

STRATEGIC PLAN

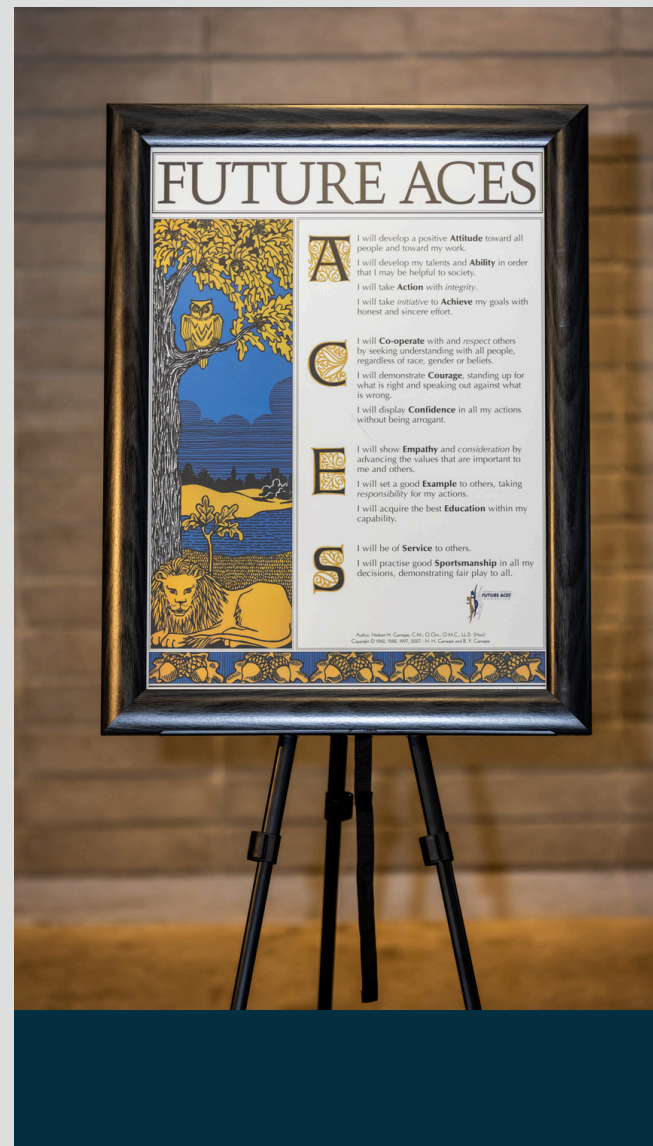
2025
-
2029



Herbert H. Carnegie
FUTURE ACES
FOUNDATION

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Message from the Chair



We are living in a time of extraordinary noise — where the pace is fast, the pressures high, and the path forward for our young people often unclear.

In a world flooded with information but which frequently lacks in wisdom, where division can feel louder than unity, the question we must ask is this: ***Who are we raising to lead us into tomorrow?***

At the Herbert H. Carnegie Future Aces Foundation, our answer is rooted in action. We are educating youth to lead with character, not conceit, empathy not indifference, courage not complacency.

We believe in the steady power of values — attitude, cooperation, empathy, service and sportsmanship — to guide our next generation of leaders.

This Strategic Plan is more than a document — it's a call to rise. To invest in character as a catalyst for change. To create spaces where youth can discover who they are, what they stand for, and be empowered to make a meaningful difference ---today and always.

Lianne

Lianne Castelino
Board Chair

Board of Directors



Dottie Irvine
Chair, Education
Committee



Raj Bharati
Chair, Governance
& HR Committee



Lianne Castelino
Board Chair



Chris Yaccato
Board Member



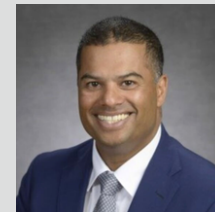
Sumeeta Kapur
Board Member



Nadia Padassery
Board Member



Michelle Liotta
Board Member



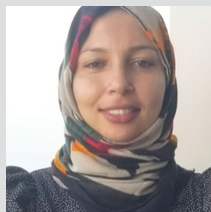
Lawrence DeMello
Board Member



James Ban
Board Member



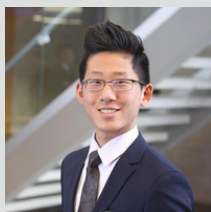
Rubsun Ho
Board Member



Ghazoua Ouerghi Saada
Board Member



Danny Kharazmi
Board Member



Clifford Fang
Treasurer
(Outgoing)



Paul Brathwaite
Honorary Member
In Memoriam



Our Story

OUR PAST: TIMELESS LEGACY

Since 1987, the Future Aces Foundation has empowered over 100,000 youth across Ontario and Canada through character education and scholarships rooted in the A.C.E.S. Creed. Our programs have nurtured leadership, integrity, and civic responsibility — core values that continue to inspire a growing network of alumni who are actively driving positive change in their communities. This legacy serves as the foundation for our renewed strategic vision.

THE GLOBAL PANDEMIC

As a school-based education provider and scholarship fund, the Foundation faced significant disruption during the COVID-19 pandemic. Like many in the education sector, we were forced to shift rapidly from in-person to online environments. However, limited digital infrastructure and prior underinvestment in virtual capacity made it challenging to deliver impactful character education in this new context.

At the same time, the organization experienced the departure of several Board Directors, creating a period of transition and reflection. The most profound loss was the passing of Paul Brathwaite in 2023, who faithfully served as Board President for over 25 years. His legacy of leadership and dedication continues to guide our work as we look to the future.

OUR FUTURE: RENEWAL

Amidst the challenges, Dr. Herbert H. Carnegie's vision remained a guiding force. In 2023–2024, the Foundation began a period of renewal, with a refreshed Board bringing expertise in communications, education, law, and human resources. Governance was strengthened, committees restructured, and key organizational issues addressed.

This Strategic Plan marks a key milestone in our transformation and the beginning of a new era.



Our Founder

Born to Jamaican immigrants in 1919, Herbert H. Carnegie is widely regarded as the greatest Black hockey player to never play in the NHL.

Despite his undeniable talent and leadership on the ice — most notably as part of the “Black Aces,” the first all-Black line in professional hockey — Herb was denied the opportunity to compete at the highest level due to the racism that pervaded professional sports in his era.

After retiring in 1954, Herb turned his focus to business, philanthropy, and empowering the next generation. He founded Canada’s first registered hockey school in 1955 and later, in 1987, established the Future Aces Foundation with members of his family to promote character education and youth leadership.

Herb’s contributions have been recognized across the country. He is a member of Canada’s Sports Hall of Fame, the Ontario Sports Hall of Fame, and the Hockey Hall of Fame. He was also awarded the Order of Ontario, the Order of Canada, and an Honorary Doctor of Laws from York University. Several institutions proudly carry his name, including a York Region public school and the Herbert H. Carnegie Centennial Centre.

Herb passed away in 2012 at the age of 92, but his legacy lives on through the thousands of young people the Foundation continues to inspire.

Herb's Legacy: The ACES Creed



A

I will develop a positive **Attitude** toward all people and toward my work.
I will develop my talent and **Ability** in order that I may be helpful to society.
I will take **Action** with integrity.
I will take initiative to **Achieve** my goals with honest and sincere effort.

C

I will **Co-operate** with and respect others by seeking understanding with all people, regardless of race, gender or beliefs.
I will demonstrate **Courage**, standing up for what is right and speaking out against what is wrong.
I will display **Confidence** in all my actions without being arrogant.

E

I will show **Empathy** and consideration by advancing the values that are important to me and others.
I will set a good **Example** to others, taking responsibility for my actions.
I will acquire the best **Education** within my capability.

S

I will be of **Service** to others.
I will practice good **Sportsmanship** in all my decisions, demonstrating fair play to all.

Our Purpose & Mission

→ Same Purpose

Our organizational purpose remains steadfast. We exist to inspire and empower young leaders to achieve their full potential through character education and leadership opportunities. We want our youth to be the catalysts for societal progress.

Young people are powerful agents of change. We are committed to equipping them with the values, skills, and confidence to build more inclusive, innovative, and equitable communities—today and for the future.

→ New Mission

Over the next four years, the Herbert H. Carnegie Future Aces Foundation is boldly stepping into a new chapter—one grounded in reflection, reinvention, and renewed purpose. We will reimagine how we deliver education, sharpen our operations, and drive greater value to the youth and communities we serve.

By the end of this journey, we envision our organization as a modern, dynamic educational service provider—a nationally recognized charity and a thriving platform where young Canadian leaders are empowered to rise, lead, and shape a brighter, more inclusive future.

Core Values - 4C's

On January 18, 2025, the Board of Directors came together to affirm a renewed set of core values that will guide the Future Aces Foundation into its next chapter. These 4C's—our organizational compass—will shape our strategic priorities over the next four years and help cultivate a revitalized culture rooted in purpose, integrity, and impact.



Creed
Honour Herb's legacy
& uphold the A.C.E.S.
Creed



Continuous Improvement
Continue learning,
improving and evolving
our services



Creativity
Find new solutions to
adapt to change
and address new
challenges



Community
Strengthen our
growing network
with active outreach
and partnerships

Our Strategic Goals

As we enter a new era of growth and transformation, our focus will centre on four key strategic goals – priorities designed to strengthen our impact, deepen our reach, and ensure long-term sustainability.

By the end of this four-year journey, we are confident the Foundation will be better positioned than ever to serve youth, educators, and families across Canada.

Develop
Sustainable
Fundraising

Revitalize
the ACES
Network

Expand
National
Reach

Adaptive
Curriculum



Develop Sustainable Fundraising

→ The Challenge

Historically, the Future Aces Foundation relied heavily on one-time government grants and made limited efforts to build lasting partnerships or engage community support.

Moving forward, we are committed to fostering stronger relationships and creating easier ways for supporters to connect with and champion our mission.

→ Our Solution

Starting in 2025, the Future Aces Foundation will develop a sustainable fundraising strategy focused on donor retention, major gifts, enhanced marketing, and online fundraising.

We will also seek strategic partnerships to amplify our impact and support youth development.

→ Desired Outcomes

By 2029, we aim to have a robust fundraising strategy in place that sustains our educational programs, supports impactful events, invests in key resources, and enables us to provide scholarships to the next generation of Canadian leaders.

Goal 1



Goal 2

Revitalize the ACES Network

→ The Challenge

The Future ACES Foundation has yet to fully harness the powerful networking potential within our community of alumni and leaders. The inspiring stories of how ACES alumni are impacting their communities need to be shared more widely, while current and future ACES can benefit from increased mentorship and connections.

→ Our Solution

Beginning in 2025, the Future ACES Foundation will review its archive of past award and scholarship recipients, gather their stories, and create opportunities for ACES alumni to connect with and mentor current youth leaders.

→ Desired Outcomes

By 2029, we will build an online ACES alumni network to foster collaboration, mentorship, and shared action toward a more inclusive and equitable society. We will also connect like-minded leaders through conferences and events.



Expand National Reach

→ The Challenge

While Dr. Carnegie’s legacy and the Future Aces Creed have national relevance, the Foundation has focused primarily on Ontario. Moving forward, we aim to broaden our impact and support young leaders right across Canada.

→ Our Solution

Beginning in 2025, we will engage with school leaders, educators, youth, and thought partners across provinces to expand the reach of our programs, scholarships, and partnerships nationwide.

→ Desired Outcomes

By 2029, the Foundation aims to become a nationally recognized leader in character education. To support this vision, we will appoint a national ambassador who exemplifies the ACES Creed—serving as a champion to elevate our brand, amplify our mission, and expand our impact across Canada.

Goal 3



Goal 4



Adaptive Curriculum

→ The Challenge

Future Aces character education has traditionally been delivered through in-person instruction or Future Aces clubs. However, today's students engage through multi-channel learning and are deeply invested in issues like race, gender, and environmental justice. To remain relevant and impactful, the Foundation must evolve its programs to reflect current learning styles and the social priorities of today's youth.

→ Our Solution

Starting in 2025, we will conduct a comprehensive review of school board priorities in Ontario and beyond. Guided by this research, we will update our curriculum to ensure alignment with current educational needs and expectations.

→ Desired Outcomes

By 2029, the Foundation aims to deliver character education that resonates with today's youth and educators—offering meaningful guidance not typically found in classrooms. As students face complex social challenges, we will be a trusted source of support and leadership development.

Call to Action



Our vision for change is ambitious—but it reflects the urgency and momentum driven by today's young leaders, who are reshaping society with boldness and purpose.

Beginning in 2025, Future Aces Foundation will expand its focus beyond what we can achieve alone. We invite individuals and organizations who share our values, believe in Herb Carnegie's legacy, or see alignment with our mission to join us in partnership.

It takes a collective effort to nurture and support the next generation—and together, we can empower young leaders to shape a more just, inclusive, and inspired future.

Get involved today



→ Educators

- Host a Future Aces Club
- Learn and teach our program
- Promote ACES Creed
- Volunteer

→ ACES Alumni

- Mentor young ACES
- Speak at our events
- Donate

→ Youth

- Live the ACES Creed
- Complete the Future Aces Curriculum
- Attend our events
- Apply for a scholarship

→ Parents

- Embody and teach ACES values at home
- Volunteer with us
- Donate



Herbert H. Carnegie
FUTURE ACES
FOUNDATION



**Charitable
Business
Number**

892450842 RR 0001

Herbert H. Carnegie Future Aces Foundation



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