

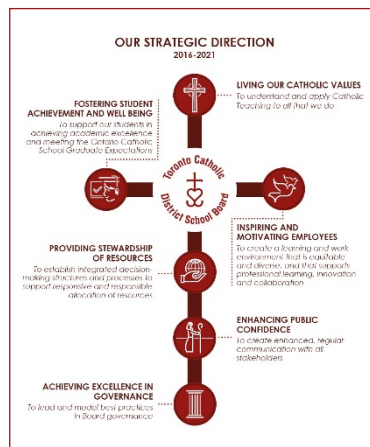
# OUR MULTI-YEAR STRATEGIC PLAN

## WHAT IS THE MULTI-YEAR STRATEGIC PLAN?

The Multi-Year Strategic Plan communicates the shared Catholic values and priorities of all stakeholders including students, parents/guardians, and staff.

It is the road map of the Toronto Catholic District School Board that informs our decisions and guides the allocation of resources and our collective actions.

*Click image to see current plan's brochure.*



## HOW IS THE MYSP DEVELOPED AND IMPLEMENTED?

The development of the new MYSP is a collaborative process led by Trustees and Senior Staff and informed by feedback from the TCDSB community. Based on the feedback we receive from the TCDSB community, we will create the new MYSP. Once approved, it becomes the new guiding document for the Board's collective actions.

### Multi-Year Strategic Plan Development Timeline 2021

- Phase I: Review and Reflect (March - June)
- Phase II: Synthesis and Visioning (June - September)
- Phase III: Consultation and Development (September - December)

## WHY DOES YOUR INPUT MATTER?

Your input will ensure that the MYSP reflects what matters to our students, staff, families and community members and will inform and shape which areas of focus are most important for the Board to prioritize.



*Your voice is critical to getting the plan right and setting the direction for the TCDSB.*



## WHAT ARE THE ELEMENTS OF A GOOD MYSP?

According to best practice research, a good strategic plan:

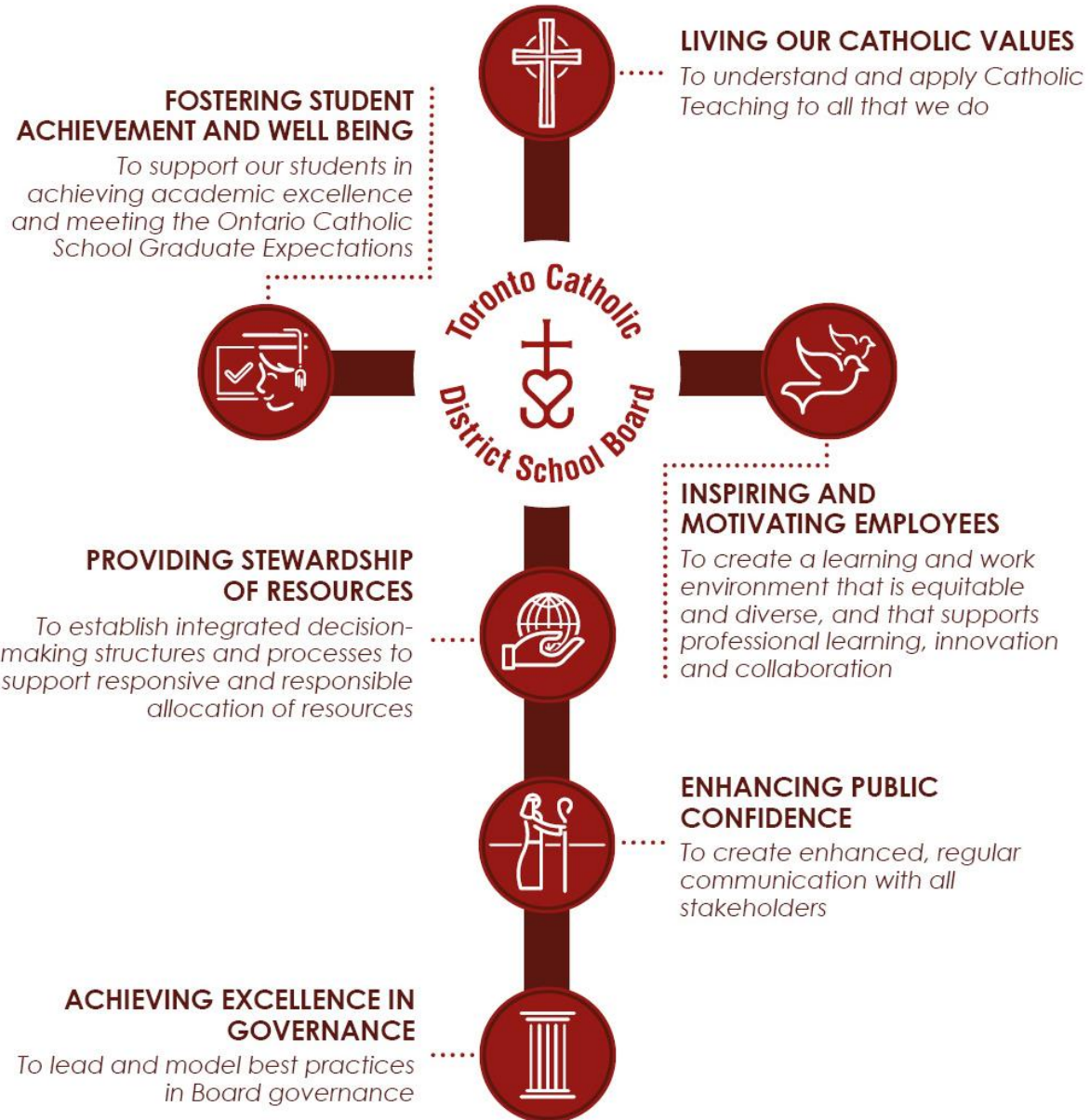
- ✓ Sets aspirations and directions for the organization, putting students at its centre.
- ✓ Communicates its intention and purpose clearly for all families, students, staff and community members to understand.
- ✓ Includes branding that is memorable and language that is easy to understand.
- ✓ Is direct and concise while representing the overall values of the organization.
- ✓ Does not try to direct every outcome or control every action centrally.
- ✓ Is a living document that learns through implementation and is responsive to significant changes in provincial educational policy or historical events.
- ✓ Includes big-picture directions that are supported by more detailed action plans for large-scale projects that will move the plan from the current state toward the aspired future state. The action plans contain the details of how the work will be achieved.
- ✓ Measures what matters, but does not let measurements determine what matters.
- ✓ Uses key performance indicators and qualitative measures to guide monitoring in order to describe how things are going in terms of implementation, progress, and impact.
- ✓ Is different from and aligns other plans at the Board and school level. The three levels of planning — strategic, board, and school — should all be connected in terms of values and focus to ensure coherence.

Visit our [MYSP Website Page](#)

# TORONTO CATHOLIC DISTRICT SCHOOL BOARD

## OUR STRATEGIC DIRECTION

2016-2021



## OUR 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.*

## OUR VISION

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

# OUR STRATEGIC GOALS

## LIVING OUR CATHOLIC VALUES



*To understand and apply Catholic Social Teachings to all that we do:*

- **Students** will be instructed in a curriculum that is rooted in Gospel values and informed by the Ontario Catholic School Graduate Expectations.
- **Staff** and **Trustees** will participate in ongoing faith development through liturgical celebrations and opportunities for spiritual retreats.
- **Parents** will be supported in their integral role of nurturing the relationship between home, school and parish.
- **Senior Team** and **Trustees** will develop decision-making processes and ensure setting policy priorities that reflect Catholic social values (e.g., stewardship of God's creation, option for the poor and vulnerable etc.).

## FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING



*To support our students in achieving academic excellence and meeting the Ontario Catholic School Graduate Expectations:*

- Students will meet or exceed the provincial average in literacy and numeracy as measured in Education Quality and Accountability Office (EQAO) assessments by 2019.
- Students will exceed the provincial average in credit accumulation and graduation rate by 2019.
- Staff will implement effective assessment practices (for/as learning) that incorporate learning goals, co-created success criteria and provide descriptive feedback to support student learning.
- Staff will share assessment practices with parents to ensure parent engagement with a common understanding of assessment for/as learning.

*To support our students' ability to apply critical and innovative thinking in all subjects we will:*

- Use evidence-based teaching and learning strategies to provide students opportunities to become discerning believers, effective communicators, reflective thinkers, self-directed learners, collaborative contributors, caring family members and responsible citizens.\*
- Use differentiated instruction to ensure that individual learning needs are accommodated and to engage students fully in their learning.
- Support investments in technology that continue to foster digital literacy, creativity, innovation and collaboration.

\*Ontario Catholic School Graduate Expectations

***To create equitable learning environments for all students:***

- Provide all students with equitable access to learning and technology and strive to close the opportunity gap so that the most vulnerable students achieve their full potential.
- Strive to ensure that the physical, emotional, intellectual and spiritual needs of all students are met.
- Strive to ensure that all students are eating nutritionally and are physically fit.
- Provide all students with safe, healthy learning environments by promoting a positive school climate, inclusive and accepting of all pupils, and by promoting the prevention of bullying.

## **ENHANCING PUBLIC CONFIDENCE**



***To create enhanced, regular communication with all stakeholders we will:***

- Improve communication to our stakeholders that reflect the mission, vision and values of the board.
- Ensure timely and sensitive responses to stakeholder questions and concerns.
- Create opportunities for meaningful dialogue, feedback and input from the community.
- Build and maintain community partnerships.
- Ensure public accountability and transparency in all processes and policies.
- Strive to ensure equitable treatment of all stakeholders.

## **PROVIDING STEWARDSHIP OF RESOURCES**



***To establish integrated decision-making structures and processes to support responsive and responsible allocation of resources we will:***

- Provide all students with the tools and resources they need to support their learning within the allotted budget.
- Increase the use of research and evidence to guide decisions and actions in teaching, administration and governance.

***To ensure fiscal responsibility at all levels of the organization we will:***

- Establish informed, accountable and ethical decision-making for policy development and resource management.
- Align operational and capital budgets with the Multi-Year Strategic Plan.
- Maintain a sustainable balanced budget that reflects ecological justice principles.
- Report results and actions annually.



## ACHIEVING EXCELLENCE IN GOVERNANCE



*To lead and model best practices in Board governance we will:*

- Build trustees' capacity for governance and establish a mentoring program for new trustees.
- Provide professional learning to strengthen leadership, accountability and transparency at all levels.
- Regularly review board meetings and committee meetings for the purpose of continually improving evidence-based decision making and accountability.
- Develop appropriate managerial and trustee governance oversight to carry out the annual budget plan in a fiscally responsible and transparent process in collaboration with staff.

## INSPIRING AND MOTIVATING EMPLOYEES



*To create a learning and work environment that is equitable and diverse, and that supports professional learning, innovation and collaboration we will:*

- Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization.
- Ensure ongoing leadership development grounded in the Catholic Leadership Framework for superintendents, principals, vice-principals, business management staff and aspiring leaders.
- Ensure effective succession planning strategies are in place for recruiting, selecting, cultivating, empowering and retaining leaders.
- Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board.
- Apply current performance appraisal processes for staff to recognize excellence and support professional growth.
- Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.

## OUR CATHOLIC VALUES

We believe...

- in the worth and dignity of every person
- in the critical role that our Catholic schools play in promoting Gospel values, social justice, environmental responsibility, human dignity, solidarity, and the common good
- that high standards and expectations foster greater achievement
- that people thrive in a safe, healthy and compassionate environment grounded in respect for the diversity of every person
- that teaching is responsive to individual needs
- that teaching and learning be rooted in research and evidence
- that each of us shares responsibility for creating collaborative communities of learning
- that equity, diversity, accessibility, and inclusivity are integral to the Catholic community
- that the 21st century competencies – collaboration, real world problem solving and innovation, knowledge construction, skilled communication, self-regulation and the use of information communication technology for learning, are essential.





## TORONTO CATHOLIC DISTRICT SCHOOL BOARD TRUSTEES 2017- 2018

### Wards

1.	Joseph Martino	416-512-3401
2.	Ann Andrachuk	416-512-3402
3.	Sal Piccininni	416-512-3403
4.	Patrizia Bottoni	416-512-3404
5.	Maria Rizzo	416-512-3405
6.	Frank D'Amico, Vice-Chair	416-512-3406
7.	Michael Del Grande	416-512-3407
8.	Garry Tanuan	416-512-3408
9.	Jo-Ann Davis	416-512-3409
10.	Barbara Poplawski	416-512-3410
11.	Angela Kennedy	416-512-3411
12.	Nancy Crawford	416-512-3412
	Rhea Carlisle, Student Trustee	416-512-3413
	Joel Ndongmi, Student Trustee	416-512-3417

**Rory McGuckin**, Director of Education  
**Barbara Poplawski**, Chair of the Board

***Without a vision the people perish***

*Proverbs 29:18*

*Revised October 10, 2017*

Toronto Catholic District School Board  
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