



# **Annual Report**

## **Meeting the Goals of our Strategic System Plan: 2015-16**

**December 13, 2016**

**Extraordinary lives start with a great Catholic education**

# Annual Report: Meeting the Goals of our Strategic System Plan: 2015-16

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## Mission Statement

The mission of the Dufferin-Peel Catholic District School Board, in partnership with the family and church, is to provide, in a responsible manner, a Catholic education which develops spiritual, intellectual, aesthetic, emotional, social and physical capabilities of each individual to live fully today and to meet the challenges of the future, thus enriching the community.

## Acknowledgement of First Nations Sacred Territory

Dufferin-Peel, as we know it today, is rich in the history and modern traditions of many First Nations, the Métis and Inuit. From the territories of the Anishinaabe to the Haudenosaunee and the Métis, these lands surrounding the Great Lakes are steeped in Indigenous history. Our Catholic Social Teachings call us in solidarity with our Indigenous brothers and sisters to honour and respect the four directions, lands, waters, plants, animals and ancestors that walked before us. All these wonderful elements of creation exist, gifted to us by our Creator, God. We acknowledge and thank the Mississaugas of the New Credit First Nation for being stewards of this traditional territory.

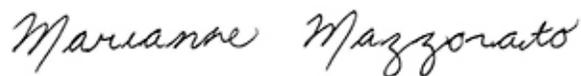
## Director's Message

In August 2014, the Board of Trustees approved a five-year Strategic System Plan to guide the Board for the next five years from 2014-2019. From this plan, a number of specific plans were developed to operationalize the Strategic Plan.

As I complete my first year as Director of Education, I can say with great confidence that we, as a system, strive each and every day to meet or exceed the goals and expectations developed by the trustees. This documents provides a capsulized look at the seven focus areas of the Strategic System Plan and outlines initiatives, actions and activities that have taken place across the system during 2015-16. These items stand as evidence that we, as a system, are meeting these goals and expectations.

Can we do better? Yes we can and, as we strive to foster a culture of continued excellence, innovation and care for all students framed by our mission as a Catholic educational system, through our Strategic System Plan, I am reminded of the well-known quote commonly attributed to the artist Michelangelo, "The greater danger for most of us isn't that our aim is too high and miss it, but that it is too low and we reach it."

Let us always aim high and strive to meet our target.

A handwritten signature in cursive script that reads "Marianne Mazzorato".

Marianne Mazzorato  
December 2016

## Board of Trustees

Anna da Silva, Trustee - Brampton Wards 1,3 & 4  
Darryl D'Souza, Trustee - Brampton Wards 2, 5 & 6  
Shawn Xaviour, Trustee - Brampton Wards 7-10  
Frank Di Cosola, Trustee - Caledon/Dufferin  
Mario Pascucci (Chair), Trustee - Mississauga Wards 1 & 3  
Sharon Hobin, Trustee - Mississauga Wards 2 & 8  
Anna Abbruscato, Trustee - Mississauga Ward 4  
Thomas Thomas (Vice-Chair), Trustee - Mississauga Ward 5  
Luz del Rosario, Trustee - Mississauga Wards 6 & 11  
Bruno Iannicca, Trustee - Mississauga Ward 7  
Esther O'Toole, Trustee - Mississauga Wards 9 & 10

## Senior Management

### Executive Council

Marianne Mazzorato - Director of Education and Secretary to the Board  
John Hrajnik - Associate Director, Corporate Services, Chief Financial Officer and Treasurer  
Sheila McWatters - Associate Director, Instructional Services

### Corporate

Clara Pitoscia - Superintendent of Human Resources and Employee Relations  
Julie Cherepacha - Superintendent of Financial Services  
Daniel Del Bianco - Superintendent of Planning and Operations

### Instructional

Charles Blanchard - Superintendent of Program and Learning Services  
Tilia Cruz - Superintendent of Special Education and Learning Services  
Susan Steer - Superintendent of Well-Being, Experiential Learning and Learning Services  
Tim Lariviere - Superintendent – Mississauga East  
Eric Fischer - Superintendent – Mississauga North  
Lucy Papaloni - Superintendent – Mississauga/Brampton Central  
Deborah Finegan-Downey – Mississauga South  
Tammy-Lynne Peel - Superintendent – Brampton East/Caledon/Dufferin/Malton  
Max Vecchiarino - Superintendent – Brampton North East  
Les Storey - Superintendent – Brampton West

### Strategy, Policy and Global Learning

David Amaral - Superintendent of Strategy, Policy and Global Learning

### Learning Technologies

Roberto Eberhardt – Superintendent of Learning Technologies/Chief Information Officer

### Legal

Wendy Lopez – General Counsel

## Dufferin-Peel Quick Facts

### History

The Dufferin-Peel Catholic District School Board is the successor to The Dufferin-Peel Roman Catholic Separate School Board, which was established in 1969 by the merger of eight small separate boards. The Board's jurisdiction extends throughout the municipalities of Mississauga, Brampton, Bolton, Caledon, Orangeville and Dufferin County. Dufferin-Peel is one of the largest and most diverse school boards in Ontario.

### Catholic Traditions

The Dufferin-Peel Catholic District School Board includes the teaching of religion, family life, the practice of prayer and worship and the presence of Gospel values in the curriculum and daily life in the schools. Schools have strong links to parishes and assist parishes with sacramental preparation. Parish staff conduct liturgies and provide other services within the schools. The Catholic school system maintains strong links between the home, school and church, and parental participation in the education of students is highly encouraged. These links provide for a natural reinforcement and development of Christian values in the Catholic tradition.

### Quick Facts

- ▶ 11 elected Trustees;
- ▶ 150 schools
  - 26 secondary, 124 elementary;
- ▶ 81,217 students
  - 49,393 elementary, 31,824 secondary;
- 40,000 Adult and Continuing Education learners;
- ▶ 11,000 employees;
- ▶ \$1.02 billion budget;
- ▶ 20,000 students bused daily;
- ▶ 2,670 square miles in jurisdiction (Mississauga, Brampton, Caledon, Dufferin County);
- ▶ 42 parishes within Dufferin-Peel's jurisdiction;
- ▶ Extended French Programs offered at 18 schools;
- ▶ French Immersion offered at 14 schools;
- ▶ International Baccalaureate Program offered at three secondary schools: Notre Dame, St. Paul, St. Francis Xavier;
- ▶ Regional Arts Programs offered at three secondary schools: Iona, St. Roch, St. Thomas Aquinas;
- ▶ Regional All-Girls School – Holy Name of Mary Catholic Secondary School;
- ▶ Regional Advanced Placement (AP) program offered at two secondary schools: St. Joseph, St. Edmund Campion;
- ▶ 11 SHSM (Specialist High Skills Majors) programs offered in 25 secondary schools;
- ▶ Students meeting or exceeding provincial standards and averages in EQAO test scores;
- ▶ Regional elementary Catholic Global Learning Centre – St. James.

## Strategic Multi-Year Plan

The Ministry of Education requires that school boards report annually on how they are meeting the goals of their multi-year strategic plans. This is the fourth year that this reporting requirement is in place and it replaces requirements that boards produce a Director's Annual Report for Ministry reporting purposes.

### Background

In 2008-09, the Board conducted an extensive consultation with the Dufferin-Peel community as part of its comprehensive Strategic System Review. In 2009, the Board of Trustees developed and approved a five-year Strategic System Plan for 2010-15 that was designed to help shape school, classroom and corporate decision making and direction over the next five years. In August 2014, following a new Strategic System Review, the Board of Trustees approved a new Strategic System Plan that will guide us for the next five years (2014-2019).

Our new Strategic System Plan contains seven key components. These components and the goals associated with each component are as follows:

1. **Catholicity** – We are called to affirm our Catholic Faith in word and action and in all that we do.
2. **Catholic Learning Environment** - We foster the continuous development of all through a caring, safe and inclusive environment.
3. **Catholic Community Engagement** - We value involvement of community through partnerships and collaboration.
4. **Parish | Home | School Relationships** - We believe that strong partnerships and collaboration among Parish, Home and School are based on mutual respect rooted in our lived Catholic Faith.
5. **Stewardship of our Physical Environment** - We are committed to healthy and safe learning and working environments that enhance well-being, engagement and achievement.
6. **Technology** – We are committed to a responsible approach in addressing the technology needs of our learners in a global context.
7. **Sacredness of our Environment** – We encourage the respectful and sustainable environmental practices of reducing, reusing and recycling in our facilities.

## 1. Catholicity

We are called to affirm our Catholic Faith in word and action and in all that we do.

- Purchased a new religious educational program providing all schools with access to the most current program.
- In-serviced parent community, pastors and teaching community on the new religious education program in Grades 1 and 2.
- Supported the development of e-courses and religious education at the secondary level.
- This past year, the universal Catholic Church marked the extraordinary Jubilee of Mercy. In Dufferin-Peel we focused on the year by reflecting on the spiritual and corporal works of mercy. Every school participated by collecting food and clothing, helping those in need. Four of our parishes (St. Maximillian Kolbe, Merciful Redeemer, St. Anthony of Padua, and St. Patrick – Wildfield) had “Doors of Mercy”, and many of our staff and students were able to go through the Jubilee Door and obtain the plenary indulgence. Youth Faith Ambassadors, secondary students and staff in many of our schools took part in retreats and pilgrimages associated with the Jubilee of Mercy.
- Celebrated Catholic Education Week during the first week of May. Leading up to it, schools availed themselves of the liturgies, prayers and resources developed by OCSTA to prepare them for the “Opening Doors of Mercy” theme.
- His Excellency, Bishop John Boissonneau, led us in the celebration of the Eucharist on May 4 for our annual board-wide mass for secondary students.
- Held on-going activities for staff in religious education and faith formation through the Ambassadors program including after school workshops and events in every Family of Schools.
- Responded to His Eminence Cardinal Collins’ request to assist in the resettlement of Syrian refugees. Many Dufferin-Peel parishes sponsored families; their children were welcomed into our schools.
- Continued to support ShareLife through fundraising campaigns to support local community service agencies and other appeals in response to global issues.
- Sponsored a pro-life symposium for our secondary students, presenting a consistent ethic of life message (from conception through to natural death). Students also participated in the Right to Life march in Ottawa.
- Conducted Graduate Exit Survey to gauge levels of satisfaction and understanding of the Ontario Catholic School Graduate Expectations.
- Created and distributed a two-poster series celebrating distinguished Dufferin-Peel graduates, including testimonials of the impact of their Dufferin-Peel Catholic education.
- Continued to infuse Catholic values in all curriculum documents.
- In-serviced administrators on the importance of religious education at the secondary level.
- In-serviced staff regarding the Assembly of Catholic Bishops of Ontario’s statement on equity and inclusion in Catholic schools.
- Ensured that our Grades 7 and 10 Community Studies units are being used in our system as directed.

### ASSESSMENT

#### MEETING OBJECTIVES ✓

We continue to ensure that Catholicity remains at the core of all that we do; that all faculty, staff, administration and trustees remain individually and collectively accountable for this critical Strategic Plan component.

## 2. Catholic Learning Environment

We foster the continuous development of all through a caring, safe and inclusive environment.

- Purchased the new elementary Religious Education program, Growing in Faith, Growing in Christ, for Grade 1 and 2 students in the system. Both digital and print resources were provided, along with digital access for families and parishes.
- Implemented the revised elementary Health and Physical Education curriculum through a Catholic lens. Revisions were made and approved by the Ontario Bishops to the elementary Fully Alive program, continuing the 35 year tradition of offering a faith based, family life program.
- Offered professional development activities in Religious Education through after-school workshops and Summer Institute
- Offered bi-monthly Diversity Workshop Series for faculty and staff focusing on topics of equity and inclusion.
- Held elementary Diversity Conferences for students in each Family of Schools.
- Held annual Black History Conference for secondary students as part of events and activities highlighting Black History Month in February.
- Held annual Equity Conference in May, with multiple workshops for staff, on a variety of equity-related topics.
- Increased resources in our schools to address equity, diversity, inclusion and understanding in our system.
- Approved the board's ninth consecutive balanced budget with re-investments, among other areas, in technology, supports for Special Education and Support Services needs, textbooks and learning resources.
- Approved multi-year strategy regarding accumulated surplus.
- Held 21st annual *Summer Institute* for educators. Over 1,800 teachers and support staff attended the professional development sessions in August.
- Issued the 2014-15 annual report on how the Dufferin-Peel Catholic District School Board is meeting the goals and objectives outlined in its Strategic System Plan.
- Promoted Bullying Awareness and Prevention throughout the year, highlighted during Bullying Prevention and Awareness Week with school events and activities including the development of student-produced anti-bullying posters. In addition, partnered with Peel Regional Police and the Peel District School Board on *What if everyone did something?* student video and poster campaign.
- Provided Innovation Grants to schools encouraging locally developed initiatives.
- Produced a series of reports related to the Catholic Board Improvement Learning Cycle.
- Issued Director's System Direction, the operational component of the Strategic System Plan.
- Continue to attract, recruit and promote new system leaders, internally, to principal, vice principal and supervisory officer positions.

### ASSESSMENT

#### MEETING OBJECTIVES ✓

We continue to strive to create and maintain a strong Catholic learning environment to optimize the best conditions for student achievement and well-being.

- Achieved overall continued positive results in EQAO and OSSLT assessments, meeting or exceeding provincial standards and averages indicating that strategies and system commitment to student well-being and achievement are working.
- Consulted our strong, active Student Voice Committee on many issues related to student choice.
- Developed a system-wide and multi-layered approach to mathematics with a focus on improving student achievement and well-being.
- Continued to implement improvement strategies in Mathematics at all levels of the system in response to school and student data.
- Developed technology site plans at the elementary and secondary levels.
- Employed a system-wide survey tool to monitor and assess student well-being and engagement and ensure timely and relevant data is available to administrators and board staff.
- Obtained OPHEA Healthy Schools Certification in 23 schools - the most of any school board in the province.
- Developed Brampton North East Healthy Schools initiative.
- Enhanced My BluePrint/All About Me portfolio.
- Created Growing Success Kindergarten addendum.

### 3. Catholic Community Engagement

We value the involvement of community through partnerships and collaboration.

- Worked collaboratively with the Central Committee for Catholic School Councils (CCCSC), the Special Education Advisory Committee (SEAC) and our Catholic School Councils in their advisory capacity.
- Invited and promoted community input through the 2015-16 public budget consultation process, which included online input and delegation opportunities, as well as input from the Special Education Advisory Committee and local trustees.
- Issued 2014-15 Director's Annual Report.
- Communicated regularly with parents/guardians through school newsletters and other communications.
- Enhanced community communication through increased use of social media (@DPCDSBSchools), broadcast of upcoming board and school-based events and issues and posting of media releases and advisories. @DPCDSBSchools Twitter followers exceeded 24,000 in 2016.
- Conducted parent engagement sessions through the Central Committee for Catholic School Councils.
- Distributed the Ontario Catholic School Graduates Guide: Continuing the Journey.
- Operated summer learning programs, including the Focus on Youth Summer Learning and Leadership camps engaging local Catholic school youth.
- Provided support to schools with locally focused communications to parents/guardians.
- Conducted student trustee elections in spring, engaging and providing a voice at the board table for Dufferin-Peel students.
- Responded, through equity considerations and resources for all diverse communities, including First Nations, Métis and Inuit students, children and youth in care and treatment, and students with diverse learning needs.
- Promoted Parents Reaching Out (PRO) grants and Speak Up grants.
- Fostered strong Catholic school councils by providing training for Catholic School Council members and hosting CCCSC Marketplace.

#### ASSESSMENT

##### MEETING OBJECTIVES ✓

We continue to strive for more opportunities for community engagement through increased use of technology to enhance two-way communication between schools/board, parents/guardians and other stakeholders.

## 4. Parish | Home | School Relationships

We believe that strong partnerships and collaboration among Parish, Home and School are based on mutual respect rooted in our lived Catholic Faith.

- Developed a resource package to help our students prepare for the Sacrament of Confirmation in Grade 7. The material was shared with all our parishes.
- Shared the new elementary Religious Education program, *Growing in Faith, Growing in Christ*, with all parishes.
- Provided Catechetical resources to assist our students in the Byzantine rite school, St. Sofia.
- Shared information and presentations, in conjunction with our parishes, on the updated Family Life program and how it met the revised Health and Physical Education Curriculum.
- Provided parishes with our School/Parish Baptismal Kits encouraging early contact with our Catholic schools.
- Participated in Catholic Education Week program and announcements at parishes.
- Co-promoted school and parish relationships as part of Catholic Education Week 2016.
- Distributed Advent and Lenten resource materials.
- Encouraged reciprocal cross promotion of board and parish events and activities through respective communication channels.
- Distributed informational posters and other printed materials to parishes to inform parishioners of key board and school events such as Kindergarten Registration, Catholic Education Week, etc.
- Shared videotaped Pastor's Remarks, reflections from various Dufferin-Peel Parish Pastors and other clergy, with the greater community through social media, i.e., YouTube and Twitter.

### ASSESSMENT

#### MEETING OBJECTIVES ✓

We continue to strive for improvement. Challenges continue to exist where many students/families lack connection to their local parish. We continue to explore and develop strategies to help facilitate stronger, authentic relationships among these key partners in Catholic education.

## 5. Stewardship of our Physical Environment

We are committed to a healthy and safe learning and working environment that enhance well-being, engagement and achievement.

- Approved compliant budget with re-investments, among other areas, in technology, supports for Special Education and Support Services needs, textbooks and learning resources.
- Approved 2015-16 revised estimates for both the operating budget and the capital budget.
- Produced the Board's annual Energy Management Plan.
- Purchased additional hybrid vehicles for maintenance staff.
- All 149 schools received EcoSchool Certification, with over half of Dufferin-Peel Schools achieving Gold certification.
- Completed the construction of St. Alphonsa Catholic Elementary School in Brampton.
- Completed Condition Assessment projects at 10 schools to replace aging equipment and repair/upgrade building structures.
- Completed Energy Retrofit projects at six schools as part of our continued Energy Management program.
- Completed Accommodation projects for students with Special Needs at seven schools.
- Completed Facilities Renewal projects, including exterior paving and landscaping improvements at 36 schools and interior renovations at 60 schools to support academic program changes and school requests.
- Completed construction of outdoor learning environments for Kindergarten students at 35 schools.
- Conducted a comprehensive Pupil Accommodation Review in the East Credit Review area in Mississauga to address underutilized school capacity.
- Approved the closure of St. Dunstan and St. Gertrude Schools as part of the East Credit Pupil Accommodation Review.

### ASSESSMENT

#### MEETING OBJECTIVES ✓

We continue to strive for responsible and innovative use of resources recognizing fiscal restraints, demands from parents/guardians and other stakeholders, and our duty to remain faithful to the tenets of our faith.

## 6. Technology

We are committed to a responsible approach in addressing the technology needs of our learners in a global context.

- Developed site-based local technology plans at each school.
- Integrated more than 4,000 Chromebooks in our schools.
- Brought forward the PED policy, along with an implementation strategy, to the Board.
- Identified and developed appropriate apps for tablets in our system, through the creation of a board-level committee.
- Upgraded all laptops to Windows 8.1.
- Implemented a print management system to make board staff more conscious of photocopying and paper usage.
- Created access to software and technology processes that will provide a greater access for diverse learners.
- Responded, through professional development and training practices, in areas of technology that encourage and enable learning and growth for all.

### ASSESSMENT

#### MEETING OBJECTIVES ✓

We continue to seek and implement practical, measured and responsible approaches in addressing technology needs for students and staff.

## 8. Sacredness of our Environment

We encourage the respectful and sustainable environmental practices of reducing, reusing and recycling in our facilities.

- All 149 schools received EcoSchool Certification in 2015-16; over half of Dufferin-Peel Schools achieved Gold certification.
- 75% of Dufferin-Peel schools embarked on greening projects, including the creation of outdoor classrooms and pollinator gardens.
- Schools participated in the *Waste-Free Lunch Challenge*, *Boomerang Lunches* and *Take Back the Trash Thursdays*, to promote waste reduction.
- 41,719 students in 85 schools participated in the *Great Gulp*, an annual event sponsored by the Region of Peel during Water Week to help create awareness about the importance of drinking water in our lives.
- Schools participated in many environmental-focused initiatives, including: *National Sweater Day*, *Earth Hour*, *International Walk to School Day* and *Bike to School Week*.
- Increased use of technology to support webinars and teleconferences to reduce the need for staff to travel to meetings, thereby reducing carbon emissions.
- Implemented a print management system to make board staff more conscious of photocopying and paper usage.
- Purchased additional hybrid vehicles for maintenance staff.
- Continued to retrofit board facilities using energy efficient practices, equipment and programs.
- Produced the Board's annual Energy Management Plan.
- Promoted and supported Earth Day and Earth Hour among students and staff in schools and board facilities.

### ASSESSMENT

#### MEETING OBJECTIVES ✓

We continue to explore and incorporate new responsible and practical sustainable practices in all areas of our operation. As we strive to decrease our environmental footprint.

## 2015-16 EQAO Results

Results of the 2015-16 Education Quality and Accountability Office's (EQAO) primary EQAO assessments indicate notable growth on the Grade 3 assessment of reading, as well as a return to the trend of high proportions of Dufferin-Peel students meeting or exceeding the provincial standard (Levels 3 or 4) in primary writing. In primary Mathematics, the results indicate a modest recovery after a period of decline. Compared to the province, Dufferin-Peel primary students continue to outperform the province as a whole.

Dufferin-Peel's junior EQAO assessments are higher than the provincial results and indicate continued steady growth in reading and writing. A slight decline continues to be observed in junior Mathematics among both Dufferin-Peel students and students across the province.

At the secondary level, the 2015-16 EQAO assessment results for Grade 9 Mathematics indicate that Dufferin-Peel students continue to demonstrate high levels of performance at the academic level of study. The proportion of students who achieved the provincial standard on the academic assessment was relatively consistent with the previous assessment year, and was notably higher than that of the province.

Grade 9 Applied Mathematics achievement in Dufferin-Peel has shown some recent decline. However, Dufferin-Peel students continue to outperform their provincial peers on this assessment.

Given the results in both elementary and Grade 9 EQAO Mathematics assessments, the board continues to dedicate a wide range of supports to schools to focus on improving learning in this key subject area for all students.

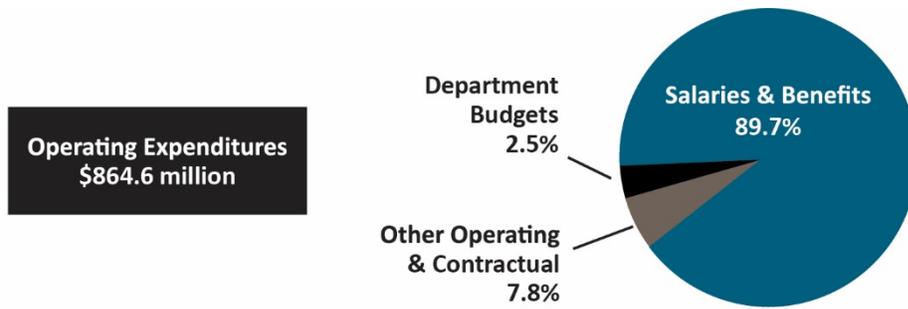
Success rates for Dufferin-Peel students on the Ontario Secondary School Literacy Test (OSSLT) administered by EQAO indicate that Dufferin-Peel students exceeded the provincial success rates by between 2% and 4%. The percentage of Dufferin-Peel students passing the OSSLT on their first attempt continues to exceed provincial performance and highlights the on-going excellence of Dufferin-Peel students in terms of literacy skills. Additionally, among students who were previously unsuccessful on the OSSLT, Dufferin-Peel demonstrated much higher success rates than the province as a whole.

The board will further analyze the EQAO and OSSLT results to provide support to schools, students and parents/guardians to ensure that more students continue to improve in all assessment areas. Each school has its own plan, which will be reviewed in the context of the test results, to improve students' skills in all subject areas. School plans include strategies to assist all students, including intervention and reinforcement for students who did not achieve the provincial standard or who were not successful on the OSSLT.

### 2015-16 EQAO Results

Assessment	DPCDSB	Province
Primary Reading	77%	72%
Primary Writing	79%	74%
Primary Mathematics	65%	63%
Junior Reading	83%	81%
Junior Writing	83%	80%
Junior Mathematics	52%	50%
Grade 9 Academic Mathematics	87%	83%
Grade 9 Applied Mathematics	54%	45%
OSSLT (First-Time Eligible)	83%	81%
OSSLT (Previously Eligible)	53%	49%

## 2015-16 Operating Expenditures



**TOTAL Operating and Capital Budgets for 2015-16 - \$1.0 Billion.**