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## Education Policy & Operations Committee

### ADMINISTRATIVE REPORT: STRATEGIC PLAN MONITORING

MAY 29, 2018

#### Purpose:

To update Trustees on the progress of the Strategic Action Plans for 2017 – 2018.

#### Background:

Under the Education Act, the Director is responsible for the implementation of the Multi-Year Strategic Plan (MYSP). The Director, with Senior Staff, will transform the MYSP into concrete action plans for which they will own responsibility. These plans will outline how to achieve the MYSP's priorities and goals and work to bring the MYSP to life.

#### Current Status:

Under the Education Act, the Director must review the Multi-Year Strategic Plan annually with the Board of Trustees, timed to align with the Director's Annual Report at the end of the calendar year. To assist Trustees with their ongoing monitoring, a spring update is being provided using a 'traffic light' system to evaluate the progress of specific actions which were designed to operationalize the achievement of our strategic goals.

At the Education, Policy and Operations Committee meeting on May 29, 2018, Senior Staff will present a monitoring update, focusing on the items that have been assessed as 'red' or 'yellow' on the attached action plans. A semi-annual assessment allows staff to make adjustments to ensure that the MYSP goals remain on track.

Staff's commitment to Trustees is that the areas of focus will also populate Board and EPOC agendas throughout the five-year Strategic Plan, thereby providing ongoing monitoring opportunities.

#### Recommendation(s):

That the Board receive the Monitoring Action Plan for information.

A handwritten signature in cursive script, reading "Debra Rantz".

Debra Rantz  
Director of Education

#### Attachments:

Strategic Action Plans for 2017-2018



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# Action Plan C1.1 Accommodation Planning

**GOAL:** To improve student achievement and well-being, we will work with families to support every student's learning Journey.

**RESPONSIBILITY:** Superintendents Paul Babin, Krishna Burra and Andre Labrie

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Central Kingston Boundary Review as a result of: a) of enrolment changes in French Immersion and English programs at Rideau Public School and b) the new intermediate and secondary school in central Kingston.	September 2017 – June, 2018	●	<p>On October 18, 2017 Trustees granted approval for Board Staff to conduct a boundary consultation with parents of students attending Rideau Public School; Central Public School, Sydenham Public School and Winston Churchill Public School.</p> <p>Feedback regarding proposed boundary changes was gathered through the board website and at three parent meetings held at the affected schools during January/February 2018.</p> <p>On March 19, 2018, Trustees approved updated boundary changes for Central Kingston reflecting feedback gathered. These boundary changes are to commence starting in September 2018 for students in the Rideau Public School English program and for all other affected schools starting in September 2019.</p>





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Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
New Kingston Intermediate and Secondary School	September 2017 – June 2018	●	<p>On March 21, 2018, Trustees selected the name Kingston Secondary School from a short list of 5 names put forth by the new school Integration Committee. The Committee received over 560 submissions and through a consultation process involving input from students, families and the broader community, the Committee put forth the 5 names to Trustees that best represented the more than 2,400 responses received.</p> <p>On April 10, 2018, Trustees received an update on Kingston Secondary School. The update included details of construction, regular monitoring meetings with Architects and the general contractor as well as school and board planning meetings to address furniture/equipment, artifacts and other logistical considerations necessary to set up the new school learning environment.</p>
Pupil Accommodation Review	September 2017 - June 2018	●	<p>In June 2017 the Ministry announced that new Pupil Accommodation Review (PAR) guidelines will be created and that school boards are not to start any new PAR until the revised guidelines are complete.</p>





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# Action Plan C1.2 Enhanced Communications

**GOAL:** To improve student achievement and well-being, we will work with families to support every student's learning journey.

**RESPONSIBILITY:** Director Debra Rantz, Superintendent Krishna Burra and Associate Superintendent Scot Gillam

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Implement new suite of enhanced electronic communications to support families.	January 2018 – June 2018	●	New Board and school websites to be launched by end of 2017-2018 school year. New Communicate (former Synvoice) tool for families to receive direct updates via medium of their choice (email, voice mail, text). New Board Smartphone App to consolidate all new tools in one handy location.
Promote new Strategic Plan.	November 2017 - June 2018	●	Submissions for new seeyourselfinlimestone.ca website to demonstrate Wellness, Innovation & Collaboration at work in our schools and sites. Use of #wellness #innovation #collaboration hashtags on social media to promote various strategic plan priorities and initiatives.
	October 2018	●	Creation of Strategic Plan video update to summarize year one (partial) of new multi-year plan.





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Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Enhance Trustee Communication to Stakeholders.	September 2018	●	<p>Create monthly update of Board meeting highlights to be posted to Board website and share via Board social media feeds.</p> <p>This supplements quarterly Around the Horseshoe electronic newsletter provided to community partners and posted to Board website and social media feeds.</p>





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# Action Plan C1.3 Parent Engagement

**GOAL:** To improve student achievement and well-being, we will work with families to support every student's learning journey.

**RESPONSIBILITY:** Associate Superintendent Scot Gillam

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Increase participation and attendance at Parent Involvement Committee (PIC) meetings.	September 2017 – June, 2018	●	The number of PIC representatives on the PIC Email Distribution List will increase and expand by June 2018. Each school will have at least one contact name on the PIC Email list.
Provide structure and support for expanding and refining the recommendations made by PIC.	September 2017 - June 2018	●	PIC Bylaws updated by November 2017. The process for gathering and delivering PIC recommendations to Board via PIC Trustee Rep and Director's designate will be further defined and added to Bylaws by June 2018.
Promote Youth Wellness via the Parent Involvement Committee (PIC) Parent Symposium. Work with community partner, Learning Disabilities Association of Kingston to bring in several keynote speakers.	April 14, 2018	●	The Parent Symposium will bring in Keynote Speakers Lynn Lyons, Michael Ballard and Lynda Colgan. A Community Carousel will also be supported. Parent Symposium feedback will be collected and used for future planning sessions by June 2018.





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# Action Plan C2.1 Indigenous Education

**GOAL:** To improve student achievement and well-being, we will maximize student engagement in classrooms and schools.

**RESPONSIBILITY:** Superintendent Krishna Burra

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Providing direct support to Indigenous students who self-identify.	September 2017 – June, 2018	●	For students in the applied pathway...Increase awareness of self-identified Indigenous students in the applied pathway of post-secondary options, provide direct academic support, and provide an Indigenous role model for the students.  For elementary students...provide direct literacy support for students identified as being academically in-risk.
Indigenous Student Leadership.	September 2017 - June, 2018	●	Providing leadership opportunities for Indigenous students to participate in two Indigenous Student Leadership (ISL) events during the year. These students will also take part in the regional Ministry Indigenous student leadership camp.





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Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Build capacity of LDSB educators in delivering Indigenous curriculum and increasing cultural competency.	September 2017 – June 2018	●	Teachers will have increased efficacy in the delivery of Indigenous curriculum, building teacher resources, and cultural competency. (a) Grade 11 NBE (English) Course support (b) Grades 4-10 Social Studies and History revisions (c) Indigenous CIs at different sites (d) System-wide engagement with educators related to Indigenous Education (Niigaan Sinclair, treaty maps, Indigenous Ed. Week) (e) resource development (f) offering a subsidy for some teachers to attain their additional basic qualification in Native Studies
Developing an Indigenous Education list of resource people from the community.	Fall 2017	●	Engaging with Indigenous community partners to generate a list of local, resource people to support learning at the system level and in schools.
Community Engagement and Partnership.	September 2017 – June 2018	●	Continue to develop and foster community partnerships to support student and teacher learning: (a) Indigenous Family Network; (b) Aboriginal Youth Leadership Opportunities.







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# Action Plan C2.2 Student Voice

**GOAL:** To improve student achievement and well-being, we will maximize student engagement in classrooms and schools.

**RESPONSIBILITY:** Superintendent Michèle Babcock and the Program Leadership Team

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Student Focus Group sessions will be added to the elementary School Effectiveness visit process.	September 2017 – June, 2018	●	All School Effectiveness visits will include student focus groups as a part of the process.  Student input will be incorporated into the School Effectiveness reports.
Administrators will receive training related to the <i>OurSchool</i> survey.	January 2018 - June 2018	●	Administrators will report a deeper understanding and more effective use of the data in the <i>OurSchool</i> survey.  Results of the <i>OurSchool</i> survey will be analyzed and incorporated into School Learning Plans.
Student Voice Focus groups will occur at four secondary schools with students in the Applied and/or College pathway.	September 2017 – June 2018	●	Sharing of the process and data collected with all secondary schools, which will support further Focus Groups occurring.





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# Action Plan C3.1 Cashless Schools

**GOAL:** To improve student achievement and well-being, we will enhance partnerships with parents/guardians, employees, government and community groups.

**RESPONSIBILITY:** Superintendents Paul Babin, Krishna Burra and Michèle Babcock

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Cashless School System.	September 2017 – June 2018	●	<p>On December 13, 2017, as part of an ITS update, Trustee were advised that a cashless payment system that would allow parents and guardians to pay for field trips, purchases and other fees via secure Web Portal would be starting a pilot in a number of schools in Spring 2018, once staff were hired and a vendor contract were negotiated.</p> <p>A cashless school staff coordinator was hired in April 2018 and a vendor contract with School- Day solutions was finalized in late April 2018.</p>





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Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Pilot Project and Rollout to Remaining Schools.	September 2017 – June 2018	●	<p>A revised project plan with the School-Day is being drafted with system configuration and testing to begin in spring 2018 to fall 2018.</p> <p>It is anticipated that the cashless school pilot project will begin in late 2018 and early 2019 in a sample of schools.</p> <p>Once the pilot is completed, the system will begin being rolled out to the remaining schools. School- Day has advised that a rollout in all schools could be finalized within the 2019-2020 school year.</p>





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# Action Plan C3.2 Early Years & Child Care

**GOAL:** To improve student achievement and well-being, we will enhance partnerships with parents/guardians, employees, government and community groups.

**RESPONSIBILITY:** Superintendent Michèle Babcock

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Provide professional learning for Kindergarten Educator Teams to build capacity related to the Kindergarten Program.	September 2017 – March 31, 2018	●	Kindergarten Educator Teams will engage in professional learning related to The Kindergarten Program Documents by March 31, 2018.
Implement Early Development Inventory (EDI) in accordance with the Ministry of Education's expectations.	September 2017 - April 2018	●	Kindergarten Teachers will complete the Early Development Inventory for students in Senior Kindergarten by April 16, 2018.
Move to an on-line platform for registration of Kindergarten students and include opportunity for parents to complete a voluntary survey related to experience with child care prior to school in accordance with the Ministry of Education's <i>Early Years Experiences @ Kindergarten Data Collection</i> .	September 2017 – June 2018	●	Launch on-line registration for Kindergarten children by February 1, 2018. Engage staff in training related to on-line registration and survey completion in support of families by January 31, 2018. Parents registering children for the 2018-2019 school year will register through the on-line platform.





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Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Work with community partners: Consolidated Municipal Services Manager for Prince Edward, Lennox & Addington, and Lennox & Addington Resources for Children (LARC) to implement a dedicated Child Care Centre at NAEC.	September 2017 – June 2018	●	The LARC Child Care at NAEC will open no later than September 2019.
Work with the Consolidated Municipal Services Managers for the City of Kingston/Frontenac and Prince Edward, Lennox & Addington to transfer Parenting and Family Literacy Centres (PFLCs) to EarlyON Child and Family Centres in accordance with the Ministry of Education's expectations.	September 2017 - June 2018	●	Parenting Family Literacy Centres will transform to EarlyON Child and Family Centres by July 1, 2018.



**Action Plan C3.2 Early Years & Child Care**

Status: <span style="color: green;">●</span> On Target <span style="color: orange;">●</span> Making Progress <span style="color: red;">●</span> Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Pupil Accommodation Review <i>[Continued...]</i>	September 2017 - June 2018	<span style="color: red;">●</span>	Draft PAR guidelines were released in February 2018 and a final version was sent to boards on April 27, 2018. The final version mentioned that some additional work on templates and guidelines will be forthcoming in the fall 2018 and a new PAR will take effect upon the release of these resources. As such, the Board cannot begin the process including public consultations necessary to update our pupil accommodation review Policy #15.



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## Action Plan C3.3 Labour Relations

**GOAL:** To improve student achievement and well-being, we will enhance partnerships with parents/guardians, employees, government and community groups.

**RESPONSIBILITY:** Superintendent Andre Labrie

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Finalize and publish all Collective Agreements electronically.	September 2017 – March 2018	●	All Collective Agreements are on line and available to all employees.
Collaborate with union leadership to administer current collective agreements and continue to problem solve.	September 2017 - April 16, 2018	●	Continued engagement with unions in problem solving process minimizing the need for arbitration. When necessary arbitrations are successful.
Track issues arising out of contract administration to establish area priorities for the next round of negotiations.	September 2017 – June 2018	●	Brief development underway and some problems resolved through MOU process that may be implemented in next round of negotiations.
Support OPSBA through involvement in the Labour Relations Council in preparation for central bargaining in 2019.	September 2017 – June 2018	●	Continued involvement by Limestone Staff in LRC and Senior Negotiators meetings as well as participating in work teams in preparation for negotiations in 2019.





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# Action Plan C3.4 Human Resources Process Enhancements

**GOAL:** To improve student achievement and well-being, we will enhance partnerships with parents/guardians, employees, government and community groups.

**RESPONSIBILITY:** Superintendents Andre Labrie, Paul Babin and Krishna Burra

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Align Health and Safety with Human Resources and enhance support for disability management.	September 2017 – June 2018	●	New office locations established, and health and safety processes being supported by Human Resources Management. Additional support staff hired.
All unionized employee groups utilizing SmartFind and pay sheets no longer required.	September 2017 - June 2018	●	Working toward full implementation. Teaching groups complete. Identified support staff scheduled for fall 2018.
Acquire Thrive software and hire project coordinator to integrate program with SmartFind to manage professional development costs and replacement processes.	September 2017 – June 2018	●	Professional Development management processes being implemented board wide through Thrive.







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Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Continue to focus on attendance support and work with Provincial HR network to problem solve increasing employee absences.	September 2017 – June 2018	●	New strategies are implemented that reduce increasing attendance issues locally and across the province.
Pilot new recruitment process for Elementary Occasional Teacher hiring.	September 2017 - June 2018	●	Ad is posted, screening and interview dates set for May and June.





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# Action Plan 11.1 Environmental Sustainability

**GOAL:** To improve student achievement and well-being we will cultivate problem solving, creative and critical thinking skills.

**RESPONSIBILITY:** Superintendents Michèle Babcock and Paul Babin

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Create a Limestone Schoolyard Naturalization Plan in consultation with Evergreen Consulting and provide support to schools in schoolyard naturalization.	September 2017 – June 2018	●	A Limestone Schoolyard Naturalization Plan has been created. Three – four schools per year are supported with the creation of schoolyard design and conceptual plans
Increase the number of schools involved in the Loving Spoonful GROW Gardens project and increase educator capacity regarding curriculum links (3-year partnership project).	September 2017 – June 2018	●	Four Limestone schools will add GROW gardens to their properties. Educator will participate in workshops to build understanding of curriculum links to the project.
To promote environmental awareness through a pilot project focused on using Transit Busing for field trips.	September 2017 – June 2018	●	The Transit Bus Pass for students expands to include field trip passes for classes and educators to travel.





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Status: ● On Target ● Making Progress ● Needs Further Attention

Areas of Focus	Timelines	Status	Evidence of Success
Kingston High School Bus Pass Pilot to offer onsite passes and orientation for students in September 2017.	Fall 2017	●	All grade 9 Limestone students participated in onsite pass registration and orientation.
Increase number of schools registering as ECO Schools.	September 2017 – June 2018	●	Educators will build capacity in understanding the ECO School program and its links to classroom.





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# Action Plan 11.2 Literacy

**GOAL:** To improve student achievement and well-being we will cultivate problem solving, creative and critical thinking skills.

**RESPONSIBILITY:** Superintendents of Education Krishna Burra, Jessica Silver, Michèle Babcock and the Program Leadership Team

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
K-12 LDSB educators will build capacity in their use of diagnostic assessments to support struggling readers with precise instructional strategies.	September 2017 - June 2018	●	Teachers will have increased efficacy in their use of diagnostic assessments of students, and precise instruction to help struggling readers improve their literacy achievements in reading and writing.
K-12 Instructional Coaches will collaborate with teachers throughout all parts of the coaching cycle.	September 2017 – June 2018	●	Instructional Coaches will increase collaboration through the coaching cycle with teachers in schools in response to individual educator requests and in response to student needs.
School Teams will engage in learning with a focus on Grades 6-10 reading achievement, supported by EQAO and LDSB system staff.	November 2017	●	School teams engaged in learning related to EQAO literacy achievement and strategies for closing the gap in reading.





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Strategic Action Plan: 2017 – 2018

*11.2 Literacy*

Spring 2018 Update

Status: ● On Target ● Making Progress ● Needs Further Attention

Areas of Focus	Timelines	Status	Evidence of Success
Grade 7-10 teachers in six Family of Schools will build capacity in their understanding of creating learner profiles and differentiating their instruction.	September 2017 – June 2018	●	Teachers in six Family of Schools will engage in professional learning to improve their efficacy related to differentiation of instruction based on student need. This learning will occur 6 times throughout the school year.
Secondary English teachers will engage in professional learning and course planning for implementation of the NBE3U/3C/3E, Contemporary Aboriginal Voices course.	September 2017 – June 2018	●	Educators supporting the NBE Course in schools will engage in professional learning several times throughout the school year to prepare for implementation.
Secondary educators will increase student engagement by promoting student voice and choice in literacy.	September 2017 – June 2018	●	Grade 9 and 10 educators will use the strategy of promoting choice for students by providing multiple book sets rather than using traditional classroom novels.
K-12 educators will build their capacity to use technology as a support in the Read A Lot and Summer Literacy programs.	July 2018 – August 2018	●	Educators will engage in professional learning to improve their use of technology as a support in remedial literacy programming.

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## Action Plan 11.2 Literacy

Status: <span style="color: green;">●</span> On Target <span style="color: orange;">●</span> Making Progress <span style="color: red;">●</span> Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
A Summer Math Program will be developed to support students in Grades 4-6 in the area of multiplicative thinking. Two classrooms, housed in Centennial PS, will run a 3-week summer math program.	July 2018	<span style="color: orange;">●</span>	A team of educators will be trained to deliver a junior level summer math program to students currently struggling in the area of multiplicative thinking. Pre and post assessment data will support an increase in student achievement



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# Action Plan 11.3 Mathematics

**GOAL:** To improve student achievement and well-being we will cultivate problem solving, creative and critical thinking skills.

**RESPONSIBILITY:** Superintendent Jessica Silver and the Program Leadership Team

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Program team will develop a K-12 LDSB Vision for an Effective Math Program with supporting documents to provide a common framework for educators within the LDSB.	September 2017 – June 2018	●	K-12 Educators will have resources to support the intentional planning and implementation of a balanced math program.
Professional Learning will be offered to all schools, K-10. This learning will focus on aspects of the LDSB Vision for an Effective Math Program.	September 2017 – June 2018	●	Educators will build upon their capacity in teaching an effective math program, including aspects from the LDSB Vision for an Effective Math Program, through system-wide professional learning opportunities.
Math Lead learning will focus on improved pedagogy, conceptual understanding, and leadership within schools.	September 2017 – June 2018	●	Math leads will engage in professional learning related to pedagogical expertise, conceptual understanding, and leadership, in order to share their learning to build capacity within schools.
Targeted professional learning will be offered to Elementary	September 2017 - June 2018	●	Educators in increased needs elementary schools will engage in professional learning to





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Status: ● On Target ● Making Progress ● Needs Further Attention			
Areas of Focus	Timelines	Status	Evidence of Success
Increased Support Schools. [continued...]			improve their efficacy related to mathematics pedagogy and conceptual understanding.
Program team members will provide support to Elementary Intensive Support Schools, and Secondary Intensive and Increased support schools through job-embedded professional learning, using an instructional coaching model.	September 2017 – June, 2018	●	Program team members will build mathematics pedagogy and conceptual understanding through collaboration with educators in schools, determined by student need.
Two Elementary Administrator groups are being supported to focus on building their instructional leadership capacity in mathematics.	September 2017 – June 2018	●	Administrators are being supported around their Instructional Leadership for improved mathematics learning, through a collaborative model of professional learning.
A parent symposium will offer workshops for parents to help support their child's mathematics learning and mindset.	April 2018	●	Parents will learn about the components of an effective math program and will appreciate the importance of mathematical mindsets when supporting their child's math learning.







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# Action Plan I2.1 Assistive Technology

**GOAL:** To improve student achievement and well-being we will differentiate programming to support individual learning needs.

**RESPONSIBILITY:** Superintendent Krishna Burra and Associate Superintendent Alison McDonnell

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Assistive Technology Resource Teachers will provide class and school-based capacity building to support the effective use of assistive technologies.	September 2017 – June 2018	●	Assistive Technology Resource Teachers will develop resources to support the intentional planning and implementation of effective use of assistive technologies for K-12 educators.
Assistive Technology Teachers will collaborate with Program Team to embed special education tools into pedagogy to support all student needs.	September 2017 – June 2018	●	Assistive Technology Resource Teachers will partner with Program Team to embed the use of assistive technologies into staff professional development.
Educational Services, in partnership with ITS and Curriculum will address Learner Variability across the District by providing access to assistive technologies.	September 2017 – June 2018	●	Google Read and Write extension was provided to every student and staff account in the Board.





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# Action Plan I2.2 Leadership Development/ Succession

**GOAL:** To improve student achievement and well-being we will differentiate programming to support individual learning needs.

**RESPONSIBILITY:** Superintendents Andre Labrie, Paul Babin and the Program Leadership Team

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Implement Succession process for the selection of elementary Principal and Vice Principals.	September 2017 – June 2018	●	A pool of placement ready candidates is established.
Implement the Mentoring program for new leaders.	September 2017 – June 2018	●	All new Principal and Vice Principals are engaged in the boards Mentoring program and achieve the goals of the program in their first two years in the roll.
Expand the program design of the Future Leaders program to include non-academic staff.	September 2017 – June 2018	●	Work team engaged and planning for Future Leaders in November 2018 with new program established.
Limestone Staff supporting and instructing the EOSDN Leadership Program as well as our staff participating in the program.	September 2017 – March 2018	●	Limestone staff participating and feedback provided by participants indicating positive outcomes.





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# Action Plan I2.3 Universal Design for Learning

**GOAL:** To improve student achievement and well-being we will differentiate programming to support individual learning needs.

**RESPONSIBILITY:** Associate Superintendent Alison McDonnell and the Program Leadership Team

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Program Team and Educational Services will build a common understanding of the principles of Universal Design for Learning (UDL).	September 2017 – June 2018	●	Program Team and Educational Services staff will collaborate and share resources related to UDL..
Educational Services will begin to build a common understanding of the principles of UDL with Student Support Teachers (SST) and Learning Program Support (LPS) Teachers.	September 2017 – June 2018	●	SSTs and LPS teachers will receive explicit professional learning opportunities focused on the principles of UDL.  The principles of UDL will continue to be modelled within professional learning.





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# Action Plan I3.1 Alternative and Continuing Education

**GOAL:** To improve student achievement and well-being we will advance relevant and engaging learning experiences to support all pathways.

**RESPONSIBILITY:** Superintendent Jessica Silver

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
LDSB will participate in the Regional Partnership on Adult Education (RPAE), with focus on the Regional Strategic Plan.	September 2017 – June 2018	●	The 2017-2018 plan will be fully implemented, with improved regional coordination among the RPAE Boards of Education.
Alternative and Continuing Education teachers will participate in regionally offered capacity building sessions, related to the Regional Strategic Plan.	September 2017 – June 2018	●	Teachers will have increased efficacy in each of the five outlined areas of the Regional Strategic Plan.
Diverse, inclusive programming options will be offered for students at the Katarokwi Learning Centre, with support from Community Partners.	September 2017 – June 2018	●	Student attendance and engagement will be improved as a result of the programming options offered.





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Status: ● On Target ● Making Progress ● Needs Further Attention

Areas of Focus	Timelines	Status	Evidence of Success
Regional Proposal of a pilot project for Flexible Delivery of programming to adults working within the community.	April 2017 – April 2018	●	Adults working within the community will be provided with flexible delivery of an English credit within their workplace, which will increase credit completion, and graduation with an OSSD.





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# Action Plan I3.2 Technologically Enhanced Education

**GOAL:** To improve student achievement and well-being we will advance relevant and engaging learning experiences to support all pathways.

**RESPONSIBILITY:** Superintendents Krishna Burra, Michele Babcock and Paul Babin and Associate Superintendent Stephanie Sartor

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
To support critical thinking and creative problem solving, schools will promote a Makerspace culture.	September 2017 – June 2018	●	Meetings have been held between pilot schools to determine materials that work well in their space, how to organize spaces and how to work with educators to learn how to integrate the space into their curriculum. Conversation is ongoing about a board-wide model for design thinking. Professional development sessions at the board level are being held to expand educator understanding of how to use the different materials in MakerSpaces.
To increase educator capacity in using technology as a tool to improve K-6 student learning in literacy and math.	July 2018 – August 2018	●	Summer literacy/math instructors and tutors will engage in professional learning around the use of technology to promote critical thinking and deep understanding in the area of literacy and math.





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Status: ● On Target ● Making Progress ● Needs Further Attention

Areas of Focus	Timelines	Status	Evidence of Success
Supporting groups of educators who are interested in integrating technology into their pedagogy (I.e. use of applications, MindsOnline, Google Read&Write, robotics, coding, computer science and pedagogical documentation).	September 2017 – October 2017	●	a) 60 teams received grants for equipment and release time – including release time for professional development at the system level. b) Professional learning at the school level provided through staff meetings and larger group sessions at specific school sites.
Review technology user agreements and access to different third-party Apps to ensure educational value and protection of privacy.	September 2017 – June 2018	● ●	a) Digital Citizenship administrative procedure put into place. b) Educator support provided to support safe and effective use of different applications. This support is integrated into all professional learning focused on the use of technology
Creation of virtual learning resources, for both staff and students, hosted within the Minds Online learning environment.	September 2017 – June 2018	●	Resources supporting Indigenous Education, Intellectual Disabilities, English Language Learners, Support Students with FASD, Autism Education, Diagnostic Assessment and Assistive Technology Program Supports created.



Status: ● On Target ● Making Progress ● Needs Further Attention

Areas of Focus	Timelines	Status	Evidence of Success
Improve access and user experience within the Minds Online Virtual Learning Environment.	September 2017 – June 2018	●	Redesign of the Minds Online user interface completed to improve the accessibility, efficacy and user experience on multiple device platforms for both staff and students.
Improve end-user effectiveness with the Minds Online Virtual Learning Environment.	September 2017 – June 2018	●	Continued development of a support website resource that will provide information regarding the effective use of the learning environment and its associated tools.
Renew network infrastructure and provide stable high-capacity Internet access to all schools to support student and educator learning.	September 2017 – June 2018	●	We have completed the network upgrade at several secondary and elementary schools and are still on-target for completion board-wide in 2018.
Strengthen capacity of school teams for the use of technologies and tech related strategies that support all learners.	September 2017 – June 2018	●	a) Google Read and Write licenses for all learners purchased in fall 2017. Training for small teams from each school. 147 x ½ day sessions focused on Introduction to G:R&W and Assistive Technologies. b) Providing job-embedded professional learning for educators across the system.
Improve ITS Servicedesk response to improve technology usage and productivity.	September 2017 – June 2018	●	We now have a staffed Servicedesk at the Education Centre and have implemented new Servicedesk software. Field technicians are making regular visits to schools and open requests are down to a manageable number.
Renew school and board websites and implement modern communication tools for staff and parents.	September 2017 – June 2018	●	Board and school websites, a custom LDSB app for iOS and Android, and our staff and parent communication tool are almost complete and should be implemented between April and June 2018. We have begun training with pilot sites.



Status: ● On Target ● Making Progress ● Needs Further Attention

Areas of Focus	Timelines	Status	Evidence of Success
Improve the device:student ratio board-wide and remove obsolete equipment.	September 2017 – June 2018	●	We have established a device: student ratio of close to 1:2, primarily through the infusion of Chromebooks. We are on-target to remove all remaining obsolete equipment (mostly Windows desktops) by the end of 2018.
Explore Google collaborative tools to support student learning.	September 2017 – June 2018	●	All staff and students have Google for Education accounts. There is increased usage of Google collaborative tools amongst staff and students, especially in elementary schools. We intend to collaborate with other school boards to see how we can extend effective use of these tools.
Facilitate the creation and implementation of makerspaces in elementary and secondary schools.	September 2017 – June 2018	●	Meetings have been held between pilot schools to determine materials that work well in their space, how to organize spaces and how to work with educators to learn how to integrate the space into their curriculum. Conversation is ongoing about a board-wide model for design thinking. Professional development sessions at the board level are being held to expand educator understanding of how to use the different materials in makerspaces.



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# Action Plan I3.3 Expanded Opportunities

**GOAL:** To improve student achievement and well-being we will advance relevant and engaging learning experiences to support all pathways.

**RESPONSIBILITY:** Associate Superintendent Scot Gillam

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Expand Specialist High Skills Major (SHSM) programming and increase completion rate. The newly hired Experiential Learning Consultant will assist the Expanded Opportunities Consultant in identifying gaps in certificate completion and connect with those sites.	September 2017 – June 2018	●	Four new SHSM applications will be submitted by Spring 2018. Two Information Communications Technology SHSM applications (KCVI, ESS), one Environmental SHSM from Katarowki Learning Centre and one Manufacturing SHSM from LCVI. Experiential Consultant will assist with certificate completions for Spring 2018.
Increase Experiential learning opportunities in Grade 7 and 8.	September 2017 – June 2018	●	The Experiential Itinerant Teacher will visit 8-10 elementary schools and provide woodworking and/or culinary programming to Intermediate students by June 2018. We will also provide culinary kits for use by schools who have had prior culinary and safe food handling instruction.





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Status: ● On Target ● Making Progress ● Needs Further Attention

Areas of Focus	Timelines	Status	Evidence of Success
Polson Park Public School and Selby Public School received Experiential Learning Grants to engage in special projects for the 2017/18 school year.	September 2017 – June 2018	●	Students will engage in experiential learning projects that are differentiated to their learning needs, based on an inquiry question.





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# Action Plan W1.1 Healthy Schools

**GOAL:** To improve student achievement and well-being, we will implement positive physical, mental and emotional health strategies.

**RESPONSIBILITY:** Associate Superintendents Scot Gillam, Alison McDonnell and Stephanie Sartor

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Establish a Daily Physical Activity Team by Family of Schools to provide professional learning for educators in order to support further implementation of DPA for all elementary students.	September 2017 – June 2018	●	Daily Physical Activity Teams will engage in professional learning related to DPA by January 31, 2018.  DPA Teams will lead professional learning for primary, junior and intermediate educators in elementary schools by June 30, 2018.
In partnership with Kingston Gets Active and Queen's University, an educator from every LDSB school will engage in professional learning to enhance understanding and benefits of quality Physical Education for all K-12 students.	September 2017 - September 2020	●	As per the agreement with Kingston Gets Active and Queen's University, all LDSB schools will receive professional learning related to Physical Education over a three-year period, ending September 2020.





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Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
In partnership with the Lifesaving Society of Canada, the Limestone DSB will provide additional opportunities for students to build swimming survival skills for students with low pass rates.	January 2018 - June 2018	●	As an enhancement to the Grade 3 Swim to Survive program, schools with lower Swim to Survive success rates will be provided the opportunity to participate in a Swim to Survive program with Grade 7 students.
Work with KFL& A Public Health to support their Healthy Kid Challenges: Drinking More Water, Increased Healthy Eating & Reducing Screen Time	September 2017 - June 2018	●	At least one drinking fountain in every LDSB school by June 2018. Add 6 Culinary Kits to support healthy cooking/eating in LDSB Intermediate Classrooms by June 2018. Retrofit at least 4 school kitchens for proper culinary teaching by September 2018. Support KFL & A Campaign for reduced screen time via LDSB Website and Twitter and school newsletters/messaging until June 2018.
Implementation of PPM 161, Supporting Children and Students with Prevalent Medical Conditions (Anaphylaxis, Asthma, Diabetes, and/or Epilepsy) in schools.	March 2018 - June 2018	●	Development of a board wide procedure for Prevalent Medical Conditions including a plan of care and annual training for school staff.





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Strategic Action Plan: 2017 – 2018

W1.2 Mental Health

Spring 2018 Update

## Action Plan W1.2 Mental Health

**GOAL:** To improve student achievement and well-being, we will implement positive physical, mental and emotional health strategies.

**RESPONSIBILITY:** Associate Superintendents Alison McDonnel, Scot Gillam and Superintendent Andre Labrie

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Focus on building social-emotional learning skills through innovative, evidenced informed programming.	September 2017 – June 2018	●	Implementation of Fun Friends in primary classrooms. Implementation of Roots of Empathy across K-8 classrooms.
Pilot the implementation of a whole school approach to trauma informed practices at J.G. Simcoe, Rideau Heights and Molly Brant.	September 2017 - June 2018	●	Summer Institute on trauma informed practices offered to all staff. On-going collaboration and monthly school consultations with Dr. Sian Phillips. Half day of training on trauma informed practices by Dr. Sian Phillips for new school staff. Data collection on efficacy of trauma informed practices by Dr. Sian Phillips.
Strengthen engagement of students, families, staff and the community through expansion of the Mental Health Leadership Team.	September 2017 -June 2018	●	Development of Terms of Reference. Inclusion of student, community and family voice on Mental Health Leadership Committee.

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Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Collaborate with community mental health partners to strengthen a system of care for students at risk.	September 2017 - June 2018	●	<p>Development of new comer mental health resources.</p> <p>Secondary school teams are trained in Applied Suicide Intervention Skills (ASIST).</p> <p>Intermediate teachers are trained in Safe Talk (suicide prevention).</p>
Provide professional learning opportunities to administrators to build capacity in creating and leading mentally healthy schools.	September 2017 – June 2018	●	Principals and Vice Principals will engage in professional learning related to Leading Mentally Healthy Schools-A Resource for School Administrators; School Planning for Sustainable Practices in Mental Health and Well-Being and School Mental Health Decision Support Tool.
Human Resources is working with Mental Health Lead to see how LDSB can leverage internal resources and access external resources to support staff wellness	September 2017 – June 2018	●	In the beginning stages. One meeting has been held with a follow up meeting scheduled for June to review resources, communication and implementation strategies for the 2018-2019 school year.





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Strategic Action Plan: 2017 – 2018

W1.3 Outdoor Education

Spring 2018 Update

## Action Plan W1.3 Outdoor Education

**GOAL:** To improve student achievement and well-being, we will implement positive physical, mental and emotional health strategies.

**RESPONSIBILITY:** Superintendent Krishna Burra

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Maximizing Student Safety and ensuring compliance with OPHEA and Ministry guidelines/ expectations for student safety.	September 2017 – June 2018	●  ●	Review of Administrative Procedure 260 to ensure alignment and/or compliance with OPHEA guidelines.  Participation in Ministry Review of Outdoor Education Safety Procedures.  Compliance with Ministry expectations regarding Outdoor Education Safety.
Providing and/or enhancing Outdoor Education spaces at the Gould Lake Outdoor Education Centre.	September 2017 – June 2018	●	Occupancy and setting up of indoor learning spaces at the Gould Lake Outdoor Education Centre to ensure warm spaces for winter activities.
Increasing the online presence for Outdoor Education in Limestone for communications, promotion, and celebratory purposes.	September 2017 – June 2018	●	Creation and/or enhancement of social media presence on Twitter, YouTube, and Instagram.  Utilization of the new website design to enhance communications related to Outdoor Education.

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Strategic Action Plan: 2017 – 2018

W1.3 Outdoor Education

Spring 2018 Update

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Continued infusion of Indigenous Education into existing K-12 curriculum programs at the Gould Lake Outdoor Education Centre.	September 2017 – June 2018	●	Further collaboration between the Katarokwi Learning Centre and GLOC. Capacity building for Outdoor Education staff Further enhancement of the presence of Indigenous Education at the GLOC. Participation in Indigenous Education initiatives available in LDSB. Providing professional learning to other K-12 Educators related to Indigenous Education and Outdoor Education.
Increased awareness of Gould Lake Outdoor Education programs and the Outdoor Leadership Program Bursary.	September 2017 – June 2018	●	Review and enhancement of existing communication related to both.





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Strategic Action Plan: 2017 – 2018

W2.1 Accessibility

Spring 2018 Update

## Action Plan W2.1 Accessibility

**GOAL:** To improve student achievement and well-being, we will promote diversity and foster a sense of belonging (cultivate, nurture).

**RESPONSIBILITY:** Associate Superintendent Alison McDonnell and Superintendents Andre Labrie and Paul Babin

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Strengthen engagement of students through expansion of membership on the Accessibility Committee.	February 2018	●	Strengthen engagement of students through expansion of membership on the Accessibility Committee.
Improve process for receiving feedback related to accessibility.	September 2017 – June 2018	●	An on-line feedback form will be linked to the Board website and used to collect feedback from the public related to accessibility issues.
Removal of physical barriers through renovations and new school builds.	September 2017 – June 2018	●	Installation of accessibility features in new builds as per AODA requirements (e.g., new Kingston Secondary School) and renovation to existing structures as required.
Promote equity of opportunity and inclusion of all students to access experiential learning opportunities.	September 2017 – June 2018	●	Creation of an addendum (checklist) to AP 260, Out of School Activities to include accessibility considerations when planning a field trip.

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Strategic Action Plan: 2017 – 2018

*W2.1 Accessibility*

Spring 2018 Update

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Increase accessibility to literature and professional resources through the use of technology.	September 2017 – August 2018	●	LDSB will partner with eastern Ontario boards of education to implement an E-library consortium for access to all student and staff.

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## Action Plan W2.2 Equity and Inclusion

**GOAL:** To improve student achievement and well-being, we will promote diversity and foster a sense of belonging (culture, nurture).

**RESPONSIBILITY:** Superintendents Michèle Babcock, Andre Labrie and Associate Superintendent Scot Gillam

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Implementation of the Ministry of Education Action Plan (3-year plan).	September 2017 – June 2018	●	Training for School Administrators with Equity Consultant.
Ongoing professional learning in Equity and inclusive Education.	September 2017 – June 2018	●	Professional Activity Days and Staff Meetings include professional learning activities and resources for staff.
Review of AP 105 and AP 106 to align with current OHRC.	September 2017 – June 2018	●	Procedures updated November 2017.
Create an Equity Advisory Committee to support direction for the District (3-year plan).	September 2017 – June 2018	●	The Equity Advisory Committee will meet regularly to advise and support the District on the implementation of the Equity Action Plan.





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Strategic Action Plan: 2017 – 2018 *W2.2 Equity and Inclusion*

Spring 2018 Update

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
One day conference for Student Voice.	Spring 2018	●	Students from each secondary school will come together to share their educational journey regarding their sense of belonging. Students will provide data to be used to inform future planning.

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Strategic Action Plan: 2017 – 2018 *W2.3 International Education & Second Language Development* Spring 2018 Update

# Action Plan W2.3 International Education and Second Language Development

**GOAL:** To improve student achievement and well-being, we will promote diversity and foster a sense of belonging (culture, nurture).

**RESPONSIBILITY:** Superintendents Krishna Burra and Michèle Babcock

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
<b>International Education</b>			
International Student Enrolment.	September 2017 – June 2018	●	Maintaining or increasing current levels of student enrolment from a range of countries.
Assessing International Students experiences in LDSB.	September 2017 – June 2018	●	Development and piloting of an 'exit survey' for students leaving LDSB after the 2017-18 school year. The focus of the survey will be on the quality of the learning experience and their well-being.
Seeking additional funding sources and partnerships to support International students.	September 2017 – June 2018	●	Applying for additional Ministry funds focused on building educator capacity related to International students and/or English as a Second Language learners.

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Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Seeking additional funding sources and partnerships to support International students. <i>[Continued...]</i>	September 2017 – June 2018	●	Continuing to foster and promote additional partnerships with Education sector partners to enhance our promotional efforts and support International student pathways.
<b>English as a Second Language</b>			
Increase teacher capacity to program for students with ESL needs.	September 2017 -- June 2018	●	Develop an ESL focused website using the Minds Online platform to provide supports for teachers in order to program effectively for students with ESL needs.
Creating a K-12 ESL continuum of support for educators.	January 2018 -- June 2018	●	Engage in a Ministry project that builds teacher capacity to use the OLLB continuum to modify programming in order to meet the needs of ESL/ELD students.
<b>French as a Second Language</b>			
Increase student confidence in listening and speaking French (Three-year FSL plan).	September 2017 – June 2018	●	Teachers will engage in professional learning focused on listening and oral language strategies to promote competence and proficiency.

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Increase the number of students remaining in FSL programs (Core and Immersion) (3-year FSL plan).	2017 – 2020	●	FSL Consultant(s) will engage Elementary Immersion students in focus groups to gather data regarding how/why students remain in FSL learning.
To promote parent and student engagement in FSL. (3-year FSL plan).	September 2017 – June 2018	●	Administrators will be provided with monthly FSL newsletter inserts to support parent engagement and cultivate knowledge building.
Educators and students will build capacity in using metacognition strategies.	September 2017 – June 2018	●	Teachers will engage in professional learning through CEFR Regional sessions to build capacity regarding strategies for educator and student metacognition.





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# Action Plan W3.1 Health and Safety

**GOAL:** To improve student achievement and well-being, we will provide safe, inclusive and respectful learning environments.

**RESPONSIBILITY:** Associate Superintendent Scot Gillam and Superintendents Andre Labrie and Paul Babin

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Lynne Rousseau, Educational Services and Safe Schools Liaison Coordinator and Associate Superintendent Scot Gillam will conduct Safety Audits to support schools and/or classroom.	September 2017 – June 2018	●	Safety Audits will be completed for schools and/or classrooms as identified by school administration and/or the Joint Health and Safety Committee by June 28, 2018.
Human Resources is reviewing software options aimed at streamlining the reporting process for workplace violence and workplace injuries.	September 2017 – June 2018	●	Health and Safety Coordinator is reviewing available software platforms to see which will meet the needs of LDSB.





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# Action Plan W3.2 Safe Schools Prevention and Intervention

**GOAL:** To improve student achievement and well-being, we will provide safe, inclusive and respectful learning environments.

**RESPONSIBILITY:** Associate Superintendent Scot Gillam

Status: ● On Target ● Making Progress ● Needs Further Attention

Actions	Timelines	Status	Evidence of Success
Continue to work with Community Partners on the reaffirmation of our commitment to the Community Threat Assessment Process.	September 2017 – June 2018	●	Community Threat Assessment Protocol Level 2 Training will be provided to LDSB staff, and our Community Partners by Kevin Cameron, Executive Director of the Canadian Centre for Threat Assessment and Trauma Response by June 2018.
Work with our Police Board Protocol Partners to ensure that our policies and procedures are continually adapting to new laws and legislation.	September 2017 – June 2018	●	Review and update Police Board Protocol with local Police Forces and LDSB staff. Provide new staff with information and training on the Protocol by June 2018.





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Strategic Action Plan: 2017 – 2018

W3.3 Capital Improvements

Spring 2018 Update

## Action Plan W3.3 Capital Improvements

**GOAL:** To improve student achievement and well-being, we will provide safe, inclusive and respectful learning environments.

**RESPONSIBILITY:** Superintendent Paul Babin

Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Receive Ministry approval to award New Kingston Intermediate/Secondary School contract and begin construction.	September 2017 – June 2018	●	<p>Ministry approval received in September 2017 and construction contract successfully negotiated with low bidder, Bondfield Construction.</p> <p>Acquisition of Kingscourt Public Library site in October 2017 allowing Bondfield Construction to begin construction activity on the Kirkpatrick /Lyons Street property (former QECVI location) shortly thereafter.</p> <p>New Kingston Intermediate/Secondary School groundbreaking ceremony held on October 20, 2017.</p>
Seek Board approval of 10 Year Capital School Renewal Project Plan.	September 2017 – June 2018	●	<p>Trustees approved the 10-Year Capital Plan in October 2017, including over \$18.M to be invested in schools across our district for the 2017-2018 school year.</p> <p>The approved project plan highlighting school renewal projects by school or various schools is posted on the Board's website.</p>

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Status: ● On Target ● Making Progress ● Needs Further Attention			
Actions	Timelines	Status	Evidence of Success
Seek Board approval of 10 Year Capital School Renewal Project Plan. <i>[Continued...]</i>	September 2017 – June 2018	●	Facility Services staff together with engineering consultants are beginning the detail specifications for the renewal projects such that tenders can be issued in spring 2018 and contract awarded for construction work to begin in spring/summer 2018.
Construct childcare spaces for families.	September 2017 – June 2018	●	In the fall of 2016, the Ministry approved two early years capital priority retrofit projects to serve families from the Napanee and Cloyne communities.  The two retrofit projects are at Prince Charles Public School and the North Addington Education Centre (NAEC).  The project at The Prince Charles was completed in 2016 and childcare operations began shortly thereafter.  The design work for the retrofit project at NAEC is underway. Once the project is completed, NAEC will house specialty spaces for infant, toddler and preschool childcare.  Operations of the NAEC childcare is anticipated to begin in September 2019.

