



REGULAR BOARD MEETING
To be held via Teams Meeting or via phone
(705) 482-7613 or (844) 883-2385 with code 419 560 792#
Tuesday September 15, 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 September 15, 2020 be approved.

1.5 Approval of Minutes from Previous Meeting

Motion:

That the minutes of the Board meetings held on June 22, July 30 and August 11, 2020 be approved.

1.6 Student Trustee

Motion:

That Madelaine Paradis (Almaguin Highlands Secondary) be appointed Student Trustee for the school year 2020-2021.

Declaration of Office and Oath of Allegiance.

2.0 Communication to the Board

2.1 Information Items:

- a) Correspondence from Nick Green dated August 4, 2020 (CW Sept. 15)
- b) New Math Curriculum
Report included – SO Graves & Principal Walking
- c) Monthly Tender Report
June to September 2020

2.2 Director's Update Report included

2.3 Chair's Remarks

2.4 OPSBA Report Trustee Steer

2.5 Student Trustees' Update

3.0 Items for Decision

3.1 September Report to the Minister

Motion:

That the Board accept the September Response to the Special Advisor's Report and forward that response to the Minister of Education.

3.2 Director's Performance Appraisal Committee

Update on DPA Process

Motion:

That the Director's Performance Appraisal Committee be struck consisting of the following trustees: Chair Aspin, Vice Chair Cochrane, Trustee Steer, Trustee King and Trustee Fry.



3.3 Use of Accumulated Surplus for COVID

Motion:

That the Board approve for the 2020-2021 fiscal year an in-year deficit up to 2% of its 2020-2021 Board Operating Allocation and such in-year deficit be funded by accessing its accumulated surplus (reserve).

3.4 NNDSB Statement on Racism

3.5 Statement by Treasurer

Motion:

That the Board approve the Statement by Treasurer (or Secretary-Treasurer) re: Borrowing for Current Expenditures.

4.0 Committee Reports

4.1 Standing Committees

- a) Finance Committee
verbal update Vice-Chair Cochrane
- b) Multi-Year Strategic Planning
verbal update Trustee Steer

4.2 Ad Hoc Committees

- a) WJ Fricker Build
verbal update Trustee Steer

4.3 Staff Committees

- a) 3:2 Consolidation Update
Report included



4.4 Legislated Committees

- a) SEAC unofficial minutes dated June 18, 2020

5.0 Adjournment

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



P.O. Box 3110, 963 Airport Road
North Bay, ON P1B 8H1
Phone: 705.472.8170
Website: www.nearnorthschools.ca

Jay Aspin, Chair

Craig Myles, Director of Education

The June 22, 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
Al Bottomley
Harry Fry
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

Maureen Egan, Recording Secretary
Mairghread Knought, Information and Communication Officer
Lucio Pavone, Executive Officer
Christopher Walkling, Principal
Lisa Collins, Principal

Trustee Regrets:

Donna Breault
Nichole King
Rob Learn
Brooklyn Beaucage (student trustee)

Other:

Members of the Press

Minutes of the Public Session Board Meeting of the Near North District School Board held June 22, 2020

1.1 Call to Order

Chair Aspin called the meeting to order at 6:02 pm and acknowledged the traditional territories of the Anishinaabe on which all schools of the NNDSB are located. He also noted June 21st as National Indigenous Peoples Day.

1.2 Attendance

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

1.3 Declaration of Conflict of Interest Trustee Steer declared a conflict with item 2.1 a) Summer Learning because he is an employee with the Canadian Ecology Centre.

1.4 Approval of Agenda

Motion: 20-06-01 H. Fry/A. Bottomley

That the agenda for the Regular Board meeting of June 22, 2020 be approved.

- **Carried**

1.5 Approval of Minutes

Motion: 20-06-02 J. Cochrane/T. Sargent

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

Carried

2.0 Communication to the Board

2.1 Information Items:

a) Summer Learning

Director Myles explained that we often offer summer programs to support our students. This summer is very relevant given COVID. We are looking forward to helping our students and promote their learning for this September. SO Graves acknowledged the leadership of Christopher Walkling. He noted that we had a very short amount of time once the funding was announced and that his team worked very hard to secure this funding. Christopher Walkling provided a brief overview of two distinct camp experiences that will be offered virtually. Interest has exceeded expectations and the program has been expanded to meet the demand. An ipad has been provided for each participant; staff has been hired and teams are working to provide camp experiences. Trustee Sargent asked what the increase in enrolment was and Principal Walking explained. Chair Aspin commended Principal Walking for his leadership and recalled the very thorough presentation he made to the board last year. It is an excellent program, very needed and congratulations to the team.

b) Monthly Tender Report

May 2020 to June 2020. Trustee Fry noticed three of the items are over the estimate and budgeted dollars. Director Myles and SBO Therrien are cognizant of the overages and SBO Therrien said she monitors these closely.

2.2 Director's Update

Director Myles reviewed his written report highlighting our retirees and graduates. The Ministry of Education has released information re re-entry of school in September and the senior team examining this now and will keep the board informed. He acknowledged the hard work of the executive team and their teams. Moving into the summer is always a challenging time but with the additional planning re COVID it intensifies the work and the quantity of work. He congratulated each and every graduate in the board and recognized our school administrators who stepped up to the plate re graduations which changed over night when restrictions moved toward a face to face model which was a lot of work at the last minute. He thanked everyone who has supported moving NNDSB forward positively. Director Myles congratulated Trustee Steer who was recently awarded the Chancellor's award in Teaching excellence from Nipissing University. Superintendent Ros Bowness recently announced her retirement after 30 years with NNDSB. Her commitment and focus on the needs of our students including our most vulnerable has been invaluable. Her contributions will always be valued and remembered. We are very happy for Ros and this well-deserved next chapter in her life.

Chairs' Remarks

Chair Aspin echoed the Director's acknowledgment of excellence in our staff and students. We wanted to improve our reputation and to have the calibre of students we have and the leadership in staff we should be very proud.

Vice Chair Cochrane congratulated SO Bowness on her retirement. He congratulated the IT department for their excellent work with the website.

Trustee Bottomley noted that our schools play an important role in getting food to our students. Since schools have been closed there is a significant concern that many of our students are in need. We need to put some thought into this to help our students. Chair Aspin appreciated Trustee Bottomley's comments and said we are going to try and connect more with surrounding communities on this matter. Trustee Sargent stated that she would support a more robust conversation in September to come up with some ways to assist and would like to see it on a future agenda.

2.3 OPSBA Report

Trustee Steer advised that the AGM will be a virtual event on September 26th and that OPSBA has forwarded its re- congregating safety plan to the Ministry for approval.

2.4 Student Trustees' Update

Student Trustee Meighen highlighted her written report that was included in the agenda. Chair Aspin congratulated her on her outstanding this year and thanked her for her efforts. We are confident you will do well with any challenges you are faced with in the future. We wish you success, health and happiness. Keep in touch.

3.0 Items for Decision

3.1 Borrowing Bylaw

Amended Motion: 20-06-03, J.Cochrane/A.Bottomley

That the Near North District School Board approve Form 345 Resolution re: Borrowing for Current Expenditures and Debt Charges in the amount of \$20,000,000 at interest rate of Royal Bank Prime less 0.75% or Banker's Acceptance plus 0.80% per annum for the 2020-2021 school year; and

that the Near North District School Board approve Form 345 Resolution re: Borrowing for Current Expenditures and Debt Charges in the amount of \$20,000,000 at interest rate of Royal Bank Prime less 0.75% or Banker's Acceptance plus 0.75% per annum for the 2020-2021 school year; and

that the Near North District School Board authorize and direct the Chair of the Board and Superintendent of Business to do all actions necessary, and execute all required documentation, in order to give effect to the above. - **Carried**

3.2 EL#7 Financial Condition

Motion: 20-06-04, H. Fry/L. Sargent

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

3.3 Governance Manual and Bylaws

Motion: 20-06-05, A. Bottomley/H. Fry

That the Governance Manual and Bylaws as presented be approved. - **Carried**

Chair Aspin acknowledged the recommendation to have the Governance manual and Bylaws drafted and approved and congratulated trustees on this accomplishment.

4.0 Committees Reports

4.1 Standing Committees

a) Finance Committee

As a result of the lateness in receiving the Grants for Student Needs (GSNs), SBO Therrien produced a new budget schedule to commence July 3 with the intent of receiving final board approval and submission to the Ministry by August 19. Both the Committee Chair and the Board Chair acknowledged SBO Therrien and her team for their hard work especially with the delay in the announcement of the GSNs from the Ministry.

b) **Multi-Year Strategic Planning**

Unofficial minutes dated June 8, 2020. Co-chair Steer advised that we have engaged with Nanos Research and will be ready in September to proceed with phase two including the recommendation for the Director to engage a consultant. Monies for this is available through a separate fund.

Motion: 20-06-06, J. Cochrane/B.Steer

As recommended by the MYSP Committee that the Director engage a consultant for Phase two of the MYSP. - **Carried**

4.2 Ad Hoc Committees

4.3 Staff Committees

a) **3:2 Consolidation Update**

Director Myles explained that 3:2 is moving ahead and we are meeting our targets with the plan to be operational in September. L. Pavone provided a summary of his written report. He acknowledged the leadership of Principals Andy Gagne, Karin Podlatis-Brown, Ali Hearst and Heather Taylor who were instrumental in moving this initiative forward. Chair Aspin thanked L. Pavone for his efforts and is grateful for his leadership.

4.4 Legislated Committees

a) **SEAC:** Unofficial minutes dated May 21, 2020.

Special Education Report on Programs and Services 2019-20

Motion: 20-06-07, A. Bottomley/H. Fry

That the Board approve the updated Special Education Plan as recommended by the Special Education Advisory Committee. – **Carried**

SO Bowness explained that the full Special Education plan is on the website and that every year we review any changes and bring to the board via motion to approve. Once reported to the Ministry the amended plan will be on the website.

5.0 Motion to Adjourn

Motion: 20-06-08, A. Bottomley/H. Fry

That we do now adjourn at 7:20 pm. – **Carried**

Jay Aspin
Chair

Craig Myles
Director of Education



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Jay Aspin, Chair

Craig Myles, Director of Education

The July 30, 2020 **Public Session Board Meeting** of the Near North District School Board was held via teleconference.

Trustees Present:

Jay Aspin, Chair
Al Bottomley
Harry Fry
Donna Breault
Nichole King
Rob Learn
Louise Sargent
Bill Steer

Administrative Staff Present:

Craig Myles, Director of Education
Liz Therrien, Superintendent of Business
Ros Bowness, Superintendent
Tim Graves, Superintendent
Maureen Egan, Recording Secretary
Lucio Pavone, Executive Officer
Mel Gray, Principal

Regrets: Gay Smylie, Acting Superintendent
of Education

unofficial

Trustee Regrets:

John Cochrane, Vice-Chair

Other:

Members of the Press

1.1 Call to Order

Chair Aspin called the meeting to order at 6:01 pm and acknowledged the traditional territories of the Anishinaabe on which all schools of the NNDSB are located.

1.2 Attendance

Attendance indicated that eight trustees were present for this meeting.

1.3 Declaration of Conflict of Interest NIL

1.4 Approval of Agenda

Motion: 20-07-01 B. Steer/L. Sargent

That the agenda for the Board meeting of July 30, 2020 be approved.

- Carried

2.0 Communication to the Board

2.1 Information Items:

a) Parent Correspondence

Included: Dylan Allison dated July 6th and Anne Marie McKenna dated July 8th.

b) Draft Re-Entry to School Plan

The draft re-entry to school plan was shared electronically. Director Myles thanked Superintendent Graves and his team for drafting and overseeing the re-entry plan. He noted that the landscape is continually changing and we are communicating regularly with our union partners, staff and principals. He recognized staff who have adjusted or cancelled their vacation to assist with this undertaking.

Superintendent Graves also thanked all those involved and acknowledged the NNDSB families who are eagerly awaiting information on re-entry. This is challenging because it is a fluid situation especially with ongoing changes to health and safety protocols from the health unit and the Ministry. He briefly reviewed the draft and invited trustees to ask questions.

Trustee Bottomley asked if sick rooms were being planned. Superintendent Graves advised this is being considered in the planning and has been addressed by the health unit protocols.

Trustee Sargent asked about the submission to the Ministry on August 4th. Superintendent Graves advised that our document will be shared with the Ministry along with our e-learning plan and that the Ministry would provide feedback and ask questions during that meeting.

Minutes of the Public Session Board Meeting of the Near North District School Board held July 30, 2020

Trustee Fry asked for clarification regarding designated and non-designated boards. Superintendent Graves clarified that urban school boards are deemed designated and described what that looks like for those boards. NNDSB is a non-designated board.

Trustee Fry also asked if we need to access surplus dollars for re-opening. Director Myles advised that we are awaiting Ministry direction.

Trustee Learn asked about bussing protocols. Superintendent Graves advised that the consortium is providing that detail shortly.

Chair Aspin thanked Superintendent Graves and the senior team for their hard work. It is appreciated and acknowledged. He noted that we need to be creative and patient and work with our community as we navigate the re-opening process.

c) Multi-Year Strategic Planning

Co-chair Bill Steer provided a verbal update and advised that all trustees will be involved in the planning in the fall. Chair Aspin noted the excellent work of consultants N. Nanos and M. Ramsay and was pleased that the AAF funding extension was granted to support this work.

d) 3:2 Consolidation Update

Report included. L. Pavone reviewed the update.

3.0 Adjournment

3.1 Motion: A. Bottomley/L. Sargent

That we do now adjourn at 7:12 pm. - **Carried**

Jay Aspin
Chair

Craig Myles
Director of Education



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Jay Aspin, Chair

Craig Myles, Director of Education

The August 11, 2020 **Public Session Board Meeting** of the Near North District School Board was held via teleconference.

Trustees Present:

Jay Aspin, Chair
Al Bottomley
Donna Breault
Harry Fry
Nichole King
Rob Learn
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
Andrew Busch, Interim Assistant Manager of Human Resources
Maureen Egan, Recording Secretary

Trustee Regrets:

Vice-Chair John Cochrane

Other:

Members of the Press

unofficial

Minutes of the Public Session Board Meeting of the Near North District School Board held August 11, 2020

1.1 Call to Order

Chair Aspin called the meeting to order at 7:27 pm and acknowledged the traditional territories of the Anishinaabe on which all schools of the NNDSB are located.

1.2 Attendance

Attendance indicated that eight trustees were present for this meeting.

1.3 Declaration of Conflict of Interest NIL

1.4 Approval of Agenda

Motion: 20-08-01 H. Fry/D. Breault

That the agenda for the Board meeting of August 11, 2020 be approved as amended.

The amendment being the addition of item 2.3 School Opening for September 2020.

- **Carried**

2.0 Items for Decision

2.1 Report from In-Camera

Motion: 20-08-02, D. Breault/R. Learn

That the Board ratify OSSTF District 4 Memorandum of Settlement Local Agreement. -

Carried

Motion: 20-08-03, L. Sargent/H. Fry

That the Board ratify Near North Teacher Local (ETFO) Memorandum of Settlement Local Agreement. - **Carried**

Motion: 20-08-04, N. King/H. Fry

That the Board ratify Near North Occasional Teacher Local (ETFO) Memorandum of Settlement Local Agreement. - **Carried**

2.2 2020-21 Budget Report

Motion: 20-08-05, B. Steer/H. Fry

That the 2020-21 Budget Report be approved. – **Carried**

2.3 School Opening for September 2020

Chair Aspin stated that the Board's guiding principles surrounding the return to school in September have been: first and foremost, the safety of our students, teachers and staff; operating within the parameters of the Ministry of Education and health authorities; and responsive to the continuing fluid situation of COVID in the province.

Director Myles stated the importance of providing information to the trustees with the most current models and aspects. He noted that each board faces different circumstances and timelines with meetings with the Ministry. NNDSB's meeting with the Ministry was just last Thursday August 6th. It is important to understand that the plan is evolving and always subject to change.

Minutes of the Public Session Board Meeting of the Near North District School Board held August 11, 2020

SO Graves reviewed the opening documents sent to families today. He explained that our job was to implement what the Ministry directed and then localize it to our board. As a result we are having regular length school days for JK-12. SO Graves also outlined some of the protocols we will be following: all students in grade 4-12 required to wear a mask; all staff required to wear medical grade masks and eye protection; students who have higher vulnerabilities will wear medical grade mask; self-screening on a daily basis; protocols for frequent hand washing. He noted that some of these processes are a challenge to communicate effectively to the public. He also reviewed the learning models for secondary and elementary students; transportation and visitors to schools.

SO Graves was pleased to announce we are enhancing our communication to parents. We will be providing weekly updates, messaging with school messenger, and Principal Kathy Spence will be made available to answer parent questions and inquiries. Principals will be making individual decisions on their schools once they are in school.

Chair Aspin asked trustees for comments/questions. A point of order was raised by Trustee Learn because the meeting was past 8:00 pm.

Motion: 20-08-06, H. Fry/R. Learn

That the board extend the meeting no longer than thirty minutes. - **Carried**

Trustee Steer thanked all staff for the excellent effort put forward and noted the trustees' support with the senior team, unions, health unit and staff.

Trustee Breault was very pleased to see weekly updates to families

Trustee Sargent asked for daily updates on website for those parents who don't have access to local news. Director Myles said we can explore that although it would be difficult to manage. We can commit that updates will be done regularly.

Trustee Learn noted the significant challenge ahead for our principals. As a trustee for the rural schools he has heard many parents discussing what this will look like and asked if we could tour the schools. Director Myles noted that we have professional development planned for our principals and staff. SO Graves stated that there would be some challenges with touring the schools and we would have to be very mindful of early transition students and day cares.

Chair Aspin was very pleased with the re-opening plans and stated that it is very positive news for students throughout our region. We are fortunate that there are so few cases in our area. He appreciated the patience and understanding of the public.

3.0 Motion to Adjourn

Motion: 20-08-07, H. Fry/N. King

That we do now adjourn at 8:15 pm. – **Carried**

Jay Aspin
Chair

Craig Myles
Director of Education

unofficial

August 4, 2020

Mrs. Liz Therrien - NNDSB Superintendent

Mr Craig Myles - NNDSB Director

Mr. Jay Aspin - NNDSB Board Chair

Re: Buses and transportation issues around Alliance

Over the past 10 years, Alliance has increased in size to the point that the number of students has expanded beyond the surrounding infrastructures ability to support the school. As neighbors of the school, we have been fighting an ongoing battle to have the school board, and their contractors that provide bus service, show some respect for the homes that are adjacent to the school property. Every year the buses use Stones St. as a staging area while waiting to pick up children at the end of the school day. This often creates complete grid lock on Stones, thereby making it impossible for the residents of the street to get to their homes. It also creates an unsafe environment for the children as the number of cars trying to navigate the buses is also constantly increasing.

As you start to enter late planning stages for return to school, the residents of Stones St expect that you will do so with the knowledge that this neighborhood cannot handle an increase in bus (and parent) traffic. If you are increasing the number of buses to help with physical distancing requirements, we expect a plan will be put in place to ensure that buses do not block our driveways and traffic volumes are managed to ensure a safe environment. The buses cannot be allowed to 'stage' on Stones St, thereby blocking access to the homes of the residents of the street.

We look forward to seeing a draft of your plan for managing traffic around Alliance Public School. This is not a new issue, but one that was already at a tipping point, which now is in danger of exploding with increased traffic due to Covid regulations, increasing student population at Chippewa and the construction on Cassels St which has now made High Street a high traffic corridor.

Please forward your plans for managing this issue to nick012@gmail.com. I would have had this information to you sooner, but the board website is virtually non-functional.

Thank you for your time.

Dr. Nick Green

Title:	Ontario's New Math Curriculum, Grades 1-8, 2020
Contact:	Timothy Graves, Superintendent of Schools and Programs Chris Walkling, Principal of Elementary Program
Date Submitted:	Sept. 9, 2020
Mandate	The Ontario government released the province's new elementary math curriculum. The new curriculum has been designed to better prepare students for work in a rapidly changing world, strengthen math competence and improve academic outcomes.
Background	The curriculum was developed over two years in consultation with parents, math educators, academics and math education experts, and is designed to reverse a decade of declining math scores. It will be available to students across the province beginning in September 2020
	<p>Highlights to the changes include:</p> <ul style="list-style-type: none"> - Addition of new math foci such as Financial Literacy, Coding, Mathematical Modelling, Social Emotional Learning Skills and Spatial Sense (combined geometry and measurement), along with a continued focus on Number and Data - Social Emotional Learning Skills focuses on explicit instruction and embedded experiences to promote a positive identity as a math learner, to foster well-being and the ability to learn, build resilience and thrive in mathematics. It is taught across all strands. - Transferrable Skills in Mathematics (grounded in the 21st Century Competencies) and High Impact Instructional Practices - Connections between strands assessed through a single mark reflecting significant learning across mathematics topics - Continued focus on Number Sense and Operations with a detailed approach to teaching math facts with a balance of conceptual understanding leading to procedural fluency - Digital and dynamic curriculum platform with embedded professional development and links with parent information - Reduced number of expectations to focus on key aspects of math as identified by research (provincial, federal, global) - Earlier and clearer focus on fractions starting in grade 1 - Aligned French and English math expectations - Fewer grade 8 expectations to allow for greater consolidation prior to high school <p>Board Actions to Date</p> <ul style="list-style-type: none"> - 1.5-hour Professional development for K-8 educators highlighting the key changes and suggestions for initial implementation, with a focus on the Social Emotional Learning Skills (Sept. 3, 2020) - Two optional 1-hour professional development sessions to introduce/review the pre-existing locally developed resource "The First X Days" that establishes the learning environment, addresses SEL

	skills and introduces routines and high impact instructional strategies (Sept. 8, 2020)
Next Steps	<p>Throughout the 2020-21 academic year, elementary educators will engage in professional development related to the implementation of the new math curriculum, including:</p> <ul style="list-style-type: none"> - Alignment with current board resources (i.e. Math Assessment Resource) - Scope and Sequence for learning - Assessment and reporting (Growing Success Addendum) - Coding - Mathematical Modelling - Financial Literacy - Planning Mathematics for Students with Special Needs
Recommendation	It is recommended that the Board of Trustees have opportunities throughout the year to receive updates related to the implementation of the new math curriculum.

TENDERS
June 26, 2020
to
September 3, 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	September 3, 2020	NNDSB 2020-024 Provisioning of Additional Broadband Internet Infrastructure for Secondary Panel Schools	Almaguin, Chippewa Intermediate & Secondary School, Northern Secondary School, Parry Sound Intermediate & Secondary School West Ferris Intermediate & Secondary School	Cogeco Connexions Inc. Eastlink Vianet Inc	Eastlink & Vianet	\$130,800.00	\$17,004.00	\$147,804.00	Budget Estimates provided in Operational IT Budget for 2020- 2021	2 Years	Low Bid
2	July 8, 2020	NNDSB 2020-023, Transfer Switch Upgrades	Britt Public School	E.A. Shipman Electric Ltd, 1916549 Ontario Limited (aka RAW Electric), Metal-Air Mechanical Systems Ltd	E.A. Shipman Electric Ltd	\$12,912.00	\$1,678.56	\$14,590.56	NIL		Low Bid - Emergency Repair
3	July 3, 2020	NNDSB 2020-022, Site Improvements	Chippewa Secondary School	Ed Seguin & Sons Trucking Paving Ltd, Canor Construction, Pioneer Construction Inc. Venasse Building Group, Kenalex, CSL Group	Ed Seguin & Sons Trucking Paving Ltd	\$438,539.00	\$ 57,010.00	\$ 495,549.00	\$ 757,139.00		Low Bid
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Title:	Director's Update
Contact:	Craig Myles, Director of Education
Date Submitted:	Board Meeting September 15, 2020
Welcome	<p>Welcome back and welcome to the journey ahead as we navigate through a new way of teaching, learning and doing business in the NNDSB. We have worked very hard to ensure our schools and board office are safe for everyone as we resume learning and educating.</p> <p>It was a very busy summer as you know not only preparing for school re-entry, staff professional development; and enhancing health and safety protocols, but also delivering a very successful summer learning program. We will be bringing a presentation on our summer learning to the Board in October.</p> <p>We were also very busy at the board level approving a later than normal budget due to the delay of the GSNs and also sharing re-entry plans as we worked through the numerous directives and guidance from the Ministry. I would like to thank the members of Executive Council who sacrificed their summer vacation to ensure we met our timelines and commitments.</p> <p>I would like to welcome our new student trustee Madeleine Paradis; we look forward to working with her this year.</p> <p>I would like to also welcome Acting Superintendent Mel Gray to the senior team. She brings valuable leadership and commitment to our students and families.</p> <p>I am pleased to welcome Jamie Bennett to the NNDSB as Communications Officer. Jamie brings considerable education knowledge having worked with other boards in the province. Working alongside Jamie and new to the board is Josh Casey. Josh's focus will be on marketing the board and showcasing the excellent work done in our schools.</p>
Learning	<p><u>Professional Activity Days</u></p> <p>On September 1, 2 and 3 we welcomed all staff back into the schools with three successful professional activity days filled with significant learning involving resiliency, equity and inclusion, health and safety, and the new math curriculum and more. All sessions were well attended and were also offered via online platforms.</p>

Community

We are very pleased with our ongoing communications and supports to our families via the website and school messenger. I invite everyone to review our website and social media platforms as we continue to update.

Over the summer we had a dedicated principal responding to all inquiries related to school re-entry and a receptionist at the Board office managing inquiries and phone calls. We also utilized the services of an elementary school secretary to support registrations leading up to September.

As we begin this new school year I would like to thank all staff, union partners, the transportation consortium and the Chair and trustees for your support and continued efforts as we work towards our successful school re-entry and learning.

REPORT TO THE MINISTER

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

Minister's Report. Number 2 of 3
September 2020

September 15, 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

Dear Minister Lecce:

The Near North District School Board is pleased to submit the September 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 and external data.
- Additional data compiled by the Director's office.
- The new NNDSB Governance Model
- External data gathered by Nanos Research
- Internal data gathered by Ramsay Partners

Near North District School Board believes it is important to address all issues and recommendations. 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 or executive staff 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 second of three reports to the Minister of Education will follow the same format as the first. The first interim report submitted provided an update on the progress toward meeting the recommendations as provided by Advisors Joudrie and Easton (2020). As of the May 2020 report, strategic plans and actions had already been implemented toward restoring strong leadership, governance, human resources, financial accountability and public confidence. As in the first report, the second 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. Procedures in Accommodation Review will be corrected after the completion of the revised Ministry policies pertaining to ARC processes, as advised by Special Advisor Joudrie. NNDSB has designed our improvements around a multi phased approach. The progress in this multi phased approach has been reported in submission #1. Further progress is reported here. The final report will contain updates based upon the work currently underway to improve upon the NNDSB organizational structure, task efficiencies and leadership practice.

Addressing the issues described in the three 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. The Covid-19 pandemic has presented unprecedented significant complications. Despite this obstacle, the work to improve the structure and function of the NNDSB has continued. It is important to note that there have been some unavoidable delays particularly in regard to:

- Multi Year Strategic planning meetings which demand highly collaborative face to face interaction
- Hiring of facilitators Nanos Research and Ramsay and Partners Inc. and the attainment of their data
- Financial meetings planned for April which had to be postponed pending the release of GSN dollars and accompanying Ministry Technical Reports.
- HR reorganization due to the need to secure a highly skilled HR Manager
- The hiring of other significant positions such as: Director's Assistant, Communication's Officer and Facilities Manager
- The onerous last minute curriculum audit as per the Auditor General
- Internal overhaul and reorganization of principal and vice principal structure

It is important to note also that NNDSB recognizes the tremendous amount of work ahead to correct ineffective organizational practice. Given the gravity and complexity of the work, Director Myles immediately inquired about making application for Audit and Accountability Funding- (AAF) now renamed Excellence in Education Administration Funding (EEAF) to make possible the hiring of expert support in righting the operational ship. Securing these funds has helped NNDSB to maintain a forward momentum in a positive direction. The research and consultation organizations secured in the facilitation of this massive reorganization have been hired through this funding. To continue our journey of improvement, an application is being prepared for EEAF funding. We are hopeful the Ministry will approve our application for funding so we can continue our important work.

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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.”***

As stated in the May report to the Minister, NNDSB has found efficiencies at the executive level, the number of superintendents was decreased from 6 to 4 and associated steps deployed. A complete central staffing reorganization has begun to complement this shift to promote active succession planning, to align the Board with exemplary 21st century best practices and to dismantle antiquated and ineffective cultural habits. As a result of these changes, the complexity of the superintendent role has increased, however they are now supported by system principals who will be responsible for the daily implementation and monitoring of school effectiveness strategies that benefit the system starting in the 2020/21 year. This will allow Supervisory Officers to refocus on oversight and not on task performance. Central principals have been chosen based on their demonstrated ability to support the system. This process has ended the practice of central position appointment without process and will help dispel the rumours of nepotism and cronyism.

Lack of leadership structure to support growth and cultivation of leadership capacity had caused the NNDSB foundational structure to decay and professional conduct to fall into dysfunction. It has been established that this dysfunction 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 systematically throughout the organization. The overhaul and revival of this organization includes complexities that require a tremendous amount of dedication to the role of Director of Education working in close harmony with his executive team with Board support. The selection of Director Myles has provided the best immediate move towards a sustainable solution and NNDSB Board of Trustees is pleased to have found a solution to a history of ineffective leadership in the CEO position. Trustees are consulted and are in support of organizational decisions.

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 of Trustees has full confidence in his ability to repair the damage given the right tools and personnel. 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, communicates regularly with board committees such as the finance and multi-year strategic planning committees and regularly reports to the Board as a whole by way of updates, formal submissions, Trustee updates and Board reports. His work as a superintendent in the NNDSB provides an inherent knowledge and understanding of gaps and solutions. “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 of Trustees began immediately upon the commencement of Director Myles’ tenure to activate an effective board Multi Year Strategic Planning (MYSP) committee which involves Trustee co-chairs from different regions. 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 was created that included the gathering of evidence from relevant stakeholders. The highly respected organization Nanos Research was engaged to conduct much of this work. The data was compiled and analysed in mid-August 2020 and shared with Ramsay and Partners Inc., who were hired to facilitate the MYSP process. The data gathered by Nanos Research has provided some encouraging findings with the new Board direction. This confidence is echoed strongly in the Ramsay results. which speak to particular confidence in the new Director and Board. The data will be used to inform the MYSP process.

On August 18, the Trustee Co-chairs of the MYSP planning committee and senior executive team were present for the strategic organizational design meeting held by Ramsay and Partners Inc. This core group of MYSP champions, referred to as the coalition for change, engaged in a day long brain storming session to provide their best thinking to the Director. The next steps in the MYSP process includes a series of focused meetings for the gathering of stakeholder opinion on board priorities moving forward, followed by the facilitation of goal setting based on the results of the data. The MYSP Trustee/Senior Executive team retreat and goal setting were to occur in early September after compilation of all data. The MYSP planning timeline has now strategically been adjusted to continue in October in order to provide time to obtain a fuller data set. Further data will come from meetings with additional stakeholders in collaboration toward the design of key goals. This strategy was fully endorsed by the Board of Trustees at the September 15 Board meeting where a progress report was supplied by the MYSP Trustee co-chairs and facilitator Michael Ramsay. There have been interruptions in the continuity of the MYSP planning process due to significant pressures presented by Covid-19, but NNDSB has managed to maintain momentum and Board support in a common understanding of the importance of the Director’s vision. The allocation of resources toward the MYSP planning process will continue to be adjusted as necessary to address the ongoing impact of the pandemic.

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 but not limited to staff, student, parent and public voice, which will be collected in a series of face to face collaborative sessions that engage the community in thinking about the future goals of the NNDSB. All data will be considered towards improving student achievement and wellbeing goals such as student programming, credit accumulation, EQAO scores, equity and inclusion, parent communication and graduation rates. This is the foundation for a new NNDSB culture of success for all. The MYSP will provide clear direction to improve the teaching and learning environment and in turn, student achievement and wellbeing. Further goals will address the 5 recommendations as presented in the special advisors’ reports: human resources, financial responsibility, leadership, governance, and public confidence. As the planning has been pushed to October to facilitate the research required to inform decisions, NNDSB will share the MYSP progress in report #3.

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

NNDSB recognize that this Director possesses strong leadership skills and a profound awareness of organizational change. The Director has made a conscientious effort to be involved with CODE, and to

access his vast network of connections including experienced directors, superintendents and provincial leads to inform his thinking and to strategize best next steps for the organization. Director Myles hired Wayne Joudrie to support the creation of a governance manual and Mike Ramsey to facilitate the MYSP and organizational reorganization. Mr. Ramsay has clear knowledge of the needs of educational institutions and leadership skills to support the Director in leading change. The Board of Trustees have shown full support for the process and the Director's decisions in regard to the reorganization.

Immediate actions were implemented by the Director in the form of a "learning by doing" model of leadership for the executive team. Supports were provided and the executive team has been immersed in collaboration to reorganize the central structure to find efficiencies in the organization. The 3 stage restructure is well on its way. In stage 1, the superintendent compliment was reduced from 6 to a more appropriate 4 and S.O. roles were redefined. In stage 2, the senior team defined a new central structure and system team to better support new roles and organizational needs. Restructuring of system principals is complete. It was determined in the organizational design meeting of August 18 that it was necessary to define the tasks of the organization as compared to the defined roles. This critical HR function had not been performed for numerous years. NNDSB is aware that we are in need of the support of established experts in this kind of organizational structuring. Director Myles has secured a continuation of Ramsay Partners to support the board in this critical work. As of this report, NNDSB is in stage 3, in which executive, management and organizational roles across the system will be redefined and realigned for maximum efficiency and effectiveness. The Director has initiated the work to increase HR capacity to support employer efficacy and leadership development. NNDSB will be able to apply more emphasis on this work upon the attainment of a qualified human resources manager. NNDSB is now in a positive position to post and hire for this critical role.

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

As indicated in the May report to the Minister, NNDSB worked in phase 1 to initiate the spread of a pervasive culture of professionalism. In Phase 1 we established processes and procedures regarding professionalism with superintendents, principals and managers including established decorum at Board meetings, principal and 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 has begun to establish the acceptable, professional norm regarding the employer/employee relationship which has increased understanding of appropriate communication protocols. Currently inter-departmental collaborative meetings are being conducted. Meetings are formal and include agendas, minutes and specific governance structure. Staff inquiries are directed to appropriate supervisors, and chain of communication and command are being reinforced to eradicate engrained habits. NNDSB understands that school administrators and managers play a critical role as intermediaries between on the ground staff and board level supervisors. The current administrative group in schools and within operational positions have not benefited from capacity building that supported authentic understanding of leadership. Ramsay Partners are aware of this substantial challenge. 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. It is well known that changing culture takes an extended amount of time and significant effort and resources. The Board is just at the beginning of this journey. We will report on the steps to capacity building in report #3, beginning with the introduction of a succession planning framework.

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 and formal reporting mechanisms.

A large part of the department goals will be centered on finding efficiencies in how people work and the work that is being produced. Each department is engaged in a defined process to establish role descriptions that align with the Ontario Leadership Framework, 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 but the work has begun with Michael Ramsay's facilitation of introductory meetings with key areas of concern: finance, HR, IT and Plant.

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 Covid-19 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. The resignation of the Communications Officer effective July 31st caused a considerable challenge at a time when there was a need for communication to be fastidiously up to date and accurate given the re-entry to school and parent concerns. A new Communications Officer was hired in mid-September. At this time, knowing that we are chronically understaffed in the Director's office and understanding the formidable challenge to improve public confidence. We have hired an Information and Communications coordinator who will work as part of the team to market the positive learning in the Near North Board.

8. Develop a succession plan for the senior team.

The NNDSB Director is designing a succession plan that includes the recruitment, retention, extensive guidance, mentoring, and coaching of potential candidates. A comprehensive succession plan has never existed in the NNDSB. NNDSB has 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, supported by evidence, 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. All leadership positions are now awarded on merit and proven leadership capacity through a rigorous evidence based process. This component of phase 1 in the reorganizational plan, ensured appropriate assignment of principals and vice principals to schools and programs and created a management continuum to central roles. With the intended launch of the new succession plan in January 2020 an assessment of leadership strengths and gaps will inform the creation of a leadership pipeline from the New Teacher Induction Program (NTIP) through to executive level leadership. The plan includes coaching and mentorship, distributive leadership and empowering leaders to succeed through opportunity, the building of evidence based leadership portfolios, system and district leadership opportunities. 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 and proven ways to promote leadership succession.

Delays due to Covid-19 made it necessary for the Director working with Ramsay Partners to establish and propose an alternative mode of gathering evidence and establishing a plan for leadership capacity building and reorganization. Thus, the plan to engage the senior leadership team in ongoing professional development to understand best practices for system change and the importance of such change was also

delayed. NNDSB initially planned to report on progress in September but must now address progress in the 3rd report.

Governance

It is important to note that the recommendations made here by Joudrie and Easton, (2020) echo concerns with governance in the 2013 Wilson Report (Appendix C) and 2019 Ombudsman's Report (Appendix B). The Joudrie and Easton Report (Appendix A), the 2013 Wilson Report (Appendix C) and the 2019 Ombudsman's Report (Appendix B) strongly recommend correction of Trustee governance practice and Board adherence to parliamentary procedure when 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. It has been of the utmost importance for the NNDSB to concurrently address the common concerns identified in the three reports. To this end, a model of appropriate organization and communication was refined and implemented within an effective governance model. All record keeping is 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 was hired to complete this Board governance model. The intent was to be clear, aligned and current and in compliance with the *Education Act*. The governance manual was passed by the Board of Trustees at the June 27 Board meeting. The manual meets all of the recommendations of the special advisors and 12 of 14 as suggested in the Ombudsman's report. The last two items in the latter, which pertain to ARC processes will be addressed after Ministry revisions to ARC policy. NNDSB acknowledges the importance of the four year cycle where trustees should review all governance bylaws and include community stakeholders' feedback and consideration.

- 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 has complete confidence in Director Myles to provide ongoing training and a coaching support plan for trustees and the senior team related to governance/by-laws/policy/procedure/conflict of interest and with a specific focus on governance/operations role clarity. NNDSB hired special advisor Wayne Joudrie to create a Board Governance Manual. Mr. Joudrie presented to Trustees and reiterated the profound importance of adhering to Ministry expectations in terms of Board governance. NNDSB will provide facilitation as needed moving forward. Trustees have committed to become familiar with and to use this model moving forward in when conducting Board meetings in future.

- 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 for face to face meetings 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.**

Special advisor Wayne Joudrie was procured for the development of a framework and has refined the existing framework for the performance appraisal of the Director of Education which includes performance metrics related to the roles and responsibilities of the Director. This framework has been approved by the Board of Trustees and the first DPA will be initiated by the submission date of this report. This is the first time a Director has undergone a DPA in the NNDSB to our knowledge.

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.**

An experienced Educational Human Resources acting assistant manager has been placed to support on a temporary basis. The NNDSB is in a position to hire the highly qualified full time human resources lead that the Director has determined as necessary to rectify organizational issues and to sustained change in effective practice A new posting and search will occur immediately upon the completion of the work of Ramsay Partners to reorganize the duties and responsibilities of the HR department. In the interim the Director has assumed ultimate oversight of the Human Resources Department.

For stage 1 of the central reorganization, the Director tasked the Human Resources Department to compile a file of current job descriptions for system staff. This task was to support role review in stage 2. Human resources have not been maintaining and updating job descriptions; thus, the information was in the form of antiquated job postings with no revision of role description as roles evolved over time. In consultation with Ramsay Partners it was determined that the development of updated role descriptions for all central educational staff was of the utmost importance. It also brought to light the lack of awareness amongst managers of shifting roles within their departments and brought to the forefront the failure to complete annual performance reviews. Also, in Stage 2, in September 2020, Ramsey Partners began the work to complete role descriptions for managers and remaining central staff to determine redundancies and efficiencies in a system that had not updated and redefined changing role descriptions to suit new and antiquated processes. A performance appraisal system for central staff will be informed by the role descriptions as determined by Ramsey Partners and senior staff. 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 must now be considered as phase 3 work and will be reported in the third report.

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.

2. 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.
3. 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.
4. 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.
5. 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).
- 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 MYSP objectives as intended (e.g., Program Leadership Allocation Funding). Because the MYSP planning process has been decelerated, introduction of executive involvement in the budget process is also delayed. NNDSB will ensure that the senior team meet to understand how the 2020/21 budget has been aligned to current programs and goals. In this careful examination, the senior team will identify gaps and potential next steps. The goal is for the senior team to work as a unit, understanding the possibilities for greater student achievement and wellbeing when budgets are considered holistically and aligned to key goals rather than the historical practice of aligning budgets in silos. NNDSB acknowledges the issue as stated by the special advisors, Joudrie and Easton, "The budget process showed no evidence of best practice related to collaboration and communication with trustees or executive council. In fact, it is apparent that the creation and ownership of budget development resides with the Superintendent of Business. Other system leaders and trustees often do not understand how budgets are created and monitored. There do not appear to be transparent processes and timelines that lead to Board approval." *(pg.10)*

NNDSB will report on progress with the above recommendation in the third report.

- 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.**

When the GSN's arrived, the senior team was well immersed in the process of determining re-entry to school options as per Covid-19, the closure of Widdifield Secondary School and Fricker Intermediate preparation for demolition, the complex refurbishment of the remaining two city schools, the k-12 Parry Sound new school build and the curriculum audit process as per the auditor general. In order to ensure that the NNDSB budget was submitted as per deadlines, it was necessary to divide the teams and allow finance to set the budget as they have historically done. This is not an optimal situation moving forward as NNDSB understands the necessity of bringing the senior team into a collaborative budget setting process. This means that the director and senior team will collaborate in the budget process, thus familiarizing this team with the process and decision making necessary to finalize a budget and give others a sense of ownership for the budget. It is NNDSB's intent to revisit the projected alignment of budget to assess for gaps in comparison to MYSP goals and Ministry of Education priorities and determine next steps moving forward. It is the NNDSB intent to engage in this collaboration once the MYSP has been finalized and implemented. NNDSB will report on progress with the above recommendation in the third report.

- 3. The director and senior team provide for periodic reporting to a Budget Committee of the Board throughout the budget process.**

The NNDSB established a Finance Committee which met on January 28, 2020, April 21, 2020, May 11, 2020, July 22, 2020 and September 15, 2020. For the 2020/21 school year and into the future. It has established regular meeting dates to provide quarterly budget reports in: September, November, February and May. The committee determined the need for a budgeting manual, and budget timelines which would provide clear information for trustees and the senior team for budget planning. The manual was designed, approved and implemented at the May 25 Board meeting. An important aspect of the new budget approach is the requirement to report quarterly to the Board of Trustees for update on three distinct areas:

1. Operating budget
2. Status of Reserves
3. Trustee Reserve Fund

- 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**

The Finance Committee quickly established a change in budget reporting to be adapted in 2020/21 presenting the budget in a short report of approximately 20 pages that would provide for:

1. Provincial perspective;
2. Executive summary of budgeted revenues and expenditures;
3. The budget process;
4. Enrolment;
5. Operating revenues
6. Operating expenditures; and
7. Capital expenditures.

The committee established that this report would be written in a format that is clear, concise and easy to read incorporating charts, pie charts and graphics to contain budgetary dollars when significant amount of

numbers are being presented to assist in understanding. Acceptance by the Board of Trustees of a concise version of budget occurred August 11, 2020

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 above in #3, regular meeting dates have been established to provide quarterly budget reports in: September, November, February and May.

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 #5 and 7 will be addressed in the central restructure as part of phase 3 work and Michael Ramsay's facilitation of the MYSP process is complete as per recommendations of Michael Ramsay.. These recommendations will be reported upon in the third report.

Public Confidence

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.**

Both the Special Advisor's report and The Ramsay report revealed chronic understaffing within the NNDSB Director's office and Board office overall. The assumption of triple and quadruple duties by a single employee has been an issue which we are now correcting. 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 Director's office has now allocated an Officer Corporate Affairs, an Executive Assistant, Front Office Receptionist, an Information Communications Officer and an Information Communications Coordinator. The Director's office Staff are focused on improved communication, marketing and fostering community partnerships that foster positive public image. They support timely and transparent communication across the system and to the public while allowing for celebration of the positive aspects of NNDSB. Progress toward a cohesive communication plan will be reported in submission #3.

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 out-reach, 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. The plan will be informed by results from the Nanos survey results which reveals that NNDSB has made progress in establishing trust and a positive image in the community and provides indicators where we

need to stay the course and or step up communications.

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. Continued progress toward stages of improvement will be reported in the third report.

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. A hiring process will be initiated upon completion of the Ramsay audit. In the meantime, based on the recommendation of Michael Ramsay, the capital planning team has stepped to the plate with conducting this work. The Manager regularly apprises the Director and Board. Our ability to provide appropriate compensation will eliminate the issue which hampered the board in the past. NNDSB will report on progress in the third report.

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 6th, 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 took this opportunity to very quickly establish trust with staff as he led them in navigating successfully through Covid's murky waters. Board actions during this state of emergency earned NNDSB highly positive regard and feedback in the community as NNDSB demonstrated an energetic and caring approach to change, leaving the board well-positioned to continue to earn public confidence.

Communication and Governance issues have simpler 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. A draft framework for educator succession planning has been completed and this practice will be developed and implemented for Managers and non-education staff by Human Resources personnel. With the onset of Covid-19, it has become difficult to gauge true cultural change. The Nanos Report provided positive stakeholder feedback for the NNDSB current direction and more significantly the Ramsay survey revealed clear evidence of an increased sense of hope amongst varied employee groups, union representatives, and Trustees due to confidence in Director Myles. NNDSB will report the continued progress in creating cultural change in the third report. Report # 3 will include progress made in the Human Resources department as well. Although an interim specialist had been hired, she is unable to commit to another contract. A temporary Assistant Manager of Human Resources is continuing the momentum begun under her leadership. Due to a much improved salary scenario, NNDSB will hire a human

resources specialist to start the process and will work toward positive change upon the completion of the Ramsay survey of human resources need assessment. This change process must be sustainable; therefore, it cannot be rushed and NNDSB must not hire a manager with less than excellent qualifications, given the gravity of change ahead. 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, The new progressive NNDSB has continued the steady climb toward a higher standard and are grateful for the continued support of the Ministry in this work.

DRAFT



Near North District School Board
Report to the Minister of Education: Response to the
The Key Recommendation of the Special Advisors' Report
APPENDIX

DRAFT

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.

**ONTARIO
DISTRICT SCHOOL BOARDS
STATEMENT BY TREASURER (OR SECRETARY-TREASURER) RE BORROWING
FOR CURRENT EXPENDITURES**

Re: The **NEAR NORTH DISTRICT SCHOOL BOARD** in
the Province of Ontario (the Board")

I hereby certify that the following statements are true and correct as of this date:

1. The estimates of the Board for the fiscal year have been adopted.
 have not been adopted.
2. The estimated current revenues of the Board (exclusive of revenue from education development charges) set forth in the estimates of the Board adopted for the fiscal year 2021 are **\$161,128,635.00**, as more particularly described set forth in Schedule A hereto.
3. The amount of current revenues of the Board for the current fiscal year collected to date is **\$0.00** as more particularly described in Schedule B hereto.
4. The amount of the estimated current revenues (exclusive of revenues from education development charges) of the Board for the current fiscal year not yet collected is **\$161,128,635.00** more particularly described in Schedule C hereto.
5. The total of any amounts borrowed by the Board under Section 243 of the *Education Act*, as amended in the current fiscal year is **\$0.00** and the total of such amounts that have not been repaid with any accrued interest thereon is **\$0.00**.

This statement is delivered to **ROYAL BANK OF CANADA** pursuant to the resolution of the Board re borrowing dated **09/15/2020** and is proof that the borrowing from the Bank contemplated by such resolution has been validly authorized pursuant to the provisions of Section 243 of the *Education Act*.

AS WITNESS the seal of the Board this **09/15/2020**.

(Board Seal)

Treasurer (or Secretary-Treasurer)

Title:	September UPDATE-North Bay Secondary School Consolidation
Contact:	L. Pavone, Executive Officer Secondary School Consolidation
Date Submitted:	To the Board – September, 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 (July Board meeting) the following is a summary of the progress to date despite the on-going COVID-19 challenges.
Next Steps	<p>I would like to extend a personal thank-you to all staff who have contributed to the implementation of the North Bay Secondary School Consolidation Phase 1 process as they have had to persevere through this Pandemic and through a very challenging timeline to ensure the Board’s motion of September 24, 2019 was achieved as per the September 2020 deadline.</p> <p>I want to specifically acknowledge the support and leadership that this initiative received from our school principals including Heather Taylor (Fricker), Ali Hearst (WSS), Karin Podlatis-Brown (CSS), Andy Gagne (WF) and Julie Beaudoin (CSS). As well I wish to thank Interim Director Geoff Botting, Director Craig Myles and the entire Senior Team namely Supt. Gay Smylie who provided valuable direction and support throughout this journey. I am hopeful that you would agree that we have created innovative programming opportunities for our students along with amazing learning spaces for them to learn in as a result of the consolidation process.</p> <p>Although my last report to the Board was only four short weeks ago in July, we have many updates to provide trustees on the completion of Phase 1 of the North Bay Secondary School Consolidation process.</p> <p>Commitment to Students:</p> <p>Further to a hard copy of secondary timetables mailed to students at the end of June and due to the ongoing efforts of our schools to ensure a safe reopening because of COVID-19 our current school principals of Chippewa and West Ferris provided students with electronic communication through social media, school messenger along with a digital copy in EDSBY of their selected secondary courses as part of the Octamester timetable. Throughout the summer we provided students and their parents access to an experienced Secondary Guidance Teacher to support them with any timetable changes and conflicts.</p> <p>We are excited about the learning spaces that have been created for students. These learning spaces will provide students with innovative program</p>

opportunities to support their journey to achieving an OSSD and continue to develop a 21st century skill set for further education and employment. Chippewa and West Ferris have enhanced their current course offerings with several new courses such as STEM (Science, Technology, Engineering, Math), Aesthetics, Culinary Arts, Media Arts, Sports and Wellness along with several Specialist High Skills Majors that have all been designed to support student engagement, student retention and student success.

Chippewa and West Ferris continue to ensure that students are provided opportunities to enroll in language and culture based courses including several new Indigenous language courses that compliment a wide range of French Immersion programming.

The new learning spaces created for our Self-Contained Special Education classes at each of our schools will provide some of our most vulnerable students with alternative settings for enhanced academic support. The new learning spaces were designed to cater to the diverse needs of students, such as those coping with autism spectrum disorder. Some of the key pieces to our design process for each of the new learning spaces at Chippewa and West Ferris included improved acoustics, aesthetics for better sensory effects and lighting. Each of our new learning spaces include a state of the art kitchen and laundry area to assist our students in developing important life management skills.

Commitment to Staff:

Our current school administrative teams have worked tirelessly over the summer to ensure communication was provided to all staff of teaching and supervision assignments that due to the Pandemic required constant monitoring and changes. They have worked with our plant staff to create planning and working spaces for teaching staff to provide them with a professional working environment to support lesson planning and collaborative professional development spaces.

Our Human Resources department worked collaboratively with our unionized partners to ensure that our collective agreements reflect fairness in the staffing process for both secretarial and custodial staff placement in each of our schools to support student needs for September startup.

A number of our Board Business Operations staff including Capital Planning, Finance, Information Technology and Plant worked throughout the summer to ensure that tight timelines were met as part our Phase One planning so that both schools are ready to accept students and staff for a smooth transition as part of

the Consolidation Process.

Commitment to Community:

Our current school principals at CSS and WF along with key members of their staff continue to ensure that the intentions of our parent and student community are recognized as it relates to Wildcat memorabilia. A number of items have been moved from Widdifield into the halls, gym, cafeteria and courtyard of both West Ferris and Chippewa.

The proper retention of records and memorabilia from closing or consolidated schools remains a priority and it is key to ensuring transitions between schools are well received by staff and students and is essential to the maintenance of school board history. We will continue to seek community input as part of our revised administrative guideline for School Openings, Closures & Consolidations (May, 2020).

Next Steps:

- Phase 1 planning remains on schedule and in many cases, ahead of schedule. We continue to monitor Phase 1 renovations and student programming for Chippewa and West Ferris. Student overall preregistration enrolment remains on target with some increases in secondary enrolment at each of our schools as a result of returning graduated students.
- Working collaboratively with senior team, staff and key stakeholders and within the parameters of the initial Board of Trustees September 24, 2019 motion on Secondary School Consolidation we will be proposing a Phase 2 planning and timeline document to ensure the completion of the 3-2 Capital Budget as presented to the Board of Trustees on January 28,2020.

1. Call to Order – 1:17 pm

2. Attendance via TEAMS online meeting platform

Harry Fry (Chair)	Roslyn Bowness
Stephanie Zacharuk	Susan Wilson
Kimberley Gignac	Tracy Hanzlik
Barb Laverock	
Laura Hansman	
Lisa Paradis	
Louise Sargent	

Regrets: Nichole King, Alan Bottomley, Albina Lavictoire, Chris Guillemette, Candy St. Onge

3. Approval of Agenda:

June 18th, 2020

Moved – Stephanie Zacharuk

Seconded – Tracy Hanzlik

Carried. No Conflict of interest

4. Approval of Minutes:

May 21st, 2020

Moved – Stephanie Zacharuk

Seconded- Louise Sargent

Carried.

Budget updates

- Boards are awaiting the GSN's including the technical paper, access to EFIS and various funding memos.
- Each department has been building preliminary budgets in preparation for the release of the GSN.
- The Special education department has completed all draft operational budgets in line with the established SEAC priorities.
- Any updated information will be shared with the SEAC committee as the budget process is finalized.

School Consolidation Updates

- W.J. Fricker and Widdifield schools will be closing at the end of June 2020. Construction for the new W.J. Fricker JK-6 will take place during the 2020-2021 school year.
- The pathways for students in special education classes have been communicated with parents, and IPRC's have been taking place throughout the spring.
- A guidance teacher will be available throughout the summer to support students and parents with the 3-2 transition.
- Construction is proceeding currently with health protocols in place. Updates will be brought back to the committee at the September meeting.

Ministry Updates

- The Board is awaiting direction from the Ministry on what the fall is going to look like.
- Funding has been received for the continuity of learning over the summer. Special education supports and social and emotional learning are included in the elementary program.
- Mental health supports will continue through the summer. Messaging on what this will look like will be circulated to families along with community service supports.
- The Ministry has released funding for transition activities. Programs/activities will be focused on high needs. Transition planning will include in-person and virtual approaches depending on reopening restrictions at that time.

Planning for Summer Learning Opportunities

- Planning includes three components: ongoing mental health supports, support for summer learning and summer school.
- Summer learning is taking place for three weeks in July and the registration is voluntary. A “backpack” tool is used to get information and resources to students following all health care protocols. Participating students will have access to an iPad with the LTE phone plan. The focus will be on literacy, numeracy and Social Emotional Learning.
- Funding has been received for transition supports which will take place the last two weeks before school start up. These supports are geared towards students with high needs in special education and mental health. Meetings have taken place with special education teachers and DLRT’s.

Annual Agenda Setting

- The annual agenda chart was circulated to the committee.
- Presentations vary each year and can take place each month. This year the committee reviewed the roles/resources available in the central special education department. The group reviewed the exceptionality of vision impaired and had Laura Hansman present, representing the community agency VIEWS.
- Webinars continue for staff focusing on early primary literacy and oral language development. This may be a possible presentation in the fall.
- The committee will continue to update the agenda when more information is known in September.

Correspondence received

- Discussion around Boards sending letters of support for Northern representation on MACSE as we have done in the past.

Board Report

- Schools have worked hard and creatively on graduation celebrations for students in this new environment.
- 3-2 Secondary school consolidation is continuing to move forward on schedule.
- The Board is waiting for the release of the GSN’s.

Special education plan

- The motion to accept the special education plan for 2019-2020 is a part of the June Board meeting package.

Special education report

- The committee received a summary report of what took place from April to June in the SEAC package.

- Any updated information will be circulated to the committee over the summer.

Standing Items

Items for next Agenda

SEAC annual agenda and goals
SEAC schedule for the year
Board's PD day plans for the year
MACSE information (if available)
Ministry communications/PPM
Membership review
Update – Special education staffing and programs

Standing Items:

1. Correspondence received requiring action
2. Capital Plan and Accommodation Review
3. Special Education Plan
4. Special Education Budget
5. Question Period

Next meeting date: September 17th, 2020

Adjourned: 2:15pm

Moved: Stephanie Zacharuk
Seconded: Laura Hansman