

# Strategic Plan: Year 3 of 5 Year Plan

Key Initiatives for 2011-2012 – Detailed Plan



*Our mission is to prepare students to face a changing world as life long learners and informed, responsible citizens, within a safe, inclusive and dynamic environment*

Limestone District School Board: *Success for All*

October 2011

*LDSB Strategic Plan: Year 3 of 5 Year Plan*

**GOAL 1: Improve Achievement and Success for All Students.**

*The Limestone District School Board is fully committed to the goals of improving achievement for all students and closing the achievement gap for particular groups of students, as established by the Ministry of Education.*

<b>Lead Personnel</b>	<ul style="list-style-type: none"><li>• Director of Education</li><li>• Superintendent of Education, Elementary</li><li>• Superintendent of Education, Secondary</li><li>• Supervising Principal of Student Success</li><li>• Supervising Principal of Special Education</li><li>• Supervising Principal of School Effectiveness</li></ul>
<b>Communication of Progress</b>	<ul style="list-style-type: none"><li>• Education/Human Resources Committee</li><li>• Mid-Year Strategic Directions Report</li></ul>

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>1.1 Student success and achievement levels will be increased.</p>	<p>1.1.1 The goals of <i>Reach Every Student: Energizing Ontario Education</i> and the Limestone District School Board Improvement Plan for increasing overall achievement in language and mathematical literacy, as reflected on school based and provincial assessments, are met or exceeded.</p>	<p>1.1.1a Provide job-embedded professional learning for elementary teachers and administrators with a focus on critical thinking skills through collaborative inquiry to increase student achievement in reading and writing through the Student Achievement Division Initiatives.</p> <p>1.1.1b Provide job-embedded professional learning for elementary teachers and administrators with a focus on communication, application and problem solving skills through collaborative inquiry to increase student achievement in mathematics through the Student Achievement Division Initiatives.</p> <p>1.1.1c Increase instructional leadership capacity for all elementary administrators in the areas of literacy and mathematics through the <i>Leading Student Achievement Project</i>.</p> <p>1.1.1d Provide support to eight elementary schools through the District Review process.</p> <p>1.1.1e Initiate and use data from the student, staff and parent “Tell Them From Me” survey for school improvement planning.</p> <p>1.1.1f Establish Parenting and Family Literacy Centres in three elementary schools in accordance with the MOE’s criteria and implementation plan.</p> <p>1.1.1g Teachers and administrators will explore and use differentiated instructional strategies to meet the needs of all learners.</p> <p>1.1.1h Secondary success teams will expand the use of differentiated instruction through assistive technology in their schools.</p> <p>1.1.1i Members of the secondary program team will facilitate discussions with administrators and teacher leaders from all schools to help develop school improvement plans, and to align school and board improvement plans.</p> <p>1.1.1j School monitoring visits will take place twice per year at each secondary school to provide support in monitoring the implementation of strategies for school improvement, and of student outcomes.</p> <p>1.1.1k All secondary schools will administer the ‘Tell Them From Me’ student, parent and teacher surveys. The results of these surveys will inform the needs assessment of school improvement plans, and will be used to supplement monitoring actions at each school.</p> <p>1.1.1l School support visit guidelines will be created in alignment with the School Effectiveness Framework and piloted in one secondary school.</p> <p>1.1.1m Instructional Coaching capacity will be expanded by increasing the overall number of Instructional Coaches in the LDSB in the areas of mathematical and language literacy. Coaches will continue to support teachers’ use of high yield instructional and assessment strategies in the area of mathematical and language literacy.</p> <p>1.1.1n Secondary teachers will explicitly teach higher-order thinking skills through the gradual release</p>
--	---	---

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

	<p>1.1.2 Credit Accumulation: At least 85% of students working towards a high school diploma earn fifteen credits by the end of grade 10.</p> <p>1.1.3 Graduation Rate: At least 85% of students working towards a high school diploma graduate within five years.</p> <p>1.1.4 The goals of <i>Reach Every Student: Energizing Ontario Education</i> and The Limestone District School Board Improvement Plan are met or exceeded for reducing achievement gaps for specific student populations including special education, gender, Aboriginal, and applied programming.</p>	<p>of responsibility model.</p> <p>1.1.1o Secondary mathematics teachers will focus on using instructional strategies and assessment tools that engage students in the seven mathematical processes. Teachers of grade nine applied mathematics will network both through an on-line conference and through face to face collaboration, to share instructional and assessment strategies with an emphasis on open questions that engage students in the mathematical processes.</p> <p>1.1.1p Promote the use of blended learning (the use of online learning materials through the eLearning Consortium) for grades 7-12 and in particular in grades 7-10 mathematics through the resource "Homework Help" website with an emphasis on alignment with <i>Growing Success</i> and Board-wide Assessment and Evaluation Procedures.</p> <p>1.1.2a Elementary and Secondary English teachers (7-10) will work collaboratively to plan for, use, and evaluate instructional strategies and assessment tools that improve student engagement.</p> <p>1.1.2b The Ministry Re-Engagement initiative focusing on 12, 12+ "late leavers" will be continued</p> <p>1.1.3a Success teams at all schools will ensure implementation of expanded opportunities timelines and activities (Focus Programs, Coop, Dual Credits, OYAP, SHSM and Alternative Programming)</p> <p>1.1.3b Support for student achievement will continue through student engagement initiatives, including student forums, and the use of <i>Tell Them From Me</i> student survey data in school improvement planning.</p> <p>1.1.3c Liaise with Queen's University and St. Lawrence College to enhance learning opportunities and pathway destinations for students.</p> <p>1.1.4a Elementary school based teams, Secondary success teams and Educational Services staff will adopt and implement the Tiered Approach to Interventions as a framework for planned supports.</p> <p>1.1.4b Provide alternative school for Aboriginal students in cooperation with the Katarokwi Native Friendship Centre to reduce achievement gaps.</p> <p>1.1.4c Success teams in all schools will ensure the implementation of transitions timelines and activities for Gr. 7-12 (sharing form, student profile development, caring adult, orientation, timetable, mentoring, and career awareness).</p>
--	---	---

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>1.2 Implement the <i>Full-Day Learning For 4 and 5 Year Olds</i> initiative as per Ministry direction.</p> <p>1.3 Enhance learning through the arts and technology in the elementary panel.</p>	<p>1.2.1 The <i>Full-Day Learning for 4 and 5 Year Olds</i> initiative is fully implemented within the parameters established by the Ministry of Education.</p> <p>1.3.1 There are an increased number of specialist teachers delivering arts and technology programming in elementary schools.</p>	<p>1.2.1a Educational Services will continue to support the special education needs of students in FDK classrooms through the Students with Special Needs Transition protocol and the Early Learning Team.</p> <p>1.2.1b Implement recommendations for Full-Day Early Learning – Kindergarten Programs in eight additional schools, as identified in Phase 3 of the MOE’s 5 Year Plan.</p> <p>1.3.1a Continue to work with elementary Principals and teachers to extend Primary Core French and Music Teacher Specialists in elementary schools</p> <p>1.3.1b Provide professional Learning to elementary teachers interested in integrating more technological education in their classrooms.</p>
--	---	--

*LDSB Strategic Plan: Year 3 of 5 Year Plan*

**GOAL 2: Foster Health and Wellness in Safe Environments for Students and Staff.**

*For the public to have confidence in our education system, and for staff and students to feel safe and comfortable working and learning, school environments must be respectful, inviting and inclusive.*

<b>Lead Personnel</b>	<ul style="list-style-type: none"><li>• Superintendent of Human Resources</li><li>• Supervising Principal of Human Resources</li><li>• Assistant to the Director and Safe Schools</li><li>• Supervising Principal of Special Education</li></ul>
<b>Communication of Progress</b>	<ul style="list-style-type: none"><li>• Joint Health and Safety Committee Reports</li><li>• Education/Human Resources Committee</li><li>• Special Education Advisory Committee</li><li>• Mid-year Strategic Directions Report</li><li>• KFL&amp;A Medical Officer of Health</li></ul>

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>2.1 Improve educational programs and increase support strategies for at risk students.</p>	<p>2.1.1 Staff in all schools utilize effective progressive discipline strategies, including the <i>Mediating by Empowering with Nurturing Dialogue</i> (MEND) restorative approach.</p> <p>2.1.2 Students receiving Community Threat Assessments are those most at risk of harm to self or others</p> <p>2.1.3 Students identified as hard to serve successfully complete the academic components of their programs as measured by credit accumulation. Students who have been expelled successfully complete the academic and non-academic components of their programs.</p> <p>2.1.4 Limestone District School Board policies, protocols and procedures for safe and inclusive environments reflect best practices, and align with legislation and new or revised MOE policy/procedure memoranda.</p>	<p>2.1.1a Provide support for schools in utilizing MEND (restorative practices) approaches by providing Level 1 training opportunities to all staff, level 2 to administrators and central support staff, and an enhanced refresher level 1 for staff previously trained.</p> <p>2.1.1b Provide ongoing prevention/intervention support for schools through workshops with students and/or staff.</p> <p>2.1.1c Provide ongoing support for schools to attain MEND certification.</p> <p>2.1.1d Continue to model and provide opportunities that help students to develop positive character traits, inclusive attitudes, citizenship, and global awareness.</p> <p>2.1.2 Track data for students receiving threat assessments, including correlating threat assessment data with suspension/expulsion data.</p> <p>2.1.3a Track academic, non-academic, and attendance components of the Student Action Plans (SAPs) for completion and outcomes. Continue transition support for students who have been expelled.</p> <p>2.1.3b Initiate professional development and utilization of collaborative problem solving paradigm as outlined in Dr. Ross Greene's book <i>Lost at School</i> to try to better meet the needs of our students identified as hard to serve</p> <p>2.1.3c The Limestone Training Centre for youth will host certification training for students in at-risk situations.</p> <p>2.1.4a Continue to support the establishment of Safe Schools Teams in every school and the inclusion of a Safe Schools goal in the School Improvement Plan (School Climate)</p> <p>2.1.4b Create a LDSB Safe and Caring Schools Committee with representation from schools, central staff, and community partners.</p> <p>2.1.4c Complete Police/Board Protocol training with staff and police partners.</p> <p>2.1.4d Provide training to administrators and central support staff regarding updates to the Community Threat Assessment Protocol.</p> <p>2.1.4e Review existing bullying prevention/intervention methods across the district and provide support to schools and staff to implement effective, research-based strategies.</p> <p>2.1.4f Conduct climate surveys for all elementary and secondary students (gr. 4-12)</p> <p>2.1.4g Engage parents regarding safe schools initiatives in the district through family of schools.</p> <p>2.1.4h Review Administrative Procedure 260 regarding out of school activities to ensure alignment with OPHEA guidelines, and provide support documentation to the system regarding high-risk activities.</p>
---	--	---

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>2.2 Increase support for healthy working and learning environments and implement wellness strategies for staff and students.</p>	<p>2.2.1. Recommendations from the MOE Equity and Inclusion Strategy are implemented system-wide.</p> <p>2.2.2 Review of policies and practices related to harassment, violence and human rights is completed and implemented system wide.</p> <p>2.2.3 The implementation schedule of Ont. Reg. 429/07 <i>Accessibility for Ontarians with Disabilities Act, 2005</i> is met or exceeded.</p> <p>2.2.4 Statistical analysis and participant surveys show that employees accessing the Employee Assistance Program (EAP) and Employee Attendance Support Services are satisfied with the support and service.</p> <p>2.2.5 Use of Employee Attendance Support Program has increased and employee group attendance statistics meet or exceed provincial averages.</p> <p>2.2.6 Limestone District School Board Pandemic Response Plan is communicated and implemented.</p> <p>2.2.7 Limestone District School Board healthy living initiatives are successfully promoted, implemented, completed and monitored.</p>	<p>2.2.1a Review existing positive employment practices that support equitable hiring, mentoring, retention, promotion, and succession planning.</p> <p>2.2.1b Provide ongoing opportunities for students, administrators, teachers, support staff, and trustees to participate in equity and inclusive education training and leadership initiatives.</p> <p>2.2.1c Establish processes that include performance indicators to monitor progress and assess the effectiveness of policies, programs, and procedures related to equity and inclusion.</p> <p>2.2.2 Train new employees through orientations and ensure existing staff review requisite procedures, including Respect in the Workplace, Violence in the Workplace, Safe Schools and Sabrina's Law annually, tracking compliance through e-training site.</p> <p>2.2.3a Continue to provide staff training on Accessibility modules utilizing site based staff meetings and electronic media, and embed training into new employee orientations.</p> <p>2.2.3b Establish procedures, and provide training and resources related to the Integrated Accessibility Standards for Transportation, Information and Communications and Employment under the Accessibility for Ontarians with Disabilities Act, 2005.</p> <p>2.2.4 Continue to monitor the contract with Family Services Employee Assistance Program.</p> <p>2.2.7a Monitor attendance on a case by case basis, with action taken as warranted. Focus attention on employee groups with higher than average absentee statistics with an intent to decrease absenteeism in these areas.</p> <p>2.2.7b Continue to provide resources to schools to support AP 210 Creating a Healthy School Nutrition Environment.</p>
---	--	--

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

		<p>2.2.7c Continue the implementation and training process for a minimum of 10 AEDs (Cardiac Automated External Defibrillators) by 2011-2012.</p> <p>2.2.7d Continue annual anaphylaxis training for staff as required by Sabrina's law.</p> <p>2.2.7e Extend training on the provincial Food and Beverage Nutrition procedure, support and monitor implementation.</p> <p>2.2.7f The Joint KFL&amp;A Public Health / LDSB work team will assess school needs to ensure targeted supports and training will be provided by KFL&amp;A Public Health.</p> <p>2.2.7g Provide system support for Healthy Living initiatives such as grade 5 and 9 Activity Pass, Grade 3 Swim to Survive, Daily Physical Activity (DPA), Employee Wellness Committee.</p>
--	--	---

*LDSB Strategic Plan: Year 3 of 5 Year Plan*

**GOAL 3: Ensure Fiscal Responsibility and Further Develop the Efficient Use of Resources.**

*In the Limestone District School Board, we believe that the organizational support services and operations of the Board must support and align with our educational goals of increasing achievement and success for all students. During a time when declining student enrolment is a local and provincial reality, and when finances are finite within an increasingly challenging economy, the Limestone District School Board strives to make both efficient and effective use of all resources.*

<b>Lead Personnel</b>	<ul style="list-style-type: none"><li>• Superintendent of Business Services</li><li>• Superintendent of Human Resources</li><li>• Supervising Principal of Special Education</li><li>• Supervising Principal of Student Success</li></ul>
<b>Communication of Progress</b>	<ul style="list-style-type: none"><li>• Education/Human Resources Committee</li><li>• Property / Operations Committee</li><li>• Mid-Year Strategic Directions Report</li><li>• Special Education Advisory Committee</li></ul>

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>3.1 The Limestone District School Board will complete internal reviews of operational systems and processes, including those in Tri-Board Transportation, Human Resources (HR), Educational Services, and Finance (budget, audit, purchasing, accounting, and non-Board funds) to reflect legislative changes and the recommendations with MOE Operational Reviews.</p> <p>3.2 The Limestone District School Board will establish long term plans for the alignment and continuous renewal of operational and educational technology.</p>	<p>3.1.1 Processes for Educational Services, Financial Services (budget, audit, purchasing, accounting and non-board funds), Tri-Board Transportation, Planning and Human Resources (HR), reflect best practices and legislative changes and are aligned with recommendations from the MOE Operational Review.</p> <p>3.2.1 A multi-year plan for the renewal of operational and educational technology is implemented system-wide.</p>	<p>3.1.1a Complete implementation of e-Funds software for school councils.</p> <p>3.1.1b Align board and school procedures and practices with Ministry Fee and Fundraising Guidelines.</p> <p>3.1.1b Develop a process and criteria for the systemic collection of data related to schools fees and fundraising.</p> <p>3.1.1c Develop new overarching Purchasing Policy and complete review of current administrative procedure for Purchasing and update in accordance with new Supply Chain Guideline.</p> <p>3.1.1d Complete review of current administrative procedure for Travel and Business Expenses and update in accordance with new Broader Public Sector guidelines.</p> <p>3.1.1e Complete review of current administrative procedure for Hospitality and update in accordance with new Broader Public Sector guidelines.</p> <p>3.1.1f Prepare for and facilitate Regional Internal Audit review of Compensation, Pay, Benefits and Timekeeping.</p> <p>3.1.1g Complete bus route optimization review for additional selected groups of schools and reconfigure bus routes as appropriate.</p> <p>3.1.1h Develop detailed RFP documents for tendering of bus routes in summer/fall of 2012.</p> <p>3.2.1a Continue existing ITS pilots at Westdale Park PS, Napanee DSS, Perth Road PS, Sydenham PS and Secondary School Applied Math. ITS will continue to support these projects and to assist the Program Team in evaluation of these projects.</p> <p>3.2.1b ITS will continue to provide ongoing support for students with SEA (Specialized Equipment Allocation) claims.</p> <p>3.2.1c Implement Active Directory, new core Servers, SCCM, SCOM, FIM, Live@EDU and pervasive wireless in all schools over the next two years. In Year One, secondary schools will be the priority and will all be completed by end of the school year. Elementary schools will be completed as time and budget permits throughout year one and year two, with the plan to complete at least 10 schools by the end of June. This project will address the infrastructure needs of technology support in schools.</p> <p>3.2.1d Purchase laptops for administrators based on 4 year refresh cycle (1/4 of systems purchased in 2011/12).</p> <p>3.2.1e Develop communications and implementation plan to support a <i>Bring Your Own Device</i> (BYOD) pilot program in a secondary school.</p> <p>3.2.1f Investigate feasibility of alternative devices to access existing and enhanced electronic resources for students.</p> <p>3.2.1g Develop and implement Employee Purchase Program for computers.</p> <p>3.2.1h Implement WAN improvements to increase the speed of the Internet and school site access.</p>
--	---	---

*LDSB Strategic Plan: Year 3 of 5 Year Plan*

**GOAL 4: Develop and Improve Work Practice and Leadership through Professional Learning.**

*In the Limestone District School Board, we believe that the Board and staff share the responsibility to model lifelong learning, teamwork, continual improvement and professional learning. Every staff member is valuable and essential to fostering high quality public education.*

<p><b>Lead Personnel</b></p>	<ul style="list-style-type: none"> <li>• Director of Education</li> <li>• Assistant to the Director and Safe Schools</li> <li>• Supervising Principal of Special Education</li> <li>• Superintendent of Business Services</li> <li>• Superintendent of Human Resources</li> <li>• Supervising Principal of Human Resources</li> <li>• Superintendent of Education, Secondary</li> <li>• Superintendent of Education, Elementary</li> <li>• Supervising Principal of Student Success</li> <li>• Supervising Principal of School Effectiveness</li> </ul>
<p><b>Communication of Progress</b></p>	<ul style="list-style-type: none"> <li>• Education/Human Resources Committee</li> <li>• Special Education Advisory Committee</li> <li>• Mid-year Strategic Directions Report</li> </ul>

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>4.1 The Limestone District School Board will provide professional learning, training or development for all employees related to the Board's strategic direction.</p>	<p>4.1.1 Departmental records and employee appraisals demonstrate that all employees engaged in professional development or training related to the Board's strategic direction.</p>	<p>4.1.1a Provide professional learning to support secondary teachers and administrators in language literacy and mathematical literacy with an emphasis on the collaborative backward design and the development of learning goals, success criteria, descriptive feedback, effective questioning, student engagement, and problem solving through the use of high yield instructional and assessment strategies.</p> <p>4.1.1b Provide professional learning to instructional coaches, new teacher mentors, and administrators based upon current research in the area of instruction, assessment, and evaluation.</p> <p>4.1.1c Provide professional learning to teachers related to differentiated instruction and Aboriginal education as part of the NTIP professional learning series.</p> <p>4.1.1d Embed technology expectations in all professional learning where appropriate.</p> <p>4.1.1e Provide professional learning to support new staff through the New Teacher Induction Program.</p> <p>4.1.1f Provide professional learning to elementary teachers on Aboriginal education around <i>Teacher's Toolkit</i> and <i>Getting to Know Turtle Island</i>.</p> <p>4.1.1g Provide professional learning for secondary teachers of geography and English on the inclusion of Aboriginal content into curriculum.</p> <p>4.1.1h Student Success Teachers, Guidance Teachers and Learning Support Teachers will participate in professional learning related to Differentiated Instruction through Assistive Technology.</p> <p>4.1.1i Provide professional learning to support elementary teachers and administrators in literacy and mathematics with an emphasis on assessment for learning, accountable talk, rich instructional tasks and scaffolding guided practice through the Student Achievement Division Initiatives</p> <p>4.1.1j Provide leadership training for support staff supervisors/managers and coordinators, including: performance management, progressive discipline, attendance support, recruitment and selection, project management, team building, leadership, and change management.</p> <p>4.1.1k Continue to encourage and support staff, at all levels, to pursue professional development opportunities that support the Board's strategic direction and track professional development through Human Resources and/or departmental supervisors.</p> <p>4.1.1l Provide professional learning to support newly appointed administrators in the Administrator Mentoring program.</p> <p>4.1.1m Provide professional learning to support Teacher/ECE teams to implement the recommendations regarding the Full-Day Early Learning – Kindergarten Program.</p> <p>4.1.1n Provide professional learning to support the Manager and Parent Facilitators of the Parenting and Family Literacy Centres to implement recommendations in accordance with Ministry requirements.</p>
--	--	---

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>4.2 The Limestone District School Board will provide professional learning, training or development for Trustees related to the Board's strategic direction.</p> <p>4.3 The Limestone District School Board will provide professional learning, training and development for Senior Staff related to the Board's strategic direction.</p>	<p>4.1.2 All teachers, administrators and educational assistants will participate in in-service on <i>Learning For All K-12</i>.</p> <p>4.2.1 Trustees will be current and informed on relevant issues</p> <p>4.3.1 Senior Staff and Managers will demonstrate they are current and informed on relevant issues.</p>	<p>4.1.2a Continue to provide professional learning and training opportunities around Learning for All K-12, including differentiated instruction.</p> <p>4.3.1 Senior staff and managers will remain active in their professional associations, and will attend relevant conferences, teleconferences and professional learning in the areas that support Provincial and Board priorities and individual responsibilities.</p>
--	--	---

**LDSB Strategic Plan: Year 3 of 5 Year Plan**  
**GOAL 5: Prepare for Future System Changes and Plan for Environmental Sustainability.**

*In the Limestone District School Board, we believe it is an important responsibility to be proactive in preparing for an economically and environmentally sustainable future, by planning for effective and efficient environments in which to work and learn.*

<p><b>Lead Personnel</b></p>	<ul style="list-style-type: none"> <li>• Director of Education</li> <li>• Assistant to the Director and Safe Schools</li> <li>• Superintendent of Business Services</li> <li>• Superintendent of Education, Secondary</li> <li>• Superintendent of Education, Elementary</li> <li>• Supervising Principal of Safe Schools</li> <li>• Superintendent of Human Resources</li> <li>• Supervising Principals of Human Resources</li> </ul>
<p><b>Communication of Progress</b></p>	<ul style="list-style-type: none"> <li>• Environmental Sustainability Committee</li> <li>• Education/Human Resources Committee</li> <li>• Property / Operations Committee</li> </ul>

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>5.1 Meet or exceed the requirements of the MOE environmental education direction document <i>Acting Today, Shaping Tomorrow</i></p>	<p>5.1.1 Environmental sustainability strategies and education are implemented in all buildings throughout the district.</p> <p>5.1.2 An Environmental Sustainability Procedure is developed and implemented district wide.</p>	<p>5.1.1a Continue with implementation of water filling station installations at additional elementary and secondary school sites throughout the district.</p> <p>5.1.1b Continue to implement additional energy management capital projects in accordance with energy audit recommendations.</p> <p>5.1.1c Continue to support schools' participation in EcoSchools certification process.</p> <p>5.1.1d Environment sustainability contacts will be identified in all schools.</p> <p>5.1.1e Select elementary and secondary schools engage in waste reduction programmes.</p> <p>5.1.1f Provide Environmental sustainability text resources through FirstClass.</p> <p>5.1.2a Provide central staff support to schools to facilitate the implementation of The Environmental Education Procedure.</p> <p>5.1.2b Establish community membership in accordance with Policy 10 S. 7 and initiate meetings of new Board Committee: Environmental Sustainability Advisory Committee (ESAC)</p>
<p>5.2 Complete a comprehensive system review of building spaces for both pupil places and administration to address present and future enrolment needs and Prohibitive to Repair (PTR) concerns.</p>	<p>5.2.1 Program and Accommodation Reviews, where required, are completed.</p> <p>5.2.2 Construction of new schools, as approved, is completed or initiated.</p>	<p>5.2.1a Complete accommodation review for Kingston North area.</p> <p>5.2.1b Complete accommodation review for Central Kingston Intermediate and Secondary area.</p> <p>5.2.1c Implement newly developed staffing process for new/consolidated schools in order to ensure that each respective site is staffed in an efficient and effective manner and that all employees are treated with respect, sensitivity and professionalism.</p> <p>5.2.2a Complete construction of new school in Kingston East.</p> <p>5.2.2b Complete construction of new school in Greater Napanee.</p> <p>5.2.2c Complete design work, tender and commence construction of new school in Sharbot Lake.</p> <p>5.2.2d Complete construction of new addition at Sydenham High School.</p> <p>5.2.2e Complete construction of multiple classroom addition at Centennial P.S. (Full-day kindergarten)</p> <p>5.2.2f Complete construction of classroom addition at Cataraqui Woods P.S. (Full-day kindergarten)</p> <p>5.2.2g Complete construction of classroom addition at Harrowsmith P.S. (Full-day kindergarten)</p> <p>5.2.2h Complete construction of classroom addition at Bayridge P.S. (Full-day Kindergarten)</p>

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>5.3 Enhance the learning environment for students by repairing, renovating and updating existing educational facilities to meet current and future needs</p> <p>5.4 Prepare for current and future Board leadership needs with respect to system and school administration and operational management.</p> <p>5.5 Maintain policies and procedures that provide the basis for current, compliant and sound decision making and practices.</p>	<p>5.2.3. MOE Directions for <i>Early Learning for Four and Five Year Olds</i> are implemented.</p> <p>5.3.1 School facilities are repaired and/or renovated as required providing safe and functional learning spaces for students</p> <p>5.4.1 Revised leadership succession plans for academic and non academic staff are implemented district wide.</p> <p>5.4.2 The Limestone District School Board maintains sustainable applicant pools of excellent school administrators and operations supervisors.</p> <p>5.4.3 Staffing levels meet budgetary limitations and are distributed appropriately to meet school/program needs.</p> <p>5.5.1 Limestone District School Board procedures and policies are compliant with legislation and system needs.</p>	<p>5.2.3 Implement recommendations for Full-Day Early Learning – Kindergarten Programs in eight additional schools, as identified in Phase 3 of the MOE’s 5 Year Plan.</p> <p>5.3.1a Replace boiler system at L.C.V.I. and Prince Charles P.S.</p> <p>5.3.1b Replace HVAC system at Perth Road P.S.</p> <p>5.3.1c Replace cooling tower at Bayridge Secondary School.</p> <p>5.3.1d Replace windows and upgrade building automation controls at Clarendon P.S.</p> <p>5.3.1e Upgrade heating system at Land O’Lakes P.S.</p> <p>5.3.1f Continue to complete enhancement projects at various schools to meet program and ODA needs.</p> <p>5.3.1g Complete roof replacements at various schools.</p> <p>5.4.1 Finalize consultation and revision process and publish the Board Leadership Strategy: <u>Leading Today for Tomorrow</u>.</p> <p>5.4.2 Assess and respond to future system needs in accordance with the LDSB Board Leadership Strategy: <u>Leading Today for Tomorrow</u>.</p> <p>5.4.3 Continue to facilitate staffing processes, monitor enrollment, and implement contingencies to ensure staffing levels meet budgetary limitations.</p> <p>5.5.1a Technology, art and science departments will continue to update chemical handling and storage procedures.</p> <p>5.5.1b Elementary technology teachers, secondary technology, science and art teachers will engage in training related to the revised standard operating procedures and the safe use of equipment and chemicals.</p> <p>5.5.1c Trustees will review recommendations from the MOE Operational review related to their role on bargaining and hiring committees.</p> <p>5.5.1d Trustees will review policies related to consistent and effective operating procedures for Board committees, as emerged from Annual Board review.</p> <p>5.5.1e Administrative Procedures are reviewed and updated on a three year cycle and/or as required through legislative changes. All legislative changes will be monitored and cross referenced against Board procedures to assess the need to make changes or additions to administrative procedures.</p>
--	---	--

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>5.6 The Limestone District School Board will establish long term plans for continual renewal of operational and educational technology.</p>	<p>5.6.1 A system plan for the renewal of operational and educational technology is complete and implementation begun.</p>	<p>5.6.1a Continue existing ITS pilots at Westdale Park PS, Napanee DSS, Perth Road PS, Sydenham PS and Secondary School Applied Math and collaborate with the Program Team to conduct evaluation of these projects.</p> <p>5.6.1b ITS will continue to provide ongoing support for students with SEA (Specialized Equipment Allocation) claims.</p> <p>5.6.1c Implement Active Directory, new core Servers, SCCM, SCOM, FIM, Live@EDU and pervasive wireless in all schools over the next two years. In Year One, secondary schools will be the priority and will all be completed by end of the school year. Elementary schools will be completed as time and budget permits throughout year one and year two, with the plan to complete at least 10 schools by the end of June. This project will address the infrastructure needs of technology support in schools.</p> <p>5.6.1d Purchase laptops for administrators based on 4 year refresh cycle (1/4 of systems purchased in 2011/12).</p> <p>5.6.1e Develop communications and implementation plan to support the exploration of a Bring Your Own Device (BYOD) pilot program in a secondary school.</p> <p>5.6.1f Investigate feasibility of alternative devices to access existing and enhanced electronic resources for students.</p> <p>5.6.1g Develop and implement Employee Purchase Program for computers.</p> <p>5.6.1h Implement WAN improvements to increase the speed of the Internet and school site access.</p>
--	--	---

***LDSB Strategic Plan: Year 3 of 5 Year Plan***

**GOAL 6: Strengthen Communication and Engagement with Parents/Guardians, Educational and Community Partners and the Public.**

*The Limestone District School Board believes that public education is most effective as a shared responsibility that includes students, parents, staff, government, and the community. The Limestone District School Board is committed to promoting, participating and leading in the development of positive partnerships at all levels.*

<b>Lead Personnel</b>	<ul style="list-style-type: none"><li>• Director of Education</li><li>• Assistant to the Director and Safe Schools</li><li>• Supervising Principal of Special Education</li><li>• Superintendent of Education, Secondary</li><li>• Supervising Principal of Student Success</li></ul>
<b>Communication of Progress</b>	<ul style="list-style-type: none"><li>• Education/Human Resources Committee</li><li>• Mid-year Strategic Directions Report</li></ul>

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>6.1 Implement initiatives of the Parent Engagement office to respond to needs identified through the School Council Liaison Committee.</p> <p>6.2 Actively engage educational partners, municipal and provincial governments, community agencies and the public.</p>	<p>6.1.1 <i>All School Councils are in compliance with MOE and Board requirements for operations, training, reporting, and finance.</i></p> <p>6.2.1 <i>All requirements of the Student Support Leadership Initiative are implemented.</i></p> <p>6.2.2 <i>Stakeholder satisfaction surveys indicate high levels of satisfaction with Board communication and partnership.</i></p> <p>6.2.3 <i>The Aboriginal Advisory Committee meets a minimum of three times a year.</i></p>	<p>6.1.1a Provide direct support for School Councils related to updated financial management and reporting requirements.</p> <p>6.1.1b Conduct mandatory training sessions for all new School Council chairs and treasurers to ensure compliance with Parent Involvement Committee regulations</p> <p>6.1.1c Provide orientation to FirstClass electronic communication system and SDS school accounts (e-funds) training and support, and provide ongoing support related to updated financial management and reporting requirements.</p> <p>6.1.1d Provide tools and strategies for schools to more effectively engage parents in supporting students.</p> <p>6.1.1e Initiate a parent survey regarding communication, school year calendar, student activities at home, perceptions of school safety, and parent involvement.</p> <p>6.1.1f Conduct a survey regarding parent perceptions regarding e-funds.</p> <p>6.1.1g Implement and develop school and board strategies to enhance parent engagement in students' education, schools and the LDSB.</p> <p>6.2.1a Continue to serve as lead Board for Student Support Leadership Initiative: Cluster 20</p> <p>6.2.1b Through partnership with the Kingston Frontenac Lennox and Addington Children and Youth Services Steering Committee, partnerships between LDSB and Community Partners will focus on the prevention of inappropriate and unsafe behaviours that may lead to suspension and the well-being of students, as well as facilitate referral processes and the provision of services and supports for: (1) students with mental health concerns and (2) for early learners entering the Early Learning Kindergarten Program with special needs.</p> <p>6.2.1c Staff will work collaboratively with community partners such as ISKA on Kingston Immigration Project and the Settlement Worker in schools (SWIS) Project to facilitate transitions for new immigrant students and families</p> <p>6.2.1d Develop and implement a Communications protocol related to the role of trustees.</p> <p>6.2.1e LDSB Trustees and senior staff and managers will continue to participate and lead in local and provincial education associations, events and initiatives.</p> <p>6.2.2 Human Resources will develop and implement a stakeholder satisfaction survey to ensure system needs are being met, identifying areas for improvement and developing corresponding action plans.</p> <p>6.2.3a Conduct meetings with key Aboriginal stakeholders and the Joint Aboriginal Steering Committee.</p> <p>6.2.3b Create a new brochure, <i>Four Winds</i>, to Celebrate Aboriginal education and highlight successes of the district.</p>
---	---	---

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>6.3 Enhance labour relations with our employee group partners through effective collaboration and implementation of collective agreements and contracts.</p> <p>6.4 Promote and celebrate the achievements of students, staff and the LDSB through active communications and outreach.</p>	<p><i>6.2.4 Participation is maintained in key charitable and community initiatives.</i></p> <p><i>6.3.1 Wherever possible, grievances are resolved using internal problem solving processes.</i></p> <p><i>6.3.2 Employee groups are positively involved in collaborative initiatives.</i></p> <p><i>6.4.1 Students, staff and Board achievements are widely communicated and recognized on a regular basis.</i></p> <p><i>6.4.2 All secondary schools participate fully in inter-school student council.</i></p>	<p>6.3.1a Continue to engage in open dialogue with union partners in an effort to identify and resolve problems outside of the grievance process and/or prior to seeking arbitration as an outcome.</p> <p>6.3.2b Continue to engage union partners in collaborative initiatives and/or engage in consultation and feedback exercises.</p> <p>6.3.2c Prepare for collective bargaining as current four year contracts expire on August 31, 2012.</p> <p>6.3.2d Establish community membership in accordance with Policy 10 S. 7 and initiate meetings of new Board Committee: Environmental Sustainability Advisory Committee(ESAC)</p> <p>6.4.1a Initiate the use of social media to enhance LDSB communications</p> <p>6.4.1b Increase LDSB communications efficiency and capacity of system through additional departmental staff and enhanced functions</p> <p>6.4.2a Develop guidelines for role of student trustees.</p> <p>6.4.1b Review process for Inter-School Student Council elections, to ensure equity and consistency.</p>
---	--	---