



**BOARD (PUBLIC)  
Report No. 18-110**

**20 November 2018**

**Progress Report at Year 3 of the Strategic Plan 2015-2019**

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**PURPOSE:**

To provide an update on progress of the objectives outlined in the 2015-2019 strategic plan at the end of year three of the plan.

**CONTEXT:**

1. The OCDSB has a 4-year cycle for our strategic plan. Currently, we are in the fourth and final year of the 2015-2019 strategic plan. The following overview is provided to guide your reflection on the progress made on each of the strategic objectives, thus far in the life of the plan. The report includes a heat map which identifies overall progress by objective and a one page summary of the work to date on each objective.

**KEY CONSIDERATIONS:**

2. The attached heat map provides a snapshot of where we are in terms of progress on each objective. The purple shading indicates progress in that particular area, while the grey depicts work still needed to be done. While these levels may vary to some degree based on the value placed on the different pieces of evidence, they are informative for big-picture reflection and for identifying opportunities for growth prior to the end of the plan.

Considerable progress has been made on each of the five objectives. The heat map identifies that both the learning objective and the well-being objective are the areas where the District still has the most opportunity for progress. Over the past three years, the District has made a number of major policy decisions in support of student learning. Our achievement data shows progress in terms of our results, but similar to the results provincially, there is room for improvement particularly in terms of mathematics and closing achievement gaps. These were areas explained in detail in our recent Annual Student Achievement Report and Board Improvement Plan for Student Achievement and Well-Being.

3. The attached one-page summaries provide a bird's-eye view of the major accomplishments for each objective over the last three years. They also identify key pieces of evidence related to progress each objective, and opportunities for future growth in this final year of the strategic plan. These summaries are provided to guide your reflection on the big pieces of work that have been accomplished and the impact that we have seen. The items highlighted are far from an exhaustive list, but serve as reminders of some of the significant undertakings in the strategic areas. This information has been discussed in detail over the past three years in the annual measurement reports, which can be found on the OCDSB's website.
4. Thus far, over the course of the strategic plan, the Board has made significant progress on the strategic objectives. Some key accomplishments include:
  - Development and implementation of Elementary and Secondary School Frameworks;
  - Review of school accommodations in two geographic areas;
  - Establishment and implementation 50/50 Bilingual Kindergarten;
  - Improved understanding and awareness of issues related to equity;
    - Indigenous Education;
    - UN declaration: International Decade for People of African Descent;
    - Advisory Committee on Equity;
  - Improved engagement through new websites and portals;
  - Provision of in-depth supports to schools to build data literacy capacity;
  - Implementation of a financial plan that addressed deficits and re-established an accumulated surplus; and
  - Other noteworthy achievements, as outlined in the attached summaries.
5. Reflecting on the progress thus far in the strategic plan demonstrates significant advancement for the OCDSB. However, there is still work to be done. Some of the key work that will be carried out this year to further our progress on the strategic objectives includes:
  - Develop process for the collection and use of identity-based data (Equity);
  - Implement Exit Outcomes self-reflection tool (Learning);
  - Develop technology plan, including enhancements to IT infrastructure (Stewardship);
  - Implement orientation program for new Board and Director (Engagement); and
  - Develop OCDSB Mental Health Action Plan, with a focus on self-regulation and Early Years (Well-being).
6. We have learned a lot from the existing strategic plan, which will help guide our work as we move into the next plan. The measurement and reporting structure for progress on the strategic objectives has evolved significantly over the past few years and has led to valuable discussions among the Board about the priority areas. Many of these discussions have focused on the importance of the specific goals and strategies that were identified to move the work forward. In developing the next plan, it will be beneficial to stay goal-oriented and to be clear in terms of what the target achievements are. To do so, it would be beneficial to identify some overarching benchmarks against which we can assess our growth.

The measurement of our progress is often complex, given the intersectionality of the objectives. This intersectionality is important to not only keep in mind, but to embrace when determining priorities for the upcoming strategic plan. This may impact the presentation of the plan and/or the language we use to refer to the objectives, as they are not stand-alone pillars but rather they are goals which relate to and depend on one another.

## **RESOURCE IMPLICATIONS:**

7. Existing District resources support the monitoring and measurement of the strategic plan and support the implementation of strategic initiatives. As such, the District is able to undertake the measurement and reporting of progress within established departmental budgets. These reports are then used to help inform meaningful investments in the future.

## **COMMUNICATION/CONSULTATION ISSUES:**

8. Progress on the strategic objectives has been shared and will continue to be shared with the community through regular reporting. This includes annual measurement reports on each strategic objective, as well as an overview each fall in the Director's Annual Report to the community. The information outlined in this report is a consolidation of that evidence, and will be posted to the District website.

One of the OCDSB's key stakeholders, the Ottawa-Carleton Assembly of School Councils (OCASC), recently expressed a keen interest in reviewing the measurement reports, and in using these reports to inform engagement on the 2019-2023 strategic plan development. This request demonstrates that there is community interest in our strategic priorities and the key work underway in the District; this may also be important for our stakeholders, to inform their input into the strategic planning process for the District.

## **STRATEGIC LINKS:**

9. This overview identifies key accomplishments, evidence of progress, and opportunities for growth under our current strategic plan. Now in the final year of this plan, we are in a position to forecast what the status of the strategic objectives might look like by the end of the four-year cycle. This helps us assess our progress and informs priorities for the current year.

## **GUIDING QUESTIONS:**

10. The following questions are provided to support the discussion of this item by the Board:
  - Has the information presented provided a clear indication of progress for each of the strategic objectives?
  - Does the evidence shared speak to satisfactory progress in each of the identified areas?
  - How will this overview inform our thinking about the next strategic plan?

- What lessons can be learned from the implementation of this plan that would improve our capacity for multi-year planning going forward?

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## **APPENDICES**

Appendix A: Progress Report: Strategic Plan 2015-2019