



Creating Tomorrow, Together

Our 5-Year Strategic Plan



ÉCOLE
 George's
SCHOOL
MONTRÉAL

Authentic Individuals. Inspired Futures.



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Message from the Head of School and Board Chair

On behalf of our community, we are proud to share our **5-year Strategic Plan: Creating Tomorrow, Together** for St. George's School of Montreal. This Plan is the culmination of our collective aspirations, forged through an **inclusive, dynamic, and consultative process**. We extend our deepest gratitude to the families, students, alumni, past and present faculty and staff, and board members for their invaluable contributions and thoughtful insights.

This Strategic Plan is in service to the ultimate purpose of St. George's—which is to be a unique learning community, unwavering in its dedication to whole-child education, nurturing authenticity in young people, and equipping them to lead purposeful and fulfilling lives as they positively contribute to society and inspire others.

Drawing from our rich past, and reflecting on our present, we move to the future, maintaining and deepening the St. George's mission where warmth, inclusivity, and collaboration thrive.

In this Plan we've identified four strategic pillars that will guide our work towards realizing our vision. Each of these pillars directly supports our students to not only be successful in their post-secondary studies, but also in their future endeavours.

Our **four strategic pillars**—Progressive Education Guiding Meaningful Learning, Facilities Revitalization, Thriving Community, and Business Strength and Long-Term Financial Viability—represent the areas that will have the greatest impact on student learning and achievement. Anchored by these pillars, our Plan embraces the cultivation of **personalized learning experiences** and whole school development through inspired programs and innovative spaces that harmonize with our standards of teaching and learning.

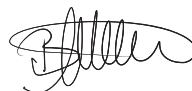
We will continue to foster an environment that cultivates the authenticity of our students, strengthens community bonds, and embraces diverse perspectives. We remain resolute in our commitment to pursuing environmental stewardship, enhancing our culture of philanthropy, and supporting the enduring financial sustainability of our school.

This Strategic Plan serves as our compass, charting a clear course for our future. It is through this solid commitment that we will achieve the strategic priorities that will equip St. George's to **embrace challenges and seize opportunities**.

We commit to the implementation of this Plan and invite you to explore its pillars, priorities, and initiatives. Let us celebrate this important moment in St. George's history where our community comes together to propel our school forward, all in service of the young people we care so much about.



Michael O'Connor
Head of School



Brenda Metzen
President and Chairperson, Board of Directors





The Process

In the fall of 2022, St. George's School of Montreal partnered with Berlineaton, a leading educational consulting firm, to assist us with developing the school's Strategic Plan.

Working together over the winter and spring of 2023, Berlineaton and the Leadership Team facilitated regular touchpoints with all staff, through a **series of workshops** that articulated the essence of St. George's. This step charted a clear and bold path forward, building on a **strong foundation of progressive education** while honouring our Founding Principles.

There was a deliberate emphasis on engaging the St. George's community, including students, families, staff, alumni, administration, and the Board. This was apparent in the **650+ respondents** that contributed to our community survey to help elicit St. George's uniqueness, ideas for improvement, and essential considerations for guiding students along their paths.

The following key themes emerged: deep appreciation for St. George's **individualized, and student-centred approach; caring, committed and highly skilled teachers; warm and inclusive environment; and student empowerment**. Respondents clearly called for a focus on improving school facilities to support our progressive learning environment, our students' health and wellbeing, sustainability, and our commitment to diversity, equity, and inclusion.

Another differentiator of the St. George's process was **an emphasis on taking action**. As a community, we are proud of this aspirational strategic plan that will be implemented to make a difference for our staff, students, and wider community both now and in the future.

Project Timeline



10
stakeholder
groups consulted

667
responses received

3,000+
individual
comments analyzed

The mission that guides us

Our community inspires students to discover joy and passion in their learning, purpose in their lives, and the confidence to express their unique selves in a nurturing, inclusive, and collaborative environment.

The vision that drives us

Authentic Individuals. Inspired Futures.



Our Founding Principles and the values that define us

Health must come first

A healthy school community is one where its members act with **integrity**, and **respect** the physical and social emotional wellbeing of one another.

Learning comes from doing

Developing a lifelong love of learning begins with the **courage** to explore, experiment, and express oneself through inquiry, action, and **perseverance**.

The classroom should be freed from unnatural restraints

Original experiences and environments are fundamental to authentic learning. Our students are empowered to discover their passion and purpose through real world **exploration**.

Adapt education to the differences of the individual child

An **empathetic** and **creative** approach to teaching and learning supports the fulfillment of individual potential and the emergence of original and resilient critical thinkers.

Group-consciousness and social-mindedness should be developed

Meaningful community engagement inspires our changemakers to positively influence a sustainable future through compassion, **optimism**, and **stewardship**.

The child should have abundant opportunity for creative expression

Every child should have broad and diverse opportunities to foster **curiosity**, express creativity, and develop the practice of everyday **leadership**.



Integrity



Respect



Courage



Perseverance



Originality



Exploration



Empathy



Creativity



Optimism



Stewardship



Curiosity



Leadership



“It’s a place where you find your voice, express your ideas, and become that confident person you are meant to be.”

St. George’s Student

**“At St. George’s,
leadership isn’t a position;
it’s about positive influence
and supportive action.”**

Michael O’Connor | Head of School



Pillar One:
**Progressive Education Guiding
Meaningful Learning**





Progressive Education is at the heart of everything we do. This approach drives our commitment to developing innovative programs that emphasize critical thinking, problem solving, and real world applications.

We commit to:

Enriched teaching and learning through program innovation.

Support our collaborative teaching community through professional growth and ongoing learning.

Continue to create and explore opportunities and partnerships to assist and enrich student learning.

Highlight our principle of 'learning by doing' by enriching our experiential opportunities across all programs.

Foster our community's passion for and practice of life-long learning, resiliency, and wellness.

Revitalize our framework for a school-wide Social Emotional Learning curriculum that is equitable and supports all students.

Deepen community connections through experiential, meaningful learning.

Continue to develop our understanding of Social Emotional Learning through professional development.

Enhance our programs to increase the confidence and competency of our students' French language skills.

Elevate the significance and increase the use of the French language, while appreciating French culture as a school community.

Review our current French programs from K-11 to identify opportunities to enrich student learning.

Research and implement a plan for French programming based on the current educational landscape in Quebec.

Pillar Two: Facilities Revitalization





The learning environment is just as important as the curriculum that animates it. We strive to create and maintain educational facilities that mirror the quality of our education, prioritizing projects that will have the most profound impact on student and staff satisfaction.

We commit to:

**Evolve and elevate
our spaces to complement
our progressive education.**

Review our needs to ensure our facilities are supporting our progressive programs.

Continue to develop and enhance our current infrastructure plans.

Supported by our community, develop the roadmap for the timing and funding of these initiatives.



Pillar Three: Thriving Community





At St. George's, we aim to foster an environment that is reflective of the diverse world we live in. We cultivate authentic relationships, a sense of community, and a culture of belonging where we celebrate differences so that all members feel connected, supported, and valued.

Sustainability is vital within our Strategic Plan as we continue to honour our community's longstanding commitment to environmental stewardship, while investing in our future.

We commit to:

Enhance and articulate our shared understanding of diversity, equity, and inclusion.

Review, assess, and evolve our current institutional practices.

Equip our full team to support an inclusive school environment now and into the future.

Advance our overarching commitment to sustainability through education and action.

Minimize the environmental impact of our operations.

Ignite a transformative spark within our students, and empower them with the knowledge to become stewards in a sustainable tomorrow.

Create a sustainability framework.

Empower our students and give them the opportunity to create change.

Invest in and support the continual learning of our faculty and staff.

Integrate sustainability education and experiential opportunities within the Kindergarten to Grade 11 curriculum.

Pillar Four:
Business Strength and
Long-Term Financial Viability





As a leader in progressive education, we will develop a long-term financial plan that supports our investment in students, innovative programming, and strategic growth. We will continue to attract a diverse demographic of students, faculty, and staff, and work towards a Master Campus Plan that revitalizes our facilities to better reflect emerging teaching and learning.

We commit to:

Advance our school and contribute toward our students' inspired futures through community engagement and stewardship.

- Develop a vibrant culture of philanthropy to enrich the student experience and secure the financial future of our school.
- Make a St. George's education more accessible to families regardless of their financial means by enhancing our financial assistance program.
- Strengthen engagement with students, families, faculty, staff, alumni, and friends of St. George's to enrich a thriving school community.

Create strategic revenue initiatives and build financial foundations to achieve our goals.

- Chart a clear path toward building a financially sustainable future that supports curricular programs, new capital projects, and long-term financial sustainability.
- Create financial programs and investment strategies so that business strength continues to grow as a key strategic resource.

Attract, retain, and engage forward-thinking teachers, administrators, and staff by supporting a culture where expertise and curiosity are nurtured.

- Encourage employees to enrich their skills and professional knowledge in support of our programs and our students.
- Cultivate a working and learning environment where students, teachers, administrators, and staff come together to promote our Vision, Mission, and Values.



**“St. George’s helped me
realize I can make a difference
in the world.”**

St. George’s Student



Authentic Individuals. Inspired Futures.

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