



REPORT TO

REGULAR BOARD

NEW MULTI-YEAR STRATEGIC PLAN, 2022-2025

And for this I pray: that your love may increase ever more and more in knowledge and full insight. – Philippians 1:9

Drafted

January 10, 2022

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Meeting Date

February 17, 2022

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

Director of Education

Adrian Della Mora

Associate Director of Academic Affairs & Chief Operating Officer

Derek Boyce

Associate Director of Facilities, Business & Community Development

Ryan Putnam

Chief Financial Officer & Treasurer

A. EXECUTIVE SUMMARY

This report provides Trustees with the Draft *Multi-Year Strategic Plan, (MYSP) 2022-2025*, which reflects our Board's priorities, strategic directions, and strategic goals. The new MYSP was informed by feedback collected through a comprehensive stakeholder consultation process. The four stages of the MYSP Consultation and Development process, that took place between April and December 2021, are briefly described in this report, followed by a description of the new MYSP with suggested monitoring guidelines to be used to measure progress over the next three years.

The cumulative staff hours required to prepare this report:

- *Report Writing - 10 hours*
- *Consultation and Development of the Draft MYSP - 1000 hours (board staff and Maximum City, our third-party facilitator)*

B. PURPOSE

This report introduces the new *Multi-Year Strategic Plan (MYSP), 2022-2025* which will replace the previous MYSP that ended in 2021.

C. BACKGROUND

1. September 2021: The TCDSB *Multi-Year Strategic Plan, 2016-2021* expired
2. November 2021: The final Report Back for the *Multi-Year Strategic Plan, 2016-2021* took place
3. March 2021: At the March 25, 2021, Regular Board Meeting, Senior Staff presented Trustees with a report on the *Development of the New TCDSB MYSP*.

In the March report, Trustees were provided with a document, *Multi-Year Strategic Plan Development Roadmap (APPENDIX A)*, that outlines the actions and timelines within each of the following four phases of the MYSP Consultation and Development process:

| | | |
|-----------|---|--|
| 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) (Deferred to February) |

4. Senior Staff and Trustees worked collaboratively with Josh Fullan and staff from Maximum City, our third-party facilitator, to carry out the MYSP Consultation and Development process. Trustees and Senior Staff took part in facilitated visioning sessions and led the consultation process by engaging other stakeholders in facilitated feedback sessions, which is described in the paragraphs that follow below.
5. **March – June 2021: Phase I - Review & Reflect**

Educational Research staff conducted an environmental scan to provide context related to the educational landscape in Ontario prior to beginning the process. With the support of an external facilitator, Senior Staff and Trustees took part in a visioning feedback session in April to review the current TCDSB MYSP. During Phase I, initial input from major parent/guardian and community stakeholder groups (Advisory Committee Representatives, CPIC, OAPCE, SEAC) was collected. In addition, responses from annual stakeholder surveys (student, staff, and parent) were analyzed to support this process.
6. **July – September 2021: Phase II - Synthesis & Visioning**

Staff summarized and analyzed initial input from major stakeholders, collected in Phase I, and provided Trustees and Senior staff with an opportunity to reflect on the data presented during a Visioning Session in August.

At the September 16, 2021, Regular Board meeting, Trustees were provided with an analysis of the stakeholder data collected during Phase I, as well as a comprehensive Consultation Plan to collect stakeholder feedback during Phase III (**APPENDIX B**). This plan was approved by the Board of Trustees.
7. **October – December 2021: Phase III - Consultation & Development**

With the support of Maximum City, board staff oversaw a comprehensive communication and consultation plan that collected input from TCDSB Stakeholders. Based on stakeholder feedback, Senior Staff developed the Draft new MYSP. In December, Trustees and Senior Staff took part in the last visioning and consultation session to review data collected and provide input into the Draft new MYSP
8. **February 2022 (ongoing): Phase IV - Communication, Implementation & Monitoring**

Upon approval of the new *Multi-Year Strategic Plan, 2022-2025*, communication and full implementation of the MYSP will commence.

D. EVIDENCE/RESEARCH/ANALYSIS

1. In Phase I: Review & Reflect, initial feedback from major stakeholders was collected and served to identify Catholicity and Faith as the overarching focus, as well as the following three major priority areas: Learning, Equity, and Well-being. Much discussion centred on the need to create an MYSP that is simpler, flexible, and more concise. This resulted in the development of a new MYSP that contains fewer strategic directions and goals.
2. During Phase III, all stakeholders were invited to engage in consultation using the following tools: Survey, Consultation Toolkit, Online Information and Consultation Sessions, and Focus Groups Discussions.
3. The following Stakeholder Groups participated in the consultation process: Students, Staff, Parents/Guardians, Trustees, Union partners, Community Members, and the Archdiocese of Toronto.
4. The following Stakeholder Consultation Events took place:
 - Stakeholder Survey from October to November 2021
 - Focus Group Discussions with Students, Staff, and Union partners from November to December 2021
 - Community Information and Q&A Session - November 2, 2021
 - Consultation Session with Advisory Committee Members, CPIC, OAPCE, and SEAC - November 8, 2021
 - Local Catholic School Parent Council (CSPC) Consultation Sessions using the Consultation Toolkit provided from November to December 2021
 - Multi-ward Trustee and Student-centric MYSP Consultation Sessions—November 22 and 23
 - The Archdiocese of Toronto provided written feedback in November
 - Trustees and Senior Staff, as leaders in this process, took part in facilitated visioning and consultation sessions (April, August, December).

To ensure transparency with the MYSP Consultation and Development process and to communicate progress, the TCDSB shared with stakeholders and the public summary reports created by Maximum City, our third-party facilitator, for all consultation sessions. All reports, information and consultation session presentations, and other informational documents were posted on the TCDSB MYSP website.

Stakeholder Survey Responses, Focus Group Data, and Online Facilitated Consultation Sessions Feedback

i) Stakeholder Survey (n = 3633)

Across all stakeholder groups, participants indicated that they strongly supported the three strategic priorities that were identified in Phase I. Table 1 shows a summary of this confirmatory data, providing an added measure of confidence that the priority areas, strategic directions, and strategic goals identified in the new MYSP reflect TCDSB stakeholder needs.

Table 1: Survey Responses - Agreement with the Strategic Directions

| Stakeholder Group | Percentage of Respondents who Agreed/Strongly Agreed |
|---|--|
| Students (n = 491, 86 also identified as ESCLIT/CSLIT) | 88% |
| Staff (n=266, 30 also identified as CSPC) | 90% |
| Parents/Guardians (n = 2847, 400 also identified as CSPC) | 87% |
| Community Members (n = 29) | 62% |

ii) Thematic Analysis of Open Comments from Stakeholder Survey and Focus Group Data

There were over 800 comments provided by stakeholders in the Open Response section of the Stakeholder Survey. Notes from Focus group sessions with staff and students were also thematically organized and analyzed based on the overarching focus area of Catholicity and the priority areas of Learning, Equity, and Well-Being. All qualitative data, organized by priority area, was provided to MYSP writing teams to help them to transform and refine priority areas into strategic directions and goals.

iii) Facilitated Information and Consultation Sessions

Stakeholder Consultation Sessions that took place on November 2 and 8 were facilitated by Maximum City, in collaboration with Senior Staff. Catholic School Parent (CSPC) Groups also took part in locally facilitated sessions by school administrators in collaboration with CSPC members and Trustees using a Consultation Toolkit developed by Maximum City. The Toolkit was also used to collect feedback from Union Partners and central staff. Trustees conducted a multi-ward stakeholder session. The Archdiocese of Toronto provided feedback via a written statement. Table 2 shows a summary of feedback from these sources.

Table 2: Stakeholder Feedback from Facilitated Consultation Sessions

| Date | Consultation Session | Participants | Feedback Summary |
|--------------|---|---|--|
| Nov. 2 | Community Information and Q&A Session | Parents, Students, Staff, Community Members (<i>n~300</i>) | Expressed importance of focusing on: <ul style="list-style-type: none"> How students will be supported in each of the priority areas How the MYSP will be implemented, monitored, and communicated |
| Nov. 8 | Parent & Advisory Committees Consultation Session | Reps from CPIC, OAPCE, SEAC & Advisory Committees (<i>n=30</i>) | <ul style="list-style-type: none"> Focus on Catholicity; incorporate Catholic language, values, and symbols into the MYSP Clarify and communicate priority areas and the role of stakeholders in relation to MYSP goals |
| Nov.-Dec. | Consultation Toolkit, prepared by Maximum City and shared with principals, Trustees, and Senior Staff. (Toolkit included: a PowerPoint Pres. with a discussion guide and Survey using Google Form to capture group responses) | <ul style="list-style-type: none"> 32 CSPPC 3 Unions 3 Nurturing Catholic Community Steering Committee (<i>n=38 group surveys</i>) | <p>Most common comments and questions focused on five areas:</p> <ul style="list-style-type: none"> ➤ Catholicity: Integrate across all areas to foster strong connections between home, school, and parish ➤ Learning: Meet students where they are to address student needs ➤ Equity: Provide culturally responsive teaching resources that support the diverse backgrounds of students and staff ➤ Well-being: Provide more resources to staff and students to support their well-being and communicate these resources to all stakeholders |
| Nov. 22 & 23 | Multi-Ward Trustee and Student-Centric MYSP Consultation Sessions | Participants included parents, students, and community members. (<i>n~70 total for both sessions including panel members</i>) | <ul style="list-style-type: none"> General support for 3 priority areas, along with the use of fewer pillars Catholicity: MYSP must have a strong Catholic lens and language that reflects our Catholicity Students: More consultation with students should have taken place Diagram: Prefer something different than what was presented; suggested a student competition |
| Nov. | Archdiocese of Toronto provided written feedback | Statement provided by Bishop Robert Kasun on behalf of the Archdiocese | <p>Feedback focused on the following:</p> <ul style="list-style-type: none"> Make the Catholic MYSP stand out from public Boards Make Catholicity, Catholic values, language, and symbology more prominent Priorities should be sharpened and more specifically reflect Catholicity |

Summary of Stakeholder Feedback that informed our new MYSP:

- Use language in the new MYSP that reflects our Catholic Faith
- Three interconnected priority areas were affirmed: Learning, Equity, Well-Being
- Reduce the number of priorities and develop an MYSP that is simpler, more concise, and which has fewer strategic directions and goals
- Ensure that all stakeholders see themselves in the MYSP
- Use a new graphic that reflects our priorities, with a focus on Catholicity

5. Development of the new *Multi-Year Strategic Plan, 2022-2025*

During Phase IV: After review of all stakeholder feedback and discussions with members of the Senior Team, the new *Multi-Year Strategic Plan, 2022-2025* was developed (**APPENDIX C**) and consists of the following:

- Vision & Mission Statement
- Catholicity as the overarching focus weaved through all areas of the MYSP
- Three Priority Areas: Learning, Equity, Well-Being
- One Strategic Direction for each Priority Area
- 2 Strategic Goals within each Strategic Direction/Priority Area
- A Biblical quote for each strategic direction reinforces the connection of our work to our Catholic Faith

6. Monitoring of the new *Multi-Year Strategic Plan, 2022-2025*

The *Monitoring Methodology* document (**APPENDIX D**), developed by Educational Research Staff, will be used to guide discussions regarding progress on Strategic Directions and Goals within the *Multi-Year Strategic Plan, 2022-2025*.

E. METRICS AND ACCOUNTABILITY

1. The following documents have been posted on the TCDSB MYSP Web Page (tcdsb.org/mysptcdsb.org/mysp):
 - Consultation Session Reports
 - Information and Consultation Session Presentations
 - Supporting information documentation created during the MYSP Consultation and Development process

2. Building on all the MYSP awareness achieved thus far, the Communications Department will continue to utilize all available communication vehicles (i.e., school messenger, email, webpage, social media, etc.). to inform all stakeholders of the final *Multi-Year Strategic Plan, 2022-2025*.
3. Senior Staff will use the new TCDSB *Multi-Year Strategic Plan, 2022-2025* to inform the development and implementation of TCDSB operational plans.
4. Trustees and Senior Staff will use the new TCDSB *Multi-Year Strategic Plan, 2022-2025* to inform decision-making and guide actions moving forward.
5. Senior staff will report back regarding progress on the implementation of the strategic directions and strategic goals outlined in the *Multi-Year Strategic Plan, 2022-2025*. Using the *Monitoring Methodology* found in Appendix D of this report to guide discussions, an annual report will be presented to the Board of Trustees during the November Regular Board Meeting.

F. STAFF RECOMMENDATION

That the Board of Trustees approve the newly developed *TCDSB Multi-Year Strategic Plan, 2022-2025*.