



**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



Learning



Well-being



Social  
Responsibility

**COMMITTEE OF THE WHOLE (PUBLIC)**  
**Report No. 25-039**

**17 June 2025**

**2023-2027 Strategic Plan Update (Year Two: 2024-2025)**

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**PURPOSE:**

1. To present, for discussion, the second update on the status of the goals and objectives of the 2023-2027 Strategic Plan.

**STRATEGIC LINKS:**

2. The 2023-2027 Strategic Plan Update: Year Two (2024-2025), presented in Appendix A, offers a comprehensive, non-exhaustive overview of initiatives and accomplishments, evidence of their impact, and opportunities for continued growth as the District arrives at the midpoint of its 2023-2027 Strategic Plan. This document further encapsulates achievements to date, delineates future areas for strategic focus and growth, and proposes strategies to sustain and enhance the District's success throughout the final two years of the plan.

**CONTEXT:**

3. On June 13, 2023, the Board approved the four-year strategic plan (2023-2027) that included three key priority areas: learning, well-being, and social responsibility. The strategic plan is the foundation of the District's multi-year planning strategy and outlines the vision, objectives and key priorities of the school district for a four-year period. It should be noted that although the work has been divided among learning, well-being, and social responsibility, much of the work, by its very nature, is cross-functional. Annual reports ensure the Board is informed about the status of the work underway to achieve its goals and objectives.

## **KEY CONSIDERATIONS:**

4. This report presents a concise overview of current initiatives and key performance indicators. For each of the three priority areas, it offers narrative descriptions complemented by both qualitative and quantitative data to illustrate current impact, potential future outcomes, and growth trajectories. Specific actions and outputs are detailed for each strategic priority, showcasing accomplishments achieved during the initial two years of the 2023-2027 Strategic Plan. The report acknowledges that direct comparisons between the first two years are not always possible; in such instances, insights focus on the current year (or the prior year if data is subject to a reporting delay). Additionally, the report identifies specific targets and opportunities for advancement within each strategic priority, highlighting pathways for development to ensure the District remains on track to meet its commitments to learning, well-being, and social responsibility. In summary, this document provides a comprehensive view of current evidence of impact, accomplishments, and areas for future growth and development.
5. It should be noted that even though this report is situated and reflective largely of the 2024-2025 school year, reporting for certain metrics is often delayed by a year. As such, data related to metrics such as EQAO strictly report on the 2023-2024 school year. As a result, the comparisons for that metric use the 2022-2023 school year as a baseline.

## **RESOURCE IMPLICATIONS:**

8. 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. This report offers a glimpse into how resources have supported progress and where future budgetary considerations and resource allocations can be considered to support growth and development within strategic priorities.

## **COMMUNICATION/CONSULTATION ISSUES:**

9. Progress on the strategic objectives is and will continue to be shared with the community through regular reporting. This includes annual measurement reports on strategic objectives, 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. Further, the District is looking at avenues for strategic simplification, which includes reporting on progress on the strategic plan. Any updates or proposed changes will be communicated in

the future.

## **GUIDING QUESTIONS:**

10. The following questions are provided to support the discussion of this item by the Committee:
- Based on the progress, challenges, and learnings outlined in this update, what key insights should inform potential adaptations or refinements to the OCDSB's strategies and priorities for the remaining two years of the 2023-2027 Strategic Plan?
  - Does the evidence at the halfway-point of the 2023-2027 Strategic Plan demonstrate progress in each of the identified areas?
  - What are the most critical opportunities for improvement or innovation that could help overcome identified challenges and significantly enhance the achievement of desired outcomes?

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Attachment: Appendix A – 2023-2027 Strategic Plan Update (Year Two: 2024-2025)