

# Building a Community that Accompanies

## Strategic Plan 2021-2025



being **CREATIVE**



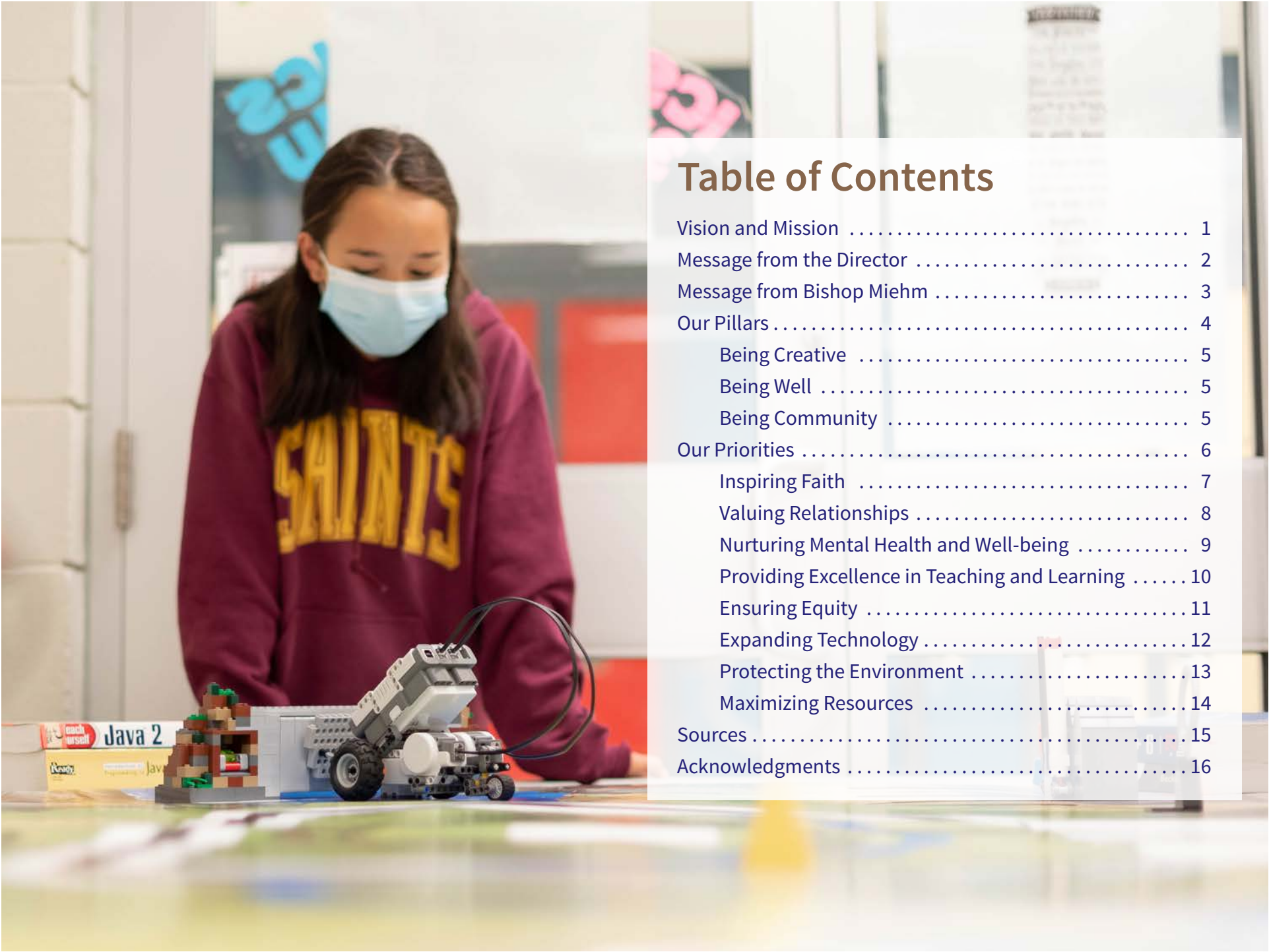
being **WELL**



being **COMMUNITY**



*Peterborough Victoria  
Northumberland and Clarington  
Catholic District School Board*



# Table of Contents

Vision and Mission ..... 1

Message from the Director ..... 2

Message from Bishop Miehm ..... 3

Our Pillars ..... 4

    Being Creative ..... 5

    Being Well ..... 5

    Being Community ..... 5

Our Priorities ..... 6

    Inspiring Faith ..... 7

    Valuing Relationships ..... 8

    Nurturing Mental Health and Well-being ..... 9

    Providing Excellence in Teaching and Learning ..... 10

    Ensuring Equity ..... 11

    Expanding Technology ..... 12

    Protecting the Environment ..... 13

    Maximizing Resources ..... 14

Sources ..... 15

Acknowledgments ..... 16

# Vision and Mission

## Vision

Creating a culture of faith, hope and love to ensure equity and well-being.

## Mission

To accompany our students as we strive for excellence in Catholic Education.

We educate students in faith-filled, loving, safe, inclusive schools to develop the God-given abilities of each person.



***“Love has no alibi. Whenever we set out to love as Jesus loved, we have to look to the Lord as our example,”***

POPE FRANCIS MESSAGE FOR THE FIRST WORLD DAY OF THE POOR, 2017

# Message from the Director

Our 2021-2025 Strategic Plan: ***Building a Community That Accompanies***, provides a roadmap for the Peterborough Victoria Northumberland and Clarington (PVNC) Catholic District School Board that will lead us into the next five years and beyond.

The renewal of our strategic plan comes at a crucial point for PVNC, as we recover from the global COVID-19 pandemic, which brought many challenges and trials to education, but also sparked innovation, creativity and diverse ways of teaching and learning with technology.

We chose the theme of accompaniment, the image of Jesus on the road to Emmaus, carefully. The art of accompaniment is about taking the time to walk alongside one another to listen, and in so doing, to transform. If the global pandemic has taught us anything, it is that the road ahead is unpredictable and it is more important than ever that we walk this road together.

“Each person in a Catholic school practices accompaniment by helping students realize their own unique story is given greater meaning and purpose in knowing and living the story we share in Christ. Our faith is about an encounter with God — an incredible love story that inspires faith and joy,” – Renewing the Promise, 2018.

As we began to renew our strategic plan, we undertook a comprehensive consultation process to listen and hear from our educators, support staff, administrators, students, parents/guardians, parish communities and our many community partners and stakeholders.

In doing so, eight major themes emerged, which you will see reflected in our eight strategic priorities moving forward.

I want to take this opportunity to thank everyone who contributed their dreams, goals and ideas to this process. We hope you find your voice in this 2021-2025 Strategic Plan. We hope you join us on this path of accompaniment.

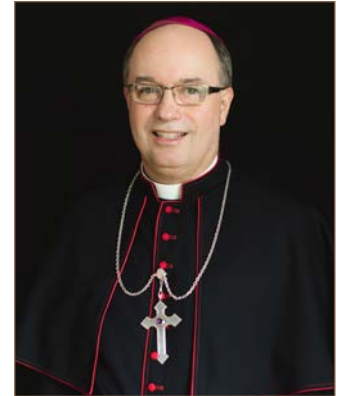
Yours in Catholic Education,



Joan Carragher  
Director of Education



# Message from Bishop Mieh



Dear Friends in Christ,

It seems that roadmaps have been replaced with GPS or computers and phone apps, but I used to love poring over a foldout map, especially before a trip. Given a choice, I always liked to be the navigator rather than the driver! There is something very satisfying about looking at possibilities and planning out a route, all with the goal of making it safely to your destination.

These new strategic priorities for the Peterborough Victoria Northumberland and Clarington Catholic District School Board will serve as a roadmap for the next five years. A broad consultation was conducted to plan out this route, seeking the input of educators, administrators, parents, clergy, support staff and many others. And that is appropriate, for this is a journey that we will make together as a Catholic community. For that reason, the theme has been well chosen: “Building a Community that Accompanies.” This theme is one to which Pope Francis often refers, and it reminds us that we journey with one another and the Lord as we move toward our destination and ultimately build up the Kingdom of God here on earth.

The eight strategic priorities have been well thought out and will serve as guideposts for the coming journey, one that we take in faith and in union with our brothers and sisters. I commend all those who have led and participated in this planning process.

We have been blessed with the gift of publicly funded Catholic education in Ontario for 160 years, and that system has also richly blessed our province. May this strategic plan serve our Catholic community and civil society well in the coming years, helping to form students of solid faith, keen intellect, steadfast virtue, and a deep commitment to the common good.

Sincerely in Christ,

A handwritten signature in blue ink that reads “+ Daniel Mieh”.

Most Reverend Daniel J. Mieh  
Bishop of Peterborough

# Our Pillars: Grounded in Faith

## Being Creative | Being Well | Being Community

Three overarching pillars guide our strategic plan, helping us to organize our priorities as we strive to achieve our vision and undertake our mission each day. The pillars act as guideposts for our staff, enabling them to place their work within the broader context of our strategic plan. Our pillars show our stakeholders what we set out to achieve each day and remind us of where we wish to go as an education system and as a faith community.

From our very being, the light of Christ unveils itself in all we learn, in all we do and in all we see. *Being*, is finding that place centered in God where all our *doing* becomes fruitful. At the heart of Catholic Education is finding the light within and seeing in that light, God's creation. "Light is not so much what you see as that by which you see everything else." (Richard Rohr, The Universal Christ)

In that light are the three theological virtues found in Paul's First Letter to the Corinthians (1 Cor.13:1-13). In that light...

### ***Being Creative:* (Faith)**

The light within is the source of all our creativity, our imagination, God as immanent and as transcendent. We reach outward toward the very source that is God.

### ***Being Well:* (Hope)**

We have hope on the journey of life as we find unity in body, mind and spirit, as we discover wholeness or "holiness." All creation is the one Body of Christ of which everyone and everything is a part.

### ***Being Community:* (Love)**

St. Augustine, in Sermon 272, spoke of infinite seeds being made into a dough, fired by the Holy Spirit, then again broken and shared. Community is our highest goal. We hold the Christ light for each other. In the many we are one and we are healed. "And now faith, hope, and love abide, these three; and the greatest of these is love." (1 Cor. 13.13)

# Our Pillars: In Action



## Being Creative

Being Creative opens the door to imagination and looking at the world in new ways. Creativity is fundamental to what it means to be a successful teacher and a successful learner. Creativity defines how students engage in learning: asking the right questions to generate new ideas, evaluate information, and construct information in new ways. It defines how teachers engage in teaching: facilitating connections, leveraging technology and finding innovative ways to demonstrate concepts and assess learning. Creativity pushes our Board leadership to put new ideas into practice, to be adaptive, flexible and forward thinking.



## Being Well

Being Well is at the heart of doing well. We can only put our best foot forward in the classroom when we create the conditions for success. We know that we have to take care of our own wellness and that of others - to support students and staff alike in striving to be our best selves every day. Supportive, inclusive and effective learning environments require connectedness and supportive relationships among all members of the learning community in order to ensure physical and emotional safety of self and spirit. Academic excellence occurs in an environment where love, caring and belonging are foundational elements.



## Being Community

Being Community starts with an inclusive Catholic educational community. We seek to be positive community members and develop relationships among all stakeholders. Our many partnerships (both locally and globally) provide our students with the opportunity to develop diverse worldviews and perspectives in order to address political, ecological, social, and economic issues that are crucial to living in a contemporary, connected, interdependent, and sustainable world. Through the Catholic lens, students develop an appreciation for the diversity of people, perspectives, and the ability to envision and work toward a better and more sustainable future for all.

# Our Priorities

While our three strategic pillars set out the overarching themes for all the work that we do, our strategic priorities distinctively name the main areas of our focus for the 2021-2025 Strategic Plan.

After extensive internal and external consultation with our education community and stakeholders in the spring of 2021, a set of eight themes emerged that are reflected in our strategic priorities: Faith, Relationships, Mental Health & Well-being, Teaching & Learning, Equity, Technology, Environment and Resources.

Attached to each strategic priority are three goals that will direct the strategic action items in our annual Catholic Board Improvement Plan for Student Achievement and Well Being and the Catholic School Improvement Plan for Student Achievement and Well Being at each of our 36 schools.

PVNC staff and members of the public can track our progress on achieving these goals and actions through the annual Director's Report, which is released each year in December.



# Inspiring Faith



Inspiring Faith to strengthen the foundation of Christ in our Catholic schools and spark a call to service in the greater community.

## Strategic Goals:

- ◆ We will enhance connections between the home, school, parish and community in order to provide outreach and see the face of God in each person we serve.
- ◆ We will find unity in the body of Christ and see God in the natural environment through Liturgy and the Mass.
- ◆ We will use various resources including Auditing our Catholic Schools and A Pastor's Journal to identify ways that we can continue to be the Christ light for others and build community through symbols, words and actions.

# Valuing Relationships

Valuing Relationships to empower our students and staff as we work together to realize the great promise of Catholic Education.

## Strategic Goals:

- ◆ We will create an environment in all workplaces that has at its core “the art of accompaniment,” keeping Jesus at the centre of our community as we model ministry, acceptance and love.
- ◆ We will foster a sense of respect for the unique expertise and strengths of each individual, acknowledging and celebrating the efforts of our students and staff and working to ensure they feel valued, empowered and supported.
- ◆ We will demonstrate servant leadership by creating inclusive learning and work environments grounded in gratitude and empathy for the work that we do and the people we serve.



# Nurturing Mental Health & Well-being



Nurturing Mental Health & Well-being to create healthy environments in which we work, learn and teach, understanding that we have to be well in order to learn, to teach, to lead, to support and to fulfill the demands of each of our roles.

## Strategic Goals:

- ◆ We will engage in professional development for creating healthy interpersonal relationships/ partnerships, workspaces and classrooms.
- ◆ We will enhance collaborative efforts across our organization directed at working as a cohesive team to bring about ideal work and learning environments.
- ◆ We will strive to be open, humble, and receptive to opportunities for learning and personal growth that build our individual knowledge.

# Providing Excellence in Teaching and Learning

Providing Excellence in Teaching and Learning to maximize student engagement through effective assessment practices, deep inquiry learning, student voice and choice.

## Strategic Goals:

- ◆ We will teach students to think critically, ask questions and communicate their thinking.
- ◆ We will continue to support deep inquiry learning and Universal Design for Learning (UDL) to ensure all students can achieve success.
- ◆ We will focus on student strengths and identify areas for growth using assessment for, as and of learning.



# Ensuring Equity



Ensuring Equity to create a culture of belonging that promotes spiritual, emotional, mental and physical safety through advocacy and aspiring allyship.

## Strategic Goals:

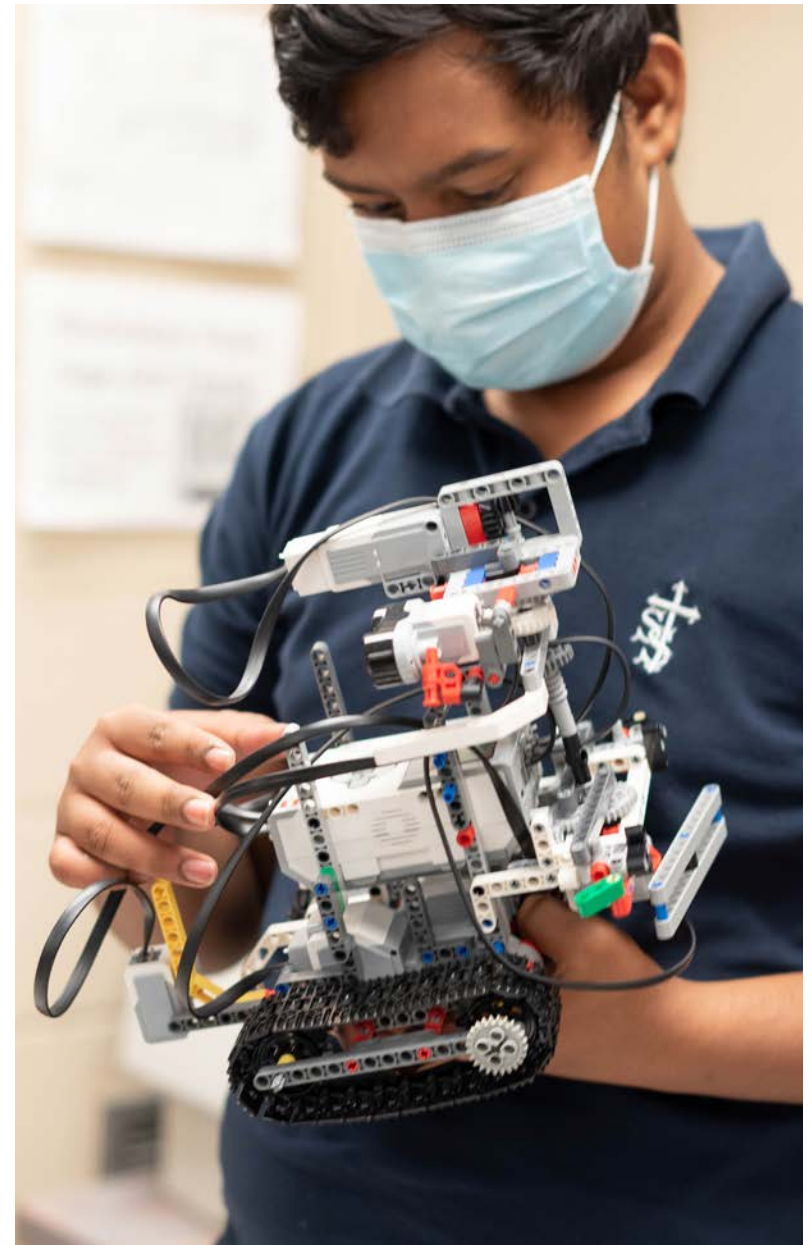
- ◆ We will provide staff with the necessary space and time to engage in reflective dialogue, identify personal learning goals and engage in learning through an equity lens.
- ◆ We will review curriculum resources through a culturally relevant and responsive pedagogy lens to critically evaluate the resources we use to ensure materials represent diverse perspectives.
- ◆ We will use the Student Census Survey Data and Equity Continuum Resource (OISE) to inform our Catholic Board and School Improvement goals on an annual basis.

# Expanding Technology

Expanding Technology to enable staff and students to apply, analyze, evaluate and create their thinking and learning in creative and innovative ways while encouraging staff and students to develop new ways of using technology.

## Strategic Goals:

- ◆ We will provide all students with appropriate technology and implement a balanced inquiry-based model of online and in-person learning so that students can clearly make their thinking visible and use technology where most impactful.
- ◆ We will facilitate ongoing learning and increase the confidence of educators and students with up-to-date, real-world applications and technologies that meet industry standards and will support our students well into the future.
- ◆ We will ensure students and staff are provided with a growing repository of applications, programs and learning opportunities that meet safety and privacy requirements as they competently employ technology to demonstrate their thinking and learning.



# Protecting the Environment



Protecting the Environment to create greater ecological sustainability in all of the Board's educational, strategic, and corporate practices and to act on the urgency expressed in Pope Francis' Encyclical on the Environment *Laudato Si'*.

## Strategic Goals:

- ◆ We will prioritize environmental education learning expectations in all schools by providing the necessary staff training to build capacity among teachers and leaders, ensuring that environmental topics in the current K-12 curriculum documents be taught and assessed for all students.
- ◆ We will strive to certify all schools in an environmental stewardship program.
- ◆ We will develop short and long-term environmental plans for the Board, creating a multi-disciplinary resource committee on the environment and reporting to the Board of Trustees twice per year to assess the progress being made toward the established goals.

# Maximizing Resources

Maximizing Resources to maintain public trust and ensure a fiscally responsible Catholic school system founded on equity, transparency, accountability, risk management and sustainable priorities.

## Strategic Goals:

- ◆ We will ensure efficient and equitable allocation of staff and regularly review all teaching and learning resources in our schools so that our staff and students have the best possible support.
- ◆ We will maintain effective corporate risk management practices and search for opportunities to improve operational efficiencies.
- ◆ We will enhance our engagement in authentic and transparent consultation on the use of resources with stakeholder groups.



# Sources



- ◆ [Achieving Excellence: A Renewed Vision for Education](#)
- ◆ [Auditing Our Catholic Schools](#)
- ◆ [A Pastor's Journal: Catholic Parishes and Schools Working Together](#)
- ◆ [Deep Learning](#)
- ◆ [Encyclical on the Environment Laudato Si'](#)
- ◆ [EcoSchools](#)
- ◆ [Growing Success: Assessment, Evaluation & Reporting](#)
- ◆ [OISE Equity Continuum](#)
- ◆ [PVNCCDSB Draft Equity Resource Selection Guide 2021](#)
- ◆ [Renewing the Promise, 2018](#)
- ◆ [School Effectiveness Framework 2013](#)
- ◆ [School Improvement Planning Document for Principals: Ministry of Education](#)
- ◆ [Together in Faith. Home. School. Parish](#)
- ◆ [Together in Faith. Care for our Common Home](#)
- ◆ [Universal Design for Learning \(UDL\)](#)

# Acknowledgments

Thank you to all members of our Peterborough Victoria Northumberland and Clarington Catholic learning community, partners and key stakeholders who shared their voice throughout the consultation and development of our 2021-2025 Strategic Plan: *Building a Community That Accompanies*.

## **The following groups were integral to the renewal of our strategic plan:**

- ◆ PVNCCDSB Board of Trustees 2020-2021: Linda Ainsworth, David Bernier, Michelle Griepsma, Braden Leal, Kevin MacKenzie, Helen McCarthy, Emmanuel Pinto
- ◆ Senior Administration 2020-2021: Jeannie Armstrong, Joan Carragher, Laurie Corrigan, Isabel Grace, Tim Moloney, Stephen O’Sullivan, Sheila Piggott
- ◆ Strategic Planning Advisory Committee: Linda Ainsworth, Jeannie Armstrong, David Bernier, Frank Bradica, Shannon Brady, Joan Carragher, Sandra Connolly, Laurie Corrigan, Galen Eagle, Sean Heuchert, Sheila Piggott, Erin O’Sullivan
- ◆ His Excellency, Bishop Daniel Miehm and the Diocese of Peterborough
- ◆ Father Paul Massel, Board Chaplain and Faith Animator
- ◆ Communication Services: Galen Eagle, Andrea Bradley and Alyssa Cymbalista
- ◆ Parents, students, staff and clergy participated in our consultations through Thought Exchange and Google surveys and individual staff members participated in one-on-one consultations with the Director of Education.
- ◆ School-based staff at all 38 schools and centrally assigned staff.
- ◆ Accessibility for All Committee
- ◆ Catholic Parent Engagement Committee
- ◆ Faith and Equity Advisory Committee
- ◆ First Nation Métis and Inuit Advisory Committee
- ◆ French as a Second Language Advisory Committee
- ◆ Special Education Advisory Committee
- ◆ Student Council Liaison Committee Meeting





**PETERBOROUGH VICTORIA NORTHUMBERLAND AND CLARINGTON  
CATHOLIC DISTRICT SCHOOL BOARD**

1355 Lansdowne Street West  
Peterborough, Ontario  
K9J 7M3

**Phone: (705) 748-4861 • Fax: (705) 748-9734**

**1-800-461-8009**

**Visit our website at: [www.pvnccdsb.on.ca](http://www.pvnccdsb.on.ca)**



[www.facebook.com/PVNCCDSB](https://www.facebook.com/PVNCCDSB)



PVNCCDSB



@PVNCCDSB

© COMMUNICATION SERVICES  
SEPTEMBER 2021



*Peterborough Victoria  
Northumberland and Clarington  
Catholic District School Board*