



COMMITTEE OF THE WHOLE (PUBLIC)
Report No. 19-020

4 February 2019

Environmental Scan for the Development of the 2019-2023 Strategic Plan

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

PURPOSE:

1. To present the OCDSB Environmental Scan, a collection of quantitative facts and data to be considered in the process of setting priorities, strategies and actions for the 2019-2023 strategic plan.

CONTEXT:

2. The District's strategic planning process recognizes the importance of both qualitative and quantitative data. The Environmental Scan provides an overview of key facts about the district and external factors which may impact the District and its future planning needs. The Scan includes data which is a snapshot in time as well as some trend analysis and projections. The Scan is not a progress report, but rather a data summary tool which is designed to ensure evidence based decision making is used to determine the future direction of the organization. The Scan is one of many data sources which will be used to inform the strategic plan development.

KEY CONSIDERATIONS:

Structure of the Scan

3. The scan is divided into nine (9) main sections: education in Ontario; our community; our schools; our programs; our students; parent engagement; our staff; our budget; and technology. Each section contains a summary of key facts and information that should inform our work and future decision-making. The document is a presentation of facts and trends; it is not a progress or performance report.

The Environmental Scan is a compilation of data intended to provide a profile of the organization, its internal and external environments. It is built using a range of available data sources, including Census Data from Statistics Canada, data from the City of Ottawa, OCDSB student achievement data and other internal data sources. It should be noted that reporting is subject to the methodology used for the collection by the data source. For example, the OCDSB recognizes

that gender is not a binary construct; however some of the data sources used are only available with reporting for the binary male-female distinction.

This quantitative data report is intended to be used as one of several sources to inform the strategic planning process. Additional or other more detailed information is available in a range of other reports on specific topics produced by the OCDSB. This includes student achievement data, annual reports, financial statements, capital priorities report, district needs analysis, as well as measurement reports on the OCDSB's current strategic objectives. The report on the public consultation through the Idea Exchange is a companion qualitative data source which is also available for use.

Education in Ontario

4. The Scan includes a section on "Education in Ontario". This section includes key facts about the education sector both provincially and locally. Historically, this section would include an overview of the provincial education framework and priorities. At this time, there is no clear published statement of priorities or mandate letter for the Ministry of Education. The provincial government has recently undertaken a province wide consultation on education and more recently has initiated additional consultation on class size and staffing regulations. These consultations can be viewed as signals of change coming to the education sector, but there is no detailed information available. There is considerable uncertainty in terms of provincial priorities and how those might affect the future planning for our school district. Some key questions for consideration related to this section might include:
 - What might be the impact of provincial deficit reduction strategies on education funding?
 - How should we approach the setting of future priorities given the uncertainty of provincial direction in education?
 - What is our expectation of market share of students in the City of Ottawa?

Our Community

5. This section includes a collection of population, demographic and labour force data. It is intended to build awareness about issues and trends in our community and how that might affect enrolment and community expectations. The data is generally drawn from Statistics Canada and the City of Ottawa. While the most current data sources have been used, we are limited by the data that is available. Some key questions for consideration in this section:
 - What are the growth projections for the City of Ottawa?
 - What is the distribution of population, particularly in terms of school age children?
 - How do the housing trends inform the enrolment pressures across the district?
 - What languages are spoken in our community and how does that affect our service delivery?

Our Schools

6. This section includes information about our facilities, enrolment and enrolment projections. Some questions that might be contemplated in relation to this information include:

- What is our anticipated enrolment over the next four years?
- Where do we anticipate key growth?
- How will enrolment impact school utilization rates, capital planning, and new infrastructure requirements?

Our Programs

7. This section includes information on program offerings, enrolment by program, and special education programming. The district has a large breadth of program offerings, and this document provides an overview, not a detailed analysis by program. Some questions of interest in this area might include:
 - Do we see any trends in enrolment by program?
 - Do enrolment patterns provide any indication of need for growth, renewal, review of programs?

Our Students

8. This section includes information on student achievement, achievement gaps, graduation rates, annual certification rates, and data about newcomer students. Some questions of interest in relation to this section might include:
 - How does our student achievement data inform areas of priority for the next four years?
 - How does our graduation compare with the provincial average?
 - Is there data that could help us better understand the learning needs of our students?

Our Staff

9. This section includes information on number of staff, distribution of staff, length of service, retirements, employee wellness, number of grievances, and bargaining units. Some questions of interest in relation to this section might include:
 - How have our staffing needs changed over time and how might they change looking ahead?
 - How might demographic trends impact on our staffing and human resources issues?
 - Do we have any areas where we can identify a gap in skills and experience?
 - What factors might most affect staffing over the next four years?

Our Budget

10. This section includes information on budget expenditures by category and envelope. Some questions of interest in relation to this section might include:
 - What are the largest areas of investment in our budget?
 - What is the distribution between envelopes and does that distribution identify any issues or trends?
 - How can our budget and strategic priorities be aligned?

Our Technology

11. This section includes information on technology, including infrastructure needs, technology user-device ratios, and key technology expenditures. Some questions in relation to this area include:
 - What is the current state of our technology infrastructure?

- What investments, if any, are necessary to ensure the effective, efficient and secure operation of our information management systems?
- How does our current user to device ratio and infrastructure support the learning needs of our organization?

RESOURCE IMPLICATIONS:

12. The costs associated with the development of the scan are primarily staff time and printing. The Environment Scan provides data to inform resource allocation for future strategic priorities.

COMMUNICATION/CONSULTATION ISSUES:

13. The Scan was developed in collaboration with staff from other departments. It will serve as a resource tool for Trustees, as well is for OCDSB staff. It will be made available on the OCDSB's website.

STRATEGIC LINKS:

14. The development of a new strategic plan is a legal responsibility and major priority of the Board. As the stewards of the organization, the Board and senior management team have a fiduciary and legal responsibility to use evidence informed decision making processes to establish a multi-year plan which will meet the needs of the district over the next four years. This Scan serves as an essential tool for use in meeting the goals of the strategic planning process.

SUMMARY:

15. The strategic planning process is a substantial organizational commitment and an essential for providing 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 Environmental Scanning stage is part of the strategic planning framework that builds on the organizational strengths and integrates operational reviews, budget, evaluation, and long-term planning process. The competing obligations and responsibilities internally, as well as external factors affecting the work of the organization must be kept in mind.

GUIDING QUESTIONS:

16. In addition to the questions contained in the report above, the following questions are provided to support the discussion of this item by the Board:
 - How does this data inform our understanding of progress on our current strategic objectives?
 - Are there any clear patterns or trends in the data that help to identify areas of focus or need?

- How does this information support our long term planning for the district?

Michele Giroux
Executive Officer, Corporate Services

Camille Williams-Taylor
Director of Education and
Secretary of the Board

APPENDICES

Appendix A: Environmental Scan: Strategic Plan 2019-2023