



Strategic Plan 2025-2028



Strategic Objective



PAQ's Identify Foundation:

Purpose

PAQ's aim is to promote empowerment, healing and wellness among First Nations, Inuit and Métis persons who are homeless or at risk of homelessness in Tiohtià:ke/Montreal.

Issue

The lack of living environments and culturally relevant services for Indigenous peoples living in urban settings (specifically for those who are homeless or at risk of homelessness).

MISSION

Offering a continuum of living environments and resources to First Nations, Inuit, and Métis persons in Tiohtià:ke/Montreal who are homeless or at risk of homelessness, by adopting approaches rooted in Indigenous values and traditions and promoting a culturally safe environment.

SPECIFIC VISION

PAQ supports every First Nations, Inuit, and Métis person who is homeless or at risk of homelessness in finding their path toward healing, empowering them to improve their living conditions in an urban setting—each at their own pace.

SYSTEMIC VISION

First Nations, Inuit, and Métis peoples in the urban setting have access to culturally safe living environments adapted to their realities, where they can begin a process of healing, regain their dignity, and reconnect with their culture and identity.



PAQ'S values:



Honour



Love



Respect



Protection



Honesty



Humility



Community

Strategic Orientation



Strategic Orientation

1. Indigenization and decolonization:

Strengthen indigenization and decolonization at all organizational levels to ensure that the organization is rooted in the values, perspectives and needs of Indigenous peoples.

STRATEGIES :

- **Traditional Knowledge and Practices:** Strengthen the cultural relevance of PAQ's services by actively integrating traditional Indigenous knowledge and practices into daily operations, interactions with Indigenous communities, and exchanges with partners.
- **Cultural Safety:** Improve cultural safety throughout the organization by including and valuing the voices of community members' in the various communication and decision-making processes.
- **Opportunities for Decolonization:** Identify justice and equity practices within the organization that can be improved to have a positive impact on community members
- **Active Participation of Community Members at PAQ:** Evolve organizational governance to make it more inclusive by increasing community members' involvement in decision-making processes.
- **Indigenization of the Board of Directors:** Plan the transition to a PAQ Board of Directors composed entirely of Indigenous peoples.

2. **Improve** Community Well-being and Autonomy

Through accessible services, preventive initiatives, and increased community engagement.

STRATEGIES :

- **Restorative Approaches:** Incorporate restorative justice principles into PAQ's programs and services to enhance the fairness, accountability, and effectiveness of the organization's responses to conflict and harmful behaviors.
- **Adapted Support Programs:** Develop and customize programs that meet the specific mental health, addiction, and social reintegration needs of community members, grounded in a trauma-informed approach and guided by traditional healing practices.
- **Access to a Culturally Relevant Healthcare Network:** Establish a coordinated continuum of care by building a network of partners and developing clear care pathways that support community members through each stage of their healthcare journey in a culturally appropriate manner.
- **Intervention Approach and Modalities:** Align the organization's intervention approach to ensure consistency across all levels, and enhance community members' involvement through more regular and structured feedback mechanisms.
- **Prevention and Community Safety:** Prioritize preventive action by developing targeted training and awareness programs, and by building strategic partnerships with other organizations to support community members facing the challenges of arriving in the city. Emphasize early intervention in cases of sexual exploitation.



3.Transform PAQ's Housing Offerings

Redesign PAQ's housing services to ensure safety, cultural relevance, and long-term sustainability of living environments for Indigenous community members.

STRATEGIES :

- Housing Accessibility:** Increase access to affordable housing by addressing the priority needs of community members—for example, by developing a transitional home for youth.
- Indigenizing Living Environments:** Incorporate meaningful cultural elements into current and future spaces to reflect the diverse identities and cultural traditions of residents.
- Continuum of Living Environments:** Build strong, clear connections between all of PAQ's housing offerings to create an integrated continuum that supports individuals on their path to independence and stable housing. This approach should be easy for both community members and partners to understand and support.
- Transformation of Ownership Models:** Explore opportunities to transition towards housing ownership and management models that are more deeply rooted in Indigenous principles of sharing, community, and sustainability, such as community ownership, land trusts, or housing cooperatives.
- Community Members Involvement at PAQ:** Increase the participation of PAQ community members in the management of living environments, whether it be in the development of new projects, co-creating community guidelines, maintaining spaces, and more.

4. **Strengthening Organizational and Financial Capacities:**

Enhance PAQ's organizational and financial capabilities to maximize its impact and effectiveness.

STRATEGIES :

- **Non-Unionized Employee Profiles:** Revamp recruitment and management practices to ensure the selection of suitable candidates based on community needs, while also exploring ways to improve working conditions-especially for non-unionized frontline employees.
- **Internal Professional Training:** Develop an ongoing training program focused on enhancing cultural competences and raising awareness of Indigenous realities.
- **Internal Communications:** Establish open and transparent communication channels at all organizational levels, to enable continuous feedback and foster trust among employees, regardless of their position within the organization.
- **Diversification of Revenue Sources:** Increase PAQ's financial resilience and ensure long-term sustainability by diversifying revenue sources and improving financial management.



5. Consolidating PAQ's Leadership Role in the Urban

Ecosystem: Strengthen PAQ's position as a leader through **strategic advocacy**, enhanced partnerships, and effective communication to amplify its impact on Indigenous issues within the urban ecosystem.

STRATEGIES:

- **Harmonizing Communications:** Standardize terminology and clearly communicate the organization's mission and direction to foster understanding and collaboration with other community organizations.
- **Community Relations:** Maintain an ongoing dialogue with various Indigenous communities, including band councils, to better understand and address their needs while collaborating on joint initiatives-particularly in the area of prevention.
- **Visibility and Advocacy:** Enhance PAQ's visibility in the Greater Montreal area through increased media presence and active awareness campaigns aimed at educating and mobilizing the public and decision-makers.
- **Strategic Partnerships:** Target the most relevant partners-whether existing relationships to be strengthened or new ones to be established-based on an in-depth analysis of community members' journeys within the ecosystem, in order to increase the impact of the response to the identified social issue.
- **Collaboration with The Union:** Continue discussions with the union to foster respect for and integration of Indigenous values, practices and perspectives, thereby enhancing the organization's impact.

