

**JAMES BAY LOWLANDS  
SECONDARY SCHOOL BOARD**

**BOARD GOVERNANCE POLICY  
NO. GOV-05**

Date Adopted	October 24, 2018
Last Revised	
Board Motion	5598-10-18

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## MULTI-YEAR STRATEGIC PLAN

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### 1. PURPOSE

This governance policy has been developed to reflect the commitment of the James Bay Lowlands Secondary School Board to continuous improvement, and to make a public statement of the intent of the Board to make long-term plans that support the values, vision, and mission of the Board. This policy has also been established to fulfill the Board's duties and powers under the *Education Act* to develop a multi-year strategic plan aimed at achieving the Board's goals.

### 2. GUIDING PRINCIPLES

- 2.1 “The Multi-Year Strategic Plan is a visioning and policy document that sets the direction for the board. It is fundamental to ensuring good governance and to building public trust in boards of trustees not only to safeguard schools, but also to ensure that they are caring, equitable, innovative, and flexible....To help ensure the success and well-being of every child and student, boards of trustees should strive to create Multi-Year Strategic Plans that are courageous, hopeful, and resilient. A strong Multi-Year Strategic Plan is a driver for positive change in the board.”  
[Ontario Ministry of Education. (2017) *Multi-Year Strategic Planning: A Guide for School Board Trustees*. p. 5]

## POLICY

### 3. GOALS OF THE PLAN

- 3.1 As required by Section 169.1 of the *Education Act*, James Bay Lowlands Secondary School Board will develop and have in place a multi-year plan for three or more school years. This plan shall support the Board's values, vision, and mission, and shall:
- promote student achievement and well-being;
  - promote a positive school climate that is inclusive and accepting of all students;
  - promote the prevention of bullying;
  - deliver effective and appropriate education programs to district students; and
  - ensure effective stewardship of the Board's resources.

3.2 A strong multi-year strategic plan not only points the way forward, it provides a framework for how to get there by:

- detailing the allocation of the Board's resources among its strategic priorities;
- functioning as a guide for the Board of trustees and system and school administrators when they are making difficult choices;
- focusing the Board's attention when it is dealing with unexpected challenges, and thus preventing reactive or short-sighted decision making;
- creating a shared vision for diverse internal and external stakeholders; and
- motivating the Board's staff and giving people at every level of the organization a shared sense of purpose.

[Subsection 3.2 was adapted from Ontario Ministry of Education. (2017) *Multi-Year Strategic Planning: A Guide for School Board Trustees*. p. 6]

#### 4. THE PLANNING PROCESS

4.1 The James Bay Lowlands Secondary School Board recognizes that major forces, both internal and external, influence the system. In the interest of maintaining a healthy, progressive, and relevant school system, the Board endorses a formalized multi-year strategic planning process.

4.2 This planning process will focus on conditions, constraints, strengths, and structures which assist or inhibit the development and implementation of established or proposed action plans.

4.3 Creating a strong multi-year strategic plan requires careful planning at every step in the process. A thoughtful and vigorous plan reflects what has been learned from the past, not what has been done in the past. It provides a solid framework for shared ownership and meaningful impact. The plan must stand as a beacon for the Board as it focuses on creating a measurably better future for all students and staff.

[From Ontario Ministry of Education. (2017) *Multi-Year Strategic Planning: A Guide for School Board Trustees*. pp. 5-6]

#### 5. BOARD EXPECTATIONS: PLANNING STEPS

5.1 Annually, the multi-year strategic planning process will start with a review and re-evaluation of the statements in Board Policy GOV-01 Values, Vision, and Mission.

5.2 The planning cycle will involve the accumulation of input through informal and formal procedures as follows:

5.3 Informal input will be gathered throughout the year through such means as:

- a) Board and Board Committee meetings
- b) Executive Council meetings
- c) The Principals' Association
- d) The Ontario Secondary School Teachers' Federation
- e) Staff committees

- f) The School Council
  - g) Parent forums
  - h) The cyclical program review, development, and implementation process
  - i) Government initiatives
  - j) The local environment
- 5.4 Formal input will be obtained from the multi-year planning sessions held by the finance and human resources administrator, the facilities manager, the principal, and the supervisory officer. A formal review and planning session will be held during March/April of each year.
- 5.5 Formal input will also be obtained from the trustees' multi-year planning session. A formal session will be held during May/June of each year. Input from the sessions described in subsection 5.4 will be incorporated into the trustees' planning process.

## **6. BOARD EXPECTATIONS: DRAFTING THE PLAN**

- 6.1 A draft will be prepared by the Board, finance and human resources administrator, and supervisory officer, taking into account the input received. The draft document will be completed during September/October.
- 6.2 The multi-year strategic plan will be written in point form, outlining main objectives, action plans, or areas of focus.
- 6.3 The multi-year strategic plan may address such categories as:
- a) Planning
  - b) Legislation and Policy
  - c) Programs and Services
  - d) Capital Needs/Projects
  - e) Administrative Initiatives
  - f) Human Resources
- 6.4 The draft multi-year strategic plan will be reviewed by all participants involved in the planning sessions for feedback and reaction.
- 6.5 Following this review, the multi-year plan will be approved by the Board.

## **7. BOARD EXPECTATIONS: IMPLEMENTATION**

- 7.1 Following formal approval by the Board, non-monetary aspects of the multi-year plan will be implemented immediately.
- 7.2 Strategies and action plans requiring monetary support will be subject to the Board's normal budgetary process, unless otherwise determined by the Board of Trustees.

## 8. COMMUNICATIONS

8.1 Section 169.1 of the *Education Act* requires the Board to:

- a) review the multi-year plan annually with the supervisory officer;
- b) bring the multi-year plan to the attention of supporters and employees of the Board; and
- c) report to supporters and employees of the Board about progress in implementing the multi-year plan.

8.2 The Board recognizes the need to foster harmonious, positive relationships among all partners in the education system. For this reason, the Board is committed to promoting efficient and effective communication about the strategic planning cycle with students, parents, the staff, and with the broader public.

## REFERENCE DOCUMENTS

### **Legal:**

*Education Act: Section 169.1 Duties and Powers of Boards: Responsibility for student achievement and effective stewardship of resources; multi-year plan; communication*

*Education Act: Subsection 283 (2) Chief Executive Officer: Develop and maintain an effective organization*

Policy/Program Memoranda

Ontario Ministry of Education Curriculum Documents

*Education Quality and Accountability Office Act*

*Human Rights Code*

### **Board References:**

Board Policy GOV-01 Values, Vision, and Mission

Board Governance Policies

Administrative Procedures

### **Resource:**

Ontario Ministry of Education. (2017) *Multi-Year Strategic Planning: A Guide for School Board Trustees*.