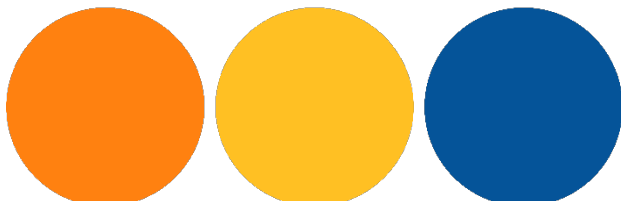




AFP Quebec | Strategic planning

IMA GINE 2023-2026



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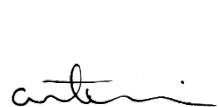
Together, let's imagine the philanthropy of tomorrow.

It is with pride and enthusiasm that we allowed ourselves to imagine a strategic plan that would respect our organization's capacity and reflect the international structural of our association but, above all, inspire current and future fundraising professionals in Québec.

Of course, we all know that this process is part of a post-pandemic era that has exerted considerable pressure on fundraising organizations and professionals due to an unprecedented labour shortage. The following strategic plan was elaborated and implemented with this particular context in mind.

This plan is a testament to the sincere commitment of the Board of Directors, its committees and its volunteers to pursue the work that began 25 years ago, when the Québec Chapter of the AFP was taking shape.

We are confident that, together, this plan will help strengthen the sector's capacity and unite the forces that drive our work each and every day.



Daniel H. Lanteigne, ASC, C.Dir., CFRE, CRHA
Chair of the board – AFP Québec
Vice-President, Talent, Strategy & Impact
BNP Philanthropic Performance



Alexis Gaipman, CFRE, MBA
President Elect – AFP Québec
Vice-President, Québec
Make-A-Wish Canada



Our commitment to decolonization and reconciliation

AFP Québec recognizes the Indigenous nature of the many territories of Turtle Island where we work and reside. Many Indigenous peoples have lived in or on this territory for tens of thousands of years, and still live there today. As an organization at the heart of a sector devoted to the reduction and elimination of inequities and to vulnerable communities, we think it's crucial to understand the past and present consequences of colonialism. We must also recognize that the systemic challenges facing Indigenous peoples are not limited to the past and are still present today. As refugees, settlers, immigrants or their descendants, and as visitors, each and every one of us must educate ourselves and learn more about non-ceded territories and those ceded by treaty, and their history. As an organization and as individuals, we will continue to work on what it means to us to fight for decolonization, while continuing to act on the recommendations from the Truth and Reconciliation Commission, with the sincere hope of creating a more equitable future—together.

VISION

See farther
See bigger

Promote generosity and positive social change in the world through exemplary fundraising practices.

MIS SION

Focus on what
really matters

Enable professionals and organizations in the non-profit sector to perform ethical fundraising activities, through professional training, networking, research and advocacy.

PRIN CIPLES

Guide our actions
Orient our decisions

Ethics and trust
Professional development
Advancements in fundraising
Inclusion
Partnership and collaboration
Creativity and innovation



STRATEGIC PRIORITIES

1

Take deliberate action on inclusion, diversity, equity, access (IDEA) and reconciliation

2

Offer relevant and high-quality professional development opportunities

3

Increase and reinforce the capacity, attraction, and retention of the philanthropy sector

4

Defend ethical philanthropy practices and reinforce confidence in the sector



1

Take deliberate action on inclusion, diversity, equity, access (IDEA) and reconciliation

GOAL

Attract, reinforce, inspire, represent and retain members who represent the diversity of our communities and the people served by our work with the AFP.

OBJECTIVES

1. Ensure that AFP Québec members on the Board of Directors and committees are representative of a diverse and inclusive community in the Québec context.
2. Offer more opportunities for the development and participation of marginalized and underrepresented groups to attract and retain a greater number of fundraising and philanthropy professionals who reflect the diversity of the communities that AFP Québec serves.
3. Reduce barriers in order to offer AFP Québec's programs and services to fundraising and philanthropy professionals who face limitations in terms of accessing these programs and services.
4. Develop a strategy to promote AFP Québec's commitment to the Truth and Reconciliation Commission in response to the systemic consequences of colonialism on the field of philanthropy.
5. Deploy IDEA and Reconciliation tools and trust seal for AFP members and their organization.



2

Offer relevant and high-quality professional development opportunities

GOAL

Offer AFP members access to customized fundraising and philanthropy training that corresponds to their current situation and objectives. Reinforce the message that all fundraising professionals can and do take on leadership roles, regardless of their title or their role within their organization.

OBJECTIVES

1. Deploy a training offer adapted to the reality and needs of members, by listening to their feedback and including IDEA and reconciliation principles in the overall strategy of the education sessions.
2. Maintain a training offer that is accessible across Québec so that all communities can benefit from it.
3. Promote our local experts while giving members access to high-calibre international guest speakers.
4. Explore the idea of adapting a fundraising day to specific themes (like Fundraising Day in other AFP chapters).
5. Highlight and encourage the importance of obtaining CFRE accreditation in Québec in order to enhance professional recognition.



3

Increase and reinforce the capacity, attraction and retention of the philanthropy sector

GOAL

Unite organizations and individuals so that they see in AFP Québec a collective force for advancing the profession, culture and sector of philanthropy.

OBJECTIVES

1. Deploy a brand strategy for the sector and relevant tools to promote attraction and retention in Québec's philanthropy sector.
2. Position AFP Québec as a strong voice and an influential leader in the philanthropy sector.
3. Initiate partnerships and collaborations that strengthen the sector's capacity and directly benefit AFP members.
4. Offer sponsorship and partnership opportunities that resonate with businesses and maximize revenues in order to attain the goals laid out in the strategic plan.
5. Serve as a reference for the philanthropy ecosystem and generate opportunities to create value for members.



4

Defend ethical philanthropic practices and reinforce confidence in the sector

GOAL

Envisage a society where the importance of adhering to ethical philanthropy practices is a commonly-held belief and where AFP members are always in a position where they can effectively defend the value of managing ethical and credible organizations.

OBJECTIVES

1. Actively promote the Canadian fundraising narrative and the philanthropy sector.
2. Make the AFP an indispensable resource in the philanthropy sector in terms of ethical principles and practices.
3. Publish and proactively share positive stories that demonstrate ethical behaviour on the philanthropy landscape and that can help to improve the brand image in the philanthropy sector.
4. Increase donor trust in charitable organizations in the philanthropy sector.
5. Encourage more charitable organizations to adopt the Donor Bill of Rights and the AFP's code of ethics in its practices.