



FONDATION

**Vanguard**  
FOUNDATION

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5935 CHEM. DE LA CÔTE-DE-LIESSE  
SAINT-LAURENT, QC H4T 1C3



# STRATEGIC PLAN

**2025 – 2027**

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# CHAIRMAN'S MESSAGE



Two years ago, I accepted the chairmanship of the Vanguard Foundation's Board of Directors, after having served for over a year on the school's board as a trustee. A motivating role that I approach with deep commitment.

Since then, I've had the privilege of working alongside the trustees, the management of the Foundation and the management of Vanguard School.

My observation is clear: a foundation is only as strong as its Board of Directors. As such, we currently find ourselves in a favorable position to increase our capacity to support the School's ambitious goals.

My initial commitment to the School was motivated by a desire to give back to a school environment that has profoundly transformed our family dynamics for the better.

My youngest of three children is currently a student at Vanguard. As such, I am well placed to see the importance of this establishment. I've seen first-hand how the staff can turn students' challenges into opportunities. They offer them the keys to success, instilling them with renewed self-confidence. Together - administrators, management, teachers, parents and community members - we have the means to increase the impact of this school in society and make a real difference in the lives of thousands of other young people.

I firmly believe that the strength and wisdom of a society is measured by its ability to care for its vulnerable population. By supporting these young people with severe learning disabilities, we offer them a place of choice in tomorrow's society.

Let us continue, with passion and determination, on this altruistic trajectory begun over 50 years ago. The legacy of our commitment enables us to preserve this exceptional learning environment and improve its offerings over time.

Hand in hand, let's continue to build a bright future for Vanguard School.

A stylized, handwritten signature in dark ink, consisting of a large, flowing 'C' followed by a horizontal line.

**Charles Gaudreau**

Chairman of the Board, Vanguard Foundation

# CONSEIL D'ADMINISTRATION



**PRESIDENT**  
**Charles Gaudreau**  
*Director*  
*Envestnet*



**TREASURER**  
**Marie-Hélène Blais**  
*Director*  
*RCGT*



**DIRECTOR**  
**Jacob Cowles**  
*Co-founder*  
*Landmark*



**SECRETARY**  
**Annie Lamarre**  
*General Manager*  
*Vanguard School*



**DIRECTOR**  
**Alexandra Nunez**  
*Founder*  
*Alex Nunez - Independent*  
*Coach & Consultant*



**DIRECTOR**  
**Alexandre Lefebvre**  
*Vice-President Sales & Operations*  
*Groupe Lefebvre*



**DIRECTOR**  
**Christopher Dedeyan**  
*Founder & Coach*  
*Dedeyan Enterprises Inc.*



**DIRECTOR**  
**Christina Maurice Fazio**  
*Expert manager of relations*  
*with financial intermediaries*  
*HomeTrust Company*



**DIRECTOR**  
**Damien Chalaud**  
*Senior Communications*  
*Manager*  
*The Neuro*



**DIRECTOR**  
**Carl Baillargeon**  
*Ambassador*  
*Innovation, life sciences,*  
*biopharma and ophthalmology*  
*UIG Group*



**DIRECTOR**  
**Jean-Philippe Balaux-Veillette**  
*Director*  
*UQAT Montréal*

## MISSION

Mobilize financial resources to provide Vanguard School with the means to achieve its objectives. Through fundraising and the search for financial support, we promote its unique expertise in teaching students with severe learning disabilities.

## VISION

To become a solid, sustainable financial pillar for Vanguard School, by guaranteeing the resources needed to propel its expertise, raise the profile of its know-how in Quebec and offer more students the means to succeed.

## VALUES



### COMMITMENT

We are fully committed to the school's mission and objectives.



### COLLABORATION

We rely on cooperation with our stakeholders to achieve our common goals.



### TRANSPARENCY

We report on decisions and finances with clarity.



### RESPONSABILITY

We ensure rigorous, legally compliant management.

## ABOUT VANGUARD SCHOOL

Vanguard School is a **specialized school of public interest**, so parents pay no tuition fees. Located in Ville Saint-Laurent, it offers **adapted educational services in both languages of instruction (English and French)**. It provides education for students with learning disabilities within the framework of the regular programs of the Ministère de l'Éducation et de l'Enseignement supérieur, at both primary and secondary levels, and for students from all over the **greater Montreal area and beyond**.



### GOVERNMENT CONTRIBUTION :

Enrol students with learning disabilities in the regular programs of the Ministry of Education and Higher Education.

### CONTRIBUTION FROM THE VANGUARD FOUNDATION :

Financial support for students from low-income families, infrastructure development and upgrades, innovative teaching projects and specific staff projects.

# MISE EN CONTEXTE

Since 1975, the Vanguard Foundation has been an active supporter of École Vanguard. Over the years, we've been at the forefront of its development, growing from 35 to over 1,200 students from all over the Greater Montreal area... and beyond.

In 2025, our Foundation is at a major strategic turning point, facing challenges that demand concerted action:

- Ambitious **infrastructure projects** ahead;
- Rising financial needs to support **innovative educational projects** and meet the growing demands of students from underprivileged families;
- Increased pressure to **diversify funding sources**, especially from major donors, to ensure long-term sustainability.

This situation, combined with a renewed vision and a strategic plan for 2025, marks a pivotal moment for the Foundation. With this in mind, **a number of strategic actions have already been implemented** in recent months, including :

- The hiring of a key management resource;
- The deployment of a CRM for more targeted management of contacts and donors, encouraging diversification of revenue sources;
- The acquisition of modern accounting software, linked to the CRM, to improve transparency and efficiency in fund management;
- The signing of a memorandum of understanding with the School, strengthening our collaboration.

Ready to take on the challenges ahead in line with the ambitions of the School's management, we are working to ensure the sustainability of the Foundation and guarantee that Vanguard School continues to offer a quality education, adapted to the specific needs of its current students, as well as for future generations.





FONDATION

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# STRATEGIC GOALS

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# 1

## EXPAND AND INCREASE PHILANTHROPIC CONTRIBUTIONS

By building sustainable relationships to ensure stable, long-term financing.

### MEANS

#### SCOUT

potential donation sources by analyzing current contributions to identify opportunities for improvement.

#### SOLICIT

new donors by defining clear targets and deploying a structured strategy including an annual plan, tailored messages and customizable tools.

#### RETAIN

donor loyalty through a post-donation thank-you process and a transparent, structured reporting system.

### DID YOU KNOW...

- ▶ Did you know that, thanks to the generosity of the Foundation's donors, 35 students at our school receive tangible support every day? Their OPUS card, lunches and many other school-related expenses are taken care of, easing the financial burden on their families and allowing them to concentrate fully on their academic success.
- ▶ Did you know that, thanks to the generosity of our school's parents, over \$1 million has been donated to the Vanguard Foundation in 10 years? This exceptional support has made it possible to build a brand-new gymnasium for our elementary students, a space designed for their development and health!

"Without Vanguard School, my daughter would never have had the chance to make the most of her potential!"

**Karoline Deneault**  
Mother of a Grade 6 student

[Karoline's full testimonial](#)



### IMPACT MEASURES

DONATIONS GROWTH.  
CAMPAIGN RESULTS.

# 2

## INCREASE THE NOTORIETY AND THE IMPACT OF THE FOUNDATION

Increasing our visibility to publicize our tangible impact on the school and its students success.

### MEANS

#### TARGET

and segment audiences, and tailor communications to each.

#### COMMUNICATE

on an ongoing basis, establishing a regular schedule and using a variety of channels.

#### DOCUMENT

the results and impact of our actions in our various media, as well as through an attractive annual report, incorporating testimonials, visuals and infographics to highlight success stories.

### DID YOU KNOW...

- ▶ Did you know that in Quebec, 1 in 5 students has a learning disability? By funding innovative pedagogical projects, we help find concrete solutions that benefit not only our students, but also other schools facing the same challenges.
- ▶ Did you know that Vanguard School is the only school in Quebec where 100% of the students, including the elementary school teacher, live with a learning disability? This unique context has enabled us to develop remarkable expertise in adapted teaching, entirely focused on the success of this exceptional clientele.

"I've been in language class since I was in elementary school. Today, I'm in a skilled trades training program...thanks to people like you, thanks to your support...you change lives, including mine!"



**Lauralie Desharnais**  
Interval student



### IMPACT MEASURES

COMMUNICATIONS PERFORMANCE RATE.  
DONOR ENGAGEMENT.

# 3

## MAINTAIN A TOTAL ALIGNMENT WITH THE SCHOOL'S MISSION, VISION AND VALUES

By working together and maintaining regular communication between our two entities to ensure synergy between our actions.

### MEANS

#### INVOLVE

directors from both Boards in joint strategic projects.

#### COLLABORATE

closely by organizing regular meetings, joint events and joint projects to reinforce synergy and commitment

#### SHARE

priorities, challenges and progress on a regular basis, to ensure that common objectives are followed through.

### DID YOU KNOW...

- ▶ Did you know that, thanks to the donations of several private companies to the Foundation, Vanguard School has become an EdTech partner of Centech, one of the world's top 10 technology incubators?
- ▶ Did you know that members of both Boards of Directors are actively involved in organizing the annual golf tournament, the Vanguard Foundation's flagship event? Thanks to their commitment, over a hundred people sensitive to our mission come together every year, creating a unique opportunity to highlight our needs and mobilize their network.

"Offering students a genuine second chance means enabling them to regain their self-confidence and rediscover a taste for learning. Every day, I take part in this process, working with a team where sharing expertise, innovation and collaboration are at the heart of our practices."



**Julien Thériault**  
Educational advisor



### IMPACT MEASURES

NUMBER OF PROJECTS COMPLETED.  
LEVEL OF STAKEHOLDER SATISFACTION.

# 4

## ENSURE EFFICIENT GOVERNANCE

By modernizing and optimizing governance processes, including the drafting of policies and procedures, to ensure optimal management of resources, informed decision-making and compliance with best practices.

### MEANS

#### UPDATE

our official documents to clearly define roles, responsibilities and decision-making processes.

#### STRENGTHEN

our governance procedures by implementing ways of adjusting practices and optimizing management.

#### EMPOWER

directors through regular sessions to strengthen their skills and commitment.

### DID YOU KNOW...

- ▶ Our Board of Directors is made up of seasoned professionals from the fields of finance, organizational strategy and communications?
- ▶ The Vanguard Foundation was founded in 1975 and has evolved over the decades while remaining a strategic pillar for the Vanguard School?

"My observation is clear: a foundation is only as strong as its Board of Directors. As such, we currently find ourselves in a favorable position to increase our capacity to support the School's ambitious goals."

**Charles Gaudreau**  
PStudent parent  
Chairman of the Board of Directors



## IMPACT MEASURES

NUMBER OF PROVEN NEW PRACTICES IMPLEMENTED.  
ORGANIZATIONAL PERFORMANCE.



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**I GIVE!**



**MANAGER OF THE VANGUARD FOUNDATION**  
Mélodie Roux



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