



**FOR
EDUCATIONAL SUCCESS**
ESTRIE
(PROJET PRÉE)

Annual Report

2021•2022



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A word from the coordinator

WINDS OF CHANGE FOR SUCCESS IN ESTRIE

Yet another unusual year has come to an end. Once again, it required lots of creativity and cooperation to offer our youth the best chance to graduate and pursue their dreams. The past two years certainly will have an impact on student retention and educational success. We must continue to work together so that all of our young people can once more give meaning to their educational journey and become fully engaged in their success.

2021-2022 was a year of great challenges and learning experiences, but, for us here at Partners for Educational Success Estrie (*Projet PRÉE*), it was above all a year of transitions. Transition toward a new model of regional inter-order and inter-sectoral cooperation in education. Transition toward a new mission and vision, toward new projects...

Following the concerted coordination process in which several of our partners have been involved over the past two years, the *Projet PRÉE*, the *Table estrienne de concertation interordres en éducation (TÉCIÉ)*, and the *Table estrienne de concertation formation-emploi (TECFE)* have decided to join forces in order to optimize the deployment of our vision for developing educational success in Estrie as a vector of economic, cultural, and social development for the region.

This coordination makes sense given the context we are currently living in, which threatens the giant strides we have made collectively in recent years with regard to educational success and school perseverance. First, the pandemic and the many upheavals it has caused in the lives of young people and their families. Also, occurring simultaneously, a labour shortage affecting many businesses across all sectors. More than ever, we must unite so that every talent can be put to good use, for the success of all.

UNITED FOR SUCCESS

It is in this context that the *Projet PRÉE*, the *TECIÉ*, and the *TECFE* are joining forces to form a new and dynamic entity in the Fall of 2022: **R3USSIR**. With our forces combined, we will be better able to support and propel the development of our youth, citizens, businesses, and communities. By equipping ourselves with a common vision and work plan, a harmonized structure and infused with new energy, we will be able to invest in achieving our ultimate goal: to make education a priority lever for the social, economic, and cultural development of communities in the Estrie region.

The data presented in the following pages demonstrates the full extent of our efforts over the past year as the *Projet PRÉE*. It is now time for that chapter to end, but for another to begin, under a new name – R3USSIR – with all the great possibilities it will bring.

On behalf of the entire team, thank you to each and every one of our partners from all sides, for their enduring effort and unfailing rigour. Thank you for your openness, your dedication, your kindness, and your incredible adaptability. We can be proud of the work we accomplished and of the path taken for the benefit of the success of young people in Estrie. THANK YOU for all these great years!

We look forward to seeing you again under our new colours!



JOSIANE BERGERON
Coordinator of the *Projet PRÉE*
and Director of R3USSIR

2021-2022 was a year of great challenges and learning experiences, but, for us here at Partners for Educational Success Estrie (*Projet PRÉE*), it was above all a year of transitions.

Partners for Educational Success Estrie (*Projet PRÉE*)

MISSION

The *Projet PRÉE* is the regional consulting authority (Instance de concertation régionale - IRC) for school perseverance and educational success. Its mission is to promote school perseverance and educational success in young Estriens through the mobilization of inter-level and intersectoral stakeholders and through the development of joint initiatives.

TEAM



From left to right:

- + **Éric Martineau**, Liaison and Development Officer
- + **Lisa Champeau**, Liaison and Development Officer
- + **Sylvie Castonguay**, Administrative Assistant
- + **Josiane Bergeron**, Coordinator
- + **Élyse Dion**, Liaison and Development Officer
- + **Dominique Vyboh Poirier**, Communications Consultant
- + **Élaine Charest**, Content and Knowledge Transfer Advisor



Projet PRÉE intervention scheme

HELP PROMOTE SCHOOL PERSEVERANCE AND EDUCATIONAL SUCCESS OF YOUNG PEOPLE IN ESTRIE

5 axes of intervention

used by the *Projet PRÉE* to encourage actors (intersectoral and inter-level) to commit

Mobilization

Awareness

Support

Dissemination and transfer of knowledge

Evaluation

Local and regional intervention strategies

SUPPORTS REGIONAL AND LOCAL INITIATIVES

Initiatives for school perseverance
6 initiatives supported

Initiatives for reading
14 initiatives supported

Initiatives for summer strategy
19 initiatives supported

Initiatives for school transition
5 initiatives supported

PARTICIPATES IN COMMITTEES OR EVENTS TO ENSURE COMPLEMENTARITY AND COHERENCE OF ACTIONS

5 regional committees (12 meetings)
5 regional events
10 local consultation roundtables (29 meetings)

5 regional and local advocacy projects

ESTABLISH COMMITTEES FOR THE IMPLEMENTATION OF PRIORITY PROJECTS

Intersectoral committee on reading
2 meetings
6 reading workgroups
18 meetings

Regional intersectoral committee for first school
3 meetings

HSD communications committee
3 meetings

TAKES CONCRETE STEPS

By the *Projet PRÉE* alone

In collaboration with working committees

DESIRED EFFECTS

TARGETS

Citizens, parents, young people, employers, elected officials, decision-makers, public forums, networks, and institutions from diverse sectors

ON THE DETERMINANTS of school perseverance and educational success

Numerous and effective actions taken in favour of school perseverance

Recognition of the valuing of education and educational success as fundamental values around which communities can mobilize

Expanded network of contributors to the *Projet PRÉE*'s objectives

Development of collaboration and strengthening the power to act among the various mobilized actors

Improvement and harmony of knowledge, practices, and projects related to school perseverance and academic success

Reinforcement of protective factors against dropping out

ULTIMATE IMPACT SOUGHT

In terms of academic success:

More young people persevere until graduation.

In terms of educational success:

More young people are supported in all aspects of their lives and in their careers, allowing them to develop to their full potential.

Portrait of school perseverance in Estrie

Graduation and qualification rates after 7 years of secondary school

PUBLIC SECTOR

2014-2021: 75.4%

2013-2020: 78.8%
 2012-2019: 77.3%
 2011-2018: 78.2%
 2010-2017: 75.2%

GRADUATION AND QUALIFICATION RATES AMONG **GIRLS**

2014-2021: 83.4%

2013-2020: 84.9%
 2012-2019: 82.9%
 2011-2018: 82.0%
 2010-2017: 81.1%

Slight decrease in girls.

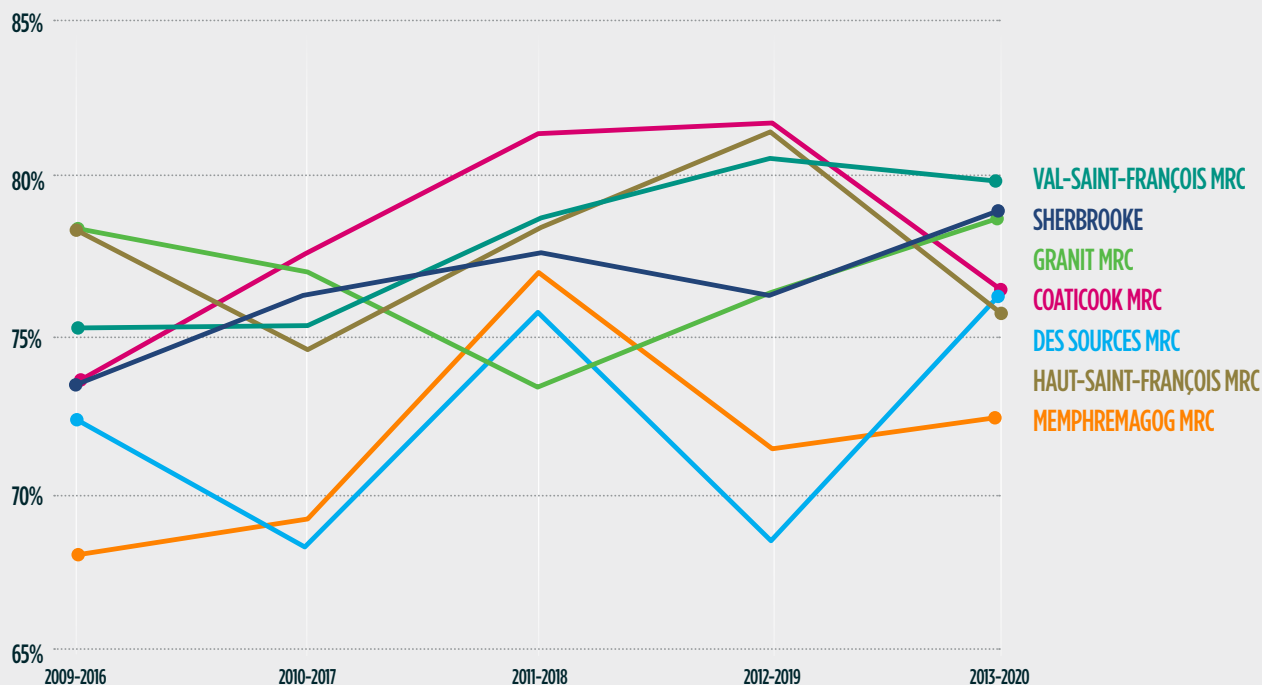
Considerable drop in boys. More than ever, we must maintain our collective efforts to keep the rate high.

GRADUATION AND QUALIFICATION RATES AMONG **BOYS**

2014-2021: 68.7%

2013-2020: 73.5%
 2012-2019: 72.4%
 2011-2018: 74.7%
 2010-2017: 70.0%

GRADUATION AND QUALIFICATION RATE BY MRC • BOTH SEXES



Exit rates without a qualification or diploma

SCHOOL DROPOUT RATES | PUBLIC SECTOR

Significant increase. We must continue our collective efforts to keep this rate as low as possible.

2018-2019: 20.7%

2017-2018: 17.5%
2016-2017: 17.9%
2015-2016: 17.3%
2014-2015: 20.2%

DROPOUT RATES FOR GIRLS

2018-2019: 14.6%

2017-2018: 12.6%
2016-2017: 12.5%
2015-2016: 14.4%
2014-2015: 14.4%

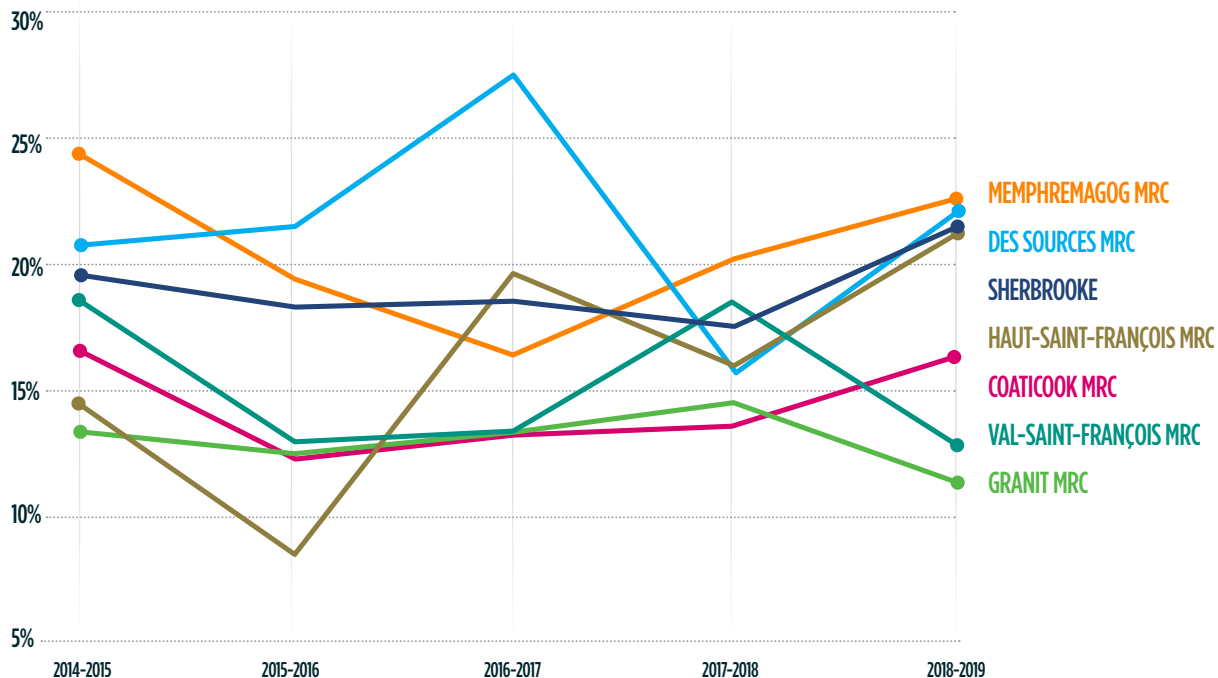
Increase among both sexes, but much more marked among boys.

DROPOUT RATES FOR BOYS

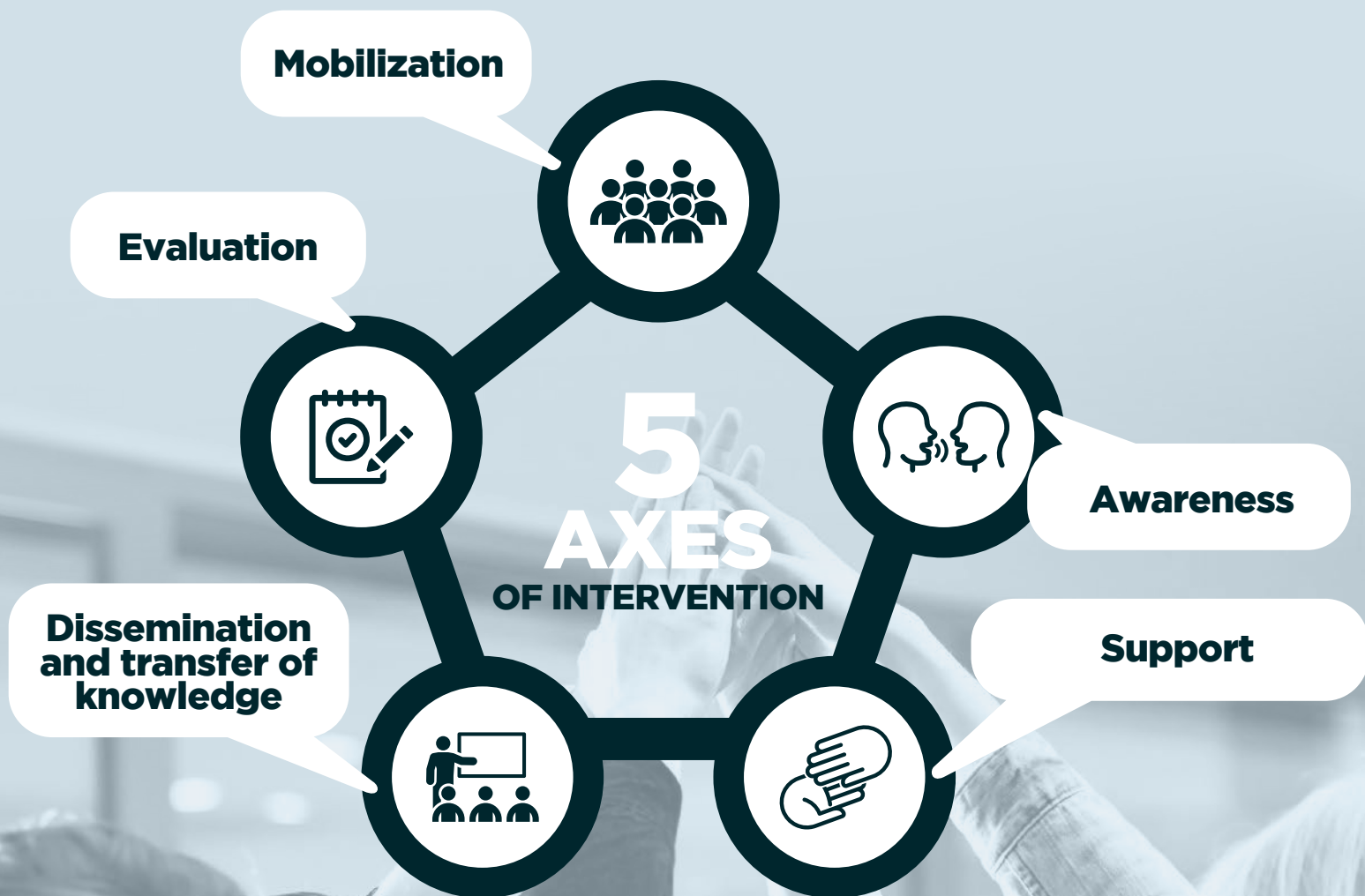
2018-2019: 26.2%

2017-2018: 22.0%
2016-2017: 22.8%
2015-2016: 20.0%
2014-2015: 25.4%

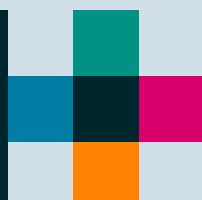
DROPOUT RATES BY MRC • BOTH SEXES



Strategic plan



4 GRANDS KEY



KEY ISSUE 1

Mobilization, concertation and commitment of the community

towards school perseverance and educational success

STRATEGIC OBJECTIVES

- 1 To develop a shared leadership culture
- 2 To value and promote the different training paths leading to educational success and integration into the work force
- 3 To develop an educational culture among all the community stakeholders

KEY ISSUE 2

Practices supported by research

in favour of school perseverance and educational success

STRATEGIC OBJECTIVES

- 4 To ensure the documentation and transfer of knowledge
- 5 To accompany and support the decision makers and stakeholders in the implementation of effective actions

KEY ISSUE 3

Preventive actions

STRATEGIC OBJECTIVES

- 6 To act jointly with the stakeholders in the implementation of actions that enable children to be better prepared when they start school
- 7 To promote, increase and maintain interest in reading among 0-20 year olds and their parents

KEY ISSUE 4

Sustainability

STRATEGIC OBJECTIVES

- 8 To document the methods, the operation, the procedures and the know-how developed by the team
- 9 To consolidate existing financial partnerships and develop new ones
- 10 To actively contribute to the work undertaken in the region in regard to the development of an integrated approach model



KEY ISSUE 1

Mobilization, concertation and commitment of the community

towards school perseverance and educational success

STRATEGIC OBJECTIVES

1 To develop a shared leadership culture

2 To value and promote the different training paths leading to educational success and integration into the work force

3 To develop an educational culture among all the community stakeholders

We're Here For You! mini-campaign



August 19 to September 3, 2021

The start of the 2021-2022 school year was a defining moment for many young people, whose resolve had been seriously shaken during the last year of the pandemic. Although the next school year was expected to be more “normal”, with the easing of health measures, some young people felt worried or hesitant about what to expect when classes started.

It is in this context that the *Projet PRÉE*, in collaboration with the *Pôle régional en enseignement supérieur de l'Estrie* (PRESE) embarked on a regional mini-campaign designed to encourage and reassure people aged 12-25 at the start of the school year, all while mobilizing the adults who play significant roles in these students' lives by making them aware of the numerous measures and resources available from various stakeholders, all designed to support young people in their educational success. A reminder period took place during midterms in October, and again in November at the end of term, all to encourage young people.



Outreach

53 community partners and schools, 13 municipalities, 5 MRCs and 3 provincial MPs took part in the campaign on social media

5 videos were made by employers engaged in academic success in order to encourage student-employees: **81 409 personnes** people were reached on social media

Social media posts:
111,236 young Estriens and 27,230 parents were reached through social media placements

8 instances of media coverage

The start of the 2021-2022 school year was a defining moment for many young people, whose resolve had been seriously shaken during the last year of the pandemic.

Hooked on School Days



February 14 to 18, 2022 | [JPSEstrie.ca](https://jpsestrie.ca)

Hooked on School Days (HSD) is a special opportunity to strengthen mobilization and to encourage our various actors and stakeholders to take concrete steps in supporting school perseverance and educational success. For this 13th edition, HSD was once again held in the context of the pandemic and related health measures. However, this context did not hinder our partners from being active and involved! Schools, organizations, communities, municipalities, businesses...everyone brought the message loud and clear to social media!

Inspired by the theme of “You make it meaningful”, the events were once again linked to the provincial campaign and spokesperson Laurent Duvernay-Tardif. Education was in the news more than ever, and the *Réseau québécois pour la réussite éducative (RQRÉ)* wished to convey a strong and simple message to highlight the academic and professional aspirations of young people in the context of the pandemic.

Achievements

Virtual meetings on school perseverance

- + 3 webinars to outfit partners from all sectors as well as parents¹
 - + 1 unveiling of the portrait of educational success in Estrie
 - + 2 webinars (1 in French and 1 in English) on the educational and professional aspirations of young people, for professionals and parents
- + 7 virtual encounters for young people
 - + 1 story hour with author Valérie Fontaine
 - + 2 encounters with author Valérie Fontaine
 - + 1 encounter with authors Juliana Léveillé-Trudel and Andrew Katz
 - + 1 workshop “L’impact de mes choix — Du point A au point B” with Academos
 - + 2 encounters with Laurent Duvernay-Tardif

5 inspirational video messages from various Estrie personalities or locals, designed for young people: Eli Woods, Florence Breton, Megan Brodeur, Melissa Haney, and Steve Roy

- + 63,550 people reached across social media (39,320 being youth)

HSD Challenge — How high can you build your perseverance?

- + 19 classes and groups registered, with 7 winners

¹ The number of people who registered and connected to the webinars can be found in the Knowledge Transfer section of this report, on page 14.

Inspired by the theme of “You make it meaningful”, the events were once again linked to the provincial campaign and spokesperson Laurent Duvernay-Tardif.



HSD estrie by the numbers

- 472 activities** organized by more than 302 organizations
- 460 posts** on social media
- 30,342 promotional materials** distributed
- 91 flags** in circulation, with 14 being new
- 64 towns, municipalities, and MRCs** that took concrete action
- 2,093 people** registered for the Virtual Meetings on School Perseverance
- 103,427 people** reached on our Facebook page, @PerseveranceScolaireEstrie
- 3,836 visitors** on the jpsestrie.ca site
- 19 classes and groups** registered for the HSD Challenge
- 230 young people** registered and eligible for the *My boss is the best!* contest

Graduates' Day



June 17, 2022

Graduation is an important achievement and should be celebrated in style. On June 17, the *Projet PRÉE* paid homage to graduates of all levels by emphasizing their success and showing them how much we care. It was the third edition of the Graduates' Day, an initiative by the *RQRÉ*, *Alloprof*, and *Télé-Québec*. The *Projet PRÉE* summoned its partners to generate a veritable tidal wave of support and congratulations in Estrie across social and traditional media networks.

Outreach



On social media

29 posts, reaching 13,758 people and generating 15,387 organic impressions, 83 clicks, 34 shares, 15 comments, and 201 likes



3 instances of media coverage

Graduation is an important achievement and should be celebrated in style.



Involvement with regional committees



The *Projet PRÉE* was involved with 5 regional committees with the goal of promoting cohesion of its strategies, strengthening the capacity of stakeholders to act, and supporting the transfer of information between various parties involved:

- + Regional watch committee for the *Observatoire estrien du développement des communautés* (OEDC)
- + Jury for *Mérite estrien*
- + Experts' committee for the *Portrait et parcours jeunesse en Estrie - Livrable du Plan d'action pour les jeunes et leur famille* (PAJEF)
- + Intersectoral tactical committee for the PAJEF
- + Jury for the *OsEntreprendre* challenge - secondary component

Participation in events



The *Projet PRÉE* took part in 5 events in 2021-2022:

- + Launch of the *Charte de la persévérance scolaire* from the *Fédération des chambres de commerce du Québec* (FCCQ)
- + Dinner and conference at the *Chambre de commerce de Montréal* with the Minister of Education
- + Regional event on social development in Estrie, organized by the *Réseau estrien en développement social*
- + Discussion group as part of the OEDC's strategic planning
- + Reflection session with the research axis *Développement de l'enfant dans sa famille et sa communauté* (DEFC) by the *Institut universitaire de première ligne en santé et services sociaux*

Building engagement and awareness



5 actions were taken by the *Projet PRÉE* to inform and raise awareness in various stakeholders and to publicize the initiatives being supported in Estrie.

KEY ISSUE 2

Practices supported by research in favour of school perseverance and educational success

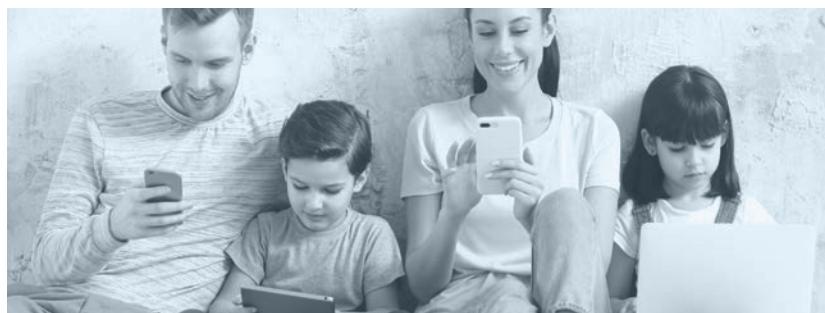
STRATEGIC OBJECTIVES

4 To ensure the documentation and transfer of knowledge

5 To accompany and support the decision makers and stakeholders in the implementation of effective actions



Throughout the year, the *Projet PRÉE* used a variety of communication tools to ensure a majority of people (partners, supportive employers, parents, young people, etc.) were well-informed and aware of the issues and efforts surrounding school perseverance and educational success. To this end, the *Projet PRÉE* ensured that it was present on both the Web and social media, in addition to the distribution of two separate newsletters and several press releases.



Four continuously-updated websites

ReussiteEducatriceEstrie.ca

The *Projet PRÉE* website

- + 4,478 users, with 87.8% being new
- + 6,393 sessions
- + 13,568 page views, 2.12 pages per visitor

ParentEstrie.com

A resource repertoire for parents

- + 23,836 users, with 91.3% being new
- + 27,465 sessions
- + 37,057 page views, 1.35 pages per visitor
- + 9 articles shared on Facebook, 8 of which were publicized

IChooseMyEmployer.com

A site on school-work balance

- + 9,430 users, with 90.8% being new
- + 11,448 sessions
- + 22,548 page views, 1.97 pages per visitor

VoirGrandPourNosEnfants.ca

A platform to promote the Eastern Townships Charter

- + 1,144 users, with 91.7% being new
- + 1,457 sessions
- + 2,773 page views, 1.90 pages per visitor



New

Two informative newsletter



School Perseverance Estrie Newsletter

- + 831 partners subscribed (783 FR | 48 EN)
- + 22 publications
- + 35.5% opening rate (35.8% FR | 35.1% EN)

School-Work Balance Newsletter

- + 421 partnered employers subscribed
- + 7 publications
- + 35.7% opening rate

Le Projet PRÉE sur les réseaux sociaux



@PerseveranceScolaireEstrie

- + 4,300 followers, with 680 being new
- + 388,753 people reached, 3,318 page visits
- + 495 posts, 12,878 reactions, 4,265 shares and 1,666 comments

@ParentEstrie

- + 793 new followers
- + 2,061 people reached, 1,308 page visits
- + 20 posts, 11 stories, 642 reactions

New



@PerseveranceScolaireEstrie

- + 640 followers, with 89 being new
- + 83 posts, 112 reels, 113,362 reached, 400 likes, 9 comments, 46 shares



@Projet Partenaires pour la réussite éducative en Estrie (Projet PRÉE)

- + 251 followers, with 108 being new
- + 9,792 impressions, 235 reactions, 5 comments, and 62 shares

Knowledge transfer

In order to continually support and outfit our partners, the *Projet PRÉE* organized various knowledge transfer activities. Here is a list of the presentations and webinars offered over the past year. As the need for knowledge transfer grew, a new resource was welcomed into the *Projet PRÉE* team in the Fall of 2021.



Portraits of educational success Estrie

This year, the *Projet PRÉE*, in collaboration with *ÉCOBES — Recherche et transfert du Cégep de Jonquière*, updated and improved the portraits of educational success in Estrie in order to develop a common vision for the academic success of young people in our region as well as the factors that contribute to it. Territorial portraits were developed for each of the MRCs, as well as a fact sheet on the determinants of school perseverance and educational success. The portraits in the Estrie region were unveiled as part of the start of Hooked On School Days on February 14, 2022. A local promotional tour followed, allowing for the presentation of the portraits and to encourage exchanges with local partners.

233
people reached

8
activities for the dissemination and appropriation of the portraits

HOOKED ON SCHOOL DAYS WEBINARS



As part of HSD 2022, the *Projet PRÉE* held a series of virtual events. Three webinars took place with the goal of supporting and outfitting teaching staff, youth and family workers of all settings, and parents in the Estrie region.

Unveiling the portraits of educational success in Estrie

- + with **Josiane Bergeron**, Coordinator, *Projet PRÉE*
- + and **Olivier Turcotte**, researcher and teacher in statistics, *ÉCOBES - Recherche et transfert du Cégep de Jonquière*

Career Development Beyond Job Titles

- + With **Nicola Edwards**, Consultant, SparkPath

Comment parler des aspirations scolaires et professionnelles avec nos jeunes?

- + With **Maude Lajeunesse**, Senior Marketing Consultant, *Academos*
- + and **Karyne Collin**, School and Career Information Consultant, Guidance Counsellor and person responsible for school and career guidance content, *Centre de services scolaire des Sommets*

Support and outfit partners, by organizing various knowledge transfer activities.

239
registrations

148
people connected

49
views of the webinar recordings

Speakers



+ **Josiane Bergeron**



+ **Olivier Turcotte**



+ **Nicola Edwards**



+ **Maude Lajeunesse**



+ **Karyne Collin**

SCHOOL-WORK BALANCE WEBINAR



Given the current labour shortage, it is essential that employers be creative and innovative with their management of human resources, all while making room for students and interns. The *Projet PRÉE* and School-Work Balance Estrie, in collaboration with *Entreprendre Sherbrooke*, offered a virtual conference to better inform employers who hire young people from Gen Z on how to remain attractive throughout the hiring and employee management process.

La reprise économique passe par les étudiants-employés

+ With **Éléonore Durocher-Bergeron**, Executive Coach and Consultant

 **82**
people registered

 **48**
people connected

Speaker



+ **Éléonore Durocher-Bergeron**



In collaboration with:



Monitoring the impact of COVID-19 on school perseverance and educational success

This year, the *Projet PRÉE* put in place several concrete steps designed to identify the impacts of the pandemic on young people's success in Estrie.

- + *Projet PRÉE* team participation in various webinars
- + Tour of the Director Generals of school service centres to better understand their concerns
- + Collaboration in the development and the implementation of the 2nd study into the psychological wellbeing of 12-25 year-olds during the pandemic (mobilization of the school sector in Estrie, mobilization of IRCs of other regions concerned by the study, organization of a meeting of Estrie partners to identify themes at the secondary level, participation in meetings of the regional partners' committee, collaboration in the analysis of the results and recommendations, collaboration in the production of portraits by institution)
- + Organization and facilitation of a webinar on the results of the 2nd study into the psychological wellbeing of 12-25 year-olds during the pandemic
- + Participation in the *La santé mentale des jeunes canadiens et pandémie de la COVID-19 : Que sait-on? Que peut-on faire?* conference presented by the *Observatoire pour l'éducation et la santé des enfants (OPES)* as part of the *RQRÉ* meeting

A Facebook page for Estrie parents

ParentEstrie.com is a web platform designed for all Estrie parents, offering concrete tools to help them accompany their child throughout their academic career. In order to provide for parents on a daily basis, the *Projet PRÉE* created a new Facebook page @ParentEstrie. Here parents can find tools, practical tricks, and a host of resources to accompany their child throughout their schooling and academic success.



 @ParentEstrie

Action Plan for School-Work Balance Estrie 2021-2022



The *Projet PRÉE* acts as a regional resource and provides financial contest support for the local deployment of School-Work Balance Estrie. This initiative aims to recognize and support businesses that make the effort to implement measures supporting the educational success of their student-employees. The COVID-19 pandemic and the labour shortage experienced over the past two years have led the *Projet PRÉE* to recognize the role of employers beyond simple school-work balance, in particular by acknowledging the role they can play in the educational success of trainees at all levels of schooling.

It's in this context that we undertook new work this year to set up the *Employeurs engagés pour la réussite éducative (EERÉ)* movement in Estrie in the Fall of 2022.

HIGHLIGHTS

- + 437 supportive employers, 507 workplaces engaged in school-work balance, and 6,917 students hired by committed employers
- + 13 new employers and 107 renewals
- + 4 working committees set up to develop material adapted to the *EERÉ* movement in Estrie: new brochure "Be an employer committed to educational success!", new guide "Managing student employees, a real art!", and an update of our membership form with a "stagiaires" section
- + Creation and distribution of 7 newsletters to 437 supportive employers in Estrie
- + 5 videos made by employers engaged in educational success designed to raise awareness among youth about school-work balance and the importance of staying in school
- + Organization of the "Economic recovery depends on student-employees" webinar, in collaboration with *Entreprendre Sherbrooke*
- + Participation in the *Gala Reconnaissance Estrie* and awarding of an "Employer committed to educational success in Estrie" mention to *Estrie Aide Estrie*
- + 55 awareness workshops with 937 young people in high school, vocational training, and general adult education, across schools in 5 MRCs
- + Various school-work balance awareness-raising activities for young people, including 20 kiosks that reached nearly 1,060 youth
- + 4 videos designed to raise awareness about good school-work balance and 1 support sheet. At least 300 young people were reached across the communities, as well as 83,891 on social media
- + 2 videos designed to raise awareness among parents of the importance of CET. 11,362 parents were reached on social media
- + At least 65 youth and social worker partners as well as various socioeconomic partners were met to help raise awareness about issues of school-work balance and the role employers can play in the educational success of young people.

Promoters of School-Work Balance Estrie: the Carrefours jeunesse-emploi of MRC Johnson, Richmond, Memphrémagog, Granit, des Sources, Coaticook, and Entreprendre Sherbrooke

The My Boss is the Best! contest

MonBossEstrie.ca

In order to highlight the role employers play in school-work balance, the *Projet PRÉE*, in collaboration with School-Work Balance Estrie undertook once again the *My Boss is the Best!* contest as part of Hooked On School Days, for a third year running. The contest invited young student-employees in Estrie to showcase the ways in which their boss supports their school-work balance. The awarding of prizes for this third edition took place in the spring of 2022.

- + 213 young people eligible for the contest
- + 12 kiosks set up in high schools, CEGEPs, and universities
- + 7 winning employers, named "Employers committed to educational success"
 - + Sport Trans-Action, in Coaticook
 - + Bistro Kóz, in Magog
 - + Parc régional du Mont-Ham, in Ham-Sud
 - + Dépanneur St-François, in Lambton
 - + Marché Tradition Lagassé, in Weedon
 - + Fromagerie Nouvelle-France, in Racine
 - + Le Refuge des Brasseurs, in Sherbrooke



A new Charter for Employers for School Perseverance

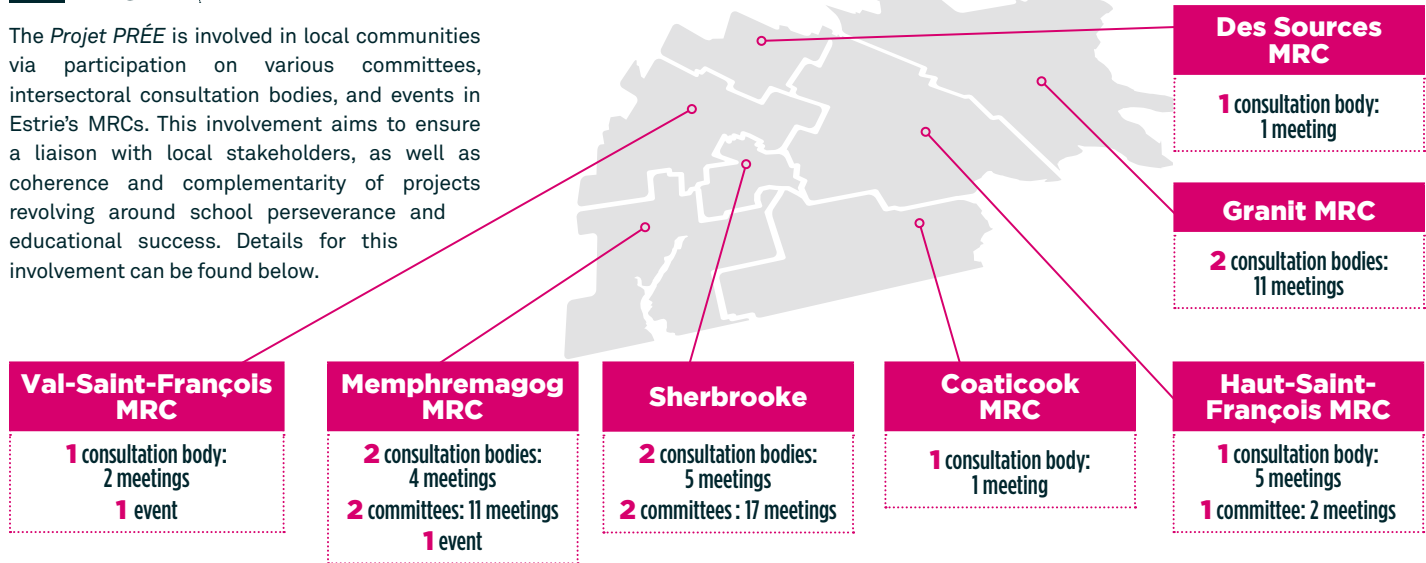
This year, the *Projet PRÉE* was also involved in the school perseverance working committee of the *Fédération des chambres de commerce du Québec (FCCQ)*, which resulted in the drafting of a new **Charter for Employers for School Perseverance**.

Support to local stakeholders



The *Projet PRÉE* is involved in local communities via participation on various committees, intersectoral consultation bodies, and events in Estrie's MRCs. This involvement aims to ensure a liaison with local stakeholders, as well as coherence and complementarity of projects revolving around school perseverance and educational success. Details for this involvement can be found below.

Involvement in 10 consultation forums, 5 committees, and participation in 2 events.



Support for school perseverance initiatives



6 SUPPORTED INITIATIVES

- + Approached the *Centre de pédiatrie sociale en communauté Le Tandem* to support their homework assistance program and presented a funding opportunity from TD Bank as part of the “*Pour être prêt à agir 2021 — Programme de plein air pour contrer la perte d’acquis en lecture et mathématiques*”
- + Collaboration with the *Service de transport collectif des Sources* for the research of information and data, the goal being to write a document to develop a financial partnership with the *Cégep de Sherbrooke* to facilitate the commuting of students living in the MRC
- + Collaboration with the *ValFamille* group for the research and interpretation of data related to educational success in Val-Saint-François, with the goal of gathering this data and building statements to integrate into the 2021-2024 Action Plan — *Mobilisation enfance-jeunesse-famille*



- + Recording of a video for presenting the actions carried out by the Val-Saint-François first school transition committee. The video was presented at the launch of the 2021-2024 Action Plan — *Mobilisation enfance-jeunesse-famille*
- + Collaboration with the working committee on family planning to integrate tips and tricks for parents on first school transition
- + Identification of resources, data, studies, etc. related to various youth issues for a shared document of the *Table Réseau 0-17 ans de la MRC de Coaticook*

Mobilize and support partners to encourage school perseverance.



Preventive actions

STRATEGIC OBJECTIVES

6 To act jointly with the stakeholders in the implementation of actions that enable children to be better prepared when they start school

7 To promote, increase and maintain interest in reading among 0-20 year olds and their parents

Regional action plan for a smooth transition to kindergarten 2020-2023



Faced with the importance of a smooth transition to kindergarten for the educational and academic success of young children, the *Projet PRÉE*, in collaboration with the members of the *Comité régional intersectoriel pour une première transition scolaire harmonieuse*, developed a 3-year action plan in 2020. The objective of this plan is to act, in collaboration with actors from all sectors, in the implementation of steps allowing children to better prepare to start school. Here are the main elements implemented in this second year of the 3-year action plan.

HIGHLIGHTS

- + Held 3 meetings with the regional intersectoral committee for a smooth first school transition
- + Organization and facilitation of 2 sharing circles of best practices for first school transition
- + Establishment of a community of practice of school transition agents and the facilitation of 8 meetings
- + Support for local organizations, consultations, and groups in their initiatives toward first school transition: 5 initiatives supported and 10 meetings in 4 territories
- + Development of a communication toolkit for stakeholders to raise awareness among other partners and parents at key moments of the school transition period
- + Establishment of a working committee composed of preschool advisors from school service centres and from the *Regroupement des CPE des Cantons de l'Est (RCPECE)* to design a poster to popularize the *Accueillir la petite enfance* program and the cycle-school program by the *Ministère de l'Éducation du Québec (MEQ)*

Sharing circles for best practices in transition to kindergarten

In an effort to contribute to the improvement of professional, organizational, and partnership practices, the *Projet PRÉE* has established, for a second consecutive year, sharing circles for best practices in transition to kindergarten.

In all, two meetings took place, reuniting 20 stakeholders and managers from schools, the community, early childhood, and health and social services sectors. Discussions were centered on two different themes: the transition to kindergarten of children who will be entering kindergarten at age 4; and the transition to kindergarten of children who did not attend educational childcare.

Feedback from participants during the meetings allowed the *Projet PRÉE* to cover several issues and identify many concrete solutions to promote a smooth transition to kindergarten.



New planning and communication tools in first school transition

In order to mobilize its various partners in all areas around first school transition, the *Projet PRÉE* produced various planning and communication tools. First of all, a kit was developed for stakeholders to raise awareness among practitioners and parents at key moments during the school transition period. This kit is composed of three tools:

- + Examples of first school transition activities
- + Tips and tricks for first school transition for parents
- + Emotions, stress, and the transition to kindergarten (for parents)

An outreach poster was also produced to demonstrate the continuity of the *Ministère de la Famille's "Accueillir la petite enfance"*, and the *Ministère de l'Éducation's* preschool education cycle program. All of these tools will be distributed to partners over the coming year.



These tips and tricks were shared with the Memphremagog and *du Granit* school transition committees so that they could be integrated into their family planning work.

This tool was developed within the context of the school transition officers' community of practice.

Eastern Townships Charter *Thinking big for our children*

ThinkingBigForOurChildren.ca

In November 2019, the *Projet PRÉE* and the *Collectif estrien 0-5 ans* launched the Eastern Townships Charter Thinking big for our children. This charter aims to mobilize organizations and individuals in taking concrete steps with their decisions and actions to help contribute to raising the proportion of children who start school without vulnerability factors from 71% to 80% by 2025, and to promote their educational success throughout their educational journey. To date, the charter has collected almost 869 signatures, including those of 104 organizations.

As part of the Early Childhood Week that took place last November, the *Projet PRÉE* and the *Collectif estrien 0-5 ans* launched the new charter website to increase awareness and membership. The new platform includes ambassadors' testimonials, a toolbox, and ideas for concrete steps that can be taken in various settings to better support children.



Supporting the *Collectif estrien 0-5 ans*

Given the COVID-19 pandemic and the impossibility for the *Direction de santé publique du CIUSSS de l'Estrie — CHUS* to continue its support due to that context, the *Projet PRÉE* agreed to take over the coordination of the *Collectif estrien 0-5 ans* for the year of 2020-2021, until the winter of 2022. This support provided by the *Projet PRÉE* allowed the *Collectif* to continue some of their projects and to maintain the mobilization of their partners in early childhood.

Regional literacy action plan 2020-2023



In 2020, the *Projet PRÉE* adopted a regional literacy action plan to develop the literacy skills of young people and their families, and to consolidate the synergy of regional and local stakeholders. To this end, 6 subjects were prioritized and 6 committees were established to support them:

- + Raise awareness and mobilize stakeholders whose primary roles are not to develop literacy competencies in their communities
- + Recognize the value of libraries and work to extend their reach
- + Increase opportunities for families to come into contact with literature
- + Increase the number of initiatives aimed at teenagers
- + Increase parental motivation and sense of competency in helping to develop literacy skills among their children
- + Improve the ability of stakeholders to take action

Implementation of literacy projects

Reading tools

These reading tools were developed to provide various environments with turnkey documents to better support parents in developing their child's taste for reading. These resources include: reading-booklet, posters, bookmarks, and literacy activities designed for primary school teachers, including a homework activity. Several steps were taken to promote these reading resources and to thus reach a greater number of families.

3,094
books and bookmarks
distributed in schools

74
posters



Books as gifts

More than 9,000 books, game books, and magazines were distributed in the community, thanks to *Biblaire GGC* and other partners.

5,000 for the holiday period
4,000 for the summer



À GO, on lit!

Fall 2021 edition | [agol.ca](https://www.agol.ca)

Given the importance of reading as a means to promote the school perseverance and educational success of adolescents, the *Projet PRÉE* has joined forces with the *À GO, on lit!* collective for its fall edition. *À GO, on lit!* is a multi-platform digital campaign in which young people ages 14 to 20 are invited to take an interactive quiz that determines their reader profile, and are then supplied with reading recommendations personalized to their interests. The objective of this initiative is to show young people the joys of reading that it is a source of pleasure, escape, and success.

This edition ran from October 14th to December 14th, 2021. In order to most effectively reach its young target audience, it was mainly deployed via Facebook and Instagram and with the help of several notable ambassadors ([Kevin Raphael](#), [Ludivine Reding](#), [Koriass](#) and [Valérie Chevalier](#)).

HIGHLIGHTS

- + Mobilization of a vast array of partners:
 - + 27 youth centres
 - + 7 *carrefours jeunesse emploi*
 - + 12 family community organizations
 - + 97 municipal and school libraries
 - + 49 high schools, vocational training and adult general education centres (points of service), CEGEPs and universities
- + A live launch at the *Maison du cinéma* in Sherbrooke, with author Patrick Senécal, which united approximately 40 young people and their accompanying adults
- + Establishment of an AGOL corner in 6 bookstores in the region
- + Distribution of materials to 150 partners across sectors
- + Regional advertising on social networks: 6,836 partners reached; 6,202 youth reached; 38,098 parents reached
- + 1 press release issued and 8 instances of media coverage
- + 4,114 sessions on [agol.ca](https://www.agol.ca) from Estrie
- + 11.1 million impressions on various provincial social media

Give the importance of reading as a means to promote the school perseverance and educational success of adolescents.

À GO, ON LIT!



Reading initiatives

Support to field initiatives

In 2021-2022, the *Projet PRÉE* accompanied and financially supported 14 field initiatives to develop the literacy skills of young people and their families. Here is a list of initiatives supported over the past year. Some of these projects also took place over the summer in order to promote educational success during the break.



Increasing literacy exposure in the lives of Stanstead's teens

- + Sponsor: Phelps-Helps
- + Territory: Memphremagog

BibAdos

- + Sponsor: Bibliothèque Yvonne L. Bombardier (in collaboration with the *Maison des jeunes de Valcourt* and de *l'Odyssee high school*)
- + Territory: Val-Saint-François

Communications simplifiées

- + Sponsor: Centre d'éducation populaire de l'Estrie
- + Territory: Estrie

Du virtuel au réel, formation pratique aux réalités des personnes analphabètes

- + Sponsor: Centre d'éducation populaire de l'Estrie
- + Territory: Estrie

Évasion Ados

- + Sponsor: Salon du livre de l'Estrie (in collaboration with the *Association des bibliothèques publiques de l'Estrie* and the *Regroupement des Maisons des jeunes de l'Estrie*)
- + Territory: Estrie

Reading for everyone

- + Sponsor: Frontier College
- + Territory: Sherbrooke

Le rythme des mots

- + Sponsor: Regroupement des CPE des Cantons de l'Est
- + Territory: Estrie

The faces of reading

- + Sponsor: Frontier College
- + Territory: Estrie

Online Reading Programs

- + Sponsor: Association des Townshipers (in collaboration with the community learning centres)
- + Territories: Des Sources, Haut-Saint-François

Parents conteurs

- + Sponsors: Carrefour Jeunesse-emploi du comté de Richmond, Carrefour Jeunesse-emploi du Granit, and Carrefour Jeunesse-emploi Memphremagog and *Maison de la Famille de la MRC de Coaticook*
- + Territories: Coaticook, Des Sources, Granit, Memphremagog, and Val-Saint-François

Ready, Set, Grow!

- + Sponsor: Maison de la famille Les Arbrisseaux
- + Territories: Des Sources, Val-Saint-François

Score-Pions 2

- + Sponsor: Regroupement des maisons des jeunes de l'Estrie
- + Territory: Estrie

Tinkers & Thinkers: Hands on Family Literacy Activities

- + Sponsor: Literacy in Action
- + Territory: Estrie

ABIPIENNES kits

- + Sponsor: Association des bibliothèques publiques de l'Estrie
- + Territory: Estrie

Summer strategy for educational success

Mitigating the summer slide learning gap for students in Estrie

As part of its summer strategy to promote educational success in Estrie, the *Projet PRÉE*, in collaboration with its local and regional partners, put into place a concerted action plan to counter the phenomenon of the 'summer slide', according to the following objectives:

- + Introduce play-based literacy and numeracy activities in places frequented by youth and their families, as well as in day camps
- + Encourage families to implement daily reading practices into their summer family routines
- + Offer specific activities to small groups of youth targeted by the school community
- + Sensitize and equip partners concerning the importance of maintaining learning over the summer
- + Identify the impact of summer projects

Note that this process is designed for a period of two years (through June 2023), as part of the Ministry's *Plan de relance pour la réussite éducative 2021-2022 : l'éducation au-delà de la pandémie*, announced in May 2021.

Sharing circles for best practices related to the summer slide

In order to provide all Estrie partners from various sectors with the tools they need to deal with issues related to the summer strategy to promote educational success, the *Projet PRÉE* has established sharing circles designed for management and stakeholders from all backgrounds.

A total of two meetings were conducted, bringing together 14 organizations from the school and community sectors, as well as health and social services. The discussions focused on two different themes relevant to the needs and issues raised by these sectors: the participation of immigrant families, and how to reach adolescents during the summer.

Raising awareness and providing tools for partners around the importance of maintaining learning throughout the summer.



Raising awareness and providing tools for regional partners around the importance of maintaining learning throughout the summer

In order to contribute to the development of stakeholders' skills with regard to summer strategies for promoting educational success, the *Projet PRÉE* has applied several strategies at the regional level:

- + Information sessions and support for partners in the development of specific projects
- + Promotion and dissemination of resources developed by the *RQRÉ*:
 - + 1 webinar: *Et nos ados l'été? Comment mieux cibler les interventions avec les adolescents*
 - + 3 virtual workshops on animating literacy: *Initiation à la lecture animée, Introduction to Interactive Reading, and Lecture animée 2 : Trucs et astuces pour la lecture en groupe*
 - + 4 tools: *Les adolescents : qui sont-ils et comment les joindre?, Les familles vulnérables, Comment les camps d'été peuvent contribuer à réduire la glissade d'été* and an infographic on the summer slide

Florilège d'activités A new website!

 florilegeactivites.com

The *Projet PRÉE*, in collaboration with the *Centre de services éducatifs populaires* (CSEP) of Haut-Saint-François, designed a new web platform to introduce fun learning activities in places frequented by young people and their families, as well as in day camps. I-Spy, reading challenges, group games and more are now available to entertain children while allowing them to approach reading in a different way, while having fun. This platform permits partners to implement activities that can counteract the knowledge lost over the summer.



Supported projects

Two types of approaches were targeted for the development and deployment of the strategy: the implementation of targeted measures for young people identified in collaboration with their school communities, and the implementation of universal measures aimed at everyone.

In all, 19 projects were supported and accompanied in summer 2021 across the Estrie region to reduce the summer slide, composing 14 projects financially supported by a dedicated financial envelope and 5 projects supported financially in other ways. The projects, each more varied than the last, reached approximately 2,300 young people.

In all, 19 projects were supported and accompanied.



Targeted measures
Youth identified in collaboration with their school community



Universal measures
Designed for all

Coaticook MRC

- + **Lire pour le plaisir**
Sponsor: Bibliothèque Francoise-Maurice de Coaticook

Des Sources MRC

- + **On s'évade!**
Sponsor: Association des Groupes Jeunesse de l'Or Blanc
- + **Suis la vague**
Sponsor: Maison des jeunes de l'Or Blanc

Granit MRC

- + **Ados-Prof**
Sponsor: Intro-travail et Carrefour jeunesse-emploi du Granit

Haut-Saint-François MRC

- + **Journées sans parents**
Sponsor: Maison de la famille La Relève du Haut-Saint-François
- + **Pope Reading Challenge**
Sponsor: Pope Memorial Community Learning Centre (CLC)

Memphremagog MRC

- + **Apprentis-génies**
Sponsor: Centre de pédiatrie sociale en communauté Le Tandem
- + **Camp de préparation à l'école**
Sponsor: Centre de pédiatrie sociale en communauté Le Tandem
- + **Exit l'échec**
Sponsor: Maison des jeunes l'Exit de Magog
- + **Phelps-Helps Summer Camps**
Sponsor: Phelps-Helps – Phelps Aide

Sherbrooke

- + **Camp for families attending the Centre Saint-Michel**
Sponsor: Centre Saint-Michel
- + **Intercultural activities for Afghan families**
Sponsor: Soutien aux familles réfugiées et immigrantes de l'Estrie (SAFRIE)
- + **Summer socio-educational support for disadvantaged immigrant children, youth, and parents**
Sponsor: Soutien aux familles réfugiées et immigrantes de l'Estrie (SAFRIE)
- + **Supporting the enrollment of targeted youth in summer school**
Sponsor: Fondation pour les élèves du Centre de services scolaire de la Région-de-Sherbrooke (CSSRS)

Estrie

- + **Animation hors les murs**
Sponsor: Salon du livre de l'Estrie
- + **Brigade de sciences**
Sponsor: Technoscience Estrie
- + **Escouades littéraires et livres glacés**
Sponsor: Collège Frontière
- + **Florilège d'activités à faire en contexte de pandémie**
Sponsor: Centre de services éducatifs populaires du Haut-Saint-François

Val-Saint-François MRC

- + **Summer Knights Read**
Sponsor: Richmond, Danville & Drummondville Community Learning Centre (CLC)



KEY ISSUE 4

Sustainability

STRATEGIC OBJECTIVES

8 To document the methods, the operation, the procedures and the know-how developed by the team

9 To consolidate existing financial partnerships and develop new ones

10 To actively contribute to the work undertaken in the region in regard to the development of an integrated approach model

Together in action



As with other regional consultation authorities (IRCs) on school perseverance and educational success, the Projet PRÉE actively participates in the work of the RQRÉ. Overall, the *Projet PRÉE* team participated in around 30 meetings. Here is the list of implications of the *Projet PRÉE* this year:

- + RQRÉ Board of Directors
- + RQRÉ annual general assembly
- + Hooked on School Days (HSD) steering committee
- + HSD 2022 provincial meetings
- + Development meetings for the summer slide project and its evaluation
- + Ad hoc meetings for specific issues
- + Regular interregional meetings of the RQRÉ

- + Working committee for the development of a dashboard of common indicators of school perseverance and educational success
- + Annual RQRÉ conference
- + Participation in the redesign of the [JeConcilie.com](https://www.jeconcilie.com), tool, in collaboration with 5 other regional school perseverance consultation bodies

All regions of Quebec have joined forces around educational success.



Consolidation process for the *Projet PRÉE*, *TECIÉ*, and *TECFE*



In the spring of 2020, a consolidation process was initiated between the *Projet PRÉE*, the *Table estrienne de concertation interordres en éducation (TECIÉ)* and the *Table estrienne de concertation formation-emploi (TECFE)*. This process is designed to co-construct a new model for regional inter-level and intersectoral cooperation with regard to education, all to optimize the deployment of the developmental vision for education in Estrie as a vector of economic, cultural, and social development.

Given the serious labour shortage and difficulties recruiting qualified candidates, the vision of educational development has to be one with a more global approach that takes into account the needs of the labour market and the concerns emerging therefrom.

It is in this context that the *Projet PRÉE*, the *TECIÉ*, and the *TECFE* joined forces to form a new entity in the Fall of 2022: R3USSIR. R3USSIR thus becomes a regional leader in mobilizing actors across all sectors to make education a priority lever for the social, economic, and cultural development of communities in the Estrie region.

In this sense, two major areas have been prioritized: educational success and school perseverance, and the improvement of training and employment.

Implementation and deployment of R3USSIR

This year, the members of the three bodies met to work on the implementation of the new entity. More specifically, a new governance structure was established, consisting of a strategic committee (4 meetings), a coordination committee (9 meetings), two committees for the educational success project (2 meetings), and the training-employment project (meetings to come in Fall of 2022), and six collective project management committees (10 meetings). In keeping with the new administrative region of Estrie, this new governance also includes partners from the MRCs of *Brome-Missisquoi* and *Haute-Yamaska*.

The three bodies also agreed on positioning of the newly integrated consultation by developing a new corporate identity, visual identity, a French web platform (an English version will be developed in phase 2 over the next year), and communication tools (banners, stationary, videos, email signatures, newsletters, visuals for social media, etc.) which will help promote the new integrated collaboration.

R3USSIR will officially launch in Fall 2022. A strategic plan will be developed over the next year to enable the new partnership to achieve its mission.

R3USSIR

Education Employment Estrie

Developing competencies



In order to maintain their skills and to acquire new knowledge, the *Projet PRÉE* team participated in several training and development activities. These training sessions covered a variety of topics, such as literacy issues in Quebec, language development for allophone preschool students through shared reading, out-of-school reading and writing practices for youth in the digital age, developing successful partnerships with the camp and recreation sector, the art of conducting a good media interview, interacting with politics, optimizing one's digital content strategy, and more. The *Projet PRÉE* also participated in various *RQRÉ* community of practice activities for professionals working on literacy and summer strategies, and for management.

+ 19 community of practice activities

+ 2 webinars

+ 8 training sessions

+ 1 conference

Members of the various committees and groups

Expanded educational success committee (which became, over the course of the year, the Committee for Educational Success)

Here is a list of organizations that participated in at least one of the committees.

- + Association des directeurs et directrices d'établissements d'enseignement de l'Estrie
- + Association des écoles privées de l'Estrie
- + Bishop's University
- + Cégep Beauce-Appalaches
- + Cégep de Sherbrooke
- + Centre de services scolaire de la Région-de-Sherbrooke
- + Centre de services scolaire des Hauts-Cantons
- + Centre de services scolaire des Sommets
- + Centre de services scolaire du Val-des-Cerfs
- + CIUSSS de l'Estrie – CHUS – Direction de santé publique
- + CIUSSS de l'Estrie – CHUS – Direction du programme jeunesse
- + Collectif estrien 0-5 ans
- + Collège Champlain
- + Comité estrien pour les saines habitudes de vie
- + Conseil de la culture de l'Estrie
- + Eastern Townships School Board
- + Ministère des Affaires municipales et de l'Habitation
- + Regroupement des carrefours jeunesse-emploi de l'Estrie
- + Regroupement des maisons des jeunes de l'Estrie
- + Regroupement des organismes communautaires Famille de l'Estrie (TDAH Estrie)
- + Soutien à l'offre régionale en formation professionnelle
- + Table des directeurs de centres d'éducation aux adultes
- + Université de Sherbrooke

Regional intersectoral reading committee

- + Association des bibliothèques publiques de l'Estrie
- + Carrefour jeunesse-emploi des comtés de Richmond et Drummond-Bois-Francs
- + Cégep de Sherbrooke
- + Centre d'éducation populaire de l'Estrie
- + Centre de services éducatifs populaires du Haut-Saint-François
- + Centre de services scolaire de la Région-de-Sherbrooke
- + Centre de services scolaire des Hauts-Cantons
- + Centre de services scolaire des Sommets
- + Centre de services scolaire du Val-des-Cerfs
- + Centre Saint-Michel
- + Collectif CLÉ – Université de Sherbrooke
- + Fontier College
- + Literacy in action
- + Ministère de la Culture et des Communications
- + Regroupement des CPE des Cantons de l'Est
- + Regroupement des maisons des jeunes de l'Estrie (Maison des jeunes Le Flash)
- + Regroupement des organismes communautaires Famille de l'Estrie (La Relève du Haut-Saint-François)
- + Réseau BIBLIO de l'Estrie
- + Richmond, Danville and Drummondville Community Learning Centre
- + Salon du livre de l'Estrie
- + Service d'aide aux Néo-Canadiens
- + Université de Sherbrooke

Regional intersectoral committee for a smooth transition to kindergarten

- + Cégep de Sherbrooke (Techniques d'éducation à l'enfance)
- + Centre de la petite enfance Jardins des amis (CPE)
- + Centre de services scolaire de la Région-de-Sherbrooke
- + Centre de services scolaire des Hauts-Cantons
- + Centre de services scolaire des Sommets
- + Centre de services scolaires du Val-des-Cerfs
- + Citoyenne (Coaticook)
- + CIUSSS de l'Estrie – CHUS – Direction de santé publique
- + CIUSSS de l'Estrie – CHUS – Direction périnatalité et petite enfance
- + CIUSSS de l'Estrie – CHUS – Direction des programmes de déficience intellectuelle, trouble du spectre de l'autisme et déficience physique
- + Eastern Townships School Board
- + Ministère de la Famille
- + Regroupement des CPE des Cantons de l'Est
- + Regroupement des organismes communautaires Famille de l'Estrie (Maison de la famille les Arbrisseaux)
- + Regroupement local de partenaires (ValFamille)
- + Service d'aide aux Néo-Canadiens
- + Université de Sherbrooke

HSD communications committee (which became, over the course of the year, the Campaign Committee)

- + Cégep de Sherbrooke
- + Centre de services scolaire de la Région-de-Sherbrooke
- + Centre de services scolaire des Hauts-Cantons
- + Centre de services scolaire des Sommets
- + Centre de services scolaire du Val-des-Cerfs
- + Eastern Townships School Board
- + Grands Frères Grandes Sœurs de l'Estrie
- + Regroupement des CPE des Cantons de l'Est
- + Université de Sherbrooke

Financial partners of the 2021-2022 action plan



The *Projet PRÉE* 2021-2022 action plan was also made possible thanks to the financial support of the Centre de services scolaire de la Région-de-Sherbrooke, the Centre de services scolaire des Hauts-Cantons, the Centre de services scolaire des Sommets, the Centre intégré universitaire de santé et de services sociaux de l'Estrie - Centre hospitalier universitaire de Sherbrooke (CIUSSS de l'Estrie - CHUS) and the Ministère de l'Éducation.



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