



OLD



BREWERY

MISSION



2021



2022

ANNUAL



IMPACT

REPORT



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JAMES HUGHES
President and Chief Executive Officer

MESSAGE FROM THE PRESIDENT AND CEO

If there is one thing the pandemic has made painfully clear over the past two years, it is the limitations and fragility of our emergency homelessness resources. Not only was the COVID-19 health crisis sometimes given precedence over the problem of homelessness, but it also complicated the delivery of emergency and temporary resources, just when the need was greatest and community supports were disrupted.

Under the pressure of changing health rules and dire needs, our team demonstrated unparalleled adaptability and dedication. The pandemic drove home the importance of rethinking homelessness, from the street to the resources that enable people to get off the street forever. So it was that during the past year, we dramatically stepped up our efforts to acquire buildings in order to expand our housing stock and we worked on setting up our Department of Prevention Services.

Upstream research and prevention are essential because they make it possible to develop permanent resources that meet the real needs of people experiencing homelessness. Emergency services will be needed for the foreseeable future, but they should be seen only as a gateway to permanent services that allow individuals to quickly move into stable housing and truly become part of the community again. Our priority must be increasing the supply of social housing, accompanied by appropriate supports. This is the more effective way to fight homelessness and the way out of our current over reliance on emergency facilities and seasonal resources.



ERIC MALDOFF
Chairman of the Board of Directors

HOMELESSNESS PREVENTION: IT TAKES KNOWLEDGE AND INNOVATION



Over the past several years, the Old Brewery Mission has built on its strength in homelessness research to launch a Department of Prevention Services. We are working to develop and implement effective prevention strategies based on evidence and a thorough understanding of the causes of homelessness.

The Québec Homelessness Prevention Policy Collaborative (Q-HPPC) brings together academics, community organizations and government to develop sound social policy

Throughout the past year, our Department of Prevention Services and Department of Research continued working with the McGill Department of Equity, Ethics, and Policy on the Québec Homelessness Prevention Policy Collaborative (Q-HPPC) Steering Committee to assemble cross-sectoral stakeholders and chart a roadmap for homelessness prevention in Québec. The Q-HPPC, led equally by community leaders and academic researchers, promotes an intersectoral model and works to elevate homelessness prevention as a critical policy concern. By working together, we are creating a cohesive vision of prevention that addresses many of the pathways into homelessness.

In February, Q-HPPC held its inaugural conference on homelessness prevention, in webinar format. The event featured a panel of researchers and community leaders from across Canada and abroad, including the Q-HPPC's working groups, Stephen Gaetz, Marybeth Shinn and Saija Turunen.



« Together, we have established Québec's first cross-sectoral collaboration for homelessness prevention because we believe the most effective way to eliminate homelessness is to keep it from happening in the first place. »

JAMES HUGHES
President and CEO of the Old Brewery Mission

Après l'ombre Program

Après l'ombre is an innovative project that aims to provide housing, along with community support for people who are transitioning out of provincial correctional institutions, a population at high risk of homelessness. For this initiative, we have entered into agreements with three organizations: YMCAs of Québec, the John Howard Society and the Elizabeth Fry Society. The Department of Prevention Services has carried out a pilot project, including developing a system for accessing the Old Brewery Mission's housing support services and awareness-raising.

EMERGENCY AND URBAN HEALTH SERVICES



◀ I am deeply grateful to everyone who worked so hard, in so many different ways, to give the vulnerable people we serve access to the support they need. ▶

ÉMILIE FORTIER
Director, Emergency and Transition Services

During the past year, we devoted considerable effort to adapting our facility to the new health situation and improving our practices at the shelter.

All pandemic-related fluctuations taken into account, we had an **average occupancy rate of 89%**.

Café Mission and the warming centre, which over time have become core elements of our services, were hard hit by the pandemic. Capacity had to be reduced to 25 places. The warming centre had to be closed on several occasions because of the health protocols, but despite this we were still able to welcome **3,539 visitors** to these services between February 2021 and January 2022.

Café Mission was **open 186 days** during the year. Its services were in high demand: they were used by 20,273 people from April 2021 to March 2022, **an average of nearly 110 people per day**.

The shuttle service quickly became essential to our activities, enabling us to efficiently coordinate the use of shelter spaces and safely transfer users. Despite the shortage of drivers, the Solidaribus was able to maintain a regular evening service for most of the year. In all, the Solidaribus provided **11,265 trips, 6,229 to women and 5,036 to men**.

Complementary services at the Pavillon Le Royer at Hôtel-Dieu hospital

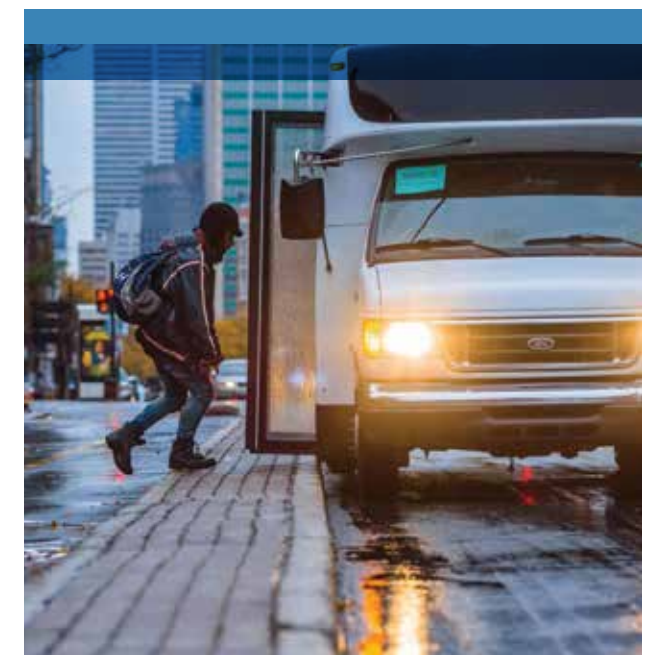
Emergency shelter and support services have been set up at a new site, the Pavillon Le Royer at Hôtel-Dieu hospital, to complement our other services, including:

24/7 **emergency shelter** with 186 mixed places;

psychosocial support services provided by Old Brewery Mission staff, 7 days a week from 8 a.m. to 4 p.m.;

managed in collaboration with the Welcome Hall Mission, which provides **support services evenings and nights**.

The Hôtel-Dieu facility serves a population with complex needs and has a policy of tolerance for behaviours associated with complicated issues such as alcohol and drug consumption and mental health challenges. These are clients for whom traditional emergency resources in the homelessness sector are not entirely suitable. They now have a place to go where they are received safely and with dignity.



COVID RESPONSE: PROVIDING STABILITY IN A TIME OF INSECURITY



Health and Social Services Award of Excellence for our innovative practices

The Old Brewery Mission received the award in the Community Impact category for the COVID-19 Isolation Zone for people experiencing homelessness, established in collaboration with the CIUSSS and Projets Autochtones du Québec. The facility helped limit the spread of the virus starting from the outbreak of the pandemic in March 2020.



COVID-19 isolation area (Red Orange Zone) combines security and traceability

With 4 major outbreaks during 2021-2022, the isolation zone had to be repeatedly adjusted and relocated to meet fluctuating demand.

In joint partnership with the Direction régionale de la santé publique de Montréal and the CIUSS Centre-Sud-de-l'Île-de-Montréal, we set up more than 58 COVID-19 screening clinics and 7 vaccination clinics during the year.

The Red-Orange Zone welcomed a total of **1,058 people** during the year: **213 women, 833 men** and **12 non-binary people**.

City of Montreal pitches in to repurpose the soccer stadium

As COVID-19 cases surged, the City of Montreal requisitioned the Stade de soccer de Montréal and set it up to serve as a shelter for people experiencing homelessness who were infected with COVID. During the months of December 2021 and January 2022 alone, 565 people were able to safely isolate through this service.



DEVELOPING OUR APPROACH TO URBAN HEALTH

Another health crisis we had to respond to in 2021- 2022 was the rise in drug overdoses among people experiencing homelessness. It is with the aim to reduce harm that our staff implemented an overdose prevention procedure, in addition to developing agreements for the procurement of supplies and Naloxone. More than 50 employees were also trained in overdose prevention during the year, which proved to be invaluable for our team and for keeping people safe. In another adjustment in the face of a growing opioid crisis, we changed our policy and stopped terminating the stays of people who use drugs and focus instead on dialogue rather than exclusion.

New urban health initiative: Alcohol Management Program

The Alcohol Management Program is a new project currently under evaluation by the CIUSSS (to launch in June 2022). Its purpose is to improve our understanding of the distinct program needs of substance users experiencing homelessness and gather evidence in support of the right to housing for this population, which is generally overlooked by housing services in Montreal.

WOMEN EXPERIENCING HOMELESSNESS



◀◀ I believe the solutions are out there and are only waiting to be implemented. Homelessness is everyone's business, from individuals to the highest levels of government. We must decide to work together to make a lasting difference and continue the years long effort to fight homelessness. ▶▶

ANNA TORRES
Acting Director of Women's Services

Current circumstances have thrown into sharp relief the increased risk of homelessness for many women when affordable housing is in short supply. Women experiencing poverty and financial instability, immigrant women, elderly women, women with disabilities and Indigenous women are at particularly high risk of finding themselves homeless. The pandemic has only made things worse. Every member of our Women's Services Department is working hard to address the problem.

Patricia Mackenzie Pavilion: Hub of women's services

Behind its distinctive flowery façade, the Patricia Mackenzie Pavilion houses a wide range of services designed specifically for women. Its complementary services and programs are tailored to a range of needs.



Les Voisines: Neighbours always

The *Les Voisines* housing projects provide cozy, renovated homes for women in order to promote both social inclusion and a sense of community for their residents.

Les Voisines du PMP, on the 4th floor of the Patricia Mackenzie Pavilion, **housed 38 women** in the final stages of moving back into permanent housing during the year.

Les Voisines de Lanaudière, in a triplex on the Plateau Mont Royal, **provided transitional housing for 9 women**.

Les Voisines de Lartigue, an eagerly awaited addition to our stock of affordable housing for women, is a new project with **12 studio apartments reserved for women**, developed in collaboration with the Community Housing Development Department (to open in July 2022).

Simone Talbot, a former resident of the Patricia Mackenzie Pavilion, has regained her independence and self confidence. She has now been building a life in the community for several months. Finding a place of her own was a decisive step. She now has her own home and shares her experience with others by participating in the spring campaign for women experiencing homelessness.



THE SOLUTION TO HOMELESSNESS: AFFORDABLE HOUSING

Given the current housing crisis, finding decent, affordable housing in Montreal is a major challenge for our users. We are therefore working both to prevent homelessness and to get people out of emergency shelters and into suitable alternative housing where they can live in stability.

In addition to its housing support services, the Old Brewery Mission's community housing service is working to expand the supply of social housing by developing and managing its own non-profit rental housing stock.

Five new community housing projects are currently under development and will be delivered in the coming year, increasing the size of our own non-profit rental housing supply. The Voisines de Lartigue and Au pied de la Montagne projects are renovating existing buildings, while the Pie-IX, Rue de Rouen and Lachine projects involve the construction of new buildings. Together, they will provide:

24 new housing units for women

24 new housing units for men

10 studio apartments for a mixed population

27 housing units for a mixed senior population



Women's housing

- 1 Lise Watier
- 2 Lanaudière
- 3 Lartigue

Women's services facilities

- 4 Patricia Mackenzie Pavilion

Men's housing

- 5 Marcelle and Jean Coutu Pavilion

Men's services facilities

- 6 Webster Pavilion

Mixed housing

- 7 La Traversée

Ongoing projects

- 8 Au pied de la Montagne
- 9 Les discrètes (Rouen Street)
- 10 L'étoile du Nord (Pie-IX)
- 11 Lachine project

STRONGER TOGETHER

Our efforts to maintain and develop services for the benefit of our users would not be possible without the support of our partners, which is essential to the success of our initiatives and programs.

Healthier conditions thanks to Sani Marc

Sani Marc, a recognized Canadian sanitation leader, has made a tangible contribution to health, wellness and safety at the Old Brewery Mission's facilities by installing **paper towel dispensers, soaps, disinfectants and product dilution systems** that help us welcome people experiencing homelessness in a manner that protects both our clients and staff.



Our annual golf tournament is back!

After a one year hiatus, our annual Ken Reed Golf Tournament, presented by the Tenaquip Foundation, was back with a bang this year. **120 golfers** teed off at the Beaconsfield Golf Club in Pointe Claire to **\$230,796** for the Old Brewery Mission.

A vision for concerted adaptation of Montreal's services to current conditions

In response to the challenges that organizations in the homelessness sector faced in managing the temporary services set up during the pandemic, the seven member organizations of the Movement to End Homelessness in Montreal have developed Un pas de plus, a joint plan for proactive, coordinated provision of emergency services on a permanent basis.



THE OLD BREWERY MISSION IN THE MEDIA

Our pandemic related announcements and activities continued to attract considerable media attention. We also spoke out on other matters of public concern, such as women experiencing homelessness on the occasion of International Women's Day, and we published 5 op-ed pieces in French and English media outlets. We responded to some hundred interview requests during the year.



We launched **two major media campaigns** in 2021-2022 to increase public awareness, raise donations and build support for the cause.

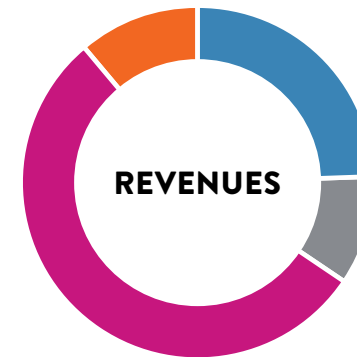
The **2021-2022 winter campaign** generated excellent results both on digital platforms and in traditional media outlets.



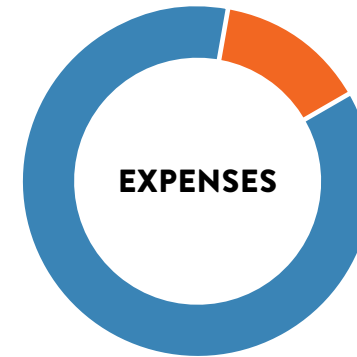
A **press conference** held on January 13, when it was announced that the Stade de soccer de Montréal would be used to quarantine people experiencing homelessness who had COVID-19, led to more than 30 interviews.

FINANCIAL STATEMENTS

MISSION

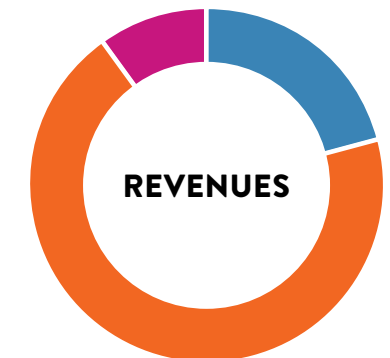


Foundation Donations	\$3,881,342
Donations (individuals, organizations, corporations)	\$1,540,105
Government grants	\$8,569,342
Other	\$1,729,267
Total income	\$15,720,056

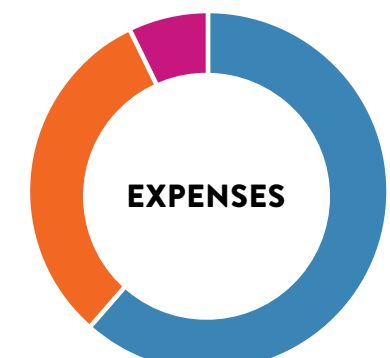


Programs and Services	\$13,150,331
Management and administration	\$2,120,370
Total expenditure	\$15,320,701

Donations from other philanthropic organizations	\$1,503,973
Donations (individuals, organizations, corporations)	\$4,938,193
Net investment income	\$697,487
Total income	\$7,139,653



Donations to the Mission	3 881 348 \$
Fundraising programs	1 993 870 \$
Management and administration	439 698 \$
Total expenditure	6 314 910 \$



FOUNDATION

OUR DONORS

We thank our long time donors and the new ones who have joined our ranks! Cash donations from private sources (individuals, businesses and foundations) enable us to keep our doors open at all times, day and night, and to maximize our impact on the ground. Thanks to the generosity of our donors, we are able to maintain and expand our services for people experiencing homelessness in Montreal, year after year.

Builders \$200,000 AND OVER

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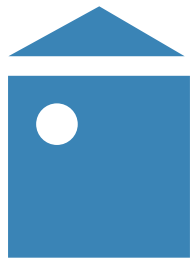
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