

# 2024

*Annual impact report*

# 2025



MISSION  
OLD BREWERY

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**This was another landmark year for the Old Brewery Mission. It was our 135th anniversary and we celebrated in many ways. We proudly commemorated our history, from our humble beginnings as a soup kitchen through multiple phases of growth and development up to the present day, as we continue to reinvent ourselves.**

2024-25 was a turbulent year in the homelessness sector. With the proliferation of encampments and the increase in the number of people frequenting and living in public spaces, resulting in major coexistence issues, long-term solutions are needed to break the cycle of homelessness. The Old Brewery Mission maintained its three-pronged approach to provide a continuum of services and solutions for its clients: prevention, emergency services and rehousing.

At the same time, we continued innovating to adjust to the social environment and guide clients towards residential stability and social reaffiliation, embarking on new projects in many of our services. For example, we launched the Ancrâge prevention program for seniors over 50 at risk of homelessness. In addition, we continued modernizing our emergency services by eliminating dormitories in all our facilities and renovating Café Mission to improve the client experience. We completed work on a new rehousing project for seniors, and we also acquired and managed rooming houses to preserve affordable housing stock.

Throughout the year, our 2023-2028 major campaign, which aims to raise \$50 million to fund the ongoing development of our facilities, programs and projects, was in high gear. Several major donors came on board; their generosity enables us to pursue our goal of helping all Montrealers experiencing homelessness find a home and reintegrate into society.

By showing greater tolerance and continuing to implement long-term solutions, we can build a better future for all. We hope you find this overview of our achievements of the year informative and that you will join us in this crucial mission.



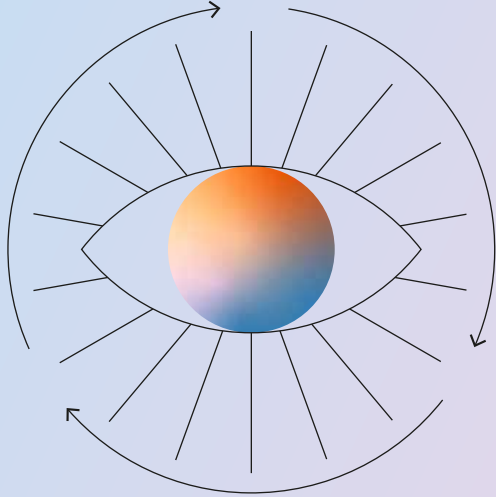
**James Hughes**

President and Chief Executive Officer



**Louis Audet**

Chair of the Board of Directors



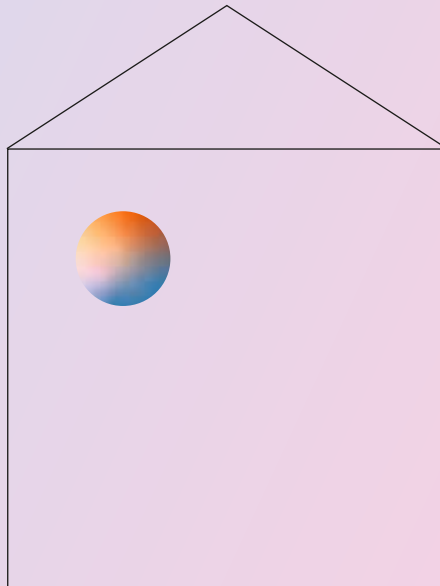
208

people found a housing solution thanks to our **prevention services**

# Our impact by

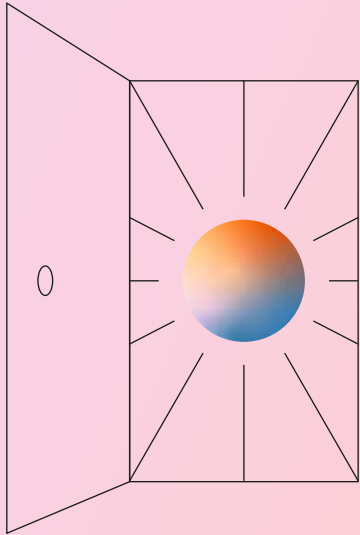
20

service points\*



515

housing opportunities



93%

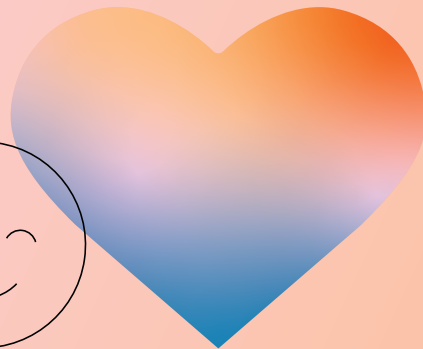
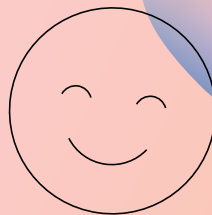
annual occupancy rate  
in our **emergency services**\*\*

# the numbers

Nearly

280

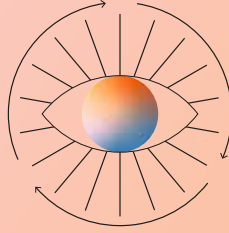
people helped  
every day by  
our **outreach services**\*\*\*



\* Including all buildings that are part of our real estate portfolio, pavilions under construction, as well as pavilions under our management.

\*\* Weighted average annual occupancy rate in our emergency services: Webster Pavilion, Pavillon Le Royer, and Patricia Mackenzie Pavilion.

\*\*\* Average number of people helped per day by our three outreach services: Café Mission, the mobile clinic powered by TELUS and the shuttle bus.



# Prevention

Since its creation in 2021, our Prevention Service has continued to expand, adding new projects and supporting more people year after year. During 2024-25, we expanded our services with a new program and innovative new partnerships to serve a larger population at risk of homelessness and more specific client groups.





## New program for seniors: Ancrâge

On October 1, 2024, the International Day of Older Persons, we launched Ancrâge, a new prevention program for seniors aged 50 or over who are at imminent risk of homelessness. Unfortunately, the number of seniors living on the streets of Montreal has increased by 33% over the past four years.\* It was therefore imperative to use our social brokerage approach to help these clients, who have specific needs. Rehousing them is more challenging as they are more vulnerable due to impaired physical health, cognitive decline, financial insecurity and ageism. The Ancrâge program identifies seniors at imminent risk of homelessness and works to rehouse them in the Old Brewery Mission's network or through its partners. We estimate that Ancrâge will prevent at least 750 seniors from becoming homeless over the next five years.

Ancrâge was made possible by a generous \$1.5 million donation from the Mirella and Lino Saputo Foundation and a contribution from the Rossy Foundation.

## Outreach to the community sector

The Old Brewery Mission's Prevention Service distinguished itself in the community sector during the year through its many contributions as an expert on homelessness prevention. The Passerelle and Porte-clés programs, conducted in collaboration with the Office municipal d'habitation de Montréal (OMHM), were presented at the National Conference on Ending Homelessness in Ottawa, October 29-31, 2024, and at the 17th Rendez-vous de l'habitation organized by the Société d'habitation du Québec (SHQ) on November 13, 2024. About a month later, on December 12, 2024, the Prevention team presented the rationale for the Ancrâge program at a luncheon talk organized by the Centre de recherche de Montréal sur les inégalités sociales, les discriminations et les pratiques alternatives de citoyenneté (CREMIS). On February 19, 2025, they attended the first Symposium Finances personnelles et vulnérabilités face aux crises, organized by the Union des consommateurs, raising awareness of the need to review public policy related to the housing crisis.



\*2022 homelessness count, see: <https://publications.msss.gouv.qc.ca/msss/fichiers/2023/23-846-05W.pdf>

## Statistics

During 2024-25, our Prevention Service logged a **160% increase** in requests for support for people at imminent risk of homelessness compared with the previous year and found solutions for **twice as many people**.

→ **585**  
**requests**  
for assistance received

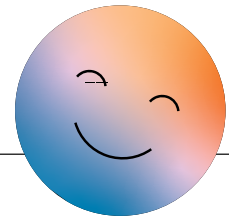
**208**  
**people**  
who found  
another solution

**98**  
**average**  
**number of days**  
to find a housing  
solution

\*From April 1, 2024 to March 31, 2025.



Old Brewery Mission's Prevention team



### CLIENT TESTIMONIAL

“ I trusted my counsellor completely. I felt she really understood me, listened without judgment and worked with me to find solutions tailored to my situation. This trusting relationship made it possible for me to open up, find my bearings and gradually regain hope for the future. ”

— **Ishmel**, participant in the Old Brewery Mission Anchrage program



+14

## New partnerships

To expand its range of services, the Prevention Service signed no fewer than 14 new partnerships during the year with the following organizations:

**Auberge communautaire du Sud-Ouest**

**On Our Own O3**

**Ma Chambre**

**Auberge Shalom**

**Transition Centre-Sud**

**Tracom**

**Sidalys**

**Portage**

**Association Iris**

**Rêvanous**

**Women's Centre of Montréal**

**Corporation Mainbourg**

**Le Transit**

**Option Consommateurs**



### ***Ending Homelessness in Canada* published in English, coming soon in French**

The book *Ending Homelessness in Canada: The Case for Homelessness Prevention*, edited by James Hughes, was released in March 2024 by Lorimer. It is currently being translated and will be published in French by Presses de l'Université du Québec in 2025-26.

## Q-HPPC

The Québec Homelessness Prevention Policy Collaborative (Q-HPPC) held several webinars during 2024-25, including one on preventing youth homelessness moderated by Cécile Arbaud, executive director of Dans la rue and co-founder of the Coalition Jeunes+, and another on preventing homelessness among people with compulsive hoarding disorder. Q-HPPC is currently working on reports to be published in 2025-2026.

# Q-HPPC

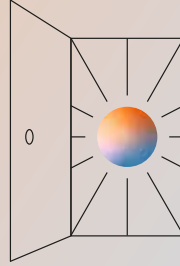
THE QUÉBEC  
HOMELESSNESS  
PREVENTION POLICY  
COLLABORATIVE

MISSION  
OLD BREWERY

McGill

School of  
Population and  
Global Health

Department of  
Equity, Ethics and  
Policy



# Emergency services

Constantly innovating in the search for long-term solutions to break the cycle of homelessness, the Old Brewery Mission continued offering emergency and outreach services to an ever-growing population. We are modernizing these services to provide a better pathway for our clientele.





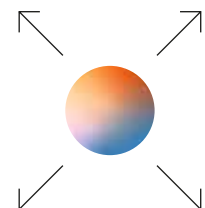
## Renovations at Café Mission

The Café Mission drop-in centre has been serving unhoused people who don't go to emergency services since 2012. It is a safe space where clients can access a laundry, showers, clothing, computers and the Internet, as well as hot beverages, snacks and light meals. A referral service and assistance with paperwork are also available. Since its opening hours were extended in January 2024 to offer 24/7 service, Café Mission has been welcoming even more people in need. Major renovations became necessary in order to serve them optimally. We were also able to increase the number of admissions to our programs by highlighting the availability of psychosocial support and adopting an adapted intervention approach. The renovations and the switch to round-the-clock service were made possible by financial support from the National Bank, the Marcelle and Jean Coutu Foundation and the McConnell Foundation.

## Pilot project: New triage process

In line with the modernization of our emergency services, we introduced a new client triage process at the beginning of the year. With this system, our frontline teams can provide more personalized and adapted assistance to people seeking help, depending on the degree of urgency and their specific needs, at a time of growing demand on the Old Brewery Mission's prevention, emergency and rehousing services.

The responsibilities of each department and the access and intake processes have been optimized to focus on transitioning to housing. Emphasizing prevention and diversion programs can avoid the need to use emergency services, which can be a distressing experience. The new triage process allows for a more thorough analysis of each case and improved allocation of human resources across our emergency and rehousing facilities.





### A busy year for the mobile clinic, powered by TELUS

The Old Brewery Mission's mobile clinic continued to play a vital role, providing an essential service by reaching out to people in public spaces. In its second year of operation, it carried out nearly 8,000 interventions.

### 135 years of innovation: Private rooms afford greater dignity

The complete overhaul of our emergency facilities, begun in 2023, is now complete. There are no more dorms, only private and semi-private rooms. After the Patricia Mackenzie Pavilion, it was the Webster Pavilion's turn to undergo major renovations to provide our clients with greater privacy and dignity. The completion of the work was celebrated with a press conference in November 2024, which also marked the start of our 135th anniversary festivities.



### Thank you!

We extend our heartfelt thanks to the Church of Jesus Christ of Latter-day Saints for its generous \$1 million donation, which enabled us to renovate the rooms at the Webster Pavilion..

# EMERGENCY SERVICES BY THE NUMBERS

Facility	Capacity	Number of stays	Number of individuals served
Webster Pavilion	<b>185</b>	<b>462</b>	<b>424</b>
Le Royer Pavilion (Hôpital Hôtel-Dieu)	<b>50</b>	<b>422</b>	<b>354</b>
Patricia Mackenzie Pavilion	<b>45</b>	<b>261</b>	<b>234</b>
<b>Total*</b>	<b>280</b>	<b>1,145</b>	<b>1,012</b>

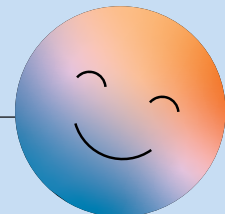
\* As of March 31<sup>st</sup>, 2025.

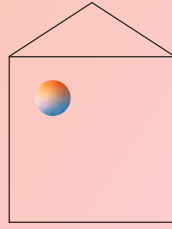


## CLIENT TESTIMONIAL

“ I had just returned from the Maritimes, where I had spent 8 years. I came back to take care of my mother and I went to the Old Brewery Mission. I didn't know what OBM was before; I'd never been there. It lasted about two years, and I was able to get back on my feet. I was overjoyed when my counsellor told me I had a place. When she told me...we laughed and laughed. I was really happy. ”

— Yvon, former Webster Pavilion resident





# Rehousing

One of our main objectives is to provide appropriate housing for everyone—because everyone had a home once. We emphasize the importance of social housing, and one way we promote it is by expanding our housing stock throughout the city. With the construction of new facilities and the acquisition of rooming houses, our real estate development and supportive housing services are stepping up their efforts to help our clients move off the street and into permanent housing adapted to their circumstances.





## New additions coming in 2025

The **Mirella and Lino Saputo Pavilion**, a new rehousing project in the Saint-Michel district of Villeray–Saint-Michel–Parc-Extension borough, opened in 2025. The newly constructed 27-unit permanent housing facility for people experiencing homelessness aged 50 and over addresses the problem of premature aging among this population. The 2022 homelessness count found that 44% of people experiencing homelessness in Montreal were aged 50 and over. The risk of homelessness among seniors is increasing because of several factors, including the rising cost of living, the housing crisis, financial insecurity and inadequate pensions, health issues, social isolation, and the lack of adapted housing and specific resources.

Like the Old Brewery Mission's other rehousing facilities, the Mirella and Lino Saputo Pavilion has community gardens, organized activities and a supportive housing team to promote housing stability. It is fully adapted for people with reduced mobility. These services are made possible by a generous donation from the Mirella and Lino Saputo Foundation, a valued partner of the Old Brewery Mission.

Construction of the building was made possible by financial support from the Société d'habitation du Québec (AccèsLogis program), the City of Montreal and others.



## Shovels in the ground: Several projects underway!

The Old Brewery Mission is proud to announce the start of construction of two permanent rehousing projects for women experiencing or at risk of homelessness.

The **Rouen Project** in Ville-Marie borough is a new development comprising 12 studio apartments, with occupancy scheduled for spring 2026. The **Place Fondation Marcelle et Jean Coutu**, with 13 studio apartments, will meet a crucial need in Sud-Ouest borough, further from the city centre. It also has a spring 2026 occupancy date.

The Rouen and Place Fondation Marcelle et Jean Coutu projects follow through on the Old Brewery Mission's commitment to helping women who have experienced homelessness recover housing stability, autonomy and, ultimately, social reaffiliation. Because housing is a fundamental right. Future residents of both these projects will have access to counselling from the supportive housing team, community activities, a community garden at Place Fondation Marcelle et Jean Coutu, and a courtyard at Rouen.

Both projects were made possible by joint contributions from the provincial and federal governments, the City of Montreal, and partners such as Canada Mortgage and Housing Corporation (CMHC), Société d'habitation du Québec (SHQ) and Fonds immobilier de solidarité FTQ.

### Opening soon

**Tenaquip Place**, a new mixed rehousing project currently under construction, will feature 18 permanent housing units with leases, including 13 studio apartments and five 3½ room apartments. It will enable us to accommodate couples in our rehousing service for the first time.



Credit: Architecture Casa

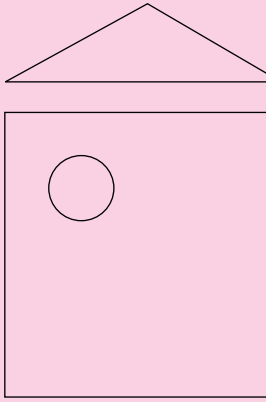
Rouen Project

The **Monk Project**, also in Sud-Ouest borough, will have 18 studio apartments for a mixed population. As we push to extend our services across the city, we are proud to be able to offer people in precarious situations in Sud-Ouest borough two new facilities in the near future, in addition to Tenaquip Place in Lachine borough.

## Coexistence with local residents

To ensure successful integration of these new facilities into their neighbourhoods and foster good relations with neighbours and local merchants and institutions, our real estate development and supportive housing teams regularly participate in roundtables and meetings with residents. This collaborative approach is essential for a smooth and efficient transition. To achieve this, meticulous planning and appropriate measures are critical. In this spirit of community harmony, we make every effort to be present, to be transparent and to communicate as much information as possible to all stakeholders for each of our projects.





## Rooming houses

One of the Old Brewery Mission’s priorities is to preserve rooming houses across Montreal. They are often the last resort before homelessness and the first home after getting off the street. It is imperative to keep them available as accessible options for people in precarious social situations. However, their existence is threatened by the large-scale sale of properties for the construction of new condos, student housing and tourist accommodations. To counter this trend, we acquired the Maison Saint-Hubert, a 46-room mixed facility in Plateau Mont-Royal. Maison Saint-Hubert is being added to the two rooming houses we already manage and for which the City of Montreal has chosen to exercise its right of first refusal through the Société d’habitation et de développement de Montréal (SHDM): Maison Sicard, a 22-room mixed property in Mercier-Hochelaga-Maisonneuve, and Maison D’Iberville, a 20-room mixed facility in Villeray–Saint-Michel-Parc-Extension.

## Statistics



# 378

**people**  
were assisted by our  
Supporting Housing Service

# 97

**people**  
moved into housing  
during the year

# 46

**new units**  
under Old Brewery  
Mission management

\*From April 1, 2024 to March 31, 2025.



### CLIENT TESTIMONIAL

“ I’ve been living in temporary housing for the last six years. I’m very grateful for that, but it’s not home. Now, I’m living somewhere permanent, which has totally changed everything because I can make a home now. [...] You know that this is yours; this is your home. You feel safe, you feel good, you feel normal. [...] It feels good to be happy. It feels really good. ”

— **Stéphanie**, a new resident of the Mirella and Lino Saputo Pavilion



# Research and data



Resident of Patricia Mackenzie Pavilion

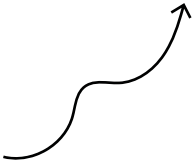
## Sharing our expertise

During 2024-25, our Research Department, led by Hannah Brais (Ph.D. candidate, Geography), gave talks on homelessness-related topics, including rent banking, at the États généraux de l'itinérance in Quebec City and the International Medical Geography Symposium in Atlanta, Georgia. The team also presented model spaces of care for people experiencing homelessness who have substance abuse issues at the American Association of Geographers Annual Meeting and at the National Congress on Housing and Homelessness in Fredericton. Our research team published several articles in scholarly journals:

- "Shelter in place: Neighborhood policing of homelessness in Montreal, Canada," in *Urban Geography*
- "Adapting homelessness interventions for people who use drugs or alcohol in Montreal, Quebec: Service user perspectives," in *Health and Social Care in the Community*
- "Towards a 'trauma-informed spaces of care' model: The example of services for homeless substance users," in *Progress in Human Geography*

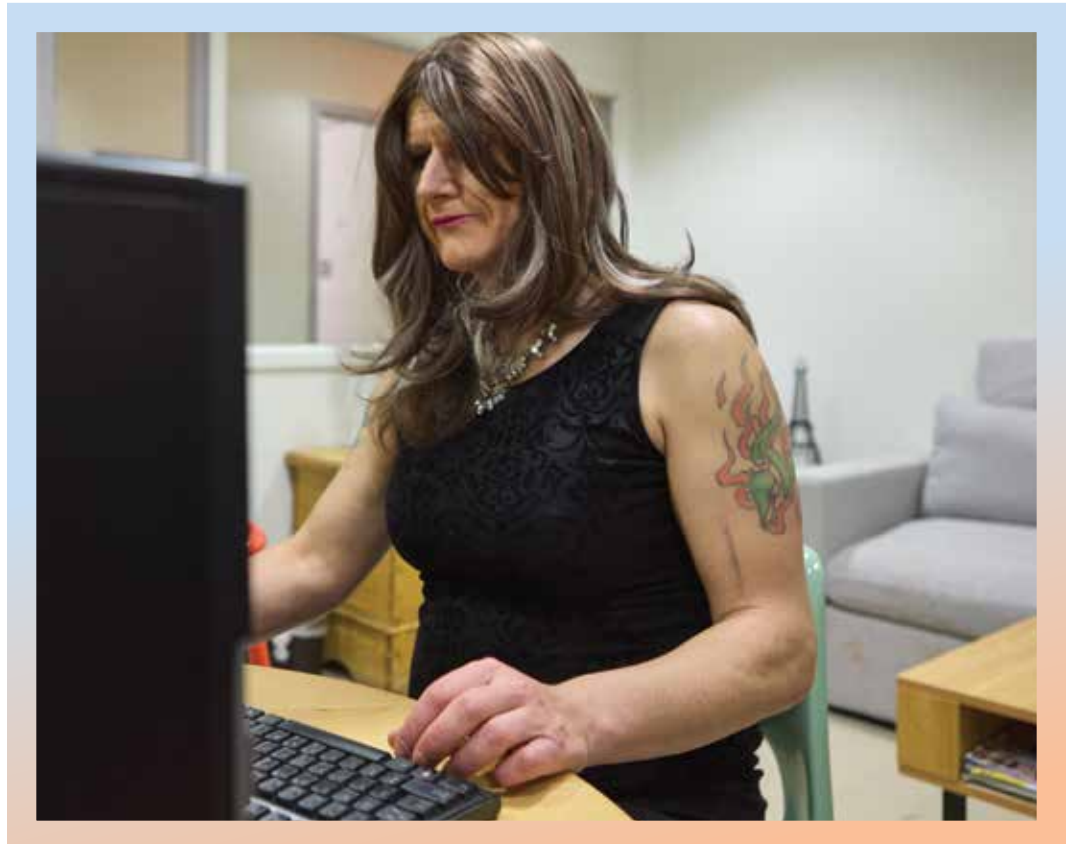
## Research on participants of supportive housing services

The Research Department is completing a research project on the well-being of the clients of our supportive housing services. The success of such services is often measured by housing retention. But does this guarantee that participants are truly well and happy? To get an accurate picture of the situation and ensure the well-being of our residents, the team is collecting data through questionnaires and in-depth interviews. To date, more than 50 participants have provided valuable information that will help us improve our practices and meet our clients' real needs.

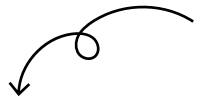


## Research on prevention pathways for LGBTQ2S+ people

As part of our commitment to supporting members of the LGBTQ2S+ community experiencing homelessness, our Research Department embarked on a study of prevention solutions adapted to this population. Several focus groups were organized with staff from our services. The discussions were very valuable for identifying the specific needs of this clientele, whose life paths are often dotted with unique challenges. They also highlighted current gaps in our practices, enabling us to better adapt our programs and day-to-day approaches. The aim is to develop more inclusive and effective strategies to support these clients and ensure that our services fully meet their needs and expectations.



# Human resources



## Launch of Chantier Leadership

To support the growth of the Old Brewery Mission's activities and services in a sustainable and professional way, the Human Resources Department launched Chantier Leadership, a training program for all our managers aimed at enhancing management practices and skills. It will improve the skills and professional development of our staff and help us continue strengthening our services at all levels.

## Engagement survey

In spring 2024, we conducted our first engagement survey to find out what motivates our employees and identify areas for improvement. The aim was to help create an attractive and relatable working environment. The results gave rise to a number of concrete actions. On the strength of this experience, we are conducting a second engagement survey in spring 2025 to update the results and collect the opinions of new employees who have joined us since then.





## Health and safety

To improve health and safety, the Human Resources team offered additional first-aid training during the year for employees who interact with clients who may require first aid. Nearly 40 employees and managers took the optional training in order to enhance their comfort level in their duties.

## Statistic

→ 292

**Total number of employees**  
in the organization on March 31, 2025

### New members of the management team

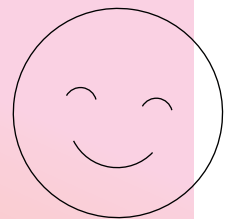
Several new members joined the Old Brewery Mission management team during the year:

**Jean-Sébastien Bélanger,**  
Director of Philanthropic Development

**Anita Badini,**  
Director of Finance

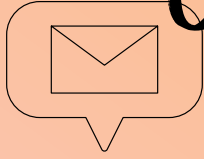
**Desmond Olsthoorn,**  
Director of Emergency and Proximity Services

**Jean-François Dagenais,**  
Vice-President, Finance, IT and Facilities



*Welcome aboard!*

# Communications



The Old Brewery Mission celebrated its 135th anniversary in a variety of ways during the winter of 2024-25. We kicked off the birthday festivities with a press conference at which the media and political figures were given a tour of the new rooms at the Webster Pavilion rooms and our manifesto / video was screened for the first time. The impactful video shows that the Old Brewery Mission has been in existence for 135 years, has seen the evolution of homelessness, and continues to innovate to break the cycle of homelessness. We proudly commemorated 135 years of change, spreading our image across the city with 40 banners in neighbourhoods near our Saint-Laurent Campus and posters for our 135th advertising campaign in key locations. Our anniversary was a reminder of the need to continue developing services for vulnerable populations, as homelessness is as prevalent as ever and indeed increasing.

The advertising campaign for the 2024-25 season made a lasting impression with key messages that were relevant, topical and linked directly to the locations where the ads were placed. To complement the out-of-home campaign, a digital campaign including visuals and the manifesto / video was also conducted to reach the widest possible audience.

## Opinion leader on homelessness

Homelessness was a hot topic in the news throughout the year, and the media often sought our expert opinion. Our many spokespersons offered points of view on a variety of subjects, both clinical and more general, lending us a prominent media presence throughout the year. In all, we responded to **296** interview requests and garnered almost **1700** mentions in both English- and French-language media.

Over the course of the year, we also published 5 op-eds in the media on subjects of importance to us: the housing crisis, the aging of the unhoused population, temporary versus permanent solutions (particularly in periods of extreme cold), encampments and coexistence, and the Administrative Housing Tribunal's rent increase guideline.



# Philanthropy




## Down the slopes for a good cause

On March 14, 2025, the Old Brewery Mission held its first-ever Benefit Ski Day at the Owl's Head ski resort in the Eastern Townships. This private event was organized at the initiative of Michael Zakuta, in collaboration with CIBC. Real estate leaders gathered for a morning of skiing followed by a cocktail luncheon. The Old Brewery Mission's projects were highlighted. Thanks to the generosity of participants, a total of **\$81,350** was raised to support people experiencing homelessness. In the wake of this success, a 2026 edition is already in the works!

## Gala Mission pour Elles

With the increase in the number of women experiencing homelessness, the Gala Mission pour Elles took on added significance. Two hundred and forty people attended the event on May 29, 2024 and **\$260,830** was raised to help the Old Brewery Mission continue supporting women experiencing homelessness or in precarious situations along the path to lasting reaffiliation.



Photo: Vincent Girard

## Ken Reed Golf Tournament

The annual Ken Reed Golf Tournament was a resounding success once again. It was held on August 5, 2024 at the prestigious Beaconsfield Golf Club and quickly sold out. Thanks to the generosity of numerous partners and volunteers, as well as the unfailing support of the Tenaquip Foundation, which has been with us for nearly 20 years, a total of **\$281,301** was raised.



Photo: Mélissa Vincelli

“National Bank has been a proud ally of the Old Brewery Mission for nearly 40 years. We share a people-first vision, so it's only natural for the Bank to support the Old Brewery Mission's success.”

— **Caroline Vermette**, First Vice-President, Internal Audit



“The Rossy Foundation cares about the health and well-being of people experiencing or at risk of homelessness. We are pleased to contribute to the Old Brewery Mission's Breaking the Cycle of Homelessness campaign and support its efforts to strengthen prevention services.”

— **Stéphanie Rossy**, Vice-Chair, Rossy Foundation

“A strong community takes care of all its members. The McConnell Foundation is proud to contribute to the Old Brewery Mission's Breaking the Cycle of Homelessness campaign to build a more just, inclusive and humane future.”

— **Jane Rabinowicz**, President and CEO, McConnell Foundation





## Art and giving

On November 28, 2024, the Philanthropy Department invited 35 major donors to the Monument-National to celebrate our 135th anniversary with an exhibition of original works of art specially selected by Bob Venafro, curator of the Old Brewery Mission Gallery, for their relevance to our history and our mission. These unique creations are now on display at 15 of our facilities, providing a rich artistic experience for staff and residents.

## Digital transition

Having already started transitioning to digital for its communications and mailings, the Philanthropy Department stepped up the process in the fall, particularly during the Canada Post strike. The strike highlighted the importance of diversifying our communication channels to maintain continuity. The team not only increased the use of digital platforms but also worked on adding a staffer dedicated to relationship marketing with our donors. This new position will enable us to strengthen our connection with our donors, increase engagement and further personalize our interactions to better meet donors' needs and expectations.

# MAJOR FUNDRAISING CAMPAIGN

The major fundraising campaign launched by the Old Brewery Mission in the summer of 2023 under the theme “Breaking the Cycle of Homelessness” continued at full tilt.

The target is to raise \$50 million by 2028 to support our operations for the next five years and enhance our services. During the year, a number of major donors continued supporting the campaign.

## BUILDERS

**\$1.5M and more**

Marcelle and Jean Coutu Foundation

Mirella and Lino Saputo Foundation

## LEADERS

**\$500,000 to \$1,499,999**

BMO

Cogeco Communications Inc.

Colin J. Adair Family Foundation

McConnell Foundation

Molson Foundation

National Bank of Canada

Quebecor

Roy, Maria

The Rossy Foundation

## AMBASSADORS

**\$100,000 to \$499,999**

Audet, Jocelyne, Émilie and Louis

Bombardier Inc.

Boulanger, François

Canada Life

CGI Inc.

CIBC

Claude Deschamps and Brigitte

Barrette

Desjardins Foundation

Dunlop-Hébert family

Echo Foundation

Eric T. Webster Foundation

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Result to date:

**\$39,713,138**

which represents

**79% of the goal!**

“The Marcelle and Jean Coutu Foundation has been a proud partner of the Old Brewery Mission for years. Our support for the Breaking the Cycle of Homelessness campaign reflects our commitment to addressing a constantly evolving social crisis by promoting concrete, sustainable solutions that can enhance the well-being of our community.”

— Mme Marie-Josée Coutu, President, Marcelle and Jean Coutu Foundation

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## 20<sup>TH</sup> ANNUAL KEN REED GOLF TOURNAMENT

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During the year, hundreds of individuals and businesses donated goods and services to the Old Brewery Mission. The value of donations in kind totalled **\$1,782,894**, including **\$1,212,935** of food from Second Harvest, La Tablee des chefs, Costco, Moisson Montréal, Lester and many others.

## Anonymous donors

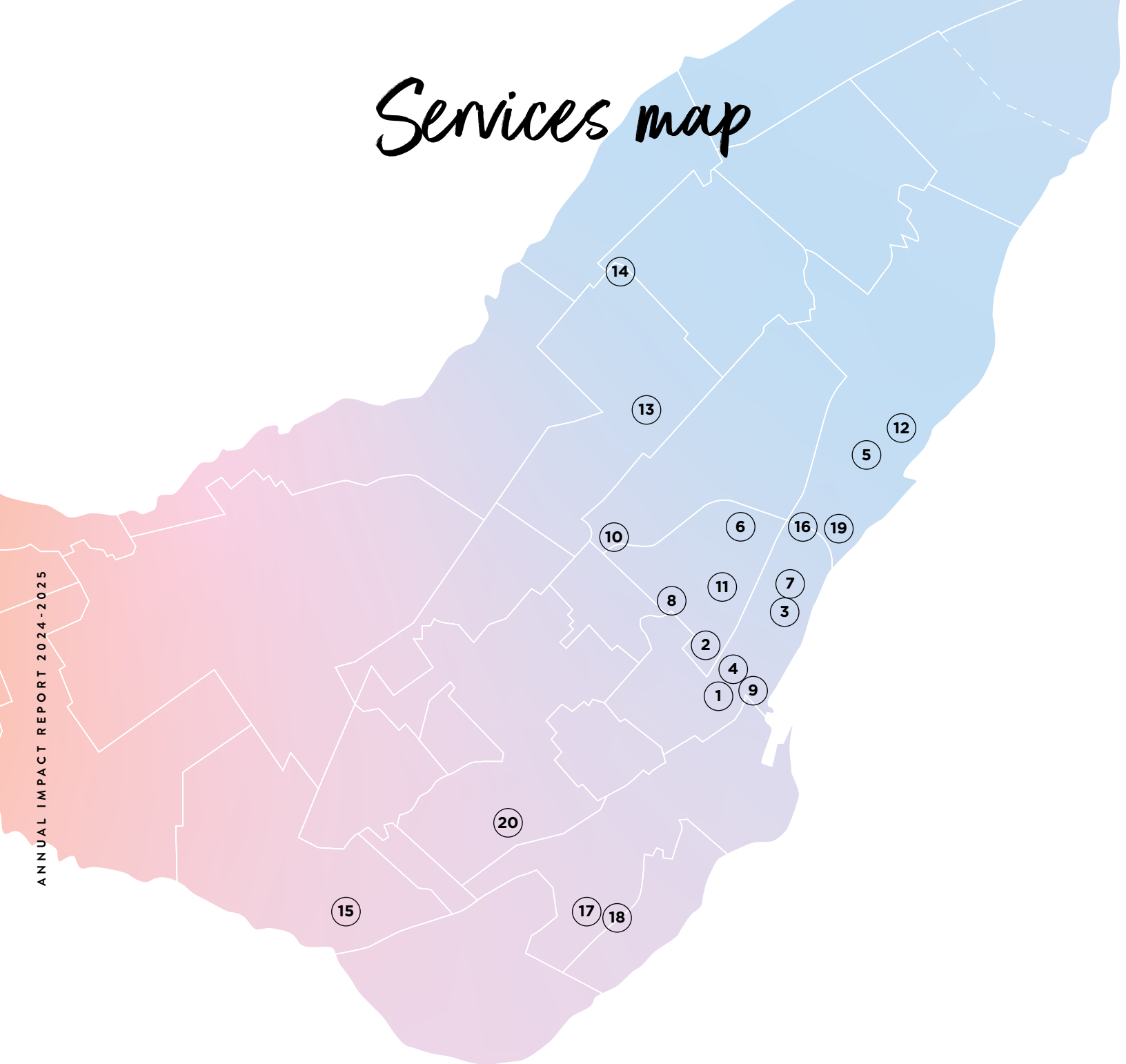
We are deeply grateful to the anonymous donors who prefer to remain in the shadows for their great generosity and unwavering support. Many thanks to each and every one of you.



# Financial statements

<b>MISSION</b>	<b>REVENUES</b>	Foundation	\$9,485,227	
		Donations (individuals, organizations, corporations)	\$2,261,255	
		Government funding	\$9,069,746	
		Other	\$2,244,331	
			<b>\$23,060,559</b>	
	<b>EXPENSES</b>	Programs and services	\$19,724,462	
		Management and administration	\$3,054,966	
			<b>\$22,779,428</b>	
	<b>FOUNDATION</b>	<b>REVENUES</b>	Donations from other organizations	\$8,897,592
			Donations from individuals	\$7,715,875
Net investment income			\$1,697,441	
			<b>\$18,310,908</b>	
<b>EXPENSES</b>		Donations to the Mission	\$15,600,000	
		Fundraising programs	\$1,615,595	
		Management and administration	\$562,289	
			<b>\$17,777,884</b>	
<b>PATRICIA MACKENZIE PAVILION</b>		<b>REVENUES</b>	Donations to the Mission	\$1,328,760
			Government funding	\$1,367,144
	Other		\$140,593	
			<b>\$2,836,497</b>	
	<b>EXPENSES</b>	Programs and services	\$2,280,570	
		Management and administration	\$555,726	
			<b>\$2,836,296</b>	
	<b>COMBINED TOTALS</b>	<b>REVENUES</b>	Donations	\$12,472,511
			Government funding	\$9,924,508
			Other	\$4,882,184
			<b>\$27,279,203</b>	
<b>EXPENSES</b>		Programs and services	\$21,430,555	
		Fundraising programs	\$1,615,594	
		Management and administration	\$3,418,698	
			<b>\$26,464,847</b>	

# Services map



## EMERGENCY SERVICES

- ① Café Mission Keurig
- ② Le Royer Pavilion (Hôtel-Dieu Hospital)
- ③ Patricia Mackenzie Pavilion
- ④ Webster Pavilion

## WOMEN'S HOUSING

- ⑤ Lise Watier Pavilion
- ⑥ Voisines de Lanaudière
- ⑦ Voisines de Lartigue

## MEN'S HOUSING

- ⑧ Résidence Bash Shetty
- ⑨ Marcelle and Jean Coutu Pavilion

## MIXED HOUSING

- ⑩ La Traversée Grace Dart Foundation
- ⑪ Saint-Hubert House
- ⑫ Sicard House
- ⑬ D'Iberville House
- ⑭ Mirella and Lino Saputo Pavilion

## PROJECTS IN DEVELOPMENT

- ⑮ Tenaquip Place
- ⑯ Rouen Project
- ⑰ Project Monk
- ⑱ Place Fondation Marcelle et Jean Coutu

## HOUSING SUPPORT SERVICES

- ⑲ Dézéry Project
- ⑳ Grand I & II Projects

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