



## **COMMITTEE OF THE WHOLE (PUBLIC)** **Report No. 18-124**

**11 December 2018**

### **Update on the 2019-2023 Strategic Planning Process**

Key Contact: Michele Giroux, Executive Officer, Corporate Services (ext. 8607)

#### **PURPOSE:**

1. To provide an overview of the OCDSB strategic planning process and an update on consultations for the 2019-2023 strategic plan development.

#### **CONTEXT:**

2. The Education Act requires school boards to adopt multi-year plans that are three to five years in length. The OCDSB uses a four-year planning cycle which aligns with both legal requirements and business needs. The current plan is scheduled to expire in August 2019.

The District has an established strategic planning process which has been used for the development of the past three strategic plans. The six-step process, as outlined in Appendix A, begins in the spring of one school year, with consultation in the fall and the approval of a new plan the following spring. This timeline allows for a full cycle of research, consultation, analysis and plan development and it ensures we benefit from the experience of the outgoing Board of Trustees, and provides for the input and ownership of the newly elected Board of Trustees.

The current strategic plan is built on five key strategic priorities – equity, learning, stewardship, well-being and engagement. The plan has been an excellent strategy document and the Board has made considerable investment and progress in these areas over the past three years. This work will continue over the next year and consideration will be given to identifying which of our key priorities are complete, which require additional work and will carry forward, and what other priorities might need to be considered for the next four year cycle.

The strategic planning process is designed to ensure that the OCDSB benefits from the experience of the outgoing Board of Trustees, while also providing opportunities for input and ownership from the newly-elected Board.

## KEY CONSIDERATIONS:

### Timelines

3. The new Board of Trustees is provided with an introduction to the strategic planning process through this briefing document which reviews the process and work to date.

The following key dates outline the planning process:

<i>June 2018</i>	<i>Approval of the Strategic Planning Process</i>
<i>June – October 2018</i>	<i>Development of Environmental Scan</i>
<i>November 2018 - Jan 2019</i>	<i>Public Consultation Period</i>
<i>February – March 2019</i>	<i>Board Senior Staff Discussion and Plan Development</i>
<i>April – May 2019</i>	<i>Consultation on Draft Plan</i>
<i>June 2019</i>	<i>Discussion and Approval of Plan</i>

### Methodology for Consultation

4. The Board approved the strategic plan consultation process in the fall of 2018. The consultation has four (4) stages:
  - I. **Preconsultation** through meetings with key stakeholder groups to develop outreach strategies for target populations (Completed);
  - II. **Idea Exchange** through online consultation with the entire community to gather input from students, staff, and parents/community (November/December);
  - III. **Developing Strategies and Actions** through focus groups/forum, both community wide and with key stakeholder groups. These sessions will build on the feedback received in the idea exchange and will be designed to explore and discuss results from the online consultation and define strategies for achieving identified goals (January 2019); and
  - IV. **Feedback on Draft Plan** invites community to provide feedback on the draft strategic plan (May 2019).

### Preconsultation

5. The preconsultation stage was designed to get feedback from our most engaged stakeholders about barriers to participation and strategies to increase participation particularly with communities which may be traditionally less engaged. In October and November, staff attended several advisory committee meetings (PIC, OCASC, ACE, IEAC, Student Senate), met with the federations, principals and Multi-Cultural Liaison Officers. These meetings were very helpful and resulted in a number of improvements to the consultation. A summary of the key messages includes:

<b>Barriers to participation</b>	<b>Strategies to increase participation</b>
Language	Increased translation of documents; introduction of SMS translation feature; Use of the MLOs to support families;
Access to technology	Use multiple methods to

	communicate information and collect feedback; Allow use of school computers; Extended hours at Family Reception Centre
Time	Extend timeline the exchange is open; Communicate 24/7 accessibility of the exchange; Facilitate access to exchange through website and social media
Confidentiality/anonymity	Communicate anonymity feature in the Exchange
Lack of knowledge	Tip Sheet on how to participate; Encourage word of mouth; Direct contact to community agencies

### **Community Wide Idea Exchange**

6. This stage began on November 21 and will close on December 12, 2018. At this stage, using Thoughtexchange, all stakeholders were invited to share their thoughts about the key issues and challenges facing the district, what we do well, what should be our priorities over the next four (4) years, and to learn about the thoughts of others. The advantage of this platform is that stakeholders can share their ideas, learn about the ideas of others, and prioritize all of the input.

Approximately 125,000 participants were invited to participate in this stage of the consultation. To allow for us to better address the unique needs of each audience, the consultation was created as one large conversation divided into four audience streams – one for parents, one for community at large, one for staff and one for students. Those conversations were subdivided as follows:

- Parent exchanges - Elementary and Secondary; sub-divided into 4 conversations for each panel to ensure comparable sized conversations;
- Staff exchange - Elementary, Secondary, and District Office/Centrally Assigned
- Students - Grade 7-8; Grade 9-12
- Community exchange

The output of this stage will be used at the focus group sessions to further develop priorities and strategies for the draft strategic plan.

### **Strategies and Action-Focus Groups**

7. This stage of the consultation is designed to allow for small-group discussion on the feedback received in the Idea Exchange in order to identify possible strategies and actions. The challenge has been to determine a structure for these sessions which ensures they remain focus groups with a specified purpose rather than a series of public meetings at which similar feedback is collected.

The focus group sessions are intended to be representative of the community. Participation will be by invitation and participants will be asked to pre-register. The participants will be asked to review the current strategic plan and the feedback from the consultation. The goal is to get feedback on the following two inquiries:

- Looking at the 5 objectives in the current OCDSB strategic plan; identify any key actions for each objective that you believe should be carried forward in any future strategic plan.
- Looking at the feedback from the Idea Exchange consultation, identify any key strategies and/or actions that you believe should be included in the district's next strategic plan.

Structuring the questions in this way will bring some consistency and clarity of purpose to the current strategic objectives. It will also provide a format which allows interested individuals who do not attend a focus group but want to share ideas at this stage to do so.

<b>Audience</b>	<b>Description</b>	<b>Date</b>
Parents	4 sessions in Total 1 @ PIC for PIC members and other advisory committee chair  3 parent focus groups located West, Central and East – participation to be representative of diversity of community, using the PIC membership matrix as a guideline	January 9 <sup>th</sup>  January 14 <sup>th</sup> January 23 <sup>rd</sup> January 31 <sup>st</sup>
Students	One joint meeting with the Student Senate and Student Council Presidents. This ensures representation from all secondary schools and from a range of student perspectives.	January 10 <sup>th</sup>
Staff	One session to include representative from all employee groups.	January 30 <sup>th</sup>
Community	One daytime session for community partners; invitations to be sent using the list of community partners included in the consultation	January 21 <sup>st</sup>

During the preconsultation with OCASC, it was suggested that consideration be given to a 'Meet & Greet' with the new Director and area Trustees wherever possible at the parent sessions.

### **Using Feedback to Inform Priorities**

8. Using the information generated in the idea exchange and strategy stages, between February and April, the Board of Trustees and senior staff will develop a draft strategic plan. That draft will be shared with the community who will be invited to provide feedback prior to the final approval of the plan. This is scheduled to occur in May in order to allow for final approval in June.

### **Work Continues on Current Plan**

9. While the strategic planning process is being implemented, work on the current plan continues. On November 20, 2018, a report on the progress at Year 3 of the 2015-2019 Strategic Plan was presented to the Board (Report 18-110). Also, the Board work-plan and Director's work-plan for the current school year were

developed. In addition, monitoring reports will continue to be developed and presented periodically to the Board during the year.

## **RESOURCE IMPLICATIONS:**

10. There are costs associated with the development of the strategic plan. Some are one-time costs and some are investments that allow for multiple uses. The nature of the costs includes software, consulting, meeting accommodations, materials and supplies and release time as required for staff participation. There are budget funds available for strategic planning.

## **COMMUNICATION/CONSULTATION ISSUES:**

11. Consultation is an essential component of the strategic planning process and our process encourages consultation at the front-end. A key objective of this process is to increase the level of public input into the development of the plan. The preconsultation was very useful in identifying strategies to support participation. The following steps have been taken:

- Information shared on the District and school websites;
- Invitation emails and reminders to approximately 125,000 participants;
- Meeting and training sessions for MLOs during two (2) evening sessions at the Family Reception Centre;
- Translation of key documents;
- Introduction of SMS text to support participation in other languages (Appendix A shows instructions shared on how to participate);
- Work with OCENET to increase participation of international students and parents
- Reach out to community partner organizations such as OCISO, OLIP, post-secondary institutions, cultural organizations, and CAS.

## **STRATEGIC LINKS:**

12. The development of a new strategic plan is a legal responsibility and major priority of the Board. Effective consultation connects to the engagement and stewardship objectives, as outlined in the current strategic plan. Therefore, by seeking input from a variety of stakeholders, the OCDSB is able to demonstrate its commitment to enhancing engagement and demonstrating accountability through stewardship of resources.

## **SUMMARY:**

13. The strategic planning process is a substantial organizational commitment and an essential tool to provide an overarching rationale and purpose to guide the direction and decisions of the Board of Trustees, the Director of Education, and staff in the discharge of their duties and responsibilities.

The strategic planning framework builds on the organizational strengths and integrates operational reviews, budget, evaluation, and long-term planning process. A viable

strategic planning process must be focused and relevant. Keeping in mind the competing obligations and responsibilities internally, a viable process must be manageable and reasonable.

## **DISCUSSION QUESTIONS:**

14. The following questions are provided to support the discussion of this item by the Board:

- What strategies could help to ensure the focus groups are representative of our community?
- What key information from the focus group sessions would help to inform the Board of Trustees in developing the next strategic plan?

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Director of Education and  
Secretary of the Board

## **APPENDICES**

Appendix A: How to Participate in the Thought Exchange in another language

## **Appendix A: How to participate in the Thought Exchange in another language**

There are 2 ways to participate in another language:

1. To participate in English, French or Spanish, you can do so by changing the language settings in your browser.
2. To participate in any other language, use the SMS text feature.

Text the name of your language or “Hello” in that language to 728-55 and enter the code for the conversation that is right for you:

- Elementary Parent - Use this code 203288536
- Secondary Parent - Use this code 320705614
- Community Member - Use this code 135420334
- Students - Check your OCDSB email account
- Staff - Check your OCDSB email account or find more information in the Staff Portal.

If you need assistance and/or have questions contact us by email at [buildingbrighterfutures@ocdsb.ca](mailto:buildingbrighterfutures@ocdsb.ca) or by phone at 613-596-8211 extension 8402.