



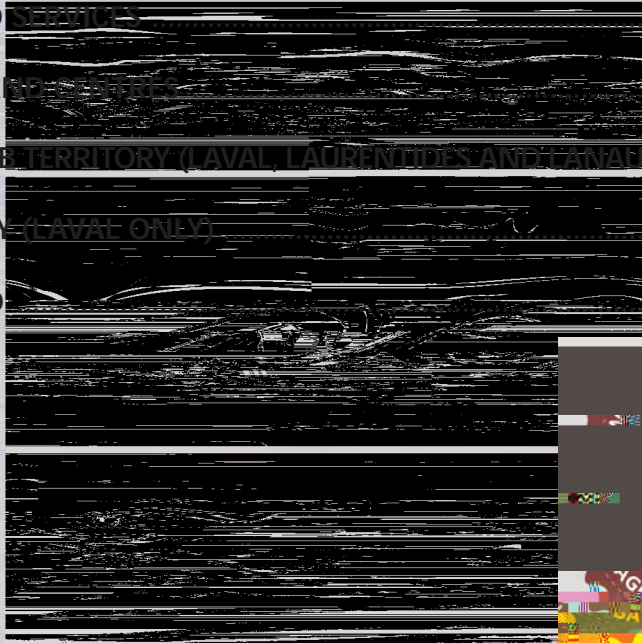
ENGAGE • BUILD • ACHIEVE

Sir Wilfrid Laurier School Board
COMMITMENT-TO-SUCCESS PLAN
2018-2022

AN ENGLISH EDUCATION, A BILINGUAL FUTURE

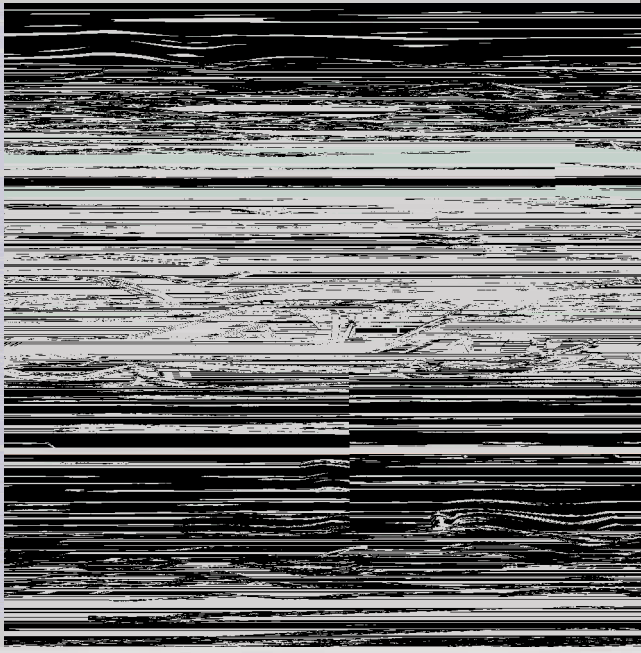
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COMMITMENT-TO-SUCCESS PLAN



Consultative Bodies

Two town halls took place in which 76 people from the SWLSB community attended.

Learning Centres via videoconference: Joliette High School, Sainte-Agathe Academy and Laurentian Regional High School. A total of 54 members representing the Laurentides and Lanaudière regions were present in the four locations.

A second presentation was held on April 4, 2018, in Laval and had representation of 22 community members.

alumni and community stakeholders including elected representatives were consulted on the direction and orientations that the SWLSB should focus on in the next four years.

OUR CONTEXT

School Board Portrait

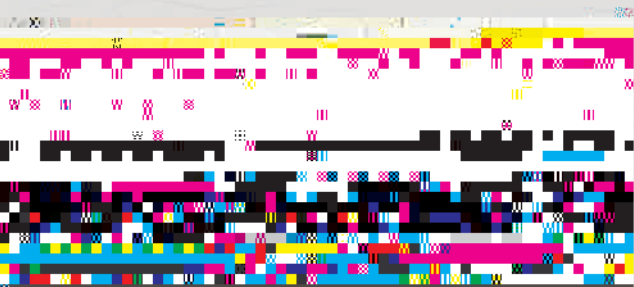
The Sir Wilfrid Laurier School Board is the third largest English school board in the Province of Québec. We have 26 elementary schools, 9 high schools, 4 adult and vocational training centres, and 1 Service aux entreprises. A complete list of all our schools and centres is in Annex 1.

In 2017-2018, our enrolment was of 12,819 students in the youth sector, more than 650 students in vocational training and over 1010 students in general adult education. Our schools range in size from 82 students in an elementary school in a rural setting of the Laurentides region, to over 1600 students enrolled in our largest secondary school in Laval.

The Sir Wilfrid Laurier School Board's network of schools and centres includes the following:

Table 1: SWLSB Schools and Centres

Elementary schools	Elementary students	Secondary schools	Secondary students	AEVT centres [AE1: SWtrait]

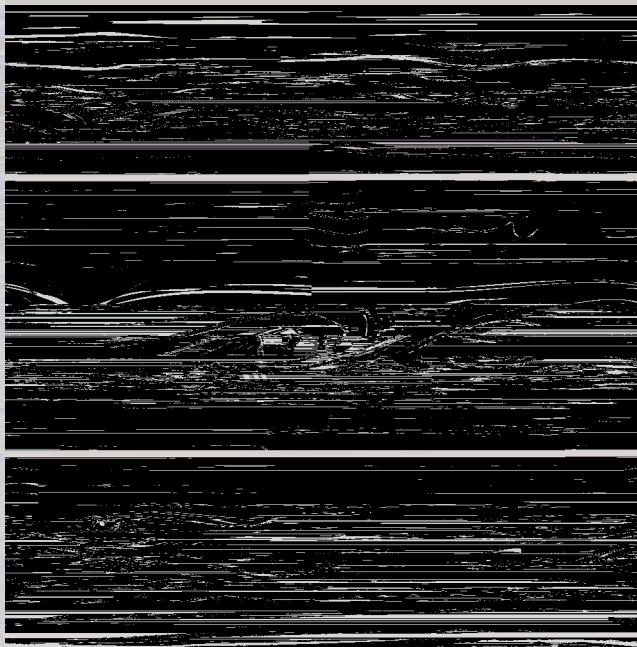


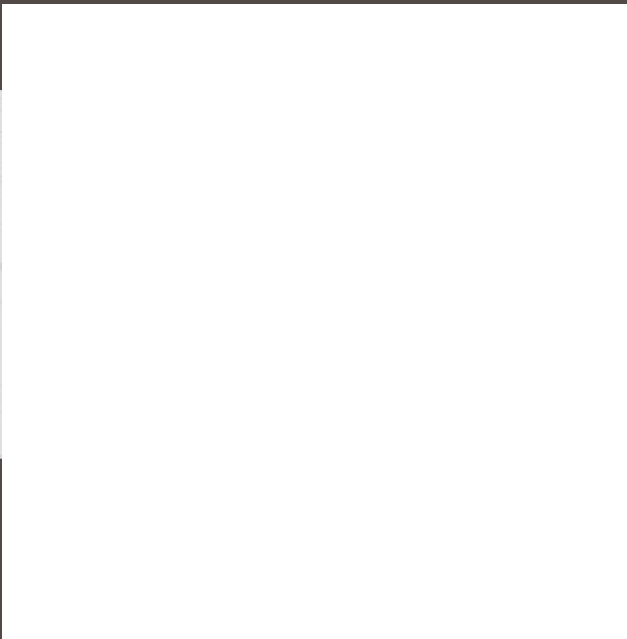
Characteristics and Expectations of Our Community

In partnership with our school communities, we provide an exemplary system of education where our schools successfully instruct, socialize and qualify our students. The Sir Wilfrid Laurier School Board continues to stand behind and promote its mission and vision while reinforcing the values that guide us in our decisions.

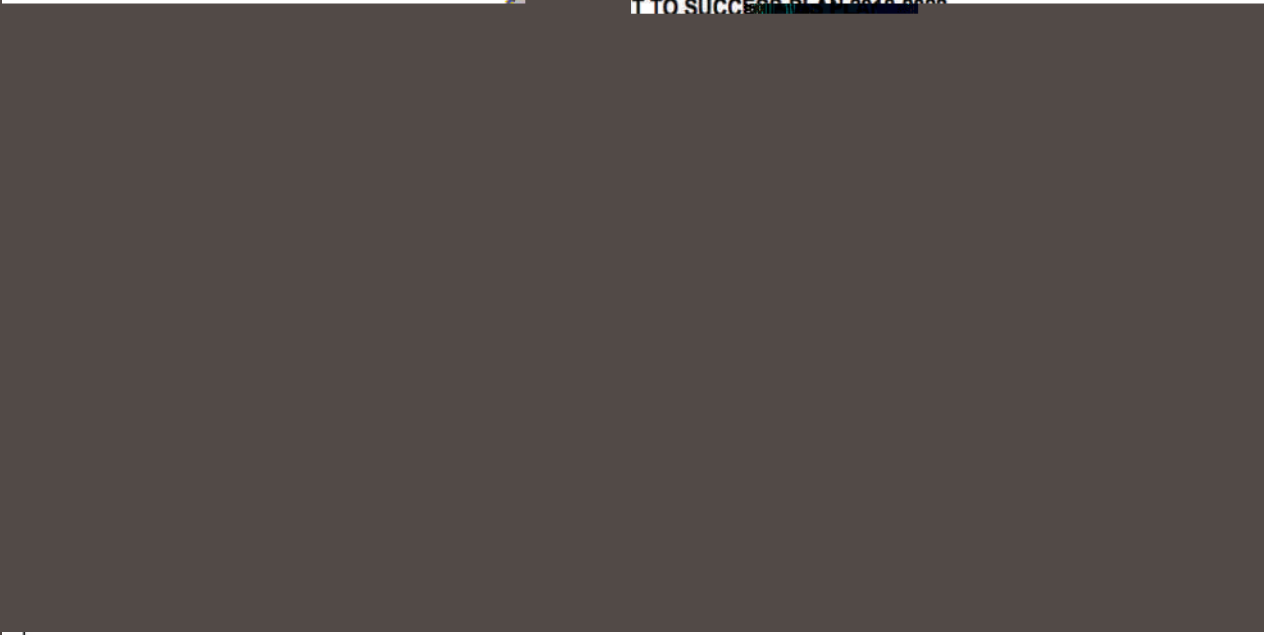
VISION: *The Sir Wilfrid Laurier School Board believes that all our students deserve our complete commitment to their success.*

MISSION:

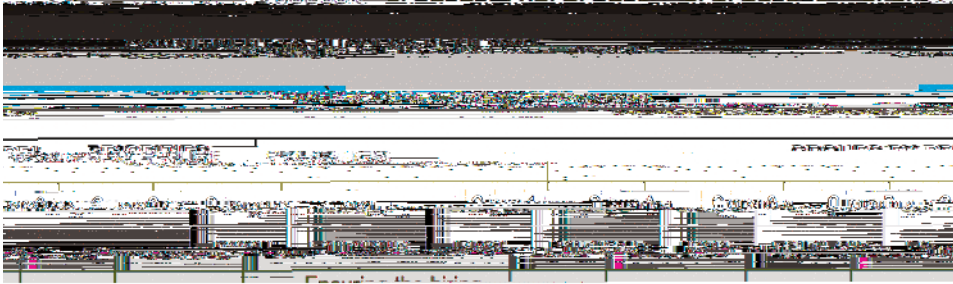




1.4 Ensuring the hiring of high quality and a...



SUMMARY OF TOWN HALL DISCUSSION



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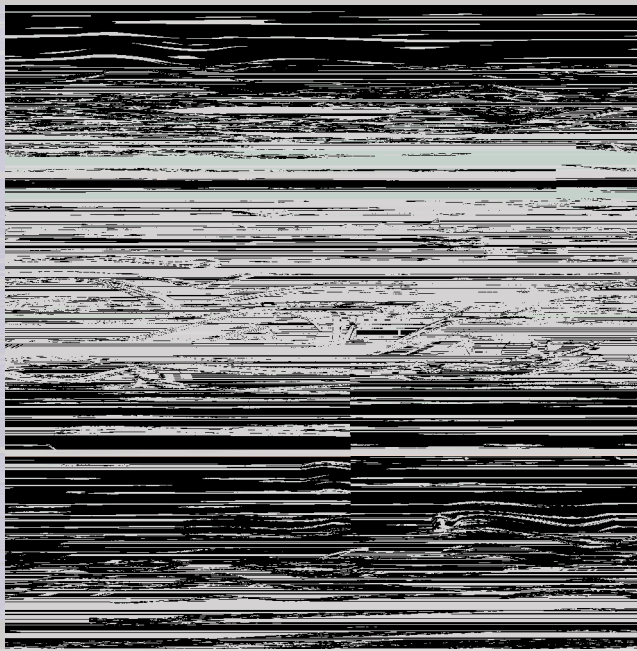
1. To ensure the hiring of high-quality and effective teachers and administrators

Feedback clearly pointed to the fact that we must integrate and use techno-pedagogical tools thoughtfully and, at the same time, allow schools to adapt and individualize learning situations in order to provide the best support for all students. Furthermore, we recognize that curriculum at all levels is already content-heavy and, rather than just adding onto existing content, we will continue to incorporate these competencies meaningfully and in context. In addition, student alumni during the town halls indicated that they felt current

Supporting and accompanying teachers so that they become familiar and competent in the use of ever-changing technology appropriately in the classroom is a challenge. In order to ensure our students are provided with the opportunity to use various technologies in meaningful learning situations, we will need to address this through ongoing professional development.

2. Programming and curriculum

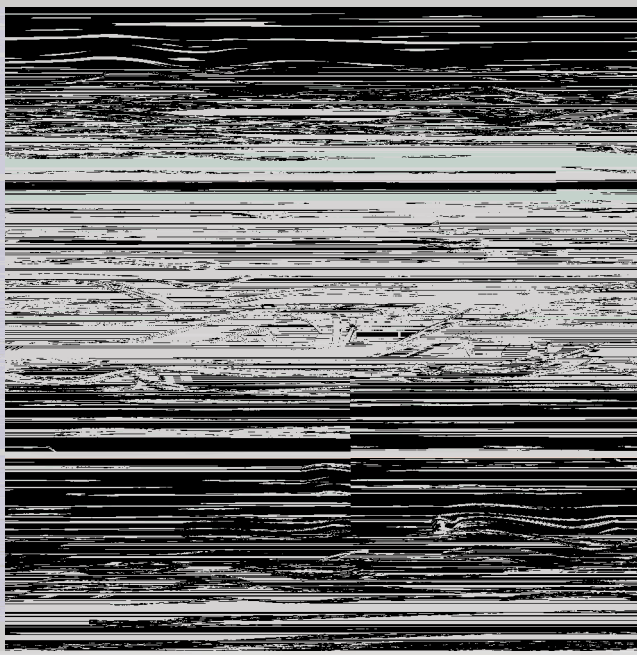
It was noted that stakeholders felt that it was important to give students more choices through different







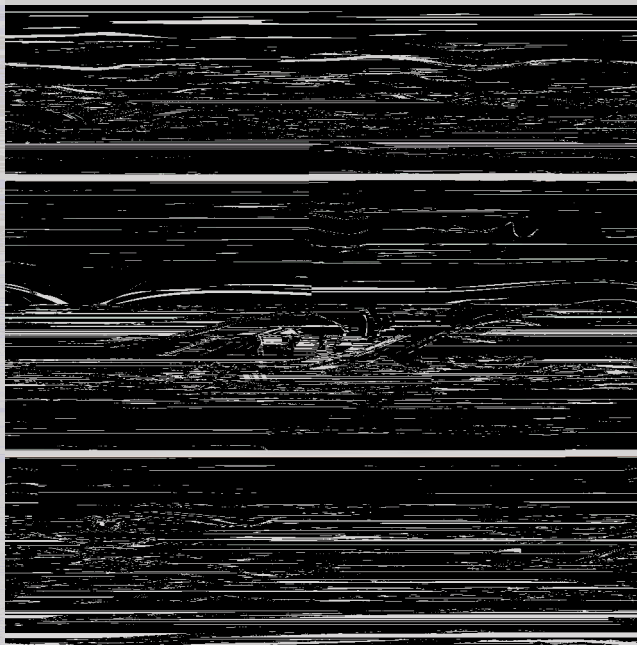
Finally, our stakeholders had the opportunity to weigh in on services and resources that the SWLSB needs but



CHALLENGES FACING OUR SCHOOLS AND CENTRES

Declining Enrolment

Providing an English education and a bilingual future as well as a graduation rate that exceeds the provincial average has afforded our school board a positive reputation, but we are faced with the political realities of Law 101. Therefore, the primary preoccupation of our English language school board remains declining enrolment and student retention. Declining enrolment is even more problematic for our small schools in the northern section of our territory as the school is perhaps the last remaining cultural and linguistic institution of the English-speaking population in that community. Having a local school is the last opportunity to promote





Concerted and frequent professional development and accompaniment for the adults who work to meet the diverse and complex needs of all students is imperative using available funds. This includes students with

Year			*IEPs	
	Elementary	Secondary	Elementary	Secondary
2017	519	453	1137	1388
2016	516	433	1298	1509
2015	496	429	1464	1556
2014	580	412	1573	1602

Source: SWLSB Lumix data, retrieved March 5, 2018

*The number of IEPs includes both students with a MEES difficulty code and those without a code.

English Community Services

Although the Sir Wilfrid Laurier School Board provides an inclusive setting and many of our special needs students experience success, there are those who require the services of external professionals in English. This is especially challenging in our rural settings, yet it is also common for delays of services in our urban and suburban schools. We maintain a strong voice in each territory, but the availability of support, in English, in both health and social services continues to be a challenge. In today's educational settings, schools require professional support for their students and their families beyond the capacity of what a school board can or should provide. The reality is that there is a long wait time for English-speaking services throughout the province.

Sustainable Change

student success. Offering school teams effective and healthy professional development will pose them to Yj]XYbW! VUgYX dfUMjWg]g'U'k cf_]b'dfc YVWj Y'dfUMjWg' leading to improved collaborative efforts. The use of best practices, serving as a model, concerted efforts have been dedicated to establishing and supporting Professional Learning Communities (PLC) beginning at the YYa YbHJm'Yj Y'k]h' h'Y'cV'YVWj Y'cZ]a dfe]]b['fYVWj Y'dfUMjWg' U'X'g' U'f]b[Yj]XYbW! VUgYX VYgh instructional practices. We will now focus on establishing PLCs at the high school level.

Course Success Rates

At the core of improving our graduation rates are the secondary course success rates. Over the past several years, we have monitored the results and provided schools with analysis and pedagogical support where needed. Schools have experienced improvement in the Science, ELA and FSL courses, but History and Mathematics remains a challenge. Support for the establishment and promotion of school-based professional subjects remain a priority of our board. These strategies should lead to sustainable change, which should improve our ELA and FSL courses and have a positive impact on Mathematics and Science and Technology. Despite our challenges, the Sir Wilfrid Laurier School Board graduation rates have continually improved over the past several years, surpassing our 2017 graduation target of 85% with 85.9% in 2016.

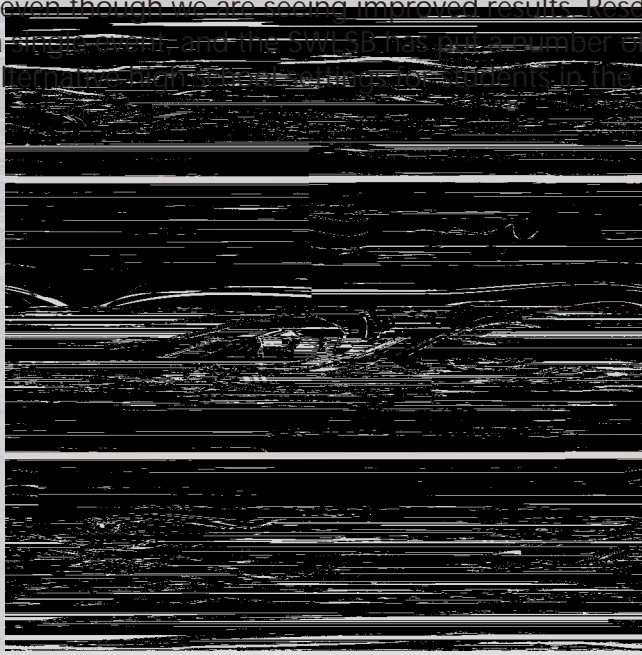
Table 3: SWLSB Overall Course Success Rate

	History 587-404	Science and Technology 555-444	Mathematics: Cultural, Social and Technical 563-414	English Language Arts 612-536	French as a Second Language 634-504
2017	71.4%	82.4%	64.1%	97.7%	93.5%
2016	76.6%	71.9%	60.5%	96.6%	95.3%
2015	69.9%	72.7%	58.8%	98.2%	94.2%

Source: SWLSB Lumix data, retrieved March 5, 2018

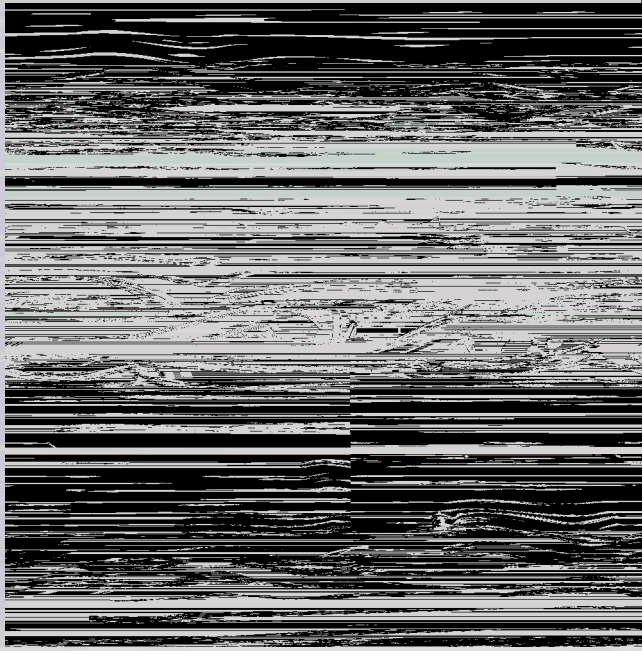
At-Risk Students

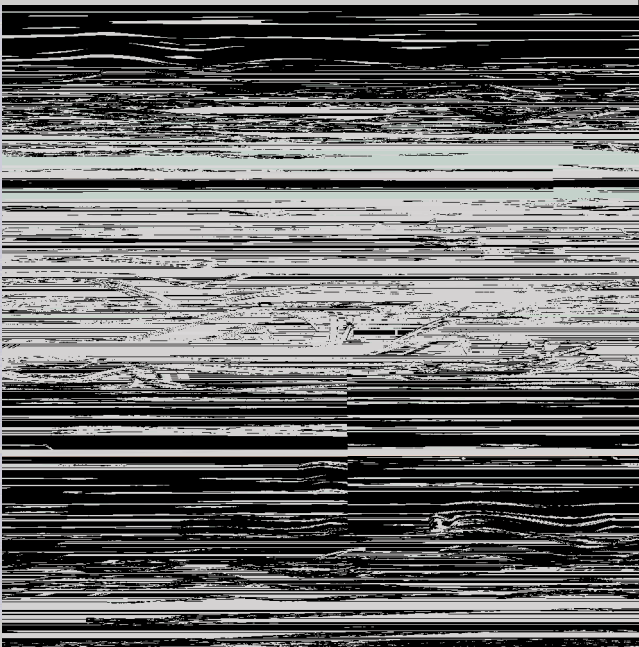
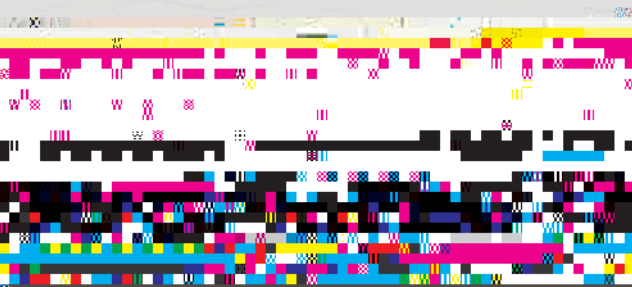
our school board but remain a challenge even though we are seeing improved results. Research shows that dropping out of school is a process, not a single event, and the SWLSB has put a number of measures into place to address our at-risk population. Alternative programs for at-risk students in the general pathway, mentoring prot5oring prJlaA





Despite the numerous challenges that our school board faces, we have managed to improve our graduation rate. Currently, our graduation rate is 85.9%, an increase from 82.8% the year before. SWLSB ranks the 6th





Objective 2

By 2030, reduce to 10% the proportion of students starting public secondary school at age 13 or older

Table 5: Objective 2	Reduce the rate of students starting public secondary school at age 13 or older			
	Province of Québec		Sir Wilfrid Laurier School Board	
	Baseline 2017	Target 2022	Baseline 2017	Target 2022
Proportion of students	12.6%	11.4%	3.4%	<5%

Source: *Portrait des statistiques ministérielles, Édition Septembre 2016 (Tableau 6)*

Indicator: Rate of students aged 13 years or older starting secondary school

Research has shown that the grade retention of students is a practice that does not yield positive effects. One of the risk factors for dropping out of school. SWLSB has held a strong position against retaining students to repeat an academic year which is demonstrated in our very low results of this phenomenon. We cannot deny, however, that the practice does happen due to factors including parental recommendations or situations where environmental changes may be harmful to some students who identify as EHDAA.

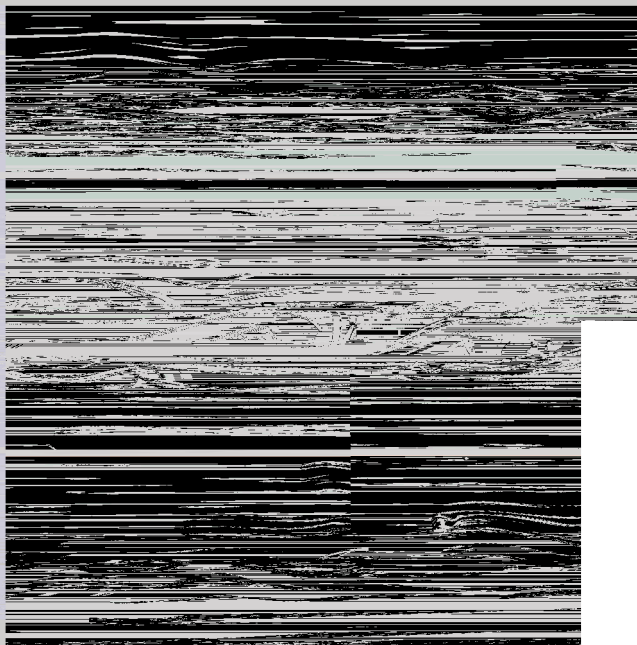
The decision to retain a student is made by the principal at the school level, after consultation with the wteacher(s), the in-school professionals, the parents and the student.

Given that SWLSB demonstrates a 3.4% rate (the MEES established baseline) of students entering secondary school at age 13 or older; this is 6.6% below the 2030 provincial target of 10%. Therefore, we will continue with our school board's strategies and practices to maintain the target below 5%.





Objective 3



Objective 4

By 2030, increase to 90% the success rate on the composition component of the Elementary 6 (Cycle 3, Year 2) language of instruction ministerial examination in the public system.

Table 7: Objective 4	our students			
	Province of Québec		Sir Wilfrid Laurier School Board	
	Baseline 2016	Target 2022	Baseline 2016	Target 2022
Grade 6 English Language Arts (ELA) Reading Competency - MEES exam	b#J	b#J	90.1%	92.5%
Grade 6 English Language Arts (ELA) Writing Competency - MEES exam	b#J	b#J	94.0%	94.0%

Objective 5

By 2022, ensure that all school buildings are in good condition

Table 8: Objective 5	Ensure that all school buildings are in satisfactory condition			
	Province of Québec		Sir Wilfrid Laurier School Board	
	Baseline 2018	Target 2022	Baseline 2018	Target 2022
% of schools, centres and buildings in satisfactory condition according to the Facility Condition Index (FCI)	68.0%	85.0%	26%* (13 buildings)	50% (23 buildings)

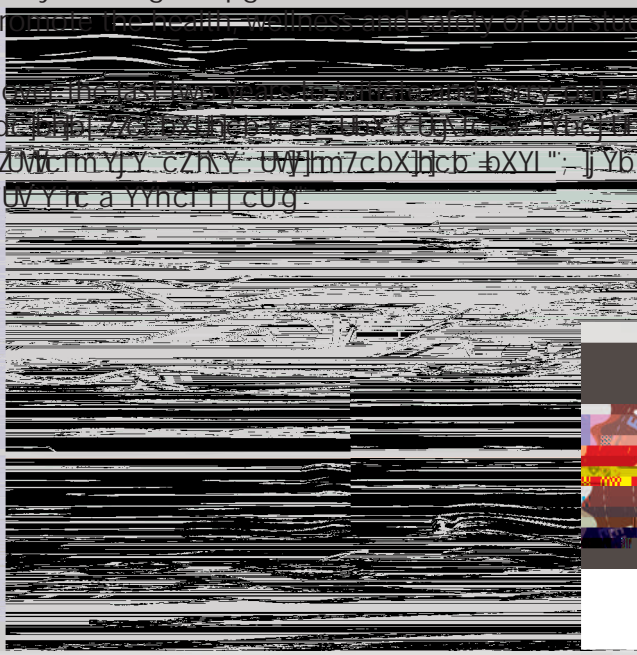
SIMACS 2017

* Our baseline percentage is lower than the provincial level because of the buildings part of our Arundel Nature and Science Centre.

Indicator: Index for the state of the buildings

The age and condition of many of our buildings represent a challenge. Providing a 21st century learning environment where 20th century building design impedes the needs of an infrastructure that allows for universal design principles. We are constantly working to upgrade our schools based on available funding to provide learning environments that will promote the health, well-being and safety of students and staff.

Material Resources has worked diligently over the past few years and has completed many projects like







M.E.E.S. Orientation 2

Elementary school students will engage in physical activity (60 minutes a day for elementary school students)

The Sir Wilfrid Laurier School Board recognizes the pivotal role that physical activity can play not only in promotion of general health but also in increasing cognitive performance and in the reduction of stress.

Accordingly, the Sir Wilfrid Laurier School Board has promoted many initiatives that increase levels of physical activity in our elementary schools.

As part of the *On bouge au cube!* project (Mesure 15023). As an organization, we have encouraged all schools to adopt some of the good practices developed in these *On bouge* schools. An example of these good practices include:

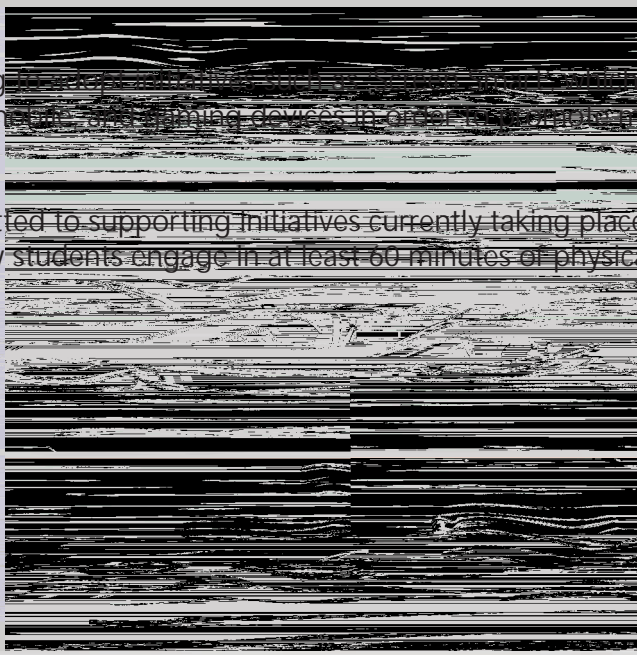
- Establishing movement breaks within lessons
- Creating 'Active Hallways'
- Developing 'Movement Stations' around the school premises

In addition, many of our elementary schools in the Laval region have participated in the *Attention ! Enfants en mouvement* initiative. This project has helped develop and shape whole-school cultures in order to promote and increase the amount of 'free play' that takes place in school. This involves auditing school procedures and encouraged success with this approach in Laval, the Sir Wilfrid Laurier School Board is now taking steps towards implementing the same approach in both the Laurentides and Lanaudiere regions.

SWLSB schools have also adopted the Playground Leadership program *Ma cour: un monde de plaisir!*, integral to which, is the creation of opportunities for our students to be active and enjoy movement through play in the school yard.

Finally, the school board is also beginning to discourage prolonged use of handheld, mobile and gaming devices in order to encourage more movement during recess time.

Sir Wilfrid Laurier School Board is committed to supporting initiatives currently taking place as well as exploring other strategies to ensure our elementary students engage in at least 60 minutes of physical activity per day.



SWLSB Orientations

The Council of Commissioners brought forth seven orientations for discussion at the Town Hall. The top three priorities in order of importance became the three orientations of our school board.

SWLSB Orientation 1

experience and success of learners

Objective

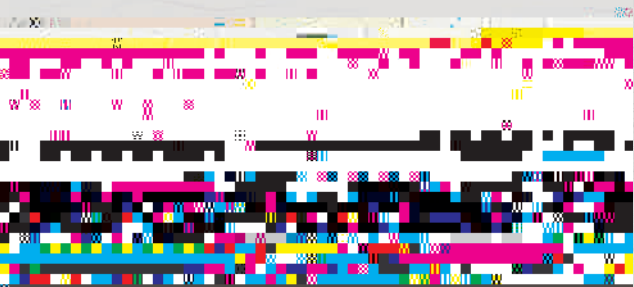
To administer Teacher Performance Assessment

To develop and administer performance assessments for administrators

To provide professional development for all staff

Indicators

Targets by 2022



SWLSB Orientation 2

Developing and implementing curriculum 2

SWLSB Orientation 3

Promoting learning and working environments that promote health, safety and well-being

Objective

To provide healthy, safe, positive and caring learning environments.

To provide Restorative Practices training

To provide Mindfulness training

To have students' perceptions of a positive sense of belonging, positive relationships, their level of anxiety, bullying and exclusion meet the Canadian National Average

To promote Digital Citizenship

Indicators	Targets by 2022
% of schools with Crisis Prevention Intervention (CPI) training	50% of school teams will have CPI training
% of schools with Restorative Practices (RP) training	
% of schools with Mindfulness training	
% of students matching the Canadian national average of <i>OurSCHOOL</i> Survey results*	
Digital Citizenship Orientation Plan (DCOP)	





As stated previously, in collaboration with our school communities, we provide a thoughtful and caring system which ensures that all our students receive a high quality education. Sir Wilfrid Laurier School Board promotes its mission and vision while reinforcing the values that guide its decisions and in the services that we offer.

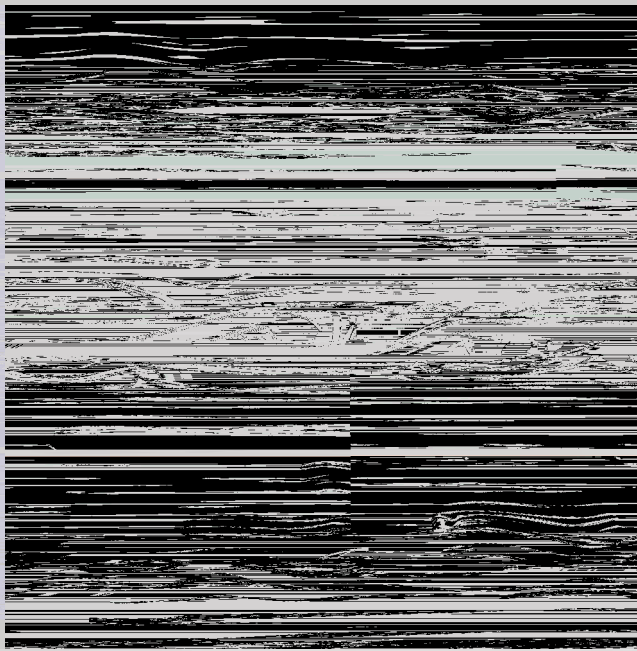
VISION: *The Sir Wilfrid Laurier School Board believes that all our students deserve our complete commitment to their success.*

MISSION: *The Sir Wilfrid Laurier School Board's mission is to provide engaging and innovative learning where everyone achieves success and well-being.*

- To support student success
- To prepare students for the future
- To offer equitable and varied educational options

We value: *

- A positive climate to ensure all members feel safe, respected, nurtured and accepted;
-
-



Services Offered by the SWLSB

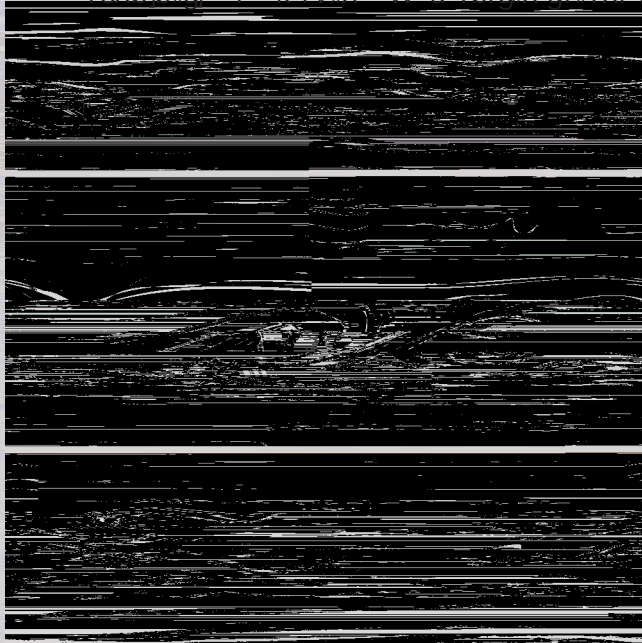
Complementary and educational services have become an integral part of the school's mission to help students seek knowledge and become lifelong learners, foster their social development and help them achieve awareness and consumer rights and responsibilities, media literacy, and citizenship and community life. In addition, the SWLSB feels that it is imperative to equip our students with the knowledge and appropriate use of 21st century digital tools and to guide our students to become critical thinkers so that they can address and solve problems that do not yet exist.

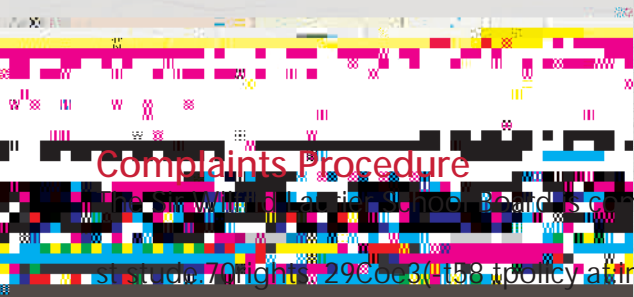
The SWLSB offers

- Support services for the use of the documentary resources of the school library (youth sector)
- Support services for the use of laboratory resources (youth sector secondary)
- Academic, career and personal counselling services (Guidance and SARCA adult education)
- Psychological services (youth sector)
- Special education services (individual education plans, transitioning, assistive technology, skills building, social emotional learning, etc.)
- Remedial education services
- Speech therapy services (youth sector - elementary)
- Occupational therapy services (youth sector – elementary)
- Spiritual animation services (youth sector)
- Promotion and Prevention services

The services offered by the school board are in line with the Ministry's publications listed below:

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- [\hrd.##k k k "YXi Wjhcb"\[ci j "eW "YUXb\]b#g\] Y k YV#X W a Ybmg#X'gY#JXU HJ\]cb gyf Vta d # c](#)
- [Complementarvic.pdf](#)





Complaints Procedure

is committed to support students and their parents requesting help in
st student rights 29 Code of (18 policy at n))2.04.40 -1.d<7F2029KWWSZZZ@RVE@DGR0VSRLFHV%\DZ%LQD0pCom



4. he must address a written complaint to the secretary general by completing the online form. All complaints must be submitted using the new online complaint form available on SWLSB website. It can be completed in English or French. By clicking the "submit" button at the end of the form, the complaint

Upon reception of a written complaint, the secretary general will ensure that:

- a) due process has been followed;
- b) the parties concerned are informed that a complaint has been received;

Notwithstanding the above, the student ombudsman may take up a complaint at any stage if he considers that intervention is necessary to prevent harm from being caused to the complainant.

School Board Information

Sir Wilfrid Laurier School Board

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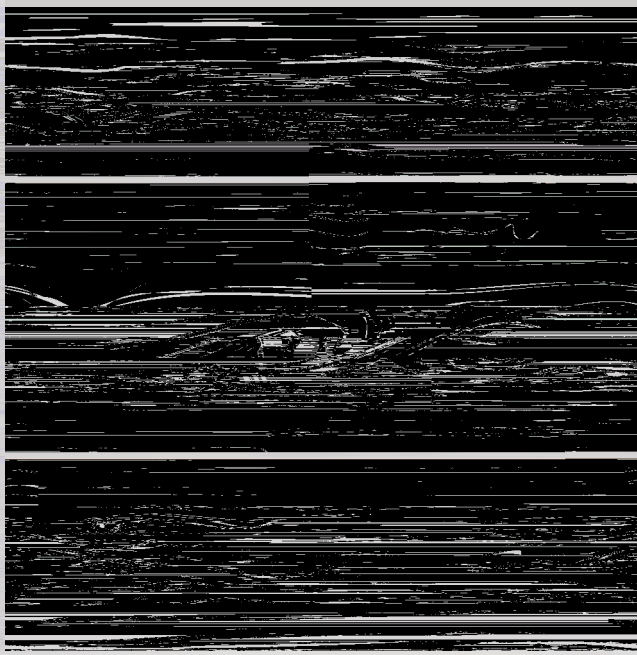
235, montée Lesage

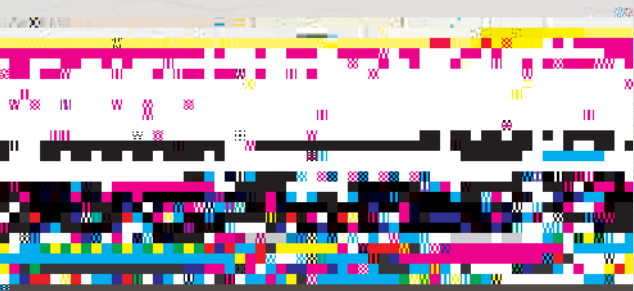
Rosemère (Québec) J7A 4Y6

Telephone: 450 621-5600 | 1 866 621-5600

Fax: 450 621-7929

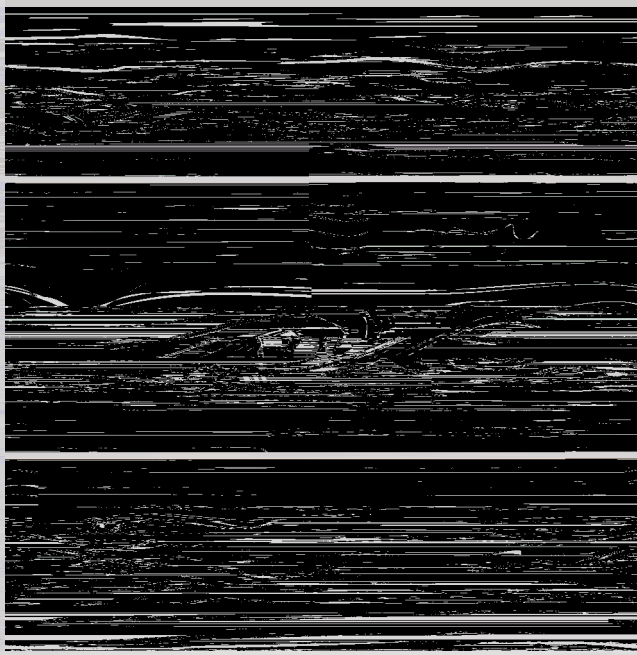
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High Schools | AEVT

School #	School
181	Joliette 107 De Lorimier, Joliette (Québec) J6E 6E8
183	Lake of Two Mountains 2105 Guy, Deux-Montagnes (Québec) J7R 1W6
184	Laurentian Regional 448 Argenteuil, Lachute (Québec) J8H 1W9
188	Laval Junior Academy 2323 Daniel-Johnson, Laval (Québec) H7T 1H8
190	Laval Senior Academy 3200 Souvenir O., Laval (Québec) H7V 1W9
186	Phoenix Alternative 1105 Victor-Morin, Laval (Québec) H7G 4B8
187	Rosemere 530 Northcote, Rosemère (Québec) J7A 1Y2
189	Sainte Agathe Academy 26 Napoleon, Ste-Agathe-des-Monts (Québec) J8C 1Z3
191	Mountainview, Prevost, Cartier, Lac Echo 3065, boul. Labelle, Prévost (Québec) J0R 1T0
401	CDC Pont-Viau 60, rue Lahaie, Laval (Québec) H7G 3A8
402	Construc Plus Vocational Training 246, Allée du golf, Saint Eustache (Québec) J7R 0L5
301	CDC Vimont 2100, boul. des Laurentides, Laval (Québec) H7M 2Y6
303	CDC Lachute 57 Harriet Street, Lachute (Québec) J8H 4H6
211	Arundel Nature and Science Centre 90 Crystal Falls, Arundel (Québec) J0T 1A0

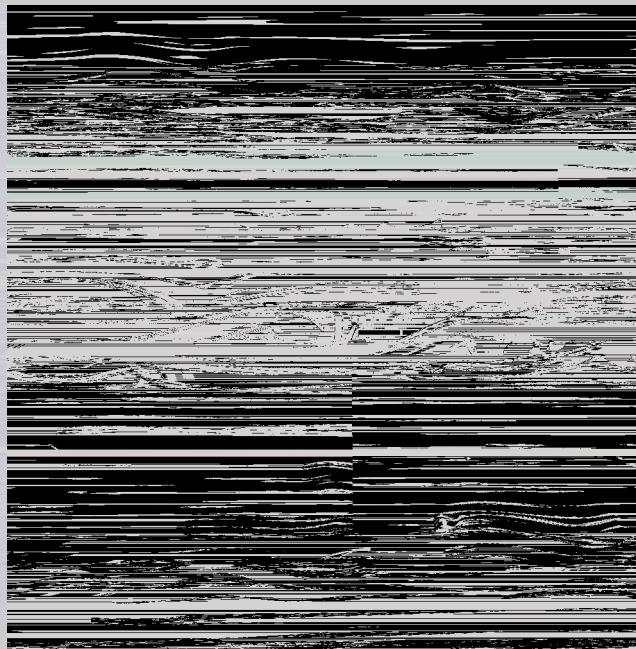




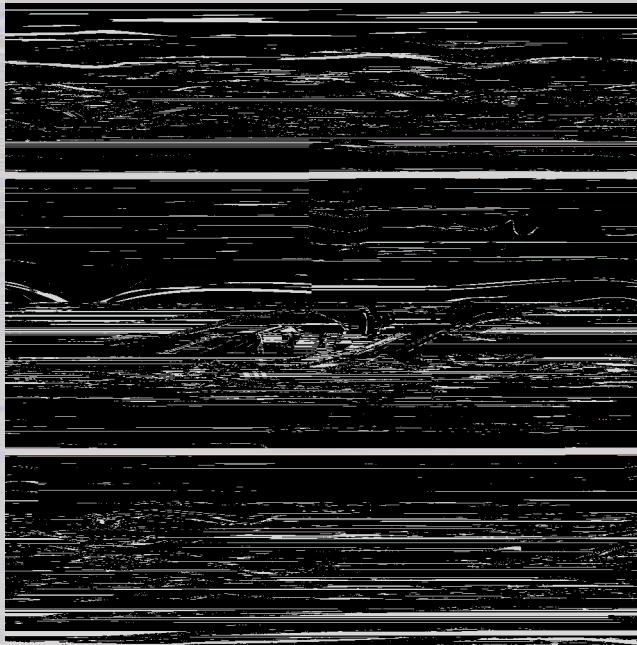
ANNEX 2

Private Schools on SWLSB Territory (Laval, Laurentides and Lanaudière)

- Académie Antoine-Manseau
- Académie Chrétienne Nord
- Académie de la Vallée du Roy
- Académie Lafontaine
- Académie Lavalloise
- Académie St-Margaret
- Académie Sainte-Thérèse (Campus Jacques-About)
- Académie Sainte-Thérèse (Campus Rose-De Angelis)
- Campus Démosthène - École Socrates-Démosthène
- Campus V - École Socrates-Démosthène
- Centre académique de Lanaudière
- Collège Boisbriand
- Collège Champagneur
- Collège Citoyen
- Collège de l'Assomption
- Collège Esther-Blondin
- Collège Laurentien
- Collège Laval
- Collège Letendre
- Collège Saint-Sacrement
- Collège St-Jean-Vianney
- École Charles-Perrault (Laval)
- École l'Accord
- École Les Mélèzes
- École Marie-Anne
- École Montessori de Laval
- École Vision Terrebonne
- Externat Sacré-Coeur
- L'Académie de la Vallée du Roy
- Séminaire du Sacré-Cœur



ANNEX 3 | CPEs on SWLSB Territory (Laval Only)





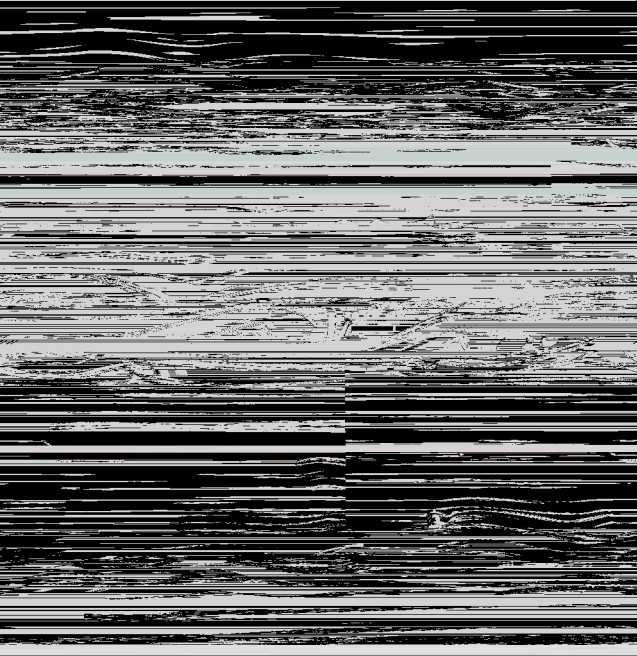
Name of the CPE	Administrative Region	Address	Municipality	Postal Code
CENTRE DE LA PETITE ENFANCE LA CACHETTE	13 - Laval	1650, montée Monette	Laval	H7M 5Y1
CENTRE DE LA PETITE CHAMPS	13 - Laval	1740, rue de Neuville, bureau B	Laval	H7M 2E2
CENTRE DE LA PETITE	13 - Laval	525, rue Huberdeau	Laval	H7X 1P6
CENTRE DE LA PETITE ENFANCE LA MARMAILLE	13 - Laval	4125, boulevard de la Concorde Est	Laval	H7E 5A5
CENTRE DE LA PETITE ENFANCE LA MARMAILLE	13 - Laval	4121, boulevard de la Concorde Est	Laval	H7E 5A5
CENTRE DE LA PETITE ENFANCE LA MARMAILLE	13 - Laval	1455, rue du Plateau-Ouimet	Laval	H7L 2X4
CENTRE DE LA PETITE ENFANCE LA MARMAILLE	13 - Laval	3900, boulevard de la Concorde Est	Laval	H7E 2E3
CENTRE DE LA PETITE ENFANCE LA MONTGOLFIÈRE INC.	13 - Laval	203, boulevard Sainte-Rose	Laval	H7L 1L5
CENTRE DE LA PETITE ENFANCE LA RELÈVE	13 - Laval	3, place du Souvenir	Laval	H7V 1W7
CENTRE DE LA PETITE ENFANCE LE CHEZ-MOI DES PETITS	13 - Laval	4410, boulevard Saint-Martin Ouest	Laval	H7T 1C3
CENTRE DE LA PETITE ENFANCE LE HÊTRE INC.	13 - Laval	382 A, rue Laurier	Laval	H7N 2P2
CENTRE DE LA PETITE ENFANCE LE LABO DES PETITS INC.	13 - Laval	4478, boulevard Saint-Martin Ouest	Laval	H7L 4A8
CENTRE DE LA PETITE ENFANCE LE MARMOT QUI RIT	13 - Laval	408, boulevard Sainte-Rose	Laval	H7T 1C4
CENTRE DE LA PETITE ENFANCE LE MARMOT QUI RIT Installation 2	13 - Laval	4114, boulevard Saint-Martin Ouest	Laval	H7T 1C1
CENTRE DE LA PETITE ENFANCE LE VENT DANS LES VOILES	4114, boulevard Laval	Laval	H7L 1L5	

Name of the CPE	Administrative Region	Address	Municipality	Postal Code
PLAISIR D'ENFANTS	13 - Laval	735, boulevard des Laurentides	Laval	H7G 2V8
PLAISIR D'ENFANTS	13 - Laval	715, boulevard des Laurentides	Laval	H7G 2V8
CHAPEAUX RONDS ET BOTILLONS, CENTRE DE LA PETITE ENFANCE	13 - Laval	660, rue Saint-André	Laval	H7G 3A5
CPE PIROUETTE 2È INSTALLATION	13 - Laval	3985, boulevard Dagenais Ouest	Laval	H7R 1L1
ENFANTS RAZMATAZ INC.	13 - Laval	855, Desserte Autoroute 13 bureau 100	Laval	H7W 5N4
GARDERIE 1-2-3 ON Y VA II INC.	13 - Laval	8048, avenue Marcel-Villeneuve	Laval	H7A 4H5
GARDERIE 1-2-3 ON Y VA INC.	13 - Laval	3955, boulevard Notre-Dame	Laval	H7W 1S8
MELINA INC.	13 - Laval	2874, boulevard Daniel Johnson	Laval	H7P 5Z7
GARDERIE AGAPE INC.	13 - Laval	3952, boulevard Notre-Dame	Laval	H7W 1S7
GARDERIE APPRENDRE	13 - Laval	633, boul. Saint-Martin Ouest	Laval	H7M 1Y9
GARDERIE APPRENDRE	13 - Laval	627, boulevard Saint-Martin Ouest	Laval	H7M 1Y9
GARDERIE AREVIG LE PETIT SOLEIL INC.	13 - Laval	4140, chemin du Souvenir	Laval	H7W 1B2
GARDERIE AU CHAMP FLEURI	13 - Laval	6205, rue du Rouge-Gorge	Laval	H7L 4X5
GARDERIE BILINGUE LES AMIS DE CAMELIA INC.	13 - Laval	7887, boulevard Gauthier	Laval	H7T 1R3
GARDERIE CIEL BLEU INC.	13 - Laval	779, boulevard des Laurentides	Laval	H7M 2P7
GARDERIE COEUR POUR TOUS	13 - Laval	716, boulevard Gauthier	Laval	H7L 2Z4



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Name of the CPE	Administrative Region	Address	Municipality	Postal Code
GARDERIE ET CENTRE BAMBINERIE	13 - Laval	323, boulevard Curé-Labelle	Laval	H7L 2Z9
LAVAL	13 - Laval	931, rue Emerson	Laval	H7W 3Y5
GARDERIE K.I.D.S. LAVAL	13 - Laval	1141, boulevard Lesage	Laval	H7E 4V4
GARDERIE L'OASIS BOUT'CHOU	13 - Laval	3825, rue Lépine	Laval	H7V 1V5
GARDERIE L'UNIVERS DES PETITS COEURS INC.	13 - Laval	85-89, 8e Rue	Laval	H7N 2C5
GARDERIE LA BELLE	13 - Laval	2064, Curé-Labelle	Laval	H7T 1V6
GARDERIE LA PETITE CÔTE INC.	13 - Laval	2064, chemin de la Petite-Côte	Laval	H7L 5N1
GARDERIE LA PLANÈTE	13 - Laval	68, boulevard Cartier Ouest local 202	Laval	H7N 2H5
GARDERIE LABELLE INC.	13 - Laval	1480, boulevard Curé-Labelle	Laval	H7V 2W1
GARDERIE LE BONHEUR DE L'ENFANT ENR.	13 - Laval	+&\$zfi Y' GARDERIE L'UNIVERS		



Name of the CPE	Administrative Region	Address	Municipality	Postal Code
GARDERIE LE ROYAUME DE VIMONT	13 - Laval	3950, montée Masson	Laval	H7B 1C4
GARDERIE LE ROYAUME DE VIMONT	13 - Laval	2091, boulevard des Laurentides	Laval	H7M 4M2
GARDERIE LE ROYAUME DES PETITS COEURS	13 - Laval	97-99, 101, 8e rue	Laval	H7N 2C5
GARDERIE LE ROYAUME INC.	13 - Laval	4755, boulevard Dagenais Ouest	Laval	H7R 1L7
GARDERIE LES ADORABLES	13 - Laval	104, boulevard Sainte-Rose	Laval	H7L 1K4
GARDERIE LES AIMABLES	13 - Laval	384 A, boulevard Curé-Labelle	Laval	H7V 2S3
GARDERIE LES AMIS DE JOUJOU INC.	13 - Laval	3638, boul. de la Concorde Est	Laval	H7E 2C9
GARDERIE LES AMIS DE LA JUNGLE INC.	13 - Laval	4668, Saint-Martin Ouest	Laval	H7T 2Y2
GARDERIE LES AMIS DE MONTEUIL	13 - Laval	4676, boulevard des Laurentides	Laval	H7K 2J4
GARDERIE LES ANGES MIA ET TIA INC.	13 - Laval	4303, boulevard Samson	Laval	H7W 2G8
GARDERIE LES CALINOIRS	13 - Laval	3675, boulevard Dagenais Ouest	Laval	H7P 5C9
GARDERIE LES FRIMOUSES DE				

Name of the CPE	Administrative Region	Address	Municipality	Postal Code
GARDERIE LES PETITS EXPLORATEURS	13 - Laval	4930, boulevard des Laurentides	Laval	H7K 2J5
GARDERIE LES TOUT PETITS ANGES INC	13 - Laval	1855, boulevard des Laurentides	Laval	H7M 2P8
GARDERIE MA PETITE	13 - Laval	3965, boulevard Saint-Martin Ouest	Laval	H7T 1B7
GARDERIE MAGIQUE	13 - Laval	3977, boulevard Saint-Martin Ouest	Laval	H7T 1B7
GARDERIE MINIMI INC.	13 - Laval	1051, chemin du Bord de l'Eau	Laval	H7Y 1A7
GARDERIE NAREG	13 - Laval	500, 67e Avenue	Laval	H7V 2N2
GARDERIE PAPILLON BLEU DE LAVAL	13 - Laval	4975, boulevard Cléroux	Laval	H7T 2E5
GARDERIE PARADIS DES LAURENTIDES INC.	13 - Laval	6253, boulevard des Laurentides	Laval	H7H 2V3
GARDERIE PEEK-A-BOO	13 - Laval	4415, Boulevard Samson	Laval	H7W 2G8
GARDERIE PETITS INC.	13 - Laval	2860, boulevard de la Concorde local 205	Laval	H7E 2B4
GARDERIE BOULIER INC.	13 - Laval	3600, boulevard Lévesque Ouest	Laval	H7V 1E8
GARDERIE ROND-ROND MACARON INC.	13 - Laval	1903, boulevard René-Laennec	Laval	H7M 5E2
GARDERIE TIC TAC TOC CARTIER INC.	13 - Laval	34 C, boulevard Cartier Ouest	Laval	H7N 2H3
GARDERIE VAL FLEURI INC.	13 - Laval	81, 8e Rue	Laval	H7N 2C5
GARDERIE WILI-WILO INC.	13 - Laval	975, boulevard Lévesque	Laval	H7V 2V5
ROSE INC.	13 - Laval	1145, boulevard Saint-Joseph	Laval	H7P 4J9



Name of the CPE	Administrative Region	Address	Municipality	Postal Code
		3735, boulevard Saint-Martin Ouest	Laval	H7T 1A7
MON BEAU SAPIN INC.	13 - Laval	1215, avenue Olier-Payette	Laval	H7L 5L5
MONTEUIL INC.	13 - Laval	4700, boulevard des Laurentides	Laval	H7K 2J4
MULTICOLORE DE LAVAL	13 - Laval	4640, boulevard Samson	Laval	H7W 2H3
NINA	13 - Laval	3576, chemin du Souvenir	Laval	H7V 1X2
NOS PETITS ESPOIRS INC.	13 - Laval	8115, boulevard Lévesque Est	Laval	H7A 1V1
PLAÇOJEU INC.	13 - Laval	12, boulevard Bellerose Est	Laval	H7K 1S3
	13 - Laval	7, boulevard Samson, bureau 100	Laval	H7X 3S5
STE-ROSE INC.	13 - Laval	2, terrasse Dufferin	Laval	H7L 2H6
JARDIN AU BOIS FLEURI	13 - Laval	945, montée du Moulin	Laval	H7A 2A1
JARDIN D'ENFANTS MONTESSORI DE LAVAL	13 - Laval	3315, boulevard de la Concorde Est suite 201	Laval	H7E 2C3
JARDINS D'ENFANTS MONTEUIL	13 - Laval	4692, boul. des Laurentides	Laval	H7K 2J4
BONHEURS INC.	13 - Laval	1666, boulevard des Laurentides	Laval	H7M 2P4
LA BELLE AVENTURE (1993) ENR.	13 - Laval	3225, boulevard Dufferin	Laval	H7V 1R9
	13 - Laval	1600, boul. St-Martin Est bureau 120	Laval	H7G 4R8
LE BONHEUR DES POUpons	13 - Laval	1857A, boul. c. UYI g. JY %S&	Laval	H7W 4Z2

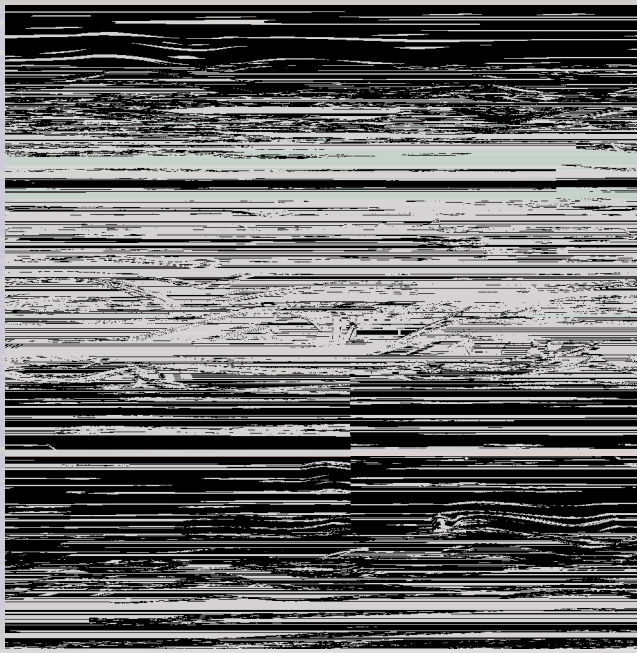
Name of the CPE	Administrative Region	Address	Municipality	Postal Code
LE CENTRE DE LA PETITE	13 - Laval	531, rue Huberdeau	Laval	H7X 1P6
LE PETIT MONDE DE LAVAL-OUEST	13 - Laval	4900, boulevard Arthur-Sauvé	Laval	H7R 3X1
LE ROYAUME DES PETITS SAVANTS	13 - Laval	5099, rue Bertin	Laval	H7W 0E9
LES ABEILLES DE GLORIA INC.	13 - Laval	45, boulevard Saint-Elzéar Est	Laval	H7M 1C3
LES AMIS D'ALEXIA INC	13 - Laval	1457, boulevard des Laurentides	Laval	H7M 2Y3
LES ANGES DE L'AVENIR GARDERIE EDUCATIVE	13 - Laval	5555, boul. des Laurentides, locaux 26 et 27	Laval	H7K 2K4
LES P'TITS DE ST-VINCENT INC.	13 - Laval	4653, place Chénier	Laval	H7C 1A9
LES PETITS EXPLORATEURS STE-DO	13 - Laval	584, rue Principale	Laval	H7X 1C9
LOMBRIC-À-BRAC	13 - Laval	4830, boulevard Dagenais Ouest	Laval	H7R 1L5
	13 - Laval	115, avenue Laval	Laval	H7N 3V5
LES OISELETS	13 - Laval	2795, boul des Oiseaux	Laval	H7L 4S9
CROQUE-MAGIE	13 - Laval	302, rue Renaud Ouest	Laval	H7M 3M1
ROND ROND MACARON II	13 - Laval	2004, boulevard René-Laennec	Laval	H7M 4J8
SERVICE DE GARDE CARREFOUR DES PAPILLONS INC.	13 - Laval	3733, boulevard Lévesque Ouest	Laval	H7V 1G4
TROIS PETITS PAS	13 - Laval	1115, boulevard Notre-Dame	Laval	H7W 4T8
LES FLEURS DE L'AVENIR	13 - Laval	1115, boulevard René-Laennec	Laval	H7M 2R2



Context: Context description is based on an analysis of the internal and external environment in which the organization operates. It includes a representation of the important factors, the major needs, expectations and concerns of citizens, as well as the social, economic, demographic and technological trends that will influence the organization's growth. The organization identifies the different challenges it will be faced with and on which it shall base itself to set its

Challenge: Challenges stem from context. A challenge represents what is at stake for the organization, its clients and its partners, according to the strategies in place. It is used for structuring the orientation. Wording a challenge requires a short statement of a few words, without verbs.

Orientation: An orientation makes it possible for the organization to state the intentions that will play a



SIGNATORIES OF THE COMMITMENT-TO-SUCCESS PLAN

Signed in Rosemère (Québec) on this 12th day of December 2018.

Paolo Galati, Chairperson

Gaëlle Absolonne, Director General

