

STRATEGIC PLAN 2019–2023

Creating a Culture... of innovation, caring and social responsibility

At the Ottawa-Carleton District School Board, we want to ensure that our schools are welcoming places for all students to engage, belong, learn, grow, explore and discover. Our job is not simply to provide facts and figures, but to develop the characteristics and skills that will help our students find success in the world. Starting in 2018, the Board of Education and District staff spent considerable time reflecting, collecting information and analyzing student achievement results, investigating best practices, and consulting with the community to establish a set of priorities that would guide our work for the next four years. Our goal was to create a simple, measurable and impactful plan that is meaningful to our students, staff and community members.

Recognizing that learning, well-being and equity are the core of our work, our strategic plan is focused on building a culture that supports and engages students, staff and community. To do this, we need to build a workplace that is safe, caring and respectful. We need to set high expectations for all students and staff. And, we need to look forward and think about how our world is changing and ensure we are ready to welcome that change. With this in mind, we are excited that our new strategic plan has three key objectives – to create a Culture of Innovation, a Culture of Caring, and a Culture of Social Responsibility.

To drive our cultural shift, we have established three goals for each objective; one with a student focus; one with a staff focus; and one with a system focus. These goals are supported by strategies that will guide our work; outcomes that point to the change we want to make happen; and key performance indicators that will help us to measure our progress.



CULTURE OF INNOVATION

We will build a learning community where innovation and inquiry drive learning.

OUR GOALS

- 1. **Students** — Set high expectations for all students in all programs.
- 2. **Staff** — Promote collaborative working environments which foster innovation and creativity.
- 3. **System** — Modernize instructional and administrative processes.



CULTURE OF CARING

We will advance equity and a sense of belonging to promote a safe and caring community.

OUR GOALS

- 1. **Students** — Prioritize the dignity and well-being of students in inclusive and caring classrooms.
- 2. **Staff** — Uphold and extend a safe, caring and respectful workplace.
- 3. **System** — Build authentic engagement with our communities.



CULTURE OF SOCIAL RESPONSIBILITY

We will strengthen our community through ethical leadership, equitable practice, and responsible stewardship.

OUR GOALS

- 1. **Students** — Build the Exit Outcomes characteristics and skills in students from K-12.
- 2. **Staff** — Model ethical leadership, responsibility and equitable practice in our work.
- 3. **System** — Foster responsible stewardship of the environment, and human and financial resources.

We are excited about this journey and we look forward to growing with you.



OTTAWA-CARLETON  
DISTRICT SCHOOL BOARD

DRAFT 2019 – 2023  
STRATEGIC PLAN



“Education must not  
simply teach work —  
it must teach life.”  
— W.E.B. Dubois



Educating for Success — Inspiring Learning,  
Developing Well-Being and Building Social Responsibility





### CULTURE OF INNOVATION

*We will build a learning community where innovation and inquiry drive learning.*

- Our Goals:**

  - ♦ Set high expectations for all students in all programs.
  - ♦ Promote collaborative working environments which foster innovation and creativity.
  - ♦ Modernize instructional and administrative processes.

- Strategies:**

  - ♦ Establish targets for student achievement, with a focus on mathematics;
  - ♦ Provide professional learning and tools to support quality instruction and collaboration;
  - ♦ Create conditions to support creativity, innovation and evidence-based practice;
  - ♦ Modernize learning and enhance student performance;
  - ♦ Optimize resources and technology to modernize business processes;

- Desired Outcomes:**

For Students

  - ♦ Improved student achievement;
  - ♦ Increased graduation success in all pathways;
  - ♦ Increased sense of relevance and motivation for students;

For Staff

  - ♦ Increased capacity to support personalization of learning;
  - ♦ Increased leadership capacity;

For System

  - ♦ Improved business processes;

- Key Performance Indicators:**

  1. Graduation Rate (by groups)
  2. Annual Certification Rate
  3. EQAO Results
  4. Achievement Gaps
  5. Satisfaction Rate (Parent, Student, Staff Survey Data)



### CULTURE OF CARING

*We will advance equity and a sense of belonging to promote a safe and caring community.*

- Our Goals:**

  - ♦ Prioritize the dignity and well-being of students in inclusive and caring classrooms.
  - ♦ Uphold and extend a safe, caring and respectful workplace.
  - ♦ Build authentic engagement with our communities.

- Strategies:**

  - ♦ Build system capacity in equity and inclusive practice to support education, engagement and reconciliation with historically marginalized groups;
  - ♦ Provide learning opportunities and resources to support student well-being;
  - ♦ Foster conditions to improve workplace safety and employee well-being;
  - ♦ Enhance communications and develop mechanisms to build employee engagement;
  - ♦ Build system capacity to support parent and family engagement at the classroom, school and district levels;

- Desired Outcomes:**

For Students

  - ♦ Improved equity of access, opportunity and outcomes;
  - ♦ Improved student well-being;
  - ♦ Enhanced student safety;

For Staff

  - ♦ Improved employee well-being;
  - ♦ Improved employee engagement;

For System

  - ♦ Increased parent voice;
  - ♦ Increased community partnerships;
  - ♦ More representative workforce;

- Key Performance Indicators:**

  1. School Climate (sense of belonging, bullying incidents, suspensions)
  2. Employee engagement (absenteeism, respectful workplace incidents, workplace injuries, satisfaction)
  3. Student engagement (attendance, satisfaction, student voice)
  4. Parent engagement (participation, satisfaction, parent voice, representation)



### CULTURE OF SOCIAL RESPONSIBILITY

*We will strengthen our community through ethical leadership, equitable practice, and responsible stewardship.*

- Our Goals:**

  - ♦ Build the Exit Outcomes characteristics and skills in students from K-12.
  - ♦ Model ethical leadership, responsibility and equitable practice in our work.
  - ♦ Foster responsible stewardship of the environment, and human and financial resources.

- Strategies:**

  - ♦ Support and encourage the development of our Exit Outcomes and life skills in all students;
  - ♦ Build leadership capacity and succession plans;
  - ♦ Build system capacity in environmental stewardship, resource allocation and risk management;
  - ♦ Collect and use data to inform instructional practice, policy, and decision making;

- Desired Outcomes:**

For Students

  - ♦ Improved social and emotional skills;
  - ♦ Increased student voice;
  - ♦ Increased learning opportunities/pathways for life skills;
  - ♦ Improved student behaviour;

For Staff

  - ♦ Improved leadership capacity;
  - ♦ Improved employee engagement and recognition;

For System

  - ♦ Improved decision-making;
  - ♦ Improved governance practices;
  - ♦ Improved environmental practice and reduction in greenhouse gas emissions;

- Key Performance Indicators:**

  1. Social Emotional Skills (OECD study data)
  2. Leadership Diversity
  3. Days Lost to Incidents
  4. Network Efficacy (Outages)
  5. Environmental Stewardship (GHG emissions rate)

EXIT OUTCOMES — What we want for our graduates

CHARACTERISTICS

Goal-oriented

Innovative/Creative

Collaborative

Globally Aware

Resilient

SKILLS

Ethical Decision-makers

Digitally Fluent

Academically Diverse

Effective Communicators

Critical Thinkers