



STRATEGIC PLAN

2026-2030

"The Voice of English Public Education in Quebec"



QUEBEC ENGLISH SCHOOL
BOARDS ASSOCIATION

EXECUTIVE SUMMARY

The Quebec English School Boards Association (QESBA) Strategic Plan 2026-2030 provides a clear roadmap to strengthen minority language education, protect Section 23 minority language education rights enshrined in the Canadian Charter of Rights and Freedoms, and support English-language school boards in Quebec. Guided by our mission, vision, and values, the plan is structured around four key pillars:

1. Advocacy
2. Governance
3. Services
4. Partnerships

Each pillar includes measurable objectives, indicators, and measurable targets to ensure accountability allowing us to continue evidence-based discussions and progress over the next four years.



VISION

To foster a vibrant English-speaking minority community, supported through an inclusive, innovative, and responsive education network across Quebec.

MISSION

To promote and protect minority education rights, support school boards, and ensure equity for the English school board network.

OUR VALUES

- ***Equity***
- ***Respect***
- ***Integrity***
- ***Innovation***
- ***Collaboration***



GUIDING PRINCIPLES

Collaborative Partners in Education

Work with government, community organizations and stakeholders to shape inclusive, responsive policy.

Participate in curriculum development, implementation, and review.

Provide informed perspectives on the unique needs of English-language school boards and community.

BILINGUALISM AND CULTURAL IDENTITY

Support and strengthen the identity of English-speaking Quebecers.

Provide quality bilingual education to prepare students for life and work in Quebec.

Promote cultural awareness and inclusion within Quebec and Canadian society.



PROTECTION OF MINORITY RIGHTS AND FREEDOMS

Uphold rights and freedoms in the education system.

Advocate for equitable funding and rights for English-speaking students.

Ensure equivalent access to education and services in English.



PILLAR 1 – ADVOCACY

Objective

Enhance QESBA's impact:

Engage government and the public to shape policy decisions; and

Defend and promote minority language rights as a core element of this advocacy.

INDICATORS

Equitable funding and services

Frequency and effectiveness of consultations

Impact of public awareness campaigns

TARGETS

Annual:

Engage key government ministries with identified priorities

Achieve progress on at least one legislative, policy, or funding priority

Launch at least one public awareness campaign

By 2028: Publish a report on the state of Quebec English-language education



PILLAR 2 - GOVERNANCE Page 7

Objective

Promote excellence in school board governance.

INDICATORS

Commissioner participation in professional development

Evaluation on training relevance and impact

Number of governance tools developed or updated

TARGETS

Annual:

Hold at least two professional development sessions

Develop or update two governance tools

By 2026: Implement a governance certification program

By 2027: Provide a structured integration process for all new commissioners



PILLAR 3 – SERVICES

Objective

Provide platforms and resources to strengthen leadership, labour relations, and communication across the English network.



INDICATORS

Leadership and communications

Participation and satisfaction rate of commissioners
Number of timely updates shared annually

Labour relations

Response time to labour relations inquiries
Number of new or updated labour relations tools and guides for school boards

TARGETS

Leadership and Communications

Participation: At least 30% of commissioners engage in sessions
Satisfaction: 75% rate sessions as useful
Representation: All school boards represented
Minimum of 1 legislative/legal update monthly
At least 4 comprehensive updates annually
Provide memos to commissioners of any new initiatives or changes in legislation
Provide monthly information regarding new or ongoing litigation

Labour relations

Six meetings with human resource directors
Respond to school board inquiries within 48 hours
Inform commissioners of any changes or modifications in labour relations

By 2027:

Update all human resource guides to align with agreements
Consult with all school boards for the next negotiations (2028-2033)



PILLAR 4 - PARTNERSHIPS

Objective

Strengthen school boards as community leaders through partnerships, research, and reconciliation initiatives.

INDICATORS

Partnership

Number of partnerships and joint initiatives

Research

Number of research activities sponsored

Reconciliation

Participation of First Nations and Inuit partners



TARGETS

Participate in four partnership initiatives or events

By 2027: Conduct a partnership review and engagement plan

Research

Participate in one major research project

Participate in one committee with researchers

Attend one research-based conference

Reconciliation

Annual:

Adopt at least one Truth and Reconciliation commitment related to education

Deliver professional development on Indigenous education

By 2027:

Establish a QESBA Indigenous Advisory Committee

Formalize at least one partnership with Indigenous organizations

By 2028: Develop a reconciliation strategy





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