



# MULTI-YEAR PLAN

2015-2020

**ADDRESSING OUR FUTURE  
TOGETHER**

**Planning Framework  
Revised May 23, 2017**

## INTRODUCTION

The development and regular monitoring of a Multi-Year Plan is a key responsibility for Trustees with the Near North District School Board. Section 169(1) in the *Education Act*, supported by Bill 177 amendments, requires Ontario school boards to develop and have in place a multi-year plan for three or four years. The plan both assists and supports Trustees regarding other responsibilities identified in the *Education Act* that include:

- promoting student achievement and well-being,
- ensuring effective stewardship of the Board's resources and,
- delivering appropriate and effective education programs to all students in the Board's jurisdiction.

## BACKGROUND

The Near North District School Board is responsible for the public education of approximately 10,000 learners from across the geographic regions of the Almaguin Highlands, North Bay and Parry Sound. The Board serves a wide variety of communities within a 17,020 km<sup>2</sup> area in towns and communities from Mattawa to Sturgeon Falls, North Bay to Emsdale and Britt to MacTier. The amalgamated board was formed in 1998 as a result of a government initiative to reduce the number of boards in the province of Ontario. The Board currently operates twenty eight elementary schools, seven secondary schools and related programs and services. The Near North District School Board's multi-year plan focuses on blending successes of the past with pedagogical changes that are based on a holistic view of education. It also identifies the guiding principles and qualities that have and will continue to make the Near North District School Board distinct and successful. The original multi-year plan was approved by the Trustees of the Near North District School Board in January 2010.

It is the responsibility of the board to ensure that a formal review of the multi-year plan occurs at the Board of Trustees or policy level on a regular basis; this process is in addition to any internal reviews undertaken by staff and others as the various elements move forward.

Reports to the Board of Trustees were made in September 2010 and again in January 2011 to articulate the commitments that were moved forward during that time period. The original multi-year plan was established for a period of three years (2010-2013).

During March of 2012, a review of this multi-year plan took place to ascertain its current relevancy and any adjustments that needed to be made. The results of the review revealed the multi-year plan required significant adjustments, which included: focusing on a reduced number of commitments that are realistic and attainable in terms of cost and capacity of staff

to deliver and reorganizing commitments that focused on outcomes the board would achieve rather than on how to achieve them.

## RATIONALE:

As the multi-year plan was nearing its mandate in 2013-2014 a number of changes were occurring at the Near North District School Board. In September 2014, a consulting group, led by Joan Green, a former Director of Education for the City of Toronto and founding CEO of the Ontario Education Quality and Accountability Office (EQAO), were invited to do a search for a new Director of Education for the Near North District School Board. In October, there were school board elections for Trustees which also changed the landscape. In January 2015, the Near North District School Board's Multi-Year Planning Committee, with a new Director of Education and a number of new Trustees, held its first meeting to discuss the direction and depth of the review.

## PROCESS

The Multi-Year Planning Committee settled on a path that would present a draft to the Board of Trustees at the June 2016 monthly meeting that would include an updated multi-year plan that sets the policy direction by identifying key priorities and commitments, provides a strong sense of focus and brings consistency to our work leading into the year 2019-2020. It includes the following phases.

### **Phase 1** (*January 2015 – December 2015*)

This phase included setting timelines for the multi-year plan review, drafting the terms of reference for the committee, reviewing relevant data including updated Ministry of Education policy memoranda, feedback from recent accommodation review processes, data collected from the initial multi-year plan process, information collected by the consultants in the recent Director of Education search and a sampling of other Boards multi-year plans. This information would be helpful when reviewing the Near North District School Board vision, mission, core values and priority statements. This phase would set the direction for the Board over the next few years.

### **Phase 2** (*January 2016 – June 2016*)

Using the vision, mission, core values and priority statements, the Director of Education and staff will highlight their commitments to reflect the four priorities. It will be the responsibility of the Director of Education and Senior Team to ensure the commitments are manageable, fit within the priority mandate and are evidence-based regarding progress.

At this stage of the review, a communication plan will be developed to seek feedback from a variety of audiences that includes, but is not limited to students, parents, staff, First Nations and community partners. The feedback received will be reviewed by the committee and appropriate changes to the plan will be incorporated.

**Phase 3 (Fall 2016)**

This stage is basically the “working phase,” where staff responsible for developing and implementing the commitments outline their action steps. Under each commitment, there might be a number of foci that would support that commitment while addressing the Board’s mission statement. The Director of Education and Senior Administration will manage this phase as a number of foci are included in the Board and School Improvement Plans.

**Phase 4 (Fall 2016)**

Aligning our commitments and key foci to the budget process will be important in providing assistance to educate learners to their fullest potential in preparation for life-long learning. Timelines will be developed for reporting progress that will include communicating with our different audiences on the status of our multi-year plan.

**PHASE 1: VISION, MISSION AND VALUES****Vision**

The Near North District School Board will create and sustain a dynamic culture that provides a relevant and engaging learning environment that inspires excellence in everyone.

**Mission**

**“To educate learners to their fullest potential in preparation for life-long learning.”**

**Values**

The Near North District School Board supports the statement that, “Values are the fundamental beliefs and principles that frame how its employees and students operate and how decisions are made.” Accountability is built in when we practice good citizenship by demonstrating integrity, respect, empathy, equity and inclusivity toward each other. The result is:

*\*Knowing our students, families and staff*

*\*Honouring our students, families and staff, and,*

*\*Supporting our students, families and staff.*

**PRIORITIES**

A good deal of discussion and feedback centered on the need for the Board of Trustees and the system to improve communication both inside and outside of the system. As a result, “Excellence in Communication” was identified as a priority that we could all work on over the

next several years. Closely linked with communication is supporting one another and creating a culture of caring that would result in knowing, honouring and supporting our students, families and staff. The Board felt strongly about continuing to push for excellence in teaching and in the learning environment as it compliments our mission and vision statement.

A final priority for the Board of Trustees strongly supported making sure the management of our resources were properly aligned to give our students the best education possible. These priorities are described in more detail below.

### **PRIORITY - Excellence in Teaching and in the Learning Environment**

Quality teaching and learning is critical to nurture responsible and productive citizenship and to set the foundation for life-long learning. Students will be prepared to live productive lives. The Near North District School Board is committed to creating opportunities for students to develop the skill and knowledge to learn effectively and live productively in an increasing global and digital world.

**(1) ACHIEVING EXCELLENCE:**

All children and students in our care will experience individual success in their educational journey.

**(2) ENSURING EQUITY:**

All children and students will be provided with a rich and fulsome educational experience that meets their diverse needs and leads to maximum success.

**(3) PROMOTING WELL-BEING:**

All children and students, within a safe and accepting learning environment, will develop enhanced mental and physical health, a positive sense of self and belonging and the skills to make positive choices.

### **PRIORITY - Excellence in Creating a Culture of Caring**

A culture of caring can be achieved through a dedication to knowing, honouring and supporting students and their families, staff and members of our community. Together, we must model our stated values, we must practice acknowledgement of others and we must continuously meet student needs. There is a definite relationship between a culture of caring and student achievement and well-being. Creating a culture of caring also involves a celebration of our successes.

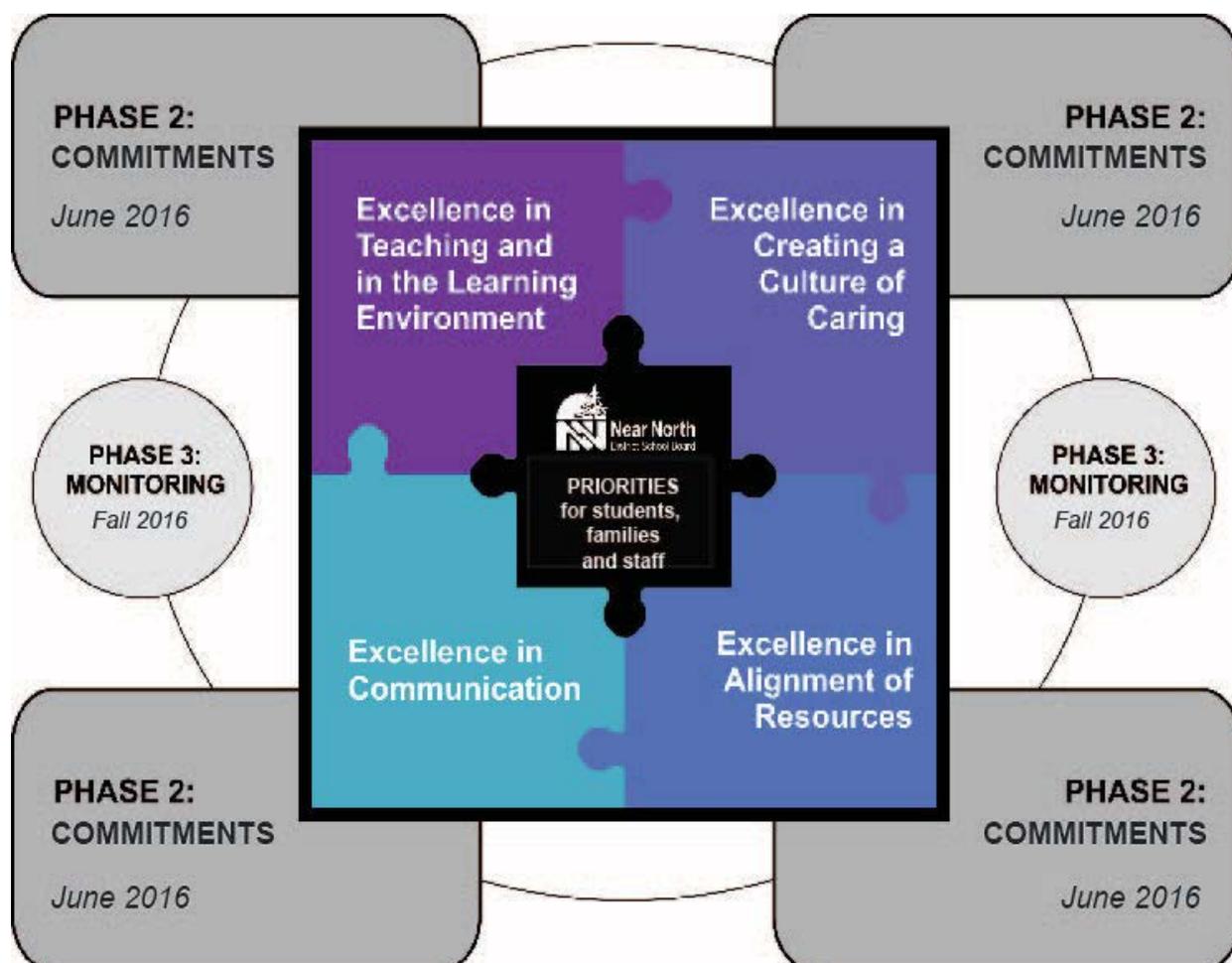
### **PRIORITY - Excellence in Communication**

The Near North District School Board is committed to promoting public confidence and community support in public education. Effective communications provides opportunities to share information and ideas that build stronger relationships. Good communication practices throughout our organization are vital to the success of achieving our Mission – “To educate learners to their fullest potential in preparation for life-long learning,” and our Vision – “To

create and sustain a dynamic culture that provides a relevant and engaging learning environment that inspires excellence in everyone.” When we all work together, we will know, honour, and support our students, families and staff.

## PRIORITY - Excellence in Alignment of Resources

The ability of our Human Resources, Plant, Finance and Technology departments to structure their thinking based on our core work is crucial. The core work of the Near North District School Board is student achievement and well-being. All departments within the Board will make all decisions with this core value in mind and from the question, “Is this best for students?”



## PHASE 2: MULTI-YEAR PLAN OUTLINE

PRIORITIES		OUR COMMITMENTS
Excellence in Teaching and in the Learning Environment	1. Achieving Excellence	<p>1. (a) Become a learning and research driven board</p> <p>1. (b) Continue to develop early-years to graduation transitions/practices</p> <p>1. (c) Develop and promote Deeper Learning Competencies</p> <p>1. (d) Develop and promote growth mindset in all staff and students early years to graduation</p>
	2. Ensuring Equity	<p>2. (a) Support and celebrate diversity of students, staff and community</p> <p>2. (b) Provide access to resources, technology and experiences that meet students' strengths and needs</p> <p>2. (c) Set high standards for all students and address gaps as identified for targeted support</p>
	3. Promoting Well-Being	<p>3. (a) Ensure safe and healthy learning environments with a focus on student engagement in collaboration with community partners</p>
Excellence in Creating a Culture of Caring		<p>(a) Create and understand intentional strategies to have more students feel more included and understood more of the time</p> <p>(b) Promote a culture based on trusting relationships, professional reflection, shared responsibility and thoughtful action</p> <p>(c) Celebrate and recognize achievements of staff/students</p>
Excellence in Communication		<p>(a) Champion public education at all times</p> <p>(b) Develop a community outreach tool to ensure and invite public, staff and student voice</p> <p>(c) Review and promote governance model for decision making</p> <p>(d) Develop stronger web presence</p> <p>(e) Review and update multi-year plan, setting policy direction, identifying key priorities and commitments for the years 2015-2020</p>
Excellence in Alignment of Resources		<p>(a) Prepare students to take their place in a world of rapidly changing technology</p> <p>(b) Align resources to where they are needed to support equitable outcomes for all students</p> <p>(c) Increase public confidence, fiscal responsibility and accountability</p> <p>(d) Ensure efficiency, accountability and transparency in Business Operations departments</p> <p>(e) Establish, maintain and nurture partnerships</p> <p>(f) Increase efficiencies and improve management of schools</p> <p>(g) Review and update the long-term capital plan ensuring stability and sustainability while optimizing its investment in capital programs and its allocation of school operations, school renewal and school administration grant funds</p>