



REPORT TO

**STUDENT ACHIEVEMENT AND  
WELL BEING, CATHOLIC  
EDUCATION AND HUMAN  
RESOURCES COMMITTEE**

**MULTI-YEAR STRATEGIC PLAN**

*"Let the wise hear and increase in learning, and the one who understands obtain guidance."*  
Proverbs 1:5

Created, Draft	First Tabling	Review
February 8, 2016	March 3, 2016	February 8, 2016
Nick D'Avella, Superintendent of Education, Student Success Dan Koenig, Superintendent of Education, Curriculum & Accountability		
<b>RECOMMENDATION REPORT</b>		

**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 rooted in the love of Christ. We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity.*



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## **A. EXECUTIVE SUMMARY**

On December 10, 2015 the Board approved the Draft Revised Multi-Year Strategic Plan as the version to be used in broad-based consultation. This report summarizes the results of the broad-based consultation, includes a final version of the MYSP for approval and outlines a three-year assessment and revision process.

## **B. PURPOSE**

Broad-based consultation occurred through a variety of formats to receive feedback regarding the Draft Revised Multi-Year Strategic Plan for final approval.

## **C. BACKGROUND**

1. The initial Multi-Year Strategic Plan (MYSP) 2012-2015 was approved by the Board of Trustees on April 4, 2012.
2. Revisions to the current plan began with a Trustee and Senior Staff consultation session on June 2, 2015.
3. A Trustee workshop was held on November 19, 2015 to gather further input for the Draft Revised MYSP.
4. A Draft Revised MYSP was presented to Board in December 2015 and included a communication plan for broad-based consultation.
5. The broad-based consultation indicates a high level of approval for the Draft Revised MYSP that was presented to Board at the December 2015 meeting.

## **D. VISION**

<b>VISION</b>	<b>PRINCIPLES</b>	<b>GOALS</b>
The Board is committed to revising its MYSP in order to be responsive to the changing needs of our system.	The TCDSB is committed to authentic broad-based consultation in order to reflect the input from all stakeholders.	To present to all stakeholders a revised MYSP with achievable goals to address the mission and vision of the Board.

## **E. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN**

The broad-based consultation was implemented as follows:

1. Principals facilitated information sharing and sought input from their respective CSPCs;
2. A dedicated MYSP webpage was created with essential documentation available online in multiple languages;
3. An online survey and response input tool was disseminated and there was ongoing and open opportunity for all TCDSB stakeholders to respond and to submit more detailed comments or suggestions;
4. A Virtual Town Hall Meeting was streamed live on January 19, 2016, as an open forum for discussion on the recommended changes and refinements to the MYSP.

## **F. EVIDENCE/RESEARCH/ANALYSIS**

The results of the broad-based consultation are summarized in two sections: Multi-Year Strategic Plan Consultation Online Survey and the Virtual Town Hall Meeting.

### **(i) Multi-Year Strategic Plan Consultation - Online Survey**

*Research Department Summary Report on the Draft Revised MYSP Consultations*

The Draft Revised MYSP (2016) that was created based on initial consultation contains 38 goals organized under nine priority areas within six strategic directions. Using an online survey “Multi-Year Strategic Plan Consultation”, feedback was requested regarding each goal within a priority area. Respondents were asked to indicate ‘*keep*’ if they believed it should be retained in the revised MYSP, ‘*omit*’ if they believed it should be removed from the revised MYSP, or ‘*don’t know*’ if they were unsure. At the end of

each priority section, respondents were invited to comment on the given section.

The online MYSP survey was hosted as a link on the TCDSB website. It remained active until February 1, 2016. Six hundred and forty three stakeholders responded to the survey with representation from staff, parents, students, CSPC chairs, community members/Catholic school supporters.

The percentage of ‘no responses’ ranged from 1% to 26% towards the end of the survey. For each item, the percentage was calculated based on those who responded to that particular item.

Overall, within each priority area, the majority of respondents selected “keep” for all items. There was some variability in the strength of the response which ranged from 71% to 99%. For the items listed below, *90% or more* selected to “keep” the item. A complete listing is provided in Appendix A.

### **Living Our Catholic Values**

1. Students will be instructed in a curriculum that is rooted in Gospel values and informed by the Ontario Catholic School Graduate Expectations.
3. Parents will be supported in their integral role of nurturing the relationship between home, school and parish.

### **Fostering Student Achievement and Well-being**

9. 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.
10. Use differentiated instruction to ensure that individual learning needs are accommodated and to engage students fully in their learning.
12. 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.

13. Strive to ensure that the physical, emotional, intellectual and spiritual needs of all students are met.
15. 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**

18. Create opportunities for meaningful dialogue, feedback and input from the community.
19. Build and maintain community partnerships.
20. Strive to ensure accountability, fairness and transparency to the public in all processes and policies.

### **Providing Stewardship of Resources**

22. Ensure all students have the appropriate resources they need to support their learning within the available budget.
24. Establish informed, accountable and ethical decision-making for policy development and resource management.
27. Ensure regular financial analysis of the Board's operating revenues and costs in comparison to the Board's operating budget.
28. Publicly report financial updates on a quarterly basis, as well as the Annual Financial Year-End Report.

### **Achieving Excellence in Governance**

30. Provide professional learning to strengthen leadership, accountability and transparency at all levels.

### **Inspiring and Motivating Employees**

33. Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization.
36. Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board.
38. Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.

### *Summary of Comments:*

Comments that were provided by all stakeholders were also analysed and coded by the research department (Appendix B).

The consultation revealed that there is strong support for the Draft Revised Multi-Year Strategic Plan. Very few of the comments addressed the wording of the specific items. There were a few suggestions for greater access to definitions of terms (e.g., “excellence”, “ecological justice principles”, “available budget”).

Most of the comments were opinions that stakeholders shared regarding perceived areas of need and directions for continuous improvement within the TCDSB. For example, the ongoing need to identify methods for measurement, ensuring that there are supports for implementation, continuing efforts to promote transparency and accountability, and inclusion of all employee groups.

## **(ii) Virtual Town Hall Meeting**

### *Communications Department Statistical Report on the Draft Revised MYSP Consultations*

A Virtual Town Hall was held on Tuesday, January 19, 2016 as an open forum for the TCDSB community to discuss the Draft Revised MYSP. The webcast lasted 90 minutes and attracted 203 viewers/participants. Participants submitted 36 questions, of which 15 were provided in advance by people unable to tune into the webcast. All questions were addressed “live” on air, except for four questions. These were posted online after the event.

### *Summary of Questions:*

There were a few questions that addressed aspects of the Draft Revised MYSP. For example, duration, definitions, practices in other Boards, implementation, measurement and reporting. Most questions expressed suggestions or were queries regarding directions for the Board, improvements in governance, implementation of various programs, supports and resources.

## **G. METRICS AND ACCOUNTABILITY**

An MYSP Review Steering Committee comprised of representatives with direct responsibilities associated with each Strategic Direction will guide a three-year review cycle to inform the next MYSP as outlined below:

Year 1: Within each Strategic Direction, there will be an internal self-assessment based on the following elements summarized in a Progress Report: priority, methods of measurement (qualitative and quantitative), highlights and progress, areas for improvement and next steps in support of the priorities.

Year 2: Within each Strategic Direction, there will be an internal self-assessment based on the following elements summarized in a Progress Report: priority, methods of measurement (qualitative and quantitative), highlights and progress, areas for improvement and next steps in support of the priorities.

The Board will engage in broad-based public consultation to assess its efficacy against the current MYSP and release a public Report Card informed both by stakeholder feedback, staff reports, and objective data.

Year 3: Within each Strategic Direction, there will be an internal self-assessment based on the following elements summarized in a Progress Report: priority, methods of measurement (qualitative and quantitative), highlights and progress, areas for improvement and next steps in support of the priorities.

Staff will engage in public consultation with our stakeholders to gather input regarding any revisions to the current Board approved MYSP. A report will be presented at Board regarding approval for any revisions.

This three-year cycle will inform the revisions for the next MYSP.

## **H. RECOMMENDATION**

That the Board of Trustees approve the Draft Revised MYSP as the final version of the MYSP (Appendix C).