Phoenix Academy (300-178)
P.O. Box 220
Carmanville, NL
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**Annual School Development
Report
2018-2019**

Vision Statement

We envision Phoenix Academy to be a safe, caring and inclusive environment that will nurture a sense of individuality; a desire for life-long learning; and encourage students to reach their fullest potential through established partnerships that are accepting, cooperative, respectful and supportive of students, teachers, parents and community.

Mission Statement

Phoenix Academy will strive to operate more efficiently, enhance student opportunity, build meaningful student relationships and communicate effectively with all stakeholders to ensure optimal student success.

Message from Principal

The 2018-2019 School Year was the first year Phoenix Academy's newly implemented 3-Year School Development Plan (2018-2021). Our new School Development Plan includes goals, strategies and action plans that support the school's 'academic' and 'safe and caring' learning goals, which ultimately will improve student academic achievement and foster productive and responsible citizens within the community. More specifically, the 'academic' goal (i.e. Improve Student Achievement) will focus on building collaborative professional learning communities; analyzing student achievement data to help drive instruction; and to enhance instructional and assessment practice through school and district based Professional Development. For our 'safe and caring' goal, our focus will be on reinforcing positive behaviours; providing leadership opportunities for both students and staff; building capacity through Professional Development, and to engage community in school and student life.

Message From The School Council Chairperson

Phoenix Academy's School Council holds regular monthly meetings and publishes the minutes of each meeting on the council's Face Book page. The school council will primarily focus on supporting the school development plan by becoming more involved in school events; advocating for improvements to school facilities to promote a more active, healthier and enjoyable school environment; and to aid in improving student achievement and opportunity. The School Council will also continue to focus on playing a supportive role for the school's Breakfast Program, both financially through fundraising activities and through the organizing of student/parent groups to offer breakfast to students 'five' days a week.   Finally, the School Council is focused on making parents/community more aware of school matters through Social Media and the School Website.

Our School Community

Phoenix Academy is located in Carmanville, however, our students stem from a number of other communities in the surrounding area as well, such as Aspen Cove, Ladle Cove, Main Point, Davidsville, Frederickton, and Noggin Cove. It is a K-12 school with approximately 200 students; approximately 20.0 teaching units (i.e. 14.5 Regular Classroom units, 2.5 Instructional Resource Teaching positions, 1 Guidance Counselor with duties at other schools, a teaching Vice-Principal and a teaching Principal) and 6 support staff members that includes 2 Student Assistants.   The average class size at Phoenix Academy is approximately 16 students.

Special Programs/Partnerships

Intensive Core French

The Grade 6 class participated, as it does every year, in the Intensive Core French program. Student spend the first 'four' months of the school year immersed in French programming to become more fluent in both the oral and written French language. ICF students also have the opportunity to study French culture both inside and outside the classroom and have performed on more than one occasion for the public during various school events.

Carmanville Library

This past year the Carmanville Public Library circulated nearly 15, 000 books. This certainly indicates the viability of the library and the services that it provides to students and community. The Public Library also continues to offer the 'Read With Me' program for pre-school children.

Family Resource Center

Phoenix Academy serves as a base of operations for the Gander Bay and Area Family Resource Center that offers a variety of programs to families within the community, which include BURPS, Tumbling Tots, Storytime, Pre-School and Prenatal Classes for expecting mothers.

Phoenix Academy Breakfast Program

The Breakfast Program at Phoenix Academy is sponsored by the Kids Eat Smart Program and operates five mornings a week. It involves the active participation of parents and students who volunteer their time to serve breakfast to students. This year the School Council has taken an active role in running the program and has been instrumental in offering a variety of breakfast items to students including providing a hot breakfast once a week.

Internal Assessment Data

Primary/Elementary English Language Arts

- The data reflects that many students do need to improve their 'Active Listening' skills or in other words, need to develop strategies that allow them to listen more attentively/effectively and with more purpose so that they will be better able to respond to situations and communicate their ideas. Teachers are trying to acquire a variety of digital resources to aid listening activities and to develop quality listening assessments for students. The school's purchase of a Set of 15 Chrome Books will enhance classroom listening activities and ultimately, students learning.

- Students at the Primary and Elementary levels also appear to struggle with 'Reading Fluency and Comprehension' as well as, 'Written Expression'. The school will focus on developing strategies for improving reading fluency and comprehension where students will be encouraged to go beyond the text to make inferences and look for connections both within the text and to their own lives and experiences in general. The school will also continue to develop in students the capacity to write/represent for the purpose of clearly communicating their ideas, opinions and experiences in a variety of ways. To achieve this the school will develop a school wide common process for answering long answer questions that include a focus on providing evidence, greater detail and description, and improving spelling accuracy.

Primary/Elementary Mathematics

- Students at the Primary and Elementary levels appear to have a strong grasp on 'Shape and Space' concepts, however, struggle with 'Number Sense' and 'Patterns' concepts. More focus on developing students' understanding of 'number' and 'patterns and the relations they represent'. As well, students need to improve their overall 'mental math' skills and learn how to better reason and communicate their math learning to others. Finally, student need to be able to make connections between concepts and utilize those connections in problem solving activities.

Intermediate English Language Arts and Mathematics

- Students at the Intermediate Level display a lack of motivation and ownership in their learning and require of higher level of engagement during instructional. The school will focus more on providing students with opportunities for more meaningful experiences to ensure more meaningful conversations and learning in general. Teachers intend to explore alternative ways to instruct students, introduce more current and relevant topics and better utilize technology in classroom instruction to enhance student interest. This in turn will hopefully aid in improving students' ability respond more appropriately in their Writing and Representing and allow for more structured and developed responses. As well, the school recognizes that students need to become more familiar with subject based literacy (i.e. terminology) and foundational skills in Mathematics, not to mention expand their vocabulary and test taking skills overall. Finally, enhance communication with parents through dialogue, performance alerts, Power School, and Google Classroom will become a priority for teachers.

Senior High Public Exam Data June 2019

Course	Number Students	School Mark	D Factor	School Adjusted	Exam Mark	Final Mark	Exam Pass Rate (%)	Course Pass Rate (%)
Math 3200	1	66	-9	57	43	50	0	100
Math 3201	8	68	0	68	59	64	75	100
World Geography 3202	8	81	-2	79	70	75	100	100
Biology 3201	16	68	0	68	58	63	69	100
Chemistry 3202	4	65	-6	59	46	53	50	75
English 3201	9	71	-6	65	50	58	56	100
Physics 3204	1	74	0	74	65	70	100	100

Public Exam Results Key Points of Concern

Math 3201 – Exam Mark and overall grade in course was slightly higher than last year, but still significantly below Regional and Provincial Means. Greater focus on reinforcing topics/concepts in areas of Probability, Polynomial Functions, Rational Expressions and Equations, Exponential Functions, Sinusoidal Functions and Logarithmic Functions.

Biology 3201 – Exam Mark and Final Grade in the course were significantly higher than the previous year when the course was offered in the school (i.e. 2016-2017), but still a little below the Regional and provincial means. More focus on 'Genetic Continuity' and 'Evolution, Change and Diversity'.

World Geography 3202 – Student performance in the Public Exam and the overall course was higher than the previous three years. Nevertheless, greater focus on students writing stronger Constructed Response answers in all units and skill development in Multiple Choice questioning. More time required familiarizing students with 'Population' and 'Urban' Geography.

Chemistry 3202 – Exam Mark and Final Grade in course were significantly below Regional and Provincial scores. Greater focus on improving basic math skills (ex. Rearranging equations) science literacy skills (i.e. terms, definitions, etc…). Improvement and greater concentration on familiarizing students better with all unit of study.

English 3201 – Exam Mark and overall grade in course was slightly higher than last year, but still significantly below Regional and Provincial Means. Viewing Media and Viewing Artistic require greater focus and more attention to understanding and responding to prose selections (i.e. comprehension, analysis, expression, etc…)

Phoenix Academy Graduation Rate – June 2019

	Potential	Num. of Grads	Number Honours	Number Academic	Number General	Grad. Rate (%)	Honours Rate(%)	Academic Rate (%)	General Rate (%)
Phoenix Academy	18	18	1	8	9	100	5.6	44.4	50.0

Report on School Development Plan for Previous Year (2 – 3 pages)

In the template below, write in the goal and objectives for each goal, and a brief evaluation of each objective (i.e., progress made to date in achieving the objective). The evaluation of last year's objectives for each goal, with the analysis of the school's current data, help inform the development of the plan for the current year.

An evaluation of each objective includes:
- Revisit the strategies and their respective indicators from the plan
- Determine which strategies were successfully implemented and which were not, based on the indicators
- Provide an explanation for those strategies that were unsuccessful

Included in this section is an **Operational Issues Report**. State the operational issues as outlined in the previous plan. List the actions that were taken to address the issues as well as comment, in the evaluation section, on how effective the actions were. If the issue was not adequately addressed, it should be carried forward to the current plan with new actions.

Goal 1: To improve student achievement across the curriculum within the K-12 learning environment.		
Objective 1.1: Enhance teacher collaboration and build communicative structures within school and community.	**Objective 1.2:** Enhance instructional strategies and practices to improve teaching and learning.	**Objective 1.3:** Enhance utilization and analysis of Internal and External Achievement Data to identify and respond to "at risk" students and increase student achievement.
Strategies 1.1.1 Use Internal and External Achievement Data to identify and respond to "At-Risk" students and increase student achievement. Divisional Groups meet on a regular basis throughout the school year to discuss student achievement; and develop and implement interventions to address concerns of "At Risk" students. Meeting Agendas are Established and Minutes are taken to record and track school interventions and actions. 1.1.2 Create consistent structures K-12 to allow	**Strategies** 1.2.1: Increase the knowledge and use of diverse teaching strategies at all grade levels and Use Differentiated Learning Practices more confidently in the classrooms. Substitute time has been provided for teachers to participate in school-based PD and One-on-One (ex: Go And Grow, Internal Conferencing) sharing sessions that focus on implementing alternative instructional strategies in the classroom. Greater focus on implementing more technology into instruction; UDL strategies (ex:	**Strategies** 1.3.1 Compile and distribute "Bird's Eye View" data at the end of each reporting period for analytical purposes. Bird's Eye View reports are compiled at the end of each reporting period (i.e. R1, R2, R3 and F1) and stored in digital format at a central location on the school's server for teachers to access and analyze as a piece of data when considering interventions for students 'At Risk" and other programming needs for individual students. 1.3.2: Develop and establish a consistent set of

for review of Internal and External Achievement Data. Data Review Day held each Fall to review Student Achievement from the previous school year, Divisional Group and other PLC Meetings review Report Card and Birds Eye View data on a regular basis throughout the year to identify 'At Risk' students and implement interventions.

Flex Seating, Design and Cross-Curricular Activities); Student Directed Learning Activities; and so on.
1.2.2: Expand teacher's knowledge and increase the implementation of the delivery of student services. Central File system created for tracking and string records of students receiving service. Regular Service Delivery Team meetings occur to discuss the effectiveness of student programming, regular consultation amongst SDT members, with regular classroom teachers and district personnel. IRTs and classroom teachers working more closely on implementing the Pre-Referral process and modifying students' courses.
1.2.3: Increase the use of technology in the classrooms to support deep learning.   A set of 15 Chrome Books were purchased and are being deployed as a set for student/teacher use. Students, IRTs and classroom teachers are utilizing Assistive Technology more often within the classrooms. More and more students are being provided their own personal chrome book and access to software through the D.O.E. to support and enhance their individual programming. Substitute time has been provided to support teacher PD and other collaborative projects to better help utilize the AT (ex: Google Drive, RWG, Voice Recognition software, etc…).

school responses to "At Risk" students.
Teachers who teach within a common subject area or Grade Level meet on a regular basis as a Divisional Group to discuss students 'At Risk' and develop and implement consistent interventions to help students cope with and overcome their learning difficulties. Divisional Group meeting discussions and decisions are recorded in meeting minutes and stored digitally in a central location for review and follow-up.
1.3.3: Explore alternate forms of assessment to support student learning and achievement for students in K-6 and 7-12. Students are being introduced to a greater variety of instructional/learning environments that incorporate more technology (ex. Chrome Books, video, etc…); games; real-life simulations; Field Trips; Fairs (i.e Agricultural Fair – June, 2019); STEM Activity Days; and so on and ultimately, make learning more enjoyable and meaningful to students. Students are more in-touch with or aware of their learning through self and peer assessment activities.

Goal 1. Support Plan		
Objective 1.1		
Strategy	**Financial**	**Professional Development/Time Required**
1.1.1	None	None
1.1.2	None	None
Objective 1.2		
Strategy	**Financial**	**Professional Development/Time Required**
1.2.1	$500.00	DI/DA PD, Go & Grow Opportunities
1.2.2	None	None
1.2.3	Chrome Books (Set of 15)	$6000.00
Objective 1.3		
Strategy	**Financial**	**Professional Development/Time Required**
1.3.1	None	None
1.3.2	None	PLC Opportunities both Internally and Externally
1.3.3	None	Internal PD, Sharing Sessions DI and DA

Goal 2: Phoenix Academy will foster a safe, inclusive and healthy school environment.		
Objective 2.1: Promote and develop positive and healthy school environment at Phoenix Academy.	**Objective 2.2:** Promote a safe, welcoming and inclusive environment for all stakeholders at Phoenix Academy.	**Objective 2.3**: To build a positive school climate through Leadership opportunities.
Strategies 2.1.1: Improve the physical and social environments for K-6 Students at Phoenix Academy. An account of mutually agreed upon student expectations have been compiled and displayed within a matrix (i.e. ROCKS) which has been posted in every classroom for future reference and review. Regular gatherings occur where positive student behavior is publicly recognized and rewarded. Special Interest Days (i.e. Coding, STEM [Science, Technology, English, Math], Leadership, etc…) are planned to make school/learning not only more enjoyable but also encourage the building of positive and lasting relationships through team competitions/challenges. 2.1.2: Improve the physical and social environments for 7-12 Students at Phoenix Academy. As stated above, an account of mutually agreed upon student expectations have been compiled and displayed within a matrix (i.e. ROCKS) which has been posted in every 7-12 classroom as well for future reference and review. Also, a School Improvement Committee has been established to compliment the already existing Student Leadership Group. Both entities are focused on highlighting positive student behaviouur	**Strategies** 2.2.1: Promote family/community engagement at Phoenix Academy. The school is actively encouraging and welcoming community/parental involvement in school life through volunteering with our Breakfast Program and during special interest days throughout the year. All volunteers are recognized and thanked for their contributions in the Spring where they are treated to a Volunteer Luncheon and presented with special thank-you Certificate and Gift. In an effort to involve and connect the community to the school, Regular Monthly Newsletters which go home to parents and Social Media postings help highlight school/student events and activities to recognize/celebrate student achievements and contributions to their school and community. Organized a Kitchen Party to bring community members into the school with the hope of creating a connection and a better sense of familiarity with the school and students. 2.2.2: Build a stronger sense of student belonging and greater engagement among students. The Student Leadership group have organized a number of activities throughout the year to make school more enjoyable to	**Strategies** 2.3.1: Create a core leadership group at the Grade 7-12 level to promote positive school spirit. Student Leadership group established to collectively and collaboratively organize, plan and participate in activities that positively impact others on a school, community and global level. Activities: Dances, Talent Shows, Food Drive, School Garden, Seniors Home Visit, Providing & Operating Technology/Sound for Special Events, Concerts, Yearbook, etc…. 2.3.2: Develop and encourage leadership opportunities/roles among staff. Staff encourages to avail of PD and other opportunities to develop their leadership skills; and to initiate school groups/clubs to participate in extra-curricular activities (ex: Coding, STEM Days, Breakfast Program, Sporting Events, Fairs, Dances, Remembrance Day Ceremony, Concerts, Theme Days, etc…).

students and to create opportunities for students to become more engaged and interactive within the school community. These activities included dress-up days, dances, STEM Days, Student Café, guitar club, Seniors Complex visit, Food Drive, Assemblies/Ceremonies to recognize and celebrate student achievements, Shave for the Brave event, Gymnasium open Lunch Period for student participation, and so on. Teacher Committee formed to meet and discuss possible activities and/or groups for students to become involved.

2.2.3: Teacher Efficacy and Establishing High Expectations for Learning. Student Expectations Matrix developed and displayed for Students and Teachers to periodically review and reference to ensure awareness. Memos, monthly newsletters and Social Media Posts identify, recognize and celebrate school success stories and emphasize student/teacher contributions. Strong system of supports established to aid students and teachers pursue initiatives that improve school climate and culture.

Goal 2. Support Plan		
Objective 2.1		
Strategy	Financial	Professional Development
2.1.1	$500.00	PBIS PD
2.1.2	$500.00	PBIS PD

Objective 2.2		
Strategy	**Financial**	**Professional Development**
2.2.1	None	2.2.1: None
2.2.2	$500.00	2.2.2: Relationship/Rapport Building, School Improvement Committee Planning
2.2.3	$500.00	2.2.3: Motivational PD
Objective 2.3		
Strategy	**Financial**	**Professional Development**
2.3.1	$1000.00	2.3.1: Student Leadership Conference, Guest Speakers
2.3.2	$1000.00	2.3.2: Go and Grow, Leadership Seminars, Special Interests PD

Operational Issues for 2018-2019

Operational Issue	Intended Action
Improved Access to Technology	1. Computer Lab Upgrade - Replace old computers in lab with updated computers. Some computers purchased through the 'Computers For Schools' program to upgrade school computer system within the computer labs and classrooms. Computer Apps and Access to Websites purchased to enhance classroom instruction. 2. Purchase set of 10 Chrome Books. A set of 15 Chrome Books purchased for class project work and individual student use in other assigned activities.
Teacher Duty	1. Revise and Implement a more Efficient Duty Schedule. New Duty Schedule implemented that requires teachers to supervise and become more familiar with all areas of the school and hence, with students of varying age levels.
Surveillance System	1. Install a surveillance system (i.e. security cameras) in specific areas of the school to curb ongoing property damage and vandalism. A Video Surveillance system consisting of 10 cameras and recording capability installed throughout the school to better ensure a safe and caring environment for students and staff.

Actions for Change (2 – 3 pages)

In the Actions for Change section, provide a summary of the changes in strategies that will be used for each objective in the current year's plan. Also, provide an explanation for the change based on the data analysis and evaluation of the previous year's plan.

Goal 1. To improve student achievement across the curriculum within the K-12 learning environment.		
Objective 1.1: Enhance teacher collaboration and build communicative structures within school and community.	Objective 1.2: Enhance instructional strategies and practices to improve teaching and learning.	Objective 1.3: Enhance utilization and analysis of Internal and External Achievement Data to identify and respond to "at risk" students and increase student achievement.
Actions for Change 1.1.1: None. Continue with Current practice. 1.1.2: None. Continue with Current practice.	Actions for Change 1.2.1: None. Continue with Current practice. 1.2.2: None. Continue with Current practice. 1.2.3: Continue with Current practice, however, make improvements to the main computer labs to support teachers use of technology in the instructional process.	Actions for Change 1.3.1: None. Continue with Current practice. 1.3.2: None. Continue with Current practice. 1.3.3: Continue with Current practice. Some planned projects for this year include Composting/Worm Farming, Harvesting Field Trip & Agricultural Fair. Also review and possibly revamp the Assessment Process for students receiving Accommodations.

Goal 2. Phoenix Academy will foster a safe, inclusive and healthy school environment.		
Objective 2.1: Promote and develop positive and healthy school environment at Phoenix Academy.	Objective 2.2: Promote a safe, welcoming and inclusive environment for all stakeholders at Phoenix Academy.	Objective 2.3: To build a positive school climate through Leadership opportunities.

Actions for Change	Actions for Change	Actions for Change
2.1.1: None. Continue with Current practice. 2.1.2: Continue with Current practice and Introduce a new Rewards Program where students will be able to use 'Gotchas/Tickets' to purchase rewards at school auctions.	2.2.1: Continue with Current practice (i.e. Breakfast Program, Special Event Days and open invites to community for Remembrance Day and Student Awards Ceremonies). Continue to plan and hold Community Events (i.e. Craft Fair, Kitchen Party, Christmas Sing Along) 2.2.2: Continue with Current practice. Encourage Student Leadership to continue to plan/organize a variety of student/school events and activities. Also, try to improve communications with home and community through increased Newsletters and Memos, which will now be emailed directly to parents to ensure they received them. Offer activities that not only facilitate student learning but also be more enjoyable and appeal to student interests (ex: Art Workshop, Outdoor Activities, etc…) 2.2.3: Continue with Current practice, but more consistently recognize Student/Teacher success and encourage/support teacher initiatives to build Leadership capacity and improve student engagement and learning.	2.3.1: Continue with Current practice. However, try to increase group membership and build upon students' involvement improving school climate and culture. 2.3.2: None. Continue with Current practice.

Phoenix Academy
School Development Plan
2019-2020

Goal 1: To improve student achievement across the curriculum within the K-12 learning environment.		
PLC Perspective – *Increase learning and understanding about PLCs and establish PLC Structures.*	*PLC Perspective -* *What do we want students to learn?* *How will we know when students have acquired the essential knowledge/skills? (Instructional Practice)*	*PLC Perspective –* *How will we respond when some students do not acquire the essential knowledge/skills? (Assessment and Evaluation)*
Objective 1.1: Enhance teacher collaboration and build communicative structures within school and community.	**Objective 1.2:** Enhance instructional strategies and practices to improve teaching and learning.	**Objective 1.3:** Enhance utilization and analysis of Internal and External Achievement Data to identify and respond to "at risk" students and increase student achievement.
Strategies 1.1.1 Use Internal and External Achievement Data to identify and respond to "At-Risk" students and increase student achievement. 1.1.2 Create consistent structures K-12 to allow for review of Internal and External Achievement Data.	**Strategies** 1.2.1: Increase the knowledge and use of diverse teaching strategies at all grade levels and Use Differentiated Learning Practices more confidently in the classrooms. 1.2.2: Expand teachers knowledge and increase the implementation of the delivery of student services. 1.2.3: Increase the use of technology in the classrooms to support deep learning. Upgrade technology in Computer Labs.	**Strategies** 1.3.1 Compile and distribute "Bird's Eye View" data at the end of each reporting period for analytical purposes. 1.3.2: Develop and establish a consistent set of school responses to "At Risk" students. 1.3.3: Explore alternate forms of assessment to support student learning and achievement in K-6 and 7-12. Review and possibly revamp the Assessment Process for students receiving accommodations.

Goal 1. Support Plan		
Objective 1.1		
Strategy	**Financial**	**Professional Development/Time Required**
1.1.1	None	None
1.1.2	None	None
Objective 1.2		
Strategy	**Financial**	**Professional Development/Time Required**
1.2.1	$500.00	DI/DA PD, Go & Grow Opportunities
1.2.2	None	None
1.2.3	Upgrade Computer Labs (20 Computers)	$3000.00
Objective 1.3		
Strategy	**Financial**	**Professional Development/Time Required**
1.3.1	None	None
1.3.2	None	PLC Opportunities both Internally and Externally
1.3.3	None	Internal PD, Sharing Sessions DI and DA

Goal 2: Phoenix Academy will foster a safe, inclusive and healthy school environment.		
Objective 2.1: Promote and develop positive and healthy school environment at Phoenix Academy	**Objective 2.2:** Promote a safe, welcoming and inclusive environment for all stakeholders at Phoenix Academy.	**Objective 2.3**: To build a positive school climate through Leadership opportunities.
Strategies 2.1.1: Improve the physical and social environments for K-6 Students at Phoenix Academy. (STAR Assemblies & PBIS Program) 2.1.2: Improve the physical and social environments for 7-12 Students at Phoenix Academy. (PBIS Program – Reward Auctions)	**Strategies** 2.2.1: Promote family/community engagement at Phoenix Academy. (Social Media and Website Communications and Open Events – Remembrance Day Ceremony, Student Awards Ceremony, Craft Fair, Kitchen Party, Christmas Sing Along, etc…) 2.2.2: Build a stronger sense of student belonging and greater engagement among students through Student Leadership Group events and activities. Facilitate activities that are more student focused, enjoyable and appeal to student interests. (ex: Student Workshops, Outdoors Activities, etc…). 2.2.3: Teacher Efficacy and Establishing High Expectations for Learning.	**Strategies** 2.3.1: Create a core leadership group at the Grade 7-12 level to promote positive school spirit. (Try to increase group membership and build upon students' involvement improving school climate and culture.) 2.3.2: Develop and encourage leadership opportunities/roles among staff.

Goal 2. Support Plan		
Objective 2.1		
Strategy	**Financial**	**Professional Development**
2.1.1	$500.00	PBIS PD
2.1.2	$500.00	PBIS PD
Objective 2.2		
Strategy	**Financial**	**Professional Development**
2.2.1	None	2.2.1: None
2.2.2	$200.00	2.2.2: Relationship/Rapport Building
2.2.3	None	2.2.3: Motivational PD
Objective 2.3		
Strategy	**Financial**	**Professional Development**
2.3.1	$1000.00	2.3.1: Student Leadership Conference, Guest Speakers
2.3.2	$500.00	2.3.2: Go and Grow, Leadership Seminars, Special Interests PD

Operational Issues for 2019-2020

Operational Issue	Intended Action
Improved Access to Technology	Computer Lab Upgrade – Continue to replace old computers in labs and classrooms with updated computers. More focus on Main Computer Lab.
Staff Communications	Consistently communicate to ALL staff upcoming events and activities.
Surveillance System	Improve the school's surveillance system (i.e. additional security cameras incorporated in the existing system) to ensure other un-surveilled areas of the school are included to further improve student safety and protect school property.