



Impact 2030

STRATEGIC PLAN 2025-2030

Cultivating
Excellence





Leading Forward: Message from the Head and Chair

Dear Lycée international de Calgary Community,

Today marks a pivotal moment in our school's history. For 60 years, we have been a growing part of Calgary's French-speaking community, and our future is exciting. We are incredibly proud to introduce IMPACT 2030, our five-year strategic plan, which is not just a roadmap—it is a unified and inspiring call to action for our entire community.

Guided by our foundational IMPACT values—Inquiry, Multiculturalism, Perseverance, Authenticity, Community, and Transformation—this plan sets a bold course. We are committing ourselves to becoming the definitive standard of excellence in Francophone and French immersion education in Calgary.

IMPACT 2030 is the blueprint for how we will secure our future and elevate our purpose. It is focused on three vital pillars:

ELEVATING THE ACADEMIC EXPERIENCE TO ENSURE EVERY LYCÉE STUDENT IS A FUTURE-READY, BILINGUAL GLOBAL CITIZEN.

DEEPENING OUR COMMUNITY TO STRENGTHEN THE CULTURAL VIBRANCY AND COLLABORATIVE SPIRIT THAT MAKES THE LYCÉE UNIQUE.

SECURING OUR SUSTAINABILITY TO ENSURE THE SCHOOL'S RESILIENCE AND CAPACITY FOR TRANSFORMATION FOR GENERATIONS TO COME.

This vision would not be possible without the incredible dedication and insight of our staff, board members, parents, and students who participated in its creation. Thank you for your commitment, your candour, and your vital involvement in getting the Lycée international de Calgary to this next level of excellence.

We are not simply planning for the future; we are actively shaping it, together. We look forward to embarking on the journey of IMPACT 2030 with you.

Sincerely,

Françoise Bougaeff
HEAD OF SCHOOL

Jennifer Pound
CHAIR OF THE BOARD
OF DIRECTORS



Our story so far

Lycée international de Calgary stands as a pioneer of French education and academic excellence in Alberta.

Our journey began in 1966 as Lycée Louis Pasteur, establishing us as one of Calgary's most enduring independent schools. While our roots are local, our vision has always been global.

This commitment to an international standard was solidified in 1990 when we joined the AEFE network, anchoring us within a prestigious community of over 600 schools across 140 countries. This partnership enables us to blend the rigorous French Ministry of Education curriculum with Alberta Education standards—creating a dual-track program with no equivalent in the province. We are the first and only school in Alberta where graduates earn both the French Baccalauréat and the Alberta High School Diploma.

Since moving to our Marda Loop home in 2000, we have continually evolved to meet the needs of our diverse community. Our evolution was marked by our rebranding to Lycée international de Calgary in 2021 and our physical expansion in January 2025, which added eight new classrooms and a dedicated gymnasium for our youngest learners. Today, from Preschool to Grade 12, we remain dedicated to a future-proof education that combines academic rigour with an authentic multicultural experience, cultivating citizens ready to shape the future.





Vision

Cultivating citizens who shape the future, locally and globally.

Mission

We foster a challenging, transformative bilingual education in a multicultural environment, bringing out excellence in every student.



We are individuals who deeply understand our connection to both our local community in Calgary and the wider world, striving to make a positive difference on both levels.



We cultivate a spirit of curiosity by using our knowledge, critical thinking skills, and strong character. We're driven to ask insightful questions and embrace cognitive doubt, allowing it to refine our choices. We recognize the importance of critically evaluating information and identifying biases to inform our interactions and decisions.

We celebrate the rich cultural mosaic of our international community and actively promote intercultural understanding. We are deeply committed to a selfless concern for the well-being of others, extending our compassion and support both within our immediate school community and across the globe.

We strive for excellence through courage, embracing resilience and tenacity when tackling challenges that demand sustained effort. This includes engaging in courageous actions and holding difficult yet necessary conversations, always accompanied by an unwavering willingness to learn, adapt, and grow from every experience.

We are committed to embracing truthfulness and fostering open, honest expression, building a foundation of trust and respect in every interaction. We believe that being genuine and transparent with ourselves and others strengthens our community and deepens our relationships.

We believe in the power of being a connected and supportive village, where we collaborate towards shared ambitions and a collective impact. This deep sense of belonging and mutual responsibility guides all our actions with respect, care, and empathy, strengthening our bonds every day.

We champion continuous growth and innovative thinking as the catalysts for meaningful progress. Every member of our community is an active architect of positive change, committed to evolving ourselves, enhancing our school, and shaping a better world through our actions.



Our Roadmap to 2030

Building on our legacy, this plan amplifies what we do best through three strategic pillars.



PILLAR 1:
Championing Bilingual
Excellence and Future-Ready
Learning

Integrating Curricula for Global Readiness

Building Resilient Learners for a Complex World

Forging Pathways for Global Impact

PILLAR 2:
Fostering a Unified,
Vibrant Community

Elevating the Lycée Brand as a Local and Global Leader

Empowering Our People with a Shared Culture

Expanding Our Influence Through Strategic Partnerships

PILLAR 3:
Leading Stewardship for a
Sustainable Future

Driving Sustainable Enrolment Growth

Securing Foundational Capital Investment

Diversifying Revenue for Financial Resilience

Pillar 1

Championing Bilingual Excellence and Future-Ready Learning

We will pioneer authentic bilingual education by intentionally integrating our French and Alberta curricula, fostering multilingual literacy, and preparing every student to thrive in an evolving world. Our commitment is to ensure each graduate is a resilient, well-rounded individual ready to navigate the complexities of life and contribute to society with purpose.

INTEGRATING CURRICULA FOR GLOBAL READINESS

We will seamlessly integrate our Alberta and French curricula through intentional alignment and collaborative instruction. This ensures a single, high standard of academic excellence, preparing students for success in both systems.

ESTABLISH SEAMLESS DUAL CURRICULUM INTEGRATION:

We will align curricula by identifying overlapping competencies and establishing shared benchmarks. We will formalize dedicated co-planning time and invest in professional development to equip educators with innovative bilingual strategies that foster excellent proficiency from first leaps into preschool to beyond graduation.

ENHANCE MULTILINGUALISM AND CREDENTIALS:

We will formalize pathways for students to achieve recognized language certifications (e.g., DELF/DALF, DELE, IELTS) in French, English, and Spanish. We will also embed strategies to help students master the skills needed to excel in all standardized exams and post-secondary studies.



BUILDING RESILIENT LEARNERS FOR A COMPLEX WORLD

We will foster well-rounded student journeys by integrating social-emotional development and cultivating future-ready skills, preparing them to thrive and identify opportunities in fast-changing and interconnected societies.

CULTIVATE WELL-ROUNDED STUDENT SUCCESS:

We will strengthen wellness programming by expanding access to mental health resources and creating support networks that meet students' unique needs. We will also actively empower student voice and leadership to foster a greater sense of ownership and community pride.

PREPARE STUDENTS FOR A TECHNOLOGICALLY EVOLVING WORLD:

We will champion the responsible use of AI and emerging technologies. We will establish a progressive digital literacy curriculum, implement clear guidelines for ethical use, and expand project-based learning that challenges students to apply technology to solve real-world problems.

FORGING PATHWAYS FOR GLOBAL IMPACT

We will expand opportunities for hands-on learning, mentorship, and service-based initiatives. This will prepare our students to live our values with a sense of purpose and leadership.

EXPAND EXPERIENTIAL LEARNING AND UNIVERSITY PATHWAYS:

We will create and expand opportunities for experiential learning, such as internships and community service projects. We will enhance university guidance, leveraging the Baccalauréat as a powerful key to prestigious universities worldwide, and forge global partnerships to increase access to exchange programs and direct university pathways.

TRANSFORM LEARNING ENVIRONMENTS FOR MODERN EDUCATION:

We will create flexible, innovative learning spaces that support individualized instruction, collaboration, and modern education. We will modernize science and technology labs, and redesign student common areas to create welcoming, multi-functional environments.





Pillar 2

Fostering a Unified, Vibrant Community

We will cultivate a community where every individual feels a deep sense of belonging and shared pride. By authentically sharing our story and our unique approach, we will strengthen connections and establish a network of support that enhances our reputation as a global leader in bilingual education in Calgary.

ELEVATING THE LYCÉE BRAND AS A LOCAL & GLOBAL LEADER

We will strategically tell our story and amplify our unique identity, fostering a unified community with our students, parents, and alumni as true partners.

MODERNIZE COMMUNICATIONS FOR STRATEGIC IMPACT:

We will establish consistent communication standards and use a centralized parent portal to improve access to information. We will strategically showcase student, alumni, and faculty achievements throughout the school.

STRENGTHEN COMMUNITY CONNECTIONS:

We will conduct a comprehensive community mapping and needs assessment to guide engagement. We will create a strategic calendar of events and traditions to foster belonging and empower student and family ambassadors to serve as advocates for the school.



EMPOWERING OUR PEOPLE WITH A SHARED CULTURE

We will empower faculty and staff with the resources, recognition, and growth pathways they need to ensure institutional excellence. We will also cultivate a culture of philanthropy to instill a sense of service and collective impact.

CULTIVATE A HIGH-PERFORMING WORKFORCE:

We will align job descriptions and compensation to market standards to attract and retain top talent. We will create clear career pathways and reward long-term excellence with robust retention incentives and professional development programs.

FOSTER A CULTURE OF GIVING:

We will establish a consistent annual giving program. By engaging families through educational and participatory opportunities, we will connect their philanthropic efforts directly to our mission and visibly recognize their contributions, reinforcing the collective impact of their support.

EXPANDING OUR INFLUENCE THROUGH STRATEGIC PARTNERSHIPS

We will expand and strengthen partnerships with the Francophone community, educational networks, and alumni, forging lasting connections for our students.

STRENGTHEN COMMUNITY AND ALUMNI CONNECTIONS:

We will establish a strategic partnership network with key Francophone organizations, the CAIS and AEFE networks, and other international institutions. We will create a formal alumni engagement program to foster a culture of lifelong connection and offer them meaningful ways to stay involved with their alma mater.

LEVERAGE LYCÉE'S AGILITY FOR INNOVATION:

We will use our small size and agility to drive innovation. We will create a cross-divisional innovation fund to provide seed money for collaborative projects and actively seek partnerships with external organizations and educational research groups to amplify our impact.

Pillar 3

Leading Stewardship for a Sustainable Future

We will ensure the long-term financial resilience of our school through strategic planning and responsible resource allocation. By securing foundational investments and driving sustainable enrolment growth, we will transform our campus into a modern, agile learning environment that supports our mission for generations to come.

DRIVING SUSTAINABLE ENROLMENT GROWTH

We will achieve ambitious and sustainable enrolment by retaining current students and strategically targeting new

recruitment across all school levels. This ensures our students can thrive within our model of individualized attention.

ACHIEVE AMBITIOUS AND SUSTAINABLE ENROLMENT:

We will increase enrolment by 20% through strong retention, targeted recruitment, and expanded on-ramps. We will leverage student, alumni, and parent ambassadors to enhance outreach and optimize existing campus spaces to accommodate growth.

ENSURE PHYSICAL AND DIGITAL SAFETY:

We will conduct a full risk assessment and integrate security and safety improvements into our physical and digital infrastructures, ensuring a secure and modern learning environment for all.



SECURING FOUNDATIONAL CAPITAL INVESTMENT

We will transform our campus into a future-ready learning hub through a comprehensive facilities master plan and a successful capital campaign.

DEVELOP A COMPREHENSIVE FACILITIES MASTER PLAN:

We will launch a feasibility study to assess outdoor space development and future campus use, creating a long-term plan to fund growth. We will develop a phased capital plan with clear timelines, cost estimates, and funding strategies for each project.

LAUNCH A SUCCESSFUL CAPITAL CAMPAIGN:

We will launch a capital campaign to secure the foundational investments needed to transform our campus and prudently rebuild a Board Reserve. We will design our campaign to foster a culture of broad-based investment, encouraging every family, alumni, and community member to contribute at a level meaningful to them.

DIVERSIFYING REVENUE FOR FINANCIAL RESILIENCE

We will secure our financial future by diversifying revenue streams to ensure full cost capture and building the financial agility required for long-term viability.

BUILD FINANCIAL AGILITY:

We will seek new revenue streams to serve our mission and the broader community. We will also conduct a full review of tuition and fee structures to ensure all services are fully covered and support our long-term viability.

DEVELOP ADVANCEMENT CAPACITY:

We will establish a dedicated advancement function responsible for creating and executing a multi-year plan that uses a comprehensive, multi-targeted approach to fundraising and community engagement.





The Path to the Plan

The development of IMPACT 2030 was a comprehensive journey designed to harness the collective wisdom of our community and secure the best possible future for Lycée international de Calgary.

The process was overseen by the Board of Directors, who remained actively engaged at every stage. To direct the work, we formed a diverse Steering Committee comprised of parents, staff and student representation, supported by the expert guidance of independent school consultants Ian Symmonds & Associates.

With a timeline spanning from January to September 2025, our strategy is grounded in extensive data. We began with a school-wide survey and in-depth market research, which formed the basis of a comprehensive SWOT analysis. Guided by the results of both the survey and the market analysis, the Steering Committee undertook the strategic work to define our direction. To ensure these goals resonated with our constituents, the committee led targeted focus groups, directly involving over 40 stakeholders in the reflective work to test and refine our strategic pillars.

The resulting plan, formally approved by the Board, is rigorous, data-driven, and inclusive. It reflects the aspirations of our entire community and carries the full commitment of our leadership.

Built by our community

We extend our deepest gratitude to the dedicated individuals whose time, insight, and commitment were instrumental in shaping the future of our school.

Ruth AMARILLA, Parent, Steering Committee Member

Sarah BARBU, Student, Steering Committee Member

Jonathan BATEMAN, Staff, Design Team Member

David BERNARD, Faculty, Design Team Member

Olivier BINET, Faculty, Design Team Member

Françoise BOUGAEFF, Head of School, Steering Committee Member

Anaïs BRIGLIA, Staff, Steering Committee Member

Joya BROOKS, Faculty, Design Team Member

Lucile CAGNON, Faculty, Design Team Member

Caroline CARON, Faculty, Design Team Member

Gavin CARSCALLEN, Board of Directors, Steering Committee Member

Julie CHAMPION, Faculty, Design Team Member

Heather COLEMAN, Board of Directors, Steering Committee Chair

Kirsta DA SILVA, Parent, Design Team Member

Jean-Baptiste DELAUNAY, Faculty, Design Team Member

Nazimah GILANI, Board of Directors, Design Team Member

Marcie HAWRANIK, Board of Directors, Steering Committee Member & Design Team Member

Aly KANJI, Parent, Steering Committee Member

Igor KOCHBERGER, Parent, Steering Committee Member

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