



**DIRECTOR'S
ANNUAL
REPORT**
2022|2023

DISTRICT SCHOOL BOARD OF NIAGARA

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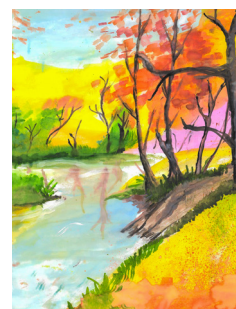
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ON THE COVER



The District School Board of Niagara is pleased to share the talents of Kiely.

Kiely's piece is titled, "Autumn". Kiely is a grade 8 student at DSBN Academy.



Director's Message

Following the challenges we experienced during COVID-19, the 2022-2023 school year felt like a fresh start. Our schools were ready to welcome students and families and I know our students were excited to be back in school with their friends. As a system, we were also ready to re-envision the future of the DSBN. We started by finding as many ways as possible to listen to the students, staff, families and community members we have across the Niagara Region. The ideas were inspired. The feedback was thoughtful. The voices understood. Our caring community came together and helped make our 2023-2028 Strategic Plan a reality. It marks one of our many highlights from the 2022-2023 school year.

Our educators and support staff are a very special group of people whose work is fundamental to our society. They invest their time, are dedicated, hardworking and compassionate. They regularly take on extra tasks to make our schools and work sites vibrant, interesting and fun places to learn and work. Education is complex but, as always, they rise to the challenge, united in their unwavering commitment to our students. We are here because of you.

DIRECTOR OF EDUCATION



Message from the Chair

I would like to acknowledge Director Warren Hoshizaki, along with our senior team, Board of Trustees and all DSBN employees for their excellent work this year. I would also like to thank our caring community who invested their time, talent and energy to come together, share their voices and make our new Strategic Plan possible. Our multi-year strategic plan is our new path. It is how we will achieve our vision forward. With our shared commitment to student success, I truly look forward to co-creating our future together.

BOARD CHAIR

CAPACITY

ELEMENTARY 29,246

SECONDARY 15,741

Classroom Staff

D.E.C.Es

199

TEACHERS

2,575

E.A.s

487

Enrolment

ELEMENTARY 28,691

SECONDARY 13,009

GOVERNANCE

Trustees 11

Student Trustees 3

SUPPORT STAFF

School
Support

640

Facility
Services

413

Central
Administration

168

Elementary

78

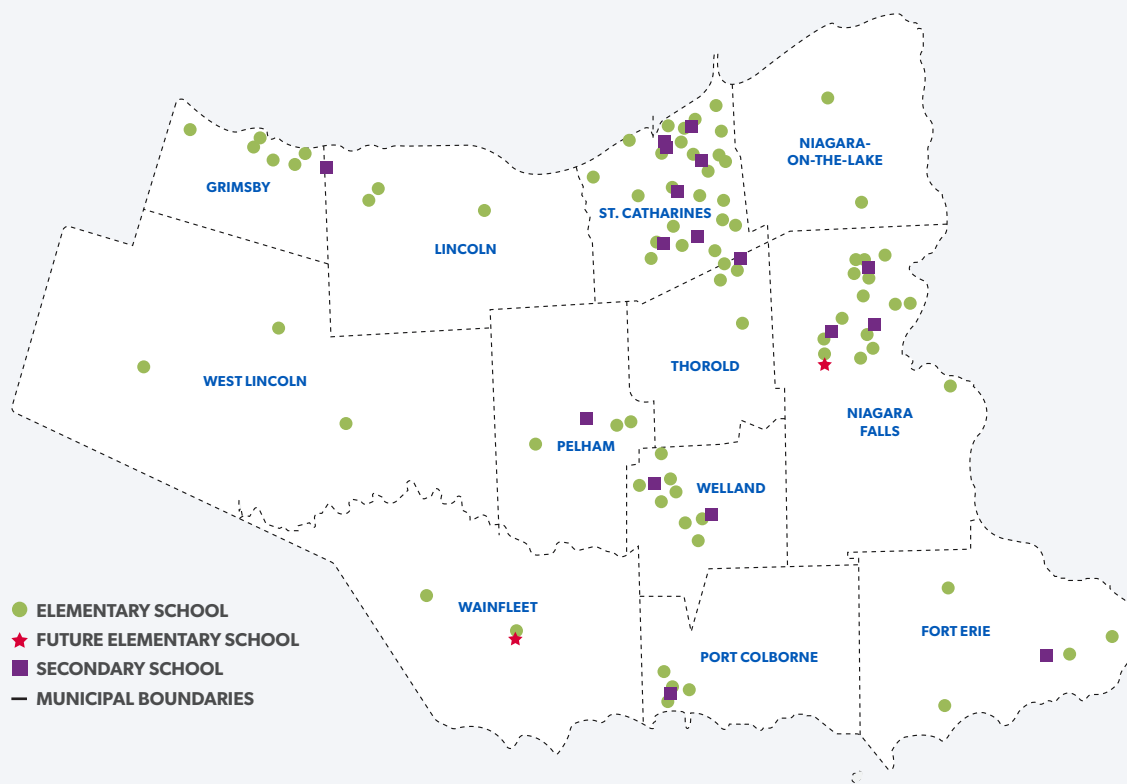
SCHOOLS

17

Secondary

About Us

DSBN proudly serves nearly 41,000 students in 79 elementary and 17 secondary schools across the Niagara Region.



2022/23 DSBN SUMMARY	DSBN TOTAL	ELEMENTARY	SECONDARY
NUMBER OF SCHOOLS	96	79	17
STUDENT ENROLMENT	40,793	28,102	12,691
SCHOOL CAPACITY (OTG)	45,298	28,843	16,455
FACILITY UTILIZATION	90%	97%	77%

HISTORIC & PROJECTED ENROLMENT SUMMARY	DSBN TOTAL	ELEMENTARY	SECONDARY
2017 ENROLMENT	36,731	25,089	11,642
2017 – 2022 % CHANGE	11%	12%	9%
2027 PROJECTED ENROLMENT	46,264	31,588	14,676
2022 – 2027 % CHANGE	13%	12%	16%
2032 PROJECTED ENROLMENT	49,962	33,441	16,521
2022 – 2032 % CHANGE	23%	19%	30%

Board of Trustees

BOARD CHAIR



Sue Barnett

Welland

BOARD VICE-CHAIR



Alex Bradnam

St. Catharines
Niagara-on-the-Lake



Kate Baggott

St. Catharines
Niagara-on-the-Lake



Lora Campbell

St. Catharines
Niagara-on-the-Lake



Jonathan Fast

St. Catharines
Niagara-on-the-Lake



Nancy Beamer

Thorold | Pelham



Elizabeth Klassen

Grimsby | Lincoln



Helga Campbell

Niagara Falls



Shannon Mitchell

Niagara Falls



Deanne MacIntosh

West Lincoln | Wainfleet



Susan Jovanovic

Fort Erie | Port Colborne



Kya Steinbach-Parker

Greater Fort Erie
Secondary School
Student Trustee



Julianna Marcel

Greater Fort Erie
Secondary School
Student Trustee



Tiya Patel

Stamford Collegiate
Secondary School
Student Trustee

Senior Administration



Warren Hoshizaki

Director of Education/
Secretary of the Board



Stacy Veld

Superintendent
of Business Services/
Treasurer of the Board



Lora Courtois

Superintendent of
Human Resources



Michael St. John

Superintendent of Special
Education & Mental Health
and Well-Being



Darren Van Hooydonk

Superintendent of Education
Elementary, Area 1



Kelly Pisek

Superintendent of Education
Elementary, Area 2



Simon Hancox

Superintendent of Education
Elementary, Area 3



Mary Anne Gage

Superintendent of Education
Elementary, Area 4



Marian Reimer Friesen

Superintendent of
Elementary Curriculum &
Student Achievement



Ann Gilmore

Superintendent of
Secondary Curriculum
& Student Achievement,
Area 5



Leanne Smith

Superintendent of Secondary
Curriculum & Student
Achievement, Area 6



Jen Feren

Board Lawyer



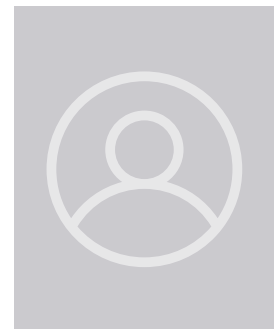
Kim Sweeney

Senior Manager,
Communications and
Public Relations



Steve Klimczuk

Senior Manager,
Information Technology
Services



Maryam Safdar Ali

Human Rights
Advisor



Over 29,000 people - students, staff, families and community members - shared their thoughts with us, collectively contributing 25,000 ideas to help shape the future of the DSBN.

We are proud to introduce the theme of the 2023-2028 Strategic Plan as Redefining Excellence. This plan is founded in recognizing that change is progress. We are all unique, making our individual versions of excellence just as unique. With this strategic plan, excellence is not about being the best. It's about being your best.

Our Vision

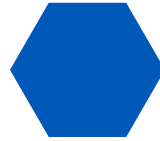
Learning and Growing Together

Our Mission

Within a culture of care, inclusion and innovation, the DSBN's purpose is to inspire lifelong learning and foster relationships through meaningful connections with individuals, communities and the environment.

Our vision and mission are propelled by Five Strategic Priorities which will guide the next five years at the DSBN. They embody DSBN's philosophy at the heart of who we are, what we believe and how we will act. Embedded within each are the strategic actions we will take to reach our vision.

Five Strategic Priorities

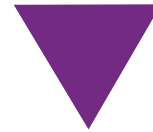


Learning

Learning and Growth

STRATEGIC PRIORITY

We value the uniqueness of each individual and believe everyone can excel and achieve excellence at the DSBN.



Belonging

Equity, Inclusion and Human Rights

STRATEGIC PRIORITY

We respect and uphold the importance of equity, inclusion, dignity and human rights in all learning and working environments, so that individuals from all social realities and lived experiences are valued.



Thriving

Mental Health and Well-Being

STRATEGIC PRIORITY

We believe in cultivating learning and working communities where everyone feels safe and connected, while increasing mental health awareness knowledge and skills.



Walking Together

First Nation, Inuit and Métis Education and Voice

STRATEGIC PRIORITY

We value and respect the rights of First Nations, Inuit and Métis communities, families and individuals and we believe in honouring these voices.

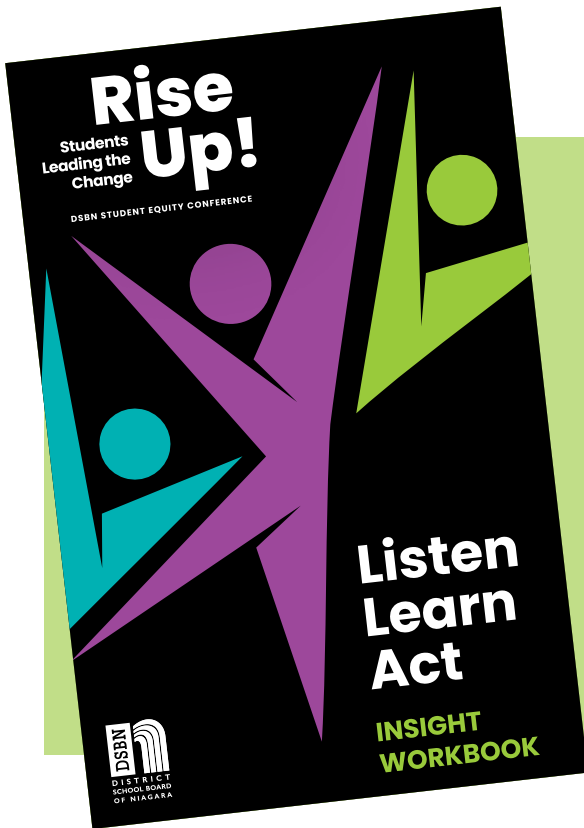


Spaces

Learning Environments

STRATEGIC PRIORITY

We value caring and supportive environments that promote lifelong learning for all students, staff and community.



Students Rise Up

We are listening, learning, and growing together. In May 2023, the DSBN held its first-ever student-wide equity conference. Around 200 secondary school students from across the region came together to address issues of inequity and inspire change to build a more inclusive community. Participants in Rise Up – Students Leading the Change took part in panel discussions and sessions on advocacy and anti-racism, on deconstructing existing Muslim narratives and supporting LGBTQ+ youth. In the afternoon, a session led students to walk through and experience historical changes to a First Nations community. Thanks to Trustees who have made an investment into the 2023-24 budget, the DSBN will be able to hold another equity conference where students will continue learning and leading change.

Investing In Student Success

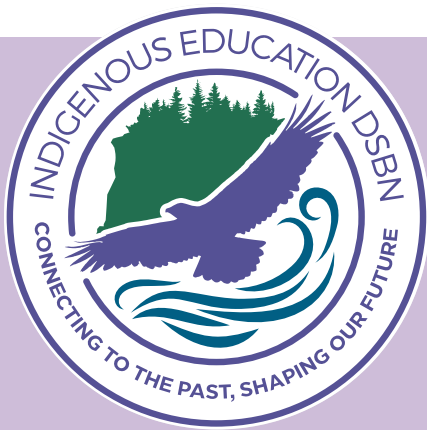
DSBN continues to invest in staff to support student success. To provide essential intervention support in early literacy, the DSBN created the role of Renewal Support Teachers (RST). These staff worked directly with elementary students to support early reading strategies and we saw significant improvements in students' language acquisition, not to mention their self-esteem and confidence. These roles are now being reimagined as Learning Resource Intervention Teachers (LRTi) who will provide extra support through small group instruction, supporting student learning in Kindergarten to Grade 3.

As Elementary and Secondary Multi-Language Learners (MLLs) have almost doubled, we are also fortunate to have Multi-language Resource Coaches (MRCs) who work with school staff, newcomer families and MLL Consultants to support learners who, in addition to learning grade-appropriate content, are also acquiring the language of instruction.



Students Shine at Special Olympics

Every student deserves the opportunity to thrive – that's what the Special Olympics is all about. In its 17th year, the DSBN welcomed a record 1,000 students from 85 schools across Niagara to Welland Centennial Secondary School to compete in this annual event. The day kicked off with an opening ceremony where a student drum band led a parade of athletes as they made their entrance into the competition, surrounded by cheers of encouragement from the lively crowd. The excitement continued as students participated in a variety of activities – softball toss, Nerf javelin throw, sprint races, and more – all of which were adapted to meet the needs of participants. Special thanks to the volunteers, staff and the DSBN community for creating a safe, inclusive, and supportive event where every student was set up for success.



The DSBN is committed to working with Indigenous partners, communities and families to continue improving Indigenous student achievement and well-being, as well as increasing all students' knowledge and understanding of First Nations, Métis, and Inuit histories, contributions, perspectives, and current realities. We are always looking to improve, as we work towards creating positive, long-term change. Key in influencing this change is empowering Indigenous students and education. You'll see evidence of our efforts in two of our many initiatives from the 2022/2023 school year.

Supporting Students: Indigenous Student Leadership Circle

The Indigenous Secondary Student Leadership circle was created from a need brought up by the Indigenous Student Trustee in 2023. She wanted to connect and share ideas of Indigenous students from across the board, in her work as student trustee. Through monthly circles, virtually and in person, 11 students started on their leadership journey. This group took part in activities to grow their leadership skills, spoke as part of student panels (speaking to educators and other students about their journey) and finished the year on a retreat to nominate the next student trustee and set goals for the upcoming year. This past September, the call went out to secondary students and this school year we have 29 students taking part in this group, with 9 of the original students participating and leading in their second year.

Supporting Educators: Walking together – Teacher Navigators

In 2023 the Indigenous Education team created the Teacher Navigators Program: Walking Together. This program was designed for elementary educators to develop a deeper understanding of Indigenous Education, sovereignty, history, perspectives, and current realities of the Indigenous community across the nation and as well as locally. We supported 84 teachers in this learning in the 2022-23 school year. As the learning concluded for the school year, navigators shared that this experience provided confidence and resources to move forward with effective planning, instruction, and support for not only their own class, but colleagues within their school. These various sessions allowed a deeper understanding of incorporating Indigenous content and learning across the curricula.

NUMBER OF SCHOOLS		2019-20	2020-21	2021-22	2022-23	2023-24
Elementary	#	78	78	78	78	78
Secondary	#	18	18	18	17	17
TOTAL	#	96	96	96	95	95
ENROLMENT						
Elementary	#	25,883	26,605	27,024	27,871	28,691
Secondary	#	11,800	11,875	12,226	12,386	13,009
TOTAL	#	37,683	38,480	39,250	40,257	41,700
SCHOOL CAPACITY						
Elementary	#	28,635	28,672	28,665	28,830	29,246
Secondary	#	16,278	16,446	16,434	15,720	15,741
TOTAL	#	44,913	45,118	45,099	44,550	44,987
AVERAGE UTILIZATION						
Elementary	%	90.4	92.8	94.3	96.7	98.1
Secondary	%	72.5	72.2	74.4	78.8	82.6
TOTAL	%	83.9	85.3	87.0	90.4	92.7



2022-23 EQAO and OSSLT RESULTS

Education Quality Accountability Office (EQAO) assessments are created using the Ontario Curriculum expectations for reading, writing, and math, and are designed to provide a standard means of measuring student learning at a few important transition points during students' school experience. The results are expressed as a percentage of all students who achieved at or above the

provincial standard of Level 3.

In grades 3 and 6, students take the reading, writing and math assessment in spring. In Grade 9, students take the assessment near the end of their math course in either semester one or two. The Ontario Secondary School Literacy Test (OSSLT) is traditionally written in Grade 10 and is a requirement for graduation.

ELEMENTARY

EQAO results in elementary were positive, with DSBN improving upon already solid achievement in 2021/2022 while also scoring above the province in Reading, Writing and Math in both grade 3 & 6.

Grade 3 students topped the provincial averages by as much as 13%, with reading at 12%, writing at 13%, and math at 13%

Grade 3	DSBN 2021/2022	Province 2021/2022	DSBN 2022/2023	Province 2022/2023	DSBN Change	DSBN vs Province
Reading	82%	73%	85%	73%	+3%	+12%
Writing	75%	65%	79%	66%	+4%	+13%
Math	70%	59%	73%	60%	+3%	+13%

Grade 6 students showed similar success, improving in all areas since 2021/2022 and performing above the provincial average by 12% in math, and 13% in both reading and writing.

Grade 6	DSBN 2021/2022	Province 2021/2022	DSBN 2022/2023	Province 2022/2023	DSBN Change	DSBN vs Province
Reading	90%	85%	91%	84%	+1%	+7%
Writing	90%	84%	91%	84%	+1%	+7%
Math	57%	47%	62%	50%	+5%	+12%

EQAO provides other data that demonstrate the success of the strategies being implemented by our system. This includes information about the achievement for students accessing Special Education and English language support. We are pleased that DSBN achieved beyond provincial averages in all areas by 7 - 24% for students with Special Education needs and by 10 - 25% for Language Learners.

ELEMENTARY NEXT STEPS

For the elementary panel, we have prioritized a focus on meeting the individual needs of students in both Math and Early Literacy. Success in the 2022/2023 EQAO elementary assessment is a result of thoughtful proactive actions related to this focus coupled with classroom teachers' dedication to professional learning.

Despite these strong results, there remains work to be done. Math has been identified as an area of continuous improvement in our Board and the Province, and will continue to be a focus for school and board improvement planning in the year ahead.

In addition, building on the early reading focus and in light of the new Language Curriculum, this year we will be supporting staff K - 8 with resources, support and solid instructional practices to enhance literacy skills for all students across the curriculum.

Elementary next steps include:

- Creating School Improvement Plans (SIP), in collaboration with Administrators, Educators, Instructional Coaches, Multi-Language Resource Coaches (MRC), Learning Resource Teachers (LRT), Learning Resource Teacher - Intervention focus (LRTi) and Area Superintendents

- Supporting teacher practice through differentiated professional development and resources, including Classroom Teachers, Learning Resource Teachers, Learning Resource Teachers - Intervention Focus, Multi-Language Resource Coaches, Instructional Coaches, and all Central Department staff (Curriculum and Special Education)
- Embedding Learning Resource Teachers - Intervention Focus

(LRTi) within select schools to address early literacy skill development

- Offering tutoring supports in literacy to students in select schools through Brock University
- Continuing to offer Additional Qualification Math courses free to all elementary teachers

SECONDARY

The 2022-2023 school year marked the first year that DSBN secondary schools fully participated in Grade 9 EQAO math testing while it was our 4th full cycle of testing for the OSSLT since returning to this assessment after the pandemic.

	DSBN 2021/2022	Province 2021/2022	DSBN 2022/2023	Province 2022/2023	DSBN Change	DSBN vs Province
Grade 9 Math	53%	52%	51%	53%	-2%	-2%
Grade 10 OSSLT	84%	82%	86%	85%	+2%	+1%

DSBN's results in the Grade 10 OSSLT overall have increased by 2% since the 2021-22 assessment and we continue to perform above the province by 1%. The success affirms the impact of work centered around meeting the individual needs of students.

Our Grade 9 Math results are slightly below the province. This was the first year that both semesters participated in the math assessment. In some of our secondary schools we did observe gains in semester 2 vs semester 1. Our staff have taken steps to understand the results and are currently implementing strategies to improve.

EQAO provides other data that demonstrate the success of the strategies being implemented by our system. This includes information about the achievement for students accessing Special Education and English language support. We are pleased that DSBN achieved beyond provincial averages by 3-7 % for students with Special Education needs and by 16-19 % for Language Learners.

SECONDARY NEXT STEPS

There is significant room for improvement in secondary mathematics. Moving forward, we have targeted specific students to participate in a learning strategies course in semester 1 followed by grade 9 mathematics in semester 2, thus giving students the benefit of a full year of math learning prior to taking the assessment. Moving forward with our literacy plan, our strategies and support will reflect the new Grade 9 English curriculum (ENL1W) and the revisions to the 2023-24 OSSLT assessment.

Next steps include:

- Embedding Destreaming Support teachers and Instructional Coaches Math and English classes to support students in every secondary school
- Board-wide implementation of a digital math tool - Knowledgehook - for all grade 9 students to consolidate math learning and increase familiarity with online mathematics assessments
- Continued professional development and support for school-based learning teams focused on embedding best practices for de-streamed classrooms and assessment and evaluation practices
- Implementation of a mid-year digitized math assessment tool that will identify students requiring additional supports and provide opportunities to practice an online assessment
- Supporting teacher practice through professional development and resources, including new literacy screening tools, implementation of the new grade 9 English curriculum (ENL1W), and using data to monitor progress and identify students requiring supports

Conclusion

EQAO and OSSLT results from 2022/2023 demonstrate the success of DSBN system improvement strategies and focus, as well as the time and dedication of staff in supporting student learning. As a system, we look forward to adding EQAO data into our existing data review process to support the development of student, class and school profiles which drive our School and Board level Student Achievement Plans. Further information will be provided at the November 7, 2023 Program and Planning Meeting.

Engaging Our Communities

Accessibility

It is a system priority to foster spaces that are accessible, welcoming, safe, inclusive, equitable, and free from all forms of discrimination. The continual improvement of accessibility in all DSBN spaces and the ongoing removal of barriers in order to provide greater equity for all in accordance with the Accessibility for Ontarians with Disabilities Act is paramount.

Learn more: <https://www.dsbns.org/about/accessibility>

Adult and Community Education

At the DSBN, we want to help make Niagara the best community it can be for everyone. We do this through a variety of educational programs that we call Lifetime Learning. Whether you are looking to achieve your diploma, improve your marks for post-secondary school or learn a new language, our aim is to help you reach your full potential.

Learn more: <https://www.dsbns.org/programs-services/adult-and-community-education/home>

English as a Second Language

The English as a Second Language (ESL) program is a support program for students whose first language is not English. The ESL program is available in elementary and secondary schools.

Learn more: <https://www.dsbns.org/programs-services/esl/home>

Equity, Inclusion and Anti-Racism

DSBN believes that diversity is a source of strength and innovation. Our schools embrace and appreciate the values, identities and lived experiences of students. Everyone has a story. It is through these stories that we will learn about our communities, their identities, beliefs and their backgrounds, which will serve as a powerful lens in appreciating students' experiences.

Learn more: <https://www.dsbns.org/equity>

DSBN Equity, Inclusion and Anti-Racism Community Advisory Committee

DSBN is committed to identifying and eliminating all forms of discrimination and systemic barriers. In support of this commitment to creating an inclusive environment in our schools, the DSBN established the Equity, Inclusion and Anti-Racism Community Advisory Committee (EIARCAC) to draw in the participation of families and our communities.

Learn more: <https://www.dsbns.org/equity/eiarcac>

DSBN IDEAS

DSBN Inclusion, Diversity, Equity Alliance of Students (IDEAS) is a powerhouse of passionate young advocates determined to reshape and revitalize their school communities. Fueled by an unshakeable commitment to equity and human rights, these students are change agents with an acute understanding

of the urgent need to confront racism, hate, and all forms of discrimination and oppression. **Learn more:** <https://www.dsbns.org/equity/dsbns-equity-inclusion-anti-racism-student-alliance>

Indigenous Education

At DSBN, we are working to further support the wellness (well-being and school experiences) of First Nations, Métis, and Inuit students to promote student achievement to strengthen the presence of Indigenous culture, languages, and history for all students; to assist educators to incorporate Indigenous knowledge into their teaching practice.

Learn more: <https://www.dsbns.org/programs-services/indigenous-education/home>

Mental Health & Well-Being

At DSBN, we believe that mental health and well-being play a critical role in student success. Partnering with families and community agencies to help support and empower our students and address their mental health needs is one of the most impactful things we can do to help provide a learning environment where everyone can learn, grow and achieve.

Learn more: <https://www.dsbns.org/programs-services/well-being/home>

Parent Involvement Committee (PIC)

The DSBN believes that parents have a valuable voice in education. Our Parent Involvement Committee makes parental engagement a priority by providing ongoing support on a system-wide basis and promoting communication and dialogue between School Councils, the Board and members of the community.

Learn more: <https://www.dsbns.org/parent-involvement-committee/pic-home>

Safe and Accepting Schools

The DSBN believes that providing students with an opportunity to learn and develop in a safe and respectful society is a shared responsibility in which school boards and schools play an important role. A safe, inclusive and accepting learning environment that promotes healthy relationships and behaviours is essential for student success and well-being.

Learn more: <https://www.dsbns.org/safe-accepting-schools/home>

Special Education

Education is personal. It is a process of self-discovery as much as it is discovery about the world and how it works. We all learn at our own pace, in our own way. We honour the unique experiences, culture, viewpoints, and talents that make up each one of our students and staff members. We provide supports and programs that inspire and engage and are responsive to the strengths and needs of each student.

Learn more: <https://www.dsbns.org/programs-services/special-education/>



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2022|2023