



**2010-2011 ANNUAL REPORT**  
2011-2013 ACTION PLAN



Montreal  
Hooked on School

# 2010–2011 Annual Report

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## Montreal Hooked on School

Montreal Hooked on School is a regional organization comprising 30 members from different sectors, all dedicated to working together and determined to keep young people at the centre of their efforts. Together, they are committed to developing partnership projects to enhance the reach and impact of actions that encourage school perseverance and success, and reconnecting with school.

The organization's mission is to mobilize all partners in Montreal and become a focal point for initiatives that have a positive impact on young people, parents, and other concerned parties, with the objective of increasing school perseverance and success, and reconnecting with school.

### Strategic orientations:

**1** Strengthen prevention strategies for 0–12-year-olds

**2** Help 13–20-year-olds stay in, or return to, school

**3** Mobilize local, regional and interregional actors

**4** Document the situation in Montreal

**5** Promote the value of education

**Montreal Hooked on School** is pleased to present its activity report for a very productive year, one that saw numerous collaborations and achievements and during which Montreal Hooked on School was able to fully assume its role as a mobilizer, thanks to the enthusiasm of Montreal-area stakeholders.

Established to facilitate consensus-building around the various actions undertaken to reach ministerial graduation targets, Montreal Hooked on School dedicated a portion of the past year to supporting concerted efforts of school boards and their partners to implement the initial action plans in six targeted areas in the region.

These action plans highlight two components that are vital to the success of the identified actions: pooling expertise through partnership projects, and taking action on determinants outside of schools. Business people, community partners, and institutional organizations all have important roles to play in increasing graduation rates, and we believe that supporting mobilization around the school environment is the best way to ensure that their contributions have the greatest impact and to achieve the objectives set out in schools' success plans.

In addition to this strategy of guidance and support, the work of Montreal Hooked on School centred on three specific achievements: the announcement of a regional partnership to promote education, thereby guaranteeing \$9.2 million in funding for school perseverance initiatives; the development of an equitable funding distribution structure for the six targeted areas; and the mobilization of Montreal-area stakeholders through the organization of the first Montreal edition of Hooked on School Days.

Thanks to the participation of Montreal Hooked on School members and of hundreds of other Montreal stakeholders, 2010–2011 saw a number of breakthroughs and achievements that improved the cohesion of initiatives aimed at fostering the perseverance and success of young Montrealers. We therefore wish to take this opportunity to highlight the support of our partners and thank them for their contributions.

**Gilles Petitclerc**

Chair  
Director General, Commission scolaire de Montréal

**Andrée Mayer-Périard**

Executive Director

## 5 goals -> 13 paths to success -> partnership mobilization in 6 targeted areas

In 2008, the *Education Act* was amended to implement orientations that emerged from a consultation with stakeholders working in the field of school perseverance and success. This led to partnership agreements between the Québec department responsible for education (ministère de l'Éducation, du Loisir et du Sport—MELS) and each of Québec's school boards to ratify the means by which the school boards would achieve the five ministerial goals.

### THE FIVE MELS GOALS

Increase the graduation rates and qualifications of students under the age of 20.

Improve mastery of the French (and English) language.

Improve school perseverance and success among certain target groups, in particular students with special needs.

Improve health and safety conditions in schools.

Increase the number of students under the age of 20 registered in vocational programs

### HOOKED ON SCHOOL TARGETS

Achieve and surpass Montreal's ministerial target high-school graduation rate of 77% by 2020.

Current graduation rate  
67.8%

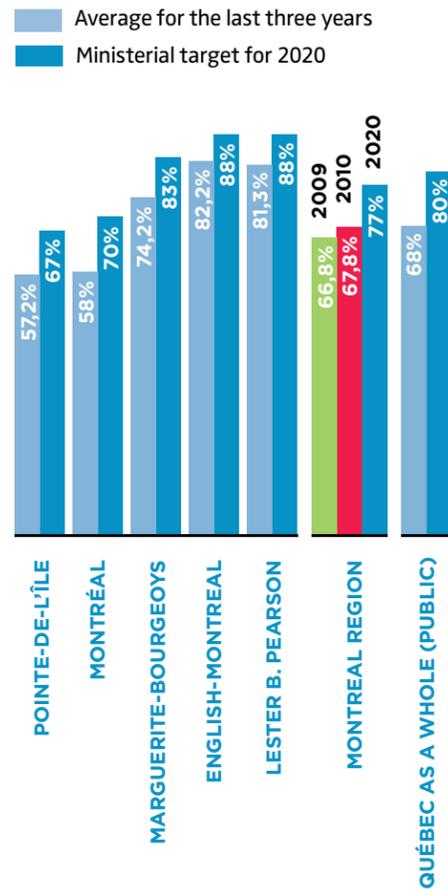
Ministerial target for 2020  
Montreal region (before age 20)  
77%

Source: Ministère de l'Éducation, du Loisir et du Sport, *Portrait des statistiques ministérielles*, 2010

Support school boards and targeted schools in reaching their graduation-rate targets and in implementing their success plans.

Contribute to reducing the vulnerability rate among preschoolers entering school by 5% over 5 years, as defined by Horizon 0–5.

**MINISTERIAL TARGETS FOR GRADUATION BEFORE AGE 20 FOR THE FIVE MONTREAL-AREA SCHOOL BOARDS**  
cohorts of 2001, 2002 and 2003\*



\*i.e., students who started high school in 2001, 2002 and 2003  
Source: MELS, *Portrait des statistiques ministérielles*, 2010.

In September 2009, MELS launched the action strategy *I care about school!* with the specific objective of reaching the first goal set in 2008, i.e., to increase graduation and qualification rates of students under the age of 20. One of the 13 paths to success of this plan is to “set up community projects targeting at-risk secondary school students in the most disadvantaged areas of Montreal.”<sup>1</sup> To this end, MELS and Montreal Hooked on School formed an agreement to support the implementation of projects aimed at dropout prevention and at keeping at-risk students in school (or encouraging them to return to school) in **targeted areas** on the island of Montreal.

## Targeted areas in Montreal

Montreal has distinctive characteristics that affect the school perseverance and success of students in the region

### POVERTY

Research has shown a significant link between poverty and school failure. In the short term, students from underprivileged families are at risk of falling behind at school, repeated failures, having difficulty adjusting and, in the long term, are more likely to drop out of school and be socially disengaged.

### MULTI-ETHNICITY AND LANGUAGE

Allophone students represent a significant portion of the Montreal student population. This large number of students, young people and adults alike, undergoing general training and whose mother tongue is not French is well documented. The school environment thus serves as the primary venue for integrating new immigrants from diverse cultures, and the time spent on teaching students French can cause delays in their education.

For more information about the situation in Montreal, please visit the “Data and statistics” section of the Montreal Hooked on School website at [www.researeussitemontreal.ca](http://www.researeussitemontreal.ca)

With the goal of increasing the scope and impact of the actions promoting school perseverance and success, the school boards and their local partners have implemented initiatives in six targeted areas on the Island of Montreal. This approach allows for a better linkage of the means used to increase the graduation rate in these neighbourhoods, but also for a better definition of the models that can be used afterwards in the whole Montreal region. In 2009, six neighbourhoods were targeted by the Island of Montreal school boards, according to various criteria such as:

- Dropout rate
- Socio-economic level
- Infantile maturity level
- Links between school boards
- Integrated urban revitalization
- Support to local joint action
- Available funds

<sup>1</sup> Ministère de l'Éducation, du Loisir et du Sport, *L'école, j'y tiens!*, 2009, p. 29

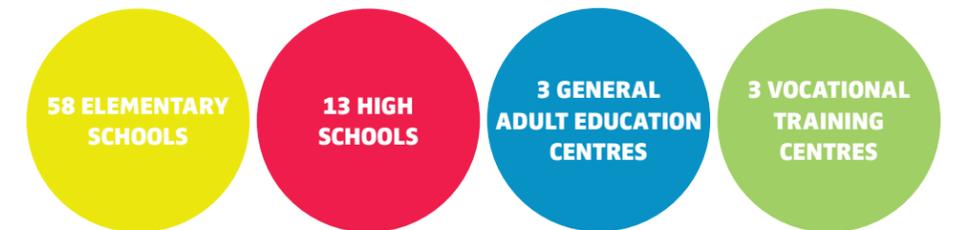
## THE TARGETED AREAS, CORRELATED TO THE FIVE SCHOOL BOARDS ON THE ISLAND OF MONTREAL, ARE:

- Centre-Sud** - Commission scolaire de Montréal;
- LaSalle** - Commission scolaire Marguerite-Bourgeoys and Lester B. Pearson School Board;
- Montréal-Nord** - English Montreal School Board and Commission scolaire de la Pointe-de-l'Île;
- Pierrefonds-Roxboro and Sainte-Geneviève district** - Commission scolaire Marguerite-Bourgeoys;
- Pointe-aux-Trembles** - Commission scolaire de la Pointe-de-l'Île;
- Sud-Ouest** - English Montreal School Board and Commission scolaire de Montréal



## SCHOOLS IN TARGETED AREAS

In targeted areas, the five school boards on the Island of Montreal comprise a number of teaching establishments:



THESE REPRESENT A TOTAL OF 40,000 STUDENTS



Targeted area	Elementary schools	High schools	Deprivation rate (Pampalon index)	Vulnerability rate in at least one area of school readiness	Proportion of elementary students who speak neither French nor English at home	Proportion of high school students who speak neither French nor English at home
Centre-Sud	5	1	34%	40,6%	38,7%	24,5%
LaSalle	15	4	12% to 16% (depending on CLSC territory)	34,1% to 36,1% (depending on CLSC territory)	16,9% to 24,8% (depending on CLSC territory)	24,7% to 28,9% (depending on CLSC territory)
Montréal-Nord	11	3	40%	42,9%	31,6%	32%
Pierrefonds-Roxboro-Ste-Geneviève	6	-	4% (and 33% for the Ste-Geneviève neighbourhood)	35,1%	23,6%	22,4%
Pointe-aux-Trembles	10	2	21%	30,6% to 33,8% (depending on CLSC territory)	7,0% to 11,2% (depending on CLSC territory)	6,8% to 17,6% (depending on CLSC territory)
Sud-Ouest	11	3	32% to 46% (depending on CLSC territory)	38,1% to 41,3% (depending on CLSC territory)	15,2% to 29,6% (depending on CLSC territory)	3,4% to 32,2% (depending on CLSC territory)

Sources: Public health department of the Agence de la santé et des services sociaux de Montréal (2006), compilation by Montreal Hooked on School Montreal directorate of the MELS (2010–2011), compilation by Montreal Hooked on School

\*Note that this is only an overview of the situation in the targeted areas. Over the next year, Montreal Hooked on School will develop and distribute a series of portraits of the six targeted areas in the Montreal region. These portraits will assemble a number of indicators and factors on the geographic, demographic, socioeconomic, and school levels.

## Partnership action

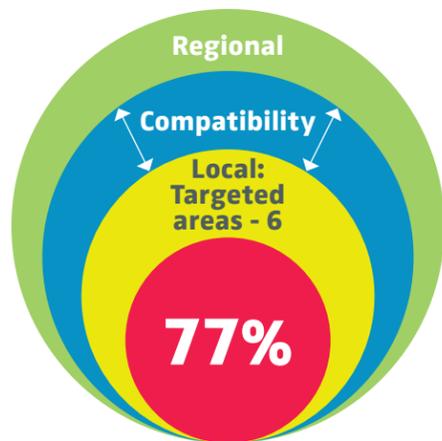
Since the spring of 2010, the five Island of Montreal school boards have implemented nine action plans. In addition to outlining the preferred means of action to encourage school perseverance and success in the targeted areas, these plans provide an analysis of the area's situation, state objectives or expected results, name partners involved, and specify the indicators that will be used to measure the scope of the actions undertaken.

Orchestrated by the individual school boards, the action plans emerged from mobilization and joint-action processes developed in each area at its own pace. The number and diversity of means of action implemented are a reflection of the vitality of these communities, and the actions are carried out in partnership with community-based organizations.

The action plans in these areas are a demonstration of cooperative effort among a number of stakeholders from different sectors, and Montreal Hooked on School's primary mandate is to support such a joining of efforts and resources.

Hence, through agreements that will be signed with all Island of Montreal school boards, Montreal Hooked on School is making a commitment to "support, in close cooperation with school boards, joint efforts among school administrations in targeted areas and various committed community stakeholders involved in projects funded under the agreement herein, in order to ensure that such projects are consistent with the priorities stated in schools' success plans and management and educational success agreements."<sup>1</sup>

<sup>1</sup> Translated from the agreement between MELS and Montreal Hooked on School on community mobilization to promote school perseverance in Montreal's most disadvantaged areas.



## Neighbourhoods in action

The projects implemented in the targeted areas meet the needs identified by the data collected and are led in partnership with organizations working in each area. Here are a few examples of such projects.

### 0-5 YEARS OLD

#### Workshops for parents

- Equip parents with regard to activities to encourage emerging literacy

#### Passage à l'école booklet

- Monitor the transition between daycare and school by implementing use of the booklet in all area daycare centres and schools (kindergartens) and thereby foster the smooth integration of children into preschool.

#### Training students and parents in storytelling; assembling "storybook bags"

- Encourage parent-child reading activities (for families from cultural communities, books in the storybook bag are adapted to the language used at home).

### 6-12 YEARS OLD

#### Summer and educational camps

- Two-week preparation camp for new students to two elementary schools.
- Language day camp to prepare for back to school.
- Summer educational camp to help Secondary I students having difficulties in French and math.

#### Afterschool sports and cultural activities that include parents

- Parent-child activities to encourage engagement and the creation of links between parents and the school, thereby increasing their sense of belonging.

#### Projects targeting vulnerable students

- Initiatives to support parents, provide home tutoring, and improve socialization in order to increase school success among the most vulnerable students as identified by the school.

### 13-20 YEARS OLD

#### Afterschool activities (athletics, basketball, art, poetry, robotics, cooking, hairstyling, etc.)

- These activities often have a mentoring facet, with participation from university students or volunteers from the community.

#### Soccer league

- Promote the transition from elementary to high school by creating links between students of both levels.

#### Équi T-É program\*

- Raise awareness of work-study balance among local businesses and students in targeted schools.

#### Mentoring and one-week summer internships

- Allows students to explore various professions in different employment sectors.

#### Individualized guidance project

- Exchange project that provides individualized guidance to at-risk students, in partnership with a high school in France, along the lines of the Big Brothers and Big Sisters model.

\*As Équi T-É is being implemented on a regional basis, a more detailed description appears on page 17.

## Local action plans: participating organizations\*

Adozone - Maison des jeunes Pointe-Saint-Charles  
 Aids Community Care Montreal  
 Amcal Family Services  
 Amitié-Soleil  
 Association of Administrators of English Schools of Quebec (AAESQ)  
 Atelier 850  
 Bibliothèque municipale l'Octogone  
 Black Theatre Workshop  
 Board of Trade of Metropolitan Montreal  
 BOCC (Leonardo da Vinci Centre)  
 Borough of LaSalle  
 Borough of Montréal-Nord  
 Borough of Rivière-des-Prairies-Pointe-aux-Trembles  
 Boys & Girls Club of LaSalle  
 Burgundy Urban Mediation Project  
 Caisse Desjardins de Montréal-Nord  
 Carrefour des 6-12 ans de Pierrefonds-Est  
 Carrefour Jeunesse-emploi Bourassa-Sauvé  
 Carrefour Jeunesse-emploi de l'Ouest-de-l'Île  
 Carrefour Jeunesse-emploi Lachine  
 Carrefour Jeunesse-emploi Pointe-aux-Trembles / Montréal-Est  
 Centre communautaire Le Relais du Bout  
 Centre de santé et de services sociaux d'Ahuntsic et Montréal-Nord  
 Centre de santé et de services sociaux de l'Ouest-de-l'Île  
 Centre de santé et de services sociaux de la Pointe-de-l'Île  
 Centre de santé et de services sociaux du Sud-Ouest-Verdun  
 Centre de transfert pour la réussite éducative du Québec (CTREQ)  
 Centre Jean-Claude-Malépart  
 CLSC de LaSalle

Centre Roussin  
 Centre social d'aide aux immigrants (CSAI)  
 Cloverdale Multi-Ressources  
 Comité citoyen de la valorisation de l'éducation (COCIVALE)  
 Comité de quartier scolaire (Centre-Sud)  
 Comité Jeunesse Pointe-Saint-Charles  
 Community Learning Center (CLC)  
 Concordia Stingers  
 Corporation de développement communautaire (CDC) de la Pointe – Région Est de Montréal  
 Engineers Without Borders  
 Erin Sports Association  
 Fondation Beaulieu Beaudin  
 Les fourchettes de l'espoir  
 Generations Foundation  
 Greater Montreal Academic Association  
 Head & Hands  
 Horizon Jeunesse  
 Initiative 1,2,3 Go!  
 James Lyng Adult Center  
 James Lyng Alumni Association  
 LaSalle Daycare centres  
 Loblaws LaSalle – President's Choice  
 Cooking School  
 Local recreational organisations (Sud-Ouest)  
 Loisirs St-Charles  
 LOVE (Leave Out Violence)  
 Maison des jeunes L'escampette  
 Maison des Jeunes l'Ouverture  
 Maison des jeunes La Galerie  
 McGill University  
 Milieu éducatif La Source  
 Ministère de la Culture, des Communications et de la Condition féminine  
 The Montreal Real Estate Foundation for Kids

MR3 Montréal Relève  
 Organizations sitting on the Ville-Émard-Côte-Saint-Paul youth committee  
 Pearson Educational Foundation  
 Project 10  
 Regroupement Écoles et milieux en santé (REMES)  
 Ressources ethnoculturelles contre l'abus envers les ainé(e)s (RECAA)  
 Saint Columba House  
 Sexperts!  
 Share the Warmth  
 Table 6-12 ans de Pointe aux-Trembles  
 Table de concertation 6-12 ans (Centre-Sud)  
 Table de concertation jeunesse de Pointe-Saint-Charles  
 Table de la petite enfance (LaSalle)  
 Table de la petite enfance (Montréal-Nord)  
 Table de la petite enfance 0-5 ans (Centre-Sud)  
 Table de la petite enfance de Pointe-aux-Trembles  
 Table de la petite enfance Saint-Henri et Petite-Bourgogne (Sud-Ouest)  
 Table de développement social de Pointe-aux-Trembles  
 Théâtre Parminou  
 Théo Sports  
 The Tolerance Foundation  
 Un itinéraire pour tous  
 Concordia University  
 Université de Montréal  
 Université du Québec à Montréal  
 Université du Québec à Trois-Rivières  
 Volunteers (LaSalle)  
 Xerox  
 The YMCAs of Québec  
 Youth Fusion

\*Since the action plans in targeted areas undergo continual changes, this list of partners is not comprehensive.

## 2010–2011 Activity Report

### Orientation 1 – Strengthen prevention strategies for 0–12-year-olds

#### Guidance and support for local action

Following an analysis of the realities and needs in targeted areas, school boards, in collaboration with their local partners, identified priority topics and related actions to foster school perseverance and success among 0–12-year olds.



0-5 YEARS OLD		6-12 YEARS OLD	
Priority topics	Related actions	Priority topics	Related actions
1 Transition from home or daycare to preschool	<ul style="list-style-type: none"> <li>Implementation of initiatives (e.g., summer educational camp) and resources (e.g., <i>Passage à l'école</i> booklet) aimed at the transition from daycare to preschool.</li> </ul>	1 Elementary-high school transition	<ul style="list-style-type: none"> <li>Implementation of activities (e.g., visiting local high school, summer educational camp)</li> </ul>
2 Early detection	<ul style="list-style-type: none"> <li>Parental accompaniment before and after the back-to-school period</li> </ul>	2 Reading and academic support	<ul style="list-style-type: none"> <li>Homework assistance programs and special projects (e.g., <i>Accompagne-moi dans ma maison</i>)</li> </ul>
3 Emergent literacy	<ul style="list-style-type: none"> <li>Implementation of emergent literacy programs (e.g., ÉLÉ, storytelling training for students and parents)</li> </ul>	3 Feeling of belonging and motivation at school	<ul style="list-style-type: none"> <li>Introduction of extracurricular activities (sports, cultural, etc.)</li> </ul>
		4 Communication and support for parental participation	<ul style="list-style-type: none"> <li>Introduction of school-family-community professionals</li> </ul>

Montreal Hooked on School supports such endeavours by promoting mobilization and joint efforts among various stakeholders, by helping them develop action plans according to prescribed parameters, and by facilitating the sharing of expertise and practices among different communities and sectors.



The voting system used in many of these workshops allows Montreal Hooked on School to collect and compile accurate data on the perceptions, interests and aspirations of young Montrealers.

## Workshops in schools of the five Island of Montreal school boards

**TOTAL NUMBER IN ELEMENTARY AND HIGH SCHOOLS: 779 WORKSHOPS | 10,425 STUDENTS**

Montreal Hooked on School's series of school workshops focus on the end of elementary school and early high school, a period when students are most vulnerable to dropping out. Our activities aim to make their educational journey more interesting through involvement, personal development and professional exploration.

**YOUTH LIBRARY ZONE (ELEMENTARY MODULE)  
213 WORKSHOPS | 40 SCHOOLS | 2,092 STUDENTS**



**Topics:** elementary-high school transition, self-discovery, educational and professional aspirations

High school is right around the corner for students at the end of elementary school, and it has been proved that this transition is a critical step in students' educational path. The Youth Library Zone workshop was therefore designed especially to help prepare students about to make the transition from elementary to high school.

Created in collaboration with the Montreal Libraries Network, Youth Library Zone associates the exploration of municipal and school libraries with research activities in order to encourage students to think about their own aspirations and expand their professional horizons.

At the end of the Youth Library Zone workshop, we give students a chance to express their creativity by writing a text and making a collage or drawing about the profession they would like to practice. These creations are then bound into a book that is put on display at the local municipal library and at their school library.



### TOP 10 PROFESSIONS AMONG YOUNG PEOPLE

Athlete	13%
Doctor	9%
Veterinarian	6.7%
Teacher	4.4%
Fashion designer	4.4%
Lawyer	4%
Actor/actress	4%
Engineer	4%
Chef	3.9%
Video game designer/tester	3.2%



**NEW DESTINATION  
175 WORKSHOPS | 77 SCHOOLS | 3,422 STUDENTS**

**Topics:** elementary-high school transition

New Destination, a workshop for grade six students, aims to facilitate the transition from elementary to high school by presenting high school as a new destination to be discovered. Throughout the workshop, students prepare themselves for this transition through self-questioning, scenarios and images that present the new destination that awaits them.

Students are asked about their concerns with transitioning to high school at both the beginning and the end of the workshop.

Do you still have worries about going to high school?	Start	End
Yes, I have a lot of worries	12%	7%
I have a few worries	62%	40%
No, I am not worried anymore	26%	33%
No, I was never worried	NA	20%
<b>Worries about high school:</b>		
Finding their way around and to classes		39%
Being able to do the work on time		28%
Meeting new people and making friends		24%
Finding help to deal with problems		9%
<b>Preferred strategies to prepare for high school:</b>		
Talk about their concerns to someone who has been to high school		54%
Visit their future high school		27%
Look up options of activities in the school		18%

## Emergent literacy assistance program

The MELS created the emergent literacy assistance program (*Programme d'aide à l'éveil à la lecture et à l'écriture*—PAÉLÉ) as a means of increasing the literacy levels of children in disadvantaged areas. Upon its implementation, a number of partners came together to form committees to encourage families and communities to adopt habits that promote literacy skills.

In 2010, Montreal Hooked on School informed the MELS of its desire to support local stakeholders in starting or continuing emergent literacy activities. As part of the PAÉLÉ, this role is perfectly in keeping with Montreal Hooked on School's mission of fostering mobilization and joint effort, and with the priority actions identified by its members.

Indeed, one of the actions selected in the six targeted areas is the implementation of emergent literacy programs. Hence, the PAÉLÉ was identified as a strategic partnership action for reaching the graduation-rate target by reducing vulnerability among preschoolers. This program is therefore being deployed in targeted areas in partnership with the regional directorate of the MELS.

In 2010–2011, Montreal Hooked on School **supported the start-up of emergent literacy committees** in Hochelaga-Maisonneuve, Pierrefonds and Pointe-aux-Trembles. In addition, following the recommendation of the regional PAÉLÉ committee, Montreal Hooked on School also **established contact with other local committees** that will begin emergent literacy activities over the course of the coming year.



## Orientation 2- Help 13–20-year-olds stay in, or return to, school

13-20 YEARS OLD	
Priority topics	Related actions
1 Work-study balance	<ul style="list-style-type: none"> <li>Implementation of the Équi T-É program</li> </ul>
2 Mentoring and promotion of vocational training (qualifying streams)	<ul style="list-style-type: none"> <li>Implementation of mentoring programs and internships (e.g., MR3, Fusion Jeunesse, Montréal Alouettes)</li> </ul>
3 Feeling of belonging and motivation at school	<ul style="list-style-type: none"> <li>Introduction of extracurricular activities (sports, cultural, etc.)</li> </ul>
4 Staying in school	<ul style="list-style-type: none"> <li>Implementation of academic support activities</li> </ul>

## Guidance and support for local action

Following an analysis of the realities and needs in targeted areas, school boards, in collaboration with their local partners, identified priority topics and related actions to foster school perseverance and success among 13–20-year olds.

Montreal Hooked on School supports such endeavours by promoting mobilization and joint efforts among various stakeholders, by helping them develop action plans according to prescribed parameters, and by facilitating the sharing of expertise and practices among different communities and sectors.

## Workshops in schools of the five Island of Montreal school boards

**YOUTH LIBRARY ZONE (HIGH SCHOOL MODULE)**  
**391 WORKSHOPS | 61 SCHOOLS | 4,911 STUDENTS**

Montreal Hooked on School's interactive workshops for Secondary I students help them reflect on their education and on the importance of obtaining a diploma. During these workshops, students get a chance to explore the various choices open to them and to set goals that will help them achieve their dreams.

### SESSION 1: FIND YOUR RHYTHM FOR SUCCESS!

**Topics:** motivation, aptitudes, success, educational path options

The goal of this workshop is to help students reflect on their education and on the importance of obtaining a diploma. The questions and situations put forward in this workshop raise students' awareness of the choices that they will have to make and help them realize that their involvement can make all the difference in their motivation and their personal success.

### SESSION 2: COMPOSE YOUR DREAMS

**Topics:** aspirations, exploration, involvement, goals

Compose Your Dreams follows the educational path of a high school student who, by exploring his dreams and interests, makes important choices that have a positive impact on his future career and life. This session also allows us to present the school system and the different pathways available as well as to encourage students to continue their self-discovery and to outline an action plan.



We surveyed 4,911 students during the high school module of Youth Library Zone. Here are some of the data we collected.

Sources of self-confidence:	
Getting good grades	37%
Feeling appreciated by friends	27%
Performing well in leisure activities	19%
Being encouraged	17%

Significant people who encourage perseverance the most:	
Parents and family	72%
Friends	13%
School resources	3%
Someone in the neighbourhood	2%
Does not receive much encouragement at all	10%



Among students attending workshops, the ultimate goal is to...	
Obtain a university degree	36%
Obtain a college (CEGEP) diploma	19%
Obtain a high school diploma	13%
Obtain a vocational studies diploma	8%
Unsure	20%
Don't need a diploma	4%

## Coordination of the *Trouve ta place!* tour

Led by singer and TV and radio personality Marième NDiaye, the *Trouve ta place!* tour gives high schools the opportunity to host speakers from cultural communities with diverse backgrounds. These role models are recognized in their communities for their commitment and wish to support youth by encouraging them to believe in their abilities and to follow their dreams.

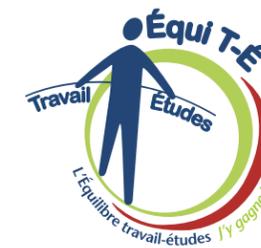
An initiative of the ministère de l'Immigration et des Communautés culturelles, the coordination of the second edition of the tour was opened to tenders, and Montreal Hooked on School's bid was selected.

**16 PRESENTATIONS | 5 SCHOOL BOARDS | 12 SCHOOLS  
12 ROLE MODELS | OVER 1,700 STUDENTS**



## Development of the Équi T-É program

The Équi T-É program promotes work-study balance by providing support for students and by encouraging businesses and professionals to adopt practices favourable to the perseverance and educational success of young people.



Developed by Partenaires pour la réussite éducative des jeunes des Laurentides (PREL) in 2005 to raise awareness of the harmful effects of working too many hours on the perseverance of working students, the program had a pilot project in Montreal. Initially offered in Verdun (CJE de Verdun) and Montréal-Nord (CJE Bourassa-Sauvé), Équi T-É was developed in a total of seven CJE territories over the past year thanks to a collaboration between Montreal Hooked on School, the Carrefours Jeunesse-emploi, school boards, the Fondation de lutte au décrochage scolaire, and local partners:

- Dorval (CJE Ouest-de-l'Île)
- Lachine (CJE Marquette)
- LaSalle (CJE LaSalle)
- Pierrefonds (CJE Ouest-de-l'Île)
- Pointe-aux-Trembles (CJE Pointe-aux-Trembles / Montréal-Est)
- Rivière-des-Prairies (CJE Rivière-des-Prairies)
- Saint-Laurent (CJE Saint-Laurent)

**DEVELOPMENT IN 7 AREAS |  
CERTIFICATION OF 165 BUSINESSES**



## Orientation 3 – Mobilize local, regional and interregional actors

Montreal Hooked on School coordinates the 10th path to success of the MELS's *I care about school!* action plan. To this end, it participates in efforts in targeted areas by fostering mobilization among various stakeholders, by supporting the development of concerted action plans, and by facilitating the sharing of expertise and practices among different communities and sectors.

In addition to this involvement at the local level, the coordination of regional action around school perseverance was also at the heart of the work done by Montreal Hooked on School over the past year.

### Acquiring the means for action

The sheer number of stakeholders involved in school perseverance and success, along with their desire to take action, is proof that it is a priority issue for ensuring the vitality of the region and the province as a whole. Funding amounts announced in 2010–2011 are further evidence of the importance placed on the need to invest in improving graduation rates among young people.

#### Administrative agreement with the MELS: \$1,500,000

In order to carry out partnership projects in targeted areas of the Island of Montreal, the MELS has set aside \$500,000 per year for three years.

#### Réunir Réussir: \$3,000,000

Réunir Réussir (R<sup>2</sup>) was created in 2010 to support regional initiatives that promote student retention and educational success among young Quebecers. Responsible for distributing funding from a partnership between the Lucie and André Chagnon Foundation and Québec's Secrétariat à la jeunesse, Réunir Réussir has granted \$3 million over three years in the Montreal region.

#### Specific agreement: \$9,200,000

A number of government departments and public agencies have joined with the MELS and R<sup>2</sup> to form the *Partenariat régional en faveur de la persévérance scolaire et de la valorisation de l'éducation*. Led by the Conférence régionale des élus de Montréal, this agreement ensures an investment of \$9.2 million in actions supporting school perseverance over the next three years.

#### Regional partnership promoting school perseverance and the value of education | \$9.2 million | 14 partners

- Agence de la santé et des services sociaux de Montréal
- English Montreal School Board
- Lester B. Pearson School Board
- Commission scolaire de la Pointe-de-l'Île
- Commission scolaire de Montréal
- Commission scolaire Marguerite-Bourgeoys
- Conférence régionale des élus de Montréal
- Emploi-Québec
- Forum jeunesse de l'île de Montréal
- Ministère de la Famille et des Aînés
- Ministère de l'Éducation, du Loisir et du Sport
- Ministère de l'Immigration et des Communautés culturelles
- Réunir Réussir
- Ville de Montréal

## Developing funding procedures

Given the significance of the amounts invested in school perseverance and success, developing funding procedures was an important part of Montreal Hooked on School's local involvement over the past year. With a view to ensure that funding is distributed equitably among the targeted areas, the following criteria were developed as a basis for the allocation structure:

- Number of students
- Deprivation index
- School readiness rate
- Dropout rate
- Population of young people under 20 years old living in the area and registered for adult general education classes or vocational training.

Nearly \$800,000 was granted in targeted areas through December 2011. For more details on how these funds were distributed, consult the "Targeted areas" section of the Montreal Hooked on Schools website:

[www.reseautreussitemontreal.ca](http://www.reseautreussitemontreal.ca)

## Supporting the development and implementation of action plans in targeted areas

### 9 PLANS | 6 AREAS

To clarify and identify the various factors related to developing and implementing local action plans within targeted areas, Montreal Hooked on School developed a frame of reference, to be distributed in the fall of 2011. This framework was designed to serve as a common reference tool for all partners that clearly defines project admissibility criteria, funding distribution criteria, and the action plan development process.

The frame of reference also stresses the importance of joint action and intersectoral partnership as the key element in supporting school perseverance and success of young people. The framework, which provides practical resources for developing a local action plan, also aims to better define the contributions of all partners in the process of developing the plan.

Frame of reference working committee:

- English Montreal School Board
- Lester B. Pearson School Board
- Commission scolaire de la Pointe-de-l'Île
- Commission scolaire de Montréal
- Commission scolaire Marguerite-Bourgeoys
- Regroupement des organismes communautaires québécois de lutte au décrochage (ROCQLD)



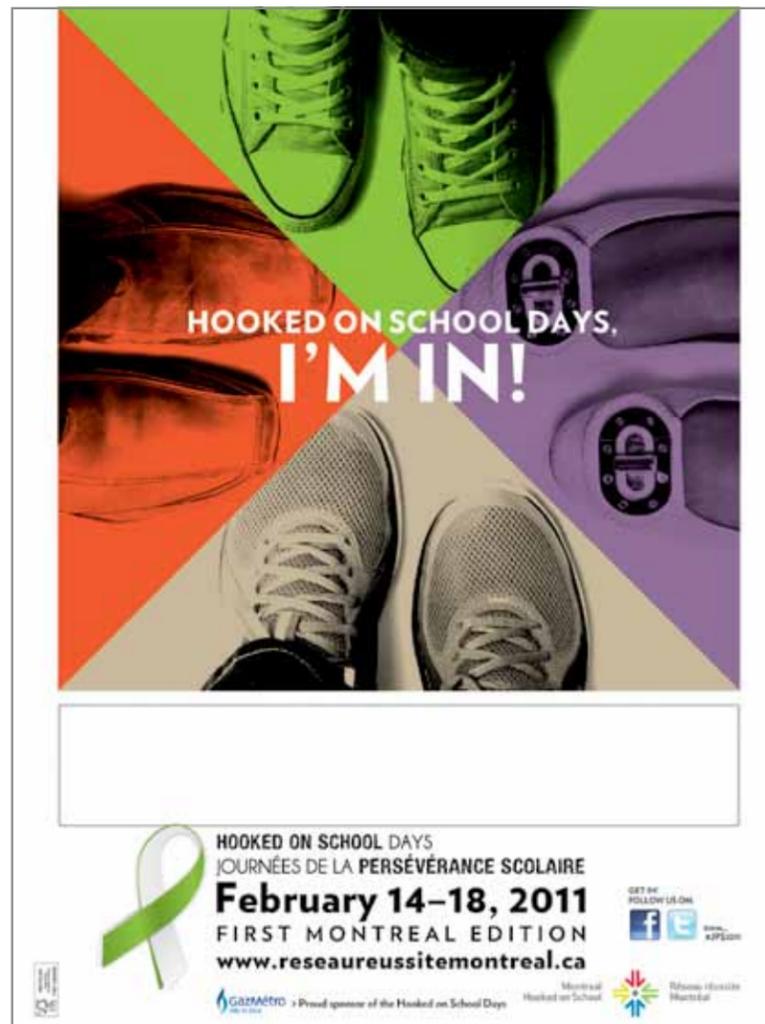
# Hooked on School Days

**FEBRUARY 14–18 | FIRST MONTREAL EDITION**  
**280 ACTIVITIES | 150 ORGANIZERS | 60,000 PARTICIPANTS**  
**30,000 SCHOOL PERSEVERANCE RIBBONS DISTRIBUTED**  
**ON THE ISLAND OF MONTREAL**

Hooked on School Days were born in 2005 in the Montérégie area. Since then, several regions throughout Quebec have supported the initiative by holding Hooked on School Days in their areas. In 2011, 14 of Quebec's 17 regions were involved in the movement and Montreal Hooked on School organized the first Montreal edition of Hooked on School Days.

The launch event included a live interactive video presentation from a sector organizer, a workshop by the Samajam team, and a networking activity. These activities highlighted the partner involvement that forms the very heart of Hooked on School Days and energized the over 200 stakeholders in the school perseverance sector who had gathered for the occasion.

**FEBRUARY 14 | LAUNCH (IN COLLABORATION WITH THE CRÉ DE MONTRÉAL) | OVER 200 GUESTS**



## HOOKED ON SCHOOL DAYS IN THE MEDIA

Print media	4 newspaper ads ( <i>La Presse</i> and <i>The Gazette</i> )
	25 articles
Radio	42 interviews
Television	12 mentions, including <i>Salut, Bonjour!</i>
On the Web	59 articles
	163 people like Montreal Hooked on School's Facebook page
	150 people are following Montreal Hooked on School on Twitter
	The blog is one of the most visited pages of the Hooked on School Days' website

## Stakeholders in action, inspirational activities

During Hooked on School Days, held February 14–18, 2011, 150 organizers offered over 280 activities on the Island of Montreal. These lectures, messages to students and parents, "walls of perseverance," in-class activities, meetings between partners, employer recognition events, film launches, online tool introductions, and broadcasts of radio and video programs reached some 60,000 participants.

A survey of activity organizers revealed that Hooked on School Days were a rallying period that helped boost the commitment of school teams, motivate stakeholders, highlight actions, and build new partnerships.

**FEBRUARY 14–18 | 280 ACTIVITIES**  
**150 ORGANIZERS | 60,000 PARTICIPANTS**



**In addition to these demonstrations of commitment, 30,000 green-and-white school perseverance ribbons were handed out to Montrealers.**

The business sector was also an important part of Hooked on School Days: the Rio Tinto Alcan event, organized in collaboration with the Board of Trade of Metropolitan Montreal and attended by the Minister of Education, Recreation and Sports, attracted over 545 participants to a business luncheon.

**FEBRUARY 18 | RIO TINTO ALCAN AND BOARD OF TRADE OF METROPOLITAN MONTREAL EVENT OVER 545 PARTICIPANTS**

A survey by Léger Marketing ascertained the level of public awareness of the first edition:

- **24 percent** of Montrealers have heard of Hooked on School Days (**25 percent** in Québec as a whole);
- **31 percent** are familiar with the term "school perseverance" (**38** in Québec);
- **73 percent** think school perseverance is an important issue in Montreal.

Source: Léger Marketing, *Étude sur la notoriété des Journées de la persévérance scolaire*, March 2011



## Ties: the Montreal Hooked on School newsletter



In 2010–2011, Montreal Hooked on School launched the first edition of Ties, a newsletter designed to transfer, inform, engage and succeed. Through this bimonthly publication sent out to over 1,050 stakeholders, Montreal Hooked on School strives to facilitate the transfer of information, expertise and practices that promote school perseverance and success among young people.

**FIRST EDITION | JUNE 2011**

### Ready, Set, Stay in School!

The first annual Montreal Hooked on School conference assembled over 180 Montreal-area stakeholders, including representatives from community organizations, institutions, the business sector, the educational sector, and the Minister of Education, Recreation and Sport, who delivered the keynote address.

The event centred around the links between students' physical activity and school perseverance and highlighted initiatives in all five school boards.

**180 PARTICIPANTS | 12 GUEST SPEAKERS | 5 INITIATIVES**

### School perseverance and success committees and working groups

The participation and contribution of all sectors of society are required to put actions into place aimed at increasing graduation rates, and joint action is an important aspect of this process. In order to foster the cohesion of strategies and the transfer of information among different stakeholders, Montreal Hooked on School sits on a number of committees and working groups that promote school perseverance and success.

#### Several examples are:

- Comité citoyen de la valorisation de l'éducation (COCIVALE)
- Comité d'action en persévérance scolaire du Sud-Ouest de Montréal (CAPSSOM)
- Regroupement Écoles et milieux en santé (REMES)
- Table de concertation enfance-famille de l'Ouest-de-l'Île
- Table de concertation jeunesse de LaSalle
- Table de développement social Centre-Sud
- Comité de coordination de l'Opération Fais-toi entendre
- Comité directeur de Valorisation Jeunesse
- Comité ETCAF
- Comité organisateur des 2<sup>es</sup> Rencontres interrégionales
- Comité Persévérance Scolaire Hochelaga-Maisonneuve (observateur occasionnel)
- Éducation Montréal - comité Promotion, valorisation et exploration FTP
- Engagement jeunesse – comité Jeunes en difficulté
- Groupe d'action sur la persévérance et la réussite scolaires
- Horizon 0-5
- Réseau des Instances régionales de concertation (et son comité de coordination)
- Vivre Saint-Michel en santé – comité persévérance scolaire (observateur occasionnel)



## Presentations and lectures

Montreal Hooked on School is regularly invited to present its actions and information on the state or determinants of perseverance to different stakeholders, including to the school boards' council of commissioners, community councils, future teachers, and organizations promoting school perseverance and success.

### Structure and governance of Montreal Hooked on School

Montreal Hooked on School is a regional organization with the purpose of encouraging partnership efforts among stakeholders from diverse sectors. Such joint action requires a clearly defined decision-making structure. To this end, Montreal Hooked on School is governed by a Board of Trustees and an assembly that includes all of its members.

Montreal Hooked on School also has a mobilization committee created to support local and regional mobilization, along with several special committees created to work on specific issues.

The Montreal Hooked on School assembly of members includes 30 regional networks and is therefore an ideal forum for conveying information aimed at coordinating actions that promote school perseverance and success.

Assembly of members	5 assemblies
Board of Trustees	10 meetings   2 working sessions
Mobilization committee	4 meetings
Communication committee	2 meetings
Special committees	9 meetings
New member	Regroupement des collèges du Montréal métropolitain



## Orientation 4 – Document the situation in Montreal

### Planning a situation report for targeted areas in Montreal

To help communities better define the specific needs stemming from local realities and to prioritize actions promoting school perseverance and success, Montreal Hooked on School will develop and distribute a series of portraits of the six targeted areas in the Montreal region. These portraits will assemble a number of indicators and factors on the geographic, demographic, socioeconomic, and school levels.

To properly plan the collection and compilation of data, Montreal Hooked on School has formed a committee of experts and consulted on several occasions with organizations that produce statistical compendia.

#### Situation reports coordination committee:

- English Montreal School Board
- Lester B. Pearson School Board
- Commission scolaire de Montréal
- Direction de santé publique de Montréal
- Direction régionale de Montréal - Ministère de l'Éducation, du Loisir et du Sport
- Ministère de l'Immigration et des Communautés culturelles

#### Advising organizations:

- Centraide
- Centre d'études ethniques des universités montréalaises (CEETUM)
- Comité de gestion de la taxe scolaire de l'île de Montréal
- Emploi-Québec
- Groupe de recherche Immigration, Équité et Scolarisation (GRIÉS)
- Ville de Montréal



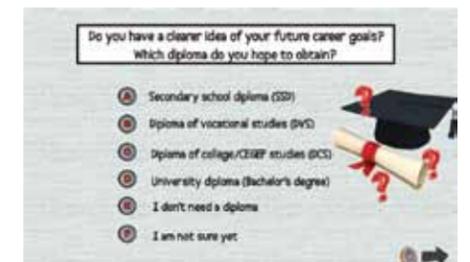
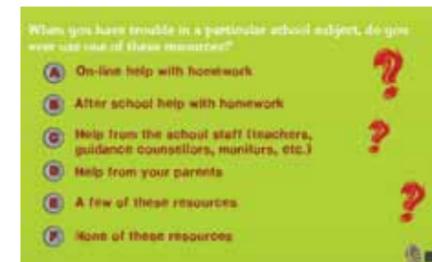
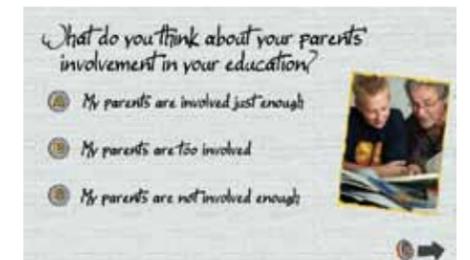
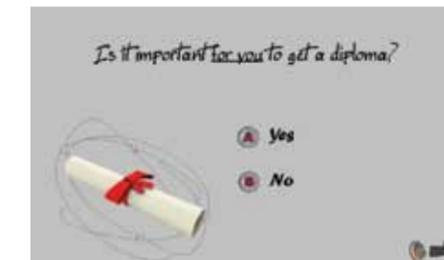
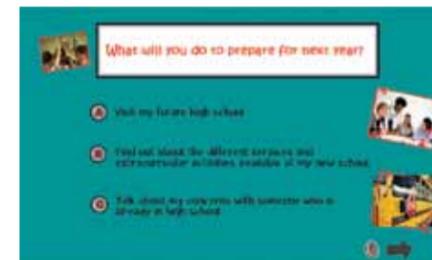
## Documenting students' concerns and aspirations

MAIN CONCERNS ABOUT THE ELEMENTARY-HIGH SCHOOL TRANSITION | 3,422 STUDENTS

PERCEPTIONS AND ASPIRATIONS OF SECONDARY I STUDENTS | 4,911 STUDENTS

The voting system used in several of Montreal Hooked on School's workshops helps to collect various data in a confidential manner, thereby gaining students' perspective or awareness level on a wide range of subjects, including school, success, sources of influence, and diploma options.

Over the coming year, Montreal Hooked on School will be working to share this data in order to nourish the strategies of stakeholders promoting school perseverance.



## Research activity in collaboration with McGill University

Montreal Hooked on School joined forces with the Faculty of Education at McGill University to carry out a pilot project at James Lyng High School (English Montreal School Board) aimed at understanding the best ways to guide success plans of schools.

- Offer guidance for achieving ministerial goals of educational success plans
- Provide academic expertise for analyzing the determinants of educational success
- Develop and conduct, in partnership with active members of Montreal Hooked on School, action research leading to concrete measures

## Orientation 5 – Promote the value of education

### Video clips

#### PRODUCTION | PROMOTION | 3 CLIPS

After the Montreal Hooked on School annual conference on physical activity and school perseverance, Montreal Hooked on School joined forces with the organization Cybercap to produce videos about the initiatives presented at the conference. A fourth video will be available in 2011–2012.

Visit the video library on the Montreal Hooked on School website.

This orientation is also implemented through actions that nominally fall under the other four Montreal Hooked on School orientations.

#### Examples:

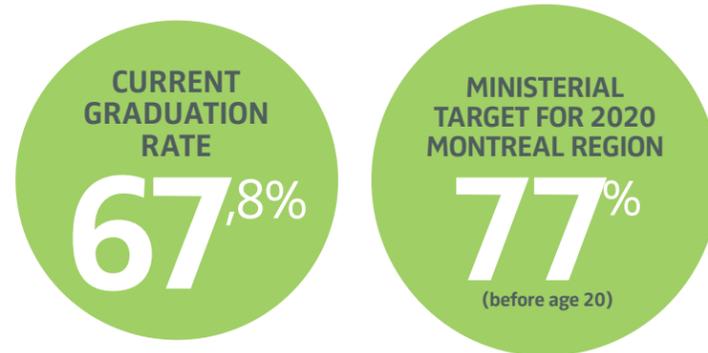
- Hooked on School Days
- Annual conference
- Promotion of local action priorities
- Dissemination of the *Ties* newsletter

## 2011–2013 Action Plan

### Targets



Achieve and surpass Montreal's ministerial target high-school graduation rate of 77% by 2020.



Source: MELS, *Portrait des statistiques ministérielles*, 2010

Support school boards and targeted schools in reaching their graduation-rate targets and in implementing their success plans.

Contribute to reducing the vulnerability rate among preschoolers entering school by 5% over 5 years, as defined by Horizon 0–5.

### To this end, Montreal Hooked on School will prioritize 4 actions:

1. Support action in the Island of Montreal's most sensitive areas, focusing on specific territories.
2. Foster connections among all partners and the community, as well as the cohesion of actions to promote school perseverance and success.
3. Document, promote and disseminate information relevant to actions that promote school perseverance and success.
4. Consolidate the governance and organizational structure of Montreal Hooked on School.



### Support action in the Island of Montreal's most sensitive areas, focusing on specific territories

This strategy to support and guide local action is aimed at equipping school boards and community partners to develop and implement joint action plans in targeted areas. For 2011–2012, Montreal Hooked on School's support will manifest itself through, among other things, developing and presenting situation reports, assisting in the development of 2012–2015 action plans, and organizing an inter-community meeting of targeted areas to encourage the sharing of information, expertise and practices for planning and implementing concerted actions in communities.

### Foster connections among all partners and the community, as well as the cohesion of actions to promote school perseverance and success

The numerous stakeholders and their actions promoting school perseverance and success is evidence of the importance placed on this issue. To avoid duplication and increase the scope and impact of actions affecting young people, Montreal Hooked on School strives to foster the pooling of expertise and coordination of actions through the development of partnership projects. Notable among the activities planned for the coming year is continued participation on committees and working groups involving school perseverance, the organization of the Montreal edition of Hooked on School Days, and the coordination of the regional expansion of the Équi T-É program.

### Document, promote and disseminate information relevant to actions that promote school perseverance and success

The documentation and dissemination of best practices are an essential part of implementing actions to improve graduation rates. The consolidation of information about the determinants of perseverance, and the dissemination of mechanisms to measure the success of actions undertaken are also important aspects of supporting the development of sound and collaborative projects. Over the coming year, Montreal Hooked on School will document the situation in a number of Montreal areas and ensure that information is circulated among the region's various stakeholders.

### Consolidate the governance and organizational structure of Montreal Hooked on School

The number and diversity of stakeholders calling upon Montreal Hooked on School requires an organizational structure and governance mechanisms that can respond to the different dynamics in play. Therefore, in the coming year, Montreal Hooked on School will be defining a membership policy designed to ensure its capacity to accommodate new partners; it will also evaluate its strategy for supporting local initiatives and action plans implemented in targeted areas.

## Action Plan 2011–2013

DIRECTIONS	ACTIONS	ORIENTATIONS	2011 2012	2012 2013
<b>DIRECTION 1</b> Support and guide local action	In collaboration with Island of Montreal school boards, support the development and implementation of concerted action plans in targeted Montreal areas	1-2-3-4-5	●	●
	Draw up and disseminate situation reports for targeted Montreal areas	3-4	●	●
	Consider opportunities to extend action to new targeted areas	3	●	
	Organize the regional symposium of stakeholders in Québec's emergent literacy assistance program ( <i>Programme d'aide à l'éveil à la lecture et à l'écriture</i> )	1-3	●	
<b>DIRECTION 2</b> Raise awareness among all Montrealers of their role in school perseverance	Organize the Montreal edition of Hooked on School Days	1-2-3-5	●	●
	Develop and implement an awareness campaign	5		●
<b>DIRECTION 3</b> Work-study-life balance	Support regional implementation of the employer component of ÉQUI T-É (work-study balance program)	2-5	●	●
	Document the Montreal phenomenon of work-study-life balance	4	●	●
	Stimulate high-quality jobs for young Montrealers	2		●
<b>DIRECTION 4</b> Bring stakeholders together around priority issues and actions and facilitate the coordination between local and regional actions	Facilitate the dissemination of information among stakeholders promoting school perseverance, in particular through the <i>TIES</i> newsletter	3	●	●
	Organize an inter-area networking meeting	3	●	●
	Participate on various bodies promoting school perseverance and success	3	●	●
	Foster exchange among members of Montreal Hooked on School in order to identify common priorities	3	●	
<b>DIRECTION 5</b> High-risk populations	Foster the development of initiatives among high-risk populations, in keeping with Montreal priorities	1-2-4	●	●
<b>DIRECTION 6</b> Organizational development	Develop an assessment framework for action plans in targeted areas		●	
	Plan and implement an assessment process for the local intervention guidance and support strategy		●	●
	Review Montreal Hooked on School's membership policy and general by-laws		●	
	Develop a support framework for regional stakeholders			●
	Evaluate the opportunity to extend Montreal Hooked on School action to the areas of vocational and adult general education and to the CEGEP level			

## Financial position

### Revenue

	2011	2010
School boards	500 000 \$	500 000 \$
Ministère de l'Éducation, du Loisir et du Sport	321 500 \$	50 000 \$
Réunir Réussir	113 199 \$	-
Ministère de l'Immigration et des Communautés culturelles	32 000 \$	-
Conférence régionale des élus de Montréal	60 000 \$	-
Agence de la santé et des services sociaux de Montréal	10 000 \$	10 000 \$
Ville de Montréal	15 000 \$	15 000 \$
• Regular	50 000 \$	37 704 \$
• Project		
Fondation de lutte au décrochage scolaire de Montréal	3 976 \$	-
Sponsorship	5 000 \$	-
Interest	-	32 \$
Other revenue	16 426 \$	143 \$
	<b>1 127 101 \$</b>	<b>\$612 879</b>

### Expenditures

	2011	2010
Administration	134 787 \$	45 913 \$
Joint action activities	171 208 \$	93 855 \$
Development	82 522 \$	39 177 \$
Workshop activities	189 115 \$	-
Awareness campaign	163 189 \$	-
Research and evaluation	27 446 \$	-
Équi T-É program	16 121 \$	-
Regional joint action organization network	909 \$	-
Document the situation in Montreal	752 \$	-
Support in targeted areas	250 000 \$	-
Intervention activities	-	117 818 \$
Interregional project	-	283 \$
Ville de Montréal project	-	50 833 \$
Depreciation of fixed assets	-	6 199 \$
	<b>1 036 049 \$</b>	<b>354 078 \$</b>

Surplus of revenues over expenditures	91 052 \$	\$258 801
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## Montreal Hooked on School Board of Trustees:

### Chair

**Gilles Petitclerc**  
Director General  
Commission scolaire de Montréal

### 1<sup>st</sup> Vice-chair

**Yves Sylvain**  
Director General  
Commission scolaire Marguerite-Bourgeoys

### 2<sup>nd</sup> vice-chair

**Robert T. Mills**  
Director General  
Lester B. Pearson School Board

### Treasurer

**Yves Picard**  
Director General  
CJE Marquette and CJE Ouest-de-l'île

### Secrétaire

**Sylvie Lepage**  
Community Development Advisor  
Department of cultural development,  
quality of living environment,  
and ethnocultural diversity

Ville de Montréal

### Directors

**Sévrine Labelle**  
Coordinator, President and CEO's Office  
Board of Trade of Metropolitan Montreal

**Jean Therrien**  
Director, Développement économique  
Conférence régionale des élus de Montréal

### Montreal Hooked on School team:

**Andrée Mayer-Périard**  
Executive Director

Workshops	Joint action	Administration
<p><b>Josée Daoust</b> Project Coordinator (Maternity leave replacement)</p> <p><b>François-Eugène Grégoire</b> Project Coordinator</p> <p><b>Laura Stulginskis</b> Project Coordinator</p> <p><b>Naomi Thériault</b> Project Coordinator</p>	<p><b>Mireille Aubin</b> Networking Coordinator</p> <p><b>France Dumais</b> Research Analyst</p> <p><b>Emilie Lanthier</b> Project Coordinator for PAÉLÉ and Workshop Team Leader</p> <p><b>Virginie LeFrançois</b> Project Officer Hooked on School Days / ÉQUI T-É program – Montreal region</p> <p><b>Sylvia Loranger</b> Liaison Officer</p> <p><b>Audrey McKinnon</b> Partnership Development Officer</p>	<p><b>Nancy Germain</b> Administrative Assistant</p>

# Members

Montreal Hooked on School is a regional organization comprising 30 members from different sectors, all dedicated to working together and determined to keep young people at the centre of their efforts.

Together, they are committed to developing partnership projects to enhance the reach and impact of actions that encourage school perseverance and success, and reconnecting with school.



T: 514 286-2346  
F: 514 286-2347

[www.researeussitemontreal.ca](http://www.researeussitemontreal.ca)

## Educational sector



Association of Montreal School Administrators

Association montréalaise des directions d'établissement scolaire (AMDES)

Fédération autonome de l'enseignement

McGill University

Montreal Teachers Association

Regroupement des collèges du Montréal métropolitain (RCMM)

## Community sector

Institut de coopération pour l'éducation des adultes (ICÉA)

Regroupement des organismes communautaires québécois de lutte au décrochage (ROCQLD)

Table des directeurs des Carrefours Jeunesse-Emploi de l'île de Montréal

The YMCAs of Québec

## Institutional sector

Agence de la santé et des services sociaux de Montréal

Comité de gestion de la taxe scolaire de l'île de Montréal

Conférence régionale des élus de Montréal

Conseil régional des partenaires du marché du travail

Emploi-Québec

Forum jeunesse de l'île de Montréal

Ministère de l'Éducation, du Loisir et du Sport

Ministère de la Famille et des Aînés

Service de police de la Ville de Montréal

Ville de Montréal

## Business sector

Board of Trade of Metropolitan Montreal

Centraide of Greater Montreal

Drakkar Human Resources

Fondation de lutte au décrochage scolaire

## Guests

Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI)

## Observers

Engagement jeunesse

## Partners

Réunir Réussir