

# Director's Annual Report 2011

## VALUES:

Bluewater District School Board values our public education system that promotes a joy of learning for everyone.

**In our public education system we value:**

Quality

Equity

Partnerships

Accountability

Healthy and Safe  
Environments

## IMAGE OF THE LEARNER:

The Bluewater District School Board learner demonstrates the knowledge, skills and values necessary for present and future success.

**Each individual:**

Learns for Life

Acts Responsibly

Sets Priorities

Develops Positive  
Relationships

Works Effectively





# System Direction

The Director's Annual Report represents a snapshot of the countless examples of Bluewater District School Board student achievement and staff efforts to ensure a safe, equitable and quality learning environment. Each success story and system decision embodies the ten Character Attributes. These are the set of ideals that learners and administrators incorporate into their daily actions and attitudes toward one another.

With a view to the future, Bluewater staff, parents, trustees and employee group representatives convened at the Institute for Outdoor Education and Environmental Studies on September 30 and October 1, 2011 for Strategic Planning. The sessions resulted in proposed new Bluewater Vision and Mission statements along with priority areas to assist the Director of Education and Board of Trustees with planning targets and goals for 2011-2012 and beyond. The new Strategic Plan will be formally introduced in January 2012, from which a Multi-Year Plan will be outlined and action plans for implementation developed.



(back l - r) John Bryant – Director of Education, John Chapman – Vice-Chair, Jan Johnstone, Fran Morgan, Kevin Larson, Jim Dawson, Tony Pedoniquotte  
(front l - r) Terry Bell, Marilyn McComb, Marg Gaviller – Chair, Theresa Root, Dan Wong

## Trustees & Director:

Bluewater District School Board trustees base their decision making on a shared commitment to fostering student achievement and well-being. There are nine elected and two appointed trustees, representing all townships, municipalities and First Nation areas throughout the district. As Bluewater's key decision makers and ambassadors, they ensure trustee participation on all committees of the Board and at countless school and board events.



(back l - r) Janelle Taylor – Kincardine District S.S., Tim Odell – Owen Sound Collegiate and V.I., Tina Wark – Georgian Bay S.S., Kaylin Ospina – Bruce Peninsula D.S., Richelle Ritchie – Saugeen District S.S., Braden Weltz – Walkerton District S.S., Jessica MacKinnon – Chesley District H.S.  
(front l - r) Nicola Bruce – Saugeen District S.S., Chase McNabb – West Hill S.S., Spencer Maloney – Grey Highlands S.S., Cam Revington – John Diefenbaker S.S.

## Student Senate 2010-2011:

Representing each Bluewater secondary school from the student perspective, student senators share ideas, best practices and the specific needs of their schools. This is achieved through bringing a student voice to meetings of the Board. Three of the members are elected by their fellow senators to act as student trustees.

## Student Senate 2011-2012

In June 2011, the Student Senate was sworn in for the 2011-2012 academic year with three of the members elected to serve as student trustees.

### Student Trustees:

Andrea Dent  
Chesley District High School  
Ashley Magwood  
John Diefenbaker Secondary School  
Janelle Taylor  
Kincardine District Secondary School

### Student Senators:

Alex Winegarten  
Bruce Peninsula District School  
Ali Catton  
Georgian Bay Secondary School  
Brett MacMillan  
Grey Highlands Secondary School  
Chelsea King  
West Hill Secondary School  
Ellie Berry  
Saugeen District Secondary School  
Ian Beitz  
Walkerton District Secondary School  
Mino Cameron-Walker  
Saugeen District Secondary School  
Rachel Breen  
Owen Sound Collegiate and V.I.  
Stephen LaForest  
Peninsula Shores District School

BLUEWATER  
CHARACTER  
DEVELOPMENT

Caring  
Commitment  
Dependability  
Honesty  
Integrity  
Respect  
Responsibility  
Self-Discipline  
Teamwork  
Trust



Character  
for a Lifetime



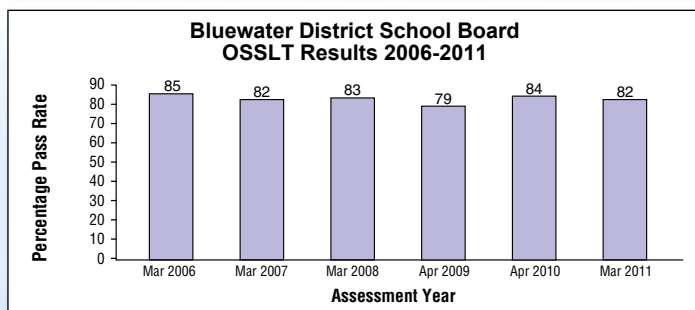
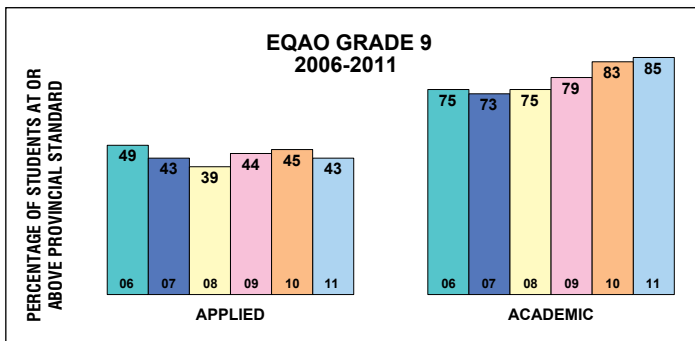
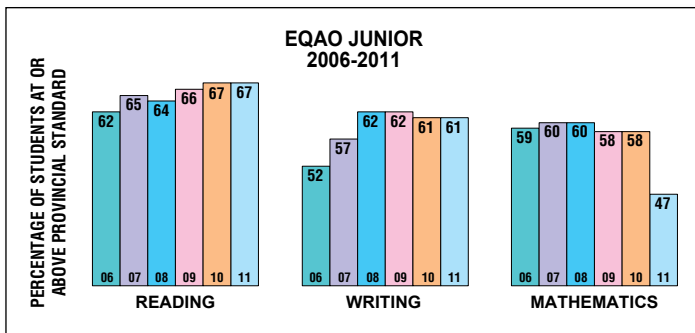
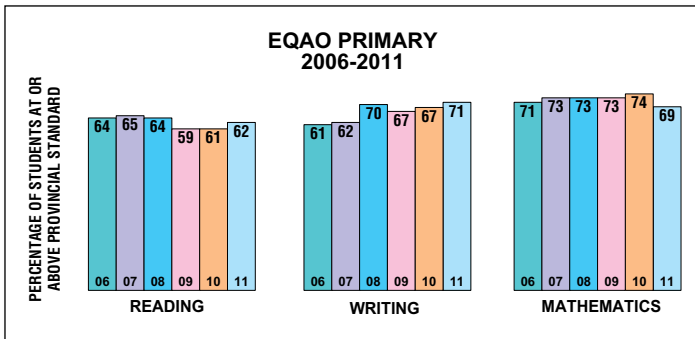
(back l - r) Marnie Coke – Superintendent of Education, Cynthia Lemon – Administrator of Employee Relations  
(front l - r) John Bryant – Director of Education, Lori Wilder – Superintendent of Education, Brenda Booth – Superintendent of Business, Alana Murray – Superintendent of Education, Steven Reid – Superintendent of Education

## Administrative Council:

Members of the Administrative Council serve as positive role models throughout the Bluewater system in their demonstration of the ten Character Attributes. Each member brings a unique area of expertise and set of responsibilities with the shared purpose of providing quality learning for every student in a safe and caring environment.

## Bluewater EQAO and OSSLT Test Results

The Education Quality and Accountability Office (EQAO) Assessments of reading, writing and mathematics provide opportunities for students to demonstrate their achievement as outlined in The Ontario Curriculum, Grades 1-8: Language (revised 2006), The Ontario Curriculum, Grades 1-8: Mathematics (revised 2005) and The Ontario Curriculum, Grade 9: Mathematics. Each assessment measures the knowledge and skills that students are expected to have acquired by the end of grade 3, 6 or 9. The Ontario Secondary School Literacy Test (OSSLT) is an assessment of basic literacy skills written annually by grade 10 students. Additional EQAO data is included in the Director's Annual Report 2011 - Addendum.



## Bluewater Graduation Rates

Bluewater District School Board's graduation rate for 2010-2011 was 79.10%. This represents an increase of 2.87% over the previous year. The Ministry of Education has set a provincial target of 85%.

## Full-Day Early Learning Kindergarten Program Grows

Bluewater, as of September 2011, provides 492 kindergarten aged children the all day, every day learning program. A total of 11 school sites offer children the opportunity to learn in structured play-based activities and small group instruction under the guidance of a teacher and early childhood educator.

Full-Day Early Learning Kindergarten Programs are available at: Arran-Tara Elementary, Bayview Public, Beavercrest Community, G.C. Huston Public, Hillcrest Elementary, Hillcrest Central, Kincardine Tiverton-Township Public, Lucknow Central, Mildmay-Carrick Public, Sullivan Community and Sydenham Community Schools.

## Bluewater Schools Provincial and National Award Recognition

Bluewater students and staff continue to be recognized provincially and nationally in the arts, sciences, athletics, language, the environment and skilled trades. Here is a snapshot illustrating a few of the many examples of excellence:

- Canadian Junior Martial Arts Championships (Kung Fu) in Hamilton: Kumite (white/yellow belt 7-8 yrs, girls) (Gold) - Kassie Symonds, Alexandra C.S.; Kata (white/yellow belt 9-10 yrs, girls) (Gold) - Brianna Symonds, Alexandra C.S.
- Duathlon Provincial Championships: Age Group Divisions (1st place) - Curtis Coyne, Principal, Derby P.S.
- Ecovoyageurs National Award (Gold) - Hillcrest Central School
- Envirothon: Ontario Provincial Envirothon (1st place) - West Hill S.S.
- FIRST® Robotics World Championships held in the U.S.A.: Championship Finalists (2nd in the world) - Kinetic Knights Robotic Team, Kincardine District S.S.
- Ministry of Citizenship & Immigration: 10 Year Volunteer Service Award (nominated by OSAID) - Mayda Palcic-Reid, Staff Advisor, West Hill S.S.
- Ontario Special Olympics in Thunder Bay: Intermediate Giant Slalom (Gold) - Thomas Butler, Georgian Bay S.S.; Speed Skating 100 m (Gold), Speed Skating 200 m (Silver), Speed Skating 300 m (Silver), Speed Skating 500 m (Silver) - Ben Caldecott, Walkerton District S.S.
- Sunlight Green Kids National Award: Green Initiative Essay - \$500 Bursary - Sarah Beckenhauer, Kinghurst C.S.
- World Kickboxing Championships: Heavyweight Division (Gold) - Shaylyn Sulke, John Diefenbaker S.S.

## Bluewater Quick Facts

- Bluewater District School Board serves an area 8,673 square kilometres in size. As of October 31, 2011 the district had 17,960 students in 42 elementary schools and 11 secondary schools.
- Bluewater District School Board had 1.1% of the 2010-2011 student enrolment self-identify as First Nation, Métis and Inuit.
- 91% of primary classes have 20 or fewer students.



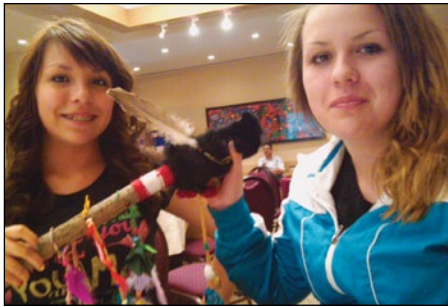
- In 2010-2011, 71% of students aged 16 had earned 16 or more credits, up from 70% in the previous year.
- Specific measures have been taken to improve the outcome for students with low levels of achievement and for low-performing schools. In secondary schools, Student Success funding has supported focused math and literacy in the form of district and school based staff development. Student Success teachers provide support at the school level. In elementary schools, a Change Management Collaborative strategy has been employed. School Improvement Plans must be built on SMART (Specific, Measurable, Attainable, Realistic and Time-sensitive) goals, which reflect the learning needs of students in the school. The goals target areas for growth in student achievement.
- Based on student achievement trends, Bluewater continues to engage in board improvement plans to meet provincial expectations for grade 6 EQAO.

In Bluewater, many successful programs have been implemented to serve students who are unable to attend regular programs:

- The Section 23 program is designed to meet the therapeutic and educational needs of individual students aged 12 to 18. In 2010-11 Bluewater District School Board had eight section 23 classrooms in partnership with community agencies and organizations.
- The Long Term Suspension and Expulsion (LTSE) team is available to support the student and the family for the duration of a long-term suspension (11-20 days) or expulsion, utilizing both academic and non-academic/therapeutic components.
- Supervised Alternative Learning (SAL) is an alternative educational program designed to meet the needs of 14 to 17 year olds who are not experiencing success attending a regular school setting. The focus of SAL is to prepare students for re-entry into the regular day school program or for transition into the world of work.

## First Nation, Métis and Inuit Social Action and Leadership

Two students from Saugeen District Secondary School were selected to attend the Let's Make Change conference held on June 2, 2011 at the Museum of Civilization in Gatineau, Quebec. Let's Make



Change is a youth conference focusing on leadership and social action from an aboriginal perspective. Participants had an opportunity to listen to a teaching about leadership from Mohawk Elder, Paul Skank. Andrea Auger

from the First Nations Child and Caring Society demonstrated the steps for social action through recent examples of social activism including Shannen's Dream, Jordan's Principle, and the I am a Witness project. The highlight of the event was the presentation and concert of Kinnie Starr, a social activist and singer/songwriter who spoke about her path that has led her to the music/performance industry.

While in Ottawa, students stayed in the University of Ottawa residence and toured Capital Hill as well as other attractions in the nation's capital.

## Structured Learning

Interest and expertise continues to grow in using Structured Learning in Bluewater District School Board classrooms for developmental learners. Increased student achievement, independence, generalization of skills and social skills development are outcomes of Structured Learning.

The program focus of Bluewater is an integration of structured teaching and the principles of applied behaviour analysis. Structured Learning focuses on specific strategies to reduce student reliance on adult prompts. Based on the understanding of the student learning profile, physical spaces are created to optimize learning. Activities are developed utilizing visual supports to help students understand, learn and to be more independent of adult support. Students are taught specific strategies such as following a visual list of steps to complete a work task and to then refer back to their work schedule to know their next assigned job. This prepares them for work experiences.

Structured Learning is being used in all areas including academic,

communication, life and work skills. It can be applied in schools, homes, work sites and the community.

Staff from Student Services in partnership with Thames Valley Children's



Centre have been providing this training to Bluewater teaching staff. Walkerton District Secondary School (WDSS) and Osprey Central Elementary School are the model sites. WDSS is currently a demonstration site where staff from schools visit and observe student learning in action. Teachers and educational assistants at the school are inspiring colleagues to expand their implementation of Structured Learning.

## Learning for All

Learning for All confirms the teaching practice of differentiated instruction and resources to meet the needs of the individual learner. These resources and instructional practices are necessary for some students and also beneficial for all students. With this in mind, students with hearing or listening difficulties require specialized equipment to allow them access to instruction and the curriculum.

Personal FM systems and sound fields are recommended through an audiologist to support students with hearing or listening difficulties. Classes with sound fields find it beneficial for the hard of hearing and all students, as the system provides an optimal listening environment for learning. In Bluewater, there are 53 personal FM systems for students and 85 classrooms with sound field systems throughout the district. Bluewater has three Communicative Disorder Assistants who are the first line of defence when trouble-shooting is required for a personal FM system. The Communicative Disorder Assistants provide professional development to teachers within the district on various computer software programs available to special needs students.



## E.S. Fox Observatory

On September 17, 2011, the E.S. Fox Observatory officially launched at the Institute for Outdoor Education and Environmental Studies (IOEES).

The fruition of this venture is a collaboration of the Bluewater Astronomical Society (BAS), Bluewater Education Foundation (BEF) and IOEES (part of Bluewater District School Board). The facility is named after E.S. Fox Construction Ltd., a Niagara Falls based company that donated \$75,000 and free labour towards the project as part of its 75th anniversary. An additional approximate amount of \$75,000 was raised locally over five years through special events, service clubs, unions and trade groups, businesses and individual donors.

The observatory comes equipped with a vast array of technological gadgetry, including a 12-inch Newtonian reflector telescope donated by the University of Guelph. A roll-back roof and drop-down wall are convenient state-of-the-art components to enable easy deep sky



viewing. Galaxies and even the rings of Saturn are now but a glimpse away! There are also a number of smaller telescopes available on site.

Within the facility is a small warm-up/control room for

computer equipment that connects to the main telescope. This will enable the capability of beaming images of sky events over the internet so that a much larger audience can view some of the clearest and starriest nights in Ontario found on the Bruce Peninsula.

In addition to Bluewater students, the observatory will be used regularly by BAS club members for open houses, astronomy seminars, weekend courses for the public and to help the IOEES conduct evening programs for students.

## Bluewater Thanks United Way for Commitment to the Backpack Program

The United Way of Bruce Grey continues to provide a tremendous benefit to many students throughout Bluewater by meeting the challenges of a growing need with the annual Backpack Program. In 2011, there were 2,544 backpacks distributed to local families in an effort to help students begin the academic year with adequate school supplies. That number continues to increase each year.

"Every child has a backpack - every backpack has a child" is the United Way's philosophy behind the campaign. Backpacks are designed according to gender and grade level with items ranging from crayons and primary notebooks to pens and three-ring binders. Families in need become eligible by calling 211 where they are placed on a list that operates on a first come, first served basis.

Several local agencies get involved with the Backpack Program through submitting bulk requests for supplies to the United Way. Once received, the agencies then distribute the backpacks to their



clients. Some of the 2011 receiving agencies include Keystone Child, Youth & Family Services, Children's Aid Society (CAS) of the County of Bruce, CAS of Owen Sound & the County of Grey, Community

Living Walkerton & District, and Big Brothers Big Sisters of Hanover & District, among several others.

The program would not be possible without the generous support of the community, donors, local volunteers, business and media partners to assist with the collection of product donations and fundraising efforts. Various Stuff the Bus campaigns throughout Grey-Bruce and the United Way's Awards Night at the Movies are a few examples of these efforts.

## Commencement Awards

Bluewater District School Board is a registered charity and receives donations and bequests on a regular basis.

The Bluewater community, including businesses and individuals from across Bruce and Grey Counties, has been very generous in providing awards to graduating students in both the elementary and secondary panel. Many students are provided with valuable financial assistance as they transition to their post-secondary education.

In 2010, over \$70,000 was donated for commencement awards at the secondary level alone. These awards provide well-deserved recognition to students for their achievements, both academic and non-academic.

In addition to the monies donated annually, Bluewater District School Board has received more than \$2.5M through bequests to provide annual scholarships to students. The board acts as the fund trustee and is therefore required to invest the funds to provide the required return to fund the annual payment of awards.

Bluewater District School Board is very appreciative to all community partners for their valuable contributions to the education of students in the district.



## Electricity Retrofit Incentive Program

A cheque in the amount of \$79,330.52 was presented to Bluewater District School Board as part of the Electricity Retrofit Incentive Program (ERIP).

Westario Power Inc. President / CEO Lisa Milne made the presentation to Bluewater at the Westario Power office in Walkerton on Friday, November 4, 2011.

In an effort to become more cost and energy efficient, Bluewater staff have been implementing energy efficiency initiatives in many of their schools to reduce energy consumption. Staff applied for ERIP

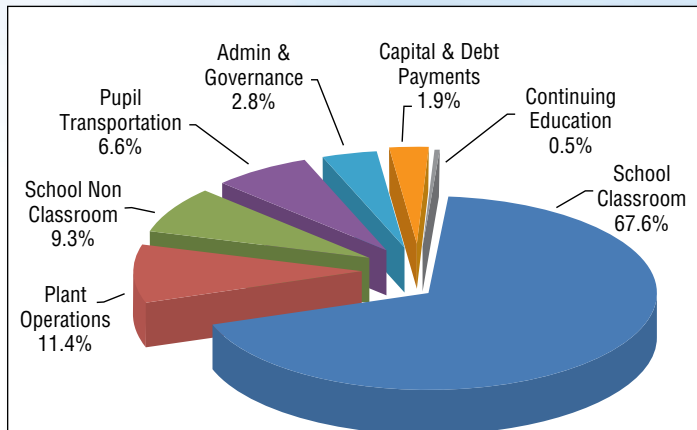
funding in the hopes of receiving a rebate to allow for additional work such as replacing older energy devices with up to date energy saving equipment. The goals of the funding are well aligned with Board Policy BP 2105-D "Environmental Sustainability", which advocates programs and practices that demonstrate respect for the environment.



(l - r) Director of Education John Bryant, Board Chair Marg Gaviller, Westario Power Inc. President / CEO Lisa Milne, Manager of Plant Services Operations Dennis Dick, Superintendent of Business Brenda Booth

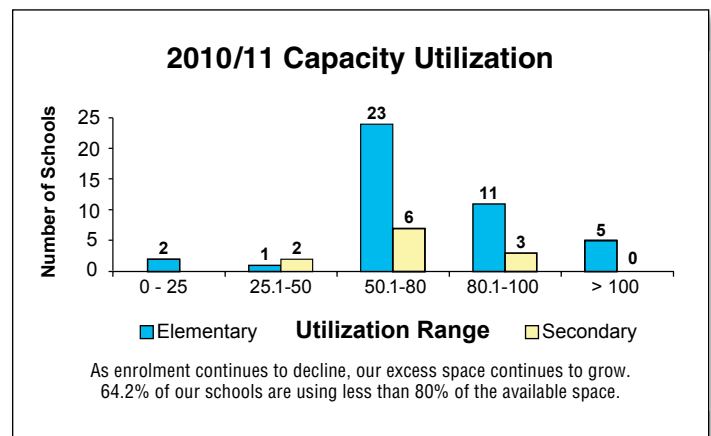
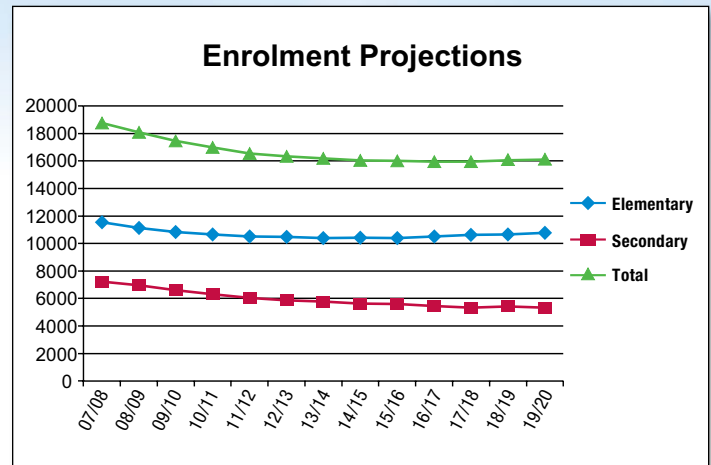


## 2010-2011 Budgeted Expenditures



School Classroom	\$134,177,771	67.6%
Plant Operations	\$22,563,518	11.4%
School Non Classroom	\$18,475,030	9.3%
Pupil Transportation	\$13,019,560	6.6%
Admin & Governance	\$5,474,318	2.8%
Capital & Debt Payments	\$3,850,076	1.9%
Continuing Education	\$1,058,118	0.5%
<b>Total</b>	<b>\$198,618,391</b>	<b>100%</b>

## Enrolment Projections



## Hanover/Chesley Area Accommodation Review

Bluewater District School Board trustees, in accordance with the Bluewater Policy BP 3101-D “Student Accommodation Review”, voted on October 19, 2010 to initiate an accommodation review that included five schools in the Hanover-Chesley area. The schools included John Diefenbaker Secondary, Chesley District High, Kinghurst Community, Dawnview Public and Hanover Heights Community.

The Accommodation Review Committee (ARC) consisted of 28 members representing municipalities, business, Chamber of Commerce, School Community Council, student senators, principals, school staff and administration staff. A 30-day extension was requested by the ARC on May 10, 2011. The ARC held seven public meetings during the course of the review. In total, there were 92 written submissions and 45 oral presentations from the public and 13 options were evaluated by the committee. These options were reduced to two final recommendations which were presented to the Board of Trustees on June 7, 2011.

On October 18, 2011, the Board of Trustees approved Option H-1 as presented by the ARC. This includes the closure of Dawnview Public, John Diefenbaker Secondary and Kinghurst Community; the conversion of Chesley District High to a JK to 12 school combining students from existing Chesley District and Kinghurst; having Hanover Heights remain a JK to 8 school and the construction of a new JK to 12 district school.

## Kincardine/Port Elgin Area Accommodation Review

Bluewater District School Board trustees, in accordance with the Bluewater Policy BP 3101-D “Student Accommodation Review”, voted on October 19, 2010 to initiate an accommodation review that included three elementary schools in the Kincardine area, as well as the secondary schools in Kincardine and Port Elgin. The schools included Elgin Market Public School (over capacity), Kincardine Township Tiverton Public School (under capacity), Huron Heights Public School (under capacity), Kincardine District Secondary School and Saugeen District Secondary School.

The ARC completed a public consultation process, which included five public meetings, articles in local newspapers, radio interviews, on-line media stories, surveying, presentations and informal discussions with many different constituent groups. Through this process, eight options were developed and discussed.

Given that Saugeen District Secondary School in Port Elgin was previously deemed a priority capital renovation, and the community desires for distinct secondary schools, the ARC focused on the elementary school situation.

Following much dialogue, a 30-day extension and a final report delivered on June 7, 2011, Bluewater District School Board, on November 1, 2011, approved the first recommendation of the ARC. Elgin Market Public School will become a JK to 8 French Immersion school. Kincardine Township Tiverton Public School will become a single track English JK to grade 3 school, and Huron Heights will remain a grade 4 to grade 8 single track English school.

## Bill 168

Bill 168, an Act to amend the Occupational Health and Safety Act, is an amendment that protects workers in the workplace from workplace violence and harassment. The legislation came into effect on June 15, 2010. It required all workplaces to have policies, procedures and programs in place at that time.

Under Bill 168, workplace violence is defined as:

- “The exercise of physical force by a person against a worker in a workplace that causes or could cause physical injury to a worker”
- “An attempt to exercise physical force against a worker in a workplace that could cause physical injury to a worker”
- “A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.”

Under Bill 168, workplace harassment is defined as:

- “A course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome”

### Safe At Work Ontario

As well, Bill 168 defines requirements for domestic violence

that may impact on the workplace and expose a worker to the potential physical injury.

Staff have worked to develop and implement a Workplace Violence policy along with the corresponding procedures. Risk assessments and safety plans are completed and reviewed regularly to mitigate risks of violence. Training has been provided and will continue to ensure the safety of our employees. Bluewater District School Board takes its responsibilities regarding workplace safety very seriously.

## The New Face of Alexandra

Officially unveiled on the students' first day back on September 6, 2011, the brand new 27,000 square foot Alexandra Community School replaces the former century old facility on the existing property.

The upgrade offers students a state-of-the-art learning environment equipped with an impressive range of new and emerging technologies. One of the most visible features is the commitment to green technology through the installation of a 10-kilowatt solar panel array on the school's roof to generate power under the Feed-in Tariff (FIT) Program. Energy efficiency and environmental friendliness were a significant part of the mandate during the build as natural lighting, a variety of green building materials and other processes were employed. The environment was also a consideration in the dismantling of the



former Alexandra with approximately 90% of the building being recycled.

The smaller single-story building meets the enrolment in contrast to the old school, which was well beyond the size required for the amount of students and staff. There are now fully accessible facilities for 257 students from kindergarten to grade 8. These include nine completely modernized classrooms, outfitted with a coordinated sound system, a new library, staff and resource area, and full size gymnasium with a stage. Internet accessibility is available throughout. The compact site also has on-site parking, a play surface and new and improved playground.

The transition to the new school was a collective effort of staff and contractors who began construction on the site in 2010. Despite some challenges, including the requirement to relocate existing municipal services on the property, school staff, the contractor and the efforts of volunteers allowed the school to be open in time for the new academic year.

## Grey Bruce Eat and Learn - Nutrition Programs

Bluewater District School Board is the lead agency that oversees the Grey Bruce Eat and Learn program. It is the intent of Bluewater and the Eat and Learn group that all children in Grey and Bruce Counties have an equal opportunity to experience the physical, emotional and academic benefits of attending a publicly funded education facility well-nourished and ready to learn. Under the direction of the Grey Bruce Eat and Learn program, 73 nutrition programs operate in Bluewater schools on a daily basis.



These programs provide over 10,000 children the opportunity to start their day with healthy food choices. Each program is unique in serving the needs of the individual school community.

All work undertaken by the Grey Bruce Eat and Learn program and its coordinator, Bev Gateman, is overseen by a steering committee. This committee is headed by a principal from Bluewater District School Board and has membership from a number of community partners, including dietitians from the Grey Bruce Health Unit and a principal from the Bruce-Grey Catholic District School Board.

Individual school programs are operated by volunteers and are open to all students attending each school offering a safe and nurturing environment.

Under the direction of the Grey Bruce Eat and Learn steering committee, each program applies for and receives a yearly food grant from the Ministry of Children and Youth Services. The balance of funds comes from community donations and through the fundraising efforts of the Grey Bruce Eat and Learn program. This important initiative is continually monitored to ensure high nutritional standards for each and every program.



## School College Work – Central Lakes Regional Planning Team

Bluewater, along with four other boards, participates in a partnership with Georgian College that focuses on connecting elementary and secondary students, teachers and parents to the college pathway by building ties to support student success.



There are several dual credit opportunities for senior secondary students, including FLEX school, night school and top up credits in second semester. Grade 8 students attend an orientation day.

Many teachers attend events, seminars and field trips in Barrie and Owen Sound. Teachers often have the opportunity to spend an intensive professional learning week at Georgian College in a specific subject area, such as culinary instruction.

For additional information, please visit [www.centrallakes.ca](http://www.centrallakes.ca).

## Information and Communication Technology Strategy and Roadmap Initiative

The initiation of the Information and Communication Technology (ICT) Strategy and Roadmap Committee commenced this year. The committee is comprised of representatives from work groups, central staff, parents and trustees. Its mandate includes outlining the high-priority ICT projects for the next three to five years that are required to support all major board functions. In order to develop an action plan, past and current board ICT conditions of infrastructure, school population and staffing have been investigated. Worldwide trends in ICT have been consistently considered to inform next steps, including five key areas: mobility, social media, big data, the cloud and security.

Based on various information gathered from the committee members through collaborative work sessions and a stakeholder questionnaire, major themes for the strategy were garnered. These themes will help focus the ICT efforts to support students, staff and communication with parents and community:

- 1) Support
- 2) Access for all
- 3) Integration of major systems
- 4) Communication

Throughout the development of the ICT strategy, connections were made with other priorities in Bluewater such as those identified in the Strategic Plan and Board Improvement Plan for Student Achievement. In addition, the Ministry's School Effectiveness Framework was utilized as a guideline for aligning ICT in schools with endeavours to intentionally support improved student achievement.

## Emerging Leadership

The Ontario Leadership Strategy supported by the Ontario Ministry of Education outlines the need to have exemplary school and system leaders in order to positively impact student achievement. To that end, Bluewater District School Board provides a number of opportunities to build its leadership pool.

First, emerging school leaders who have an interest in becoming a vice-principal or principal are invited to participate in a series of after school workshop sessions that address the many, varied and different responsibilities attached to school leadership. This would include, but not be limited to instructional leadership, management responsibilities and challenges and community relationships.

Second, aspiring supervisory officers are invited to participate in a Leadership Academy. This offers an exposure to supervisory officer responsibilities such as being an instructional leader, a business leader, human resources leader and social and emotional intelligence.

Bluewater District School Board is pleased to be able to support its emerging leaders in understanding and assuming leadership roles that support student achievement.

## Cougars and Tigers Exemplify Responsibility

Students and staff at both Northport and Arran Tara Elementary Schools have taken the trait of responsibility to a whole new level. Not only are they leading by example in their respective communities of Port Elgin and Tara, but also beyond local borders.

At the home of the Cougars at Northport, character development



is embedded into every day school life. This school term, students have been focusing on the big idea of "I Am Me", based on a poem by Virginia Satir. This theme of self confidence and mutual respect has become integrated into all areas of the curriculum and celebrated at spirit assemblies each month. The Northport community is also



very proud of the welcoming, family-oriented culture in its school. Staff focuses equally on academic success, social development and physical development of the students. This approach provides opportunities for each child to succeed and be an important part of the school's cultural tapestry.

The Arran Tara Tigers' school character trait focus this year is Responsibility. They are huge supporters of the Free The Children and Me to We initiatives. In the past three years, in conjunction with Holland Chatsworth Central School, generous matching funds and a grant from Club Penguin, they have raised \$9,300 for a school and supplies in Sierra Leone and \$4,200 for a Clean Water Project in the same community. They also participate in Project Love around Valentine's Day each year to provide school supplies to third world countries. Local annual initiatives include the Halloween for Hunger campaign where they collect non-perishable items for local food banks instead of trick-or-treating, the Litter Walk in spring during Earth Week and extensive fundraising for local charities.

### Going Green

Over the past several years, Bluewater District School Board has implemented various programs to promote a green working and learning environment. Some examples include:

- All paper products are 90% recycled
- Garbage bags are 100% recycled material and biodegradable
- 90-95% of cleaning chemicals used are Green Seal or EcoLogo Certified
- Chemical dispensing systems are used to ensure proper dilution with no worker contact. Floor wax and gym finishes are both green products.
- Buying equipment that is low noise, lighter, more efficient and part of the Green Cleaning Technology
- Considering using the diamond pad system where no sealers or waxes are required for terrazzo floors. Daily scrubbing with maintenance pads keeps floors polished.
- Introducing a number of micro fiber products as well as anti-bacterial mops

In the fall of 2010, all Bluewater facilities moved to a single stream recycling program. With this program, all recycling products no longer need to be separated and are placed in one



large recycling bin at each location. By moving to the single stream system, more articles are recyclable. Schools have drastically reduced the amount of garbage collected resulting in fewer garbage pickups.

### St. Vincent-Euphrasia Students Support Sierra Leone

In February of 2011, St. Vincent-Euphrasia (SVE) Elementary School Community Council began a conversation with fundraising partner QSP. A nationally recognized organization, QSP provides schools with excellent opportunities to raise funds for upgrades and the purchase of school equipment.

The conversation at the table quickly turned to the labour intensiveness of the sorting and distributing of motivational prizes to students after their fundraising efforts. The idea was presented of teaming up with Free The Children in lieu of distributing prizes to students.

In partnership with Free The Children, QSP and the School Community Council, the incentive to sell magazines was presented to JK to grade 5 students as their way to make a difference by helping those with greater needs than our own.

Gleaned from Free The Children website:

“Due to the devastating effects of the civil war, access to education in the Kono District is very limited. In the Sierra Leonean communities in which Free The Children works, almost all infrastructure, including schools, homes and businesses, were destroyed by the rebels during the war. Seven years after the



Senior students in Maken

war ended, the area is still severely neglected by the government, and there is an enormous need for more schools. All children involved in our projects are war-affected youth. Free The Children schools are helping to return normalcy to their lives.”

Each subscription sold earned the students their name on a construction paper brick on the wall outside the library. For each participating student, the School Community Council donated \$1 from the fundraising profits. SVE students were able to donate \$263 to support the costs of education for an existing school in Sierra Leone. The impact of global awareness on our young students is the realization that they can make a difference in the lives of others.

### Bluewater's Maintenance Division

Plant Services is responsible for the safe and efficient operation of all 52 buildings and sites for staff, students and the public. The Maintenance Department contributes to this goal by ensuring all school buildings and sites are maintained and improved on a daily basis to ensure the best possible environment for all building occupants.

The maintenance staff of 17 includes licensed electricians, plumbers, carpenters, painters, and heating and ventilation mechanics. This broad base of skills includes welding, small engine repair, building automation, refrigeration, rigging, and gas and propane. All staff members use computers to receive and schedule their daily work assignments. There are 8,000 - 9,000 work requests received by the Maintenance Department per year at the shop north of Rockford on Highway 6 and 10.



(back l - r) Paul Newton, Jeff McKee, Paul Williams, Robert Caven, Dan Brick, Mike Arseneau, Kevin Hilgendorf, Todd Saker, Ken Fairbairn, Brent Watke  
(front l - r) Larry Demitroff, David Alexander, Adrian Smith, Chris Trites  
Absent: Robert Miller, Paul Sebesta, Marty Hayward, Bob Pratt



## Consultation Analysis

During December 2010 and January 2011, consultations were held by the Director of Education with area school communities to seek input for a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) to assist with future direction planning. This was combined with visits by the Director to all Bluewater schools and further consultation with the Student Senate, board staff, trustees and senior administration. Six SMART (Specific, Measurable, Attainable, Realistic and Time-sensitive) Targets resulted from the consultation process

under the headings of “Community”, “System” and “External Parameters”:

- Student Achievement
- Parent Engagement
- Communication
- Technology
- Organizational Alignment
- Operational Review

The consultative work with stakeholders provided valuable feedback for the development of the Strategic Plan.

## Education Services Agreement

The signing of a special agreement between Bluewater District School Board and Chippewas of Nawash Unceded First Nation Board of Education took place at the Band Office/Council Chambers in Cape Croker on Thursday, November 3, 2011.

The Education Services Agreement outlines several items including ensuring eligibility for enrolment of First Nation pupils at Bluewater schools, equal opportunity for First Nation students and First Nation representation on Bluewater advisory committees. There is also an agreement that both partners collaborate to establish a Special Education Advisory Circle to support and advise all parties regarding students with special education needs.



(l – r) Director of Education John Bryant, Chair Marg Gaviller, Vice-Chair John Chapman, MPP Bill Walker, Jan Johnstone, MPP Lisa Thompson, Fran Morgan, Terry Bell, Marilyn McComb, Jim Dawson, Kevin Larson

facing education in our region, mainly surrounding declining enrolment and the Ontario government’s funding formula as it pertains to rural education. Both leaders commended trustees on their recent tough accommodation review decision to maintain the secondary school in Chesley, but acknowledged the need to meet and communicate consistently to better prepare for future hard decisions facing the Board. Both MPPs cited education as a top priority in their platforms.

## Parent Involvement Committee

The Parent Involvement Committee (PIC) is comprised mainly of parents who represent a cross section of areas throughout the school district. The goal of the committee is to encourage and assist effective parent involvement in their children’s education, with their school and with the education system. This is consistent with Ministry of Education



(l – r) Mike Ballard, Gail Walden, Katherine Arnold, Jan Johnstone, Jaime Fleet, Keith Lefebvre, Patricia Greig, Jim Thorpe, Bev Sims, John Bryant  
Absent: Lisa Stucke, Jennifer Barratt-Parker, Anne Marie Shaw, Nicole Hatten, Terry Arnold, Alexis Ginn, Jill Waddell, Wendy McConnell, Terry Bell, Dan Wong



(back l – r) Chippewas of Nawash Board Chair Pam Keeshig, Bluewater Board Chair Marg Gaviller, Chippewas of Nawash Education Administrator Judy Nadjiwan  
(front l – r) Chippewas of Nawash Chief Scott Lee, Bluewater Director of Education John Bryant

## Trustees Meet with new MPPs

Bluewater District School Board trustees and staff had an opportunity to meet with the newly elected Members of Provincial Parliament (MPP) for the two local ridings. Bruce-Grey-Owen Sound MPP Bill Walker and Huron-Bruce MPP Lisa Thompson accepted an invitation to visit the Education Centre in Chesley on Tuesday, November 8, 2011.

The introductory meeting served as a positive first step towards fostering open dialogues and ongoing collaboration between Bluewater District School Board and our local political representatives over the next four years. Trustees had a chance to share with the MPPs some of the current and future challenges



## Develops Positive Relationships

guidelines and the proven correlation between student achievement and active parent involvement in their children's education.

The PIC continues to seek out innovative ways to engage parents throughout Bluewater. Some examples of this over the past 12 months include the "PIC Parent Corner" newsletter insert and a presentation to parents at Owen Sound Collegiate and V.I. on strengthening communication with schools featuring award-winning Métis, French-Canadian author David Bouchard.

The Director of Education's Consultation Analysis presented to the Board of Trustees in March 2011 identified the target of increasing the number of parent representatives at PIC meetings. Priority planning targets surrounding parent involvement will be introduced in the Strategic Plan of January 2012.

### Employee Group Leaders

Employee group leaders at Bluewater represent teachers, administrators, educational assistants, early childhood educators, office professionals, technicians, custodians and professional student services personnel. Through serving on various board committees and councils, they provide input into the decisions that support their members and the well-being of students. Employee group leaders and staff work collaboratively to keep the Ministry of Education informed as to the needs within Bluewater



(back l - r) Betty-Jo Raddin – OSSTF Secondary Teachers, Paula Robinson – OSSTF Educational Assistants, Paul Hambleton – ABA, Kathy McCarrel – ETFO Occasional Teachers  
(front l - r) Penny Huettlin – OSSTF Office Professional/Technical, Linda Law – OSSTF Student Services Personnel, Bob Farrell – OSSTF Occasional Teachers, Scott Stephens – CUPE Custodians/Maintenance  
Absent: Nancy Lawler – ETFO Teachers

District School Board for the betterment of the working and learning environment.

## Works Effectively

### Association of Bluewater Administrators

The Association of Bluewater Administrators (ABA) is made up of all elementary, secondary and system principals in the Bluewater district. The association is under the umbrella of the Ontario Principal's Council (OPC), a professional organization of principals in Ontario public schools. OPC is internationally recognized for the professional services and professional development opportunities it provides for principals. Delegations from around the world frequently visit Ontario schools and principals through OPC in an effort to learn from the excellent work being done in Ontario schools.



ABA is proud to be part of the Bluewater leadership team and values the partnership it shares with senior staff. Members of the association regularly work with the Administrative Council on a variety of initiatives impacting Bluewater schools. In addition, ABA members work in close partnership with Ministry of Education staff, trustees, School Community Councils, community support agencies, board support staff, parents and students in an effort to prepare our students for the world tomorrow.

### Bluewater District School Board - Awards of Excellence

At the June 2011 Board Meeting, community members who have made outstanding contributions were recognized through the Awards of Excellence program.

While it is impossible to honour all of those special people who contribute to the betterment of education in Bluewater District School Board, this program is designed to recognize the

extraordinary efforts and contribution of one individual from each family of schools.

The nominations from teachers, administrators, parents, students, support staff and/or community members made particular reference to how the recipients model the ten Bluewater Character Attributes.

Character Development is a shared responsibility of individuals, schools, homes and communities. The award recipients take this responsibility to heart!

Below are the winners of the 2011 awards in each of the following Family of Schools:

- Bruce Peninsula District/ Peninsula Shores District Schools ..... Debra McQuay
- Chesley District High School.....Shirley Lang
- Georgian Bay Secondary School.....Bob Sewell
- Grey Highlands Secondary School ..... Susan Grant Hall
- John Diefenbaker Secondary School ..... Darlene Melanson
- Kincardine District Secondary School ..... Susan Hlinka
- Owen Sound Collegiate and V.I..... Chris Hartley
- Saugeen District Secondary School .....Rebecca Cushnie
- Walkerton District Secondary School .....Betty-Anne Elliott
- West Hill Secondary School..... Anne Kaard

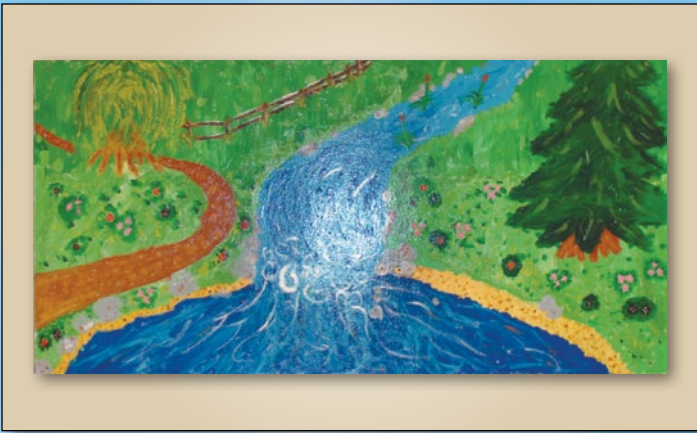




“Paisley Dam”  
Paisley Central School



“The Penatangore”  
Elgin Market School



“The Beaver River”  
Beaver Valley Community School



“Fishing the Saugeen”  
Grey Highlands Secondary School

The above pieces of student art work depicting rivers in Grey and Bruce Counties are on permanent display in meeting rooms at the Education Centre. The submissions were in response to a call for proposals for art to display in the meeting rooms, all named after nine of the local rivers.



Bluewater District School Board  
Bruce and Grey Counties, Ontario, Canada  
[www.bwdsb.on.ca](http://www.bwdsb.on.ca)