

UNITE OUR STRENGTH



REGROUPEMENT
DES CENTRES D'AMITIÉ
AUTOCHTONES DU QUÉBEC

2022-2023
Annual Report

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A WORD FROM THE DIRECTORS

The scope and breadth of the work we accomplished in 2022–2023 is yet again proof of the benefits of collective action. By uniting the strengths of everyone involved in the Friendship Centre Movement, we ensure our impact mirrors our ambitions. We thus maximize the scope of our actions, bringing about genuine social change based on the recognition of human capital. Above all, we foreground the solidity of our Indigenous community governance.

This annual report of activities includes a summary of the actions and projects for the interests of and by Indigenous people in Quebec. These achievements would not have been possible without the major contribution of the staff at the Regroupement des centres d'amitié autochtones du Québec (RCAAQ) and all the Friendship Centre teams.

We are very proud to report that over the past year the RCAAQ has consolidated its position as a foremost and trusted intermediary for public decision-makers and partners of all kinds. The RCAAQ has become a true reference for better understanding the everyday realities of urban Indigenous people in many Quebec cities.

Together, the people behind the RCAAQ and the Native Friendship Centres have helped not only to maintain but to sustain the development of many culturally accessible, relevant and safe services. These services are provided by dedicated people who are as competent as they are passionate. All work toward the common goal of wellness. We would like to take this opportunity to thank you: at every step of the continuum, your daily hard work makes all the difference. And, in fact, this involvement has been the strength of our living environments for over 50 years.

While we have a rich past, 2022–2023 has been firmly focused on the future. Our network has grown once again, with two new points of service in Gatineau (Maniwaki) and Saint-Michel-des-Saints (Lanaudière).

This year also saw the development of the RCAAQ's new Strategic Plan for 2023–2027. The Plan is now being put into action namely through our investment in the RCAAQ's organizational growth, so that we can carry through on the main components of the Plan. We have certainly equipped ourselves with the means to achieve our ambitions!

Finally, we cannot fail to mention the historic launch last December of the Observatory of Urban Indigenous Realities. With this new Observatory, the RCAAQ will be able to produce and disseminate scientific knowledge on urban Indigenousness.

In short, what a year 2022–2023 has been! We hope you enjoy the report!

In friendship,



Philippe Meilleur

Philippe Meilleur
President



Tanya Sirois

Tanya Sirois
Executive Director

MISSION

As the provincial association of Native Friendship Centres, the Regroupement des centres d'amitié autochtones du Québec (RCAAQ) advocates for the rights and interests of urban Indigenous citizens. Drawing on its comprehensive understanding of the issues and challenges Indigenous people face, the RCAAQ actively supports the development of Native Friendship Centres. These hubs gather Indigenous people in urban areas, offer culturally relevant services and contribute to harmony between peoples by promoting Indigenous cultures. A democratically run and non-partisan organization, the RCAAQ is a coordinating structure and a consultative forum for Native Friendship Centres in Quebec, which have a common mission, but work in different environments and contexts.

VISION

As a leader in urban Indigenous civil society, the RCAAQ represents, oversees and supports the development of a dynamic Native Friendship Centre Movement based on cooperation, openmindedness, pride, tight-knit relationships and respect. Known for its expertise, it actively contributes to the development of relevant public policy.

BOARD MEMBERS 2022–2023

Philippe Meilleur , Chair	Native Montreal
Laurianne Petiquay , Vice-Chair	Centre d'amitié autochtone de La Tuque
Édith Cloutier , Secretary-Treasurer	Val-d'Or Native Friendship Centre
Charlotte Commonda , Board member	Maniwaki Native Friendship Centre
Jo-Ann Toulouse , Board member	Chibougamau Eenou Friendship Centre
Jennifer Brazeau , Board member	Centre d'amitié autochtone de Lanaudière
Maud Flamand , Board member	Centre d'amitié autochtone de Trois-Rivières
Jenny Hervieux , Board member	Centre multi-services MAMUK
Nancy Brunelle , Board member	Centre d'entraide et d'amitié autochtone de Senneterre
Vacant	Centre d'amitié autochtone de Sept-Îles



THE QUEBEC NATIVE FRIENDSHIP CENTRE MOVEMENT

THE REGROUPEMENT

The Regroupement des centres d'amitié autochtones du Québec (RCAAQ) is the provincial association of Native Friendship Centres. It has been advocating for the rights and interests of Indigenous citizens in Quebec's cities for over 50 years, while actively supporting member Native Friendship Centres throughout Quebec. Ten Friendship Centres and one point of service are affiliated with the RCAAQ. They serve Indigenous people living in or passing through the cities of Chibougamau, Joliette, La Tuque, Maniwaki, Montréal, Québec, Senneterre, Sept-Îles, Shawinigan, Trois-Rivières and Val-d'Or. Native Friendship Centres throughout Canada are grouped in the National Association of Friendship Centres (NAFC).

The RCAAQ implements innovative and proactive strategies to meet the needs of Indigenous people in cities. It also supports the development and implementation of province-wide projects and programs, while supporting the various Centres with strategic advice. For the RCAAQ, the autonomy of each Centre is essential, as it enables each organization to be locally grounded and offer the outreach services that its Indigenous people need. The RCAAQ and the Friendship Centres are Indigenous, autonomous, democratic and non-partisan organizations.

In its provincial scope, the RCAAQ is a key partner of the Government of Québec on urban Indigenous issues and a central player for ensuring equity in service delivery to Indigenous people in cities. Supporting and contributing to the development of concrete solutions and public policies, the RCAAQ strives to better document the presence, needs and realities of urban Indigenous people through consultations, research and evaluations.

NATIVE FRIENDSHIP CENTRES

Created by and for Indigenous people, the Friendship Centres draw their agency from their expertise in the field and their in-depth knowledge of their communities. Their mission is to improve the quality of life of Indigenous citizens in urban areas, promote Indigenous culture and foster closer ties between peoples. Built around integrated and interrelated services, and supported by a culturally relevant and safe approach, Friendship Centres are living environments where urban Indigenous people can express their cultural, community and social identity. As such, they are true frontline service hubs created by and for urban Indigenous people.

The Centres develop initiatives in collaboration with Indigenous, government and academic bodies across several action areas, including health, individual and collective wellness, early childhood, youth, rights and advocacy, social inclusion, community housing and much more. Frontline services offered by Native Friendship Centres are recognized and financially supported by the Government of Québec.

THE SOCIÉTÉ IMMOBILIÈRE

In 2019, the RCAAQ created its own real estate company, the SIRCAAQ. It was founded to develop, support and manage a community housing infrastructure that is culturally safe and equipped to meet the specific needs of urban Indigenous people and their families, so that housing is no longer an obstacle to fulfilling Indigenous students' life projects. More than just accommodations, these developments are affordable, safe living environments that also provide various services, spaces and facilities adapted to the needs and concerns of young Indigenous families.

By giving its real estate company the status of a non-profit legal entity, the RCAAQ ensured that both organizations maintain independent financial management and that its real estate company retains the necessary skills and expertise in urban Indigenous issues.

THE NUMBERS

Predominantly
women-led
(72 %)



165 volunteers



341
employees
(mostly women)



REGROUPEMENT
DES CENTRES D'AMITIÉ
AUTOCHTONES DU QUÉBEC

HIGHLIGHTS 2022-2023

Launch of the Observatory of Urban Indigenous Realities

On December 14, 2022, the Regroupement des centres d'amitié autochtones du Québec (RCAAQ) announced the creation of the Observatory of Urban Indigenous Realities tasked with producing and sharing scientific knowledge on a wide range of themes related to urban Indigenous experience.

The Observatory's research will disseminate data related to urban Indigenous communities, documenting the lived reality of these growing Indigenous populations. It will also highlight the central role Indigenous people play in Indigenous research and in respecting cultural and traditional approaches. The Observatory will help raise awareness of the realities of urban Indigenousness while informing public decision-makers about concrete solutions that can lead to significant progress.



Two new points of service

Two new points of service were also year launched in 2022–2023. In November 2022, the Centre d'amitié autochtone de Lanaudière announced the launch of its point of service in Saint-Michel-des-Saints. This announcement was followed, in March 2023, by another: the opening of a point of service in Gatineau overseen by the Maniwaki Native Friendship Centre.

These points of service will offer a variety of services and support to people in these regions, including in health and social services, education and culture. These new locations are still in the early stages of rolling out their programming, which will be progressively developed. For urban Indigenous people, the Native Friendship Centres and their respective points of service are both gateways to accessing services and cultural anchors.



HEALTH

NATIVE HEALTH SERVICES OF VAL-D'OR NATIVE FRIENDSHIP CENTRE

MIRERIMOWIN PROXIMITY CLINIC OF THE CENTRE D'AMITIÉ AUTOCHTONE DE LANAUDIÈRE

NATIVE HEALTH SERVICES OF THE CENTRE D'AMITIÉ AUTOCHTONE DE LA TUQUE

WELLNESS CENTRE OF MANIWAKI FRIENDSHIP CENTRE

UATIK CLINIC OF THE CENTRE M.A.M.U.K

The RCAAQ supported its affiliated Native Friendship Centres in planning, designing, delivering and monitoring frontline services that are both culturally safe and complementary to the public healthcare and social services system. This goal has been achieved by improving existing clinics to adequately support urban Indigenous people and by providing services that draw on Indigenous knowledge and expertise.

More concretely, these clinics offer services to Indigenous people in a familiar, safe and culturally relevant environment and consolidate the Friendship Centres' actions in health and well-being. The Friendship Centres work in partnership with their regions' CISSS and CIUSSS to expand services adapted to Indigenous people. The programs developed through these partnerships:

- » » Improve access to culturally safe health and social services in urban areas by adapting existing services or developing new ones,
- » » Deliver services that complement those offered by the health and social service system,
- » » Reach more urban Indigenous people,
- » » Improve relations between service-providing organizations,
- » » Take account of Indigenous knowledge and expertise in the delivery of culturally relevant and safe health and social services,
- » » Respond with a holistic approach to the needs and values of Indigenous people.

In addition to those currently in operation, other clinics are being planned. Notably, a clinic is slated to open in Trois-Rivières in summer 2023, and projects are underway in Montréal, Chibougamau and Sept Îles / CIUSSS-Côte-Nord.

JUSTICE

Community justice services

Native Friendship Centres' community-based justice programs and services aim to better meet individuals' and communities' justice needs by focusing on an outreach approach that builds individual and group empowerment.

Community justice includes prevention and support services at all stages of the justice process as a complement to other available services. Here are a few examples from Friendship Centres:

- » » Activities for preserving cultural identity and enriching the parental experience (with families under the Youth Protection Act)
- » » Citizen mediation services for conflicts in the community (neighbourhood, interpersonal, workplace, school, sports, etc.)
- » » Legal information clinics to inform and advise Indigenous people about their rights and available recourse, in a culturally safe setting
- » » Support services for legal proceedings
- » » Violence and crime prevention activities
- » » Support hotlines for people in need of emergency assistance
- » » Land-based prevention and intervention activities with judicialized people
- » » Legal information/rights promotion workshops in collaboration with various local organizations
- » » Supervision and follow-up for community and compensatory work.

The alternative measures programs in certain Friendship Centres, notably the general alternative measures program for Indigenous adults (PMRG-AU) and the justice and legal assistance and community intervention program (PAJIC), offer alternative solutions to legal proceedings. These services give individuals the chance to start the process of healing and social reintegration, while also receiving support from their loved ones and community. These programs are often aimed at individuals with complex life trajectories and major barriers that limit their ability or motivation to access the services they need. As a result, they face a range of challenges: economic insecurity, mental health issues, addiction, housing instability, social rupture, etc.

Our justice services are designed to complement the continuum of services already in place at each Friendship Centre. Whatever the sector, our programs and services support people in all the spheres of their lives and, in turn, to promote the wellness of Indigenous families.

During 2022–2023, the RCAAQ supported Friendship Centres in developing and strengthening their justice services to ensure that they effectively meet the needs of urban Indigenous people. To this end, the RCAAQ organized two provincial events to gather and support justice interveners and help them improve their Centre's range of services.

Training on citizen mediation

In June 2022, the RCAAQ coordinated a provincial training session on citizen mediation for Native Friendship Centre interveners in collaboration with Réseau Équijustice.

Citizen mediation aims to improve access to justice measures outside the courts and to foster individuals' involvement in these activities. It also promotes communication and harmony, creates safe spaces for discussion, repairs damaged social connections and equips people to deal with everyday conflict.

The training session provided our staff members with new tools and improved their ability to support our clientele.

Community justice learning days

In March 2023, a provincial meeting was held with Native Friendship Centre interveners working directly or indirectly in justice. The event's objectives were to gather interveners in a specific field of expertise so they could discuss and deepen their knowledge; to establish and appropriate guidelines, harmonize methods and develop a common vision of community justice within the Movement; and to support Friendship Centres in their actions, identify interveners' needs and plan future steps.

Stemming from the discussions and the co-construction process, participants came to this definition of justice within the Quebec Native Friendship Centre Movement:

- » » Justice prioritizes alternative measures and the repair of harm caused (instead of repressive measures).
- » » Justice empowers both individuals and groups.
- » » Justice promotes healing, reparation, reintegration, reconciliation and the restoration of damaged relationships.
- » » Justice restores balance between the needs of the victim, the offender and the community.
- » » Justice enables the integration of Indigenous cultural and spiritual practice.
- » » Justice fosters greater involvement of Indigenous communities in collective solution-finding.

The RCAAQ is proud of the significant development of justice services within the Movement over the past few years, particularly in 2022–2023. The development of these services in each Friendship Centre has been in harmony with the clientele's needs, geographical location, and specific realities and challenges. Community justice in Native Friendship Centres provides Indigenous people with quality services in line with their needs and culture.

EDUCATION

RCAAQ involvement in Indigenous education

Last year, the RCAAQ coordinated a monthly learning circle on education. Acting as a community of practice, this event was an opportunity for participants to come together and discuss the best practices they use in their activities. This meeting therefore facilitated sharing to better organize education services.

Finally, the RCAAQ held planning sessions with professionals from the Native Friendship Centres. These sessions sought to align youth and education strategies so their respective approaches would be more complementary. The Youth Strategy is intended as way to reach out to young people and get them involved in forging lasting connections with their communities, as a means of preventing various problems. The Youth Strategy also aims to increase Indigenous young people's potential, by boosting their self-esteem and giving them the tools they need to build on their capacities.

The Education Strategy is intended to boost the development of integrated services. These latter are key in fostering the academic success of urban Indigenous youth throughout their educational journey, from elementary school to university.

Launch of the Welcoming and Inclusion Guide for Indigenous Students

For the 2022 back-to-school season, the RCAAQ launched the *Guide to Welcoming and Including Indigenous Students in Quebec Elementary and Secondary Schools*. The Guide is intended to help educational establishments in Quebec include Indigenous students. Successful school transitions are especially important for Indigenous students in cities because of the urban Indigenous population's hypermobility. The consequences of regular moves are felt most keenly by young people and reflected in their academic success; however, the situation is compounded by schools not being well enough equipped to respond to the needs of these students whose needs differ from habitual patterns and transitions.

In publishing the Guide, the RCAAQ aimed to raise awareness among teaching staff of issues related to school, language and coexistence. The Guide offers findings, action areas and inspiring practices for each of these challenges. It also suggests ways to adapt the role and responsibilities of education professionals to better equip them to support urban Indigenous students.



YOUTH

The RCAAQ shows up for youth

In 2022–2023, the RCAAQ actively contributed to Indigenous young people's development by taking part in a series of events to improve conditions for youth. In September 2022, the RCAAQ organized a youth gathering to mark the first year of the current provincial Youth Strategy. The event celebrated Indigenous young people's involvement in Friendship Centres and allowed them to meet with Elders on Atikamekw territory. This was an opportunity in a relaxed and friendly atmosphere with conversations and bonding galore for Elders to share their knowledge and cultural insights, as well as to celebrate successes. The group also got to attend the Wemotaci Pow-Wow during the event.

Finally, the RCAAQ is proud to underscore the launch of the Wichitotan pan-Canadian webinars. These webinars aim to share expertise and familiarize local interveners with various innovative interventions and provide new opportunities for the Centres' youth members' active involvement. These webinars make it possible to share best practices and innovations within the Native Friendship Centre Movement.



Agreement for eductrainer training program

Like the residential school system, sports were used as an instrument of colonizing Indigenous Peoples. At the same time, the creation of First Nations reserves forced Indigenous people to adopt a sedentary lifestyle, which has had significant impacts on their health. With this in mind, the RCAAQ has adopted the Eductrainer training program that takes an Indigenous perspective to promoting exercise, sports and the outdoors as intervention tools for holistic Indigenous health enhancement. Personal growth involves connecting with ourselves, with others and with the environment. This connection is mental, emotional, physical and spiritual.

Thanks to an agreement with Collège d'Alma (which recognizes Eductrainer as part of its continuing education program) and to financial support from the Impulsion-Compétences program (part of the Workforce Skills Development and Recognition Fund), interveners from various RCAAQ-affiliated Native Friendship Centres have the chance to enrich their knowledge and skills in personal growth and community intervention. A first cohort of six eductrainers has already successfully completed training and a second cohort will begin in fall 2023.

The program greatly appeals to young people and is therefore included in RCAAQ's Youth Strategy. It is also part of the Government of Québec's prevention initiative.

A hockey night to support student perseverance and success

Around 50 youth members and their significant adults came out to the second edition of the Montreal Canadiens' Indigenous Celebration Night, held on March 25. Organized by the Montreal Canadiens Children's Foundation, this memorable evening also raised funds through by auctioning warm-up vests and selling other themed merchandise. Proceeds and a matching donation from Tim Hortons were given to the RCAAQ to support the Friendship Centres' work with urban Indigenous youth to favour their educational success, strengthen their cultural identity and foster their empowerment.



CONSOLIDATION OF LOCAL ROUNDTABLES

8

8 local tables
in Quebec,
each co-chaired
by the Friendship
Centre and the
local CISSS or CIUSSS

1

**1 central
coordination table,**
co-chaired
by the RCAAQ

200

**Over
200 partners
working** in justice,
education, health
and social services,
and employability
have a permanent
seat at the tables

The Local Tables to Improve Service Access for Urban Indigenous People underwent major consolidation in 2022–2023. With several years of mobilization already under their belts, many were keen to take stock of their progress and of the best practices for working together to optimize collaborative processes between partners. To help them, the Table Centrale set up a consultative tour for local tables wishing to take part in this review exercise. The consultations gave participants an overview of the many practices used by the local tables, highlighting different ways of tackling certain issues (by committee, by theme, etc.). They also addressed questions about the tables' composition and Indigenous representation and, finally, they helped facilitate collaboration between all the players involved. Lastly, communication channels and mechanisms (both internal and external) played a significant role in the discussions, meaning that practices to retain, as well as areas for improvement, were identified.

Issues addressed:

- » » School transitions (from community to city)
- » » Restorative justice
- » » Housing
- » » Training healthcare staff about cultural safety
- » » Suicide

Over the past year, all the Friendship Centres have maintained or increased their partnerships with the health and social services to ensure service corridors in urban areas. Each of the nine local tables is co-chaired by the Native Friendship Centre and the CISSS or the CIUSSS operating in their territory. This sharing of responsibility has allowed for secondment agreements, notably for the health clinics that are being enhanced or set up in several Friendship Centres.

The impacts on local and provincial partnerships allow for the assessment of cross-cutting and cross-sectoral issues. Because all are committed to co-constructing innovative solutions, most local tables have brought greater consistency in defining service continuums for urban Indigenous people.

2022 ANNUAL CONGRESS

More than 150 participants from the various Friendship Centres gathered for the annual congress of the Quebec Native Friendship Centre Movement, which took place on September 16 and 17, 2022, in Saint-Sauveur. These two days of meetings were a chance to celebrate the successes of a decisive year, in which the RCAAQ contributed to great steps forward in recognition of the actions and impacts of the Quebec Native Friendship Movement. The event was also an opportunity to share best practices and reflect on the coming years in an ever-changing socio-political context. The Centres' culturally safe and appropriate action is a key response to the challenges faced, and the RCAAQ is strategically planning its orientations to strengthen its collective action and increase its range of frontline services throughout the Movement. Reflections drew on the foundations of respect for our cultures, with participants reiterating the importance of Indigenous languages and cultures, and of the family.



Recognition beyond our borders



January 10, 2023, saw the official inauguration of the Through Her Eyes exhibition at the National Museum of World Cultures in Mexico City. This initiative by the Canadian Embassy in Mexico celebrates 12 women who have worked tirelessly to improve the quality of life of Indigenous peoples and to promote their equal access and participation in their respective societies. The collection of portraits created by Mexican artist Citlali Haro highlights nine Indigenous women from Mexico and three from Canada. Tanya Sirois, Executive Director of the RCAAQ, is one of these inspiring women. She shares this honour with a woman from the Western Métis Nation and an Inuk woman. The exhibition will continue until the end of the year.

ACTIVITÉS DE LA SIRCAAQ

At a time when the housing crisis is affecting the whole of Quebec, SIRCAAQ is doing everything in its power to make a difference to the lives of Indigenous students and families. For residents, SIRCAAQ housing is much more than a roof over their heads—it is a real living environment. Both the Government of Québec and the Viens Commission recognize the benefits of these projects for Indigenous cultural safety, school retention, and sense of security and belonging. Here is an overview of this year's SIRCAAQ projects.

- » » The NUTSHIMIT project launched in Sept-Îles: The SIRCAAQ will soon have the honour of inaugurating the NUTSHIMIT project on the Cégep de Sept-Îles site. Its name in Innu-Aimun roughly translates to “on the land.” This affordable housing project has 32 units, ranging from studios to four-bedroom apartments. The project includes community spaces, an early-childhood motor skills room, a collective kitchen and a daycare centre. This social, cultural and economic project was designed to meet students’ needs, which were surveyed in advance. The project will also generate numerous local gains, thanks to the use of local suppliers. The inauguration of this project is all the more exciting since the works faced many pandemic-related setbacks. The SIRCAAQ was proud to welcome its first residents at the start of the 2023 school year.
- » » The Waska Witcihitowin project launched in Trois-Rivières: The Waska Witcihitowin project (meaning “circle of mutual aid” in Atikamekw) is built on a vast wooded lot overlooking the Milette River, near the Université du Québec à Trois-Rivières. It will have 42 units (one- to four-bedroom apartments), a community kitchen, a lounge and a gym. This development project is for Indigenous families and individuals pursuing professional and post-secondary studies in an urban setting, and it is sure to have a broad appeal. In addition to the various above-mentioned services enriching the living environment, a new Indigenous daycare centre, a kindergarten for four-year-olds and the Centre d’amitié autochtone de Trois Rivières will be included in the complex. Its progressive opening is scheduled for the start of the 2023 school year and an official inauguration ceremony for later this fall.
- » » Initial plans for a SIRCAAQ project at Université Laval in Québec City: Over the past year, a framework agreement was signed between the SIRCAAQ and Université Laval for a project centrally located on its campus. As well as 94 planned housing units of various types, the seven-storey building will house a community health clinic, a daycare centre, a shared kitchen, a lounge, administrative offices, study rooms, a community room, training rooms and more.

The SIRCAAQ therefore continues to develop valuable expertise in creating dynamic living environments for urban Indigenous populations. Numerous partnerships have been developed with government, community and private partners, as well as with Indigenous players who are involved at every stage of the process. There is no doubt that the SIRCAAQ will have a lasting impact on many generations of Indigenous people, by offering them a living environment where they can develop both personally and collectively.

OUTLOOK FOR 2023–2024

We have big ambitions, and the responsibilities we feel toward urban Indigenous people are even bigger. All the work accomplished over the past year perfectly illustrates the huge gains of joining forces. We cannot stress enough that it is the strength of numbers that makes our Movement so solid. The recognition and credibility the RCAAQ has successfully forged in the public opinion and with its various political partners stem from the hard work of all the Centres' staff, volunteers and managers, and services.

In the past, we have sometimes had the feeling of swimming against the current. We have expended tremendous energy trying to gain recognition of the Quebec Native Friendship Centre Movement's work and justifying the relevance of our approach. But that tide seems to be turning. Once again this year, we have seen the positive and very tangible results of our work. Proof of this is the growing emphasis on cultural safety in relations between the various levels of government and Indigenous communities.

Forerunners in this field, Native Friendship Centres have long been both advocating and practicing this approach. Since their foundation, the Native Friendship Centres have implemented a continuum of culturally relevant and safe health and social services that are free from prejudice and discrimination to close the health and social gaps between Indigenous and non-Indigenous people. This approach to prevention, intervention and follow-up has proven successful.

The RCAAQ and the Centres have an impressive list of actions and initiatives to accomplish in the coming year. Looking to the future, we can only be optimistic and confident since we know we can depend on our strengths and on joining forces to achieve our goals!

Organizational priorities for 2023–2027, as defined in the new strategic plan:

» » Invest in organizational growth:

The RCAAQ must give itself the means to achieve its ambitions, including implementing the organizational structure to ensure it has the expertise and resources to carry out its vision and mission, and strengthening its research expertise.

» » Bring innovation to our relationships with members:

The focus must be on innovation, two-way communication with our members and partners, and capacity building within the Movement.

» » Strengthen our strategic positioning:

The RCAAQ is an essential agent of change and must be recognized as such. We must maintain a sustained presence with decision-makers and influential bodies, and reinforce our positioning with various groups and on different forums and platforms.



85, boul. Bastien, Wendake (Québec) G0A 4V0
1 877 842-6354 • infos@rcaa.qc.ca • rcaa.qc.ca

ISBN : 978-2-923951-34-8 • Legal deposit: Third quarter

Bibliothèque et Archives nationales du Québec