



**Entente
Foundation**

STRATEGIC PLAN

Charting a renewed and compelling future for the Foundation.



2026 - 2028

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A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Over the past fifteen years, the Entente Foundation has grown from an ambitious idea into a trusted national charity with a clear purpose: to amplify the generosity of Entente Education Canada members and partners in ways that create lasting impact. We are deeply proud of what has been accomplished together – the research advanced, the communities strengthened, and the lives improved across the country. This work reflects the enduring values of compassion, service, and lifelong learning that define our members and supporters, and guide every decision we make.

This strategic plan both honours that legacy and looks decisively toward the future. The next three years will be a period of intentional growth and renewed energy. We will continue doing what we have always done well – supporting healthy aging, research, and community well-being – while also expanding into new areas that reflect the full continuum of how people learn, live, and age. As Canada's population evolves and new challenges emerge, so too must our approach, ensuring our work remains relevant, impactful, and forward-looking.

To achieve this growth, we must augment our traditional programs with new initiatives, new partnerships, and new ways of engaging supporters. A central priority of this plan is to create meaningful opportunities for Entente Education Canada members to connect with the Foundation in ways that resonate personally – as donors, volunteers, educators, mentors, and champions in their communities.

We want participation to be tangible, visible, and deeply rewarding, fostering a stronger sense of shared ownership in the foundation's mission and success.

We are profoundly grateful to everyone who has supported the Foundation to date. Your generosity has built a strong foundation for the future and enabled achievements that would not have been possible otherwise. At the same time, realizing the full vision outlined in this plan will require many more members and partners to become involved. Growth in participation will allow us to expand our reach, fund more innovative initiatives, respond to emerging needs, and strengthen communities across Canada in meaningful and measurable ways.

This plan represents both continuity and evolution. It preserves the values, trust, and accomplishments that define our history while opening new pathways for impact and engagement. By broadening our focus to include both learning and well-being across generations, we aim to connect more people directly with our work and demonstrate clearly how collective philanthropy can shape a stronger, more compassionate future for all.

Together, we have built something meaningful. Together, with renewed commitment and expanded participation, we can build something even greater – a foundation that not only responds to today's needs but helps shape tomorrow's possibilities.

Mike



PURPOSE

The Entente Foundation exists to amplify the values and generosity of Entente Education Canada members and partners through collective philanthropy and innovative community impact, helping to create a Canada where everyone can live well, learn well, and age well.

MISSION

To fund, share, and celebrate research, innovation, and community initiatives that build healthy, connected communities engaged in lifelong learning.

VISION

A Canada where communities foster learning, well-being, and connection across generations, creating places where people can grow, thrive, and give back.

BELIEFS



Together, these beliefs guide how the Entente Foundation transforms generosity into long-term, collective impact.

- **A foundation** magnifies individual generosity into collective strategy, turning shared values into lasting impact.
- **Strong beginnings and healthy aging** are defining stages of life, each deserving support, investment, and dignity.
- **Continuous learning** builds resilient, inclusive communities and supports well-being throughout life.
- **Connection** is the heart of resilient, compassionate communities.
- **Philanthropy** is an opportunity to create enduring change for generations to come.
- **Transparency and storytelling** build trust and inspire continued action.

IMPACT AREAS

Donor participation is declining and the Foundation's singular philanthropic focus, while valuable, has not generated the visibility or connection needed for wider involvement. By aligning with universal human experiences — how we learn, live, and age — the Foundation can strengthen its relevance and appeal.

A unifying idea emerged through the planning journey: Health and education are the two universal pillars that profoundly shape the quality of life, equity, economic stability, and long-term social outcomes of all people. Everyone relies on these systems, yet they are clear areas of inequity in Canada. Meaningful learning in early life builds confidence and resilience, while communities that support older adults strengthen the social fabric across generations. Ultimately, learning and well-being form a continuum that reflects how people grow, give, and thrive.

Recognizing this continuum allows the Foundation to honour its roots in healthy aging while embracing new complementary opportunities that broaden appeal, create visible community impact, and invite more people to take part. This evolution strengthens the Foundation's identity, responds to the desire for more tangible and inspiring avenues for giving, and positions the organization for renewed growth.



IMPACT AREAS

Our impact areas reflect this expanded vision: Two connected spheres that shape people and communities throughout their lives, and offer donors meaningful ways to invest in what matters most to them.



Aging with Vitality

Enhancing quality of life for older adults through connection, inclusion, and supportive communities



Learning Together

Supporting learning experiences that build strong beginnings, confidence, and connection

APPROACH: HOW WE BRING THESE TO LIFE

Our impact areas come to life through signature programs that reflect a balanced, holistic approach to strengthening learning and well-being. Every program we design will be guided by three core objectives – each one essential to creating relevance, visibility, and meaningful change.

These elements are not separate streams of work, they are the integrated elements of how the Foundation will shape impact going forward. While each impact area can progress independently, we will prioritize efforts and initiatives that intentionally interconnect the two – ensuring that, wherever possible, our programs create combined value and strengthen both areas simultaneously.





1

Develop and Share Knowledge for Future Impact

Every signature program will include a component that builds or mobilizes knowledge through research, insights, or evidence that strengthens learning and well-being over time. This ensures we continue investing in the ideas, innovations, and emerging practices that will shape stronger communities in the years ahead.

2

Deliver Tangible Support That Makes a Difference Today

Programs will also offer clear, practical benefits that improve people's daily lives. By working closely with districts to understand the evolving pressures facing communities, we will ensure our initiatives provide concrete support, tools, or opportunities that create visible impact and deepen donor engagement.

3

Celebrate Community Impact and Innovation

Each program will include a way to recognize and elevate the inspiring work happening across Canada – community initiatives, and creative solutions that bring learning and well-being to life. Celebrating these stories strengthens pride, connection, and belonging, while offering donors compelling examples of the difference their support makes.

OVERARCHING GOAL: 2026-2028

Over the next three years, the Foundation will significantly increase the number of Entente Education Canada members and philanthropic partners who contribute to the Foundation. We will expand our ability to fund impactful learning initiatives and enhance the well-being of older adults across Canada, and reinforce the value and connection that members feel toward Entente Education Canada through our shared impact.

By 2029, the Entente Foundation will be a recognized national leader in advancing connection, learning, and healthy aging through philanthropic giving, evidence-based action, and powerful partnerships.



STRATEGIC

DIRECTIONS

The strategic priorities that follow reflect both the aspirations and the Foundation's growing capacity to deliver impact. They are not simply areas of internal improvement; they are bold invitations to shift how the Foundation shows up in the world. These priorities represent the most significant levers for change identified during engagement: clarifying the Foundation's identity, strengthening its visibility, and creating more tangible opportunities for member participation.

Each priority outlines the essential work that lies ahead and what success will look like by 2029. Together, they serve as the architecture of a Foundation ready to evolve, deepen its relevance, grow its reach, and build enduring trust with those it serves.

STRATEGIC DIRECTION #1: CLEAR CONNECTION, UNIQUE IDENTITY

Define who we are, why we exist, and how we stand out.

The Entente Foundation will build a compelling identity that proudly connects to Entente Education Canada while standing tall as its own purpose-driven charity. This direction matters because clarity fuels confidence – for members, donors, and partners. A sharp, inspiring brand unlocks trust, generosity, and participation.

Intended Impact: By 2029, the Foundation will be widely recognized as a distinct, values-driven charity that champions learning and well-being across generations, maintaining a strong connection with Entente Education Canada while preserving its own unique identity.

Key Commitments

Revitalize Our Brand: Refresh and strengthen the Foundation’s visual identity, tone, and messaging to reflect its unique character, values, and impact. This work will include developing clear brand guidelines, ensuring alignment across all platforms, and updating materials to reflect the new purpose, vision, and mission. Success will be reflected in consistent application of the refreshed brand, increased stakeholder recognition of the Foundation’s distinct identity, and stronger engagement across digital and print channels.

Clarify Our Connection – Aligned in Purpose, Distinct in Role: Define and communicate the Foundation’s relationship with Entente Education Canada in a way that highlights complementarity and shared purpose while reinforcing the Foundation’s independent role. This includes articulating how the Foundation amplifies members’ ability to create lasting change through philanthropy, developing shared language for communications, and mapping points of collaboration and differentiation. Success will be measured by clearer understanding of the Foundation’s role, stronger member engagement in giving, and evidence of aligned yet distinct brand recognition between the two organizations.

Activate and Embed Our Messaging: Integrate the refreshed purpose, vision, mission, and guiding principles into every aspect of the Foundation’s work to ensure a unified and consistent voice. This includes updating all communications, digital content, marketing materials, and official listings to reflect the renewed identity. The work will also involve socializing the new language internally, equipping staff, board members, and ambassadors to communicate the Foundation’s story with clarity and confidence. Success will be reflected in full alignment of materials, increased message consistency across platforms, and measurable improvements in stakeholder understanding and recognition of the Foundation’s distinct role and impact.



STRATEGIC DIRECTION #2

ELEVATE AWARENESS, INSPIRE ACTION

Ensure the Foundation is visible, understood, and valued.

The Foundation will invest in dynamic communications and outreach to elevate awareness, increase visibility, and strengthen emotional connections with members and donors. Through establishing intentional national campaigns, targeted messaging, and creative storytelling, it will showcase impact, spark enthusiasm, and inspire belonging – ensuring every member understands what the Foundation stands for and why it matters.

Intended Impact: By 2029, Entente Education Canada members and the Foundation’s donors and allies will proudly recognize the Foundation’s mission, understand its results, and feel inspired to give, share, and get involved.

Key Commitments

National Communications and Outreach: Develop and implement a cohesive national communications strategy that strengthens the Foundation’s visibility and connection across Canada. This includes leveraging district-level channels, volunteer champions, and partner networks to expand reach and reinforce consistent messaging. The strategy will balance national storytelling with local relevance, empowering districts to amplify the Foundation’s voice within their communities. Success will be measured by increased awareness and engagement at both national and district levels, improved message consistency, and growth in reach across digital and traditional channels.

Storytelling and Impact Narratives: Integrate powerful stories and tangible impact examples into all Foundation communications to bring our mission to life and deepen emotional connection with audiences. This includes collecting and curating stories from funded projects, members, and partners that highlight real-world change and demonstrate the value of giving through the Foundation. Success will be evident through an increased volume and diversity of stories shared, stronger engagement across digital and print channels, and improved donor and member recognition of the Foundation's role in creating meaningful impact.

Member Education and Engagement: Design and deliver engaging campaigns that help members understand how the Foundation creates impact and how they can participate in it. This includes fun, informative initiatives that clarify the Foundation's purpose, promote opportunities to give, and celebrate the collective power of member philanthropy. Success will be measured by increased member awareness and participation in giving, higher engagement with campaign content, and positive feedback indicating a stronger sense of connection, pride, and shared purpose among Entente Education Canada members.



STRATEGIC DIRECTION #3: ENGAGE MEMBERS, STRENGTHEN COMMUNITIES

Turn generosity into tangible change.

The Foundation will create meaningful opportunities for members to engage at the local level, leading community initiatives, championing campaigns, and sharing stories that bring the Foundation's impact to life. By investing in locally delivered programming that strengthens communities and connects to longer-term, system-level outcomes across Canada, the Foundation will transform its purpose into powerful, visible, and measurable impact.

Intended Impact: By 2029, the Foundation will be known for its signature initiatives and visible impact in learning and well-being, and for a vibrant community of engaged donors and champions.

Key Commitments

Launch Signature Initiatives: Design and launch a portfolio of flagship programs that combine tangible community impact, recognition, and knowledge mobilization to embody the Foundation's mission and impact in learning and well-being. These initiatives will serve as visible, unifying expressions of purpose, creating measurable benefits in communities, celebrating excellence, and sharing insights that advance knowledge and practice. Success will be reflected in national recognition, broad participation, and deeper understanding and support for the Foundation's mission.

Deepen Member Engagement: Empower Entente Education Canada members to play an active role in advancing the Foundation’s success by engaging in philanthropy, advocacy, and storytelling. This includes equipping members with the tools, messaging, and opportunities to amplify awareness, encourage giving, and serve as ambassadors for the Foundation’s impact. Success will be demonstrated through higher levels of member participation in campaigns and events, increased district-level engagement, and stronger member identification with the Foundation’s purpose and values.

Partner for Local Change: Collaborate with districts and community partners to co-create initiatives that make the Foundation’s impact tangible, local, and relevant. This approach will strengthen the connection between national priorities and local realities, encouraging shared ownership of outcomes. Support will include capacity-building resources, storytelling support, and co-branded opportunities that celebrate local success as part of the national movement. Success will be measured through the number and quality of local partnerships established, visible community outcomes, and increased district engagement in advancing the Foundation’s mission.



GUIDING PRINCIPLES FOR DECISION MAKING

The following principles guided the board and staff in shaping the strategic direction. They reflect key insights from engagement, analysis, and discussion, and will continue to inform strategic decision-making throughout the plan.

Grow and diversify donor engagement for impact

All strategic choices need to directly support reengaging and expanding the number of donors, especially with the Entente Education Canada members. The plan prioritizes approaches that attract new donors while deepening the connection with current supporters.

Strengthen distinction while honouring connection

The strategy needs to reinforce the Foundation's identity as a distinct charitable organization, while maintaining alignment with Entente Education Canada. All structural and narrative choices were tested against the need for clearer differentiation in purpose, role, and impact.

Expand impact without alienating loyal donors

Any evolution had to retain the trust and enthusiasm of long-standing donors. The guiding principle is to broaden, not replace, the Foundation's impact areas, ensuring continuity with its healthy aging legacy while opening space for new, meaningful avenues of support.

Ensure clarity, focus, and realistic operational direction

Given the Foundation's size and capacity, decisions need to be achievable and actionable. The plan emphasizes focusing efforts on Entente Education Canada members, district engagement, and philanthropic partners, enhancing impact areas and strategic priorities with measurable commitments that provide clear direction without overextending the organization.

Respond to what members care about most

Impact areas and priorities are shaped by themes heard consistently through both formal and informal engagement: a desire for meaningful, community-level impact; an interest in supporting issues such as healthy aging, and those connected to learning, and community connection; an opportunity to acknowledge Entente Education Canada's history in the education sector; and a wish for opportunities that spark pride, emotion, and personal connection.

Maximize synergy across strategic priorities

Choices needed to reflect an efficient, impactful use of resources by prioritizing initiatives that advance multiple elements of the strategic plan simultaneously. Selecting approaches that create alignment across impact areas, deepen donor engagement, and strengthen operational focus will ensure that efforts not only stand on their own but also reinforce one another to accelerate the Foundation's overall impact.



Entente Foundation

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