

COMMITTEE OF THE WHOLE (PUBLIC)
Report No. 23-040

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DRAFT STRATEGIC PLAN 2023-2027

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PURPOSE:

1. To share a working copy of the draft strategic plan with the Board of Trustees, for reflection and feedback on the mission, values, desired outcomes, key initiatives, and plans for measurement for the 2023-2027 strategic plan.

STRATEGIC LINKS:

2. The 2023-2027 strategic plan follows the implementation of the 2019-2023 strategic plan and leverages what we learned over the past four years as we worked to build a Culture of Innovation, a Culture of Caring, and a Culture of Social Responsibility. Driven by the values, priorities, and lessons learned through implementation of our current strategic plan, we have identified areas of focus for the new strategic plan.

CONTEXT:

3. The strategic plan serves as a guide for key work and decision-making for the District. The development of a new strategic plan for 2023-2027 began with the former Board of Trustees in June 2022 and has been a large component of our work this year. The strategic planning process included a comprehensive [environmental scan](#), fulsome [consultation](#), and collaborative discussions among the Board of Trustees and senior team. This process has resulted in a draft strategic plan (Appendix A), focused on Learning, Well-Being, and Social Responsibility.

KEY CONSIDERATIONS:

4. **Gathering Insight for Strategic Plan Development**
The strategic planning consultation was designed to gather stories and feedback from students, staff, families, and the community. We gathered these stories through one-to-one conversations, small group conversations, large group

meetings, electronic feedback, and school-based consultations. We conducted extensive analysis, from which six key themes emerged:

Theme	Sampling of topics we heard about
Learning	Fundamentals; experiential learning opportunities; differentiated instruction; high expectations; quality assessment; and life skills.
Well-Being and Belonging	Well-being and mental health; creating community; equity and diversity; and reconciliation.
Teaching	Best practices; training and professional development; and professional barriers for staff.
School and Classroom Environment	Learning environment; bullying, violence, and safety; technology; and activities and events.
Curriculum and Programs	Academics and pathways; special education; French Immersion and English programs; and destreaming.
Board and Administration	Strategic planning; connections and engagement; initiatives; and resources.

Note. For more detail, refer to the consultation summary [report](#).

5. The feedback from the consultation has been invaluable; situated in the context of the broader strategic planning process, including the data presented in the environmental scan, other OCDSB reports, and evidence-based practice in the field of education. This includes conversations with subject-matter experts and staff who assisted with facilitating the school-based consultations.
6. **Drafting the Strategic Plan**
The Board of Trustees and the senior team have prioritized reviewing the feedback to understand and contextualize these insights during multiple planning sessions. Through this work, the strength of the current strategic plan became evident and it evolved to reflect the priorities that emerged for 2023-2027. Key areas of focus have been identified as *Learning; Well-Being; and Social Responsibility*. Within each area of focus, careful consideration was given to focusing on a few desired outcomes to move the District forward.

Area of Focus	Desired Outcomes
Learning	<ul style="list-style-type: none"> -Improved student literacy -Improved student achievement in mathematics -Improved program quality and accessibility

Well-Being	<ul style="list-style-type: none"> -Improved student mental health supports and resources -Enhanced safety for students and staff -Increased staff morale and well-being
Social Responsibility	<ul style="list-style-type: none"> -Progress toward reconciliation with Indigenous peoples -Strengthened leadership through equitable ethical decision-making -Enhanced environmental sustainability

7. **Mission and Values**

Discussions about the OCDSB's long-term vision, purpose, and core activities were central to strategic plan development. This included consideration of our purpose as defined in the Education Act and what we heard from the community. Based on suggestions shared during planning sessions, the draft mission statement is: *To provide students with equitable opportunities to realize their potential and develop into thoughtful, innovative, and knowledgeable community members who contribute to their society.*

The development of a draft plan was also guided by in-depth conversations about the OCDSB's values. This involved harnessing the collective insights from the consultation, as well as guidance and experience from system leaders. Through discussion, the following values emerged:

- Equity, diversity and inclusion;
- Collaboration and community building;
- Effective use of resources; and
- Empowerment, continuous learning, and governance.

8. **Key Work and Measurement of Progress**

Through planning sessions, key work and success criteria were explored and reflected upon to identify what we need to do to be successful; how we will measure progress; and how we will see impact. An overview is presented in Appendix A. An important part of this work will be the development and implementation of more detailed operational action plans, which will be reviewed annually to guide the work and mark progress. These action plans and timelines will be a first step in the implementation of the new strategic plan.

9. **Moving Toward a Final Strategic Plan**

The key components of the strategic plan are presented visually in Appendix A. This version is a working copy, on which feedback is welcomed to inform refinement of ideas, language, and design. Once the content is finalized, the strategic plan will be designed, branded, and shared with the Board of Trustees for final approval.

10. As we work toward approval of the strategic plan for 2023-2027, a key consideration will be the Ministry of Education's introduction of *The Better*

Schools and Outcomes Act. If passed, the act will require school boards' strategic plans to reflect the minister's priorities for student achievement. The Ministry's focus on math, reading and literacy is well-aligned with the direction outlined in our draft strategic plan and reinforces a great deal of the feedback we heard about student learning throughout the consultation.

RESOURCE IMPLICATIONS:

11. The development of the strategic plan has been undertaken with existing departmental resources and funds allocated for strategic planning. The implementation of the plan will be a District-wide priority, with the rollout of the plan and the execution of action plans for key areas funded through respective portfolios.

COMMUNICATION/CONSULTATION ISSUES:

12. Extensive consultation with the community has been integral to the development of the draft strategic plan. We now move forward to opportunities for families and the public to see their contributions reflected in the draft plan and provide feedback. We will be hosting another public meeting in the format of a Strategic Planning Open House on May 15, 2023. The purpose of this event is to invite the community to engage in conversation about what we heard during the consultation, what is included in the draft strategic plan, and how we got to this point in the process. This event will be at Ottawa Technical Secondary School, at 485 Donald Street, from 6:00 p.m. to 8:00 p.m.
13. OCDSB advisory groups have also played an invaluable role in the strategic planning process, using a toolkit to provide feedback which has shaped content in the draft plan. Throughout the month of May and early June, advisory committees will have the opportunity to review, discuss, and share feedback on the draft strategic plan.
14. The draft strategic plan will be shared on the 2023-2027 strategic plan [webpage](#), alongside a summary of the planning process. Questions and feedback on the draft plan are welcomed via email to strategicplan@ocdsb.ca. A final plan will be brought to Committee of the Whole on June 13, 2023 and to Board for approval on June 20, 2023.

DISCUSSION QUESTIONS:

- How does the draft of the new strategic plan demonstrate progression from the 2019-2023 strategic plan?
- Do the draft mission and values give an accurate sense of what is important to us as a District?
- How will the key work identified help us to achieve our desired outcomes?
- How will students, staff, families and the community see themselves reflected in the draft strategic plan?

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