EXCELLENCE IN TEACHING	WELL-BEING	COMMUNITY	EQUITY, DIVERSITY AND
AND LEARNING	WELL-DEING		INCLUSION
 high standards of achievement for all students innovative and engaging teaching practices and learning environments literacy and numeracy competencies embedded in all curriculum areas skills needed to thrive in a technologically-driven global society 	positive sense of self and belonging safe, healthy, respectful learning and working cultures appreciation for environmental practices and outdoor learning	 trust, accountability and transparency purposeful partnerships lifelong learning celebration of accomplishments 	 opportunities to reflect all voices and perspectives access to a broad range of programs and pathways leadership opportunities for all

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
EIL WB C EDI 1 V V V V V 2 V V V 4 V V V V 4 V V	Students will demonstrate competence in the strands of mathematical proficiency and articulate their mathematical thinking and the progress they are making towards learning goals and success criteria	Use appropriate worthwhile mathematical tasks that provide daily opportunities for students to think mathematically and engage in purposefully facilitated classroom discourse Gather information through diagnostic assessment as well as ongoing assessment for and as learning to develop an increased understanding of each students' mathematical strengths and needs and to develop instructional responses designed to meet those needs	2017-2018	 School Action Plans (SAP) will have a mathematics goal that is ambitious, yet clear, focused and achievable that is based on identified student needs Through the SAPs, all schools will be able to provide evidence: that students are developing increased competence related to the strands of mathematical proficiency; and of shifts of educator practice for math lead teachers and Gr. 6 teachers 	 New demographic and student achievement data reports developed to increase use and analysis of multiple sources of data Baseline School Process Data collected (n=2519) to determine current classroom practices Four Mathematics Leadership and Learning Network (M2LRN) sessions held involving one administrator/school, the math lead or a Gr. 9/10 applied teacher, and area superintendents. All educators who attended M2LRN gathered evidence of shifts in educator practice as well as growth in student understanding, proficiency and
		Administrators will: Collaborate with their staff to develop, implement and monitor a precise and targeted mathematics goal that includes both a content and a process focus as part of their School Action Plan (SAP) Use data from multiple sources to monitor progress towards mathematics goals and to inform instructional decisions Participate with educators in their instructional improvement work Provide evidence-informed feedback to educators to support identified shifts in instructional practice	On-going Increase 2017-2022 (3-5 years)	 Achievement Targets/Outcomes EQAO scores will be used as a valid and reliable measure of student progress towards the provincial standard: Primary EQAO scores will increase from 61% to 68% as progress towards 75% of all students meeting or exceeding the provincial standards in mathematics Junior EQAO scores will increase from 41% to 52% as progress towards 75% of all students meeting or exceeding the provincial standard in mathematics 	 achievement All schools have refined their mathematics goals. SAPs have been shared with area superintendents and the program team have reviewed and provided differentiated supports to meet school needs Principals have developed observable criteria related to identified desired shifts in practice and have gathered baseline data to use to monitor progress SEF supports have developed and implemented a monitoring plan to track progress towards school / system goals, including, professional learning surveys,

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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Instructional and Assessment Facilitators will: Provide capacity building and classroomembedded professional learning to educators in Grades 4-6 and Grades 9 and 10 applied courses, to develop content and process knowledge and to support the purposeful practice of the identified shifts in mathematics instructional practices In Engage with school leadership teams to: monitor progress towards their mathematics goal reflect on both educator and leadership actions designed to influence the identified shifts in instructional practice	On-going Increase 2017-2022 (3-5 years)	 Grade 9 Applied EQAO scores will increase from 41% to 52% as progress towards 75% of all students meeting or exceeding the provincial standard in mathematics Grade 9 Academic EQAO scores will increase from 78% to 82% as progress towards 85% of all students meeting or exceeding the provincial standard in mathematics Progress will be made towards identified achievement goals in Primary, Junior, Grade 9 Applied and Grade 9 Academic during the 2017-2018 school year Achievement goal targets will be met in Primary, Junior, Grade 9 Applied and Grade 9 Academic during the 2019-2020 school year 75% of all students will meet or exceed the provincial standard in Primary, Junior and Grade 9 Applied during the 2021-2022 school year 85% of all students will meet or exceed the provincial standard in Grade 9 Academic during the 2021-2022 school year An increased number of students will continue to pursue the study of mathematics beyond the one Grade 11 or Grade 12 compulsory credit An increased number of students will pursue post-secondary education 	teacher interviews, Instruction and Assessment Facilitators (IAF) journals, school action plans and student achievement measures IAFS have provided classroom embedded professional learning through the co-teaching cycle with a focus on content and pedagogical knowledge. The co-teaching cycle amounts to 70% of their interactions with junior math teachers. Other supports provided by the IAFs include participation in the school leadership teams, facilitating professional learning communities and providing resources to their colleagues. To date, teachers supported by the IAF, have reported an increase in their knowledge of teaching strategies and math concepts as indicated through multiple sources of evidence collection. Administrators have also reported, through central feedback, a shift in educator math practices in the junior division

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learning environments	cultures	purposerur partifersnips lifelong learning	3. leadership opportunities for all
literacy and numeracy competencies embedded in	appreciation for environmental practices and outdoor	4. celebration of accomplishments	
all curriculum areas 4. skills needed to thrive in a technologically-driven	learning		
global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Superintendents will: Provide support to administrators and the broader school leadership team as related to both the mathematics goal and the associated actions/professional learning plans as outlined in the School Action Plan Use data from multiple sources to monitor progress towards the board mathematics goals and to inform mathematics leadership decisions Participate with administrators in their instructional leadership work and professional learning Provide evidence-informed feedback to administrators to support identified shifts in leadership practice			 Superintendents worked with school teams (principal, math leads, teachers) to review, monitor, and provide feedback to school's SAP math goals Superintendents monitored during school visits and participated in math lessons with schools Superintendents participated in professional learning on effective monitoring with K. Witherow, MOE officer

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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		District Facilitators/Centrally Assigned Staff will: • provide capacity building opportunities for school leadership teams through existing structures like School Leaders' Meetings and Mathematics Leadership and Learning Regional Networking (M2LRN) Sessions to: - develop mathematics knowledge for teaching and leading - hone instructional leadership skills necessary to influence identified shifts in instructional practice - use data from multiple sources to monitor progress towards mathematics goals and to inform instructional decisions related to the teaching and learning of mathematics			

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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
EIL WB C EDI 1 V V V V V V V V V	 Students will: communicate effectively using appropriate strategies in a variety of texts/contexts through daily reflection of their thinking and strategies articulate their thinking and the progress they are making towards learning goals and success criteria 	Educators will: Deliver literacy instruction, providing daily opportunities for students to engage in self/peer-assessment, goal setting and self-questioning/reflection and classroom discourse to make connections and to think visibly Meet students' needs by using small group instruction, gradual release of responsibility, timely and descriptive feedback (essential practices) Administrators will: Collaborate with their staff to develop, implement and monitor a precise and targeted literacy goal as part of their School Action Plan (SAP) Foster precise and targeted literacy actions in schools by using multiple sources of data to provide leadership, differentiated professional learning required to support identified shifts in instructional practice and support for educators and facilitators Provide evidence-informed feedback to educators to support identified shifts in instructional practice	2017-2018	 All educators, school based facilitators, district facilitators, administrators and superintendents will use multiple sources of data to provide differentiated professional learning in support of student achievement, beginning in September 2017 All educators will use small group instruction, gradual release and effective feedback strategies daily in support of student achievement 	 Demographic and student achievement data reports (Power BI) have been developed to increase the ease and effective use and analysis of multiple sources of data Multiple sources of evidence analyzed to identify areas of focus for literacy professional learning Baseline School Process Data collected (n=2519) to determine current classroom practices All schools have refined their literacy goals. SAPs have been shared with area superintendents and were the focus of superintendent school visits All secondary department chairs have developed department-specific educator actions to improve the confidence and frequency of use related to self/peer-assessment, classroom discourse, visible thinking and descriptive feedback Participating Gr. 9 and 10 applied teachers and intermediate teachers from associated family of schools have implemented a response to interview model to support the development of foundational literacy skills through explicit teaching and small group instruction
Lindated: June 2018					

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global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Instruction and Assessment Facilitators will: • foster precise and targeted literacy actions in learning spaces, by using multiple sources of data to provide leadership, differentiated professional learning to address identified shifts in instructional practice, and support for educator Superintendents will: • foster precise and targeted literacy actions in schools, by using multiple sources of data to provide leadership, differentiated professional learning to address identified shifts in leadership practice, and support for administrators • provide evidence-informed feedback to administrators to support identified shifts in leadership practice	On-going Increase 2017-2022 (3-5 years)	Achievement Targets/Outcomes EQAO scores will be used as a valid and reliable measure of student progress towards the provincial standard: Primary EQAO scores will increase from: Reading: 71% (2015-16) to 78% (2021-2022) Writing: 71% (2015-16) to 78% (2021-2022) Junior EQAO scores will increase from: Reading: 78% (2015-16) to 82% (2021-2022) Writing: 74% (2015-16) to 81% (2021-2022) Secondary OSSLT scores will increase from: 74% (2015-16) to 85% (2021-2022)	 Following the competition of the OSSLT further review of best practices with administrators occurred, with a focus on how to support students with extra time Superintendents completed formal school visits and reviewed SAP's with school leadership teams to ensure precise targeted literacy actions are supported in schools with necessary resources

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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
EIL WB C EDI 1 V V V 3 V V V 4 W Responsibility: D. Halliday	 Increase staff awareness of the importance of ensuring our schools are safe and inclusive places to work and learn 	District Facilitators/Centrally Assigned Staff will: Foster precise and targeted literacy actions in schools by using multiple sources of data (conversations, observations, products, including school-based facilitator and administrator feedback) to provide leadership, differentiated professional learning to address identified shifts in both instructional and leadership practice and support for school-based facilitators, administrators and superintendents Continue training in-school Key Point People (KPPs) Continue working with community partners including Harmony Movement, Egale, COPA, etc. Appoint a Principal of Equity, Diversity and Inclusion to support this strategic focus Support School Action Planning using a variety of measures, including the Ontario Principals' Council Equity Walk rubric, and	2017-2018	 All equity KPPs have had the opportunity to participate in two days of focused and intentional professional learning All school staff participate in a session (led by KKPs), on a system PA Day, with a focus on anti-racism and how to address inequity in schools Additional training opportunities provided in conjunction with community partners 15 DECEs will be trained as Roots of Empathy 	 KPPs received both days of equity training in preparation to lead a portion of the April PA Day with their own staff COPA opportunity for teachers in December; Deep Diversity opportunity for superintendents, managers, principals and vice-principals in spring Three secondary schools participating in intensive 'equity audit' using the CUS/OISE Equity rubric
D. Halliday Superintendent Equity / Safe and Welcoming Schools		Council of Ontario Directors of Education Going Deeper rubric		Instructors to facilitate the program's extension into kindergarten classes	 Principal appointed in June 2017

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AND LEARNING	WELL-BEING	COMMONT	INCLUSION
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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Model discussions about challenging topics through strategies like read-alouds and group discussions with equity- promoting resources as anchors			 Elementary and secondary schools given a resource box of books related to diversity and inclusion; many electronic resources exist as well; equity, diversity and inclusion IRTs continue to support classrooms Roots of Empathy training completed by 14 DECEs, and program is being implemented in their Kindergarten classes All schools participated in an Equity focused PA Day session Staff training delivered through staff meetings, PLCs and "Lunch and Learn" sessions
Responsibility: D. Halliday Superintendent Equity / Safe and Welcoming Schools	Students feel that their voices are being heard, improving school climate and increasing students' sense of belonging at school	 School staff will seek student input in school and classroom decision-making Students from all schools in Areas 1, 2 and 3 will participate in the Harmony Movement Social Changemakers conference, returning to their schools with action plans to make a positive impact at school and beyond Digital and print resources used in the SCDSB will reflect and honour the diverse lived experiences and identities of SCDSB students 	3-5 years	 75-80% of student's state that their ideas are used when decisions are made at their school and they have opportunities for their voice to be heard at school in the 2019-2020 School Climate Survey for Secondary Students, and in the 2020-2021 School Climate Survey for Elementary Students 85% of student's state that they 'feel accepted for who I am and 'I feel I belong' in the 2019-2020 School Climate Survey for Secondary Students and in the 2020-2021 School Climate Survey for Elementary Students 	 64% of secondary student's state that their ideas are used at school and 68% felt they had opportunities for their voice to be heard (2017-2018 School Climate for Secondary Students) 81% of secondary students stated they feel accepted for who they are, and 76% felt they belong at their school (2017-2018 School Climate for Secondary Students)

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AND LEARNING	WELL-BEING	COMMUNITY	INCLUSION
 high standards of achievement for all students 	positive sense of self and belonging	 trust, accountability and transparency 	opportunities to reflect all voices and perspectives
2. innovative and engaging teaching practices and	safe, healthy, respectful learning and working	2. purposeful partnerships	2. access to a broad range of programs and pathways
learning environments	cultures	3. lifelong learning	3. leadership opportunities for all
3. literacy and numeracy competencies embedded in	3. appreciation for environmental practices and outdoor	celebration of accomplishments	
all curriculum areas	learning		
4. skills needed to thrive in a technologically-driven			
global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Schools will actively engage in efforts to promote equity, diversity, inclusion and social justice in classrooms and school settings		Schools will implement Social Changemakers action plans as a result of their learning and work at the conference	 Social Changemaker conference held in November 2018, with action plan goals being monitored Changes continually being made to documents such as the Holy Days and Holidays Calendar, Student Dress Code and Code of Conduct Curriculum resources are being diversified through curriculum resource audits and distribution of suggested alternate resources from the equity, diversity and inclusion team as well as teacher driven shared drives PD day session for secondary teachers on equitable assessment was delivered Applications for Students as Researchers and Speak-up grants are in process School climate survey continues to be revised to align with the pillars of the strategic plan and to incorporate input from members of Student Senate Hosted student voice conferences focused on "Creating Safer Spaces" (GSA) and "Race and Racism" for grade 7-12 students

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PRIORITIES EIL WB C EDI	Educators will work to identify and reduce bias and barriers, and ensure that curriculum and pedagogy are reflective and representative of the diverse identities of our students and families, and of global identities	 Schools will allocate resources to enhance collection of learning materials to be more reflective of our diverse populations Guest speakers, learning opportunities and lessons will be utilized in our classrooms and schools to allow students to see themselves and their lived realities in the content being learned and discussed 	3-5 years	 75-80% of students and their parents/guardians state that learning is taking place in our schools that reflects diverse identities and lived realities in 2019-2020 (secondary) and 2020-2021 (elementary) School Climate Surveys Schools will update and replace resources and methods to increasingly represent their learners and global diversity 	 Equity, diversity and inclusion staff supporting resource reviews of library collections and designing a curriculum audit tool for classroom teachers Secondary equity book collection is currently on order (expected delivery in the new year) to help students see themselves and their lived realities within the resources used in their schools Roseneath Theatre and Sheatre performed plays in various schools about the lives of LGBTQ people SCDSB students attended a Sankofa
					conference to recognize Black History Month

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EIL WB C EDI 1	 All parents/guardians and families are engaged in the school system 	 Schools will actively reach out to families who are not currently serving on school councils, encouraging them to bring their valued perspectives to this advisory role Schools will continue to support the successful outcomes of Children and Youth in Care through use of the Joint Protocol for Student Achievement, in partnership with Simcoe Muskoka Family Connexions 	3-5 years	 Schools will intentionally reach out to families, inviting them to join school councils, to increasingly represent the growing diversity of our school communities 	 Results from 2016-2017 Kindergarten registration survey prompted the need for 'equity literacy' training for SASE, SASS, OA, Clerk/steno staff (completed October/November 2017)
and wolcoming schools		 Parents/guardians of children entering kindergarten are surveyed to measure equitable and inclusive registration experiences School administrators and Parent Involvement Committee (PIC) will receive Belonging at School: Strategies for Home and School Collaboration (COPA) 		 The 2016-2017 kindergarten registration survey will act as a starting baseline and will guide staff training and communications strategies to ensure that a greater number of parents and guardians have positive experiences when registering their child/ren for school 	■ 2017-2018 Kindergarten registration survey prepared and distributed

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EIL WB C EDI 1	Increase participation rates for the school climate survey	 Promote the school climate survey to staff, students and parents/guardians Staff will provide opportunities during class time to complete the survey Ensure that the survey is concise and efficient to complete Provide weekly completion reports to school admin to help monitor participation rates 	2017-2018 secondary, 2018-2019 elementary	A 5% participation rate increase in survey completion in each category of respondents: students, staff and parents/guardians	 School climate survey was launched in February/March 2018 Survey was shortened in length, made readily accessible through all platforms and was aligned more closely with the strategic plan's focus on well-being and equity 19% increase in student participation rate, 62% increase in staff participation rate and 3% increase in parent/guardian participation rate when compared with the previous secondary school climate survey

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high standards of achievement for all students	positive sense of self and belonging	trust, accountability and transparency	opportunities to reflect all voices and perspectives
innovative and engaging teaching practices and	safe, healthy, respectful learning and working	2. purposeful partnerships	2. access to a broad range of programs and pathways
learning environments	cultures	3. lifelong learning	leadership opportunities for all
3. literacy and numeracy competencies embedded in	3. appreciation for environmental practices and outdoor	celebration of accomplishments	
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EIL WB C EDI 1	Students, staff and parents/guardians learn, develop, model and practice skills that foster well-being through curriculum, relationships and experiences statement of the stat	 Professional development offered centrally, site-based and on PD days to assist staff in supporting their own and others' well-being (e.g. Shanker Self-Reg®, MindUP®, mindfulness, Mindfulness Without Borders, compassion fatigue, trauma-informed practice) increase learning opportunities for trauma-informed practice Data from April 2017 Administrator Survey to be used to determine training needs Staff will explicitly teach and model cognitive, physical, social and emotional attributes that promote well-being (e.g. Shanker Self-Reg®, MindUP®, mindfulness, self-care Everyday Mental Health Practices in the Classroom) Supervisors will ensure that students and staff engage in daily practices that promote cognitive, physical, social and emotional well-being (e.g. Daily Physical Activity, differentiated instruction, self-care, mindfulness, trauma-sensitive schools, outdoor education) The Principal of Well-being and board mental health staff will provide well-being skill support and training programs (e.g. SafeTALK, ASIST, Mental Health First Aid, 	September 2017- June 2018 Comparison of attendance and experience/wellness data June 2017- June 2018 2018-2019 school year for School Climate Survey Data (elementary)	 Health and Wellness Champions encourage staff and student well-being through daily practices in all SCDSB workplaces Staff and students will have and demonstrate skills that foster well-being (cognitive, physical, social and emotional) Staff and students will understand their role in supporting a culture of well-being and are equipped with the skills to do so as demonstrated by the Kindergarten registration survey results, participation in PD (Director and admin meetings) and learning opportunities and positive daily interactions with others (student leadership teams-Exploring Leadership) Student and staff attendance will be supported through Human Resources wellness staff, Child and Youth Workers (CYW), Social Workers and Attendance Counsellors (students) Staff Experience and Wellness survey results will be analyzed and data will be used to support staff well-being initiatives Outcomes measured by board mental health staff will be analyzed and data will be used to support improved school programming 	 Workplace Wellness Champion(s) at every worksite, supported by a Google Classroom for sharing ideas 123 SCDSB ETFO staff participating in ETFO-SMH Assist Pilot Project - Everyday Mental Health Practices in the Classroom out of 450 from nine school boards 6 secondary schools (23 teachers and 6 social workers) completed facilitator training and delivered the Mindfulness Without Borders curriculum in classrooms School-based PD completed regarding Trauma-Informed Classrooms and MindUP Curriculum. Central staff (special education, social work, attendance counsellors and CYW) completed trauma-informed classrooms, MindUP and FASD 5 additional staff trained to provide Compassion Fatigue training 1 additional social worker trained as SafeTalk facilitator mental health and well-being staff trained in Restorative Practices (35) Self-Reg evening programs for parents/guardians (50) Social work staff providing sessions for staff and students: Anxiety, Depression, Addiction, Relationships, Supporting Minds,

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innovative and engaging teaching practices and	safe, healthy, respectful learning and working	2. purposeful partnerships	2. access to a broad range of programs and pathways
learning environments	cultures	Iifelong learning	leadership opportunities for all
3. literacy and numeracy competencies embedded in	3. appreciation for environmental practices and outdoor	celebration of accomplishments	
all curriculum areas	learning		
4. skills needed to thrive in a technologically-driven			
global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Compassion Fatigue, trauma-sensitive schools) All schools will engage in the Leading Mentally Healthy Schools process; with well-being teams and plans that address organizational conditions, capacity activation and evidence-based programs that support staff and student well-being (80% in 2016-2017) Social Work and Child and Youth Work staff will provide students with individual, small group and classroom-based opportunities, that allow for a safe place to connect with others, learn about factors contributing to mental health and well-being, develop self-awareness, regulation of emotions and behaviours, and coping strategies that enhance personal well-being Traumatic Incident Response Team (TIRT) members will be trained yearly and be available to respond to traumatic incidents that impact school communities		A list/database will be created to provide schools with current, relevant programs and guest speakers to access, in support of character development, bullying prevention and positive school climate (2017-2018)	Self-care, Restorative Practices and Mindfulness Roots of Empathy, an evidenced-based classroom program geared towards reducing levels of aggression and bullying among elementary aged students while raising social/emotional competence and empathy facilitated by CYW's in 12 elementary schools Board Wellness Committee meets monthly Staff Well-being Through Self-Reg ® (afterhours training, 300 staff) Multiple staff/student/parent well-being nights hosted at local schools highlighting school and community mental health and well-being resources 1200 students, 125 parents and approximately 50 staff attended Dr. Rosen's presentation re: Technology and Student Mental Health and Well-being All school mental health and well-being teams promoted Mental Health Awareness Week in April. Fifteen schools provided submissions for display at the Education Centre to enhance awareness Over 750 staff participated in professional development opportunities: Reframing

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					Behaviour/Staff Well-being/Anxiety/Is it Misbehaviour or Stress Behaviour? Working with Lakehead: Self-Reg conference in May (80 teachers, DECEs and EAs and 20 parents) Mindfulness/Well-being session for school- based October PA Day linked to school action plans Mental Health Modules for staff meetings and website are in progress Board report of plans related to Staff Experience and Wellness survey results presented to Board in October 2017 Staff Experience and Wellness Survey conducted again last week of June/first week of July All managers and central principals received the SCDSB Customer Service Standards document for implementation in a pilot at the Education Centre All schools have established school mental health teams and have participated in two Leading Mentally Healthy Schools professional development sessions

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high standards of achievement for all students	positive sense of self and belonging	trust, accountability and transparency	opportunities to reflect all voices and perspectives
innovative and engaging teaching practices and	safe, healthy, respectful learning and working	2. purposeful partnerships	2. access to a broad range of programs and pathways
learning environments	cultures	3. lifelong learning	leadership opportunities for all
3. literacy and numeracy competencies embedded in	3. appreciation for environmental practices and outdoor	celebration of accomplishments	
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global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
					 In November, schools recognized National Addictions Awareness Week for the first time. Central resources were provided to schools All staff participated in Addictions Awareness PD in April to improve their understanding and ability to provide Tier 1 support to students struggling with addictions and mental health concerns. Training delivered by the administrators and their school mental health teams 500 staff have participated in central training (Safe TALK, ASIST, Mental Health First Aid, Rainbows and Compassion Fatigue) to increase their capacity to recognize and support staff and student mental health concerns within their school community MindUP, Compassion Fatigue and SafeTALK training available onsite at school cost Six secondary schools offered SafeTALK training to over 500 students 20 SHSM secondary students completed Mental Health First Aid training In November, schools recognized National Addictions Awareness Week for the first time. Central resources were provided to

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AND LEARNING	WELL-BEING	COMMONT	INCLUSION
 high standards of achievement for all students innovative and engaging teaching practices and learning environments literacy and numeracy competencies embedded in all curriculum areas skills needed to thrive in a technologically-driven global society 	 positive sense of self and belonging safe, healthy, respectful learning and working cultures appreciation for environmental practices and outdoor learning 	 trust, accountability and transparency purposeful partnerships lifelong learning celebration of accomplishments 	 opportunities to reflect all voices and perspectives access to a broad range of programs and pathways leadership opportunities for all

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
	GOAL	ACTIONS	TIMELINES	Students will feel supported in their school environment by Social Workers and CYWs Schools experiencing a traumatic incident will feel supported by the Traumatic Incident Response Team	schools Social work and CYW staff facilitating cognitive behavioural, prevention and experiential groups with identified students that teach and develop social emotional skills Firends programs and 60 other classroom programs facilitated by CYW staff Social Work staff facilitating classroom presentations on positive mental health and well-being, as requested Traumatic Incident Response Team participated in a full day of orientation training – 16 school responses and 12 consultations MH Leader and TIRT coordinator completed training through Canadian Critical Incident Stress Foundation

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STRATEGIC PRIORITIES GOAL ACTIONS TIMELINES EXPECTED OUTCOMES PROGRESS T	TO DATE
Students and staff have a positive sense of self, their work and commercial connectedness, supported through caring relationships, safe and positive environments and community partners Students and staff will: Gevelop cognitive, physical, social and emotional environments, processes and procedures that are welcoming, and promote positive sense of self, work and connectedness, and that enhance mental and physical well-being identify staff and students in need of support and have knowledge of how to access the pathways to care be engaged in the Leading Mentally Healthy Schools process and participate in learning opportunities, such as SafeTALK, ASIST, Mental Health in Staff and and Compassion Failgue Central leaders will continue to work with community partners to enhance and refine pathways and services (MOMH. Moring on Mental Health, COMPASS, Child and Youth Family Services (CYFS) Coadition of Simcoe County, LIHID ~ Local Health Integrated Network) Students and staff will: develop cognitive, physical, social and emotional environments, processes and procedures that are welcoming, and promote positive sense of self, work and connectedness, and that enhance mental and physical well-being for all as measured by the Staff Experience and Wellness Survey and School Climate Survey and Staff will be able to access self-and workers as well as access and participate in learning opportunities, but and school Climate Survey and school Climate Survey and school Climate Surve	ovided direct more than 700 man 375 students in a supported by New based mental health mave a SCDSB social may be so to New Path, mcoe/York more than 800 man 150 students in a may be referred over mity partners may be community may be and community math services via ment School Based mittee chaired by

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AND LEARNING	WELL-BEING	COMMONTY	INCLUSION
 high standards of achievement for all students innovative and engaging teaching practices and 	positive sense of self and belonging safe, healthy, respectful learning and working	trust, accountability and transparency purposeful partnerships	 opportunities to reflect all voices and perspectives access to a broad range of programs and pathways
learning environments	cultures	purposerur partifersnips lifelong learning	3. leadership opportunities for all
literacy and numeracy competencies embedded in	appreciation for environmental practices and outdoor	4. celebration of accomplishments	
all curriculum areas 4. skills needed to thrive in a technologically-driven	learning		
global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
EIL WB C EDI 1	Continue to grow our capacity to provide students and educators with learning opportunities that will deepen and enrich outdoor stewardship by making purposeful connections between nature and the Ontario curriculum	 Outdoor Learning Conferences - three annual outdoor learning conferences provide educators and before and after school care providers with a full day of workshops, with ideas to implement in their classroom Encourage secondary school teachers to attend and present at outdoor learning conferences Continue participation in EcoSchools provincial certification program for schools 	Hands in the Dirt - September 2017 Mittens in the Snow - January 2018 Singing in the Rain - April 2018 September 2017 to June 2019	 Increase educator capacity to use outdoor learning spaces to help students explore, discover and connect with nature All 86 elementary schools will have staff participate in the conferences by June 2018 (81 presently) An increased number of secondary school educators participate in conferences Increase the number of schools certified from 44 to 50 	 Manager of Social Work and Mental Health Leader participate on Community Crisis Steering Committee (includes focus on Simcoe County Community Suicide Risk Protocol) User (Staff and Student) evaluation of Tier 2 services (access and timeliness of service, and experience/impact) completed, implementation September 2018 Hands in the Dirt held September 30, 2017, 185 in attendance Planning underway for Mittens in the Snow - February 2018 Fifty-seven schools are currently registered for Ontario EcoSchools (11 secondary schools -
		meeting environmental standards Support the 44 accredited schools to obtain a higher distinction (bronze, silver, gold and platinum) – increase participation through promotion by OE/HAL coordinator 			including two alternative schools - and 46 elementary schools). Twenty-five schools have completed their initial eco-review, and three elementary schools have submitted applications for platinum status

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high standards of achievement for all students	positive sense of self and belonging	 trust, accountability and transparency 	opportunities to reflect all voices and perspectives
2. innovative and engaging teaching practices and	2. safe, healthy, respectful learning and working	2. purposeful partnerships	2. access to a broad range of programs and pathways
learning environments	cultures	3. lifelong learning	3. leadership opportunities for all
3. literacy and numeracy competencies embedded in	3. appreciation for environmental practices and outdoor	celebration of accomplishments	
all curriculum areas	learning		
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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		 EcoSchool Leadership Day - a celebration of accomplishments made throughout the year 	October 2017	 Leadership capacity and environmental stewards are developed 	 Introduction to EcoSchools workshop and Experienced EcoSchools Networking Event held in October 2017 Schools provided with release time to
		 Green Teams - tasked with assisting in daily operations activity with a lens on environmental sustainability 	September 2017 to June 2018	 An increase in environmental sustainability, leadership capacity and environmental stewardship 	complete EcoSchools certification paperwork Planned participation in Ontario EcoSchools Super Conference in February 2018 SCDSB Ontario EcoSchools Leadership Retreat in March 2018 at Tiffin Conservation Area
		 Grade 4 Field Trip - inquiry-based environmental science program designed to deepen and enrich grade four outdoor curriculum 	Three throughout the year	 All Grade 4 classes participate in environmental science field trips during the 2017-2018 school year 	Four vendors selected for Grade 4 Environmental Program
		Continue added Grade 1 outdoor experience (school yard) with assigned service providers			 Three vendors selected for Grade 1

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		 Envirothon (Secondary event) - secondary school environment skill-building competition Environmental Events / Celebrations - Waste Reduction Week, Earth Day, Earth Hour, National Get Outside Day, Sweater Day, World Water Week, Educator Movie Screening 	April - training May 2018 2017-2018	 Students demonstrate an increased knowledge of environmental careers and skill-building Students and staff demonstrate an increased environmental awareness and promote action in our schools 	 Secondary Schools Forests Ontario Envirothon scheduled for April and May (training and competition), and Mini-Envirothon (elementary green team celebrations) scheduled for June 2018, with funding for both secured through CODE All secondary schools received funding for outdoor education field trips or other activities
		 Enhance outdoor learning spaces - outdoor classrooms, school-scaping (five in planning stage), school ground greening and low impact development 	2017-2018	 Environments that foster wonder, curiosity and a desire to learn outside are created Environmental sustainability is consistently promoted in outdoor learning spaces Eco-friendly school yards are created Self-regulation and DPA are supported 	 Enhancements have been completed at Huron Park, Hewitt's Creek, Cundles Heights and Honourable Earl Rowe Hillcrest PS depave and school ground enhancement completed in October 2017
		 Outdoor Classroom Project research project review 	2017-2018	 Review outcomes and create a support plan 	
		 Increase Ophea Healthy Schools designations in our schools through promotion by OE/HAL coordinator 	2017-2018	■ Increase from 5 to 8 schools	 14 out of 238 Ophea Healthy Schools in Ontario are certified schools are SCDSB schools, including seven gold, three silver, four bronze certifications and one participant school (provincially 1 in 15 schools are participating)

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EIL WB C EDI 1 \(Increase student credit accumulation, leading to graduation 	 Student Success central team will provide program overview, updates and data at central administrator professional learning meeting Use board data to determine elementary school support and targeted interventions prior to transitioning students to secondary including addition of elementary guidance teachers to support Grade 7-8 students in transition to secondary school Use Student Success database to identify targeted interventions to support undercredited or at-risk students 	September 2017- June 2018 September 2017- June 2018 September 2017- June 2018	 Principals will use student success updates and school data to analyze and improve student achievement through AEAC Ministry of Education Portal (PRISA Reporting etc.) Increased support for targeted elementary schools, to decrease the number of students identified at-risk, prior to transitioning to secondary (reviewed annually based on student success "at risk" definitions) using AEAC reporting tool(s) Credit accumulation rate will increase five per cent by June 2018, based on 2015-2016 Taking Stock ministry data Grade 9 (8 or more credits) 84.9% (2015-2016) Grade 10 (16 or more credits) 77.8% (2015-2016) Grade 11(23 or more credits) 80.8% (2015-2016) 	 Student Success Symposium re-examined role of team members to ensure all staff are able to refer students to appropriate school and board resources and supports to maintain and increase engagement SS teams analyzed school-specific data from last Taking Stock report and compared to board and provincial averages to identify areas for improvement Elementary SSTs and guidance staff attended Ontario School Guidance Conference to acquire training on evolving practices Ongoing PowerSchool enhancements to facilitate and track referrals to alternative programs Grade 12 exit survey revised to inform future practice of Student Success Teams

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all curriculum areas	learning		
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global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Control Chadnat Currence staff will associate	Contamba 2017	Grade 12 four-year graduation rate increases from 76.5% to the current provincial average of 79.6%, and five-year graduation rate increases from 82.6% to the current provincial average of 86.5% There are always as a finally ideal Pathway Plan.	Liberta d Duilding Futures Conference for
EIL WB C EDI 1	To enrich student and staff understanding of experiential activities that draw connections between classroom learning and all post- secondary pathways	 Central Student Success staff will provide professional learning for teachers and school leaders through Student Success Team (SST) meetings and central administrator meetings to increase awareness of Creating Pathways to Success (CPS) Student Success teachers and school leaders will share professional learning with school staff during monthly meetings and PA days to embed CPS in classroom activities SSTs will model CPS in schools to connect classroom learning and individual pathway planning Educators will embed the CPS four-step inquiry process to support student learning 	September 2017- June 2019 September 2017- June 2019 September 2017 – June 2020	 Increased usage of Individual Pathway Plan (IPP) planning tool via staff and students access rates All students will be better able to articulate the relationship of school to real life and their initial post-secondary pathway Every secondary student will have at least one experiential learning opportunity before they graduate that will investigate career pathways Staff will practice the experiential learning cycle (participate, apply, reflect) with a focus on careers and the development of essential skills and work habits 	 Hosted Building Futures Conference for teachers and guidance counsellors, to support student transition to the world of work and support them in promoting experiential learning opportunities Over 100 female students attended a networking forum to encourage participation in the skilled trades Over 1,000 SCDSB students are enrolled in a SHSM program as of October 2017 School College Work Initiative (SCWI): 133 students registered in dual credits in semester one 22 students registered in the Barrie School-Within-a-College (SWAC) in semester one 24 elementary teachers attended a forum to provide professional development around college as a post-secondary pathway 30 elementary schools have signed up for 'Picture Yourself @ College' presentations

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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		 Educators will embed Individualized Pathway Planning (IPP) in all experiential learning opportunities Schools will maximize student enrolment in targeted experiential learning programs, including: Cooperative Education Specialist High Skills Majors (SHSM) Ontario Youth Apprenticeship Program (OYAP) School College Work Initiative (SCWI) Central SS staff will assist in developing school plans to increase SHSM programs and student enrolment at each secondary school 			The 2018-2019 Request for Proposal process is currently underway and includes SCDSB requesting an adult SWAC program in Orillia and an additional section of SWAC in Barrie to meet high demand The 2018-2019 Request for Proposal process is currently underway and includes SCDSB requesting an adult SWAC program in Orillia and an additional section of SWAC in Barrie to meet high demand

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Responsibility: C. Samis Superintendent Program / Special Education	 Increase opportunities and outcomes for students involved in various pathways 	 Student Success staff will provide professional development/learning opportunities to secondary guidance chairs/staff related to program pathways available to students (i.e. Creating Pathways to Success, Career Cruising, My Blueprint, Dual Credits, Post-secondary destinations etc.) 	June 2018	All guidance staff will be provided with professional development / learning opportunities related to available program pathways, including post-secondary opportunities and requirements	 Ongoing support of myBlueprint and All About Me for staff and students, including nine training sessions offered to secondary and Grade 7/8 teachers, school administrators, guidance and student success teachers Professional development for Digital Portfolios using myBlueprint provided to secondary teachers and guidance counsellors (80 staff) Continued participation in provincial pilot project to reform Careers Studies course to better address changing needs of students
Special Education		 Staff supporting students involved in Supervised Alternative Learning (SAL) including attendance counselors, outreach teachers, outreach co-op teachers, etc. will be provided with training and support in order to ensure students involved in SAL are provided with an appropriate and consistent level of support across the system 	June 2018	Staff that support students involved in SAL will receive additional professional learning/capacity building in order to ensure success	Meetings between SAL, outreach teachers, attendance counsellors and central SS Team taking place to continue to monitor and identify gaps in program delivery

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Principals will be aware of and monitor academic achievement for all self-identified students in September self-identified indigenous students Responsibility: Indigenous Education S. Finlayson Superintedent Indigenous Education / Parent Involvement Involvement	ents were given to e staffed Indigenous e d in Portage View, SS hools has been ed for next steps eing tracked and n report for ESA us SST to gather eracy and lect with students 0 assessments

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AND LEARNING			INCLUSION
high standards of achievement for all students	positive sense of self and belonging	trust, accountability and transparency	opportunities to reflect all voices and perspectives
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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		 Research models for Indigenous alternative programs 	2017-2018	 Recommendations will be provided for alternative education program(s) for Indigenous students 	 Review completed- 7th Fire program will join alternative school in September 2018
EIL WB C EDI 1 V V V V 2 V V V 3 V V V 4 V V V V V V	 SCDSB culture reflects Indigenous culture and practice 	 School office staff will receive PD on Indigenous culture Share best practices with all schools to ensure culture reflects Indigenous culture 	2017-2018 2017-2020	 All office staff receive basic cultural training with a focus on identification and welcoming practices All schools reflect a safe and welcoming environment for Indigenous students and families Continued positive trend of increase in number of self-identified students Increased parent/family involvement in schools and positive relationships built 	 All admin support, guidance and central office staff received culturally-based PD Paul Shilling reconciliation prints purchased and displayed in schools for front entry ways Community feasts resulted in increased number of self-identified students
S. Finlayson Superintendent Indigenous Education / Parent Involvement		 Modify structure/format of board-mandated meetings to be more culturally responsive (i.e. as Circles) Ensure pilot schools have a dedicated space for Indigenous students, staff and visitors 	2017-2020	 Meeting formats are modified Facility space will be analyzed 	 FNEAC structure modified to include a shared talking circle School spaces have been opened/added to provide dedicated spaces at Lions Oval, Huron Park and Portage View

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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Seek feedback through consultation, conversation and surveys with Indigenous students, parents and community partners	2017-2019	Survey will be developed and completed	 Parent/student survey completed at feasts: 92% of respondents indicated a positive experience in SCDSB schools, 76% felt represented in schools, 47% of respondents had accessed services Fall meetings have been community feasts Plans in place for winter activities Ogemawahj Tribal Council collaborative inquiry involving two schools, Beausoleil FN and Rama FN Ongoing partnerships with Georgian Bay Native friendship Centre; extended lease, and Barrie Native Friendship Centre; Third Party agreement signed with BNFC for in schools supports for students

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Responsibility: S. Finlayson Superintendent of Indigenous Education / Parent Involvement	 Continue to improve relationships with Indigenous partners, specifically Beausoleil First Nation (BFN), Métis Nation of Ontario (MNO) and the urban Indigenous population 	 Hold free monthly culturally based evening activities for families in partnership with local organizations (Barrie Native Friendship Centre, Georgian Bay Native Friendship Centre and MNO) Meet with all stakeholders Collaborate with staff at BFN, MNO and Friendship Centres to do a needs assessment regarding school/academic achievement 	2017-2018 2017-2020 2017-2020	 Activities take place each month More positive relationships will be built between families, community partners and the SCDSB Indigenous partners will feel they have a voice, and be more engaged with the SCDSB The board will be more responsive to community needs regarding school/academic needs 	Fall meetings conducted in six areas of the board as introductory community feasts
EIL WB C EDI 1	Elementary students will be provided with effective and equitable music instruction	 Over a three (3) year period, implement a comprehensive, effective and equitable elementary music program to enhance music opportunities and outcomes by designating the use of existing planning time to music / arts instruction 	September 2019 – June 2021	 30 elementary schools will participate in the implementation of this instructional model – including participating in regular / ongoing professional learning (i.e. specific units) 6 demonstration classrooms (school sites) will be designated throughout SCDSB to deliver regional (FOS) professional learning related to music 	 Survey (n=79) conducted to better understand current practice: 30.4% of schools reported that music was currently being provided by a planning time teacher 48.1% of schools reported that they have a teacher currently on staff who could teach music in a planning time model Recommendation to move to a planning time delivery model for music instruction in elementary schools was presented to the Board

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EIL WB C EDI 1 V V V V V V V V V	Plan and prepare for the introduction of French Immersion (FI) into secondary schools in September 2021 Plan and prepare for the introduction of French Immersion (FI) into secondary schools in September 2021	 Program staff plan for the introduction of FI into secondary schools, including consulting with secondary school language department chairs and other school boards currently offering secondary FI regarding locations, course selection, staffing implications, transportation, etc. Gather baseline data on the number of students challenging and successfully satisfying the requirements of Diplome d'etudes en langue francaise (DELF), with a goal of increasing the number of students capable and choosing to complete, this international language certification 	September 2020	 Staff will provide a report to the Board regarding the short, medium and long term plan to introduce FI into secondary schools – during the 2018-2019 school year Using baseline data, collected in 2017-2018 establish targets for the number of students challenging and successfully completing the Diplome d'etudes en langue francaise (DELF) 	 Committee of principals from the elementary and secondary panels was established. Committee is investigating FI program options for implementation in 2021 In the 2016-2017 school year, three Grade 12 students challenged the DELF. In 2017-2018, 33 Grade 12 students challenged the DELF, with an anticipated growth to 40 Grade 12 students challenging the DELF in 2019-2020

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EIL WB C EDI 1	Students with special education needs (SENs) will be able to demonstrate increased independence when accessing learning Students with special education needs (SENs) will be able to demonstrate increased independence when accessing learning	 Develop and implement a variety of professional development (PD) activities to reframe the role of special education support Focus on support within the classroom (school-based) for students with SENs in regular class placements Schools will focus PD for teachers (SERTs/RCTs), EAs and school administrators related to the use of Special Education Amount (SEA) equipment, specifically to increase student independence and confidence through an intentional focus on structured learning environments 	June 2018	 School staff (teachers (SERTs/ RCTs), EAs and school administrators, etc.) will participate in in-class (school-based) PD to maximize learning opportunities and outcomes by minimizing distractions and maximizing well-defined, intentional, predictive and proactive learning environments, such as visual cues, PECS, integrated sensory strategies, sensory diets, etc. for students with SENs Centrally assigned special education staff will investigate the use of quantitative tools to measures of individual student independence (i.e. Measures of Adaptive Functioning Scales) Working collaboratively with Decision Support, special education staff will investigate the use of Learning Skills (i.e. Independent Work, Self-Regulation etc.) on report cards as a system measure of student independence 	 Special Education Calm – in-service on Fostering Independence completed by all SCDSB administrators Access to and training on assistive technology provided to staff and students as needed Training provided to school staff to increase students' abilities and confidence with advocating for strategies/accommodations to meet their specific learning needs

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EIL WB C EDI 1	Students with SENs will demonstrate increased student achievement outcomes on provincial and school based assessments, leading to graduation	 Expect and monitor implementation of intensive direct instruction program(s) for literacy in all elementary schools- including expanding the use of SRA Reading Mastery, Phonemic Awareness as well as introduce Lexia (Core 5) Online reading programs in selected schools Increase the number of schools using an intensive direct instruction program(s) for numeracy, focusing on early screening and interventions for students with SENs With the support/assistance of centrally assigned special education staff, schools will implement PD for teachers (SERTs/RCTs), EAs and school administrators on the scope and sequence of literacy/numeracy instruction for students with SENs in regular and county class placements Through the use of school/area based special education instructional facilitators working directly in classrooms, PD will include an intentional focus on oral language development in primary (K – 3) classrooms (e.g. oral language assessment, SRA Phonemic Awareness, etc.) 	June 2019	 The board and schools will be able to gather/collect school and system data with increased proficiency/accuracy through a variety of methods (EQAO, the research department, school climate surveys, report cards, etc.) to measure, monitor and increase achievement outcomes for students with SENs The special education department will develop and share resources specific to students with Learning Disabilities and the Renewed Math Strategy (RMS), and provide direct support to schools involved in School Effectiveness Framework intensive/increased support via special education instructional facilitators Achievement in primary EQAO reading, writing and mathematics for students with SENs will be at or above provincial success rates in all categories and ages Schools will have increased ability and confidence in their use of school-based assessments (KTEA-3) and be better able to develop response to intervention plans for students 	 SRA Corrective Reading PD and SRA Connecting Math Concepts PD provided to new SERTs as well as supporting all SERTs in the system implementing SRA KTEA-3 training provided to SERTS to assess student learning in order to inform classroom Program ReadWrite for Google Chrome provided to all students with SEA equipment with training
Undated June 2010					າາ

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EIL WB C EDI 1 V V V V V V V V V	School staff will demonstrate an increased and effective use of the Individual Education Plan (IEP) to support differentiation based on student needs and strengths and increase responsibility for the creation and implementation of IEPs for students in regular class placements	 SERTs new to the role will participate in professional learning related to the use of IEP OnLine as well as how to effectively create an IEP to maximize individualized instruction leading to positive outcomes Schools will implement PD focusing on RCTs understanding and ability to participate more actively in the creation, implementation and monitoring of students' with SENs individualized programs 	June 2018	EQAO outcomes for students with SENs: Primary Reading +2% (50% by 2020) Writing +4% (60% by 2020) Math +5% (38% by 2020) Writing +6% (52% by 2020) Writing +6% (50% by 2020) Math +10 (25% by 2020) Intermediate Math (9) Applied +7% (40% by 2020) Academic +5 (75% by 2020) Literacy (OSSLT 10) +6% (50% by 2020) 100% of all teachers (SERTs/ RCTs) will be trained on the differentiated use of IEP Online via centralized/school based PD RCTs in elementary and secondary schools will increase responsibility and ownership for the creation, implementation and reporting on student's IEPs goals and outcomes	 All central Special Education staff have provided supports to RCT and school SERTs with the creation of modifications and goals for students with SENs on IEPs School staff coaching/development provided by central staff for RCTs to learn, develop and implement their own IEPs (individual and/or small group coaching/training at Ferndale Woods, Holly Meadows, Ardagh Bluffs, New Lowell, Lake Simcoe, Fieldcrest, Angus Morrison, Tec Beeton) PowerPoint was shared with school teams for regular classroom teachers

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EIL WB C EDI 1 V V V	Decrease staff absenteeism	 Implement training program for administrators, managers and unions Provide the Deloitte data insights to administrators and managers Increase staff on wellness team by 1.0 FTE Decrease threshold for the Attendance Support Program from 11 to 9 Use Apply to Education (ATE) as a means to notify staff when they are getting close to their sick leave expiring Develop interview questions for candidates that elicit absence information from previous roles 	October 2017 September 2017 October 2017	 Decrease in absenteeism costs Administrator accountability for staff and their own attendance is increased through workshops and training opportunities Specific workplace factors regarding culpable and non-culpable absenteeism are identified to assist in designing programs, policies and procedures Steps to eliminate factors for staff are implemented A three per cent reduction in absenteeism is achieved (2017-2018) 	 Increased wellness staff by 1.0 FTE Threshold for attendance support intervention reduced to nine days from eleven Planning underway to provide absence data to all administrators/managers utilizing PowerBl

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STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
	Develop plans for schools transitioning to Grade 7-12 model (Stayner Collegiate Institute and Elmvale Secondary School)	 ACTIONS Establish transition planning teams at each location Complete staffing model for Grade 7-12 schools Complete program delivery schedules for students in Grades 7 to 12 	TIMELINES Fall 2017 2017-2018 2017-2018	Transition teams will be established and include students, school and central staff and community members All positions will be filled according to the staffing model Staff will have opportunities for cross-panel teaching exchanges within each school Students will have greater exposure to specialized programs (e.g. technology courses, instrumental music) Schools will explore opportunities for reachahead credits for the start of Grade 9 Both schools will experience higher retention rates (baseline data to be established)	 PROGRESS TO DATE Transition teams established for SCI. Team met regularly throughout the 2017-18 school year to support transition plans Staffing model for SCI completed, positions filled for September 2018

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EIL WB C EDI 1	■ Improve staff health and wellness	 Analyze the Staff Experience and Wellness Survey Develop and execute actions based on the results of the Staff Experience and Wellness Survey Implement a Workplace Mental Health Leadership Certification Program (principals, vice-principals, managers and regional operations supervisors) 	August 2017 September 2017 Pilot in August 2017, then more to follow	 Increased employee engagement as measured in subsequent staff surveys Early recognition of mental health issues which may reduce longer absences as well as being able to learn about resources to support staff and family members Reduce stigma/fear associated with mental health issues in the workplace Alignment to system focus on student well-being Fifty per cent of leadership staff are trained based on the results of the Montal Health 	 Staff Experience and Wellness Survey results and Operational Plan shared with Admin Council, system leaders and Board of Trustees Workplace Mental Health Leadership Certificate Program started November 2017 (four more scheduled) Restorative practices training scheduled for Winter/Spring 2018
Superintendent of Human Resource Services				based on the results of the Mental Health Leadership Pilot by 2020	
EIL WB C EDI 1	 Provide training programs and processes for SCDSB staff on key initiatives 	 Design an online orientation program for all new staff Develop a project plan for the implementation of ATE as the replacement for SCARRI General training on HR processes for principals and managers 	September 2018 September 2017 January 2018	 Eliminate the need to hold face to face orientations, and ensure consistent messaging Benchmark the number of unfilled jobs at the end of 2017-2018 with an intent to reduce going forward Principals and managers better understand absenteeism and how it impacts their location/department Leaders better understand processes to ensure increased accountability 	 Implementation of ATE completed; refinements and additional features being added HR process training being delivered to principal, vice-principals and managers
Associate Director / Superintendent of Human Resource Services					27

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	All new contract teachers successfully complete the New Teacher Induction Program (NTIP) in their first year of teaching	New contract teachers are identified for principals Administrators fully implement the NTIP	First 20 days of school year October 2017	 New contract teachers meet with school principal to discuss the NTIP NTIP Strategy Form completed by principal and teacher Mentors are assigned based on teacher learning need (focus on Essential Practices) 	 List of NTIP Year 1 and 2 teachers, teachers in their first 97+ day LTO complete; access provided to principals October 2017 Three NTIP Orientations held in October 2017 and February 2018 Numbered Memo 72 and 94 posted, providing support for professional learning and mentoring Superintendents of education engaged principals in discussions to support NTIP and focused group of experienced teachers in
Бечеюріпені				 PD for new teachers is based on teacher learning need 	 professional learning. Mentor teachers in each location have been identified by area of strength PD focused on goals in individual SAPs based on Math and Literacy Planning for summer sessions underway: Self-Regulation and Bridges Out of Poverty Resources provided to new teachers include: Self-Regulation, Bridges Out of Poverty, Assessment and Goal Setting, Collecting Evidence, Success Criteria, Conferencing and Reporting

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EIL WB C EDI 1	 Eligibility lists are populated with candidates prepared for leadership roles in service and learning departments across the SCDSB 	Senior administration will identify leadership succession needs	Annually from September 2017	Leadership succession needs are identified	 Leadership development funding (BLDS) is supporting completion of the Mental Health Leadership program, for superintendents, principals, vice-principals and managers AESP has been provided PD funding access through BLDS
Responsibility: J. Kavanagh Superintendent Leadership Development		 Establish project team to identify key areas for professional development in each leadership area Assign a PD leader in each leadership area (e.g. Human Resources, Business Services, Facility Services, School Administration) Establish Eligibility lists and assign one-on-one menters 	October 2017 October 2017 Fall 2017 and Spring 2018	 Project team is established PD Leader is assigned in HR, Business Services, Facility Services, School Administration Eligibility lists are established for principals and vice principals 	 Creation of project team and learning calendar deferred as focus on Mental Health Leadership has been identified and actioned Eligibility process for elementary and secondary principals and vice principals.
		one mentors	Spring 2018	and vice-principals	secondary principals and vice-principals completed in fall 2017 elementary principals Winter 2018, elementary principals and vice- principals and secondary vice-principals Spring 2018

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				 Superintendents, principals and managers have identified potential mentors 	School visits by superintendents of education include discussions of mentoring current principals, vice-principals and teachers interested in school administration
		Student leaders from 75 elementary and 12 secondary schools attend Leadership Camp at OELC	September, October 2017, May 2018	 25 elementary and 4 secondary school teams have attended leadership camp in each of the three sessions 	 Three sessions of OELC held (50 elementary schools and eight secondary schools attended) OELC Project Team reviewed current program and made recommendations to senior team Two OELC sessions will be offered next year Increased student numbers by school Teacher Leader Training offered in high ropes and program sessions August 2018
		■ Elect Student Trustees	April 2017	■ Trustee elections are completed	 Student Trustees rotate to chair Students Senate meetings in September, October and November and report at monthly board meetings Elected Student Trustees for 2018-2019 include students from SCI, Twin Lakes and Bear Creek

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		 Student Senate identifies leadership goal for 2017-2018 Student Senate plans and hosts student events and activities to support leadership goal 	Fall 2017 Monthly meetings; dates as scheduled by the Senate	Monthly meeting scheduled to align with Board meetings	 Area of focus for Student Senate has been health and well-being. Innisdale SS completed the first well-being activity and challenged OSS and Eastview to perform a well-being challenge activity in January 2018 All secondary schools have been challenged to implement wellness activities in their schools
Responsibility: B. Jeffs Superintendent Business and Facility Services	Ensure maximum use of school space	 Develop a process to maximize the use of school space Promote Community Use of Space Promote opportunities for facility partnerships/community hubs in new school builds Host annual Community Partnership Meeting 	2017-2022	 Stakeholders have knowledge of space availability Community hubs exist in new school facilities 	Online space information system is in development

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EIL WB C EDI 1	Improve our facility and capital asset management model	Acquire and utilize JD Edwards Capital Asset/Facility Management module	2017-2019	 Integrated back-end finance and facility/capital asset management Work order management capability Transparency and ability to track system work orders 	 Meeting with Oracle in January 2018 to present the Capital Asset/Facility module Review of outstanding work orders and a process for clean-up completed Creation of a facility information summary in progress to support school administrators in management of their facilities
EIL WB C EDI 1	 Improved timelines for tendering of capital projects 	Alter the calendar for tendering of capital projects	2017-2019	Capital projects constructed at optimum pricing	Tenders for summer 2018 expected to be let by mid-March – Implemented/Completed Tenders for summer 2018 expected to be let by mid-March – Implemented/Completed

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Responsibility: B. Jeffs Superintendent Business and Facility Services	Complete land acquisitions for new school sites	 Undertake purchase/expropriation of required sites 	2017-2022	 Acquisition of required properties 	 Acquisition of two school sites currently underway in Bradford Working on site acquisitions in Oro-Medonte and Wasaga Beach
EIL WB C EDI 1 V V V V V V V V V	Strategic investments that facilitate advancement of the strategic plan	 Ensure budget investment are evidence- based and augment the advancement of the strategic plan 	2017-2022	 Identified outcome metrics for strategic initiatives are favourable and timely 	Upcoming annual budget development will include a focus on evidence-based investments and planning

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EIL WB C EDI 1	Ensure on-going financial stability and capability	 Make financial management decisions that ensure strong financial results, build capacity for facilitating strategic investments and ensure ongoing sustainability of the strategic plan 	2017-2022	 Annual budget surpluses in excess of \$1.2M 	Expected outcome is currently on track based on 2017-2018 revised estimates
and Facility Services EIL WB C EDI	Maintain ongoing communication with current stakeholders via a variety of channels, based on their needs	Develop communications plans or strategies for board/department initiatives	September- October 2017 for annual or ongoing initiatives, as needed for new programs/initiatives	 Processes and expectations for program communications are consistent School communities are more aware of programs, events, processes that may affect them, as indicated by an increase in parent/guardian familiarity with the SCDSB website (from 73% to 80%) and familiarity with the SCDSB email subscription (from 27% to 35%) by June 2018 	 Plans have been implemented for a variety of departments and initiatives, including: French Immersion info nights and application process, Kindergarten registration, Specialist High Skills Majors, summer school, the Career Centre, International Languages and the International Certificate Program

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AND LEARNING	WELL-BEING	COMMUNITY	INCLUSION
 high standards of achievement for all students 	positive sense of self and belonging	 trust, accountability and transparency 	opportunities to reflect all voices and perspectives
2. innovative and engaging teaching practices and	safe, healthy, respectful learning and working	2. purposeful partnerships	2. access to a broad range of programs and pathways
learning environments	cultures	3. lifelong learning	3. leadership opportunities for all
3. literacy and numeracy competencies embedded in	3. appreciation for environmental practices and outdoor	celebration of accomplishments	
all curriculum areas	learning		
4. skills needed to thrive in a technologically-driven			
global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
		Redevelop the public website with audience-focused structure and content	September – December 2017, launch July 2018	 Website content and design reflects the SCDSB brand Users are able to find the information they are looking for easily, through improved site structure and search function, as indicated by an increased number of parents/guardians reporting visiting the SCDSB website either 'all the time' or 'sometimes' (from 55% to 60%) by June 2018 	New SCDSB website launched in summer 2018
		 Continue to grow social media presence, using Facebook, Twitter, Instagram and YouTube to share positive stories about the SCDSB and our schools, to engage parents and other community members and to promote programs and events 	2017-2018	 Increase in number of followers and engagements on social media platforms 	 Facebook ads have been leveraged to increase followers and promote programs/events in addition to use of organic news and content Since September 2017: Facebook followers increased from 9,440 to 11,273 (as of May 24) Twitter followers of @SCDSB_Schools increased from 17,666 to 18,984 (as of May 24) Instagram followers of @SCDSB were 2,448 as of May 24

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		Continue to work proactively with media to share positive stories about the SCDSB and our schools and to promote programs and events	2017-2018	Baseline indicators of positive, neutral and negative media coverage as well as number of stories resulting from SCDSB outreach established by July 2018	 Sentiments analyzed by media monitoring tool for elementary schools, secondary schools and SCDSB as a whole, from August 15 – May 22: Elementary schools: 55.9% positive, 35.3% neutral, 8.8% negative (n=329) Secondary schools: 56.2% positive, 30.5% neutral, 13.3% negative (n=518) SCDSB: 28% positive, 58% neutral, 13.9% negative (n=646) From October 31 – May 18, staff pitched 85 story ideas to local media, resulting in 126 news stories on television, radio, print or online news
		 Provide schools with a variety of tools to support their communication with their communities, including templates, website content, newsletter content 	2017-2018	 Schools have tools and information to support communication readily available, avoiding duplication of efforts and ensuring consistent messaging across the system Parents and other school community members receive timely, accurate information 	 Website content pushed out to school websites as appropriate – system-wide messages or school/area-specific Monthly content packages to support development of school newsletters provided to all schools School letterhead templates created and shared with schools as needed
		 Include questions regarding how people heard about programs, services and events as part of all registration/enrolment forms and processes 	2017-2018	 Resources are used more efficiently (based on user response and need) 	 Question included on registration for PIC Connections event

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EIL WB C EDI 1	 Ensure that communications reflect the SCDSB brand, meet or exceed accessibility standards and are user- friendly 	 Redevelop the public website, using a service provider that is WCAG 2.0 compliant 	September – December 2017, launch January 2018	 Website is enabled to be compliant with Accessibility for Ontarians with Disabilities Act (AODA) requirements 	 Website provider, SchoolMessenger, is WCAG 2.0 compliant and provides training/resources to support accessibility
Responsibility:		 Ensure that all new content posted on the website is written at an accessible level and that documents are formatted with accessibility guidelines and requirements in mind 	June 2018	 New content on the website is compliant with AODA guidelines Content on the website is written at a Grade 6- 8 level 	 Content for new website has been reviewed and edited to meet accessibility standards
S. Kekewich Manager of Communications		 Develop and provide training on creating accessible documents to applicable staff 	August – September 2017		 ITS staff are delivering accessibility training for staff
		 Redevelop the SCDSB Corporate Standards to ensure consistency and to meet accessibility standards 	2017-2018	 Communications materials and tools are consistent and recognizable as being from the board Communication materials are accessible to a wider range of users and in line with AODA standards 	 SCDSB Corporate Standards and Visual Brand Standards updated and APM3000 revised in October 2017
		 Work in partnership with departments and schools to create materials that meet accessibility standards and adhere to the SCDSB Corporate Standards and Visual Brand Standards 	2017-2022	 SCDSB communications materials and tools are consistent and recognizable as being from the board 	 Development of board, program and initiative materials is ongoing. Materials are designed and edited to reflect Corporate Standards and Visual Brand Standards

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AND LEARNING			INCLUSION
high standards of achievement for all students	positive sense of self and belonging	trust, accountability and transparency	opportunities to reflect all voices and perspectives
innovative and engaging teaching practices and	safe, healthy, respectful learning and working	2. purposeful partnerships	2. access to a broad range of programs and pathways
learning environments	cultures	Iifelong learning	leadership opportunities for all
3. literacy and numeracy competencies embedded in	3. appreciation for environmental practices and outdoor	celebration of accomplishments	
all curriculum areas	learning		
4. skills needed to thrive in a technologically-driven			
global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
PRIORITIES EIL WB C EDI	Staff are empowered to make a difference for our students and families	 Increase the variety of corporate branding tools and encourage use at public events and meetings Continue the Staff Experience and Wellness Survey, using the data to inform decisions and programs, and sharing with staff as appropriate 	January 2018 2017-2018	 Improved corporate identity and brand recognition Data from the Staff Experience and Wellness Survey is analyzed and results are used to inform programs and communications with staff 	 SCDSB media backdrop and outdoor flags have been created and are in use. Additional banners have been ordered and corporate apparel is in progress Data from survey was shared with staff and the Board in fall 2017. Data is being used by various departments to inform staff communications and other processes Staff Experience and Wellness Survey will be issued again in June 2018 to measure
Responsibility: S. Kekewich Manager of Communications		 Continue to expand staff recognition programs, including SCDSB Stars 	2017-2018	 SCDSB staff show increased pride in their accomplishments and feel recognized by senior management and within their school communities (baseline data established in Staff Experience and Wellness Survey, June 2017, and increases are demonstrated in Winter and June 2018 surveys) SCDSB Star program continues to grow and ways to further recognize repeat Star recipients are implemented The SCDSB has a consistent way of recognizing all staff groups (for example, one SCDSB Staff Appreciation Day/Week or individual days for various staff groups) 	 Survey of staff who have received STARs was distributed in March 2018 to inform potential expansion of the program and to measure impact of the program 248 past STAR recipients responded to the survey There have been 821 STAR submission since 2014, with 146 submitted since January 2018 SCDSB Staff Appreciation Week for all staff groups is being planned for implementation in fall 2018

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learning environments	cultures	purposerur partifersnips lifelong learning	3. leadership opportunities for all
literacy and numeracy competencies embedded in	appreciation for environmental practices and outdoor	4. celebration of accomplishments	
all curriculum areas 4. skills needed to thrive in a technologically-driven	learning		
global society			

STRATEGIC PRIORITIES	GOAL	ACTIONS	TIMELINES	EXPECTED OUTCOMES	PROGRESS TO DATE
	■ Continue to find efficiencies in our	 Participate in the development of the new staff website to ensure that it is an effective communication tool Work with the Simcoe County Student 	Dependent on IT resources	 SCDSB staff website has improved search capabilities and enables staff to find information and tools more efficiently Staff demonstrate increased online engagement (baseline data established by July 2018) A service delivery model for transportation that 	 Communications staff are members of the staff website steering committee and provide input on various aspects of the staff website including new task request tools, and a portal to share staff news (i.e. new hires, retirements, and other significant events) SCSTC operating within the transportation
Responsibility: D. Paul Superintendent Transportation / Athletics	student transportation system	Transportation Consortium (SCSTC) to find efficiencies though changes to bus runs and/or bell times Work with the Special Education/Program departments to mitigate costs associated with modified day transportation Develop initial plans with the program department leading to the implementation of French Immersion in secondary schools in the 2021-2022 school year		 fits within the transportation envelope A two per cent Special Education/Program costs for specialized transportation in the 2017-2018 school year A completion of the bell time efficiencies available to the SCDSB by working with our consortium partners from the Simcoe Muskoka Catholic District School Board 	 envelope, year-to-date Special education transportation costs have increased four per cent on a year-over-year basis. Working with Principals of Special Education to assess the increases and continue to look for efficiencies

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EIL WB C EDI 1	 Provide coaches in elementary and secondary school with emergency first aid training 	 Work with the Simcoe County Athletics Association, the centralized athletics coordinator and first aid training providers to train all coaches in emergency first aid to meet Ophea standards 	Begin cycle in 2017- 2018 Complete first full cycle in 2019-2020	 Ensure all coaches of all secondary athletics programs are trained by the end of the 2017- 2018 school year, completing the cycle with coaches of spring secondary athletic programs in the 2018-2019 school year 	First aid training session planned for secondary school coaches completed in February 2018. In-service included coaches of high-risk sports First aid training session planned for secondary school coaches completed in February 2018. First aid training session planned for secondary school coaches completed in February 2018.
Responsibility:					
D. Paul Superintendent Transportation / Athletics					
EIL WB C EDI	 Determine the strategic direction of the Simcoe Alternative Secondary School by conducting a comprehensive review 	 Conduct a review of the alternative school program in relation to the Strategic Priorities 	December 2017	 Submit a report outlining strategic direction and possible recommendations to meet the evolving needs of the student population and system needs 	 Review of Alternative Programming completed and report submitted to Admin Council December 2017
3		 Engage all stakeholders in the review process of the alternative school program 	November 2017	 Capture stakeholder input and visioning for future planning 	 Completed through an extensive consultation process from all stakeholders including students, staff and support staff
Responsibility:					 The restructuring proposal for Alternative Programming was approved by all key
H. Nielsen Superintendent Partnerships/ Lifelong Learning					stakeholders in April 2018 Reorganization of teaching staff completed

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					 Reorganization of administrative staff completed Metrics established to monitor success of reconfiguration model Three Alternative Program sites have colocated into Adult and Continuing Education Centres as of June 2018 Pilot site for Wasaga Beach has been established for Adult and Continuing Education programs partnering with SMCDSB, Georgian Learning and South Georgian Bay Community Health Centre and funded through the Central Region Partnership for Adult Education Table

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EIL WB C EDI 1 \(\sqrt{1} \) \(\sqrt{2} \	Promote, support and expand the blended and eLearning opportunities to support teaching and learning in a technology-driven global society Promote, support and expand the blended and eLearning opportunities to support teaching and learning in a technology-driven global society	In partnership with the program department and secondary principals, increase the number of sections of eLearning courses available in the system and maximize 3U and 4U courses/seats in the system to support student choice	2017-2022	 Increase in student course requirements being met due to increased opportunities and skill level to take an eLearning course Increase in student retention and credit accumulation through eLearning Every student will be exposed to a SCDSB-designed mandatory blended course to maximize online learning skills by Grade 12 Increase student options and decrease course cancellations as well as redirect resources to Grade 9 and 10 sections 	 eLearning sections increased from 18 to 24 sections Increase in elementary and secondary teachers with an AQ in eLearning Increase in administrators with an AQ in eLearning Summer and Night School calendars released by January 2018 and increase in eLearning options as demanded by students

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EIL WB C EDI 1	 Create multiple opportunities for students to expand their global and cultural proficiency skills through a variety of programs and opportunities through the International Student Program 	 Market International Student Visa program to support culturally diverse schools Participate in year 3 of the MOU with Georgian College and Lakehead University in joint marketing initiatives including attending the ICEF Agent Fair in Berlin October 2018 	Ongoing	 Increase enrolment of international visa students year over year Support the internationalization of our schools 	 2017-2018 visa student enrolments have increased over 2016-2017 enrolment by 65% (from 92 to 152)
H. Nielsen Superintendent Partnerships/ Lifelong Learning		Pilot the International Certificate Program at three secondary schools for 2018-2019	2018-2019	 Through consultation with the students and staff of the pilot schools, determine the viability of expanding the program Positive student engagement in formally recognizing their experiences in becoming a global citizen 	 Funding received from Ministry of Education-International Strategy to support launch and marketing of the International Certificate Program Presented and approval granted to launch the International Certification Program (ICP) for students who are accumulating global competency skills through the development of a portfolio and adjudication
		Promote and increase exchange program student participation rates	2017-2022	 Increase the number of students participating in exchanges and accessing experiential learning opportunities in other provinces and countries 	 Updated Exchanges APM

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EIL WB C EDI 1	Foster key partnerships to support the strategic priorities	 Central Region Partnership for Adult Education (CRPAE) Implement strategic initiatives year 3 to improve adult education system MOU: Georgian and Lakehead Continue implementing joint marketing plan strategies County of Simcoe Ontario Works Implement year 3 of the Ontario Trillium funded Circles Program in North Simcoe region Child Youth and Family Services Coalition of Simcoe County Represent SCDSB and continue to support poverty reduction and mental health initiatives 	Progress report by June 2018 Progress report by June 2019 Progress report by June 2019	 Improved services and programs for adult learners in the Central Region (comprised of nine school boards working collaboratively) Increased visa student enrolment and cost savings in marketing efforts Improved outcomes for participants as documented in research project Share evidence of improved support services and collective impact Increased student participation in programs with qualitative and quantitative data to support program goals 	 Funding secured to support year two strategic directions and all nine member school boards fully engaged in strategic directions Increased visa student enrolment and joint marketing initiatives underway Year 2 progress report submitted to the Ontario Trillium Foundation – Local Poverty Reduction Fund and submission approved Hosted County of Simcoe Research Department to present the 2016 Profile of Children, Youth and Families in Simcoe County Developing strategic direction for improved transition programs for elementary students entering high school and kindergarten

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		 Learning Outside the School Day Initiatives Partner with Program, Special Education and Continuing Education to increase program offerings and student participation in learning opportunities outside the school day 	2018 - 2022	 Support and celebrate key partnerships that are essential to SCDSB achieving its mission 	 Coordination of 2018 Elementary Summer Learning Programs underway Presenting benefits of multi-department Elementary Summer Learning Programs 2017 pilot at Ministry symposium in January 2018
EIL WB C EDI 1	Ensure highly available and accessible teaching and learning technology	 Continued enhancements to network and access Evaluating, enhancing and upgrading access to Wi-Fi Learning Centre classroom migration into SCDSB domain 	July 2018	 Broader Wi-Fi reach Higher availability/more reliable network 	 To date, 160 Wi-Fi access points have been upgraded in elementary and secondary schools to provide new technology for Wi-Fi access Learning Centre migration on target for summer 2018 (currently piloting a lab at Barrie LC)
Responsibility: C. Evitt Chief Information Officer		IT Disaster Recovery (DR) setup and testing	January 2018	 Reduced or eliminated outage windows when technology or other issues occur (DR test in 4Q to prove network and phone service recoverability available within 48 hours [outside of 911 school line]) 	■ IT environment designed, built and configured to support the provision of IT services from Terry Fox data centre, in the case of failure/disaster at the Education Centre. Individual services tested during a disaster recovery simulation in December 2017. Restoration of network and phone services at Terry Fox completed within seven minutes of arrival onsite. Adjustments to be made for next test, targeted for summer 2018

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		 Ongoing enhancements for classroom technology initiatives Provide cloud-enabled services, ensuring accessibility from any device 	2017-2018 July 2017	 Necessary technology is available to teachers and students today and as needs change Increased reliability of service and access to data Cloud usage increase by 20% year over year by July 2018 Increased flexibility of time/place for learning 	 Investigating Microsoft CloudBook (similar to Chromebooks) for implementation in SCDSB – Currently testing in 4 schools as an option for the office kiosk devices for parents to use for SchoolCash, registration tool and translation Survey conducted with teaching staff to inform planning for next generation of teaching technology – plan to be in place by summer 2018 OneDrive usage has increased by 25% since November 2017. SharePoint file storage usage has increased by 180% since November 2017 Hired two new 12-month CSTs to focus on admin staff adoption of technology 1204 files updated in software support community plus numerous documents and videos added
		 Online instruction/tutorials Increase adoption/use Create menu of IT training for new employees 	July 2018	 Increase usage of online courses by 25% year over year beginning July 2018 Addition of IT to mandatory training for new employees 	 16 new remote workshops added Six new software support workshops added Onboarding IT FAQ built Working with HR to have IT training in place for new employees by end of summer

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EIL WB C EDI 1	 Promote and support alternative learning environments 	 Implement ITS Co-Op Program with secondary schools Seek support for SHSM program for Information and Communications Technology (ICT) Enable home instruction students to participate virtually in class Enhance virtual learning experience across the county 	Summer 2017 – ongoing Spring 2018 Summer/Fall 2018	Educate students on best practices and provide hands on experience; teaching and learning environments that represent the real world – Target of two students per semester in ITS/Research/Media ITS/Research/Media	 Developing spring co-op to build upon secondary school co-op program that ran with two students in summer 2017 Built co-op program for ITS that can be offered in most sections throughout the year Two new co-op roles posted for Media for summer Developed a 'kit' utilizing collaboration software and audio and video technology that could be used for a student with an ongoing need to participate in class from a remote location Small committee developed to investigate location options Once locations are determined, vendors will be asked to provide design/cost estimates for 'fitting up' the virtual classrooms with camera/sound system technology Pursuing audio/video equipment for elearning teacher use

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EIL WB C EDI	 Provide safe and secure computing environments 	 Implement Cyber Security Awareness Program 	January 2017	 Increased awareness of risk of online presence, to protect privacy Year over year improvements in testing based on baseline assessment developed in 4Q/2017 	 Cybersecurity partner selected Baseline assessment completed Project team put in place and are evaluating training approaches
Responsibility: C. Evitt Chief Information Officer		 Implementation of password complexity requirements and password recovery capability 	October 2017	 Better protection of systems and information through complexity requirement, in place for staff and students by October 2017 	 Password complexity requirements implemented for staff and students Staff website and computer accounts merged, eliminating number of ID/password combinations Self-serve password reset implemented for all staff. Reviewing an option for student use
		Security penetration testing	2017-2018	 Correction by June 2018 of any security exposures within our systems/network, as identified through testing 	 Security vulnerability testing was completed with eight Critical areas being identified. ITS has or is working on fixing these risks. Testing will be yearly

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EIL WB C EDI 1	Drive collaboration and communication	 Introduction of a tech classroom committee Implement technology upgrades, and drive 	September 2017 August 2018	 Better information sharing and planning between the classroom and ITS – five meetings during the 2017-2018 school year Improved communications as a result of availability of collaboration tools 	 Committee has met three to ensure discussions and alignment between classroom needs and security requirements Windows 10 migration at 60% All SCDSB devices are to upgrade to Windows 10 by
Responsibility:		awareness and use of technology and tools, to improve collaboration			end of summer 2018 • MS Teams being utilized across ITS to share lessons learned, issues, improvements
C. Evitt Chief Information Officer		 Support accessibility initiatives 		■ Dates and measures to be defined	 Committee meetings added to live stream (with closed captioning) Helpdesk and CST team undergoing training for accessibility requirements Ed Centre training will start in January 2018. Weekly accessible document workshops Feb. – Jun. 2018, (18 workshops) 99% of 306 of Software Support Community support documents updated to include accessible features
		 Rewrite and rebranding of staff website 	Phased in capabilities 2017-2019	 Ease of use and accessibility of the tools available through the staff website 	 Staff Website steering committee has been formed and has met. Phase 1 required functionality has been defined Cleanup of the files and information in the staff web underway

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		■ Community tool development	Phased in summer 2018 through 2019	 Development of tools to support parents, volunteers and students Common repository for documentation, support information, requests, self-help Workflow tool to assist in providing reliable and predictable services across the SCDSB Asset repository and tracking system 	 Weekly workshops with key stakeholders, to begin Staff website inventory of existing documents Draft of the new helpdesk and ITS pages being developed as pilots Developing volunteer portal, out-of-area request tool, and online student registration tool for K-12 Transition underway
EIL WB C EDI 1	■ Informing decisions	 New reporting/research tooling - Power BI (and potentially Watson) 	September 2017	Expanded licensing and implementation of tools that support decision making	 PowerBI reporting dashboard created and being used by principals to analyze data for School Action Plans. Staff absence dashboard has been created in PowerBI and released to Principals, Managers and Superintendents Power BI has been adapted and used for system data and survey Continued professional learning with PowerBI is ongoing with other school board's Research Departments through MISA PD with 'R' statistical package

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		 SCDSB Research Library creation Alignment of research staff across portfolios 	January 2018 September 2017	 Increased availability and accessibility of research materials to facilitate staffing decisions and sharing of information Development of research project completion tracker Development of data repository Research team is involved up front to help define and develop programs 	 Ongoing investigation into the use of the PowerBI tool for other data analysis projects Research staff webpage updated and refreshed; development of the Research Library has begun with staff collaboration forms (e.g. Research Project Request Work Plan, Data Request Form) Research team portfolio completed and used for the planning of all projects within the department Research team contributes ongoing research information and numerous deliverables (data, analysis, reports) to SCDSB departments/ schools/staff Research Dissemination Plan created for each project to ensure alignment with the Operational Plan/Strategic Priorities/or School Action Plans New member of the Simcoe County's Community Data Partnership (allows access to socio-economic data from Stats Can for SCDSB areas)