

For
Sustainable



Solutions

ANNUAL IMPACT REPORT
2023 —→ 2024

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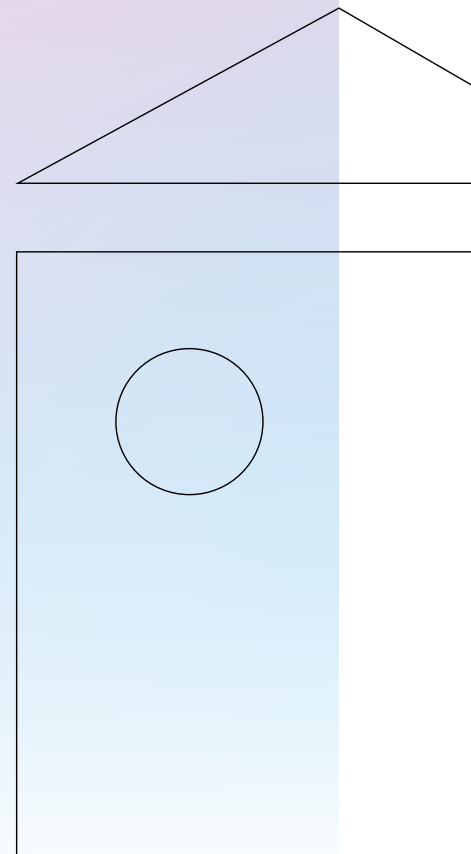
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2024 SNAPSHOT

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MESSAGE FROM OUR LEADERS



James Hughes

President and CEO

Over the past few years, we have seen major changes on the ground in our city: more homelessness, a more diverse population experiencing homelessness, the proliferation of encampments in public spaces and the increase of homelessness in residential neighbourhoods. These trends were confirmed by the results of the provincial homelessness count released in the fall of 2023.

On the night of October 11, 2022, 4,690 people were experiencing visible homelessness in Montreal, a 33% increase over 2018. This number does not include all those experiencing hidden homelessness and is only a snapshot of a single night. The number of people without a home over the course of a year is, in fact, much higher.

To adjust to this new landscape, we have reviewed our strategic positioning and our priorities. Our goal now is to break the cycle of homelessness by working on three fronts: **prevention, emergency services and rehousing.**

This three-pronged strategy is part of a new continuum of services approach based on a comprehensive vision for improving the supports we provide to the people who come through our doors and navigate our various services. During the past year, a number of programs were developed or adapted to help make this vision a reality. But this is just the beginning. We need to continue improving our approach, adding new programs with the help of our valued partners, and offering sustainable solutions.

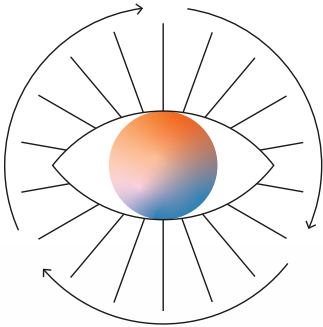
To achieve these ambitious goals, we launched our largest-ever fundraising drive, the 2023-2028 Major Fundraising Campaign, to help us break the cycle of homelessness in Montreal.



Louis Audet

Chair of the Board

Prevention



With the worsening housing crisis and rising cost of living, homelessness prevention needs are growing. To meet these needs, the Old Brewery Mission continued building partnerships during the year and launched both individual and structural projects aimed at preventing homelessness. Through our efforts, we were able to support more people and reach new populations at risk of homelessness.

STATISTICS

During 2023-2024,
our Prevention Service received

FOUR TIMES

as many requests for support
for people at imminent risk
of homelessness as in the
previous year.

382 requests for assistance

155 people found housing

↳ **52** of whom participated in one
of our rehousing programs

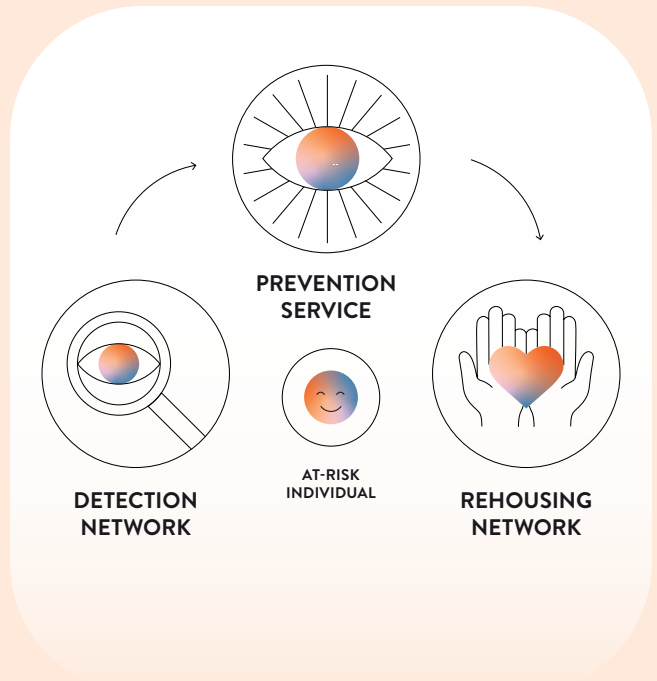
64 days on average to find
a housing solution

Detailed statistics about our services can
be found at missionoldbrewery.ca/our-impact

OUR SOCIAL BROKERAGE APPROACH

Over the past year, the Prevention Service's approach was refined. Since its inception, we have relied on community partners both to identify people at imminent risk of homelessness and to rehouse them when necessary.

The Prevention Service is at the centre of this ecosystem, acting as a social broker that connects our partners in the Detection Network with those in the Rehousing Network. Our staff provides targeted support on the path to permanent housing or a temporary safe, stable environment.



NEW PROGRAM WITH THE OMHM

In the fall, the Old Brewery Mission and the Office municipal d'habitation de Montréal (OMHM) jointly launched the Porte-clés project, a program designed to prevent homelessness in concrete ways. It identifies low-rent housing (better known as HLM) tenants who are at risk of eviction and acts swiftly to prevent it before it happens.

Tenants in the OMHM's social housing projects are often fragile and vulnerable. The OMHM therefore provides various supports and receives assistance from many partners to avoid evictions. Sometimes, however, it has no choice but to remove tenants with problematic behaviour, as a last resort. Under the Porte-clés program, our prevention team works with these tenants to help them stay in their homes or safely rehouse them.

The pre-eviction approach is a new way in which our Prevention Service is working concretely to prevent homelessness among at-risk people.

UPSTREAM PROGRAM

This year, through our Upstream program, we developed another important partnership with the CISSS de la Montérégie-Ouest (CISSMO), which is mandated to support people struggling with substance abuse. They are housed and supported during their rehabilitation journey at the Centre de réadaptation en dépendance Cavendish (CRD Cavendish).

Leaving a rehabilitation centre can be a critical time for many people with addiction problems, who may have lost their homes while in rehab. CRD Cavendish and the Old Brewery Mission identify people at risk of homelessness after rehab and help them find safe, permanent housing.



QHPPC

THE QUÉBEC
HOMELESSNESS
PREVENTION POLICY
COLLABORATIVE

MISSION
OLD BREWERY



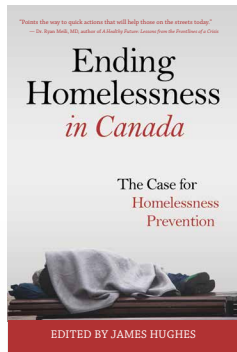
McGill

School of
Population and
Global Health | Department of
Equity, Ethics and
Policy

FRUITFUL COLLABORATION

The Québec Homelessness Prevention Policy Collaborative (Q-HPPC) is a partnership between the Old Brewery Mission and McGill's Department of Equity, Ethics, and Policy. Its goal is to promote legal and public policy reform to prevent homelessness in Quebec.

Q-HPPC co-chairs Eric Latimer (left), Researcher, Douglas Research Centre, and James Hughes, President and CEO, Old Brewery Mission, at the 2023 annual conference.



March 2024 saw the publication of *Ending homelessness in Canada: The Case for Homelessness Prevention*, edited by James Hughes. This book brings together leading researchers and community leaders who have investigated the root causes of homelessness and proposes measures to prevent it.

PREVENTING HOMELESSNESS AMONG PEOPLE INVOLVED WITH THE CRIMINAL JUSTICE SYSTEM

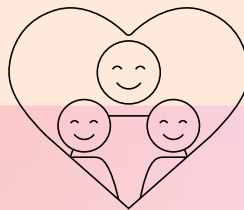
In October 2023, Q-HPPC released *Preventing Homelessness Resulting from Contact with Justice and Correctional Services*. The report contains 10 recommendations for public authorities to prevent homelessness among people involved with the criminal justice system. The recommendations focused on vulnerability factors and are organized around three themes—supporting people, building service-level capacity and promoting access to services on an intersectoral basis—and one cross-cutting theme: incorporating the experiential knowledge of people involved with the justice system.

Q-HPPC ANNUAL CONFERENCE

On May 4 and 5, 2023, Q-HPPC, in collaboration with McGill University's Department of Equity, Ethics and Policy and the Old Brewery Mission, held its annual conference on the theme of *Preventing homelessness: from evidence to policy*. In all, **125 people** from all walks of life, both academic and community-based, attended to discuss recommendations and pass them on to policy-makers.

Media coverage of the event included an op-ed, signed by Q-HPPC co-chairs James Hughes and Eric Latimer, and an article in *La Presse*.

Théo's Story

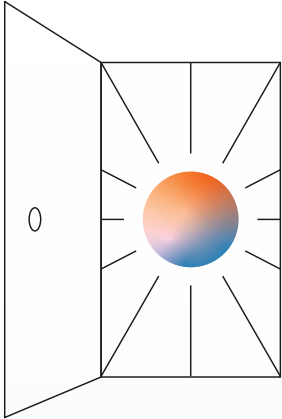


Théo arrived from Belgium in 2011. In Montreal, he met the woman who would become the mother of his two daughters. After several years together, the couple split up. Théo left their home to his ex-partner and children and struggled to find stable housing for himself. For several months, he stayed in temporary rentals before finally finding an apartment. The separation, the recent death of his mother and the difficulty finding suitable housing left him burnt out and he became

unemployed. After a few months, he was unable to pay his bills, fell behind on the rent and had to leave his apartment. The housing crisis made it even more difficult to find a new place to live.

Théo contacted our Prevention Service. That step paid off. Théo moved into subsidized private housing in Lachine and now lives there with his two daughters.

Emergency



With homelessness on the rise, emergency services remain essential to provide immediate assistance to people in need and to set them on the path to rehousing. During the year, we added several projects to our services to provide a long-term response to the needs of people experiencing homelessness.

OUTREACH TO PEOPLE LIVING IN PUBLIC SPACES

On April 12, 2023, a press conference was held to launch the Old Brewery Mission mobile clinic, powered by TELUS Health. The mobile support team reaches out to people experiencing homelessness that are living in public spaces and offers services to help them get off the street, such as help with paperwork, housing assistance and health care.

People living in public spaces are a particularly vulnerable and marginalized population who, for a variety of reasons, do not use shelters. We are pleased that we can now support them and help them transition to housing without having to walk through the doors of emergency housing services.

Between April 1, 2023 and March 31, 2024, the mobile support team made almost **2,700 interventions**. Three people were able to move directly from the street into housing thanks to the services of the mobile clinic and our Housing Support team.

CAFÉ MISSION KEURIG: OPEN 24/7

For years, the Old Brewery Mission wanted to expand the opening hours of its Café Mission Keurig respite centre. Last year, thanks to a generous donation from the National Bank, we got our wish. Since January 2024, Café Mission has been open 24/7!

For more than 10 years, Café Mission has served a diverse population consisting mainly of people who don't go to shelters. The drop-in centre is a safe space where they can rest, access essential services (food, clothing, showers), and get help with paperwork.

Keeping Café Mission Keurig open 24/7 meets a real need among people living in public spaces and makes it possible to serve more people every day. Nine new intervention staff positions were added at the Café to cover all the shifts.

Café Mission received **77,274 visits** during the year, leading to **105 admissions** to our emergency shelters.



Meet Conrad

Conrad spent three years living in a tent in Rosemont. Then he met Nicholas, a mobile clinic outreach worker who regularly visited his encampment to provide basic services. After a long hospital stay in the fall of 2023, **Conrad finally accepted Nicholas's help. Nicholas began the home-hunting process and Conrad moved into an apartment in early March 2024.**

Conrad and Nicholas Singcaster, psychosocial support worker with the mobile clinic, in Conrad's new home.



NEW RELOCATION SERVICE

During the year, we set up a new pilot project for Montreal's entire homelessness sector: **the Projet d'aide à la relocalisation rapide (rapid relocation support project—PARR)**. Homelessness organizations can consult this new online platform to see which participating emergency shelters have beds available.

At a time when most shelters are full almost every day, this project brings together in one place the essential information needed by intervention teams trying to find accommodations for people experiencing homelessness. As of March 31, **12 organizations** were listed in PARR.

SHELTER TRANSFORMATION

The Old Brewery Mission has decided to think big and transform its emergency shelters. Homeless shelters are often dormitories with dozens of beds, an environment that is not ideal for people trying to get off the streets.

At the Old Brewery Mission, we wanted to do things differently and replace the dorms with private or semi-private rooms. This has now been done at our two emergency pavilions. The primary goal of the new approach is to promote faster reaffiliation, thereby easing the transition to stable housing.

At the Patricia Mackenzie Pavilion, the work was done in the fall of 2023 and residents moved into the space in December 2023. After only a few weeks, staff observed a change in the atmosphere and in cohabitation at the facility. Residents also reported that the new layout has had beneficial effects: they sleep better and feel less anxious, calmer and more rested. The inauguration of this innovative project received considerable media coverage, with many reporters attending the press conference on December 14, 2023.

Similar work began in early 2024 at the Webster Pavilion and was still in progress as of March 31, 2024. By the end of 2024, all people admitted to our emergency shelters will be accommodated in private or semi-private rooms.

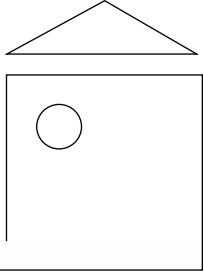
THANK YOU TO THE LIVERANT FAMILY!

“Our family has been involved with the Patricia Mackenzie Pavilion for many years, and we were happy to renew our commitment to the cause by supporting the shelter modernization project. Thanks to this project, the women are now housed in semi-private rooms, affording them more privacy and dignity. We are proud to have contributed to this project.”

— The Liverant family



Photo credit: Catherine Ledoux Photographie and Alex Shield Design.



EMERGENCY SERVICES BY THE NUMBERS

Facility	Capacity	Number of stays	Number of individuals served
Webster Pavilion	197	746	574
Le Royer Pavilion (Hôtel-Dieu)	186	567	557
Patricia Mackenzie Pavilion	46	247	170
Total	429	1560	N/A*

* It is not possible to accurately calculate the number of individuals who have stayed in these pavilions, as it is possible for the same person to stay in several pavilions over the course of the year.

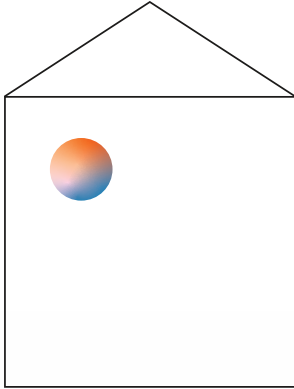


ANIMALS AND SHELTERS

The Montreal SPCA, an important partner of our Hôtel-Dieu pavilion, cares for the pets of Hôtel-Dieu residents through its community programs. In a special collaboration, SPCA staff came to the site in March to photograph the residents and their pets, highlighting the value of human-animal relationships for people who often suffer from social isolation.

Photo credit: SPCA - Audrey Loisel.

Rehousing



At the Old Brewery Mission, we offer a range of housing solutions to meet the diverse needs of our residents. With our housing portfolio expanding across the city, our Housing Support Service revamped its operations during the year to make it easier for our staff to move around the city and to optimize efficiency across the board.

STATISTICS



462

people assisted
by our Supportive
Housing Service

192

people moved
into housing
during the year

81

new homes under
Old Brewery Mission
management

RÉSIDENCE BASH SHETTY

On May 1, 2023, the Résidence Bash Shetty officially opened its doors to welcome its first residents. In all, 24 residents moved in over the following months, giving everyone time to settle in and get the necessary assistance from the supportive housing team.

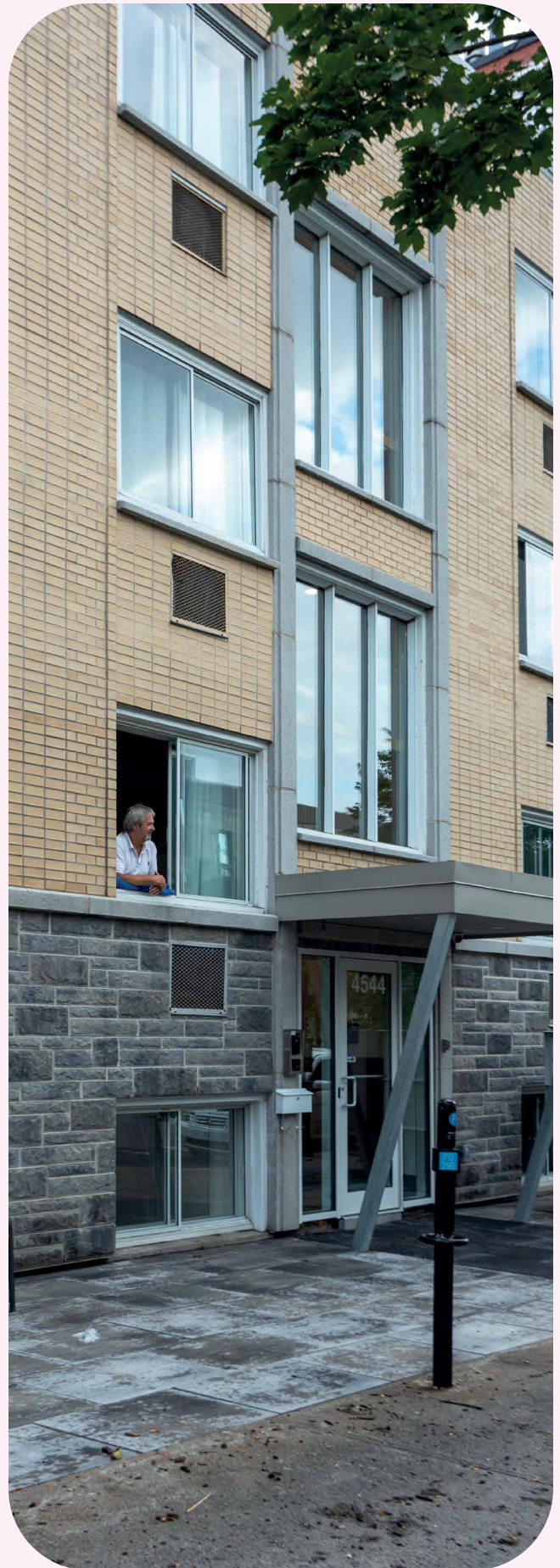
The building was purchased by the Old Brewery Mission in 2021 and renovations began in 2022 to transform the former hotel into a community housing project. Each unit has its own bathroom. Residents share kitchens, living rooms and patios. The intervention team is frequently on site to meet with residents as needed.

This project was made possible by the financial support of the Government of Canada, the Community Housing Transformation Centre and the Government of Quebec.

DÉZÉRY PROJECT

On May 1, 2023, the first residents moved into the Dézéry project, a new housing complex owned by the Société d'habitation populaire de l'Est de Montréal (SHAPEM). Our supportive housing team provides psychosocial support and individual guidance to residents, according to their needs.

Over the course of the year, the majority of Dézéry residents achieved a high degree of housing stability, confirming the benefit and success of community housing projects with psychosocial support.





James Hughes, President and CEO, speaking at the press conference. In attendance (left to right): Laurence Lavigne, Mayor of Villeray-Saint-Michel-Parc-Extension, Valérie Plante, Mayor of Montreal, Patricia Lattanzio, MP for Saint-Léonard-Saint-Michel, and Lionel Carmant, Minister Responsible for Social Services. Photo credit: Ville de Montréal - Sylvain Légaré.

HOUSING CONSTRUCTION

During 2023-2024, we launched two new construction projects, located in the non-central Montreal boroughs of Lachine and Villeray-Saint-Michel-Parc-Extension, to expand and diversify our housing network.

Tenaquip Place is an 18-unit mixed temporary housing project in Lachine. It will be the first project in the borough reserved for people exiting homelessness and will help meet the growing needs outside the downtown core.

The Mirella and Lino Saputo Pavilion, scheduled to open in the winter of 2025, will be dedicated to people over 50 who are experiencing or at risk of homelessness. This aging population is particularly vulnerable to housing crises and homelessness. Representatives of the Government of Canada, the Government of Quebec and the City of Montreal gathered at the site for the announcement in March 2024.

PRESERVING AFFORDABLE HOUSING

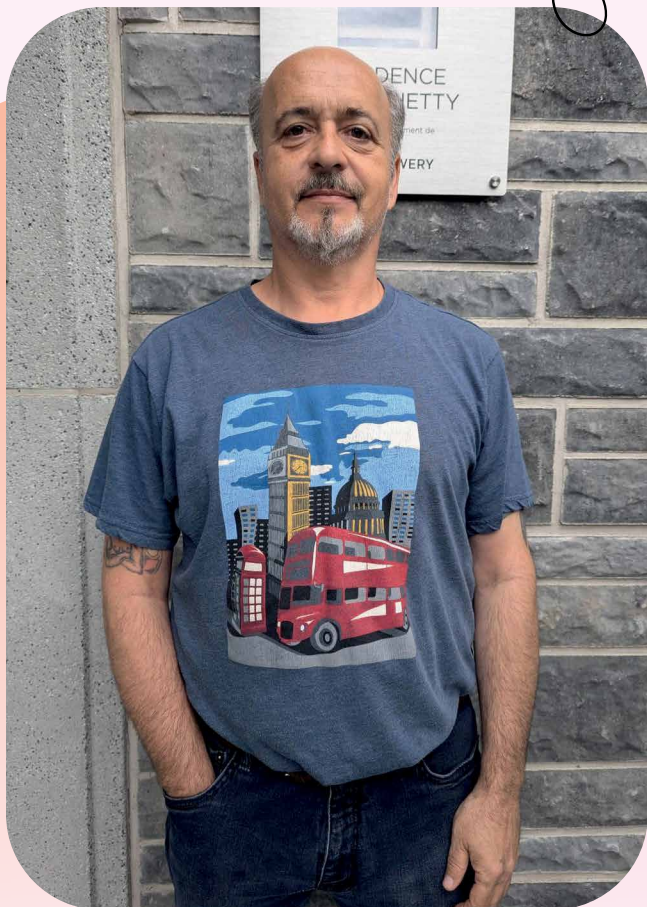
The Old Brewery Mission is pleased to have been mandated by the City of Montreal to manage two new rooming houses acquired by the City using its pre-emptive refusal. Together, our community housing development, maintenance and supportive housing teams are working to bring stability to the buildings and their residents. A new supportive housing program, **Épiloge**, has been set up for this project.

Rooming houses are often the last resort before homelessness and the first step to getting off the street. It is therefore important to preserve these affordable and accessible housing units for the most vulnerable people in our city.

These two buildings, which are currently occupied by the residents who were living there at the time of acquisition, add **42 units** to our property portfolio.

FACILITATING COHABITATION

With homelessness increasing in Montreal, we are seeing a rise in tensions between residents and people living in public spaces. Emergency shelters and housing facilities are not always welcomed by local residents. It is important for the Old Brewery Mission to maintain good neighbourly relations throughout the city. During the past year, we continued our engagement with local committees in the neighbourhoods where our facilities are located.



Meet Mario

Mario moved into the Résidence Bash Shetty when it opened on May 1, 2023. During the past year, he faced serious health challenges. He was found unconscious in his bedroom by a neighbour, who called emergency services. Mario took the situation seriously and, with the support of his counsellor, succeeded in stabilizing his health, although it is still shaky.

Since moving into the Résidence Bash Shetty, Mario has reestablished relationships with his family, sisters and children, with whom he had been out of touch during his period of homelessness. With the help of his counsellor and neighbours, he has regained housing stability and is gradually reaffiliating.

If Mario had been on the street on the day of his health incident, he might not be here to talk about it.

RESEARCH AND DATA



POWER BI DASHBOARD

The Old Brewery Mission is growing, offering more services and reaching more people experiencing homelessness in Montreal. This growth requires the professionalization of our services, which means collecting data on their quality. We have therefore implemented a business intelligence strategy, including a Power BI dashboard, to better evaluate our services and inform our decision-making. This new function complements our long-established Research Department.

RENT BANK RESEARCH PROJECT

The Old Brewery Mission is increasingly focused on working preventatively with households at risk of homelessness to reduce the number of people who end up on the street. To help define the strategic direction of these programs, the Research Department has initiated a study of rent banks. It is looking at models of emergency financial assistance provided to households at risk of eviction for non-payment of rent, based on the practices of other organizations around the world.

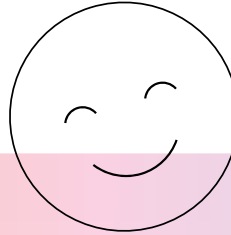
The results will inform our choice of the best formula for our organization and our clients, based on the situation in Montreal and Quebec.

SUBSTANCE ABUSE AND ACCESS TO HOMELESSNESS SERVICES

During the year, the Research Department continued its research on the experience of unhoused people who have substance abuse issues. The Old Brewery Mission hopes to use the results of this research project to develop temporary and permanent housing programs tailored to these clients.

Some 30 people experiencing homelessness who use drugs were interviewed by the research team, and six of them then did a follow-up interview to further explore their comments. A preliminary analysis of the results produced some helpful observations. The other two phases of the project are currently being developed and implemented.

HUMAN RESOURCES



NEW COLLECTIVE AGREEMENT SIGNED

On April 11, 2023, the Old Brewery Mission signed a new collective agreement with its union. During the year, the Human Resources team and the union worked to implement the new terms and conditions, including the monetary clauses, adjustments to vacation time, recognition of prior experience and standardization of staff training.

The Old Brewery Mission is pleased with these enhancements to its labour contract. Providing our staff with good working conditions so that we can continue offering people experiencing homelessness quality services is a priority for our organization.



NEW STANDARDIZED ONBOARDING PROCESS

To comply with the new terms of the collective agreement, the Old Brewery Mission has set up a standardized onboarding process for all staff. New training sessions have been developed and are being offered to employees, according to their job.

A new staff position was created for an instructor, who is responsible for developing training sessions and conducting induction training.

During the year, 140 unionized and administrative staff received induction training for a total of **1,120 training hours**. This figure includes new hires and upgrading for existing staff.

INTERNAL FORUMS

The strong growth that the Old Brewery Mission has experienced in recent years called for a review of internal communications. Several new strategies were implemented during the year, including semi-annual forums attended by all employees.

The first was held in September 2023 and the second in March 2024. These forums are an opportunity to update attendees on the organization's activities, discuss recent projects and take the pulse of the situation on the ground.

COMMUNICATIONS

More and more, homelessness and the housing crisis have been in the headlines in Montreal, and the Old Brewery Mission continues to roll out initiatives to raise public awareness of homelessness and the services we offer. Over the year, we issued eight press releases, some jointly with partners. We also held two press conferences and hosted two federal government press conferences. James Hughes published three op-eds in Montreal newspapers.

NEW BRANDING

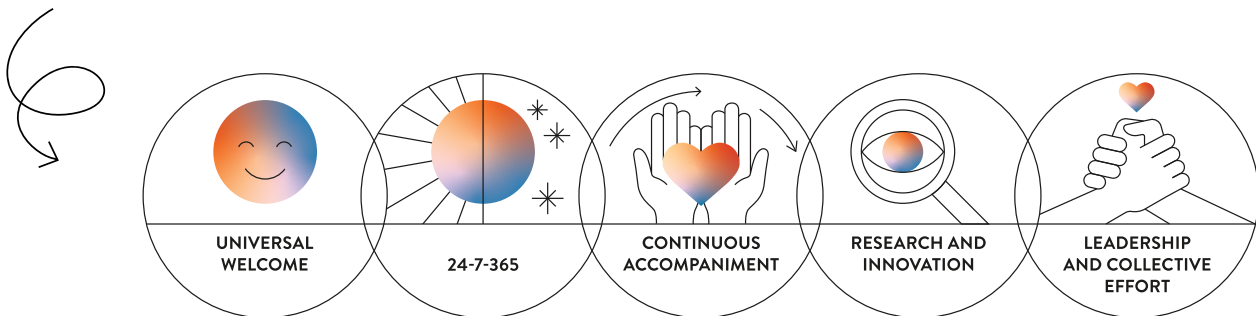
The Old Brewery Mission is adapting its services to meet the growing needs of people experiencing homelessness. To reflect our evolution, we updated our positioning to highlight our expertise and services, while honouring our history.

With the tagline **“Breaking the Cycle of Homelessness,”** we are positioning ourselves as a social change agent that offers a variety of solutions to homelessness while also making a clear call to long-term action. Our extensive prevention and rehousing efforts, along with our emergency services, also had to be central to our new positioning.

We believe it is important to change the traditional public image of homelessness resources. Our new visual identity is a continuation of our existing brand but shines a ray of light and hope on a phenomenon that is difficult to see. Our website was also redesigned to showcase the breadth of the Old Brewery Mission’s services.



James Hughes, President and CEO of the Old Brewery Mission, at the launch of the Old Brewery Mission mobile clinic, powered by TELUS Health. Photo credit: André Rainville





INTERNATIONAL WOMEN'S DAY

The Old Brewery Mission received considerable media attention on International Women's Day. Our efforts paid off with the publication of three stories exploring different aspects of the experiences of women in the homelessness sector.

La Presse printed an article about the renovation of the Patricia Mackenzie Pavilion. *Le Devoir* ran a piece on the predominantly female leadership of our men's services at the Webster Pavilion. Finally, *Urbania* produced a video report on women staying at the Patricia Mackenzie Pavilion.

Meet Aya

“Getting off the street isn't easy, but it can be done. There are people to help you, to encourage you. My two counsellors were really kind and involved in my journey. It can be a tough time, but I'm glad they were there. You saved my life.”

— Aya

Resident of the Patricia Mackenzie Pavilion

In the winter of 2024, Aya was able to move into community housing as part of the Voisines dans la communauté program.



NEW ADVERTISING CAMPAIGN

To support our new positioning, an advertising campaign was launched in the fall of 2023 under the theme “**Sustainable.**” It highlights the Old Brewery Mission's new priorities: prevention, emergency services and rehousing.

The campaign aims to increase brand recognition and publicize the innovative, sustainable avenues we are exploring to address the homelessness crisis in Montreal. It uses slogans such as “Not just quarters to live. Living quarters.” to contrast temporary fixes with long-term solutions to homelessness.

STRONGER TOGETHER



MAJOR CAMPAIGN LAUNCH

In the summer of 2023, the Old Brewery Mission launched its 2023-2028 major fundraising campaign under the theme “**Breaking the Cycle of Homelessness.**” The goal is to raise **\$50 million** to sustain operations and enhance services over the next five years.

The donations will enable the Old Brewery Mission to continue providing innovative solutions to the homelessness crisis, as outlined in its new 2023-2028 strategic plan. These include projects to prevent homelessness, investing in research and developing a continuum of services tailored to the needs of people experiencing homelessness, from the street to rehousing.

The Old Brewery Mission thanks campaign co-chairs Louis Audet, Chairman of the Board of Cogeco Inc. and Cogeco Communications Inc., and Kim Thomassin, Executive Vice-President and Head of Quebec, CDPQ. We are also grateful to the campaign committee: Claude Bigras (GDI), François Boulanger (CGI), Harout Chitilian, Norman Hébert (Groupe Park Avenue), Monique Leroux, Peter Letko (Letko, Brosseau & Associates Inc.) and Éric Martel (Bombardier Inc.).



GOLF TOURNAMENT

The 20th edition of the Ken Reed Golf Tournament, sponsored by The Tenaquip Foundation, was held in August 2023. More than a hundred golfers gathered at the Beaconsfield Golf Club to enjoy a day on the greens and support the Old Brewery Mission.

The event raised **\$275,468** for the Old Brewery Mission’s programs and services, including rehousing for people experiencing or at risk of homelessness.

“At the Mirella and Lino Saputo Foundation, we are concerned about the well-being of seniors. We were particularly touched by the Old Brewery Mission’s efforts to help vulnerable seniors who are experiencing or at risk of homelessness. That’s why we decided to support their efforts with a \$5 million donation over 5 years.”

— Francesco Miele
Executive Vice-President, Mirella and Lino Saputo Foundation

FINANCIAL STATEMENTS

MISSION	REVENUES		
		Foundation Donations	\$ 5,747,399
		Donations (individuals, organizations, corporations)	\$ 1,935,960
		Grants	\$ 8,685,129
		Other	\$ 1,788,447
	\$ 18,156,935		
	EXPENSES	Programs and services	\$ 17,053,803
	Management and administration	\$ 2,940,099	
		\$ 19,993,902	

FOUNDATION	REVENUES		
		Donations from other philanthropic organizations	\$ 2,983,867
		Individuals donations	\$ 8,203,984
		Net investment income	\$ 1,805,074
			\$ 12,992,925
	EXPENSES	Donations to the Mission	\$ 10,205,908
	Fundraising programs	\$ 1,525,293	
	Management and administration	\$ 414,709	
		\$ 12,145,910	

PATRICIA MACKENZIE PAVILION	REVENUES		
		Donations from the Mission	\$ 824,596
		Grants	\$ 1,410,174
		Other	\$ 117,630
			\$ 2,352,400
	EXPENSES	Programs and services	\$ 1,888,923
	Management and administration	\$ 463,265	
		\$ 2,352,188	

OUR DONORS



Thank you to all our donors! Your unwavering generosity makes it possible for us to pursue our mission of breaking the cycle of homelessness by helping thousands of vulnerable people in Montreal every year.

BUILDERS

\$200,000 and more

147015 Canada Inc*
Fondation J.A. DeSève
Fondation Mirella et Lino Saputo
La Fondation Marcelle et Jean Coutu
Liverant, Lloyd
National Bank of Canada
The Church of Jesus Christ of Latter Day Saints
The Rossy Foundation

LEADERS

\$100,000 to \$199,999

Caisse de dépôt et placement du Québec
Colin J Adair Charitable Foundation
Fondation J.-Louis Lévesque
Garcia, Claude
Lesters Food Limited*
Mongeau Family Foundation
Montréal Hôtels & Suites
Roy, Maria S.

AMBASSADORS

\$20,000 to \$99,999

Abramson, David
Audet, Louis
CIBC World Markets
CLV Group
CN
Cohen, Morrie
Dalfen Family Foundation
De Granpré, Lilianne
Deschamps, Claude & Barrette, Brigitte
Eric T. Webster Foundation
Fasken Martineau DuMoulin LLP
Fondation Jacques et Michel Auger
Fondation Véromyka
Gosselin Family Foundation
Groupe Park Avenue inc.
Hébert, Mary Pat
Hydro-Québec
Industrial Alliance
J. Armand Bombardier

Foundation
John Patrick Colfer Family Foundation
Métro-Richelieu
Opal International Inc.*
RMR Association Quebec Br. 14 - The Poppy Trust Fund
The Adair Family Foundation
The George Hogg Family Foundation
The John Dobson Foundation
The Oka & Grégoire Foundation
The Palmer Family
The William & Nancy Turner Foundation
The Zeller Family Foundation
WSP Global Inc.

PATRONS

\$10,000 to \$19,999

Abbey, Arthur G.
Allstate Insurance Company of Canada
Classic Woodwork Inc.
Fergus Foundation
Five B Family Foundation
Fondation Famille Marc Thériault
Fondation Lise et Richard Fortin
Fondation Serge et Rollande Archambault
Fondation Sibylla Hesse
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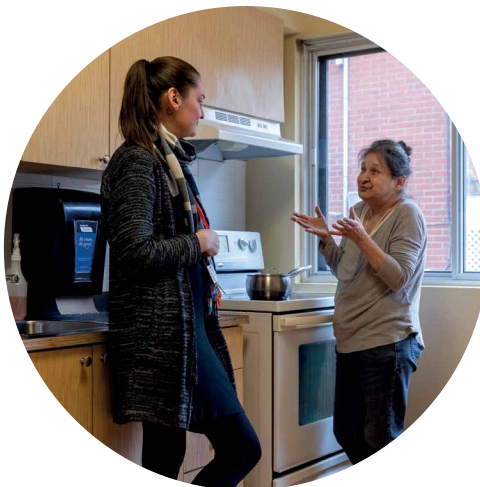
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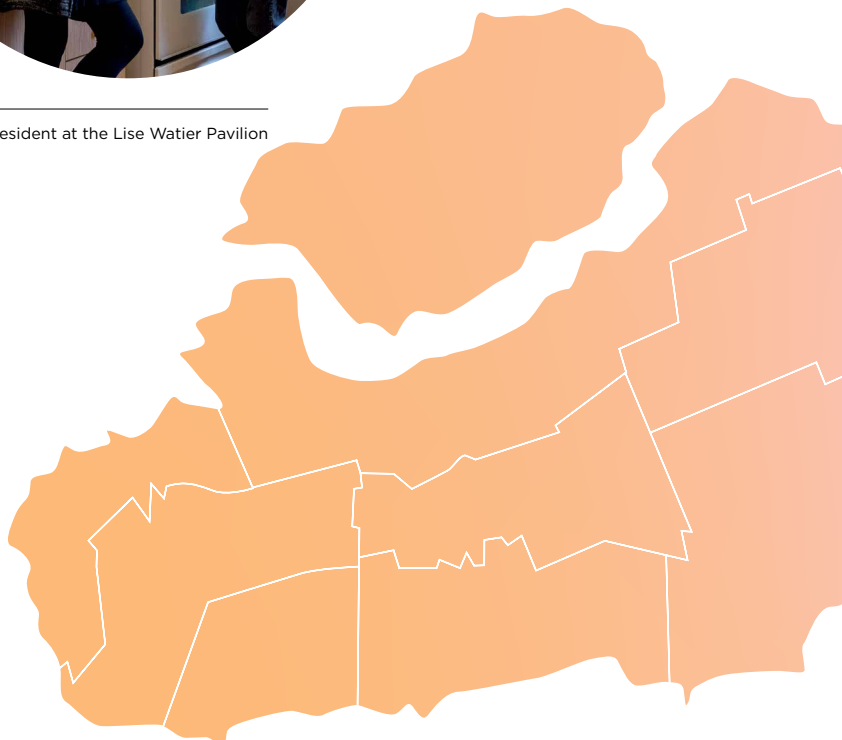
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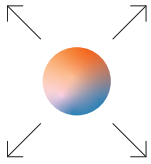
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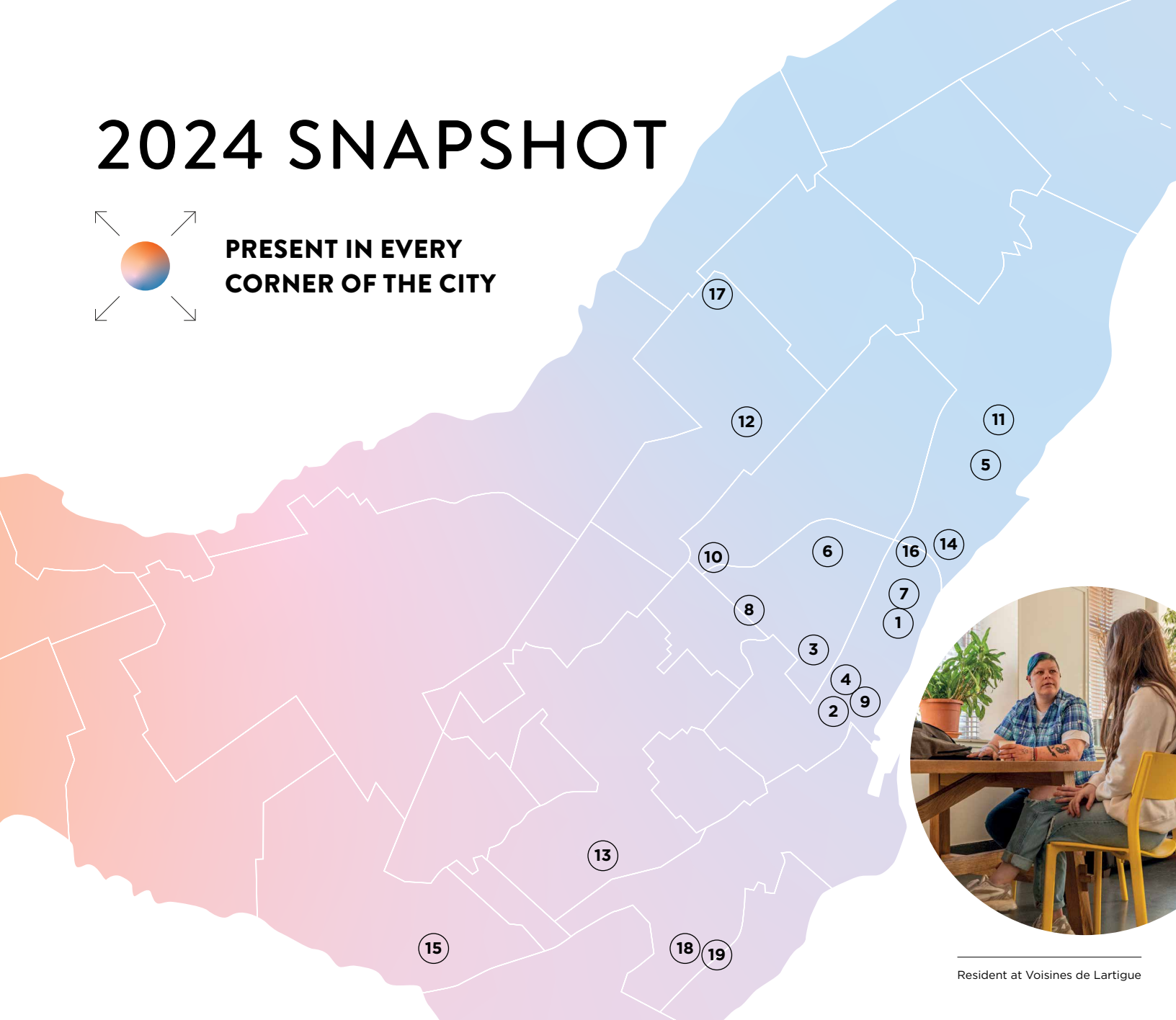


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