

FONDATION  
**VALIQUETTE**  
FOUNDATION



**Strategic Plan**  
**2025 - 2027**



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# Introduction

For over a decade, (since 2011) the Valiquette Foundation has been a leader in education and youth development, integrating academic instruction with essential life skills such as emotional intelligence and financial literacy, transforming lives and making a lasting impact on individuals and communities.

Declared a non-profit in 2018 and officially recognized as a charity in 2022, we have continually expanded our capacity to deliver life-changing programmes and services. Almost entirely self-funded through the income generated by the services we offer, we've been able to make a significant difference. However, despite our achievements, we now face a critical challenge: without securing additional funding, we risk compromising the future of our work.

This three-year strategic plan outlines **our path to securing the financial resources necessary for sustainable growth**. It focuses on four key goals:

1. Ensuring financial stability,
2. Expanding our programme reach
3. Scaling our operations, and
4. Deepening community engagement.

With the right support, we can strengthen our Foundation and continue to make a profound impact.

The urgency of our situation is clear - we cannot continue to rely solely on service income to fuel our mission. This plan sets out how we will diversify our funding streams and secure the resources needed to fulfill our vision and drive lasting change!

# About Us

The Valiquette Foundation is a Quebec-based non-profit organization and registered Canadian charity dedicated to empowering disadvantaged children and their families through transformative educational experiences. For over a decade, we have supported thousands of underprivileged and underrepresented youth across Montreal, primarily serving the Notre-Dame-de-Grâce (NDG) and Côte-des-Neiges (CDN) communities, while welcoming children from many other neighborhoods throughout the city.

Our diverse educational programmes serve students from up to 20 different primary and secondary schools, providing personalized tutoring and specialized courses in French, English, and coding to ensure a strong academic foundation. Additionally, our immersive seasonal camps - offered during Winter, March Break, and summer - blend education with recreation, incorporating sports, swimming, and team - building activities to foster personal growth and social development.

Beyond academics, we empower students through our Success Programmes, which include Youth Success Seminars, financial literacy certifications in partnership with universities, and leadership forums. These initiatives equip students with critical life skills such as problem-solving, communication, and teamwork, preparing them for their future careers and higher education.

At the heart of our foundation is a strong mentorship culture, guiding young people to discover their strengths, set meaningful goals, and take charge of their futures. We actively foster community inclusion through initiatives like our annual Halloween and Christmas celebrations and our weekly choir, which create spaces for families to connect.

As active members of municipal groups in NDG and CDN, we collaborate with local organizations and stakeholders to strengthen neighborhoods, promote cooperation, and support the well-being of the families we serve.

# Mission

The Valiquette Foundation was created out of necessity - a response to a pressing need that cannot be ignored.

Montreal has the highest high school dropout rate of any major city in North America, with an estimation of only 71% of females and 57% of males graduating.<sup>1</sup> This issue is particularly severe in marginalized communities with high immigrant populations, low-income households, and high population density. In neighborhoods like Côte-des-Neiges (CDN) and parts of Notre-Dame-de-Grâce (NDG), especially around Van Horne and Victoria, dropout rates are alarmingly high. These challenges create an environment where children face significant barriers to success.

For over a decade, we have seen firsthand how these conditions contribute to rising dropout rates, as well as an increase in crime, teen pregnancies, and generational disadvantage. This underscores the urgent need for targeted interventions to break these cycles. The Valiquette Foundation is a critical catalyst for change, offering the necessary support, resources, and guidance to ensure every child has the opportunity to succeed, regardless of their background.

At the Valiquette Foundation, we believe that every child, regardless of their background, deserves the opportunity to succeed. Our mission is to empower underprivileged and underrepresented youth by providing a transformative educational experience that goes beyond traditional academics.

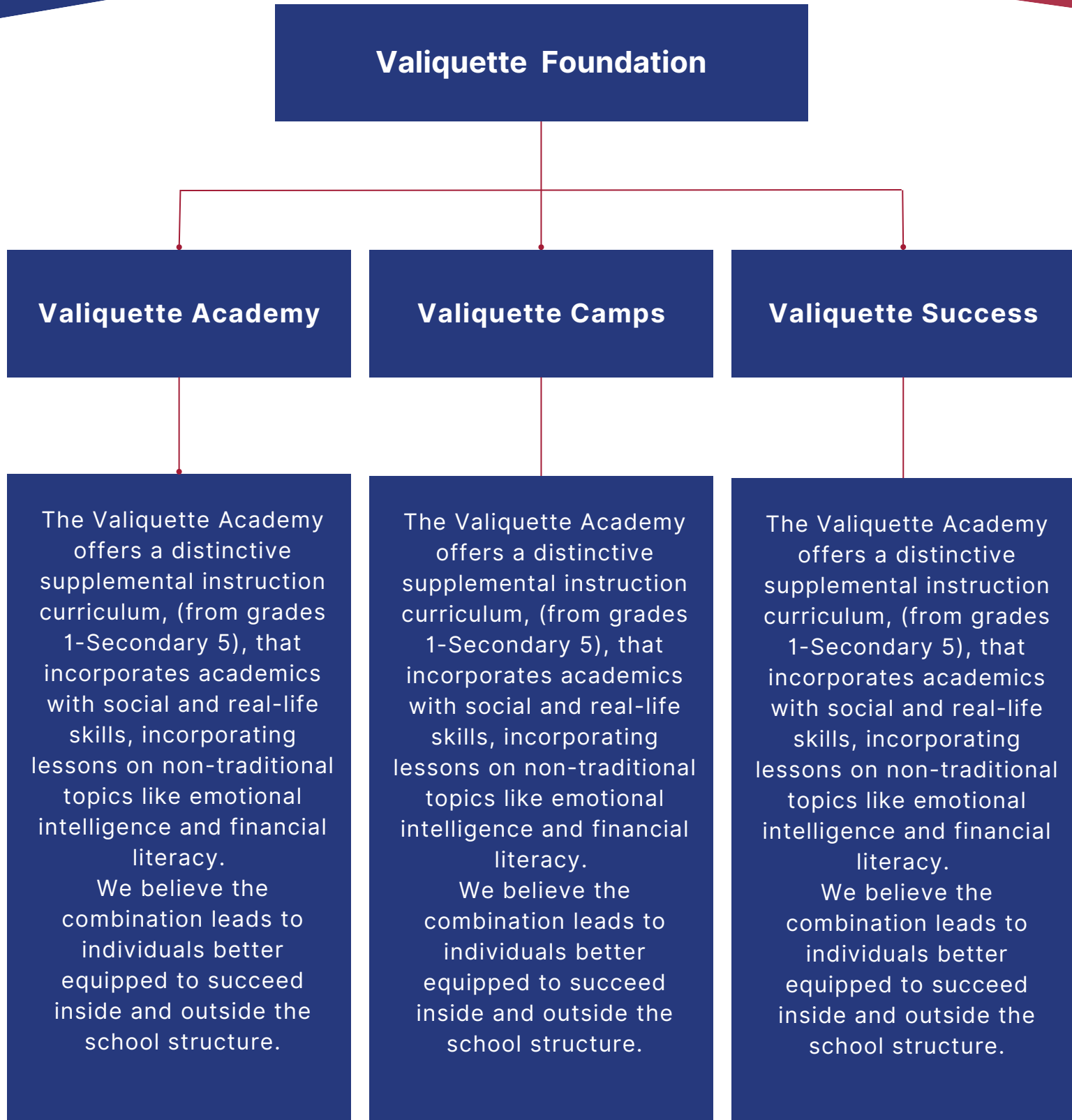
We combine core subjects like French, English, and coding with essential life skills, mentorship, leadership development, and financial literacy to equip students with the knowledge, confidence, and resilience they need to shape their own futures.

We know that education is more than just grades - it's about unlocking potential, fostering self-belief, and creating pathways to success. That's why our approach is holistic and hands-on. Through personalized tutoring, immersive camps, success seminars, and professional development programmes, we help students build academic strength, emotional intelligence, and real-world skills that prepare them for higher education and the workforce.

But our mission extends beyond the classroom. We fight against the financial barriers that prevent children from accessing quality education, ensuring that no child is left behind due to economic hardship. Our outreach initiatives, such as youth employment training, community-building events, and leadership forums, foster a sense of belonging, ambition, and empowerment.

At the Valiquette Foundation, we are committed to creating lasting change - not just for individual students, but for entire communities. We believe in a future where every child, no matter their circumstances, has the chance to dream, to learn, and to succeed. Together, with the right support and opportunities, we can break cycles of poverty, reduce dropout rates, and inspire a new generation of confident, capable young leaders.

# Our structure





# Key Achievements: 1st Quarter 2024-2025

## Academics & Partnerships

- Partnered with **Bishop's University Leadership Forum** to facilitate student participation in multi-day leadership seminars.

## Community Outreach - Engagement & Events

- Created the first annual **Halloween party**, providing a safe, fun environment for local children to celebrate.
- Secured two **sponsors** for community events: IGA and Tim Hortons (Halloween & Christmas).
- Launched a weekly free **choir** programme designed to help children overcome shyness, build confidence, and develop their public speaking skills.

## Governance & Leadership

- Onboarded two new members to the Board of Governors, strengthening organizational leadership.
- Developed relationships with:
  - Borough mayor of Côte-des-Neiges–Notre-Dame-de-Grâce (CDN-NDG) in Montreal is Gracia Kasoki Katahwa.
  - Elisabeth Prass is the Member of the National Assembly (MNA) for the D'Arcy-McGee riding
  - Michelle Setlakwe is the MNA for the Mont-Royal–Outremont riding
- Engaged with the office of federal minister Anthony Housefather to leverage the Canadian Summer Job Grant for youth employment opportunities.

## Market Research & Competitor Analysis

- Conducted a competitor analysis to assess the landscape and identify opportunities for growth and differentiation in our initiatives.

# Key Achievements:

## 2nd Quarter 2024-2025

### Community Outreach - Affiliations

In Q2 we initiated the process to become members of:

- NDG
  - Table de quartier
  - Community Council
- CDN
  - Table de quartier
  - Community Council
- Greater Montreal
  - Ma Communauté
  - Volunteer Bureau of Montreal

### Camps

- Created our Winter Camp offering eight days of exciting activities for children while providing parents with a reliable and convenient childcare option.

### Fundraising

- In January we received
  - \$5,000 in donations
  - \$500 from the office of Elizabeth Prass
- We met with the offices of four members of parliament at the municipal, provincial, and federal levels to raise awareness, strengthen relationships, and facilitate access to discretionary funds





# Awards 2022

Jay Valiquette founded the organization in response to the concerning fact that our city (Montreal) has one of the highest high school dropout rates in Canada, compounded by the even more alarming statistics in our neighborhood.



## **Montreal Community Cares Award for: A Decade of Exceptional Community Service and Educational Leadership**

In November 2022, Jay Valiquette was awarded the «A Decade of Exceptional Community Service and Educational Leadership» by the Montreal Community Cares Foundation for his remarkable commitment to empowering disadvantaged children.



# Awards 2020

The Valiquette Academy Foundation is proud to have received two awards in 2020: Best Tutoring Centre and Leading Provider of Digital Workshops



**Best Children's Tutoring Centre**



**Leading Provider of Digital Workshops**

These accolades underscore both our unwavering commitment to do everything possible in serving the most vulnerable families in our community and providing them with the opportunities to participate despite coming from a landscape marked by financial adversity, low educational attainment, and a high proportion of single-parent households.



# Financial Stability & Growth

## Introduction

Since its founding in 2011, the Valiquette Foundation has been **primarily self-funded** funding its operations through **revenue generated by its programmes**. However, this model is **not sustainable** and holds the Foundation at **constant financial risk**.

Recognizing the **need for a more stable funding structure**, we **initiated fundraising efforts in 2022**. To ensure long-term sustainability and growth, we must significantly increase external funding from diverse sources, including Foundation Grants, Government Grants, Corporate Sponsorships, and Individual Donors.

Currently, 98% of our funding comes from programme revenue. This ratio must be reversed so that the majority - ideally all - of our operational costs are covered by external sources.

**At a minimum, we require \$32,840 annually** to maintain operations without the constant threat of closure and **\$100,000 to secure our growth**. Achieving this financial stability will allow us to expand our impact, reach more students, and continue breaking down systemic barriers to education.

# Current Financial Snapshot

## SUMMARY OF 2024 Year Ended August 31, 2024

### THE VALIQUETTE ACADEMY FOUNDATION / LA FONDATION L'ACADEMIE VALIQUETTE

#### Statement of Operations

Year Ended August 31, 2024

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#### REVENUE

Camps	\$	170,744
Academics		42,736
Miscellaneous Income		2,555
		<hr/>
		216,035

#### EXPENSES

Salaries and wages	15,442
Counsellors & Tutors	50,808
Directors fees	24,650
Administration fees	42,037
Consulting fees	1,426
Professional fees	10,500
Rent	34,289
Insurance	1,378
Advertising and promotion	9,239
Meetings and conventions	1,219
Office expense	17,364
Printing expense	800
Supplies	3,351
Utilities	2,192
Repairs and maintenance	680
Interest and bank charges	1,189
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	216,564

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<b>DEFICIENCY OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	(529)
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#### OTHER INCOME

Canada Summer Jobs - Grant	11,476
Donations	6,924
	<hr/>
	18,400

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<b>EXCESS OF REVENUE OVER EXPENSES</b>	\$	17,871
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# Donations to Date

	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
<b>Foundations</b>	\$0	\$0	\$0	\$1,250	\$1,250
<b>Corporate Sponsorship</b>	\$0	\$0	\$0	\$0	\$0
<b>Government*</b>	\$43,138	\$55,174	\$54,288	\$15,801	\$ 168,401
<b>Individuals</b>	\$0	\$0	\$20,051	\$10,528	\$30,579
<b>TOTAL</b>	\$43,138	\$55,174	\$74,339	\$27,579	\$200,230

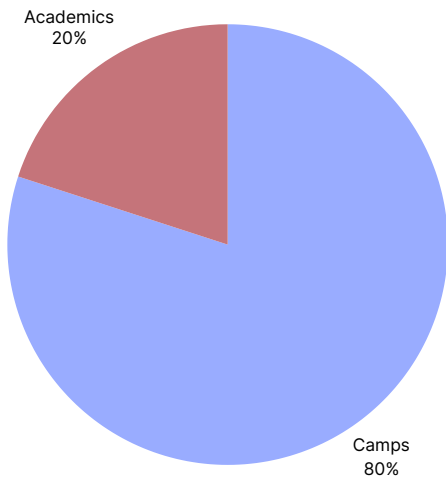
\* Please note that the amounts indicated annually indicate the amount of grant received for the summer camp staff in the same year. The amount, however, is dispersed 75% in the current fiscal year and 25% in the following fiscal year. Therefore, one will notice that the amount indicated on the 2023-2024 Financial Statement is \$11,476 and not \$15,000.

Further, please note that our Canada Summer Jobs (CSJ) grant is expected to be approximately \$55,000 annually. The amount of \$15,300 received for 2023-2024 (summer 2024) was an anomaly that should never repeat.

# Current Financial Position

## Revenue v. External Funding

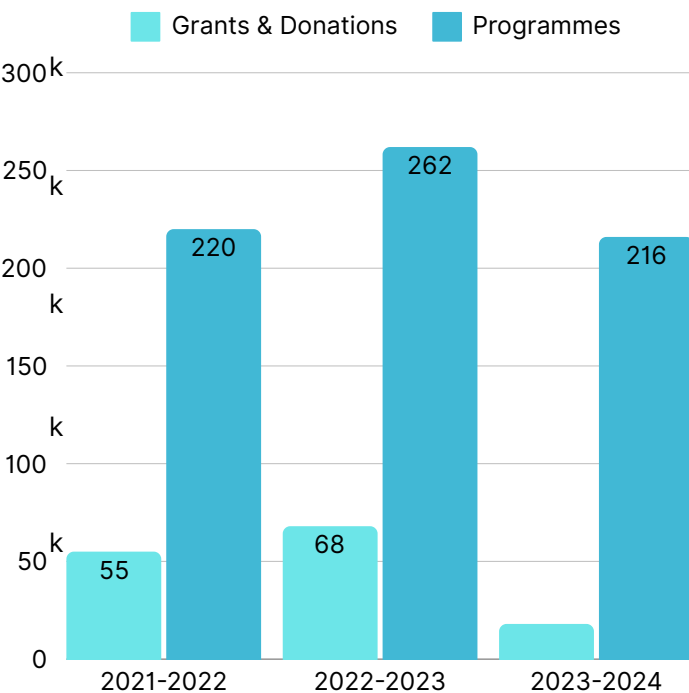
### Revenue Derived from Programmes



Our revenue model reflects the demand and financial accessibility of our services. Currently, 80% of our revenue comes from camp services, while 20% is generated from academic programmes. This indicates that our camps play a crucial role in sustaining our operations and funding our broader mission.

While our academic programmes provide essential educational support, they are not the primary revenue driver. This underscores the importance of strategic pricing, funding opportunities, and potential programme expansion to ensure long-term sustainability and accessibility for the communities we serve.

### Revenue from Funding v. Programmes

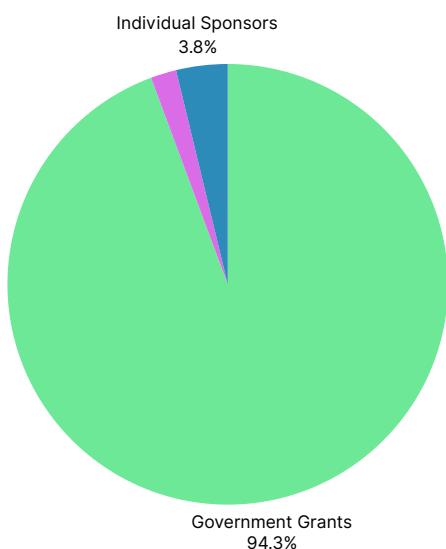


On average, 80-85% of our operating costs are covered through revenue generated from our programmes - primarily from camp services (80%) and, to a lesser extent, academic programmes (20%). Only 15-20% of our funding comes from external sources, such as foundations, corporations, government grants, and individual donations.

While our ability to generate revenue through service offerings demonstrates financial sustainability and demand for our programmes, this model is not ideal for a charity. A well-funded non-profit should primarily rely on external funding rather than programme revenue to ensure accessibility, affordability, and long-term stability.

To better serve our community, we must increase external funding and reduce our reliance on service-based revenue. Expanding support from government and Foundation grants, corporate partnerships, and individual donors will allow us to scale our impact, lower costs for families, and focus on delivering high-quality educational and enrichment programmes without financial barriers.

### Revenue derived from fundraising



Under our current model, more than 90% of our fundraising comes from government grants, with the majority of this funding - approximately \$53,000 annually - derived from the Canada Summer Jobs youth employment programme.

It is important to note that our fundraising efforts have seen a significant increase over the past year, with a growing number of sponsors. In Q2 of 2025, we set a new record in January, receiving \$10,000 in individual donations.

Moving forward, it is crucial that we continue to raise awareness and increase revenue from donations, particularly from companies and foundations.



# Division of Revenue from Programmes

## Current v. Projected

	Academics	Students/Day Current	\$ / Day	Students/ Day Projected	\$ / Day
Tutoring	Monday	22	\$550	30	\$900
	Tuesday	18	\$450	30	\$750
	Wednesday	18	\$450	30	\$750
	Thursday	18	\$450	30	\$750
Tot / Acad Yr			\$1,900		\$2,250
French	Saturday G K, 1	10	\$150	12	\$180
	Saturday G 2, 3	10	\$150	12	\$180
	Saturday G 4, 5	8	\$120	12	\$180
Tot / Acad Yr			\$420		\$540
Coding	Saturday	10	\$150	15	\$225
Tot /Acad Yr			\$150		\$225
English	Sunday G K, 1	10	\$150	12	\$180
	Sunday G 2,3	10	\$150	12	\$180
	Sunday G 4, 5	8	\$120	10	\$150
Tot / Acad Yr			\$420		\$510
Grand Total/Week			\$ 2,890		\$3,525
Grand Total/Year (33 Wks)			\$95,370		\$116,325



# Division of Revenue from Programmes Current v. Projected

## Explanations

Our academic programmes run over two terms: Term 1 spans 14 weeks, and Term 2 covers 19 weeks, for a total of 33 weeks. Calculations are as follows:

- Tutoring \$25/day.
- French, Coding, English \$15/day

Our current Financial Statement reflects a decline in participation in our academic programmes. With the exception of one year during COVID, our enrolment numbers over the past decade have remained consistently strong. However, our latest financial statement highlights an approximately 20% drop in participation, largely due to the economic hardships parents are facing - challenges that are being felt across the country and the world.

This decline underscores an urgent need for increased funding. The demand for academic support has always been present, but with schools also experiencing budget cuts, the need is now greater than ever!

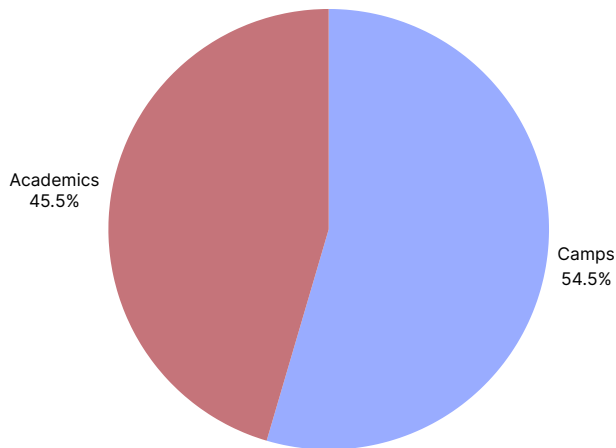
The figures in the table above represent our typical daily averages over seven years, excluding the decline seen for a year during Covid and over the past 12 months. Additionally, it is important to note that our numbers reflect an average per day. Enrolment tends to be lower at the beginning and end of each term, steadily increasing as the term progresses, remaining strong, and then tapering off in the final two to three weeks.

Note: Our gross revenue steadily increased each year from 2011 to 2023, with the only exception being 2024, when revenue declined to \$234,435 from \$331,304 in 2023. While we are actively working to improve in 2025, our ability to generate income from services sold is, in many ways, beyond our control. Economic volatility and job losses within the community we serve continue to impact our financial performance, making external funding more crucial than ever to sustain and expand our programmes.

# Projected Financial Growth & Stability

## Revenue v. External Funding

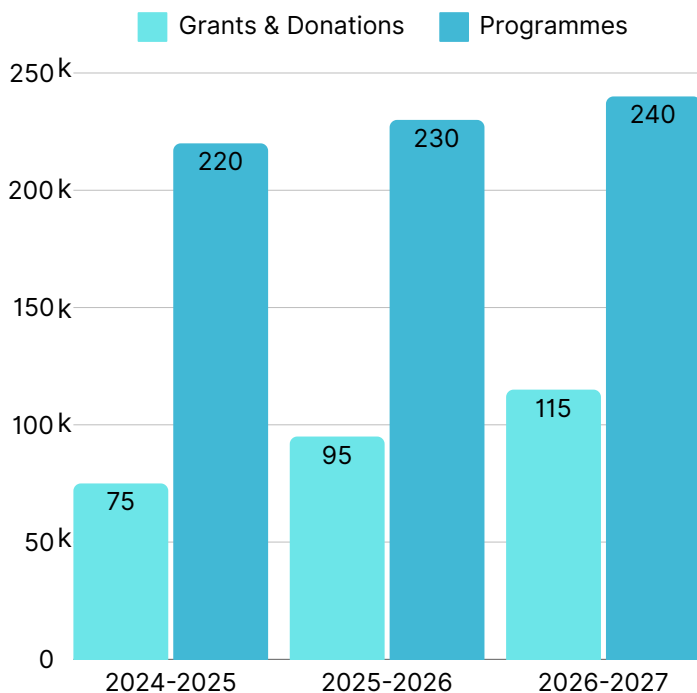
### Revenue Derived From Programmes



Our projected revenue growth (2027) understands that we have reached full capacity for the summer camp, given physical constraints. However, there is significant potential for growth within our academic programmes.

We aim for revenue to be more balanced, with 55% coming from camps and 45% from academics, reflecting the opportunity for expansion in this area.

### Revenue from Funding v. Programmes



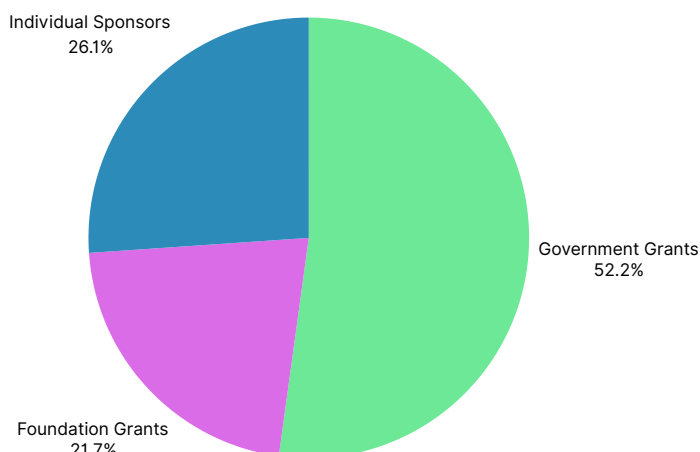
As a reference, 2023-2024 saw revenue at 234K (derived as Academics 42K, Camps 170K, Grants & Donations 18K).

We aim for incremental yet steady growth in funding from our programmes, targeting an annual increase of \$10,000. In addition, we plan to adopt a more proactive approach to securing funding through grants and donations.

We anticipate a significant rise in funding from Canada Summer Jobs, aligning with the first three years (2021-2023), acknowledging that 2024 was an anomaly. Furthermore, we aim to increase funding from grants and donations by an additional \$15,000 - \$20,000 annually.

Although this amount has the potential for substantial growth, our progress is currently limited by a lack of staff to support awareness-building efforts, write grant applications, and liaise with government and community officials.

### Revenue Derived from Fundraising



We expect revenue from Canada Summer Jobs to remain consistent, while our relationships with various political offices continue to strengthen. As a result, we anticipate an increase in discretionary funds, leading to a modest rise in government-derived revenue.

We aim for individual donations to grow by \$10,000 annually, with an additional \$5,000 annually from foundations. Again, donations from foundations could rise more quickly with the hiring of additional staff to support this effort.

We are still uncertain about the potential to generate revenue from corporate partnerships.

# 2024-2025 Financial Target

## Note:

**We need to get to these numbers as soon as possible and the directors salary is not represented, it needs to be.**

**\$32,840** is essential to covering our operational budget. This assumes that we will receive an additional \$40,000 from CSJ to cover summer camp staff. It will be allocated as follows:

- Administrative staff **\$14,440**
  - Additional funds will enable us to expand our administrative services from an inadequate 20 hours over six days to a full-time position, operating eight hours per day.
- Tutors
  - Tutoring from 2 daily to 4 = **\$15,840**
  - To hire additional staff so that we maintain quality education and provide students with the support they need.
- Camp staff
  - Winter from 1 to 3 = **\$1,280**
  - March Break Camp 1 to 3 = **\$1,280**
  - Summer from 3 payed to 11 payed = \$40,000
  - To hire additional staff allowing us to ensure a safe, well-structured environment where every child receives the attention and support they need. Adequate staffing allows us to maintain programme quality and provide meaningful experiences for all participants.

## Note:

While it is still insufficient to meet all our needs, it will allow us to operate with a skeletal team - pushing everyone to their limits while still providing just enough room to keep things running.

The Director's salary is currently at \$24,650. An additional **\$40,000** is needed to to secure his necessary position. This is still far below industry standard.

# PROJECTED REVENUE V. EXPENSES

**2023-2024 Gross Revenue: 234K, Expenses: 216K, Net Revenue: 17K**

Year	Projected Gross Revenue	Projected Expenses	Projected Net Revenue
2024-2025	\$295,000	\$277,000	\$18,000
2025-2026	\$325,000	\$320,000	\$5,000
2026-2027	\$355,000	\$350,000	\$5,000

**Projected Gross Revenue:** CSJ funding increase from \$15K to \$55K, donations rising by \$15K–\$20K, and programme revenue growing by \$4K.

**Projected Expenses:** Higher costs due to hiring sufficient administrative, teaching, and camp staff, with minor increases in rent, social media, and accounting.

**Projected Net Revenue:** Expected to remain stable, as charities typically operate at a break-even level.

# Competitor Analysis

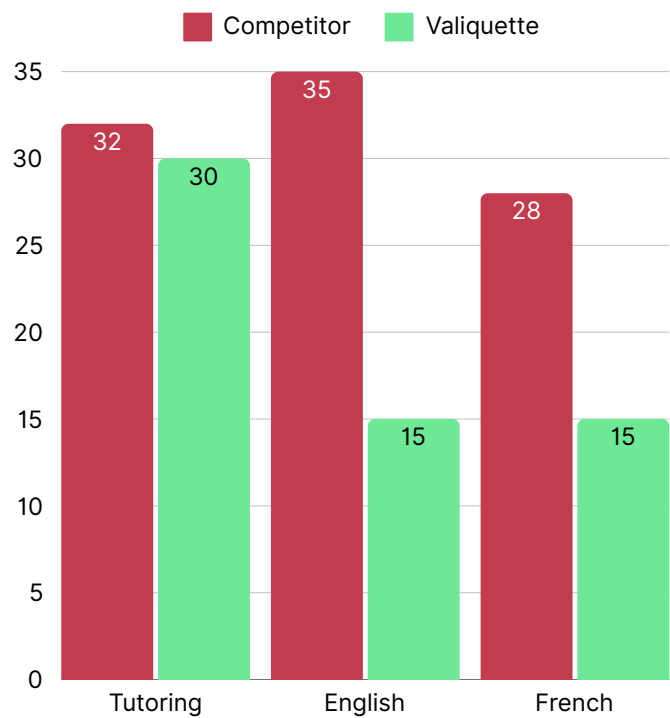
## Understanding Cost Comparisons

Conducting a competitor analysis is challenging due to the wide variety of models in the market. No single centre matches our extensive offerings in both quality and quantity. Unlike other institutions, we provide a full range of academic programmes alongside a comprehensive camp experience, as well as a robust success and employment programme.

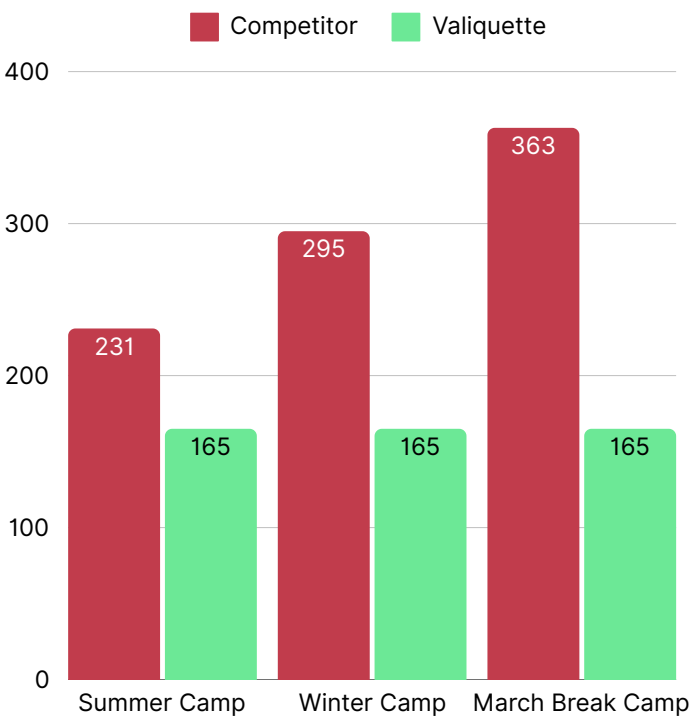
When comparing academic programme costs, we have calculated an average cost per hour. However, this can be misleading, as the quality of education varies significantly. In many cases, families must enrol their children in multiple centres to meet all their academic needs -something we uniquely provide in one place.

Similarly, camp pricing can be deceptive. While there is one government-funded camp available at a lower price point, all other private camps are significantly more expensive than ours. The following graphs illustrate these cost differences.

**Academic Competitors**  
**Average Cost per Hour**



**Camp Competitors**  
**Average Cost per Week**



# Competitor Analysis

Our analysis is divided into the following categories: financial cost differences and programmedifferences. Beyond our extensive academic offerings, we provide a unique Student Success programmethat sets us apart from competitors. This programmeplays a crucial role in helping students transition from high school to trade school, Cégep, or university. A key component of our Youth Success programmeis the Employment Program, which equips students with valuable financial knowledge, work experience, and investment skills to secure their fiscal future. Our competitor analysis has clearly shown that no single academic center offers the full range of services we provide neither in academics nor in camps, and certainly not both.

## Academic Competitors:

Most "tutoring" centers focus exclusively on math or general homework help, often catering to specific cultural demographics and providing limited additional materials. All identified competitors offer in-house academic services. However, English and French tutoring centers typically follow different models or target more affluent clientele. Competitors serving a similar demographic have pricing structures comparable to ours, while those targeting wealthier clients charge significantly more. There are no dedicated language courses for children available in our immediate area.

## Camp Competitors:

Competitors fall into two categories: Government-run camps charging approximately \$105 per week. These camps do not offer the same variety as we do and do not include any academic components. For-profit camps catering to wealthier communities, with prices starting at \$275 per week. While they provide more activities and an upscale environment, their pricing makes them inaccessible to the demographic we serve. Our analysis reinforces our unique position in the market: we provide a well-rounded academic and camp experience at an accessible price point, filling a gap that no current competitor fully addresses.

Competitor category	Strengths and Weaknesses
Academics	<div><div>✓ Our pricing is highly competitive.</div><div>✓ We charge approximately 40% less than our competitors, making our services far more accessible to families who may not be able to afford traditional tutoring.</div><div>✗ However, greater community outreach is needed, as our affordability has not yet translated into a significant increase in new student enrolment.</div><div>✗ Academics account for 20% of the Valiquette Foundation’s revenue, and our competitive pricing should be leveraged to strengthen this area.</div></div>
Camps	<div><div>✓ Camps generate 80% of the foundation’s revenue, making them a crucial financial pillar.</div><div>✓ Our pricing is significantly lower than that of our competitors.</div><div>✗ While camps are the primary revenue source, the current pricing strategy may not fully capture their value, potentially limiting profitability.</div><div>✗ Our greatest limiting factor is the restriction of space, which can make the summer camp feel cramped. This adds challenges in managing campers and providing adequate space for activities. While safety is not a concern, as we strictly limit participant numbers, additional space would allow us to enhance quality and offer a greater variety of activities.</div></div>





# Strategic Goals

Our goal at the Valiquette Foundation is to expand our reach, enhance financial sustainability, and strengthen our educational programmes to better serve underprivileged children.

## Goal 1:

Revenue from Donations & Grants

## Goal 2:

Expanding Service Revenue

## Goal 3:

Team Growth & Scaling

## Goal 4:

Expand Community Engagement



# Goal 1 : Revenue from Donations & Grants

Objective: Increase funding by securing an additional \$40,000 immediately and growing total grants and donations to \$165,000 by the end of the strategic plan.

## STEPS TO ACHIEVE GOAL 1

1. Secure corporate sponsorships and donor commitments
  - a. Leverage existing partnerships and new outreach campaigns to target high-potential donors.
  - b. Attracting companies to sponsor our academic/camp programmes, our Youth Success Seminar, and our community outreach initiatives.
  - c. Sponsorship through logos on our camp t-shirts and potentially further apparel, pencil cases, and backpacks.
  - d. Strengthen relationships with existing donors through personalized communication and events (e.g., having visit time so they can meet the team and the kids).
2. Diversify Funding Sources
  - a. Increase network by building relationship with new stakeholders
  - b. Increase sponsorship through corporate CSR programmes
3. Develop a Comprehensive Donor Engagement Plan to Secure Financial Commitments and build out to long-term
  - a. Identify and Profile Potential Major Donors (Research their philanthropic interests, values, and past giving patterns)
  - b. Create a Tailored Pitch Deck: Highlight the Foundation's mission, key achievements, and long-term vision, emphasizing measurable impact.
  - c. Offer Flexible Commitment Options: Propose various financial commitment plans (e.g., annual giving, multi-year pledges) to suit different donor preferences.

## METRICS FOR SUCCESS

- Secure CSJ grant at \$55,000 annually
- Secure commitments from 3 offices to provide a total of \$3,000 in discretionary funds annually
- Secure funding from 2 to 3 new grants or corporate sponsors each year
- Maintain donor retention rate at 70%+ annually
- Create Excel sheet to track the progress of our financial growth

# Goal 2: Expanding Service Revenue

Objective: Strengthen Revenue from Services Sold by increasing the number of children served annually in both Academics & Camps from 350 to 450 by 2027

## STEPS TO ACHIEVE GOAL 2

- 1. Expand promotional strategies
  - a. Direct-to-school marketing
  - b. Create more promotional items, such as sandwich boards, windows signs, projected images
  - c. Find strategic places for promotional items
  - d. Develop partnerships with local organizations to co-promote services.
  - e. Enroll teenagers as ambassadors to promote Valiquette's services at school through social media testimonials.
  - f. Develop a calendar with key dates and deadlines for online promotions and events
- 2. Affiliate with schools
  - a. Capture external to school tutoring for their students

## METRICS FOR SUCCESS

- 10% annual increase in programme enrolment in both Academics & Camps, especially in our Winter and March Break Camp.

# Goal 3 : Team Growth & Scaling

Objective: Strengthen staffing to support programme expansion and operational efficiency

## STEPS TO ACHIEVE GOAL 3

- 1. Building Affiliations/Partnerships for the purpose of staff acquisition
  - a. Become a member of the following organisation:
    - Montreal Volunteer Bureau
    - Ma Communauté
  - b. Create a list of schools to which we can reach out for recruitment.
  - c. Contact High schools, Cegeps, & Universities for:
    - Volunteers (community service hours & stage programmes),
    - Paid staff.
- 2. Scaling members potential (Board of Governors and Team members)
  - Create a succession plan for key roles.
  - Showcase opportunities for members to enroll their acquaintances & friends with employment opportunities.
  - Onboard fundraising focused members of the Board of Governors.
  - Create opportunities for Team members to develop their potential through seminars and the Valiquette success programme.
- 3. Scaling operations
  - Implement a centralized database to manage donor and participant information.
  - Regularly review and optimize programme delivery processes.

## METRICS FOR SUCCESS

- Secure a head of Academics who is available every day Monday to Thursday.
- Increase primary admin staff to full time Monday - Thursday = 32 hours.
- Increase staff size 10% by 2027.
- Increase the attendance of members to the success programmes and seminar by 25%.
- Launch a leadership development programme by 2025.

# Goal 4 : Expand Community Engagement

Objective: Create and strengthen relationships with stakeholders to enhance visibility, trust, and support.

## STEPS TO ACHIEVE GOAL 4

- 1. Launch Community-Centered Events and Initiatives
  - a. Host events that engage families and children with seasonal celebrations
  - b. Partner with local businesses to co-sponsor community events
  - c. Create a parental committee to take part in our camps and events (Halloween & Christmas parties)
- 2. Leverage Social Media Content
  - a. Develop engaging social media content highlighting success stories, upcoming events, and volunteer opportunities
  - b. Empower students and parents to share and get involved in your promotional content
  - c. Reach out to a list of 150 Montreal micro-influencers to build awareness of our Foundation
- 3. Partner with new stakeholders
  - a. Table de jeunesse
  - b. Table de quartier
  - c. Centre de Développement Communautaire
  - d. Add churches and cultural organisations

## METRICS FOR SUCCESS

- Organize 3 major community events annually by 2025.
- Achieve a 20% increase in community participation year-over-year.
- Collect and act on feedback from at least 50 community members and parents annually.

# SWOT Analysis

Strengths	<ul style="list-style-type: none"> <li>• <b>Strong Mission and Vision</b> Focused on empowering underprivileged children and families, creating a meaningful and relatable cause that resonates with donors and stakeholders</li> <li>• <b>Community Impact</b> Demonstrates tangible results through educational, emotional, and social support programmes, which build credibility and trust.</li> <li>• <b>Dedicated Leadership and Volunteers</b> Passionate team members and volunteers who believe in the mission contribute to the foundation's success and sustainability.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• <b>Limited Financial Resources</b> Dependence on donations and grants, which can fluctuate and create uncertainty in planning and programme expansion.</li> <li>• <b>Brand Awareness</b> Despite its impact, the foundation may lack visibility in broader communities, making fundraising efforts more challenging.</li> <li>• <b>Small Operating Team</b> Limited staff and resources could hinder the ability to scale programmes or manage administrative tasks effectively.</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• <b>Increased Funding Opportunities</b> Access to larger grants, corporate sponsorships, or government funding programmes, especially through alignment with educational and social support goals.</li> <li>• <b>Community Engagement Initiatives</b> Hosting events like the Christmas party creates opportunities for building stronger relationships with local communities and potential donors.</li> <li>• <b>Digital Marketing and Social Media</b> Expanding online presence through targeted campaigns, storytelling, and showcasing success stories can attract new supporters.</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• <b>Economic Uncertainty</b> Economic downturns can lead to decreased donations and tighter competition for grants.</li> <li>• <b>Donor Fatigue</b> Overdependence on the same donor base could lead to diminished contributions over time.</li> <li>• <b>Competitive Non-Profit Landscape</b> Other organizations with similar missions may compete for funding, volunteers, and public attention.</li> </ul>

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