



Strategic Plan

2025

2030

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Land Acknowledgement

As a foundation that funds groups throughout the territory called Quebec, we recognize the diversity of Indigenous nations who inhabit and protect these lands, including, but not limited to, the Anishinabeg (Algonquin), Atikamekw Nehirowisiwok (Attikamek), Eeyou and Eenou (Cree), Wendat, Ilnu (Innu), Inuit, Kanien'kehà: ka (Mohawk), Mi'gmaq, Naskapi, Wolastoqiyik Wahsipekuk (Maliseet) and W8banakiak (Abenaki).

The Béati Foundation's offices, located in Longueuil and in Tiohtià:ke/Montréal since 2024, are on the unceded ancestral territory of the Kanien'kehà:ka (Mohawk). Tiohtià:ke/Montréal has been a place of gathering and exchange for various Indigenous nations since time immemorial.

We recognize Indigenous peoples as guardians of the lands and waters and respect their past, present, and future connections to these territories. We affirm our intention to work towards respectful and reciprocal relationships with Indigenous peoples, thereby contributing to reconciliation and decolonization.

The Béati Foundation fights against social inequality and systemic exclusion, and recognizes the right to self-determination of Indigenous peoples. We are committed to supporting initiatives that promote the rights, autonomy, and prosperity of Indigenous communities.

As a foundation in complicity and in solidarity with Indigenous struggles, we recognize our role in ensuring that the philanthropy of today and tomorrow ensures a redistribution of the wealth accumulated through centuries of colonialism and slavery, with a view to reparation and reconciliation.

This statement is intended to evolve and is meant as a first step towards weaving deep and lasting ties with Indigenous communities. Above all, this statement is not an end in itself; we know there is much deeper work to be done, and we are committed to honoring it.

Editorial Notes and Creation Process

The Béati Foundation's 2025-2030 Strategic Plan is the result of a dynamic and collective co-creation process that began in September 2023. This process unfolded over a year and included several key phases: contextual analysis, co-reflection, co-design, and co-revision. The analysis focused on the organizational context (including SWOT evaluations), social context (social changes, climate, social, and racial justice), and sectoral context (evolution of the philanthropic sector). Co-reflection involved brainstorming sessions, thematic seminars, and promoted the inclusion of supported groups as well as members of the philanthropic ecosystem through surveys. The drafting of this document was led by the Foundation team, supported by a working committee, and approved by the Board of Directors. Co-revision allowed for an exhaustive review of the plan before its adoption at the Annual General Meeting in December 2024.

We express our gratitude to all stakeholders for their valuable contributions throughout this process.

Inclusive communications | The Béati Foundation recognizes that language is not neutral and therefore uses inclusive and gender-neutral communication.



Joint Message from the Chair and Executive Director

Dear allies and partners,

Today's social and ecological inequalities and injustices reflect historical and systemic structures that continue to marginalize numerous communities and relentlessly destroy the land that shelters us. Faced with these realities, our Foundation must commit firmly to building a more just and equitable world. We are aware of our responsibility and the need to participate, to the best of our ability, in profound and cultural transformations.

Since 1990, the Foundation has been committed to supporting initiatives that aim to create a more inclusive and supportive environment. This new version of our Strategic Plan marks a significant turning point for our organization. By thoroughly revising and updating our areas of activity and our approach with all our stakeholders, we reaffirm our commitment to shaping the future based on our historic distinctiveness. Moreover, this Strategic Plan is an expression of our renewed collective commitment. It represents our determination to make sense of a complex world, to support community empowerment, and to build bridges in order to open up creative pathways to strengthen groups and initiatives throughout Quebec.

The philanthropic sector is evolving towards an approach centered on justice, transparency and accountability. We aim to contribute to this evolution towards greater horizontality, trust and healthy relationships. By integrating these values into our practices, we aspire to collaborate with the philanthropic community to transform our support systems and better meet the real needs of communities. We know the challenges are immense, but we believe in the power of integrity, unconditional solidarity and shared determination to bring about profound transformations. Every action is guided by a desire for justice and respect for all forms of life. So we are determined to walk alongside communities, learning and growing together.

It's about committing ourselves not only to financial support, but also to fervent and constant advocacy for the rights and dignity of all. Our commitment is to remain vigilant, to keep learning, and to always strive to be worthy of the trust you place in us. By acting ethically and transparently, we seek to embody the values we stand for, and to set an example of integrity in everything we do.

At the dawn of this new Strategic Plan, we renew our call for collective action. Together, let's build a future where every person can fully flourish, where solidarity becomes the norm, and where human dignity is respected unconditionally.

In solidarity,

**Tori Hellrung,
Chair of the Board of Directors**

**Nadia Duguay,
Executive Director**

Introduction

The Foundation's new Strategic Plan marks the beginning of an era of necessary transformation in the face of the current sociopolitical and environmental context. For us, embarking on this new phase has meant embarking on an in-depth review of our strategies, activities and identity. This metamorphosis aims for renewed coherence, an integral transformation that nevertheless respects the spirit of continuity. The objective is to map out actions that we hope will resonate with relevance and meaning, opening new pathways to support groups and initiatives across Quebec.

Overhaul of the Fundamentals | All of our fundamentals have been reimagined: vision, mission, values - everything has been reviewed to embrace new practices and revise our strategic areas of intervention. An updated theory of change now guides our actions, enabling more strategic support and ongoing experimentation, integrating research and development, while ensuring, through strong ethical guidelines, that this is never done to the detriment of the communities we support.

Seeking New Approaches | Vigilance in the face of our own shortcomings and the ongoing quest for new ways to support Quebec-based groups and collectives are at the heart of our approach. The mission to fund the “unfundable” persists, as does the ongoing implementation of trust-based philanthropy. Rooted in our identity, we are continually refining our understanding of our positionality and the unequal relationships that flow from it. By striving to fully embody our values, we aspire to live up to our mission, strengthening our organizational capacity to provide ever more thoughtful, ethical and strategic support.

New Funding Priorities | The traditional funding streams, previously centered on two priorities, are being transformed here to become more inclusive, targeted and strategic. Our new, more focused funding priorities are designed, among other things, to alleviate burnout and overload in the communities we support. Taking into account the capital available in our regular grants program, we have decided to further target the projects supported by our endowment stream around priority themes, guided by clear equity targets aimed at underfunded regions and groups.

Philanthropic Alliances | Organizations and collectives that no longer meet our funding priorities, which are now more targeted and precise, will not be left behind. On the contrary, we're developing a range of strategies, tools and resources to support organizations across Quebec more broadly and differently. By forging philanthropic alliances here and across Canada over the coming years, and by opening the door to collaboration and sectoral networking, we are strengthening our commitment to a future where solidarity and support for community and human rights advocacy initiatives in Quebec are paramount.

Engagement and Support | If engagement no longer appears as an area of intervention, it's because it now permeates all our actions, in support of social and ecological movements. This transversal approach is complemented by the support we provide for groups, which remains an essential practice of trust-based philanthropy.

You will find all these elements in this 2025-30 Strategic Plan, as well as our two main strategic orientations, our reading of contexts, and our theory of change.

Enjoy your reading!

Our Reading of Three Contexts



This Strategic Plan integrates the analysis and understanding of three key contexts: sociopolitical and environmental, sectoral, as well as our own organization. An in-depth understanding of these contexts is essential to guide our philanthropic actions and strategies. It is essential to seek and create meaning within these complex environments to maximize our outcome.

Sociopolitical and Environmental Context

Contemporary societies are marked by intersectional inequalities that cross dimensions of race, gender, class and ethnicity, exacerbated by colonial legacies and patriarchal structures. These inequalities are particularly visible among historically marginalized groups, such as women, LGBTQ2S+ communities, people experiencing poverty, people with disabilities, as well as Indigenous, Black and racialized communities. These groups continue to struggle for equity and recognition in a society where social isolation and ageism further deepen inequalities, limiting opportunities for participation and representation.

International economic practices, dominated by global capitalism, favor wealth accumulation at the expense of economic equity. Colonial and patriarchal dynamics persist, exploiting the resources of countries and marginalized communities without fair compensation. Algorithmic capitalism amplifies these economic disparities, worsening the precarity of the most vulnerable, especially in the post-pandemic context and in the face of rising inflation. These challenges highlight the inadequacy of social protections and the need for structural reforms for a more equitable economy.

Neoliberal policies, favoring privatization and cuts in social spending, disproportionately impact disadvantaged groups, reinforcing patriarchal and colonial structures. The failure of international institutions to respond effectively to global crises further exacerbates the situation. Despite some progress, political representation of women, Indigenous peoples and other marginalized groups remains highly inadequate, limiting their influence on decisions that directly affect them. The rise of the right and far right, and the prospect of a return to conservative ideas in Ottawa, threaten to roll back social and environmental gains.

In environmental terms, the loss of biodiversity and the challenges linked to food security are deeply concerning. The ability to feed oneself has a direct impact on health, underlining the importance of a healthy environment for the well-being of communities. The impacts of climate change are felt disproportionately by marginalized communities, requiring inclusive and equitable responses to strengthen resilience and adaptation. The interconnection between these social, political and environmental issues requires an integrated approach to promote a sustainable and just future for all.

Sectoral Context (Philanthropic)

The philanthropic sector is moving step by step towards a more justice-centered approach, with practices based on trust, participation and driven by systemic analysis. Foundations are adopting equity, diversity and inclusion (EDI) approaches, and increasingly recognizing historical and current power imbalances. Innovation, collaboration, the use of advanced technologies, and professionalization are on the rise, as are decolonization efforts and support for groups working towards profound systemic, political and cultural change. Many foundations are now integrating ecology into their strategies, supporting climate justice and the transition to a green economy

The main trends include the adoption of approaches aimed at universal accessibility; support for marginalized groups through the analysis and correction of grant disparities; critical reflection on the legitimacy of philanthropic action; and the implementation of investment accountability practices—such as socially responsible finance, impact investing, ESG (environmental, social, and governance) strategies, and shareholder engagement. Furthermore, direct advocacy or support for rights-based advocacy, the diversification of professional backgrounds and perspectives sought in community or rights-focused sectors to work within Foundations, and the emergence of concrete strategies—such as intentional decapitalization or reparative capital transfers—are all essential elements of this ongoing evolution.

Philanthropy is evolving, questioning unequal power and valuing community expertise; that said, the sector must continue to evolve, collaborating with other stakeholders and promoting social and environmental justice.

The interrelation between social-political and sectoral contexts, as well as an understanding of our own organization, is imperative to promote a sustainable and just future. By integrating these analyses, we seek to strengthen our commitments, thereby ensuring that our philanthropic actions create the most significant impact possible.

Organizational Context

The organizational analysis of April 2023 revealed critical aspects of the Béati Foundation operations, highlighting the need to review our internal practices to maximize our outcome. The professionalization of our team and the ongoing development of specific skills were identified as essential. The report highlighted our commitment to values such as proximity with communities, personalized support and activist involvement.

The analysis showed that our approach by areas of intervention required significant improvements, as did our philanthropic practices. In response, we adopted the principles of trust-based philanthropy in 2023, with the first phase of implementation completed and all of our areas of intervention being reviewed within this Strategic Plan. It was also recommended to clarify funding criteria and simplify the project submission and selection processes to improve transparency and efficiency.

In December 2023, the Foundation adopted new bylaws and a revised decision-making structure, now in place since 2024. The new committees operate under updated rules, summarized in a governance guide available online. Recruitment of board members is now open via a public call. The JEDI principles (justice, equity, diversity and inclusion) are integrated across all aspects of our work, influencing our internal guidelines and policies.

The analysis also revealed challenges related to our small team and the management of limited resources. Recommendations were made to optimize internal processes and invest in training, ensuring a better distribution of tasks and increased efficiency.

In 2023, we closed our philanthropic development stream to focus on strengthening the capacities of supported groups, thus optimizing our resources for more direct impact. We improved our communication strategy, modernized our technological tools, and implemented monitoring and evaluation systems to adjust our strategies.

These measures reinforce the Foundation's transparency, accountability and efficiency, ensuring that the BÉATI Foundation continues to evolve and maximize its support for the groups it serves.

Our Framework



Vision

We aspire to a world imbued with meaning, connections, and solidarity, where justice for all living beings is at the heart of our actions, and where diversities, embraced unconditionally, actively contribute to shaping our visions of the future.

Mission

Supporting groups in their pursuit of meaning, justice and equity, through engaged, collaborative and courageous philanthropy.

Ethical Compass



Values

- Integrity
- Humility
- Transparency
- Accountability



Ethical Principles

- Self-determination of the communities we serve
- Philanthropy centered on the groups we support
- Democracy
- Equity
- Recognition of our positionality



Commitments

- Social Justice
- Ecological Justice

Practices



JEDI: Justice, Equity, Diversity, and Inclusion



Learning Organization



Trust-Based Philanthropy



Responsible Finance



Care-Based Relationships

Levers



Radical Collaboration



Continuous Experimentation



Activist Engagement

Our Premises



The cross-analysis of sectoral, organizational, sociopolitical and environmental contexts leads us to certain premises that set the stage for our theory of social transformation.

Challenges

We operate in a world shaped by the insidious triad of capitalism, patriarchy, and colonialism. These systems, by their very nature, generate, maintain and reproduce oppression and inequalities that unfold at various levels and dimensions: economic, social, racial, cultural, gender... They also contribute to the relentless destruction of our ecosystems, threatening the very existence of life as we know it. We ourselves, as individuals, communities and organizations, are the products of these systems, and must therefore engage in intimate, cultural and profound transformations in addition to necessary systemic and political changes.

Consequences

The strength and brutality of these systems generate widespread exhaustion, increased polarization, and a profound loss of meaning within our social, environmental, cultural, community and activist spaces. Marginalized voices and perspectives are often erased, devalued or ignored, amplifying existing disparities and hindering efforts towards resilience and collective transformation.

Assumptions

- The people and groups most affected by inequalities hold invaluable perspectives for any social and environmental transformation.
- An intersectional approach amplifies the impact of every action, touching all communities in a meaningful way.
- Organizations committed to change face a chronic lack of support and funding, hindering their transformative efforts.
- Support for initiatives that shake up the status quo and challenge dominant models is not only necessary, but a catalyst for genuine and lasting change.

These premises form the basis of our theory of change, guiding our actions and strategies to promote a more just, equitable and resilient society.

Our Fundamentals

Our Renewed Mission

Supporting groups in their pursuit of meaning, justice and equity, through engaged, collaborative and courageous philanthropy.



Our Renewed Vision

We aspire to a world imbued with meaning, connections, and solidarity, where justice for all living beings is at the heart of our actions, and where diversities, embraced unconditionally, actively contribute to shaping our visions of the future.



Our Ethical Compass: Values, Principles, and Commitments

Our values and ethical principles are essential reference points that guide our actions, relationships and decisions. We value constant evolution, recognizing that continued learning and adaptation are necessary to face the complex challenges of our society.



Four Core Values

Our values are the foundations of our commitment and our practices. They represent our deep convictions and guide our every action.

- **Integrity** | The alignment between our words and our actions is non-negotiable. Integrity means respecting our commitments and acting consistently with our ethical values.
- **Humility** | We recognize our interdependence and our limits, while understanding that our actions are only a modest attempt in the face of the complexity of the issues we face.
- **Transparency** | Transparency is essential to building trust. We are committed to open and honest communication, sharing clear and accessible information, including our decision-making processes and the results of our actions. This enables everyone to make informed decisions and act consciously.
- **Accountability** | We take responsibility for the consequences of our actions and decisions. Being responsible means being accountable to the communities we serve, our partners, and our team. It includes diligence and respect in all our interactions, as well as the willingness to admit and correct our mistakes to constantly improve our practices.

Five Ethical Principles

Our ethical principles define our approach and ensure that our actions are aligned with our commitment to social justice and equity.

- **Self-determination of the communities we serve** | Each community is encouraged to define its own needs, aspirations and actions. The ability to act autonomously is essential to ensure meaningful participation and respect for diversity, which leads us to prioritize initiatives by and for the communities we serve.
- **Philanthropy centered on the groups we support** | We prioritize the interests of the groups we support, placing them at the center of our actions by adapting our approaches, actions, and strategies to meet their specific needs.
- **Democracy** | Decision-making processes must be participatory, inclusive, and equitable, ensuring that all voices, especially those historically marginalized, are heard and valued.
- **Equity** | Equity implies a structural transformation to correct power imbalances. It aims to provide each individual with the necessary tools and resources to access equitable opportunities, while respecting each person's specific experiences and contexts.
- **Recognition of our positionality** | We recognize that our positionality influences our perspective and actions. Positionality refers to an understanding of how our sociopolitical and personal identities influence our worldview and our interactions with others. This recognition prompts us to be aware of power dynamics and to work in ways that respect and value each person's context and experience.

Cross-cutting commitments

Our overarching commitment is to **Justice for the living***, which encompasses both social and ecological justice. This comprehensive vision recognizes and respects the dignity and rights of all living beings, human and non-human, promoting equitable, sustainable, and harmonious relationships within our global ecosystem.

- **Social Justice** | We are committed to promoting social justice in all our actions. This includes an unequivocal commitment to various forms of justice, including racial, gender, economic and cultural justice. We support initiatives aimed at eliminating inequalities and promoting a more inclusive and equitable society. We also work to reduce social inequalities and reinforce the rights and dignity of all people.
- **Ecological Justice** | We recognize the central importance of ecological justice and are committed to supporting projects that address environmental and ecological challenges. We ensure that the communities most affected are at the heart of these solutions, integrating concerns about ecosystems, biodiversity, and the interconnected relationships between humans and nature.

We are committed to supporting social movements through clear and vocal positions, and direct advocacy on our part. We are also committed to being accountable for all our actions, particularly regarding the management of our capital. We must be as responsible as possible, remaining open to opportunities for improvement and vigilant to the risk of perpetuating inequalities.



*In July 2022, the UN General Assembly adopted a historic resolution recognizing the right to a healthy environment, following a similar resolution by the Human Rights Council in October 2021. This right includes clean air, a stable climate, access to drinking water, healthy food, non-toxic environments, and healthy ecosystems. It also encompasses access to information, participation in decision-making, and access to justice without fear of reprisal.



Five Mobilized Practices

To fully embody our values and ethical principles, we have adopted five essential practices that structure our philanthropic approach and reinforce our commitment.

JEDI: Justice, Equity, Diversity, and Inclusion

We recognize systemic inequalities and seek to proactively address them in all aspects of philanthropy, including governance, decision-making, funding, partnerships, and programs.

Learning Organization

We are committed to being a learning organization, always seeking to improve our practices through research, development, and knowledge sharing. Continuous improvement is at the heart of our approach, enabling us to adapt and perfect our actions based on feedback and new knowledge.

Trust-Based Philanthropy

We embrace trust-based philanthropy, emphasizing the building of strong and lasting relationships between the Foundation and the groups we support. This approach is based on six principles that are in line with our core values.

Responsible Finance

Our approach to responsible finance encompasses social finance, impact investing, shareholder engagement, and environmental, social and governance (ESG) criteria. Aware of the risks of greenwashing and impact washing, we strive to take concrete and responsible actions, adapted to our context as a small foundation, to maximize our positive impact.

Care-Based Relationships

We integrate the principles of care and concern into all our interactions and relationships, recognizing the importance of creating caring, responsive and respectful relational environments. This includes a commitment to the well-being of our team, our partners, and the communities we support. By recognizing the importance of care in our daily actions, we seek to deconstruct traditional hierarchies and promote an inclusive and supportive organizational culture. We also strive to support communities by strengthening their capacity to care for themselves and others.



Three Strategic Levers

To achieve our strategic objectives, we have identified three key levers. These levers are designed to maximize our outcome while remaining true to our values and mission.

1. Radical Collaboration

Radical collaboration is a central pillar of our strategy. This approach goes beyond traditional partnerships, seeking to create deep and meaningful alliances between the community and philanthropic sectors. Using our position as a catalyst, we aim to become a unifying bridge that facilitates cooperation, innovation, resource sharing. Radical collaboration allows us to co-construct solutions with communities, valuing their expertise and ensuring an active, available, and responsive presence.

2. Continuous Experimentation

We are committed to open and bold philanthropy that places experimentation at the heart of its actions. Our Foundation encourages innovation and the testing of new approaches, while ensuring that these experiments never come at the expense of the communities and groups we support. We avoid extractive practices and encourage the exchange and mobilization of knowledge. By practicing ethical and respectful experimentation, we can adapt and perfect our strategies in real time, based on concrete feedback and continuous learning. This allows us to strengthen our effectiveness and increase our social impact.

3. Activist Engagement

Our philanthropy is deeply engaged, integrating elements of activism into all our actions as much as possible. We consider advocacy an essential dimension of the philanthropic act, enabling us to actively support the rights and interests of communities seeking equity. Activist engagement means that we do not simply provide financial support for causes, but actively participate in promoting social and ecological justice. The legitimacy of our actions here rests on our ability to amplify the voices of the communities we serve, where the addition of our voice is desired, while respecting their autonomy and responding to their needs and aspirations to the best of our ability. We are committed to being humble and supportive partners, working to influence the policies and practices of the philanthropic sector towards sustainable systemic change.

These three strategic levers – radical collaboration, continuous experimentation, and activist engagement – form the foundation of our approach to achieving our objectives and creating a significant and lasting impact. They reflect our commitment to being a proactive, innovative foundation, deeply connected to the needs of communities we serve.

Strategic Orientations and Objectives 2025-30

Transform our philanthropic practices towards greater equity and innovation

- Adopt even more flexible funding practices, emphasizing trust, care, and collaboration with supported groups.
- Encourage projects that challenge current power structures, create unconditional solidarity, and propel concrete future possibilities.
- Strengthen our participatory and democratic approaches in our selection processes, ensuring that the supported projects are chosen by and for the people directly concerned.
- Ensure an equitable distribution of funded projects and apply strong exclusion criteria.

Orientation #1 | Provide greater and more targeted support to community, advocacy, and non-profit organizations across Quebec

Promote philanthropic collaboration and act as a bridge for other foundations

- Open concrete pathways of collaboration for pan-Canadian and Quebec-based foundations to overcome linguistic and cultural barriers.
- Build bridges between foundations and local initiatives to maximize the social and environmental impact of supported projects.
- Develop strategic partnerships to harmonize philanthropic efforts and address specific local needs.

Strengthen the capacity and autonomy of organizations

- Offer practical resources and cutting-edge professional support, such as training, mentorship, and management tools.
- Develop support programs such as fiscal sponsorship for organizations without charitable status.
- Recommend organizations to other foundations to increase their visibility and funding opportunities.





Orientation #2 | Acting with greater accountability, transparency and integrity in all our philanthropic and organizational efforts

Increase our commitment to activism and advocacy

- Integrate engagement and advocacy into all our philanthropic actions.
- Amplify the voices of the communities we serve by actively participating in influencing the policies and practices of the philanthropic sector towards sustainable systemic and cultural change.
- Publish advocacy reports to ensure full transparency of our public positions.

Ensure responsible and sustainable financial management

- Integrate ESG criteria more deeply to achieve a higher ESG rating and strengthen shareholder engagement.
- Increase the proportion of impact investments in the overall portfolio, identifying investment opportunities aligned with our objectives.
- Monitor our asset management more effectively, with a system to identify problematic assets and a clear process for divesting when necessary.
- Implement a new ethical framework for calculating our disbursement quota, ensuring alignment with our values and long-term commitments.

Strengthen our organizational accountability and integrity

- Adopt a learning organization strategy to continuously improve our practices through R&D and knowledge sharing.
- Integrate the principles of care and concern into all our interactions, creating kind and respectful relational environments.
- Strengthen overall monitoring and oversight by establishing a financial monitoring process and defining an optimal ratio of funds allocated to operations.
- Strengthen internal democracy by giving greater voice to the communities we serve.
- Promote the responsible use of artificial intelligence and information technology to maximize our impact and to be more accessible.

Conclusion

As a Foundation, we find ourselves at a crossroads where the aspirations to re-enchant the world meet the complex realities of our limited capacities and the sociopolitical and environmental challenges we face. We recognize our modest size and the immense challenges in front of us. However, our commitment to a more just and equitable social, ecological and cultural transformation is clear and unambiguous.

Learning | It is imperative for us to approach each of our actions with deep humanity and an unwavering commitment to the following values: self-determination for the communities we serve, integrity, humility, transparency, and accountability. Our efforts are guided by an explicit desire to learn along the way, to correct ourselves, and to adjust our course when we make mistakes. This humility is at the heart of our approach, because we know that the quest for relevance and meaningful impact requires constant questioning and continuous adaptation.

Strategy | Our strategy, while ambitious, is rooted in a recognition of our interdependence with the communities we serve. We must be strategic, not only in our interventions, but also in the way we build alliances and collaborate with other philanthropic stakeholders. Every partnership, every funded project, every supported initiative, must be an attempt to re-enchant the world, to restore hope, and to create spaces where everyone can thrive fully

Transformations | It's essential to understand that our approach is not just a series of isolated actions, but an orchestration aimed at bringing about concrete transformations. We are aware that each action, however small, must resonate with relevance and depth. We commit to being vigilant, ready to adjust our practices and rethink our approaches to remain true to our mission.

Collaboration | We are just one player in a vast philanthropic landscape, but our determination is steadfast. In adopting this new Strategic Plan, we are affirming our commitment to walk alongside communities, to learn from them, and to grow together. We firmly believe that profound transformations emerge from solidarity and collaboration, and that every action guided by integrity and respect can make a significant difference.

In conclusion, this Strategic Plan is also an invitation. It is a call to collective action, to shared responsibility and to unwavering commitment to a future where every person, every living being, can achieve their full potential. Together, let's write the next chapters of a just and equitable social transformation in Quebec, remaining true to our values and mission.



French to English translation by Jaggi Singh (No Borders Media)