







LEARN

STRATEGIC PLAN 2026–2030

EXECUTIVE SUMMARY

For over two decades, LEARN has served as the shared provincial infrastructure supporting Quebec's English-speaking education system. Working across school, family, and community environments, we connect partners, align efforts, and strive to strengthen system-wide capacity.

As LEARN moves forward into its next chapter, we must take a proactive approach to the shifting conditions that affect our schools. A recent network-wide survey highlighted pressing common threads across our community - most notably, rising mental health concerns and disparities in access to essential services in both urban and rural settings. These systemic challenges require systemic solutions.

We are leaning into LEARN's role as a deeply rooted provincial network and shared infrastructure that mobilizes partnerships, knowledge, and innovation across Quebec's English-speaking education ecosystem. Beyond our role in developing pedagogical tools, services, and resources aligned with Ministry of Education (MEQ) and school board priorities, our infrastructure offers School Boards and partners the opportunity to scale innovative, community-driven initiatives. LEARN complements advisory and professional organizations by providing shared infrastructure, operational capacity, and provincial coordination required to mobilize services, partnerships, and innovation across Quebec's English-speaking education ecosystem.

In response to feedback from stakeholders and thorough data analysis, this 2026–2030 Strategic Plan outlines a Strategic model and 4 Pillars designed to guide our initiatives and operations. Our ultimate, collective goal is clear: supporting healthy, engaged, and successful learners and the vitality of the communities in which they live.

THE EVOLVING CONTEXT & OUR FOUNDATION OF SUCCESS



A Period of Transition

The 2024–2025 year marked a pivotal moment of transition and renewal for LEARN. Following the retirement of long-time CEO Michael Canuel, new leadership under CEO Christine Truesdale and Board Chairman Stéphane Lagacé has laid the groundwork for the organization's continued evolution and future impact.

Understanding the Landscape

Through our strategic planning process, we identified several critical realities facing Quebec's English-speaking education sector:

- **Education System Pressures:** Stakeholders prioritize students with special needs, graduation rates, vocational education, and overall well-being, while grappling with the emerging impacts of Law 14, French as a Second Language (FSL) gaps, and personnel shortages.
- **Community Vitality Challenges:** Region-wide concerns extend beyond the classroom, encompassing early childhood programming (0-4), food insecurity, access to health and social services in English, and youth employment and retention.
- **Funding Vulnerability:** Historically, LEARN has relied heavily on the provincial government. Diversification through external partnerships and new models is a structural necessity to protect our core mission.

It is vital for our partners, especially our Board of Directors, who navigate the daily realities and challenges of leading Quebec's English School Boards to fully leverage the potential of LEARN's infrastructure. Beyond our role as a dedicated partner developing pedagogical resources, services, and initiatives that strengthen school-community connections, we are uniquely positioned to connect school boards, share expertise, and amplify innovation across Quebec's English-speaking education network. By utilizing LEARN, School Boards can mobilize partners across sectors, share resources seamlessly, and exponentially grow innovative initiatives that no single board could sustain alone.

THE STRATEGIC PLANNING PROCESS

To ensure this Strategic Plan accurately reflects the needs of the English-speaking community and positions LEARN for sustainable growth, we undertook a rigorous, multi-phase planning initiative spanning from March 2025 to June 2026.

- **Data Review (March–April 2025):** Analyzed available data to summarize key takeaways and identify gaps in knowledge.
- **Data Collection & Mapping (April–December 2025):** Mapped over 50 funding opportunities and 85+ potential collaborators aligned with the needs, interests, and priorities of our community. Conducted a Social Network Analysis (SNA) of salient entities and extensive consultations with key informants.
- **Feedback & Discussion (January–June 2026):** Prepared meeting designs and resource materials to share findings and explore recommendations collaboratively with the Board of Directors and LEARN staff.
- **Strategic Adoption (June - November 2026):** LEARN's leadership team, in collaboration with the Board of Directors, formally decide upon the new strategic initiatives to adopt. Prepare key recommendations for action plan, implementation of adopted initiatives, identifying indicators and relevant data points.
- **Implementation (2026-2030):** Implement the strategic action plan, monitor progress, evaluate outcomes, and adjust initiatives as needed to support continuous improvement and long-term impact.







Our Vision

A dynamic English-speaking education ecosystem in Quebec, where school, family, and community create the conditions for learner success and community vitality.

Our Mission

LEARN acts as a deeply rooted provincial network, providing leadership, connecting people, expanding access, and building capacity through shared infrastructure, resources, services, and partnerships that support learner success and community vitality. We foster bilingual competencies that enable all learners to participate fully in Quebec society.

Our Values

Collaboration We work across organizations and sectors to achieve shared goals and collective impact.

Connection We link people, ideas, and systems to expand access and strengthen the network.

Community We are grounded in and responsive to the realities and strengths of the communities we serve.

Equity We support fair access to opportunities, services, and supports across regions and communities

Empathy We act with understanding and care for the diverse experiences of learners, educators, and families.

Creativity We develop flexible, innovative approaches to evolving challenges.

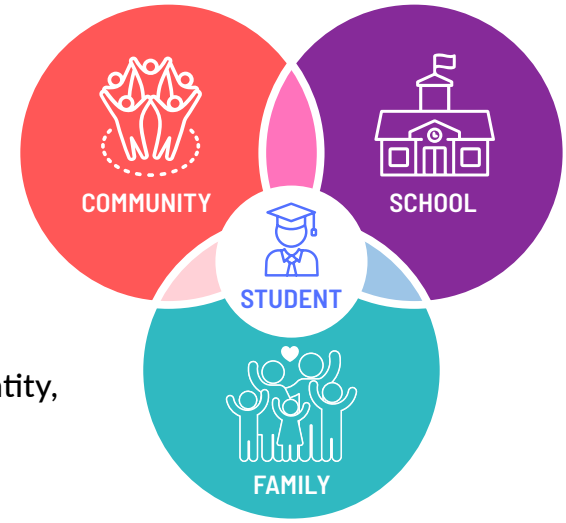
Innovation We learn continuously and use evidence to guide improvement and adaptation.

OUR STRATEGIC MODEL

LEARN's work is grounded in a system-level model that places the student at the centre.

Student success is understood broadly, encompassing not only academic achievement, but also wellbeing, belonging, identity, and the development of each learner's full potential.

LEARN operates at the intersection of three environments, acting as a provincial hub, connector, and capacity builder.



- **School**, as a hub for learning, relationships, and coordination, connecting learners to educators, supports, and pathways
- **Family**, as a foundation of support and engagement, shaping expectations and contributing to learner wellbeing and success
- **Community**, as the broader environment where identity, services, and real-world experiences are accessed.

LEARN advances its strategic priorities across four interconnected spheres of development. These spheres reflect the broader conditions that shape learner success, personal fulfillment, and community vitality, and guide how LEARN's work is applied across the system.

- **Education:** Strengthening learning environments and system capacity to support diverse learners and the development of their full potential.
- **Health & Social Services:** Supporting access to services that contribute to learner wellbeing and success, and coordinated approaches that address the broader conditions affecting learners and families.
- **Culture & Identity:** Fostering belonging, engagement, and community vitality.
- **Employability:** Connecting learning to future pathways, skills development, and long-term engagement, supporting both meaningful participation and personal fulfillment.



STRATEGIC PILLARS

For more than 20 years, English-language school boards have leveraged LEARN as a key mechanism for promoting equitable access to services and resources while maintaining fiscal responsibility. This strategic plan builds on LEARN's role as a shared provincial infrastructure supporting Quebec's English-speaking education system. It outlines how LEARN will continue to connect people, strengthen capacity, and support more coordinated and efficient approaches across the school system. To advance this work, LEARN's strategic direction is organized around four interconnected pillars that reflect how we develop shared solutions, mobilize partnerships, expand access, and sustain long-term capacity across Quebec's English-speaking education ecosystem.

1. LEARNING, INNOVATION & SHARED SERVICES

Objective: Develop, deliver, and mobilize shared tools, services, and innovation that strengthen learner success and system capacity.

Key directions

- develop and sustain shared learning infrastructure and service platforms
- create and host pedagogical tools, digital resources, and emerging practices
- deliver professional learning and implementation support that strengthen practice and innovation
- advance the thoughtful integration of technology, AI, and innovation
- scale shared services and learning opportunities that address network and regional needs

2. SYSTEM CONNECTION & PARTNERSHIPS

Objective: Mobilize partnerships, coordinated action, and shared capacity across school, family, and community environments to support learners and strengthen community vitality.

Key directions

- connect cross-sector partners around shared priorities and initiatives
- co-develop opportunities with community, cultural, educational, and public partners
- align collective action around learner, family, and community needs
- strengthen school–community relationships through community-based approaches

3. ACCESS & COMMUNITY SUPPORT

Objective: Expand equitable access to learning opportunities, services, and coordinated support for learners, families, schools, and communities across Quebec.

Key directions

- expand access to learning, services, and opportunities across regions
- establish flexible and community-connected delivery models
- connect learners, families, schools, and communities to resources and supports
- reduce barriers affecting participation, engagement, and wellbeing

4. ORGANIZATIONAL LEADERSHIP & SUSTAINABILITY

Objective: Strengthen LEARN's capacity to lead, connect, and sustain Quebec's English-speaking education community while ensuring the organization's long-term effectiveness and resilience.

Key directions

- sustain organizational infrastructure and shared systems that support the network
- strengthen governance, communications, organizational effectiveness, and adaptive capacity
- provide collaborative leadership that convenes partners, builds alignment, and advances shared priorities across the community
- build data, evaluation, and community impact capacity to inform decision-making and demonstrate outcomes
- reduce funding vulnerability through diversification, strategic partnerships, and long-term sustainability
- advance recognition of the realities, strengths, and evolving needs of Quebec's English-speaking education sector





GUIDING PRINCIPLES

LEARN's work is guided by a shared commitment to:

- **Community Leadership** – Bringing partners together, fostering collaboration, and advancing shared priorities that strengthen Quebec's English-speaking education community.
- **Evidence-Informed Decision-Making** – Using research, data, and community input to guide priorities, measure impact, and continuously improve.
- **Responsiveness** – Anticipating and adapting to evolving learner, community, and system needs.
- **Sustainability** – Building resilient organizations, partnerships, and systems that create lasting benefit for learners and communities.

IMPLEMENTATION & ACCOUNTABILITY

LEARN will implement this plan through coordinated planning aligned across teams, services, and partnerships.

Progress will be monitored through:

- participation and access across regions
- service reach and engagement
- partnership development and system alignment
- impact on capacity, innovation, and service delivery
- organizational sustainability indicators

Regular review will ensure that LEARN remains responsive to emerging needs and continues to strengthen its role within the system.

Strategic Pillars Across the Spheres of Development

STRATEGIC PILLARS	*Spheres of Development*			
	EDUCATION	HEALTH & SOCIAL SERVICES 	CULTURE & IDENTITY 	EMPLOYABILITY 
1. Learning, Innovation & Shared Services	Develop, deliver, and mobilize shared learning infrastructure, pedagogical tools, digital resources, and innovative practices across the network	Share and mobilize knowledge and resources with provincial and regional partners that strengthen awareness of services and support wellbeing	Share and mobilize resources and learning opportunities with provincial and regional partners that support identity, bilingualism, and cultural engagement	Share and mobilize tools and learning opportunities with provincial and regional partners that support transferable, bilingual, and workplace-related skills
2. System Connection and Partnerships	Mobilize connections across school boards, schools, post-secondary institutions, and public and community sectors to strengthen learner success	Strengthen connections between the education network and provincial and regional health and social service partners to support wellbeing and awareness of available supports	Strengthen connections with provincial and regional cultural and community partners that support belonging, participation, and bilingual identity	Strengthen connections with provincial and regional partners that link learning to career pathways, community engagement, and future opportunities
3. Access & Community Support	Expand access to learning opportunities, educational resources, direct services, and supports across regions	Strengthen awareness of and connections to wellbeing, health, and community supports through provincial and regional partnerships	Strengthen access to community, cultural, and identity-building opportunities through provincial and regional partnerships	Strengthen access to career exploration, transitions, and experiential learning opportunities through provincial and regional partnerships
4. Organizational Leadership & Sustainability	Sustain the infrastructure, expertise, and systems required to support learning and shared services across the network	Build organizational knowledge and systems that support network-wide approaches to wellbeing and community access	Sustain organizational capacity that supports community participation and cultural vitality	Sustain organizational capacity and long-term planning that support future pathways and opportunities

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