



CATHOLIC DISTRICT SCHOOL BOARD OF EASTERN ONTARIO  
STRATEGIC PLAN 2010-2013

**shalom**

*Acting justly, living peacefully, celebrating joyfully, we believe in...*

Achieving  
Literacy  
for All

Living our  
Catholic Faith

Making  
Resources  
Matter





# CATHOLIC DISTRICT SCHOOL BOARD OF EASTERN ONTARIO STRATEGIC PLAN 2010-2013

## shalom

*Acting justly, living peacefully, celebrating joyfully, we believe in...*

### Achieving Literacy for All

- practise our shared belief that all students can reach high standards in literacy given sufficient time and support
- deepen the focus on universal design and differentiated instruction as effective and interconnected ways of meeting the learning needs of all students
- deepen the focus on co-teaching as an effective strategy to build teacher capacity and improve student achievement and success
- refine the use of the gradual release of responsibility model, to deepen levels of reading comprehension and critical thinking
- model appropriate problem solving strategies and provide students with multiple opportunities to apply their learning, so that students engage in meaningful mathematical discourse and activities that are authentic and relevant to daily life
- sustain and extend learning opportunities for learners to achieve their unique individual goals on their journey towards a meaningful graduation outcome
- engage parents, families, and the Catholic community in collaborative and reciprocal relationships for the purpose of intentionally improving student achievement
- collaborative and co-learning relationship between the Student Work Study Teacher "SWST" and classroom teacher "CT"

### Living our Catholic Faith

- work with our local parishes to promote the Year of Faith in 2012-13
- provide service in Religious and Family Life Education that is designed to assist students and staff to deepen their understanding of our Board theme: Shalom - Acting justly... Living peacefully... Celebrating joyfully!
- ensure the delivery of quality Religious and Family Life Education and Catholic Character Development Curriculum throughout the Board
- provide the essential resources for school communities to fully explore and bring to life the seasons of the liturgical year
- create inclusive environments in our school and Board communities where all students and staff feel safe and valued
- promote the use of Catholic Professional Learning Communities to support student learning and achievement, and the faith development of all staff
- build and maintain strong relationships with all our partners in Catholic education to enhance learning opportunities for students

### Making Resources Matter

- promote a healthy working environment which respects the dignity and worth of every person while ensuring continuous improvement in service delivery, program provision, and staff growth, to support improved student achievement and success
- set priorities for the use of fiscal resources which are consistent with the Board's Vision and Mission statements, and in compliance with mandates and guidelines set out by the Ministry of Education
- follow up on recommendations received from the Ministry of Education Operational Review
- continue and actively pursue joint initiatives which facilitate the optimal use of resources
- provide transparency and accountability with regard to the allocation of resources through the establishment of internal and external audit committees, and through the provision of financial reports to the Board three times per year

#### **Vision**

Inspired by the teachings of Jesus Christ, we transform the world with justice and peace through Catholic education.

#### **Mission**

We proclaim our Catholic faith by nurturing and celebrating the hearts, minds, bodies and souls of our students. Learning through faith, living with hope, loving in Christ. Teaching wisdom, teaching love...Creating a world in God's image.





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Achieving  
Literacy  
for All

## Achieving Literacy for All

GOAL	EVIDENCE	RESPONSIBLE	DATE
Practise our shared belief that all students can reach high standards in literacy given sufficient time and support.	Leaders and teachers articulate the vision and stones everywhere. <ul style="list-style-type: none"> <li>• Faith Day</li> <li>• Realization Network</li> <li>• Catholic School Council meeting</li> </ul>	Director Superintendents School Administrators	September 2011/2013
	Catholic professional learning communities discuss data to differentiate instruction and intervention strategies for all learners. <ul style="list-style-type: none"> <li>• Monthly and bi-monthly school CPLCs,</li> <li>• Fall and winter literacy and numeracy inquiry networks (e.g. K-2, CIL-M)</li> <li>• Focus on areas identifies in Special Education School Review</li> </ul>	Superintendents Program and School Principals Coaches, Consultants	Fall 2011 Winter and Spring 2012 Fall 2013 Winter and Spring 2014 <input checked="" type="checkbox"/>
	Monitoring and moderation of student work informs instruction to ensure that each student learns, progresses and achieves.	Superintendents Principals Consultants, Coaches SERTs, Teachers	November/February/May 2012 - 2014 September 2011 to September 2012 <input checked="" type="checkbox"/>
	A new IEP software program developed and implemented. <ul style="list-style-type: none"> <li>• Training and support</li> <li>• A reflective measurement tool (PIDS:</li> </ul>	Superintendent of Special Education Principal of Special Education Coordinator &	September 2011 – June 2013

	<p>pre-initiation, initiation ,developing, and sustaining stages) used to try and ensure that the achievement gap for special learners is closed</p> <ul style="list-style-type: none"> <li>• A comparison and review of the IEP and end of year report card will be used as a measure of success</li> </ul>	Consultants	
<p>Deepen the focus on universal design and differentiated instruction as effective and interconnected ways of meeting the learning needs of all students.</p>	<p>Display performance data for staff to discuss and take collective responsibility for all students' improvement.</p> <ul style="list-style-type: none"> <li>• Summative School Effectiveness review and school improvement planning</li> </ul> <p>Flexible groupings are based on diagnostic assessment of student learning, strengths and needs, interests and learning preferences</p> <ul style="list-style-type: none"> <li>• Students are grouped and regrouped based on their readiness to learn a concept</li> </ul> <p>Effective support and use of the Differentiated Instruction and Universal Design for Learning identified in our Magazines are clearly evident in classroom practice.</p> <ul style="list-style-type: none"> <li>• A reflective measurement tool (PIDS) used to indicate success of implementation and increase of capacity.</li> </ul>	<p>Superintendents Principals Coaches, Consultants DI Support Teacher, SERTS Teachers</p> <p>DI Support Teacher, SERTs, Teachers</p> <p>Superintendents Principals Co-ordinator, Coaches</p>	<p>June/August/September 2011 and 2013</p> <p>2011-2014 on-going</p> <p>2011- June 2014</p>
<p>Deepen the focus on co-teaching as an effective strategy to build teacher capacity and improve student achievement and success.</p>	<p>Co-teaching with Senior Exec Team to model process of co-planning, co-teaching, co-debriefing and co-reflecting.</p> <ul style="list-style-type: none"> <li>• Realization Network</li> </ul>	<p>Director Superintendents</p>	<p>September – February 2012</p>

	<p>Cross Curricular co-teaching model focused on making inferences in reading responses, explicit reading and writing instruction, three part math lesson.</p> <ul style="list-style-type: none"> <li>• CIL-M</li> <li>• K-2 Inquiry</li> <li>• SIM</li> <li>• Teaching and Learning Critical Pathway</li> </ul> <p>DI Support Teachers working effectively with classroom teachers to support all students</p> <p>Reflect the work that school teams are doing – videotaping co-teaching experience, and using it to: 1) look at ways of refining the practice to move students forward, 2) model it for other teachers beginning to co-plan, co-teach, co-debrief, co-reflect.</p>	<p>Superintendents Principals Teachers DI support teacher Consultants, Coaches</p>	<p>November 2011 to June 2012 <input checked="" type="checkbox"/></p> <p>September 2012 to June 2013</p> <p>September 2012 to September 2013</p>
<p>Refine the use of the gradual release of responsibility model, to deepen levels of reading comprehension and critical thinking.</p>	<p>Explicit teaching of the reading powers (connects, visualize, question, summarize, infer, synthesize) using the gradual release model.</p> <ul style="list-style-type: none"> <li>• Lessons planned support learners in all areas of the curriculum</li> <li>• Effective support and use of Flexible Grouping Magazine is clearly evident in classroom practice.</li> <li>• A reflective measurement tool (PIDS) used to indicate success of implementation and increase of capacity.</li> <li>• Schools/classroom supports based on data/evidence gathered through Special Education School Review provided by schools.</li> </ul>	<p>Superintendents Principals Coordinator Consultants, Coaches</p>	<p>September 2011 – June 2014</p>

<p>Model appropriate problem solving strategies and provide students with multiple opportunities to apply their learning, so that students engage in meaningful mathematical discourse and activities that are authentic and relevant to daily life.</p>	<p>Three-part math lessons are planned for students to solve problems, communicate their thinking.</p> <p>Inquiry tasks engage students in developing mathematical processes.</p> <ul style="list-style-type: none"> <li>Regional CIL-M networks</li> </ul> <p>Professional numeracy network focuses on effective practices for enriching student's mathematical understanding.</p> <p>Dinner and manipulative sessions that focus on problem solving.</p>	<p>Superintendents Principals Consultants, Coaches</p> <p>Program Principal of Curriculum Consultants Coaches</p> <p>Program Principal of Curriculum Consultants Coaches</p> <p>Program Principal of Curriculum Consultants Coaches</p>	<p>On-going</p> <p>Fall and Winter 2011-2012-2013</p> <p>September 2012 &amp; 2013 December 2012 &amp; 2013 May 2012-&amp; 2013</p> <p>2012 and 2013 Fall and spring regional workshops</p>
<p>Sustain and extend learning opportunities for learners to achieve their unique individual goals on their journey towards a meaningful graduation outcome.</p>	<p>Improved student engagement in the following activities:</p> <ul style="list-style-type: none"> <li>Pathways transition planning</li> <li>Career and post-secondary destination exploration and transition exit planning</li> </ul> <p>Improved teacher, parent and partnership capacity to support all students on their unique journey.</p> <p>Improve outcomes for students who require assistive technology to achieve success.</p> <ul style="list-style-type: none"> <li>Increased capacity and effectiveness of IEPs and schools to meets of the needs</li> </ul>	<p>Superintendents Program Principals Student Success Teams (student success, guidance, co-operative education and special education teachers, principals) Pathways consultant OYAP co-ordinator</p> <p>Superintendent of Special Education Principals Coordinators, Consultants</p>	<p>February 2012 <input checked="" type="checkbox"/></p> <p>June 2012 <input checked="" type="checkbox"/></p> <p>November 2012</p> <p>February 2013</p> <p>April 2013</p> <p>June 2013</p> <p>January 2012 – June 2014</p>

	<p>of these students through supporting the implementation of an assistive plan</p> <ul style="list-style-type: none"> <li>• A reflective measurement tool (PIDS) will be used to indicate success.</li> </ul>		
<p>Engage parents, families and the Catholic community in collaborative and reciprocal relationships for the purpose of intentionally improving student achievement.</p>	<p>Curriculum information session for parents focus on enhancing learning opportunities for students.</p> <ul style="list-style-type: none"> <li>• Individual school presentations</li> </ul>	<p>Principals Catholic School Councils School Communities</p>	<p>September 2011-2012 <input checked="" type="checkbox"/> September 2012-2013</p>
	<p>Parents participate in a variety of sessions to help them become familiar with current issues and information on student achievement.</p> <ul style="list-style-type: none"> <li>• PIC workshops</li> <li>• SEAC/Parent Symposium</li> <li>• School Climate Surveys</li> </ul>	<p>Director Superintendents Catholic Parent Involvement Committee Program Principals</p>	<p>October 2011 <input checked="" type="checkbox"/> October 2012 October 2013</p>
	<p>Reporting to parents – progress report card and provincial report cards.</p> <ul style="list-style-type: none"> <li>• Parent-teacher interviews</li> <li>• Student-led conferencing</li> </ul>	<p>Administrators Teachers</p>	<p>November 2012 <input checked="" type="checkbox"/> November 2013 February 2012 <input checked="" type="checkbox"/> February 2013 June 2012 <input checked="" type="checkbox"/> June 2013</p>
<p>Collaborative and co-learning relationship between the Student Work Study Teacher “SWST” and classroom teacher “CT”.</p>	<p>SWST and CT learn from the student work. Through reflection and co-learning opportunities, they incorporate their findings into effective practices.</p>	<p>Principals Teachers SWST</p>	<p>September 2012 to June 2013</p>



## Living Our Catholic Faith

GOAL	EVIDENCE	RESPONSIBLE	DATE
<p>Work with our local parishes to promote the Year of Faith 2012-2013.</p>	<p>Develop and distribute monthly newsletter to Faith Ambassadors, Chaplaincy Leaders, SOS Community, School Administrators and Senior Administration.</p> <p>Create and distribute resources to bring to life the Year of Faith as declared by Pope Benedict XVI.</p> <p>Create, distribute and assist in facilitating grade-level retreats, based on the Catholic Virtues, for all elementary grades.</p>	<p>Consultant</p> <p>Principal and Consultant</p> <p>Principal and Consultant</p>	<p>Ongoing</p> <p>Ongoing until November 2013</p> <p>Ongoing to June 2013</p>
<p>Provide service in Religious and Family Life Education that is designed to assist students and staff to deepen their understanding of our Board theme: Shalom - Acting justly... Living peacefully... Celebrating joyfully!</p>	<p>Develop and distribute a Shalom Resource Binder to all school communities</p> <p>Plan and facilitate Board-wide Faith Day to develop understanding of new theme</p> <p>Facilitate ongoing information sessions for Board Office staff to increase understanding of board theme.</p>	<p>Program Principal, Consultant</p> <p>Director, Superintendent, Program Principal, Consultant</p> <p>Director, Superintendent, Program Principal, Consultant</p>	<p>August 2011 <input checked="" type="checkbox"/></p> <p>September 2011 <input checked="" type="checkbox"/></p> <p>September, 2011 – June 2013</p>



	<p>Make explicit links with board theme in all resources distributed in the time period of that theme.</p> <p>Co-plan and co-facilitate board theme related CPLCs at the school level</p> <p>~ provide resources for, and assist in organizing, meaningful retreat experiences for students and staff</p>	<p>Program Principal, Consultant</p> <p>School Administrator, Program Principal, Consultant</p> <p>Program Principal, Consultant, School Administrator</p>	<p>Ongoing, 2011 – 2014</p> <p>Ongoing as requested, 2011 – 2014</p> <p>Ongoing as requested, 2011 – 2014</p>
<p>Ensure the delivery of quality Religious and Family Life Education and Catholic Character Development Curriculum throughout the Board.</p>	<p>Provide cost-sharing opportunities to assist schools to purchase new / revised resources.</p> <p>Provide teacher in-service for new / revised Curriculum programs.</p> <p>Support implementation of the CDSBEO Assessment, Evaluation and Reporting in Religious and Family Life Education document.</p> <p>Support the Care for Kids program, a healthy sexuality and sexual abuse awareness program for kindergarten students.</p> <p>Provide guidance, expertise and resources in the area of Religious and Family Life Education to beginning teachers through the New Teacher Induction Program.</p> <p>Provide ongoing review of Education to Virtue (Catholic Character Education) initiative.</p>	<p>Program Principal</p> <p>Program Principal, Consultant</p> <p>Program Principal. Consultant</p> <p>Consultant</p> <p>Consultant</p> <p>Program Principal</p>	<p>Gr. 7 Fully Alive – Fall 2011 <input checked="" type="checkbox"/></p> <p>Gr. 8 Fully Alive – Fall 2012</p> <p>Gr. 7 Fully Alive – October 2011 <input checked="" type="checkbox"/></p> <p>Gr. 8 Fully Alive – Oct. 2012</p> <p>Ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p>

<p>Provide the essential resources for school communities to fully explore and bring to life the seasons of the liturgical year.</p>	<p>Provide monthly updates and prayer resources to school administrators, Chaplaincy Leaders and Faith Ambassadors.</p> <p>Develop, and make accessible on the Board's GO Site, electronic prayer resources in accordance with the liturgical calendar.</p> <p>Develop and provide resources to support the implementation of the New Roman Missal.</p>	<p>Consultant</p> <p>Program Principal, Consultant</p> <p>Program Principal, Consultant</p>	<p>Beginning of each month, ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p> <p>September to November, 2011 <input checked="" type="checkbox"/></p>
<p>Create inclusive environments in our school and Board communities where all students and staff feel safe and valued.</p>	<p>Participate in Ottawa Regional Office Equity and Inclusive Education Network activities and training .</p> <p>Support implementation of CDSBEO Board Policy on Equity and Inclusive Education as well as Religious Accommodation Guidelines.</p> <p>Continue to support and build awareness around First Nations, Inuit, Métis Framework.</p> <p>Work with Restorative Practices personnel to support full implementation.</p> <p>Celebrate and model diversity in authentic ways.</p> <p>Provide Crisis Response support to all school communities as necessary:</p> <ul style="list-style-type: none"> <li>• Full implementation of MY Health Magazine</li> <li>• Restorative Practice training and full implementation in all schools</li> </ul>	<p>Superintendent, Program Principal</p> <p>Superintendent, Program Principal</p> <p>Superintendents, Program Principals, Consultants</p> <p>Program Principals</p> <p>Director, Superintendents, Program Principals, Consultants, Teachers</p> <p>CDSBEO Crisis Response Team</p>	<p>Ongoing, 2011 – 2014</p> <p>Ongoing, 2011-2012 (4 year strategy ends in June, 2012) <input checked="" type="checkbox"/></p> <p>Ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p> <p>Ongoing, as required, 2011-2014</p>

	<p>Focus on understanding and building resiliency as an essential component of positive Mental Health:</p> <ul style="list-style-type: none"> <li>• Identify and support a mental health lead for each school</li> <li>• All students will complete a resiliency inventory to establish new Accepting School Act Legislation for amended policies and procedures</li> </ul> <p>Transition documents/protocols/processes developed and implemented in cooperation with students, parents, community partners.</p>	<p>Superintendent of Special Education Principal of Special Education School Support Teams ABE , Coordinator Consultants</p>	<p>September 2012-June 2014</p> <p>February 2012</p> <p style="text-align: right;"><input checked="" type="checkbox"/></p>
<p>Promote the use of Catholic Professional Learning Communities to support student learning and achievement, and the faith development of all staff.</p>	<p>Provide the OECTA/OCSTA AQ Courses in Religious Education.</p> <p>Sponsor staff members to attend important provincial / regional faith conferences:</p> <ul style="list-style-type: none"> <li>• When Faith Meets Pedagogy</li> <li>• EOCCC Mid Year Institute</li> <li>• EOCCC Curriculum Conference</li> </ul> <p>Plan and facilitate six-part Faith Development (Teacher) Series “Growing in Faith... Living as Disciples.”</p> <p>Plan and facilitate three-part Faith Development (Leader) Series for school administrators, Chaplaincy Leaders and Faith Ambassadors.</p>	<p>Program Principal (Course Director)</p> <p>Program Principal</p> <p>Superintendent, Program Principal, Consultant</p> <p>Superintendent, Program Principal, Consultant</p>	<p>Part 1: Spring 2012 Part 2: Fall 2012 Part 3: Spring 2013</p> <p>Yearly, October Yearly, February Yearly, April</p> <p>September 2011 – June 2012</p> <p>September 2011 – June 2012</p> <p style="text-align: right;"><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/></p>

	Co-plan and co-facilitate Religious and Family Life Education CPLCs at the school level as requested.	School Administrator, Program Principal, Consultant	Ongoing, 2011-2014, as requested
Build and maintain strong relationships with all our partners in Catholic education to enhance learning opportunities for students.	Support Faith Ambassadors in all CDSBEO elementary schools: <ul style="list-style-type: none"> <li>• Monthly electronic updates and resources</li> <li>• Faith Ambassador In-service</li> <li>• Adult Faith (Leader) Series</li> </ul>	Program Principal, Consultant	Ongoing, 2011-2014
	Support Chaplains / Chaplaincy Leaders in all CDSBEO secondary schools: <ul style="list-style-type: none"> <li>• Monthly electronic updates and resources</li> <li>• Chaplaincy In-service</li> <li>• Adult Faith (Leader) Series</li> <li>• Support membership in CSCO and sponsor Chaplaincy Leaders to attend annual conference</li> </ul>	Superintendent, Program Principal, Consultant	Ongoing, 2011-2014
	Promote, support and assist in the organization of Dominican Experience Exposure Trip.	Program Principal, Consultant	September – April, yearly
	Promote, organize and support the CCSTA “Toonies for Tuition” campaign.	Director, Program Principal	Yearly, October
	Promote and support initiatives of key Catholic Charitable organizations including CCODP, Holy Childhood Association and Scarboro Missions.	Program Principal, Consultant	Ongoing, 2011-2014
	Liaise regularly with the Institute for Catholic Education (ICE) and the Catholic Association of Religious and Family Life Educators (CARFLEO)	Superintendent, Program Principal, Consultant	Ongoing, 2011-2014



	<p>on provincial issues and initiatives.</p> <p>Contribute actively as a member of the Eastern Ontario Catholic Curriculum Cooperative.</p> <p>Continue to support the CDSBEO Catholic Education Coalition and Parent Involvement Committees on an ongoing basis.</p> <p>Liaise regularly and support special projects and initiatives with dioceses and parishes.</p>	<p>Program Principal, Consultant</p> <p>Director, Superintendents, Program Principals, Consultants</p> <p>Superintendent, Program Principal, Consultant</p>	<p>Ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p> <p>Ongoing, 2011-2014</p>
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Making  
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## Making Resources Matter

GOAL	EVIDENCE	RESPONSIBLE	DATE
Promote a healthy working environment which respects the dignity and worth of every person while ensuring continuous improvement in service delivery, program provision, and staff growth, to support improved student achievement and success.	Schools are supported to fully implement Restorative Practices to resolve conflict and strengthen relationships.	Superintendents Principals Safe School Teams Special Education Department	2011-2014
	<ul style="list-style-type: none"> <li>• PIDS used the results to target implementation.</li> </ul>		
	<ul style="list-style-type: none"> <li>• <b>Attendance Support Program.</b> This Program assists employees who are experiencing difficulty maintaining regular attendance at work. The goals of the Attendance Support Program are to minimize the effects that absenteeism have on student learning, as well as minimizing the economic costs of absenteeism.</li> </ul>	Superintendents Administrators Human Resources Coordinators	Fall 2011-2014 ongoing
	<ul style="list-style-type: none"> <li>• <b>Disability Management Program.</b> This program supports employees who are recovering from an illness or injury. The program facilitates the early and safe return to work of employees who have been ill or injured.</li> </ul>	Superintendents Administrators Human Resources Coordinators	Fall 2011-2014 ongoing
	<ul style="list-style-type: none"> <li>• <b>Ongoing Staff Training.</b> There is continuous and ongoing training and</li> </ul>	Superintendents Administrators	September 2011 September 2012



	<p>in-service to CDSBEO employees, to ensure that we maintain healthy working environments. Staff receive training in the areas of: workplace violence and harassment; accessibility for the disabled; emergency preparedness planning; Workplace Hazardous Materials Information System (WHMIS).</p> <ul style="list-style-type: none"> <li>• <b>Facility Site Inspections.</b> In order to ensure that our facilities remain safe, healthy working environments, and in order to identify and address potential job hazards, the CDSBEO is committed to frequent site inspections.</li> </ul>	<p>Human Resources Coordinators Health and Safety Coordinator</p> <p>Superintendents Administrators Health and Safety Coordinator CDSBEO Health &amp; Safety Committee</p>	<p>September 2013 September 2014 ongoing</p> <p>Fall 2011-2014 ongoing</p>
Set priorities for the use of fiscal resources which are consistent with the Board's Vision and Mission statements, and in compliance with mandates and guidelines set out by the Ministry of Education.	Approval of annual board budget. Expenditures are consistent with board goals of increasing student achievement in a Catholic environment.	Trustees Director of Education	June 2012 <input checked="" type="checkbox"/>
Follow up on recommendations received from the Ministry of Education Operational Review.	Implementation of each of the 31 recommendations.	Associate Director Superintendent of School Effectiveness	October 2011 <input checked="" type="checkbox"/> <i>complete</i>
Continue and actively pursue joint initiatives which facilitate the optimal use of resources.	<ul style="list-style-type: none"> <li>• Transportation consortium</li> <li>• Participate in Eastern Ontario back office study</li> <li>• Participate in OECM Science Supplies Contract</li> <li>• Participate in CSBSA National Gas Contract</li> </ul>	<p>Associate Director</p> <p>Associate Director</p> <p>Associate Director</p> <p>Associate Director</p>	<p>September 2013 ongoing</p> <p>September 2013 ongoing</p> <p>January 2012 <input checked="" type="checkbox"/></p> <p>October 2011 <input checked="" type="checkbox"/></p>

	<ul style="list-style-type: none"> <li>Review and renew joint contacts annually through Seaway Cooperative</li> </ul>	Associate Director	September 2013
Provide transparency and accountability with regard to the allocation of resources through the establishment of internal and external audit committees, and through the provision of financial reports to the Board three times per year achievement, and the faith development of all staff.	<ul style="list-style-type: none"> <li>Establish Board audit committee</li> <li>Participate in Ottawa region internal audits</li> <li>Present three interim financial reports to Board as required</li> </ul>	Associate Director	December 21, 2010 <input checked="" type="checkbox"/>
		Associate Director	September 2013 ongoing
		Associate Director	February 21, 2012 <input checked="" type="checkbox"/> May 15, 2012 <input checked="" type="checkbox"/> September 18, 2012