTIMATED OPERATIONS BUDGET FOR THE NEXT FIVE YEARS IS

**\$8M**

FOR OPERATIONAL NEEDS AND

**\$2M**

FOR NEW PROJECTS.

“Homelessness for women is often less visible, and to tackle it we have to take into greater consideration the specific issues affecting women, such as the pervasiveness of violence (sexual, psychological, domestic, etc.). Our qualified intervention teams contribute to changing the life trajectories of our clients by offering them support and referrals for adapted housing, which empowers them to fly on their own.

- Solange Lavigne  
Acting Codirector, Women's Services

“[Living at Voisines de Lartigue] means finding your dignity again, because nobody asks to be homeless. Being able to sleep and go to the bathroom alone, not having somebody who snores, somebody in a state of crisis or somebody crying. It's just trying to find your peace and comfort again. This is very important, and it's a stepping-stone toward having a permanent apartment.

- SYLVIE,  
HOUSING RESIDENT AT VOISINES DE LARTIGUE



# THE GUIDING PRINCIPLES THAT DRIVE OUR ACTIONS



Our guiding principles are at the core of what we do. From important decision-making to our daily interactions with the people we serve, these pillars inspire our actions.



## UNIVERSAL WELCOME

Any adult (man, woman, trans or non-binary) is welcome at the Old Brewery Mission. Our services meet the needs of any individual at whatever stage they find themselves in the homelessness cycle. We welcome the complete spectrum of homelessness-related challenges, as complex as they are, with a high threshold of tolerance and accessibility for mental health and substance abuse-related behaviours.

## 24-7-365

We offer accompaniment and emergency services 24-7-365. Homelessness never takes a holiday, so our services are available 365 days per year. Our emergency accommodations are accessible at any time, day and night. Intervention workers are available to ensure psychosocial guidance 24 hours a day, 7 days a week in several of our facilities.

## CONTINUOUS ACCOMPANIMENT

We offer an integrated continuum of services, from the street to rehousing and reaffiliation. The core of our approach is individual psychosocial accompaniment by our intervention workers who are specially trained to deal with homelessness. From the moment they arrive at our services, people experiencing homelessness are accompanied in their progress to find a suitable, adapted home. We remain in regular contact with our residents and clients and follow up on each step of their journey toward residential stability, and we ensure they remain housed.

## RESEARCH AND INNOVATION

We have a dedicated research team, and we invest in their work to better understand the phenomenon of homelessness and act earlier upstream of its progress. We apply best practices for each of our interventions and we set up innovative programs and projects in every one of our fields of activity. We keep ahead of the curve on what's being done best elsewhere in order to always evolve our services in the best interests of the people we serve.

## LEADERSHIP AND COLLECTIVE EFFORT

We believe teamwork is essential to tackle the issue of homelessness in a sustainable way. We work together with governments, other players in the field and the community to present a united front. We are leaders in the field of homelessness in Montreal, and we share our know-how and expertise with our partners.

# BREAKING THE CYCLE OF HOMELESSNESS, THANKS TO YOUR DONATIONS

Today, we're calling on you and your generosity to help us broaden our range of services. We would like to focus more on prevention, to keep people in precarious situations from finding themselves experiencing homelessness.

Your donation will enable us to continue to support the people who benefit from our services and to extend a number of initiatives to increase their reach, thereby enhancing our service offer at every step of the intervention cycle. It's generous donors like you, who believe in our organization's mission, who provide the core funding for many of our services. Your donation will surely transform the lives of hundreds of people who are facing homelessness in Montreal.

*We would be thrilled to discuss the terms of a multiyear donation with you.*



**TÉO,**  
INTERVENTION COUNSELLOR  
IN THE EMERGENCY SERVICES  
AT THE WEBSTER PAVILION

## Our financial needs

Although we receive subsidies from different levels of government, over half of our funding comes from donations from individuals, companies or charitable foundations. We depend extensively on our donors so that we can carry out numerous innovative projects and maintain our regular services. The table below shows in greater detail the financial needs for these different activities.

| PERIOD                                | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 5-YEAR TOTAL   |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|----------------|
| OPERATIONS                            |           |           |           |           |           |                |
| PREVENTION SERVICES                   | \$1M      | \$1M      | \$1M      | \$1M      | \$1M      | <b>\$5M</b>    |
| EMERGENCY SERVICES                    | \$6.6M    | \$7M      | \$7.3M    | \$7.5M    | \$8M      | <b>\$36.4M</b> |
| REHOUSING SERVICES                    | \$2M      | \$2.2M    | \$2.3M    | \$2.4M    | \$2.5M    | <b>\$11.4M</b> |
| WOMEN'S SERVICES                      | \$1.4M    | \$1.5M    | \$1.6M    | \$1.7M    | \$1.8M    | <b>\$8M</b>    |
| SHARED SERVICES AND ADMINISTRATION    | \$5M      | \$5.2M    | \$5.4M    | \$5.7M    | \$5.9M    | <b>\$27.2M</b> |
| OPERATIONAL EXPENSES SUB-TOTAL        | \$16M     | \$16.9M   | \$17.6M   | \$18.3M   | \$19.2M   | <b>\$88M</b>   |
| NEW PROJECTS                          | \$1.2M    | \$1.4M    | \$2M      | \$2.5M    | \$2.9M    | <b>\$10M</b>   |
| TOTAL OPERATIONAL EXPENSES            | \$17.2M   | \$18.3M   | \$19.6M   | \$20.8M   | \$22.1M   | <b>\$98M</b>   |
| OPERATING REVENUES AND PUBLIC FUNDING | \$12.4M   | \$8.2M    | \$8.3M    | \$8.5M    | \$8.6M    | <b>\$46M</b>   |
| MAJOR FUNDRAISING OBJECTIVES          | \$8.3M    | \$9.3M    | \$10.4M   | \$11.6M   | \$12.4M   | <b>\$52M</b>   |
| TOTAL REVENUES                        | \$20.7M   | \$17.5M   | \$18.7M   | \$20.1M   | \$21M     | <b>\$98M</b>   |

\*80% of our operational expenses are attributable to our labour costs.

\*20% of the operational budgets and new projects are attributed to our specialized services for women, in prevention, emergency services and rehousing.

**Nicole Beaulieu**

Executive Director,  
Philanthropic Development

Phone: 514-788-1884, ext. 253  
Cell.: 514-995-4935  
nbeaulieu@missionoldbrewery.ca

**OLD BREWERY MISSION**

Administration

902 Saint-Laurent Boulevard  
Montréal, Québec H2Z 1J2

**missionoldbrewery.ca**

CHARITABLE NUMBER  
MISSION: 12392 0324 RR0001  
FOUNDATION: 89201 3608 RR0001

**MAJOR FUNDRAISING  
CAMPAIGN  
2023-2028**

\$50-million objective



**MISSION  
OLD BREWERY**