



REGULAR BOARD MEETING
To be held via Teams Meeting or via phone
(705) 482-7613 or (844) 883-2385 with code 739 318 827#
Monday May 25, 2020 at 6:00 pm

AGENDA

Opening and Land Acknowledgement

We would like to open this meeting by acknowledging the traditional territories of the Anishinaabe, on which all schools of the NNDSB are situated. The Board Office is specifically located on the traditional territory of the Nipissing First Nation.

We value the cultures, histories and relationships with the Indigenous People of Turtle Island. We are grateful to be gathered here today.

1.1 Call to Order

1.2 Attendance

1.3 Declaration of Conflict of Interest

1.4 Approval of Agenda

Motion:

That the agenda for the Regular Board meeting of May 25, 2020 be approved.

1.5 Approval of Minutes from Previous Meeting

Motion:

That the minutes of the Regular Board meeting held on April 28, 2020 be approved.



2.0 Communication to the Board

2.1 Information Items:

- a) School Coalition Energy Report
report attached
- b) Monthly Tender Report
April 2020 to May 2020

2.2 Director's Update Report included

2.3 OPSBA Report Trustee Steer

2.4 Student Trustees' Update Report included

3.0 Items for Decision

3.1 EL#7 Financial Condition

Motion:

That the Board approve EL#7 Month End Finance report for the month of April 2020.

3.2 May Report to the Minister

Motion:

That the May Report to Minister Lecce be approved.



4.0 Committees Reports

4.1 Standing Committees

- a) Finance Committee
– unofficial minutes dated May 11, 2020

Motion:

That the Budget Procedures Manual be approved.

Motion:

That the May quarterly report including the Trustees Initiative Fund be approved.

- b) Multi-Year Strategic Planning
Report to follow

4.2 Ad Hoc Committees

- a) Fricker Build Update
Report included

4.3 Staff Committees

- a) 3:2 Consolidation Update
Report included

4.4 Legislated Committees

- a) FNAC unofficial minutes dated February 12, 2020

5.0 Adjournment

- 5.1 Motion:
That we do now adjourn at _____ pm.



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Jay Aspin, Chair

Craig Myles, Director of Education

The April 28, 2020 **Public Session Board Meeting** of the Near North District School Board was held via teleconference.

Trustees Present:

Jay Aspin, Chair
John Cochrane, Vice-Chair
Donna Breault
Al Bottomley
Harry Fry
Nichole King
Rob Learn
Madelyn Meighan (student trustee)
Louise Sargent
Bill Steer

Administrative Staff Present:

Craig Myles, Director of Education
Liz Therrien, Superintendent of Business
Ros Bowness, Superintendent
Tim Graves, Superintendent
Gay Smylie, Acting Superintendent of Education

Liana Blaskievich, Corporate Affairs
Maureen Egan, Recording Secretary
Mairghread Krought, Information and Communication Officer
Glenn Morrison, Manager of IT
Lucio Pavone, Executive Officer
Jason Mrtyl, Health & Safety Officer

Trustee Regrets:

Brooklyn Beaucage (student trustee)

Other:

Members of Federations
Members of the Press

Minutes of the Public Session Board Meeting of the Near North District School Board held April 28, 2020

1.1 Call to Order

Chair Aspin called the meeting to order at 6:30 pm and acknowledged the traditional territories of the Anishinaabe on which all schools of the NNDSB are located.

A moment of silence was held acknowledging the death Wayne Bowles, West Ferris Secondary student.

1.2 Attendance

Attendance indicated that nine trustees and one student trustee were present for this meeting.

1.3 Declaration of Conflict of Interest NIL

1.4 Approval of Agenda

Motion: 20-04-01 L. Sargent/R. Learn

That the agenda for the Regular Board meeting of April 28, 2020 be approved.

- Carried

1.5 Approval of Minutes

Motion: 20-04-02 H.Fry/L. Sargent

That the minutes of the Regular Board meeting held on March 25, 2020 be approved. -

Carried

2.0 Communication to the Board

2.1 Information Items:

a) Electronic Board meetings

Report included. The board was pleased to support staff's recommendation of Microsoft Teams platform to conduct Board and CW meetings.

b) COVID-19 Health and Safety Update

Report included. The Director was very proud of the hard work of Jason Mrtyl and his team who drafted the very thorough and extensive document entitled Global Pandemic NNDSB Health and Safety Response.

c) COVID-19 Program and Learning Update

Report included. Director Myles thanked the Program department led by SO Graves for the very broad and indepth capture of the work being done to support distance learning. The Program department continues to work very hard and long hours to ensure students and families are served. Trustee Learn asked if we have received ipads from the Ministry. SO Graves responded that ipads have been ordered but not received yet.

Minutes of the Public Session Board Meeting of the Near North District School Board held April 28, 2020

- d) West Ferris Parking Lot Tender Update
Report included. Director Myles noted this will be brought to trustees during budget deliberations.
- e) Monthly Tender Report
March 2020 to April 2020
- f) Student Trustee Election
Report included. Chair Aspin indicated the Board would support the recommendation re the election of the new student trustee who will take office and be sworn in at the September board meeting.

2.2 Director's Update

Report included. Director Myles expressed his condolences to the family and friends re the tragic death of student Wayne Bowles.

Director Myles briefly reviewed his written report noting that despite the challenges of COVID-19 the Board is continuing its normal work and obligations.

Chair Aspin noted expressed his appreciation for the tremendous community work being done by the Board and its priority of employee well-being during COVID. He noted that community work was highlighted in the Special Advisors' Report to the Ministry as being deficient and how pleased he was that the Director is immediately meeting this recommendation and put programs and activities in place and the community feedback coming back to the Board is reassuring.

2.3 OPSBA Report

Trustee Steer provided a verbal report including an anti-bullying submission he is working on with other OPSBA directors.

2.4 Student Trustees' Update

Student Trustee Meighen highlighted her written report that was included in the agenda.

3.0 Items for Decision

3.1 EL#7 Financial Condition

Motion: 20-04-03, H. Fry/R. Learn

That the Board approve EL#7 Month End Finance Report for the month of March 2020. - **Carried**

4.0 Committees Reports

4.1 Standing Committees

a) Finance Committee

Unofficial minutes dated April 21, 2020. On behalf of Trustee Cochrane, Chair Aspin briefly reviewed.

b) Multi-Year Strategic Planning

Trustee Steer provided a verbal update noting the completion of phase one (surveys) and that he will report back once phase two has begun. He also made trustees aware of the importance of this regular reporting to the board due to the priority of the MYP.

4.2 Ad Hoc Committees

a) Parry Sound Architecture Selection Committee

Unofficial minutes dated April 22, 2020. On behalf of Trustee Cochrane Chair Aspin provided a verbal update to note the staff is preparing to move forward with an RFP for an architect.

4.3 Staff Committees

a) 3:2 Consolidation Update

Report included. L. Pavone provided a summary of his written report and answered trustees' questions/comments. Trustee Breault asked if timetables will be ready in June. L. Pavone responded that timetables are on schedule for release but that we need to wait for the release of the GSNs. Trustee Breault offered support to assist with the consolidation.

4.4 Legislated Committees

a) SEAC

Unofficial minutes dated April 16, 2020. Trustee Fry, chair of SEAC, referred to the minutes and noted the committees' work re budget. He was also pleased to note that special education students are getting the supports they require during COVID-19

5.0 Motion from In-Camera

5.1 Motion: 20-04-04, R. Learn/D. Breault

That item 3.0 from the in-camera committee of the whole be approved. - **Carried**

6.0 Motion to Adjourn

Motion: 20-04-05, N. King/H. Fry

That the Board meeting of April 28, 2020 adjourn at 7:30 pm. – **Carried**

Savings for Ontario School Boards

*The Energy Board has continued to operate, mostly remotely, during the Covid-19 lockdown. While all hearings and in-person meetings have been suspended, likely until at least the end of May, the business of processing applications and making decisions has continued. The pace has slowed down a bit, and that will persist for a while. One major decision has been released: the remainder of the Alectra 2020 Rates decision. In addition to savings there, we now have better data on the Toronto Hydro 2020-24 savings. Those, coupled with some smaller savings, add up to about **\$1.9 million of savings for schools in this quarter.***

Q2 will be less busy, as some decisions are taking longer than normal, some applications are being filed later, and there is a generally reduced sense of urgency. Hydro Ottawa, however, has filed for 2021-2025 rates, with more utilities expected to file in the coming months. OPG was also expected to reveal their new 2021-2025 application this quarter, but new government regulations mean that will probably be delayed until the fall.

ONGOING MATTERS - NATURAL GAS

Enbridge Gas 2020 Rates. Final arguments have been filed by all parties in this case that focuses on substantial increases in capital spending by the gas distributor. Most of the incremental capital spending has already been approved in principle, so the issues remaining are about the nuts and bolts details. A decision is still expected by June or July.

Enbridge Conservation. The Enbridge (including former Union) conservation programs expire at the end of 2020, and a new framework for the next several years will be developed. In the meantime, since that will not be complete by the end of the year, SEC proposed, and the Energy Board agreed, that the current programs be extended for one more year. An application to do this has been filed, but many parties are seeking to get interim changes to those programs that increase or decrease spending, or otherwise change the rules. SEC is supportive of the extension, but is fighting to ensure that it is not used as an excuse to increase spending without a new framework.

Meanwhile, work has ground to a halt on the new framework, likely because most of it was expected to be in in-person consultative processes. Some parties are also now recognizing that one impact of the pandemic may be unexpected changes to how conservation programs are delivered and evaluated.

Town of Marathon, et al. The Energy Board released the first phase of its decision on this new proposed gas utility, designed to serve Marathon, Schreiber, Terrace Bay, Wawa and Manitouwadge, and owned by those municipalities. The regulatory decision allows the project to continue forward, but heeds most of the concerns expressed by customers, led by SEC, with respect to financial viability and gas supply reliability. A second phase, to deal with the key implementation requirements, is expected in the next twelve months.

Enbridge Hamilton Expansion. Enbridge is seeking approval spend \$200 million to build ten km. of large transmission pipe through wetlands managed by Hamilton Conservation Authority. This is to meet growth in gas use in the GTA, and

to increase transportation of shale gas from the United States.

Many environmental and customer groups have intervened, in part on the basis that no attempt has been made to defer or eliminate this spending through conservation efforts. SEC has long taken the position that new pipelines should only be built if all conservation options have been completely exhausted.

With a number of parties planning to file evidence, a decision will not be reached until the fall. It is expected that this case will form a precedent for other proposals to increase gas distribution pipeline capacity going forward.

ONGOING MATTERS - ELECTRICITY

Toronto Hydro 2020-2024 Rates. The decision on the Toronto Hydro five year rate application was reported in detail in the last quarterly report.

As previously noted, a lot of the impact was only going to come out in the detailed rate calculation process, which as expected was not straightforward. With that now complete, SEC can now report that the savings for schools, previously estimated to be \$2.5 million over five years, will actually be just over \$3.6 million. That allows us to report **an additional \$1.1 million of savings for schools served by Toronto Hydro.**

Hydro One Mergers. The decision on the applications of Hydro One to acquire the Orillia and Peterborough distributors continues to be delayed, and we have no visibility on when it will be released. Often delays of this type mean that the adjudicators are grappling with difficult issues, but in this case it may be as simple as the challenges associated with regulation during a pandemic.

Hydro One Transmission 2020-2022. Similarly, Hydro One's application for three years of transmission rate increases should also have been decided by now. There is no reason to think that this one is particularly difficult, so a decision soon is likely.

Alectra 2020 Rates. SEC has previously reported that savings for schools in the first and second phases of this proceeding rates were \$950,000.

In the third phase, Alectra, which has developed a bit of a reputation for taking aggressive regulatory positions, sought a special rule allowing them to keep more than \$400 million of merger savings, but also increase rates to implement a new and much larger capital plan. SEC, in a lengthy (and unusually blunt) argument, took the position that these requests should be rejected fully.

The Energy Board agreed on most important points with SEC. As a result, **schools served by Alectra will save a further \$800,000 over the next few years**, and customers generally will not be making long term commitments of \$250-\$380 million of extra capital spending that would increase rates for years to come.

Some customer groups expect that Alectra will file additional applications, this year or later, to try to recover extra money for this same capital spending in some different way. SEC will continue to keep on top of those proposals if they arise.

AMPCO Appeal. The Association of Major Power Consumers of Ontario, which represents the fifty or so largest users of electricity in the province, sought to get the Energy Board to overrule a generation pricing strategy being implemented by the Independent Electricity System Operator. The AMPCO appeal, which was designed to be better for large industrial companies, may have also benefited a few schools. It would also have hurt others. On balance, SEC opposed the AMPCO appeal, and the Energy Board largely agreed with our positions. Potential impact on school boards is not calculable given the uncertain nature of the alternative strategy had AMPCO won.

Other Cases. A number of smaller cases were settled or decided in the quarter, with total **savings of only \$30,000.**

OTHER MATTERS

Energy Board Restructuring. This long-awaited reorganization inched ahead with the appointment of Richard Dicerni as the new Chair of the Energy Board. This new role, now separate from the roles of CEO and Chief Adjudicator, will primarily be responsible for implementing the planned changes to the regulator's governance. Since it was a Blue Ribbon Panel headed by Dicerni that recommended the changes, he was an obvious choice. The new CEO, which may be the more important job from a stakeholder point of view, has not yet been appointed, nor the new adjudicators and Board of Directors. These now appear to be delayed indefinitely by the Covid-19 lockdown.

Jay Shepherd
Mark Rubenstein
Counsel for SEC

Questions? Contact Wayne McNally (wayne.mcnally@oesc-cseo.org) or Jay Shepherd (jay@shepherdrubenstein.com) or Mark Rubenstein (mark@shepherdrubenstein.com)

In conclusion,

OESC is represented by Jay Shepherd who consults regularly with myself and Wayne McNally, who is an advisor to the OESC Board of Directors. It is critical to note that the work of the School Energy Coalition, per OESC, is a respected intervenor at the Ontario Energy Board.

Our work has allowed every school district in the Province of Ontario to avoid significant energy costs. This reality assists with the bottom line to your budget.



Ted Doherty
Executive Director
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TENDERS
 April 21, 2020
 to
 May 20, 2020

	A	B	C	D	E	F	G	H	I	J	K
	Closing Date	Project	Location	Bidders Submitting Bids	Awarded to	Award	Tax	Total	Budget (Without HST)	Contract for No Years	Rational
1	19-May-20	NNDSB 2020-015 Roofing Replacement	Mattawa District Public School	Venasse Building Group Inc. Descon Construction Ltd	Not awarded as of yet						
2											
3	9-Apr-20	NNDSB 2020-007 Gym Floor Refinishing, Lockers, PA System and Flooring Replacement	Northern Secondary School	Venasse Building Group Inc. Descon Construction Ltd Kenalex Construction WS Morgan Construction	Descon Construction	\$ 298,500.00	\$ 38,805.00	\$ 337,305.00	\$ 682,159.00		Low Bid
4											
5											
6											
7											

Title:	Director's Update
Contact:	Craig Myles, Director of Education
Date Submitted:	Board Meeting May 25, 2020
	<p>I would like to extend a personal thank-you to all staff who continue to persevere through this difficult environment. Our staff and our union partners have worked along side us to ensure we are all contributing cooperatively in the best interest of our students. Well done.</p> <p>Although my last report to the Board was only four short weeks ago, we have numerous updates to apprise you of including directives from the Ministry of Education. With the announcement of the closure of schools for the remaining school year the Ministry has been directing us via numerous memorandum. Our weekly teleconferences with principals/vps/managers continue where we update staff on what we are learning from the Ministry and from the weekly teleconference with Deputy Minister Nancy Naylor.</p>
Learning	<p><u>Learning from Home – Synchronous Learning</u></p> <p>The Minister of Education has stated that for the remainder of the school closure period, it is expected that educators will continue to interact and engage with students through synchronous learning when appropriate and feasible for both students and educators. The NNDSB and our students are already familiar with the concept of synchronous distance learning, as learning management systems such as EDSBY were incorporated into curriculum delivery well before school closures. Arrangements must be made, including personal outreach through phone calls.</p> <p>Additional synchronous learning resources have been shared with staff via the NNDSB Professional Learning Portal. Furthermore, teachers are being offered online "drop-in" sessions to support their continued use of Microsoft Teams and the VLE Virtual Classroom as a means to connect synchronously with students.</p> <p>Near North students/families have made over 200 connections in various formats with our Mental Health Team, including but not limited to; phone chats, email, texting and video chats. Teens are accessing staff using phone and text and younger students are accessing video as this platform can allow for greater responsive social and emotional interactions.</p>

<p>Community</p>	<p>Next week, we are launching an Early Literacy Learning Series to introduce resources and practices to support the delivery of instruction both online (during the school closure), and in classrooms upon a return in the fall. This webinar has been developed as a result of collaboration between our Program and Spec Ed. teams.</p> <p>Schools have responded to issues of technology access by distributing wi-fi devices from their existing inventory. Where internet connectivity presents barriers to student learning, the board has procured and is in the process of distributing 325 LTE enabled devices (including 250 LTE iPads & 75 Android LTE phones/hotspots).</p> <p>We recognize that limited internet connectivity and access to technology remains a challenge in many homes and communities throughout the district. Accordingly, our staff will continue to differentiate home learning opportunities using a variety of tools, strategies, and resources.</p> <p><u>Graduations</u> We have formed a committee of principals under the direction of SO Graves to survey families to determine best path forward and will keep you advised.</p> <p><u>Report Cards</u> We have provided direction to our principals including a letter that will accompany the report cards for parents that will explain how report cards have been written for this unique year. In the weeks to follow, we will be sending out additional information to assist in completing report cards.</p> <p><u>Staffing Update</u></p> <p><u>Launch of the Helping from Home Campaign for the Homeless</u> Students at the NNDSB are accustomed to being active in supporting their communities, especially in the spring with food drives, walks and runs for various charities. Helping from Home provides an avenue for students to continue to engage in caring citizenship while remaining safe at home. The campaign simply asks students and their families to spread the word, give what they can, and share the link to the donation page for those in need in the community.</p>
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<p>Student Success</p>	<p><u>International Day for the Elimination of Racial Discrimination</u></p> <p>Every year as part of the International Day for the Elimination of Racial Discrimination, our NNDSB schools nominate students who exude good citizenship, along with understanding and acceptance of human differences and individual qualities. In past years, nominated students have been invited to a celebration hosted by the Multicultural Centre entitled “The Evening of Applause.” Unfortunately, due to COVID-19, the Evening of Applause will not be proceeding as planned this year. While we are confident that a formal celebration will occur when it is safe to do so, we want to honour and acknowledge all of the award recipients for their incredible contribution to our schools and communities.</p> <p>Alistair McPherson and Mikalia Kimball- Chippewa SS</p> <p>For the last six months, Mikaila and Alastair have been organizing and carrying out the “Ma’iingan Project,” a four-stage project to support the Gord Downie-Chanie Wenjack Fund. The foundation works to create Legacy Schools and Spaces, which educate Canadians about Indigenous culture and history while also providing safe spaces for Indigenous people to express themselves without fear of discrimination. Through the Downie-Wenjack Fund, we are helping to educate Canadians about the tragedies of Residential Schools and the rich diversity of Indigenous culture to heal the cultural and racial divides rooted in Canada’s history.</p> <p>Julia Synnott - Phelps Public School.</p> <p>Julia Synnott has become a fierce leader, an advocate and an activist. Julia is an advocate for equity and inclusion and has become a strong voice for her community. She believes everyone deserves to be treated fairly and with kindness. She was instrumental in leading for social change in our bullying prevention committee and has recently joined a GSA group, advocating and acknowledging the LGBTQ community. Julia’s empathy and her unwavering truth that the world can be lead with integrity drives her passion for inspiring people to do things they never thought they could.</p> <p>Liam Compton – E.W. Normal Public School</p> <p>Liam Compton is a Grade 6 student at EW Norman and displays a positive attitude with compassion and kindness daily. He is very accepting of everyone and takes pride in making sure that everyone feels included and welcome in our classroom. Liam also is not afraid to stand up for what he believes is right.</p>
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Alexis Kreutz - Mattawa District Public School.

Alexis Kreutz is a Grade 3 student at Mattawa District Public School who is conscientious of others and gives of herself without expectation of recognition or reward in return. She accepts everyone and willingly works alongside others to achieve a common goal. She is a kind soul who is inclusive of all her peers.

Cody Patterson – Mattawa District Public School.

Cody Patterson is a Grade 6 student at Mattawa District Public School who exudes an upbeat personality. He sees the positives and encourages others to see the brighter side of things too. Cody is a good friend and a good supporter and will extend himself to include anyone, no matter where they are standing. His kind heart, encouraging words, and his unconditional hand of friendship have made people around him feel good about themselves.

Student Trustee Update

Prepared by: Madelyn Meighan

Regular Board Meeting

Monday, May 25, 2020

Good evening fellow Board members,

On behalf of Student Senate, I wish to extend well wishes to our fellow students, their families and the whole Near North community. In addition, again we wish to thank the many individuals who are working tirelessly in health care, government, grocery stores, pharmacies and many more sectors.

Since our last Board meeting I have taken part in joint Student Advisory Council meetings alongside the three North Bay high schools and WJ Fricker Public School. During this meeting, we discussed elections at Chippewa and West Ferris for the Student Advisory Council in the fall and plans for both schools have been agreed upon. Also, we discussed the virtual activities taking place in June throughout the schools. There will be Chipp-Chella and TOGA events that will be used as transition activities for students! This is so exciting and it's very commendable that, despite the circumstances of Covid-19, the North Bay high school principals and student leaders remain highly focussed on making sure students feel supported through the 3:2 consolidation.

Also, I had the privilege of attending the joint Parent Council Meeting. We were updated on the progress of the consolidation from Executive Officer Pavoni and the principals of the four respective schools. In particular, we discussed progress on staffing for the fall, CUPE, ETFO, OSSTF, capital projects, move management matters and transportation. There's so much important work happening to get ready for next school year.

As you know, the Minister of Education has announced that in-school classes will not take place for the remainder of the 2019-2020 school year due to safety concerns related to the covid-19 pandemic. In addition to the many impacts experienced by students, parents, and staff, this announcement means graduating student will not be able to finish their last year of school in person. Student Senate was asked to gather student perspective regarding this issue and has put forward student voice on the matter of graduation. Although the feedback varied from school to school, it is clear students don't want graduation cancelled outright and would prefer a postponement and some form of recognition. Having an in-person graduation ceremony, when it's safe to do so, has been voiced as important for many members of the graduating class of 2020. We know that a committee of principals are working diligently on this matter and we trust they are eager to find a solution to this unique opportunity as well.

Last week, as an incoming Trustee, Student Trustee Elect Madelaine Hall-Paradis, and all current Student Trustees had the opportunity to take place in the e-GM OSTA-AECO Conference (safely online). This modified conference was very valuable for the development of us, as Student Trustees and student leaders. We had the opportunity to build connections, network and learn important information relevant to being a Student Trustees.

Student Trustee Elect Hall-Paradis has joined us this meeting. Through the Chair, may I welcome her to introduce herself?

Also on a much more grim note, on behalf of Student Senate, I wish to extend my deepest condolences to the family of the late Rhys Teeple. We have lost a part of our Trojan and NNDSB community. Rhys was a beloved student at West Ferris Secondary School. He was a classmate, friend, teammate and peer to many. He was deeply cherished and will be greatly missed.

I with my I wish my fellow Trustees and the broader Near North community continued health through these uncertain times. Thank you.

April 2020 Month End Finance Report Expenditures (Budget as approved July 2, 2019)	Aug-2019 Expenses (Audited) (Note 1)	Current Budget	Revised Estimates (Note 9)	Year-to-Date Actual	Commitments	Budget Remaining	% Remaining
Classroom Teachers	70,293,667	68,394,937	68,781,535	41,685,810		26,709,127	39%
Supply Staff	3,508,998	2,497,195	2,552,849	2,306,600		190,595	8%
Educational Assistants	9,479,702	9,296,476	9,194,754	6,539,156		2,757,320	30%
Early Childhood Educators	2,365,991	2,468,902	2,621,765	1,859,243		609,659	25%
Classroom Computers (Notes 2 and 7)	1,212,656	1,104,354	898,879	799,522	225,029	79,803	7%
Texts and Learning Materials (Note 2)	2,666,652	2,322,454	2,459,254	1,180,986	222,550	918,918	40%
Professionals and Paraprofessionals	4,967,276	5,082,728	5,172,004	3,060,116	10,210	2,012,402	40%
Library and Guidance	1,380,837	1,373,318	1,526,220	956,645	11,847	404,826	29%
Staff Development (Note 4)	748,452	459,806	459,806	172,767	6,774	280,265	61%
Coordinators & Consultants (Note 4)	2,863,261	2,786,771	2,918,979	1,138,302	15,702	1,632,767	59%
Principals & Vice-Principals	7,185,480	6,944,804	7,034,417	4,334,516		2,610,288	38%
Department Heads	137,705	141,035	141,035	90,950		50,085	36%
School Office - Secretaries & Supplies (Note 2)	3,638,035	3,726,448	3,889,240	2,457,410	105,524	1,163,514	31%
Transportation	12,160,131	12,293,944	12,478,551	10,007,836		2,286,108	19%
Operations & Maintenance - Schools (Note 2)	14,648,622	13,920,781	14,242,109	9,299,727	1,378,744	3,242,310	23%
Continuing Education	883,021	743,437	723,177	362,543	10,788	370,106	50%
Instructional Amortization	675,787	584,829	584,829			584,829	100%
Trustees	117,873	123,163	123,423	66,446	412	56,305	46%
Director & Supervisory Officers (Note 10)	889,964	752,587	873,502	839,530	11,736	(98,679)	
Board Administration (Note 2)	3,158,799	3,480,844	3,489,241	2,012,673	123,779	1,344,392	39%
Administration Amortization	49,994	50,529	50,529			50,529	100%
School Renewal/Condition Improvement (Note 3)	391,689	387,078	387,078	180,434	116,809	89,835	23%
Direct Capital and Approved Debt (Note 5)	2,255,916	2,150,083	2,150,083	453,563		1,696,520	79%
Pupil Accommodation Amortization	10,076,337	10,008,125	10,000,725	35,714		9,972,411	99%
Other Non-Operating Expenses (Note 8)	1,416,787	573,202	663,202	378,479		194,723	34%
Other Amortization and Write Downs							
	157,173,632	151,667,830	153,417,186	90,218,968	2,239,904	59,208,958	39%

April 2020 Month End Finance Report Revenues (Budget as approved July 2, 2019)	Revenues (Audited) (Note 1)	Current Budget	Revised Estimates (Note 9)	Year-to-Date Actual	Commitments	Budget Remaining	% Remaining
MET Grants (Note 4)	99,050,138	93,940,550	97,758,067	73,748,631		20,191,919	21%
Other Provincial Grants (Note 4)	3,329,178	940,045	1,985,173	320,304		619,741	66%
Federal Grants and Fees (Tuition/Transportation)	2,397,312	2,486,707	2,511,989	1,297,056		1,189,651	48%
Municipal and Unorganized Taxes	40,167,448	42,763,736	39,747,082	28,508,794		14,254,942	33%
Other School Board Recoveries (Shared Facilities)	230,472	260,000	260,000	220,181		39,819	15%
Other Revenues (Note 6)	3,047,211	681,969	924,386	1,162,554		(480,585)	
Amortization of Deferred Capital Contributions	10,748,516	10,525,342	10,527,942			10,525,342	100%
	158,970,275	151,598,349	153,714,639	105,257,520		46,340,829	31%

**Near North District School Board
April 2020 Month End Report
Notes to the Financial Report for the Period Ended April 30, 2020**

Note 1 Prior Year Comparative Figures

The prior year comparative figures reflect the most recent approved audited financial statements for the year ended August 31, 2019. The 2018-2019 year-end audit is complete for the fiscal year ended August 31, 2019, and was presented to the Board and approved by the Board on November 26, 2019.

Note 2 Issuance of Blanket Purchase Orders for Annual Costs

At the beginning of the current fiscal year, finance has requested that blanket purchase orders be generated for such annual expenses as utilities of gas, oil and electricity, telephone costs, photocopier copy charges as well as classroom computer network costs in order to streamline accounting processes. For this reason, current commitments representing annual anticipated costs are charged immediately to the budget committing budget dollars. Then as actual invoices and bills are received throughout the year, the expense will be recorded in the year-to-date actual expense column with the commitment relieved.

Note 3 School Renewal and School Condition Improvement Grants

A School Board's annual School Renewal Allocation is comprised of renewal monies for expenditures that are of a capital nature as well as renewal monies of an operating nature to address operating/maintenance type expenditures. Current capital in-year school expenditures and capital commitments are not recorded in this budget line as these represent capital expenditures for School Renewal and School Condition Improvement capital projects. As per Ministry guidelines, only a small portion of School Renewal annual funding is permitted to be spent on non-capital expenditures (operating expenditures). Capital expenditures for School Renewal, School Condition Improvements and other capital projects including planned Parry Sound JK-12 Build and WJ Fricker Consolidation are funded by the Ministry, with funds flowed to School Boards after the filing of the March Report and the annual Financial Statements. The Ontario Financing Authority no longer finances long-term debt. The Ministry further provides funding for short-term interest expenditures.

Note 4 Other Provincial Grants

Provincial grants initially budgeted are only the grants whereby monies were confirmed at time of approving the 2019-2020 budget. These external grants include but are not limited to: Math Strategy, Specialist High Skills Major, Experiential Learning, Adult Basic Literacy, Ontario Youth Apprenticeship Program (OYAP), Northern Supports Initiative, Mental Health Workers, and English as a Second Language. Other significant external grants will be received within the current operating year that has not been originally budgeted for. However, in these cases, expenditures are not to exceed revenues with separate budgets established for these other external grants received to monitor revenues and expenditures. Other provincial grants that are from the Ministry of Education are reported in MET Grants in month end finance report. 28 External Grants have been received to-date this year of \$2,303,098.

Note 5 Direct Capital and Approved Debt

The Ministry recognizes the debt on all capital programs such as NPP, Good Places to Learn (Phases 1, 2, 3 and 4), Capital Priorities, School Consolidation Capital, Prohibitive to Repair, etc. based on eligible capital expenditures. For those long term capital expenditures related to prior capital programs that were funded through the Ontario Financing Authority (OFA), the Board will receive a cash flow from the Ministry of Education to meet their annual debt repayments of principal and interest payments. The March 2017 Ontario Financing Authority issue was the final opportunity for Boards to request long-term financing through the OFA.

Near North District School Board
April 2020 Month End Report
Notes to the Financial Report for the Period Ended April 30, 2020

Note 6 Other Revenues

Current year-to-date revenues include additional monies received not budgeted for. Refer to below schedule with regard to analysis of revenues budgeted, revenue received-to-date as well as prior year's revenues:

	August 2019 Revenues	Current Budget	Year-to-Date Actuals
Theatre Outreach ticket sales, donation, registration fees	57,438	20,000	141
Sale of School Sites/Loss & Cost of Sale	10,166	60,714	38,507
Tuition Fees	232,419	456,466	155,470
Muskoka Language International	332,107	-	144,987
Interest income	173,462	-	136,350
Release/Secondments (Wages/benefits recoverable income)	1,105,937	-	341,506
Hydro One rebates and Solar Panel Revenues - Almaguin	45,778	41,904	15,462
Enbridge Gas rebates	-	-	111
OSBIE surplus refund	67,373	-	65,995
Various rental incomes	109,603	52,885	22,832
Administration Fees	21,000	10,000	45,000
Consolidation – Transportation & Charity	347,796	-	-
Ontario Arts Council	40,000	-	20,000
Nipissing Parry Sound Catholic DSB (Psycho-educational Assessments)	77,500	-	-
IB Program Fees	9,810	-	52,040
Continuing Education Fees	9,901	-	-
Summer Literacy Program 2019	54,677	-	5,323
Collingwood TV Productions (recovery of utility costs King George)	20,906	-	-
Northern Supports Initiative	86,641	-	-
Northern Fruits & Vegetables Program	15,702	-	20,508
NERPAE-Sudbury Catholic DSB	10,807	-	-
Ministry of Infrastructure – Dr MacDougall Holding Costs	31,172	-	-
First Nations and Inuit Health Branch – Tuition & EA fees 2019	-	-	7,352
Various other incomes	187,016	40,000	90,970
	<u>\$ 3,047,211</u>	<u>\$ 681,969</u>	<u>\$ 1,162,554</u>

Note 7 Classroom Computers

The current budget of \$1,104,354 includes only classroom computer operational expenditures without expenditures of a capital nature. Included in actual expenditures is \$135,159 of expenses and commitments of \$22,633 that are capital in nature.

Note 8 Other Non-Operating Expenses

Other non-operating budget is comprised of agency fees paid to Muskoka Language International and Youth Education Services Canada Inc. and transfer payment to 55 School Board Trust.

Note 9 Revised Estimates

Current budget reflects the budget established for 2019-2020 school year passed by the Board on July 2, 2019.

Upon filing of the Board's Revised Estimates with the Ministry on December 20, 2019, the Board filed with the Ministry a surplus for compliance purposes of \$297,453 that represents a decrease from Original Estimate's in-year compliant deficit of \$69,481. It is important to note however that there are two additional transactions that will be processed subsequent to the filing of Revised Estimates that include: reduction of salary and benefit expenses to reflect strike savings of \$327,622 as well as additional expenses to account for increase in Teacher Job Protection Funding Allocation of \$653,461 resulting in overall planned deficit of \$27,386.

Note 10 Director and Supervisory Officers

Included in salaries and benefits are three Supervisory Officers positions for Student Success (up to January 6, 2020), School Effectiveness and Early Years Lead positions that are fully funded through the annual Grants for Student Needs Professional Learning Allocation. Part of year-end processes require reallocating these costs to the Coordinator budget line to align with Ministry of Education allocations to match actual expenditures with revenues and budgeted dollars contained in the Coordinator envelope as submitted in the Ministry of Education EFIS (Electronic Financial Information System). As well included in this expenditure line is Executive Officer Secondary Programs Consolidation which is fully funded via Capital Planning Capacity Grant.

REPORT TO THE MINISTER

Response to the Special Advisors Report Submitted to the Minister of
Education January 2020

Minister's Report. Number 1 of 3
May 2020

Month Day, 2020

The Honourable Stephen Lecce
Minister of Education

Re: *Near North District School Board Special Advisors' Final Report*

Submitted to the Honourable Stephen Lecce, Minister of Education of Ontario
Submitted by Wayne Joudrie and Wally Easton, Special Advisors

Dear Minister Lecce:

The Near North District School Board is pleased to submit the May report on the progress made toward meeting the goals of the *Near North District School Board Special Advisors' Final Report Submitted to the Honourable Stephen Lecce, Minister of Education by Wayne Joudrie and Wally Easton, Special Advisors January 24, 2020*.

In the NNDSB commitment to renewing public confidence by improving the Board's leadership, governance, human resources practices and financial accountability, the following were consulted:

- The 2020 Special Advisors report (recommendations Appendix A)
- The Ontario Ombudsman's report of July 2019 entitled *Lessons not learned: Near North District School Board* (recommendations Appendix B).
- The *Independent Facilitator's Report on the North Bay Accommodation Review: Near North District School Board* submitted by Margaret Wilson November 8, 2013 (recommendations Appendix C).
- Existing internal data that reveal dysfunction.

Near North District School Board believes it is important to address recommendations included in the three reports. The NNDSB is thankful for the Special Advisors Report of 2020. It has brought to light that despite the recommendations made in previous reports, recommendations were not considered by sitting boards of the time.

The ultimate goal of the new NNDSB is to ensure forward momentum in a manner that is commensurate with Ministry best practice and shows responsibility to an organization that is focused on student achievement and wellbeing. NNDSB will instill public confidence as an organization through responsible stewardship.

EXECUTIVE SUMMARY

This first interim report provides an update on the progress toward meeting the recommendations as provided by Advisors Joudrie and Easton (2020). Strategic plans and actions have already been implemented toward restoring strong leadership, governance, human resources, financial accountability and public confidence. It also includes progress toward compliance with the *Margaret Wilson report, 2013* (Appendix C) and the *Ombudsman's Report, 2019* (Appendix B). The Board sees great value in returning to these two previous reports which were not actioned, further demonstrating irresponsible stewardship resulting in increased public mistrust. Although the Wilson report and the Ombudsman's report pertain to public mistrust and lack of transparency in accommodation review processes, they reveal serious breaches in accepted governance practice that were not addressed at the time of reporting. This must be corrected in future. We have designed our improvements around a multi phased approach. The progress in this multi phased approach will be reported upon within the three progress reports to the Minister of Education.

Addressing the issues described in the 3 reports is of the utmost importance. Therefore, NNDSB has continued to work toward reparation and compliance with the recommendations while maintaining day to day functions of the organization while at the same time managing the unprecedented significant complications presented by the emergence of the Covid-19 Pandemic. It is important to note that there have been some unavoidable delays particularly in regard to:

- Multi Year planning meetings which demand highly collaborative face to face interaction
- Hiring of Facilitators
- Financial meetings planned for April which will now take place later in May when Ministry Tech Reports are released
- HR reorganization due to our unsuccessful attempts to secure a highly skilled HR Manager because of our inability to offer sufficient compensation.

DRAFT

5 Recommendations from Special Advisor's Report (2020)

Leadership

The predominant overriding challenge to NNDSB positive momentum is a lack of leadership within NNDSB as articulated by the Special Advisors. ***“As evidenced in our report, the key issues are symptomatic of the lack of effective leadership. This leadership deficit manifests itself through lack of clarity, lack of consistency and a resulting lack of public (and staff) confidence.”*** For the Board to address the key issues outlined by these Advisors on a sustainable basis, the issue of effective leadership must be addressed first and foremost. If this issue remains unresolved the cycle of dysfunction will continue. To that effect, trustees have submitted a unique request to the Minister of Education to support NNDSB in resolving the gap in skilled talent with the creation of an employee value proposition. This includes rectifying the current wage deficit to include a competitive compensation that will support the attraction of senior executive talent who possess the leadership capacity to move us in a positive direction and contribute to the necessary cultural shift. This cultural shift is mandatory to change the historically perpetuated pattern of advancement of internal candidates without proven merit.

This destructive practice is compounded by the fact that we are constantly at risk of losing top talent to more competitive boards. Evidence of this issue can be found in the recent attempt to hire a highly qualified Human Resources Manager as recommended by the Special Advisors. Breaking away from historical hiring patterns, NNDSB initiated a rigorous process to ensure the recruitment of top talent. The result was an offer to a manager who accepted the position to commence in March. After this acceptance, the candidate declined the contract because of the non-competitive salary. Abnormally low salary rates, one of the main causes of the NNDSB leadership deficit, are prevalent throughout the management ranks within the Board. It is particularly erosive to the system and is the greatest hurdle in the challenge to maintain a responsive and professional organization as NNDSB loses quality personnel and potential candidates to other employers offering more competitive salaries. The solution of an increase in salary seems obvious but cannot be implemented. Any management salary increase would lead to further compression between manager compensation and unacceptably low superintendent compensation. This historical conundrum needs to be rectified. Of greater significance, NNDSB runs the risk of losing our current skilled and talented Director to a Board that offers a significantly more appealing compensation package. In addition, we anticipate retirements at the superintendent level which will put us at risk of being unable to secure talented replacements due to compensation disparity.

Within a strategy to find efficiencies and appropriate compensation at the executive level, the number of superintendents has been decreased from 6 to 4. A complete central staffing overhaul is under development to complement this shift to promote active succession planning, to align the Board to exemplary 21st century best practices and to dismantle antiquated and ineffective cultural past practices. As a result of these changes, the complexity of the superintendent role has increased. In the unique request mentioned above, the NNDSB seeks to recognize the added complexity of the superintendent role with the appropriate compensation.

Lack of leadership structure to support growth and cultivation of leadership capacity has caused the NNDSB foundational structure to decay and professional conduct to fall into dysfunction. This can only be rectified with talented leaders in place. Leaders who not only have the ability to lead by example but possess the skills to strategically nurture effective leadership capacity throughout the system. The overhaul and revival of this organization includes complexities that will require a tremendous amount of dedication to the role of Director of Education working in close harmony with his executive team with Board support. If not corrected, the cycle of dysfunction will continue. The board must remain competitive and round out the value proposition with a salary that is equitable to those that have been set throughout the province. The complexities of the Director role are daunting under normal circumstances but the depth, breadth and lengthy history of dysfunction which results from low administrative salaries in NNDSB has only added to the challenge.

Leadership Recommendations: *(Joudrie and Easton, 2020)*

We recommend that the NNDSB create a plan to implement the following:

- 1. Select and hire a new director with exemplary skills and character to help them repair and re-culture the NNDSB.**
NNDSB is pleased to have hired Director of Education, Craig Myles. The Board has full confidence in his ability to repair the damage given the right tools including the rectification of salaries as mentioned above. Director Myles began the role on January 6, 2020. Mr. Myles is committed to building a strong organization and to regaining public confidence through responsible executive oversight, transparent operations, consistent communication and sound business and pedagogical practice. He is committed to addressing all recommendations made within the reports provided to NNDSB and has already realized results in this regard. He communicates and synergizes regularly with the Chair of the Board through open, active communications and weekly meetings. “Director Craig Myles has stepped up to the challenges of the job in addition to the fine work he performs in

facing the impacts of COVID-19. Clearly the decision to choose a Director with his qualifications, initiative, competency and previous significant board Supervisory Officer experience has worked incredibly well.”(Jay Aspin, Chair, NNDSB)

2. Work collaboratively with the newly-hired director to develop a new MYSP for the NNDSB.

Collaboration with the Board began immediately upon the commencement of Director Myles’s tenure to form a board MYSP committee. The mandate of the committee is to examine all previous reports and to gather further evidence that would inform the setting of direction and establishment of goals for a new Multi-Year Strategic Plan. A purposeful schedule (Figure 1) was created that included the gathering of evidence from relevant stakeholders. The highly respected organization Nanos Research was hired to conduct much of this work. This data is in the process of being compiled and analysed. The next steps in the MYSP process include the facilitation of goal setting based on the results of the data. NNDSB is in the process of finalizing the procurement of a skilled facilitator to lead this work. Note that the original facilitator who was hired withdrew citing the amount and degree of complexities involved in the work. The Director is currently engaged in conversations with a new facilitator who is highly regarded in the field of organizational restructuring. As much of this work involves face to face interaction, relationship building and collaboration, this step is on pause due to Covid-19. However, the facilitator is strategizing to determine if this work can be conducted virtually.

3. Strong consideration should be given for the inclusion in the MYSP of clear, measurable goals and specific values/behaviours as the foundation for a new NNDSB culture.

Strategies in the new multi-year planning process include the establishment of clear, measurable goals and specific values drawn from the data collected from all stakeholders, including staff, student, parent and public voice. All data will be considered towards improving student achievement goals, student programming, credit accumulation, EQAO scores and ultimately graduation rates. This is the foundation for a new NNDSB culture of achievement for all. Nik Nanos is currently engaged in the outreach survey to all stakeholders. All data mentioned above will be used to establish goals that are responsive to stakeholder voice and need, and provide clear direction to improve the teaching and learning environment and in turn, student achievement and wellbeing.

In phase 2 reporting, NNDSB expects to provide concrete evidence of goal setting once the data has been compiled and the committee has been able to sequester to collaborate face to face with the facilitator.

4. Implement ongoing training and coaching support for the director and senior team related to best practices for system change/collaboration/communications.

The Director has made a conscientious effort to be involved with CODE, and to access his vast network of connections throughout the province including experienced directors, superintendents and provincial leads to inform his thinking and to strategize best next steps for the organization.

Recognizing the need to implement ongoing training and coaching support related to best practices for system change, collaboration and communications, NNDSB immediately began to reach out to available supports. Special advisor Easton has been engaged to mentor and support the Executive Officer of school consolidation, the S.O. of Finance and the S.O. of Capital Planning to lead the board forward in an efficient and timely consolidation. The consolidation had been seriously delayed for many reasons throughout the years as reported in the 2019 Ombudsman report.

Immediate actions have been implemented by the Director in the form of a “learning by doing” model of leadership for the executive team. Supports have been provided and the executive team has been immersed in collaboration to reorganize the central structure to find efficiencies in the organization. It has been decided that the restructure will take place in at least three stages over the next several months. In stage 1, the superintendent compliment was reduced from 6 to a more appropriate 4 and roles were redefined. The senior team is now working to define a new central structure and system team to better support new roles and system needs. Restructuring of system principal roles is currently underway.

5. Provide leadership training for all employees in supervisory or managerial positions.

NNDSB will be established as a professional organization. To ensure this pervasive culture of professionalism, we have developed a multi-phase approach. In phase 1 we have established processes and procedures regarding professionalism with superintendents, principals and managers. This includes decorum at Board meetings, principal/vice principal/manager meetings and communication between and amongst all levels of staff. Professional conduct and responsibility to your employer and ultimately board goals are paramount. NNDSB is currently researching the best fit and method of sustainable and ongoing leadership training for the executive team and for managers to continue this journey. The multi phased plan has

started with supporting current senior level staff in understanding how to recognize leadership qualities in others and to empower them by providing opportunities and support through a model of distributive leadership. Leadership training must begin with changing a culture whereby staff currently lacks an understanding of the difference between accountability and responsibility and has an overall aversion to collaboration. There is no acceptable, professional norm regarding the employer/employee relationship. The result is a total absence of appropriate communication protocols. Currently, inter-departmental collaborative meetings are being encouraged. Meetings have been formalized. Staff inquiries are directed to appropriate supervisors, and a chain of communication and command are being reinforced to eradicate engrained habits.

In phase 2, NNDSB hopes to clearly identify the external facilitator to engage in a process of system reorganization. This includes educating supervisory and managerial staff in leadership strategies and best practices for system change, appropriate models of collaboration and communications and cohesive alignment of operations toward systemic congruity.

6. Develop annual improvement plans for each department that are reflective of the Board's improvement plan and the MYSP.

Department managers have been instructed to meet on a regular schedule to discuss potential department goals and efficiencies. This work is facilitated by superintendents. Managers are encouraged to meet with their departments and to collaborate interdepartmentally. The guiding principles of the Multi-Year Strategic Plan will be considered in the development of annual improvement plans for each department that are reflective of the Board's improvement goals and the MYSP. Goals will be established with interdepartmental and system alignment with the ultimate focus on improved student achievement and wellbeing. Progress will be monitored through clear and timely communication.

A large part of the department goals will center around finding efficiencies in how people work. Each department will engage through a defined process to establish role descriptions that align with the OLF, board priorities and 21st century leadership principles. As part of this mandate, departments will be accountable for implementation and monitoring of goals. Progress in this regard will not happen overnight. NNDSB will report on this work in phase 2.

7. Provide regular communications from the director regarding system initiatives. Managers/supervisors should have regular staff meetings to keep their teams updated. Cross-departmental meetings should be scheduled to reinforce the "One Team" message.

Beginning Jan 6th, 2020, the Director has provided regular communications regarding system initiatives, changes, reorganization, board updates, professional practice, union and staff development and pedagogical practice. These communications have been provided in a timely and ongoing manner using formal communication templates. All pertinent stakeholders are always considered before the release of any communication. For example, at the onset of the Covid19 pandemic, communication protocols were immediately established with timely and comprehensive communication to Trustees, the community, principals, staff, parents and students. These regular updates with detailed information are provided from the Director's office via radio, newspaper, board website, social media, Synervoice telephone messaging, Trustee updates, email and written correspondence.

8. Develop a succession plan for the senior team.

The NNDSB is currently designing a succession plan that includes the recruitment, retention, guidance, mentoring, and coaching of potential candidates. A succession plan has never existed in the NNDSB. We have restructured leadership placement surveys to initiate the move toward reflective practice which is a key component of identifying potential leaders. Surveys now ask principals to consider and report how they have engaged in school-wide and/or system-wide leadership practice thus beginning the conversation that leadership is action, not position or length of time in a position. School leadership positions will now be awarded on merit and proven leadership capacity through a rigorous evidence based process. Through gathering and analysis of evidence, an assessment of leadership strengths and gaps will inform the creation of a leadership pipeline. This component of phase 1 in the reorganizational plan, will ensure appropriate assignment of principals and vice principals to schools and programs and create a management continuum to central roles. It is important to note that there is a need to reduce current wage compression which in the NNDSB is a mere \$7,775 between the highest paid principals on the grid and the lowest paid superintendent. Unless this significant anomaly is addressed, attempts at succession planning are futile.

A broad, deep and historical lack of leadership is inherent in the NNDSB. Changing culture under optimal conditions is a massive undertaking. The application of all strategies towards leadership succession will take a significant amount of time. Restructuring requires innovative new ways to promote leadership succession. Planning is now underway to ensure a sustainable leadership strategy. The support of the Ministry is highly valued, and much appreciated in this pursuit.

The NNDSB Director is currently procuring a professional facilitator to engage the senior leadership team in ongoing professional development to understand best practices for system change and the importance of such change. Progress in this process will be reported in phase 2.

Figure 1 SCHEDULE OF ACTIONS TOWARD COMPLETION OF THE MULTI-YEAR PLAN
Please note that some of this work has been delayed due to the Covid-19 situation.

Key Steps	Actions	Timelines
Select a Facilitator	Complete engagement process.	Mar 20 concluded
Setting the Stage	Community/Stakeholder announcement indicating NNDSB is about to create a New Strategic Plan.	Mar 25
Community Input	Stakeholder input via a background culture survey to our areas.	Mar 26 – April 9
Develop MYP Draft	Trustee & Exec Council Retreat 1.5 days (12:00 pm to 5:00 pm and 9:00 am to noon)	April 15, 16,17 (tentative)
Refine MYP Draft for Public Input	Second session to ensure to confirm prior to full stakeholder input.	By Apr 24
Develop Tagline (Potential)	Engage Students from NNDSB in a cross-board Tagline development day hosted by the Student Senate. Creating this experience with student voice will create a powerful tagline for the Board.	April 28
Conduct Public Input	Solicit input into Draft Priorities and collect via open houses in all NNDSB regions.	May 1 May 15
Finalize/Approve MYP	Refine MYP based upon public input and create Board report to seek formal approval	To Board May 25
Development of Marketing Materials	Marketing firm to develop collateral materials to support branding for public facing communications.	June 12
Exec Council alignment to MYP	Review to determine who leads which priorities.	June 22
Development of Annual Operating Plan	Exec Council develop Year 1 actions to address priorities as outlined in MYP.	June 29
Public Release Event	Identify key stakeholders and include broader release ie. Use the College/Hospital/Municipality MPP community leaders to attend and lend support.	September 11
Year 1 Implementation of MYP	Quarterly reporting to Board to keep the system focused and embed link reference to Strategic Plan into all Board reports so that Board/Public see NNDSB staying focused on key outcomes.	Sept- June
Alignment of MYP to Director Performance Appraisal	Follow DPR Policy using the MYP as the basis for most/all of the measurables related to Director Performance	Fall

Governance

It is important to note recommendations made by Joudrie and Easton (2020), echo concerns with governance in the 2013 Wilson Report (Appendix C) and 2019 Ombudsman Report (Appendix B). It is the intention of NNDSB to concurrently address the common concerns identified in the three reports. To this end, a model of appropriate organization and communication is being refined and will be implemented within an effective governance model. All record keeping will be maintained and appropriately filed.

Governance Recommendations: *(Joudrie and Easton, 2020)*

We recommend that the NNDSB create a plan to implement the following:

1. Contract a school board governance expert to work with the Board to review and revise by law/policy/procedures

Since inauguration, the current board has completed much groundwork in the goal of establishing an updated governance model. Wayne Joudrie has been hired to complete this board governance model. The revision of by law/policy/procedures is the next step.

2. Implement an ongoing training and coaching support plan for trustees and senior team related to governance/by laws/policy/procedure/conflict of interest and with specific focus on governance/operations role clarity.

NNDSB will seek the support of a facilitator to provide ongoing training and a coaching support plan for trustees and senior team related to governance/by-laws/policy/procedure/conflict of interest and with a specific focus on governance/operations role clarity. (Status currently on hold due to Covid-19)

3. Require a full agenda/minutes and written reports be provided prior to a board meeting, including any board committee meetings.

Beginning Jan 6, 2020, NNDSB implemented formal proceedings following a strict schedule for the planning and conducting of board meetings. Formal agendas guided by parliamentary procedure (Robert's Rules) have been implemented as suggested in the Wilson Report (Appendix C). Written reports are provided on the Friday before each board meeting and any board committee meetings. Board agendas are now provided within a complete package which includes all reports and materials necessary to support the meeting. Trustees and Executive Council receive the agenda package via email four calendar days prior to the meeting. Hard copies are provided to trustees at the board meeting.

4. Post all public meeting minutes/agendas in a prominent, accessible location on their website. The agendas, including documents, should be posted prior to public meetings and archived for at least one year after the meeting date.

Beginning Jan 6th, all public meeting minutes/agendas are posted in a prominent, accessible location on the website. The full agenda is posted on the board website for stakeholders and media one calendar day before the meeting. Board minutes are posted to the website once approved by the Board. "Committee of the Whole" agendas are released in the same manner as the Board agenda. Reports will be archived for at least one year after the meeting date. Negative press due to lack of transparency has dissipated at this point.

5. Develop a framework for the performance appraisal of the director of education which includes performance metrics related to the roles and responsibilities of the director and the board's MYSP.

Wayne Joudrie has been engaged and is currently developing a framework for the performance appraisal of the Director of Education which includes performance metrics related to the roles and responsibilities of the Director and the board's MYSP.

The Joudrie and Easton Report (Appendix A), the 2013 Wilson Report (Appendix C) and the 2019 Ombudsman Report (Appendix B) strongly recommend correction of Trustee Governance practice and Board adherence to parliamentary procedure in terms of conducting board meetings and trustee meetings held aside from scheduled board meetings, maintaining agendas and records, transparency and consistency in communication of board procedures and meetings. NNDSB now emphasizes parliamentary procedure and has implemented appropriate strategies for meetings, record keeping and communication in compliance with recommendations from the three above reports and regulated procedure.

Note * The NNDSB is cognizant that the Wilson Report and the Ombudsman Report refer specifically to ARC processes. However, the NNDSB feels strongly that the flaws in the ARC process are symptoms of the overall dysfunctional approach to professional

operations, governance and the inconsistent adherence to clear policies and procedures. NNDSB will solidify clear practice and policy after phase 2 and before any additional ARC processes are considered.

Human Resources

Human Resources Recommendations: *(Joudrie and Easton, 2020)*

We recommend that the NNDSB create a plan to implement the following:

1. Hire a qualified Manager of Human Resources as soon as possible to lead the department.

Breaking away from historical hiring patterns, NNDSB initiated a rigorous process to ensure the recruitment of top talent. This resulted in the hiring of a qualified HR manager in early February 2020 who was to begin March 13, 2020 to lead the department in the recommendations of the special advisors. Although he had accepted the offer, he chose to decline the new role on March 12th citing lack of appropriate salary. The NNDSB is not optimistic in our pursuit of a highly qualified and experienced Human Resources Manager capable of surmounting the daunting task at hand. With the current inability to offer a fair value proposition, it has been determined that until the major issues in the Human Resources department are addressed and NNDSB is able to offer a competitive salary, an experienced Educational Human Resources advisor should be hired to support on a temporary contract basis to work with our auditor to rectify organizational issues. With that intent Bev Webb, who is a recently retired school board HR Manager has been temporarily contracted. A new posting and search will occur when the value proposition is equitable to the role. In the interim the Director has assumed ultimate oversight of the Human Resources Department.

The Director has tasked the Human Resources Department to compile a file of current job descriptions for system staff. This will support role reviews which will eventually lead to the development of updated role descriptions for all central staff. A performance appraisal system for central staff will be informed by the role descriptions. This work will be facilitated by the new Human Resources Manager when in place.

The profound importance of the need to restructure and embed a new philosophy of Human Resources defines it as work that cannot be rushed and must be led by a qualified Human Resources Manager. The following recommendations of the Special Advisors will be considered as phase 2 work and will be reported in phase 2 and 3.

2. Once hired, the Manager should develop an action plan to address the issues and enhance the operations of the Department. The key issues to be addressed are the duties and responsibilities of each department staff member, training for staff and documentation of department procedures.
3. The Human Resources Department develop a process to communicate with board staff regarding operational requirements such as the format and timing of documentation required from employees. Communication can take the form of memoranda to schools and departments, attendance at meetings with principals/ vice-principals and managers/supervisors.
4. Human Resources Department develop job descriptions and a performance appraisal system for all non-teaching staff in consultation with the appropriate supervisors and review with staff prior to implementation. The performance appraisal process that currently exists for unionized employees should be reviewed and updated as appropriate.
5. The Human Resources Department develop a Staff Health and Wellness Initiative to provide training to system leaders regarding the support of staff with a disability as well as preventive measures aimed at promoting employee safety, health and well-being.
6. In the longer term, once some of these fundamental actions are complete, the Human Resources Department develop and implement an employee engagement strategy.

Financial Accountability

Financial Accountability Recommendations: *(Joudrie and Easton, 2020)*

We recommend that the NNDSB create a plan to implement the following:

1. Ensure that the director and senior team align the annual budget with the board's Multi-Year Strategic Plan and the priorities of the Ministry of Education. Any funding provided for specific purposes should be allocated to resources supporting those objectives as intended (e.g., PLA Funding).
2. The director and senior team collaborate in the budget process. This collaboration will help others understand the process and decision making necessary to finalize a budget and give others a sense of ownership for the budget.
3. The director and senior team provide for periodic reporting to a Budget Committee of the Board throughout the budget process.
4. The director and senior team present a concise version of the budget for final approval by the Board of Trustees with explanations for significant elements of the budget, such as changes in staffing or changes to major programs.
5. Provide annual allocations for professional development and training for trustees and senior administration and other staff as appropriate.
6. Receive , concise in-year financial reports comparing actual year-to-date costs to budget with explanations for significant variances.

As per figure 1 (Pg. 6) within the establishment of the Multi Year Strategic Plan, NNDSB will ensure that the Director and senior team align the annual budget with the board's Multi-Year Strategic Plan and the priorities of the Ministry of Education. It is essential to ensure that any funding provided for specific purposes should be allocated to resources supporting MYP objectives as intended (e.g., PLA Funding).

This means the Director and senior team will collaborate in the budget process thus familiarizing the team with the process and decision making necessary to finalize a budget while providing others a sense of ownership for the budget. A Board finance committee has been established. Three meetings have occurred thus far. The committee has determined the need for a budgeting manual and budget timelines. The budget manual will provide clear information for trustees and the senior team for budget planning. An important aspect of the new budget approach is the requirement to report quarterly to the Board of Trustees.

7. **Review its support staff allocation for central administration. Some mid-level and senior staff are performing clerical duties that could be assigned to administrative assistants.**

Recommendation #7 will be addressed in the central restructure as part of phase 2.

Public Confidence Recommendations: *(Joudrie and Easton, 2020)*

We recommend that the NNDSB create a plan to implement the following:

1. **The director ensures that the Communications Officer is freed up from an executive assistant role in order to be fully dedicated to development and implementation of a system communications and community engagement strategy.**
The Communications Officer has been freed up from an executive assistant role and a highly capable Executive Assistant to the Director has been hired on a temporary basis until a permanent hire is attained. The temporary assistant has deferred her retirement to support the transition and has agreed to remain in place to mentor the new hire for 6 months after the commencement of the role. The Director has been mentoring the Communications Officer and a system communication strategy is under development. The Communications Officer is being provided direction, support and resources to ensure best practices.

2. **Develop a communications plan to provide the media and the public with positive news about the board's programs and initiatives which include the rationale for the decisions made by the board.**

Based on the depth and breadth of work towards restoring public confidence, the Director designed the position of Officer of Corporate Affairs. This position was hired Mar 16, 2020. As part of the duties of Officer Corporate Affairs, the OCA has been working with the Communications Officer to create a community engagement strategy, which includes various media platforms. The Officer of Corporate Affairs reports directly to the Director of Education. The duties of this position include public reach-out community partnerships, alignment of resources, grant application, community liaison, strategic direction, research and development, building leadership capacity, succession planning, complementing the communication strategy and other duties as assigned. The mandate of this position is to establish a stellar reputation for the NNDSB. The OCA has been working with the Communications Officer under the direction of the Director to develop a communications plan to provide the media and the public with positive news about the board's programs and initiatives which include the rationale

for the decisions made by the board.

3. The director provides regular updates for staff about board and senior administration decisions that affect the schools and staff.

Beginning in Jan 2020, the director's office has been providing regular updates for staff about board and senior administration decisions that affect the schools and staff through established professional communication memoranda. Significant decisions are sent to staff independently, posted on the board web site and communicated to principals and vice principals. Further planning is under way to ensure a systemic, consistent communication tools are implemented for accurate and timely communication. This will be reported on in further stages.

4. The director ensures that the Capital Planning and Project Management team is resourced appropriately with staff and/or contracted service providers to ensure integrity and timeliness of outcomes related to capital investments by the province.

The above recommendation will be a part of the MYSP process. This planning was under way but has been put on pause because the Facilities Manager recently announced his retirement. This position will be difficult to fill with the highly qualified candidate required. Again, this issue has occurred because of our inability to provide appropriate compensation. NNDSB will report on progress in phase 2.

In Summary

The work to rectify the issues found in the Ministry reports mentioned above is progressing well. NNDSB has created a momentum that puts the board well in line with the schedule as suggested by Special Advisors Joudrie and Easton in regard to professional operational practice. The Covid-19 pandemic has caused some inconveniences and delays but will not shake our resolve in our moral imperative to move the board forward in a positive momentum. The Board is pleased with public reaction to positive, transparent and timely communication practices that were immediately put into play on the commencement of the Director's position Jan 6, 2020. This communication strategy has continued throughout the Covid-19 shut down and in fact, the situation has created a learning opportunity for staff to understand the importance of clear and timely communication. The Director astutely identified the silver lining in this unfortunate situation. He has taken this opportunity to very quickly establish trust with staff as he leads them in navigating successfully through these murky waters with strict adherence to appropriate protocols for meetings and communications. Board actions during this state of emergency have earned NNDSB highly positive regard and feedback from the community. As NNDSB demonstrates this energetic and caring approach to change, the Board is already well-positioned to continue to earn public confidence.

Communication and Governance issues have less complicated solutions through the application of tangible policies and procedures. Areas of improvement such as increasing leadership capacity are more difficult to attain. Creating change when faced with the inherent complexities of human behaviour will naturally require an extended amount of time to realize results. There is a change of culture required that will not happen overnight, but this work has begun. NNDSB will report the progress in creating cultural change in report #2 to the Ministry. Report # 2 will include progress made in the Human Resources department. NNDSB has contracted an interim human resources specialist to start the process and will work toward positive change. This change process must be sustainable; therefore, it cannot be rushed. The same is true of financial recommendations. This requires careful scrutiny and mindful, strategic changes in the process resulting in better alignment of budget to support student achievement and wellbeing. In all areas, NNDSB has begun the steady climb toward a higher standard and are grateful for the continued support of the Ministry in this work.

Appendix A

Leadership Recommendations:

We recommend that the NNDSB create a plan to implement the following:

1. Select and hire a new director with exemplary skills and character to help them repair and re-culture the NNDSB.
2. Work collaboratively with the newly-hired director to develop a new MYSP for the NNDSB.
3. Strong consideration should be given for the inclusion in the MYSP of clear, measurable goals and specific values/behaviours as the foundation for a new NNDSB culture.
4. Implement ongoing training and coaching support for the director and senior team related to best practices for system change/collaboration/communications.
5. Provide leadership training for all employees in supervisory or managerial positions.
6. Develop annual improvement plans for each department that are reflective of the Board's improvement plan and the MYSP.
7. Provide regular communications from the director regarding system initiatives. Managers/supervisors should have regular staff meetings to keep their teams updated. Cross-departmental meetings should be scheduled to reinforce the "One Team" message.
8. Develop a succession plan for the senior team.

Governance Recommendations:

We recommend that the NNDSB create a plan to implement the following:

1. Contract a school board governance expert to work with the Board to review and revise by law/policy/procedures
2. Implement an ongoing training and coaching support plan for trustees and senior team related to governance/by laws/policy/procedure/conflict of interest and with specific focus on governance/operations role clarity.
3. Require a full agenda/minutes and written reports be provided prior to a board meeting, including any board committee meetings.
4. Post all public meeting minutes/agendas in a prominent, accessible location on their website. The agendas, including documents, should be posted prior to public meetings and archived for at least one year after the meeting date.
5. Develop a framework for the performance appraisal of the director of education which includes performance metrics related to the roles and responsibilities of the director and the board's MYSP.

Human Resources Recommendations:

We recommend that the NNDSB create a plan to implement the following:

1. Hire a qualified Manager of Human Resources as soon as possible to lead the department.
2. Once hired, the Manager should develop an action plan to address the issues and enhance the operations of the Department. The key issues to be addressed are the duties and responsibilities of each department staff member, training for staff and documentation of department procedures.
3. The Human Resources Department develop a process to communicate with board staff regarding operational requirements such as the format and timing of documentation required from employees. Communication can take the form of memoranda to schools and departments, attendance at meetings with principals/ vice-principals and managers/supervisors.
4. Human Resources Department develop job descriptions and a performance appraisal system for all non-teaching staff in consultation with the appropriate supervisors and review with staff prior to implementation. The performance appraisal process that currently exists for unionized employees should be reviewed and updated as appropriate.
5. The Human Resources Department develop a Staff Health and Wellness Initiative to provide training to system leaders regarding the support of staff with a disability as well as preventive measures aimed at promoting employee safety, health and well-being.
6. In the longer term, once some of these fundamental actions are complete, the Human Resources Department develop and implement an employee engagement strategy.

Financial Accountability Recommendations:

We recommend that the NNDSB create a plan to implement the following:

1. Ensure that the director and senior team align the annual budget with the board's Multi-Year Strategic Plan and the priorities of the Ministry of Education. Any funding provided for specific purposes should be allocated to resources supporting those objectives as intended (e.g., PLA Funding).
2. The director and senior team collaborate in the budget process. This collaboration will help others understand the process and decision making necessary to finalize a budget and give others a sense of ownership for the budget.
3. The director and senior team provide for periodic reporting to a Budget Committee of the Board throughout the budget process.
4. The director and senior team present a concise version of the budget for final approval by the Board of Trustees with explanations for significant elements of the budget, such as changes in staffing or changes to major programs.
5. Provide annual allocations for professional development and training for trustees and senior administration and other staff as appropriate.
6. Receive periodic, concise in-year financial reports comparing actual year-to-date costs to budget with explanations for significant variances.
7. Review its support staff allocation for central administration. Some mid-level and senior staff are performing clerical duties that could be assigned to administrative assistants.

Public Confidence Recommendations:

We recommend that the NNDSB create plan to implement the following:

1. The director ensures that the Communications Officer is freed up from an executive assistant role in order to be fully dedicated to development and implementation of a system communications and community engagement strategy.
2. Develop a communications plan to provide the media and the public with positive news about the board's programs and initiatives which include the rationale for the decisions made by the board.
3. The director provides regular updates for staff about board and senior administration decisions that affect the schools and staff.
4. The director ensures that the Capital Planning and Project Management team is resourced appropriately with staff and/or contracted service providers to ensure integrity and timeliness of outcomes related to capital investments by the province.

Appendix B

Recommendations of the Ontario Ombudsman in the 2019 report

Lessons Not Learned, Near North District School Board July 2019

Given the results of this investigation, I am making the following recommendations:

1. The Near North District School Board should fully integrate the recommendations from the 2013 Ministry facilitator's report into its governance manual and student accommodation policy.
2. The Near North District School Board should set out in its governance policies that trustees are to refrain from coming together as a quorum to advance school board business outside of duly constituted meetings.
3. The Near North District School Board should adopt a by-law governing trustee workshops, and train trustees accordingly. This by-law should set out explicitly that workshops are only for professional development purposes and cannot include substantive discussion of board business. The by-law should provide that public notice will be given of trustee workshops, including the general nature of the topic that trustees will be learning about.
4. The Near North District School Board should ensure that any discussions that take place in private during a committee meeting properly fit within one or more of the exceptions set out in the Education Act.
5. The Near North District School Board should amend its by-laws to reflect the exceptions to open meetings as set out in sections 207(2) and (2.1) of the Education Act.
6. The Near North District School Board should prepare a new final staff report that explains the additional information received in the summer of 2017 and that was discussed in private in September 2017. It should present the report to trustees as part of a public meeting, afford community members an opportunity to comment on it, and then take a new vote on the secondary school consolidation.
7. The Near North District School Board should amend its by-laws to set out how public and private committee agendas are prepared and amended.
8. The Near North District School Board should make explicit in its by-laws how it provides notice to the public of its committee meetings, whether public or private, including the Committee of the Whole.
9. The Near North District School Board should ensure that it prepares complete agendas of meetings and provides proper notice of all issues to be discussed at a meeting.
10. The Near North District School Board should ensure that amendments to meeting agendas are properly voted on in accordance with its by-laws and that such amendments are clearly reflected in meeting minutes.
11. The Near North District School Board should ensure that information intended to assist the board of trustees with its decision-making on school consolidation and closure decisions is set out in a report that explains the information being reported, its relevance, and next steps, if any. Such reports should be included in the agenda package for the meeting or meetings at which the information will be received or discussed.
12. The Near North District School Board should, consistent with the Ministry's 2018 guideline, amend its student accommodation policy to set out a process for an updated or supplemental final staff report and an additional public meeting in cases where trustees may be considering school closing options other than those set out at the beginning of the accommodation review process or in the recommendations of the accommodation review committee.
13. The Near North District School Board should ensure that all relevant information is properly documented, and that this information, including the final staff report and compilation of public delegation feedback, is included as part of the agenda package for any meeting at which the board of trustees is making a final pupil accommodation review decision.
14. The Near North District School Board should amend its by-laws to provide that closed sessions may take place only during a committee meeting, in accordance with the Education Act.

Appendix C

Margaret Wilson, “Independent Facilitator’s Report on the North Bay Accommodation Review, Near North District School Board” (November 8, 2013), pp 22-23.

The Board Procedures

The intention of the Board to create a fair and transparent accommodation review process is laudable. The meetings of the ARC were exemplary in this respect.

The Trustees told me that they were in the process of re-thinking their somewhat convoluted governance manual. This will assist in future, but the need to bring some basic procedures in line with current policy and by-laws is urgent. At present, the Board itself is less than transparent in carrying out its functions in the Accommodation Review process. For instance, the North Bay ARC was approved by a committee of the Board, but not by the Board. Further, the Freedom of Information complaint was caused by failure to process the administration’s analytical report properly, in terms of the format of the report, its formal receipt by the Board and its proper filing as a public document. Clear and publicly available rules of procedure and rules of order provide the basic framework for transparency in democratic governance. Procedural rules should govern such things as the development of Reports, their movement through various committees and the Board and the management of records, Rules of order should relate directly to the management of meetings.

I suggest that the Board develop immediately a compact set of written, basic rules and procedures to govern its role in Accommodation Reviews. In doing so they should be guided, where relevant, by *Robert’s Rules of Order*, which their governance manual already recognizes as their reference point for Parliamentary procedure. The basics might include rules which ensure that:

1. there is a clear delineation of the respective roles of committees, whether Ad Hoc or Standing, and the Board as a public body.
2. the establishment of an ARC, and its membership, is approved by motion of the Board;
3. errors and omissions in the minutes of meetings are corrected, by electronic means if required by timelines, prior to the approval of those minutes;
4. decisions on the hiring of outside help be made by motion of the Board;
5. any Ad Hoc Committees are created by motion of the Board;
6. Ad Hoc Committees have clear terms of reference and procedures for reporting to the Board;
7. recommendations of Ad Hoc committees, for instance the Accommodation Committee, are reported intact to the Board for action. Any amendments should be moved at the Board meeting;
8. reports, discussion papers, analytical papers etc., which are prepared for committees or for the Board, are presented as formal reports so that they may be properly received by motion, acted upon, and filed as reports separate from the Board Minutes. They should then be available to the public, either on-line or with a reasonable processing charge if the request is for print copy;
9. all significant reports and documents which are part of the ARC process are made public on the Board web site.

Finance Committee Meeting
May 11, 2020
Minutes

Present: Chair John Cochrane, Jay Aspin, Donna Breault, Al Bottomley, B. Steer
Staff: Craig Myles, Liz Therrien, Wende Proulx, Maureen Egan

1. Approval of Previous Minutes

Motion: A. Bottomley/D. Breault

That the Finance Committee minutes dated April 21, 2020 be approved.

- Carried

2. Trustee Initiative Fund

SBO Therrien provided an update referencing the back-up document. Trustee Breault asked whether we are allowed to keep unused money. SBO Therrien confirmed that unused monies expire at the end of the current fiscal year however trustees can increase the fund accordingly with the remaining amount. Trustee Breault asked staff to review the form allowing people to apply and bring it forward.

3. 2020-21 Budget Development Process

Director Myles recognized the hard work of SBO Therrien and Manager Proulx as they redesign processes in the finance department to align with the targets in the Special Advisors' report.

SBO Therrien briefly reviewed the budget development process and the draft procedures manual. She noted the un-precedented year we have had with labour sanctions and COVID and apologized for the late budget process. The stated timelines are based on what we know today regarding the delivery of the GSNs.

4. Review of Budget Procedures Manual

SBO Therrien explained that the manual is meant to be a standardized document outlining responsibilities of everyone in the budget process.

Chair Cochrane noted how concise and clear the budget manual presents along with transparency. He asked committee members for comments. Trustee Aspin was very pleased with the procedures manual and how important its creation was to meet and respond to targets in the Special Advisors' report. He felt it is important to have a manual so that from year to year we are consistent in our approach. Trustee Bottomley reminded the committee that the delivery timelines are not fixed and we are dependent on the Ministry re the release of the GSNs.

SBO Therrien reviewed budget lines where trustees have discretion. She explained that when planning expenditures for the upcoming year our commitment is to our students. Staff are looking for efficiencies and savings and looking at those savings to be reinvested especially during this year of re-organization and with the pillars of the MYP. The expectation by the MOE is that we deliver a balanced budget. Timetable for estimates will be set prior to the next school year and an updated schedule will be brought forward to the Finance Committee.

Questions

Trustee Breault asked a question re loss of revenue specifically \$40,000 because of COVID and international students. She asked if staff will connect with those international students. SBO Therrien's office has engaged not only with our partner agencies but also families to offer and ensure continuity of learning. Of 33 international students we had 10 who went home with no online learning, 10 went home and continued learning on line, 9 stayed in North Bay and are learning online, and a few to be determined. It was noted that students from China or Japan were not allowed to continue learning via online.

Chair Aspin asked for a broader revenue document given that the Finance Committee's intent is oversight not an audit exercise. He appreciates the quality of material but too detailed. SBO Therrien thanked him for the feedback and requested working directly with the Director and Chair Aspin to ensure this is accomplished.

Trustee Steer advised that he will send a one page template of broad oversight of what he wants to see.

Chair Cochrane said this is a work in progress and can be made simpler as we move forward.

Director Myles noted the significant restructuring the Board is undertaking and appreciates the understanding of the trustees' patience. Any further comments can be sent to the Director, Chair Cochrane, and SBO Therrien.

5. May Quarterly Report

SBO Therrien will work directly with the Director and Chair Aspin so we ensure we are working with a high level document that provides oversight to trustees. For example reserves; previously provided a too much detail. Will be simplified. A list of various funds will be included ie, what can be accessed, not accessed, why can't it be, and if yes this is how we do it.

6. Special Advisors Financial Accountability Recommendations

Targets are being met and Director Myles CM trusts that the Board will notice alignment as we move through the recommendations.

SBO Therrien is well aware of the recommendations having met directly with the Advisors. Everything that we do with regard to budget is recognizing those recommendations.

7. Next Meeting

No formal date scheduled. Chair Cochrane asked the Director to decide and notify the committee of the next meeting.

8. Adjourned at 10:56 am



**“DRAFT”
BUDGET PROCEDURES
MANUAL**

DRAFT

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DRAFT

PURPOSE OF BUDGET PROCEDURES MANUAL AND ACTION PLAN AND TIMELINES

The overall purpose of the Budget Procedures Manual document is to provide a yearly Budget Manual to ensure Operations consistently uses a defined process, and all persons involved are aware of the process or can easily become aware by reviewing the document. Defining such a process will save time and effort moving forward for Superintendent of Business, Senior Administration, Trustees and all staff as the documented process will serve as a roadmap on an annual basis.

The following is an Action Plan with suggested time lines for the development of the 2020-21 Budget. This Action Plan will identify the opportunity for input from the various groups and outline clear time lines. Not only is this Action Plan, Time Line and Budget Procedures Manual applicable to the 2020-2021 budget year and process but will serve as a defined process, schedule and standard document and roadmap for annual budget processes moving forward. Given the exceptional circumstances encountered with labour sanctions throughout the year and COVID-19, time lines represented estimated dates for anticipated completion.

ACTION	TIME LINE
Preliminary enrolment forecasting completed utilizing the Ministry's Projection Template for 2020-2021 through 2023-2024	November 22, 2019
Finalize Enrolment Estimates	April 13, 2020
Budget Procedures Manual to be prepared and distributed to all superintendents, principals and department managers.	Draft May 10, 2020
Senior Administration to prepare goals and priorities for the year based on progress in MYSP, aligned to Program, staff and student need	April-May 2020 (ongoing)
Departmental expenditure estimates to be prepared in consultation with all relevant persons, consolidated, prioritized and forwarded to the Finance Department.	May 31, 2020
Human Resources determines staffing in preparation for OSSTF and ETFO Collective Agreement lay-off/surplus notices (includes process for WJ Fricker Teachers due to consolidation)	ETFO Layoff – Extended to May 8 ETFO Surplus – Extended to May 15 OSSTF Layoff – Extended by May 8 OSSTF Surplus – Extended to 15
Human Resources to prepare all staffing budget sheets for all employees of the Board for submission to Finance for statutory benefit costing.	May 31, 2020
Finance Department to summarize, collate and consolidate all departmental submissions and prepare Preliminary Expenditure Estimates.	June 5, 2020
Analysis of Preliminary Expenditures and Estimates by Senior Administration.	June 10, 2020
Finance Committee to receive and review the Preliminary Estimates.	June 16, 2020
Board to approve the Final Budget.	June 30, 2020

BUDGET PROCESS

The purpose of a budget process is to provide, in a consolidated form, the necessary guidelines for its preparation by providing instructions that are clear, concise and easy to understand.

The Superintendent of Business & Treasurer has the responsibility of coordinating the overall budget material into a consistent and readable format. Superintendents have a responsibility for developing and coordinating the budgets within their areas of responsibility. As well, Department managers have similar responsibilities with respect to their individual departments and department budgets will be developed through a process of intra and interdepartmental collaboration.

Expenditure Estimates

A set of expenditure estimates will be established for each department (schools as whole will be considered to be one operating department)¹. Each department will submit a complete set of expenditure estimates on the prescribed forms. The format of the prescribed forms is still to be developed.

Departments should carefully consider all expenses when developing the 2020-21 Budget. Assume staffing levels in each department cannot increase over the 2020-21 budget level, without acceptable explanations. In the event that there are attritions realized through retirements within departments for 2020-2021, departmental review should be undertaken to determine if efficiencies could be found. All supplies and services must be reviewed and justified in the budget submission. It may be necessary to amend the projected expenditures in the light of any changes in revenue; however, this will not be known until later. Departments should consider the 2019-2020 budget as a MAXIMUM limit for 2020-2021 budget.

¹ For the 2020-2021 estimates, this department budget (i.e. the schools) will be completed by the Superintendent of Business. Starting with the 2021-2022 Estimates this budget will be developed by the Program Superintendents.

The following should be used to establish 2020-21 expenditure budgets:

Salaries and Benefits:

- Actual staff salary costs projected to be in effect at September 1, 2020 for the period September 1, 2020 to August 31, 2021.

Expenses:

- Instructional: Budgeted on an *as required* basis, but not more than the 2019-20 budget unless there are acceptable explanations for any increases.
- Non-Instructional: Budgeted on an *as required* basis, but not more than the 2019-20 budget passed by the Board. In the event that additional increases to budgets have occurred within the 2019-2020 year, such increases should be offset by planned reductions in the 2020-2021 budgetary year.

Major Maintenance / Capital Expenditures:

- The total of newly planned capital expenditures for the 2020-2021 year is not to exceed the School Condition Improvement (SCI) and School Renewal Grant funding for 2020-2021 year. In order to provide a comprehensive review and assessment of SCI and School Renewal funding, the deferred revenue balances from previous years (unspent capital monies) will be disclosed with the corresponding list of incomplete and pending capital projects that total the deferred revenue balances.

Transportation:

- Fees should be budgeted based on the contracts in place at September 1, 2020 and budget approved by the Board of Directors of the Nipissing Parry Sound Transportation Consortium.

Other Expenses:

- All other expenses should be based on actual, identified needs in this period, i.e., September 1, 2020 to August 31, 2021.
- Elective expenditures and funding that is discretionary in nature will be brought forward to the Finance Committee for consideration and direction (i.e. spending of the RNEF Fund, Trustee Initiative Fund, etc.)
- Plan for Contingency Budget of approximately 1% of operating expenditures

Accordingly, to meet the overall expenditure target, it will be necessary to follow these guidelines in the setting of each department's (including schools) individual budget:

- That all 2020-21 program and service levels in individual departments will have to be justified on an *as needed* basis.
- That the cost of any proposed new programs or changes in current programs or services, be offset by a reduction in other current programs or services or by specific revenues or grants and accompanied by documentation supporting the proposal.
- That the size of individual classrooms, elementary and secondary, be set at the levels allowable under existing collective agreements or legislation, as appropriate.

Revenue Estimates

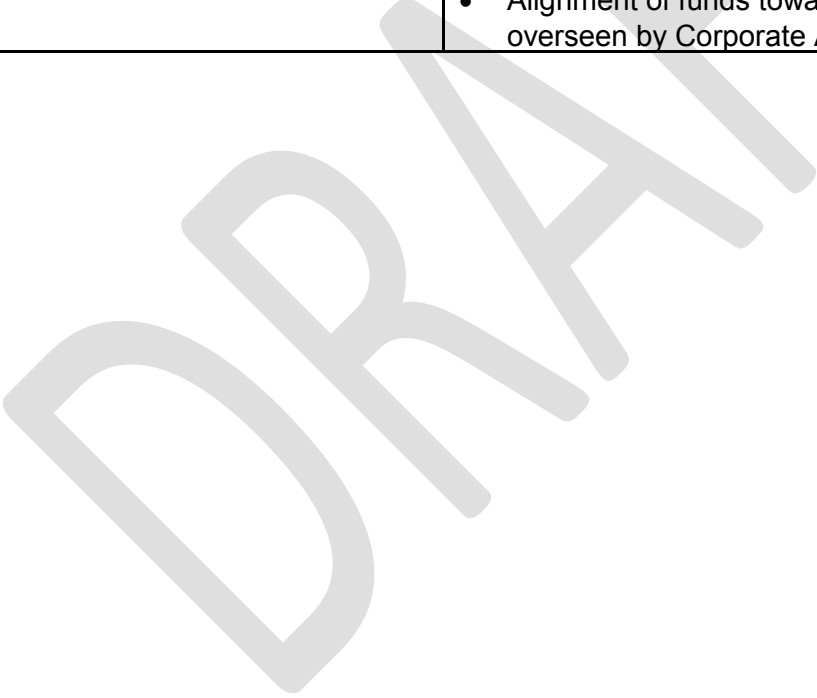
The Ministry of Education releases on an annual basis, education funding that is subject to change from year to year. The Ministry of Education has not yet released any technical documents that pertain to the 2020-21 budget year. Administration will use the 2019-2020 Technical Paper, amended as indicated, to calculate initial revenue estimates if necessary. The actual regulations, forms and computer files may not be available for several weeks to use in the determination of the Board's 2020-2021 revenue.

Estimates for expenditures may require revision when actual projected revenues are determined.

Role of Superintendents

The following specifies the major areas of responsibility for Superintendents within the organization and in the Budget process. Superintendent responsibilities are subject to change as per a system reorganization that is currently underway which will include as well assignment of responsibilities to Corporate Affairs Officer to ensure funding alignment and equitable distribution.

SUPERVISORY OFFICER	AREA OF RESPONSIBILITY
Director of Education	<ul style="list-style-type: none"> • Communications • Enrolment (Recruitment & Retention) • Equity & Inclusive Education • Policies & Administrative Procedures • Strategic Planning • Student Achievement • Succession Planning • Collaboration re Trustee budget • Alignment of funds towards Board vision/MYSP overseen by Corporate Affairs.



SUPERVISORY OFFICER	AREA OF RESPONSIBILITY
Superintendent of Business & Treasurer Liz Therrien	<ul style="list-style-type: none"> • Administrative Technology • Board-Wide Infrastructure • Budget Forecasting • Capital Expenditures • Construction Projects • Corporate Services Software /Applications • Debt Servicing Costs • Employee Assistance Plan • Employee Hiring & Retirements • Enrolment (Forecasting) • Financial Analysis • Health & Safety • Leaves of Absence • Maintenance & Plant Operations • Non-Curriculum Software Applications • Pay Equity • Policies & Administrative Procedures – Human Resources • Performance Management – Non-Academic Staff • Procurement • Real Estate Transactions • Revenue - Provincial & Other • Salaries & Benefits - All Areas • School Generated Funds • Sick Leave Administration • Staffing • Transportation & Planning • Union Negotiations • Workplace Accommodations • Labour Relations • Accessibility

SUPERVISORY OFFICER	AREA OF RESPONSIBILITY
Superintendent of Education Tim Graves	Programs – Elementary and Secondary <ul style="list-style-type: none"> • Student Achievement • Professional Development • 21st Century Learning • Arts • BIPSA, SIM, SEF, PLC Projects • Programs and Curriculum Development • Elementary Athletics • EQAO • Financial Literacy • French Immersion • FSL • Mathematics, RMS • Outdoor Education/Environmental Education • STEM Innovation Program • Program Planning & Assessment/Growing Success • Adult Education • Curriculum Development • eLearning • Educational Field Trips • International Students • NTIP • OYAP/Cooperative Education • Pathways • Robotics Initiative • Secondary Principal PPA • SHSM • SCWI • Experiential learning if received • Staff Professional Development – Academic • Student Success Initiatives • Summer School

SUPERVISORY OFFICER	AREA OF RESPONSIBILITY
Acting Superintendent of Education Gay Smylie	<ul style="list-style-type: none"> • Capital Planning • Community Use of Schools • Before & After School Care • Early Learning (ELKP, Early ON & Before/After Care) • Early Years Capital Project • Nutrition & Healthy Schools • Safe Schools
Superintendent of Education Roslyn Bowness	<ul style="list-style-type: none"> • Equity and Inclusive Education • ESL / ELL – K-12 • Indigenous Education – K-12 • First Nation Advisory Committee (FNAC) • Professional Development – Indigenous Education • Indigenous Language Programming • SAL/Alternative Education • Community Response Teams/Crisis Tables • Home Instruction/Home Schooling • Mental Health Support Services • Mental Health/Well-Being Professional Development • Attendance Counsellors • Staffing – Behavior Support • Parent Volunteers • Parent Reaching Out Grants • School Advisory Councils • Special Education Department • Special Education Advisory Committee (SEAC) • Staffing – EAs, SERTS • Staffing – Spec. Educ. Professional Support Services • Staff Professional Development – Special Education • Care and Treatment (CCTC Programs)-Section 23 • Student Success

Superintendents will be responsible for the preparation and collation of budget information in their respective areas for the system. The addition of position of Corporate Affairs Officer will further support planning and adherence to equitable funding distribution amongst and between certain departments.

Role of Senior Administration

In May 2020, based on submissions from all departments, Senior Administration will review and analyze the 2020-21 preliminary budget estimates put forth by the various departments. Senior Administration will determine what action(s) might be necessary to comply with the Board's directions and guidelines as well as any legislative compliance that is necessary. Senior Administration will prepare a complete set of 2020-21 Preliminary Expenditure Estimates for presentation to the Finance Committee in May/June 2020, together with such recommendations as may be appropriate with respect to any additions, deletions or changes to such estimates. All recommendations will be prioritized by Senior Administration and will include information, as complete as is reasonably possible, regarding the recommendation's effect on schools and programs, where applicable. Senior Administration will prepare a complete 2020-21 Final Draft Budget for presentation to the Finance Committee in June 2020.

Role of the Budget/Finance Committee

The Trustees of the Near North District School Board have developed a Budget/Finance Committee. Representation on the Finance Committee is comprised of three (3) Trustees and Chair of the Board. Annual membership is determined in December subsequent to annual Inaugural Board Meeting. The role of the Finance Committee is to provide staff with direction and priorities for the coming year and to review draft budgets presented by staff. The Committee will ensure adequate input from stakeholders, and ensure the budget addresses all concerns to the greatest extent possible. The Finance Committee has the responsibility of guiding the process and ensuring the budget is prepared in a manner that addresses the needs of the system and that the budget is completed as required by the Ministry of Education.

Role of the Board of Trustees

The primary role of the Board of Trustees is to establish goals and objectives through development of the Board's annual Multi-Year Strategic Plan for the year and to approve the final budget. A Budget/Finance Committee has been established by the Board of Trustees to assist in this task. The Board may, at any time, request detailed, specific information from Administration through the Budget/Finance Committee.

The Board may also wish to establish, in advance, overall targets or goals that are to be met or to establish other guidelines that would be used in the preparation of the annual budget estimates, however, the budget process must be open, except as provided under the Education Act or other applicable legislation.

While the Board may delegate the initial responsibility for the preparation of an annual budget to its administration, the Board of Trustees *has the ultimate responsibility* under the Education Act, to prepare and adopt annual estimates.

Balanced Budget

Each year every school board, prior to the beginning of a fiscal year is required to prepare and adopt a budget (estimated revenues and expenses) in accordance with sections 231 and 232 of the Education Act. The Education Act states that a school board is not permitted to adopt estimates that project an in year deficit. There are very specific exceptions to this directive that can only be exercised in extreme situations with Ministerial approval.

The Board must balance its desire to provide the best possible education for its students with the resources available to it. While the Board can consult with local interest groups, it cannot abdicate the

requirement to act as a responsible corporate body in fiscal matters. It must, by law, balance the annual budget and if expenditures exceed revenues, seek Ministerial approval and have a plan for corrective action.

The Board should finalize the 2020-21 Budget (assuming final revenue information has been released by the Ministry of Education in a timely fashion) not later than June 30, 2020 for submission to the Ministry of Education at that time. During COVID-19 it is not the intention of the Ministry of Education to modify the due date of budget submission but is flexible to acceptance of late budget submissions. The Ministry is requiring that if a submission is expected to be late to notify respective Finance Officer responsible for the Board.

DRAFT

DETAILED INSTRUCTIONS

Department Budgets (Other Than School)

Each superintendent / manager will prepare his / her department's 2020-21 expenditure estimates through consultations within departments and between departments. Submissions should be completed and forwarded to the Finance Department in accordance with the Budget Timetable.

School Staffing

Enrolment estimates for 2020-21 will be established in consultation with the Finance Department. Enrolment estimates will be used in the application of formulas to determine staffing requirements. For the current year, the Human Resources Department in conjunction with Senior Administration will determine staffing requirements. These results will be collated by the Lead Administrator of the Human Resources Department in consultation with Senior Administration so that a system-wide allocation of overall staffing needs can be determined.

School Supplies and Texts, Etc.

For the purposes of determining the 2020-21 Preliminary Estimates, the total amount for school budgets will be set at the same amount as 2019-20 with the total being distributed based on proportionate enrolment at the schools. Small schools receive a "small school top up" of approximately \$2,222 to ensure equity and sufficient funding. School budgets may be subject to revision when more precise information is known regarding the 2020- 21 school year.

Consideration to establishing a committee, made up of Finance Department staff, Principals, and Superintendents to examine the curriculum budget and how it might be allocated between schools and central budgets is being given. The intent is to ensure that schools have sufficient funds for classroom materials and textbooks, but also that system- wide initiatives have the financial support required. However due to current time constraints this unfortunately is not an option that can be accommodated this year.

Building / Maintenance Requirements

Regular building maintenance is budgeted by Plant Operations staff; based on historical trends and anticipated needs.

The School Renewal and School Condition Improvement Budget is a closed envelope and is intended to address larger project needs, such as roof replacements, mechanical / electrical upgrades, small additions, etc. The amount of the allocation is a function of the Ministry formula and the Board's enrolment. This amount will be reflected in the Capital Budget.

Timetable for Estimates

2020-21 BUDGET TIMETABLE			
Date	Responsibility	Procedure	Date Completed
May 12, 2020	Superintendent of Business & Treasurer	Review Draft Timetable at Senior Administration	
May 19, 2020	Senior Administration	Finalize Goals and Priorities	
TBD – May 11, 2020	Director of Education	Finance Committee - Budget Goal Setting	
May 11, 2020	Superintendent of Business & Treasurer	Finance Committee – Budget Planning (Budget Procedures Manual)	
TBD	Director of Education	Committee of the Whole – Budget Goal Setting	
May 12, 2020	Superintendent of Business & Treasurer	Committee of the Whole – Budget Planning (Budget Procedures Manual)	
January 31, 2020	Superintendent of Business & Treasurer	Preliminary Enrolment Projections	February 6, 2020
February 28, 2020	Superintendent of Business & Treasurer & Senior Administration	Update Enrolment Projections Finalize School Allocations	April 13, 2020
March 2020	Manager of Finance	Budget Templates to Superintendents and Managers	March 12, 2020
May 31, 2020	Manager of Human Resources/Lead Administrator	Benefit Information (if available from the Ministry)	
May 31, 2020	Superintendents of Education, Managers	Draft Expenditure Budgets to Superintendent of Business & Treasurer	

May 31, 2020	Lead Administrator - Human Resources	Salary sheets, including Employee Health Benefits to Finance Department for Statutory Benefit and Pension Costing.	
June 5, 2020	Finance Department	Statutory Benefit Costing	
May 19, 2020	Senior Administration	Budget Planning Meeting	
June 9, 2020	Superintendent of Business & Treasurer, Superintendents of Education	Present Draft Expenditure Budgets to Senior Administration <ul style="list-style-type: none"> • Curriculum and Special Education Budgets • Corporate Services Budget 	
June 10, 2020	Superintendent of Business & Senior Administration	Review Expenditure Estimates	
May 31, 2020	Superintendent of Business & Treasurer	Present draft budget (Staffing) to Senior Administration.	
May 8, 2020	Next Year: Superintendent of Education - Staffing	Present Teaching Staff Allocation to Senior Administration	May 4, 2020
June 16, 2020	Superintendent Business & Treasurer	Present Draft Budget (Department Expenditure Estimates) to Finance Committee for: <ul style="list-style-type: none"> • Special Education • Curriculum • Administration • Transportation • School Operations • Information Technology 	
May 8, 2020	Superintendent of Business & Treasurer	Technical Paper and Instructions made available by the Ministry of Education	
Anticipated mid-May 2020	Superintendent of Business & Treasurer	EFIS Software made available by the Ministry of Education	
June 5, 2020	Manager of Finance	Complete Revenue Estimates Complete Draft Expenditure Budget	

2019-20 BUDGET TIMETABLE

Date	Responsibility	Procedure	Date Completed
June 9, 2020	Superintendent of Business & Treasurer	Review Draft Budget (Staffing) with Finance Committee Present Teaching Staff Allocation to Finance Committee	
June 16, 2020	Superintendent of Business & Treasurer	Review Final Draft (Expenditures and Staffing) with Finance Committee	
June 18, 2020	Superintendent of Business & Treasurer	Final Budget to Committee of the Whole	
June 30, 2020	Chair of Finance Committee	Final Budget to the Board of Trustees	

SUMMARIZED ACCUMULATED SURPLUS AND DEFERRED REVENUE AS AT AUGUST 31, 2019

Accumulated Surplus

The total balance of the Board's accumulated surplus is **\$11,630,731** comprised of various appropriated and unappropriated (restricted and unrestricted) funds. Funds that deserve noting are the Operating Accumulated Surplus which is **\$6,311,794** and School Renewal **\$589,805**. While the Operating Accumulated Surplus is an unappropriated fund and the School Renewal is an appropriated fund, both funds require Ministry approval before use. All other funds are appropriated for a specific purpose as a result of consolidation or to support a historic approved financial decision to its conclusion (ie. grandfathering of retirement gratuities and capital projects at various schools).

Deferred Revenue - Operating

Legislative Grants	843,661	These are all specific purpose funding/grants that have to be spent on their intended purpose. They are operational in nature (ie. instructional specific) and during budget deliberations are usually always intended to be spent in entirety. However, due to timing and perhaps start up delays there may be unused funding at year end to be used the following year. These funds need to be spent on the Ministry specified purpose.
Other Ministry of Education Grants	230,421	
Other Provincial Grants	133,400	
Third Party Grants	140,804	
Total Deferred Operating Grants	1,348,286	

Deferred Revenue - Capital

School Renewal	3,782,618	This funding is allocated annually within the GSN calculations. Each year the Board approves a list of capital projects that equals the current year's funding allotment. Projects that were not complete or did not commence have the associated funding placed in deferred revenue. Trustees could explore if there are any projects that have yet to commence choose to proceed, cancel or redirect funds to other necessary capital projects.
Temporary Accommodation	80,689	Specific funding for portables-ie. Recently added at Vicent Massey
Rural and Northern Education Fund	186,312	This funding is discretionary within some specific parameters. Trustees will decide/approve the use of any deferred revenue remaining at the end of the 2019-2020 year plus the 2020-2021 budget allocation.
Retrofitting School Space for Child Care	164,200	This was joint venture with DSSAB that did not occur however the funds cannot be spent on any other initiative.
Other Ministry of Education Grants	1,581	Energy Efficiency funding specific in purpose. Will be used during current 2019-2020 year.
Proceeds of Disposition	3,054,310	From the sale of instructional property (now includes King George). To be used for capital projects with Ministry permission granted. For example requesting permission to use with a new school build.
Total Deferred Revenue - Capital	7,269,710	

Title:	New Elementary School Build – Fricker PS Site
Contact:	Marianne Speirs, Capital Projects Manager
Date Submitted:	Board Meeting May 25, 2020
Background	<p>It is the Capital Projects team commitment to ensure communication to the various stakeholders, including our trustees, with an update as we move forward to reach various design development milestones for the new elementary school and child care. In addition, this also includes the eventual evacuation of the current facility on site - W.J. Fricker Public School.</p> <p>This summary indicates that despite the COVID-19 challenges, the project has moved forward under the supervision of the Capital Projects Manager, and has included senior staff and management groups input to help formulate the conceptual development of the project, and staff cooperation in the closing up of the current school site.</p>
Project timelines	<p>NNDSB’s architectural consultant, Mitchell Jensen Architects, have been working since award in November 2019, developing the exterior site plan, as well as a conceptual interior layout, via in person meetings January/February 2020, and then moved to virtual meetings in March, that allowed for discussions and the viewing of the project drawings, as it has moved forward. Discussion around flexible spaces and various ways of learning for the future, have guided the experts to create a very functional and visually appealing design that also compliments the neighborhood aesthetic. The design includes (4) modular constructed portable classrooms that are fully integrated with the building. Technical building system reviews with managers of both Plant and IT have ensured consistency in regards to our maintenance team’s ability to manage the new facility and site.</p> <p>The move consultants for the evacuation of the school have been selected and with the recent announcement of students not returning, we are able to vacate this building prior to the end of June. Staff are working well with the guidelines for packing and purging and there are no unforeseen issues with this process.</p>
Next Steps	<p>Next steps include our first cost consult with Mitchel Jensen Architect’s hired quantity surveyor, to ensure we are maintaining the correct financial direction.</p>

	<p>A presentation to the Building Committee Members, Trustee Bill Steer and Trustee Louise Sargent, as presented by Mitchell Jensen Architects, (virtual meeting) will occur in June.</p> <p>Cost analysis results forthcoming will provide direction for the next step of drawing/documents development, with fine tuning of mechanical/electrical/ structural elements, as well as conceptual elevations that can be used in school marketing.</p> <p>In June, an application to the Ministry for site development costs, when approved, will formulate the scheduling of the demolition of the existing building, and then the general contractors direction to prepare the site for the building construction, which is intended to begin late fall 2020.</p>
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Title:	3:2 Secondary School Consolidation
Contact:	L. Pavone, Executive Officer Secondary School Consolidation
Date Submitted:	Board Meeting May 25, 2020
Background	As part of continued commitment to maintain communication with our various stakeholders including our trustees we are providing the following update. Since our last trustee update (April Board meeting) the following is a summary of the progress to date despite the on-going COVID-19 challenges.
Next Steps	<p>Commitment to Students:</p> <p>Further to the update provided at the April board meeting we continue to meet with our student leaders and respective staff advisors during the current COVID-19 challenges to ensure that student voice remains a priority through the consolidation process. Student leaders from WSS, CSS, WF and WJ Fricker have worked collaboratively to make recommendations on the process for Student Council elections with a focus of ensuring that there is a strong student voice from students who are currently at WSS and WJ Fricker and transitioning to Chippewa and West Ferris in September 2020.</p> <p>Student leaders along with their respective staff advisors have developed a plan to invite students at each of the schools to participate in a student focused transition activity using a virtual template. This will enable the schools to celebrate the rich history of the past with a focus on moving forward to the future. Chippewa is planning a celebration of student talent on June 5th through an event themed ‘Chipcella’ while West Ferris is planning a ‘Totally Outrageous Group Activity-TOGA’ on June 11. Both events are open to the public with a focus on those students attending each of the two schools in September.</p> <p>Further to the above student focused activities our staff led by the outstanding support of our school administrative teams are working diligently in completing student timetables with a goal to have them provided to students either through a virtual template such as EDSBY or in a hard copy format prior to the end of this current school year. As part of the timetabling process our school teams continue to plan in providing welcoming areas for our Indigenous students along with appropriate language based programming in each of our two secondary schools in North Bay.</p>

Our senior team recently provided their resounding support to hire a guidance teacher that will support the consolidation process as part of summer school staffing. This initiative will provide an excellent opportunity to support students and their parents through this critical transition period as they move from their current home school to either Chippewa or West Ferris in September. It further supports the NNDSB Student Success and Program Pathways planning model.

Our school and board staff continue to meet daily to collaboratively plan for September in providing supports for 'At-Risk' students and those students with special education needs. The use of phone and Microsoft Teams meetings are being used to support this initiative through the current COVID social distancing challenges.

Commitment to Staff:

Working collaboratively with our employee groups we continue to support our students through appropriate and dedicated staffing. Through the leadership of our school administrative teams and with the support of our senior team and board staff we are currently in the process of completing student timetables. The focus throughout the consolidation process is providing innovative student based programming at West Ferris and Chippewa along with ensuring that dedicated supports such as Student Success and Resource personnel are available at each of the two schools. Our school teams with the support of our senior team have also ensured that appropriate staffing in the form of a Grad Coach is provided to our Indigenous students and non-Indigenous students who may be considered 'at-riks' of not graduating at both West Ferris and Chippewa for September 2020.

Working collaboratively our school teams continue to implement the move management plan despite the current COVID social distancing challenges. Using a virtual template the school teams have developed inventory sharing in the following key areas of Physical Education Equipment, Drama and Music Equipment, Tech Equipment, Aesthetics, Hospitality, Science materials and Special Education equipment.

Commitment to Community:

Recently we met with parent leaders of the schools involved with the North Bay Consolidation process including Fricker. We used the Microsoft Teams platform and for the most part the meeting went as smooth as could be expected. A key area of feedback from parents was that they

appreciated the regular communication on the consolidation process from the school and the board despite the current COVID-19 pandemic challenges. Parents were especially appreciative of our school staff who continue to focus on student needs as we move through the 'final' phase of the consolidation process.

As we approach the end of this school year we will continue to ensure that our parent community are informed of the progress made through the school consolidation process through electronic communication, board and school web sites and through social media. Our schools remain closed due to the Provincial Emergency Closures however we continue to provide virtual school tours at CSS and WF and our school based teams remain vigilant at responding to student and parent requests for program pathways for September.

Next Steps:

- Continue the focus on completing student based timetables prior to the end of the current school year.
- Continue to monitor the progress of the Phase 1 renovations regarding the capital improvements for Chippewa and West Ferris. Despite the COVID-19 challenge at this stage the process remains on schedule as previously reported.
- Continue with the Move Management Plan in consolidating program and school resources for the September 2020 school year
- Continue with planning student transitions including supports for students who are considered 'At-Risk' of not graduating, students with special education needs and developing culture building activities using a virtual template.

**MINUTES OF THE MEETING OF THE FIRST NATIONS ADVISORY
COMMITTEE HELD ON FEBRUARY 12TH, 2020 AT
Nbisiing Secondary School**

Nancy Allaire, Nipissing First Nation
Hillary McLeod, Nipissing First Nation
Muriel Sawyer, Deputy Chief Nipissing First Nation
Roslyn Bowness, Superintendent of Education
Louise Sargent, Trustee
Alan Bottomley, Trustee
Amanda Mathias-Mizzi, Coordinator, Indigenous Education Lead
Sherrill Judge, Shawanaga First Nation
Leslie Hansen, Vice Principal of White Woods Public School
Lois Lambert, Dokis First Nation
Rose Jawbone, Kebaowek First Nation
Lynn Mongrain, Temagami First Nation
Genevieve Solomon-Dubois, Henvey Inlet First Nation
Melanie Simmonds, Executive Assistant

1.0 WELCOME

2.0 APPROVAL OF THE AGENDA

Approved by: Nancy Allaire
Seconded by: Alan Bottomley

**3.0 APPROVAL OF THE MINUTES OF THE OCTOBER 16TH, 2019 & NOVEMBER 26TH,
2019 MEETING As amended for November 26th.**

Approved by: Sherrill Judge
Seconded by: Nancy Allaire

4.0 Program Updates

- **Secondary FNMI Studies Courses**
- **Student Voice – Student Advisory Circle**

Amanda will send her updates to the committee by email. There are many great success stories along with the expansion in programming for Indigenous Studies. The Youth Advisory Circle is moving forward with representatives from each high school. The Advisory Circle will spend time reviewing and discussing data from the *This is Me* survey this week. This discussion will inform further dialogue and priority setting at the school and system level.

5.0 This is Us Survey Results and Planning Circle

Karen Waller, Principal of Phelps School and Equity Project Lead and Jeff Roynon, Data Analyst and System Planner, presented the data from the *This is Me* survey, now informing *This is Us* moving forward. The data helps us to understand our demographic and includes student voice based on how they are experiencing school.

Karen reviewed the background to the survey including the two parts of the survey; the demographic data and the student questions. Karen reviewed participation rates: K-6 13%, 7/8 82%, 9-12 58%, 7-12 66%. Grade 7-12 students completed the survey in school. FNMI data is reflective of the Voluntary Self Identification data for the NNDSB.

For the purposes of work on FNAC, the data presented and discussed, was reflective of Indigenous and non-Indigenous students in grades 7-12. FNAC considered, discussed and helped to further inform the data. Copies of the questions and results, in a draft format were circulated. The committee asked if the first few slides of the power point presentation could be emailed to them to share in their reports to community. The group discussed the barriers that may prevent students from participating in school activities. Of interest and discussion were areas of the survey reflecting, comfort level, culture, and transportation. Input from today will be utilized to inform future surveys, system and school based planning and actions moving forward.

6.0 Reciprocal Education Agreement

Roslyn and Nancy have been working on this draft agreement. Copies were circulated. It is hoped that our work on this draft document will help to better understand the larger REA agreement. The Ontario Chiefs have approved and signed off on this reciprocal approach. The REA defines the processes regardless of whether a current service agreement is in place.

Dates will have to be revisited in the education service agreements so that they align with the REA document. Information needs to be uploaded to the Ministry by certain dates in order to receive the funding. Students will still need to register at a provincial board first and then be transferred over to the First Nation school. The Nominal Roll is now the Student Enrolment List.

Parents need to be aware of written notices; example, an out of province student must complete the written notice, and register at the appropriate public school. The school would demit the student and they would then register at the First Nation school. Nancy has confirmed that only new students coming into the system will require written notices; existing students do not need this. Work will need to be done with frontline staff on these processes for September.

7.0 First Nation Updates

Nipissing First Nation

As part of the Nigaan project, they have developed a poster displaying all different pathways for students. Once finalized it will be shared with all Boards. There are both English and French versions available and it is based on following your path to the good life.

Henvey Inlet First Nation

Genevieve shared her excitement around the great things happening at Britt Public School. We are working together on joint cultural education and activities for staff and students. The Mental Health Worker from Henvey has been well integrated into the school.

Next meeting: April 15 at Shawanaga First Nation