

FRONTLINE

Impact Report
2020-2021

MISSION
OLD BREWERY



MISSION

The Old Brewery Mission provides a range of services that address the needs of Montreal's homeless people as well as those at risk of becoming homeless. We strive to enable these individuals to take control of their lives and assume their rightful place in the community.

VISION

We see a city where homelessness can be prevented, treated and resolved for all.

CORE VALUES

Our actions, services and programs are guided by the following core values:

Caring and compassion

Respect and tolerance

Accountability and professionalism

Innovation and collaboration

MESSAGE FROM THE CHAIR AND THE PRESIDENT AND CEO



Eric Maldoff



James Hughes

Since its inception in 1889, the Old Brewery Mission has continuously evolved to meet the needs of people experiencing homelessness in Montreal. The profile of the individuals we serve is far from homogeneous. Some people have serious health problems; others suffer from mental illness or addictions; others have mobility issues. Rather than putting a temporary band-aid on their ailments, we continuously adapt our services and focus on sustainable practices that have a real impact.

However, the COVID-19 pandemic has greatly exacerbated the situation for vulnerable people in our city.

Although the Old Brewery Mission is investing heavily in housing, providing nearly 400 units, the demand for affordable housing is outpacing supply.

We are proud to be an organization that helps people experiencing homelessness, and welcomes and supports its clients 24 hours a day, seven days a week.

When a person knocks on our door, he or she is accompanied until they are no longer homeless. Our work brings striking results: 96% of the hundreds of people who have left the shelter and moved into our supportive housing units over the past few years remain safely housed to this day.

We are also very proud to be named one of Canada's top 100 charities by Charity Intelligence, which gave us a five-star rating for transparency.

We commend our staff—which grew from 200 to 300 people over the past year—for their incredible work, compassion and commitment. We also want to thank our generous donors and many dedicated volunteers, including the members of our Board of Directors.

We also wish to take this opportunity to honour our past President and CEO Matthew Pearce, who led the Old Brewery Mission for almost 13 years until retiring in September 2020. Matthew leaves a remarkable legacy to the Old Brewery Mission and our entire sector, carrying the message that a future without homelessness is in fact possible.

From the bottom of our hearts, we thank you for supporting us in giving back dignity to the people who depend on the Old Brewery Mission.

Eric Maldoff
Chair of the Board

James Hughes
President and CEO

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HOMELESSNESS DURING A PANDEMIC

Among the impacts of the COVID-19 pandemic, the diminished allowable capacity in shelters due to physical distancing requirements was one of the most challenging aspects for Montreal’s homeless-serving organizations.

Our entire team demonstrated agility and extraordinary commitment, rolling up their sleeves to reorganize and adapt our services on the frontline.

Occupying Unprecedented Locations

To compensate for the closure of many beds, large-scale overflow units were opened in Montreal. Hotels, arenas—even a church—were set up as places of welcome and respite.

The pandemic also caused successive closures and reopenings of many services. Our team still provided a comforting presence at the overflow sites. There was no question of abandoning our clients when they needed us the most.

Increased Need and Demand

The health crisis has pushed many people into homelessness. Our work has been relentless in helping people in shelters, encampments and temporary emergency services obtain permanent housing. As a result, we created the Mobile Housing Emergency Team in March 2021 pooling our expertise with other organizations. This initiative has already shown encouraging results.



Neila Ben Ayed, Director of Women’s Services, divided her time between various locations, including the former Royal Victoria Hospital.

“

I am a single parent and to ensure my son’s health, I had to leave him with my parents. My family understood the Mission’s vital role and supported me while I worked to reorganize services.

- Émilie Fortier, Director of Services at our Saint-Laurent Campus





RESPONSE TO COVID-19 HIGHLIGHTS

7

new services were introduced, mainly emergency shelters with psychosocial support and overflow measures.

125

new frontline positions created to meet the needs of these new services.

714

people benefitted from our overnight winter warming centre at our Café Mission Keurig®.

JAN 22

First vaccination day offered by our services to the homeless population.

At the Old Brewery Mission, the pandemic has triggered greater agility to find solutions to situations unthinkable before the crisis.

HEALTH INNOVATION

A large portion of the homeless population suffers from mental and physical health problems. These realities call for new approaches.

Homelessness and Mental Health

Our multidisciplinary team continued to provide mental health services and support through our Projet de réaffiliation en itinérance et santé mentale (PRISM Cogeco) program to people experiencing homelessness, in partnership with the CIUSSS Centre-Sud-de-l'Île-de-Montréal.

The Marcelle and Jean Coutu Pavilion: a Model During the First Waves

Many of the pavilion's residents live with mental health issues, cognitive disorders and substance abuse. Maintaining psychosocial support ensured the health and safety of residents.

Isolation Areas with Support

One floor of the former Royal Victoria Hospital was set up as an isolation area for people who tested positive for the coronavirus or who were awaiting testing. Our team was urgently dispatched to offer psychosocial support and comfort to these residents.

In January 2021, an alcohol management pilot project was launched in partnership with the CIUSSS du Centre-Sud-de-l'Île-de-Montréal. The purpose of this program is to stabilize participants' situations. A similar program will be offered at the Saint-Laurent Campus in 2022.

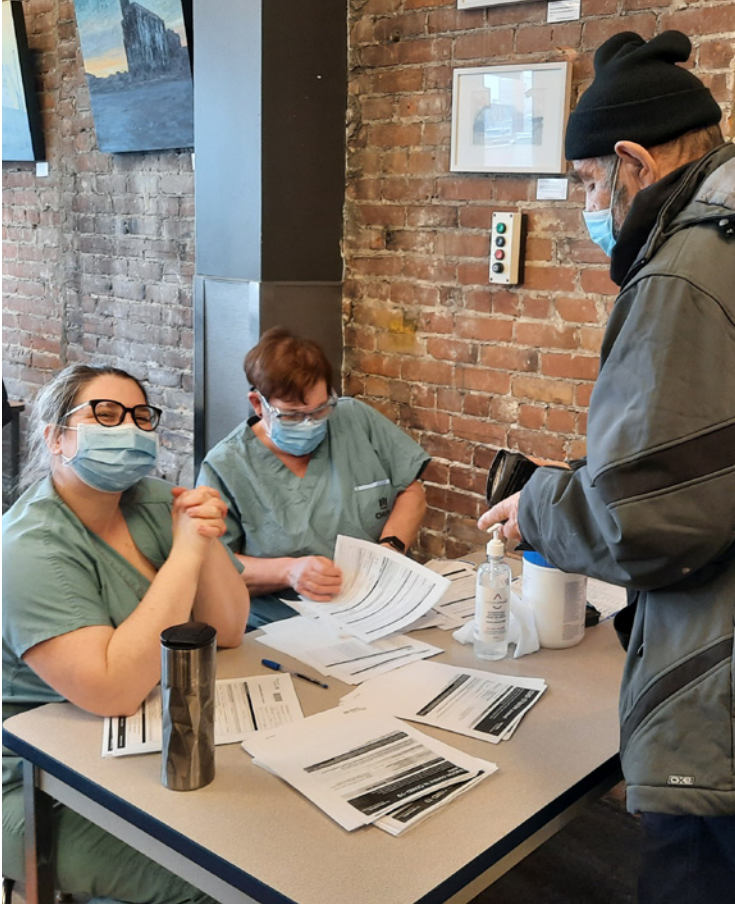
Transformation of Food Services: Our Pride

Our clients' health also hinges on their diet. The food services team, led by Catherine Vachon, Nutritionist and Head of Food Services, offers a healthy and diversified menu.

Our food services meet people's basic needs, but also establish an initial contact with them.

79%

of clients say the nutritional aspect of meals is important, according to a study conducted at the Old Brewery Mission by students from Université de Montréal.



HEALTH HIGHLIGHTS

33

people with severe mental health problems have found permanent housing after intensive follow-up by our multidisciplinary team.

84

people benefitted from our adapted mental health services in partnership with the CIUSSS.

11

new residents were welcomed at the Marcelle and Jean Coutu Pavilion, offering affordable housing and individual follow-up.



A PERMANENT PLACE TO CALL HOME

Once they are ready to leave the Old Brewery Mission, our clients face a major challenge: finding decent, affordable, and permanent housing in Montreal. Our various housing options help ease this transition as we work to significantly increase the number of units for people experiencing homelessness.

The **Marcelle and Jean Coutu Pavilion** offers 30 studio apartments for men with individual follow-up. Eleven new residents were welcomed this past year.

Funding for the third phase of **Projet Logement Montréal** allowed us to welcome 21 new participants, bringing the total number of available units to 80.

The number of units provided under the **Grand Project** remained stable at 37, with an occupancy rate of 98%. This project aims to support homeless people in their social reintegration process by providing subsidized housing.

The **Sentinels** program, intended for homeless veterans with a significant and regular need for psychosocial follow-up, offers 26 affordable housing units.

La Traversée Grace Dart Foundation offers a warm living environment for older adults who have experienced homelessness.

The 14 rooms at the La Traversée Grace Dart Foundation have a 91% occupancy rate with six new residents welcomed in the past year of operation.

Le Pont-TD program provides residents with psychosocial follow-up and community support. This program offers 60 permanent subsidized units.

“ We want every person who walks through our doors to be permanently housed. Adequate housing is essential to a sense of dignity, inclusion and the ability to contribute to the community.

- James Hughes, President and CEO





Becoming Homeless Over the Age of 60

Carlos Murcía was a business owner in the tourism industry when COVID-19 hit the world. His business collapsed. He lost everything.

Taken in at the Webster Pavilion, he then obtained a room at the La Traversée Grace Dart Foundation, where he is now happy and comfortable.

At 63 years old, Carlos dreams of opening his own convenience store.

Meals Prepared with Love

Edilia OGanda Garcia, always wearing her heart on her sleeve, is the chef at the La Traversée Grace Dart Foundation, our seniors' residence. Our residents have been enjoying Edilia's nutritious meals prepared with care for over a year.



HOUSING OPTIONS IN NUMBERS

In addition to emergency services, the Old Brewery Mission offers 325 supportive housing units throughout Montreal.

60 **affordable housing units**
across Montreal through the Le Pont-TD program

30 **studio apartments for men**
Marcelle and Jean Coutu Pavilion

29 **studio apartments for women**
Lise Watier Pavilion

14 **rooms** for aging homeless people at the
La Traversée Grace Dart Foundation

30 **affordable housing units**
in Montreal through Les Voisines

10 **transitional apartments for women**
through Les Voisines de Lanaudière

26 **affordable housing units**
for veterans through the Sentinels of the
Street program

89 **affordable housing units**
under Projet Logement Montréal (PLM)

37 **housing units**
in Notre-Dame-de-Grâce through the
Grand Project



WHERE IT MATTERS THE MOST

The Old Brewery Mission forms a true network that reaches out to the four corners of the city to help as many vulnerable people as possible.

1. Saint-Laurent Campus

- **Administrative Office**
- **Café Mission Keurig®**
A meeting place where our workers welcome clients in a warm and safe environment. Open 7 days a week.
- **J.A DeSève Pavillion**
This pavilion houses many of our urban health initiatives (walk-in medical clinic, PRISM Cogeco, SII, PASS) in partnership with the public health sector.
- **Research Department:** The team can also be seen conducting research on the field in various locations.
- **Webster Pavillon**
Open 24/7, this pavilion houses a variety of services adapted to men, including our Accueil program, where 70 beds are dedicated to men experiencing homelessness for the first time.

2. Patricia Mackenzie Pavilion

This pavilion houses 42 beds dedicated to our emergency and urban health services, as well as Women’s services.

3. Les Voisines de Lanaudière

Residence with eight women’s transitional apartments in a renovated building.

4. Marcelle and Jean Coutu Pavilion

Supportive housing offering 30 studio apartments for men with individual follow-up.

5. Andrée and Roger Beaulieu Pavilion

- **La Traversée Grace Dart Foundation**
Residence with 14 rooms dedicated to people aged 50 and over.
- **La Ruche**
Co-working space where frontline staff and community partners meet to share ideas.

6. Lise Watier Pavilion

This pavilion houses 29 affordable units 100% for women.

7. Les Habitations communautaires Notre-Dame-de-Grâce

This facility offers 25 subsidized housing units.

8. Logements communautaires et solidaires Grand

This facility offers 12 subsidized housing units.

9. Our Shuttle Service

Our Petite Navette and Solidaribus connect homeless people to various resources throughout the city.

NEW

10. Les Voisines de Lartigue

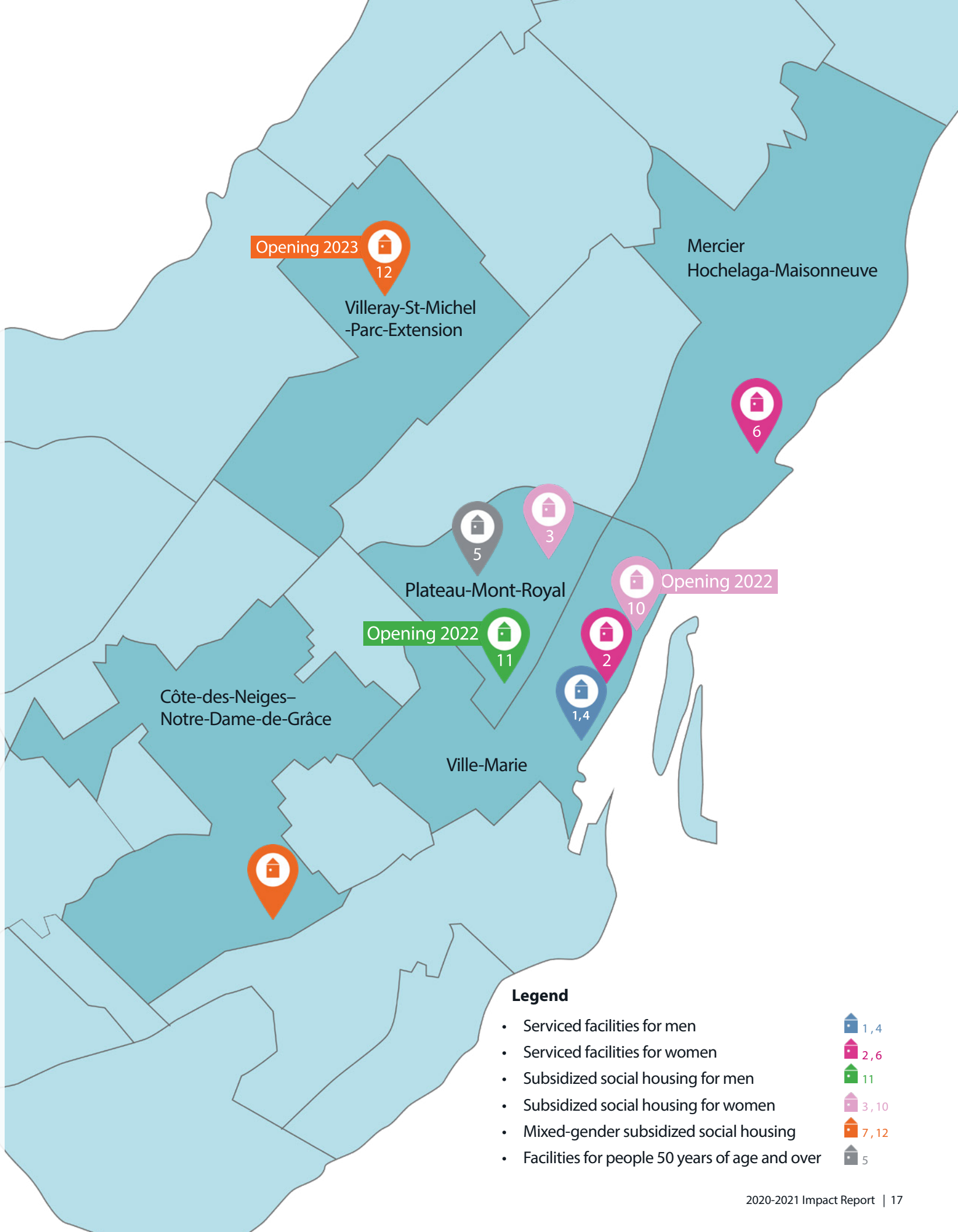
12 studio apartments with supportive services for women in need of transitional housing. Opening in 2022.

11. Au pied de la Montagne

24-unit hotel at the foot of Mont-Royal renovated for homeless men. Opening in 2022.

12. Pie IX

New 27-unit residence. Opening in 2023.



Legend

- Serviced facilities for men
- Serviced facilities for women
- Subsidized social housing for men
- Subsidized social housing for women
- Mixed-gender subsidized social housing
- Facilities for people 50 years of age and over

1,4
2,6
11
3,10
7,12
5



BREAKING THE CYCLE OF HOMELESSNESS FOR WOMEN

Women experiencing homelessness come from different backgrounds but have two things in common: they have no support network and rely on our emergency services for survival.

Our team members and partners are united in welcoming vulnerable women, supporting them in their journey and accompanying them to reintegrate into the community.

Headquarters and Adapted Services

The Patricia Mackenzie Pavilion is the headquarters for our Women's Services. We have complementary services, each with a specific focus and serving a specific clientele.

Anyone familiar with the Old Brewery Mission has already heard about its famous Les Voisines. They are divided into three groups:

- **Les Voisines of the Patricia Mackenzie Pavilion**, located in the Centre-Sud area, welcomed 39 women last year, three more than in 2019.
- **Les Voisines de Lanaudière**, in the Plateau-Mont-Royal, provided eight women with transitional apartments.
- **Les Voisines** is present throughout the city. This program involves 30 women in permanent housing in a private or community rental pool.

Offering renovated and beautifully decorated homes, the Les Voisines initiative promotes women's social inclusion, diversity and a sense of community.





Sandra’s Story: Finding Peace Again

In the winter of 2020, Sandra said good-bye to her mother, who passed away from cancer. Having lost all her bearings and struggling with addiction, she found herself on the street with her little dog Papousse. A few weeks later, COVID-19 hit Montreal. “At that time, I was in very bad shape. At first, I didn’t want to cooperate, but I finally decided to accept help,” she recalls.

In April, our Women’s Services team met with Sandra and her terrier at the YMCA.

Sandra agreed to enter therapy and rehab. She then participated in the Les Voisines transition program at our Patricia Mackenzie Pavilion.

Today, Sandra and her little dog are model residents of the Lise Watier Pavilion.

Sandra is very grateful for the support and help she received.

“ I now feel at peace with myself.
- Sandra

WOMEN’S SERVICES HIGHLIGHTS

245	women benefitted from the Patricia Mackenzie Pavilion’s emergency shelter services.
30	women received help from our team at the Women’s Y voluntary lockdown hotel between April and June 2020.
42	is the average age of women who depend on our services.
85%	of the residents of the Patricia Mackenzie Pavillion’s Les Voisines participants reintegrate into the community.



Florence Portes

New Leadership Roles

After 12 years at the helm of our Women’s Services, **Florence Portes** has taken on a new role within the Old Brewery Mission, as Director of Community Housing Development, a newly created position, which is vital as we work to significantly expand our housing offering. Neila Ben Ayed arrived in March 2021 and took on the position of Director of Women’s Services.



Neila Ben Ayed

Neila has a bachelor’s degree in psychology and sociology. She worked as a counsellor and later as a coordinator in our services. After working for five years in a community organization active in the areas of housing, shelter and mental health services, she has returned to us, fully committed to the cause of homeless women.

SOLUTIONS BASED ON RELIABLE DATA

The Old Brewery Mission is the only homelessness-serving organization in Canada that has its own research department.

Through various collaborations, partnerships and projects, our department is dedicated to providing a complete picture of the problem of homelessness.

Totally independent, our department directs its research according to the needs observed in our clients.

Raising Awareness for Better Support

The drop-in centre report, conducted by Hannah Brais, our Research Coordinator, and Jayne Malenfant, of McGill University, submitted in October 2020, helped define drop-in centre clients’ trajectories and needs. In response to the recommendations made, the Mission has set up training sessions with Projets Autochtones du Québec.

The goal of our research department is to inform decision-making so that our services can better meet the needs of our clients.

Some History

Research on homelessness is fairly new in Canada. The Old Brewery Mission, a leader in the field in Canada, launched a research project in 2010 in collaboration with McGill University.

Ongoing Research

The Mission’s research team is spearheading various projects, including the Collectif québécois pour la prévention de l’itinérance (CQPI), the research and training platform on healthy cities of tomorrow, and the Processus d’accès et de réaffiliation en itinérance (PARI).

Your generosity helps us to undertake this important research.

Our exceptional research team includes Georges Ohana, Director of Housing, Urban Health and Research, Hannah Brais, Research Coordinator, and Floriane Ethier, Data Quality Assurance Manager.



RESEARCH HIGHLIGHTS

- Our research team has contributed to the development of HIFIS 4, a database to increase collaboration between homelessness organizations in Montreal.
- Hannah Brais sits on the executive committee of the *Women’s National Housing and Homelessness Network (WNHHN)*.
- In August 2020, Kate Maurer and Hannah Brais presented the results of the study of the Patricia Mackenzie Pavilion at the *American Sociological Association* annual meeting.

STRONGER TOGETHER

The strength of partnerships emerges as an essential element according to the needs observed in the field.

Solidaribus: Solidarity on Wheels

The Société de transport de Montréal (STM) has very generously provided us with a bus. The Solidaribus plays a highly instrumental role from a transit perspective, taking homeless people to emergency shelters and other services in Montreal.

Homelessness-serving Organizations on the Frontline

Between October 2020 and March 2021, emergency shelter services have been deployed in Montreal, supported by the CIUSSS du Centre-Sud-de-l'Île-de-Montréal and the City of Montreal, managed by seven organizations, including the Old Brewery Mission. **More than 950 beds** were made available to homeless people in the overflow units, for a total of **79,905 one-night stays**.

Working with Public Health

The Pôle Santé opened its doors at the former Royal Victoria Hospital during the health crisis. It has successfully redirected homeless people with severe health and substance-abuse problems into the health care system.

Outbreak in the Indigenous Homeless Population

In January 2021, massive screening in Aboriginal homeless people was carried out. The Old Brewery Mission, Projets Autochtones du Québec and the Montreal Indigenous Community NETWORK quickly created a dedicated lockdown area of 87 spots in the former Royal Victoria Hospital.

Working with the SPVM and the École Nationale de Police du Québec

Our employees have provided training to police officers and future police officers. This partnership aims to improve the relationship between the two parties and educate law enforcement officers on the realities of homelessness.

The City of Montreal, an Essential Partner

350 take-out meals were offered daily by the Old Brewery Mission at Place du Canada thanks to the City of Montreal. Overflow units have been set up in hotels and arenas, the first initiative of its kind made possible by this collaboration.



PARTNERSHIP HIGHLIGHTS

12,196

men and women were transported by the Solidaribus.

201

homeless people were housed in overflow units set up in hotels.

In the drop-in centres, the Mission and its partners received

54,472 drop-in visits 65,317 meals



WHAT OTHERS ARE SAYING ABOUT US

The Old Brewery Mission has been helping homeless people for over 130 years. Our work is frequently recognized in the media.

In the Spotlight

The media reported on the launch of the Solidaribus, a first-of-its-kind partnership between the Old Brewery Mission and the STM.

The media also reported on our winter measures, our new housing services, and the temporary centres set up quickly at the peak of the pandemic.



Raising Awareness

In 2020, Havas Montréal and the commercial production company, Les Enfants, generously created campaigns to help us raise funds and awareness.

The first campaign was a reminder that people experiencing homelessness had nowhere to go at the beginning of the pandemic when the government was asking people to stay home. This campaign won an award in the IDEA competition.

The second campaign invited the public to donate to the Mission in an effort to help homeless people wake up in a real home.



Shining a Light on Our Food Services

The television program *L'épicerie* took a behind-the-scenes look at meal preparation, a touching episode presenting the work of Catherine Vachon, our Head of Food Services, as well as a sincere testimony from Frank, one of our residents.

The article *Catherine Vachon, la cheffe du resto le plus populaire (et le moins cher) en ville* appeared in *Urbania*. A portrait of our talented, dynamic chef was also published in *La Presse*.

The transformation of our food services was made possible by the great generosity of the Marcelle and Jean Coutu Foundation and their family, long-standing partners of the Old Brewery Mission.



MEDIA AND CAMPAIGNS HIGHLIGHTS

11,279 references in the media.

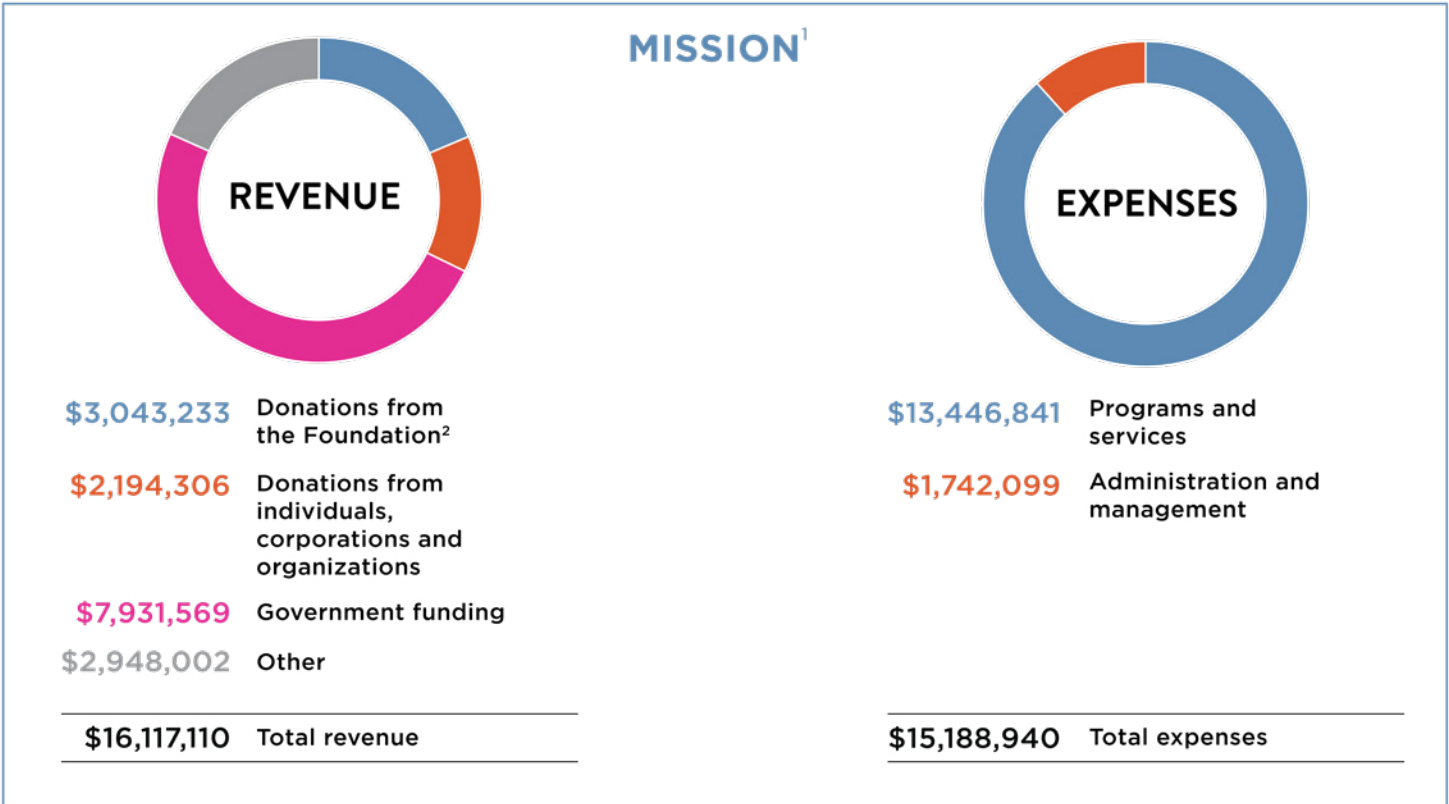
8 opinion pieces published in The Gazette, La Presse, Journal de Montréal and Le Devoir.

\$500,000 raised through our Spring 2020 campaign around COVID-19.

We wish to thank the following people and organizations for helping us in our advocacy, communications and public relations efforts in 2020-2021:

- Bell Media
- Cogeco
- Diane Jeannotte Communications
- Exergue Inc.
- Diep Truong
- Médialliance
- Ryan affaires publiques
- SurreyHouse Communications
- Valérie Pomerleau

FINANCIAL STATEMENTS



A HEARTFELT THANK YOU TO OUR LOYAL (AND NEW) DONORS!

BUILDERS

\$200,000 and more

Fondation Marcelle et Jean Coutu
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