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REPORT TO

REGULAR BOARD

DEVELOPMENT OF THE NEW TCDSB MULTI-YEAR STRATEGIC PLAN

Where there is no vision, the people perish. - Proverbs 29:18

Created, Draft	First Tabling	Review
February 4, 2021	March 25, 2021	Click here to enter a date.

Gina Iuliano Marrello, Superintendent of Student Success and Alternative Education
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RECOMMENDATION REPORT

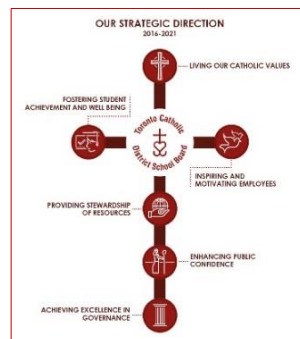
Vision:

At Toronto Catholic we transform the world through witness, faith, innovation, and action.

Mission:

The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.

We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.



Brendan Browne, PhD
Director of Education

D. Koenig
Associate Director
of Academic Affairs

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Acting Associate Director
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Community Development

A. EXECUTIVE SUMMARY

This report provides Trustees with recommendations for the review of the current Multi-Year Strategic Plan (MYSP) in preparation for the communication and consultation process which will inform the development of the new TCDSB MYSP.

The cumulative staff time required to prepare this report was 35 hours.

B. PURPOSE

The *Multi-Year Strategic Plan, 2016-2021* will end this year. In this report, TCDSB staff members have outlined a plan for conducting a review of the current plan and developing a new MYSP that reflects the current state of education in Ontario and the priorities of the Toronto Catholic District School Board. Comprehensive stakeholder consultation will be key to this process.

C. BACKGROUND

1. **2010-2011:** The first iteration of the current MYSP was developed with guidance from the Superintendent of Strategic Planning and an external third party hired as a facilitator.
2. **2011-2012:** Under the direction of the Superintendent of Education with the MYSP portfolio, the MYSP was revised and refined.
3. **April 4, 2012:** The Board approved its first *Multi-Year Strategic Plan, 2012-2015*. It was determined that feedback would be provided on an annual basis.
4. **March 2016:** The Board decided to extend the length of time of the new MYSP from a three-year plan to a five-year plan and the new MYSP was set to cover the period 2016-2021.
5. **March 3, 2016:** At the Student Achievement and Well Being, Catholic Education and Human Resources Committee meeting, Trustees approved the *Multi-Year Strategic Plan, 2016-2021*. In addition, a motion was passed requiring that staff report annually on the progress made on the report.

Since that time, progress reports on the **achievement of the goals** of the MYSP have been provided annually. Over the years, the format of the Report Back and key performance indicators have evolved.

6. **April 2018:** Informed by the Ontario Ministry of Education document, *Multi-Year Strategic Planning 2017*, staff developed and presented a new format for reporting back on the MYSP. The ***Multi-Year Strategic Plan, 2016-2021: 2016-2017 Report Back***, was presented to the Board using the new format. The same format has been in use for the last 4 years.
7. **November 2020:** The last Report Back occurred at the November 19, 2020 Board Meeting.
8. **November 2021:** The **final** Report Back for the *Multi-Year Strategic Plan, 2016-2021* will take place.

D. EVIDENCE/RESEARCH/ANALYSIS

1. During 2010-2012, the board conducted extensive consultation to inform the creation of the *Multi-Year Strategic Plan, 2012-2015*.
2. The following elements were part of the consultation process:
 - MYSP Launch with areas of focus identified;
 - Environmental scan;
 - Consultations with stakeholders, including: Trustees, Director's Council, Education Council, Union and Association Representatives, the Catholic Parent Involvement Committee, Catholic School Advisory Council Chairs, and Catholic Student Leadership Impact Team;
 - Facilitated collaborative sessions with Trustees and staff to refine mission, vision, strategic directions, and goals;
 - The Draft MYSP received by the Board of Trustees;
 - The Draft MYSP shared with stakeholders and input collected using focus groups;
 - Revised draft posted on the Board website for further stakeholder input;
 - Revised Draft MYSP reflecting input posted on the Board website and emailed to various stakeholders through the system for further feedback;
 - Final version of the Draft MYSP presented to the Board of Trustees for approval;

- Comprehensive communications to ensure operational plans aligned with the MYSP;
 - Baseline survey for all stakeholders to gauge stakeholder support for the MYSP.
3. The current TCDSB MYSP consists of Six Strategic Actions:
- Living our Catholic Values
 - Student Achievement and Well Being
 - Strengthening Public Confidence
 - Stewardship of Resources
 - Excellence in Governance
 - Inspiring and Motivated Employees
4. Within each Strategic Action, there are Priority Areas and Goals. In total, the MYSP identifies 6 Strategic Actions, 9 Priority Actions, and 38 Strategic goals.

Looking Ahead: Review, reflect, and renew

5. The TCDSB *Multi-Year Strategic Plan, 2016-2021*, expires December 2021.
6. The document, *Multi-Year Strategic Plan Development Roadmap* (see **APPENDIX**), developed by the MYSP Steering Committee, outlines the proposed actions and timelines within each of the four phases of the MYSP development process.

The following four phases are identified in the plan:

Phase I	Review & Reflect	March – June 2021
Phase II	Synthesis & Visioning	July – September 2021
Phase III	Consultation & Development	October – December 2021
Phase IV	Communication, Implementation & Monitoring	January 2022 (ongoing)

7. With support from an external facilitator, Trustees and Senior Staff will begin the MYSP development process in Phase I with reflection and review, followed by analysis of data in Phase II, consultation and communication in Phase III, and culminating in a new MYSP in Phase IV.

Trustees and Senior Staff will take part in facilitated feedback sessions throughout the process and will be fully involved in the various stages of the plan development.

E. METRICS AND ACCOUNTABILITY

Date	Outcome
September 2021	Report to the Board of Trustees: <ul style="list-style-type: none"> • MYSP Overview: review the current plan and identify future areas of focus for the new MYSP • Draft Consultation Plan
November 2021	Report to the Board of Trustees: <ul style="list-style-type: none"> • Final Report Back - <i>MYSP 2016-2021</i>
January 2022	Report to the Board of Trustees: <ul style="list-style-type: none"> • Presentation of the new MYSP for approval
November 2022	Report to the Board of Trustees: <ul style="list-style-type: none"> • First Report Back on the new MYSP

F. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN

1. Phase I (March to June 2021): With the support of an external facilitator, staff will conduct a preliminary review of the current TCDSB MYSP by engaging Senior Staff and Trustees in feedback sessions, as well as collecting initial input from major stakeholder groups.
2. Phase II (July – September 2021): Senior staff will present to the Board of Trustees results of the preliminary review and propose a communication and consultation plan to collect feedback from stakeholders that will inform the development the new TCDSB MYSP.
3. Phase III (October – December 2021): With the support of an external facilitator, staff will oversee a communication and consultation plan to collect stakeholder input.
4. Phase IV (January 2022 and onward): Staff will present a new MYSP to the Board of Trustees for approval. Once approved, the new MYSP communication plan will be implemented.

G. STAFF RECOMMENDATION

That the Board of Trustees approve the proposed plan of action outlined in this report related to the development of the new Multi-Year Strategic Plan.