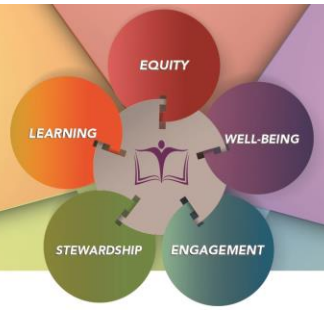
OTTAWA-CARLETON DISTRICT SCHOOL BOARD



COMMITTEE OF THE WHOLE (PUBLIC) **Date: 7 May 2019**

Report No. 19-053 Report on the 2019-2023 Draft Strategic Plan

Key Contact: Michèle Giroux, Executive Officer, 613-596-8211 x8607

PURPOSE:

To present the Draft Strategic Plan 2019-2023 to the community for feedback.

CONTEXT:

1. The OCDSB has been working on the development of a new strategic plan for the period 2019 to 2023. The planning process began in June 2018, and included a comprehensive community consultation, focus group meetings, and research. This information has informed the development of a new draft strategic plan. The new plan is built on the understanding that student learning and well-being are the core of our work and our job is to create a culture which creates the conditions for students to thrive. The plan is built on three objectives – creating a culture of innovation, culture of caring and culture of social responsibility. The draft plan will be available for community feedback between May 7 and June 7, 2019. That feedback will inform the Board's final approval of the plan which is scheduled for June 24, 2019. More details on the planning process and consultation are included in the following reports: Strategic Planning Framework, Report 18-071, and the Strategic Planning Consultation Plan, Report 18-106.

KEY CONSIDERATIONS:

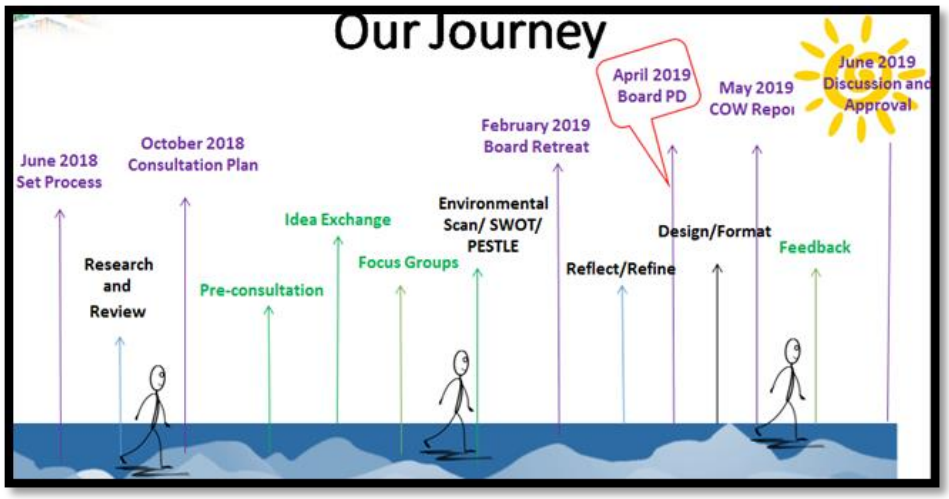
2. The current strategic plan is built on five key strategic priorities – equity, learning, stewardship, well-being and engagement. The plan has been an excellent strategy document and the Board has made considerable investment and progress in these areas over the past four years. Over the past eleven (11) months, considerable time has been spent reflecting on the current plan, looking forward and ensuring alignment between our current plan and our future priorities.

<u>The Journey: Getting to this point</u>

3. The OCDSB uses a six-step strategic planning process which was detailed in Report 18-071 Strategic Planning Framework. The process includes a review of the current plan, research, broad community consultation, the development of an environmental scan, assessments of organizational strengths, weaknesses, opportunities and threats (SWOT), examination of political, economic, social,

technological, legal and environmental factors (PESTLE), which culminates in the draft plan for community feedback. The following diagram highlights the journey of our development.

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Community Input

4. Considerable community input was collected to inform the development of the strategic plan. A detailed report on the consultation results was presented to Committee of the Whole in Report 19-015. Based on the feedback received during the consultations, it is evident that stakeholders value many things about the district but there are some key opportunities for change. The following table provides an excellent summary of the key messages provided by stakeholders:

Theme	Strategies and Actions
Curriculum	• Standardized math curriculum and instructional practice which builds capacity and skills from K through 12; • Revamp curriculum with emphasis on decolonizing Indigenous curriculum; • Increase focus on teaching life skills including self-care, self-regulation, conflict resolution, financial literacy
Teaching & Learning	• Increase resources to reduce class size and provide more classroom supports; • Develop technology plan which ensures current and accessible technology to create consistent, effective and sustainable digital learning environments; • Increase number of specialized teachers and availability of professional development opportunities;
School Environment	• Reinforce commitment to safe, caring and inclusive learning environments where every student feels valued and respected; • Identify and eliminate bias and systemic racism using evidence informed decision-making; • Increase staff and resources to support behavioral and

	academic needs of all students;
Student Support	• Continue commitment to well-being of students and staff; • Build staff capacity to support student mental health and provide resources for parents; • Continue to build partnerships with community based organizations to ensure integrated support networks;
Extra-curricular & Physical Activity	• Prioritize physical activity through physical education, Daily Physical Activity and increased physical resources; • Improve standards for quality, availability and renewal of equipment for athletics; • Increase opportunity for all students to equitably access extra-curricular sports and clubs;
HR & District Level	• Create a healthy, vibrant workplace; • Increase supports and resources to deal with aggressive behaviours; • Continue to be innovative in strategies to ensure sufficient number of occasional teachers, educational assistants, and early childhood educators;

A plan to transform the culture of the OCDSB

5. The community feedback really helped to inform the thinking of the new plan. There was a clear commitment to creating a simple, useable document which would articulate a clear strategic direction for the next four (4) years. It was essential that the next plan move beyond the boardroom and could be understood and brought to life in every classroom.

6. The Board engaged in considerable discussion about transformation in the organization. The discussions lead to a recognition of culture as the driver of change, and from this three key objectives were identified as drivers of change to the culture we want to create:
   - A Culture of Innovation
     - We will build a learning community where innovation and inquiry drive learning.
   - A Culture of Caring
     - We will advance equity and a sense of belonging to promote a safe and caring community.
   - A Culture of Social Responsibility
     - We will strengthen our community through ethical leadership, equitable practice, and responsible stewardship.

   Changing an organization's culture is a large undertaking and requires clear vision and values; sustained effort; improved staff capacity; changing of systems and processes; introduction of new structures and modification of existing structures; as well as the commitment and support of people internal and external to the organization.

7. The graphic below captures the three strategic objectives and the companion defining statements. These statements reflect the organization's future state resulting from strategies and actions in the three identified areas. The goals have been developed with a student, staff and system focus in each strategic area. This will allow for a more balanced approach to planning and performance assessment.



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 lead ership, 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.

The goals, strategies, outcomes and key performance indicators are fully presented in the draft plan attached as Appendix A.

8. The Vision of the OCDSB remains unchanged as follows - *The OCDSB is a dynamic, creative, learning organization that fosters the achievement, well-being, and dignity of every student.*

9. The Mission of the OCDSB has been revised as follows - *Educating for Success-Inspiring Learning, Developing Well-Being and Building Social Responsibility*

<u>Assessing Progress: Measurement Reports</u>

10. For each of the three strategic areas, goals, strategies, outcomes and key performance indicators are included to facilitate improved measurement and reporting. The measurement reports will track progress on the key performance indicators and will be used to report on actions taken to implement the strategies. As well, the reports will provide the basis for corrective action, with regards to goal definition and plan implementation.

RESOURCE IMPLICATIONS:

11. The costs associated with the development of the Draft Strategic Plan were covered within the existing operating budget. The primary costs are staff time, communications materials, meeting related expenses, and printing. There will be additional costs with respect to roll-out and implementation. As the plan includes some new initiatives and measures, there will be costs associated with training, professional development, professional services, printing, etcetera. To ensure necessary resources are available to fund new initiatives, staff will be recommending a Strategic Initiatives Fund as part of the budget for next year.

COMMUNICATION/CONSULTATION ISSUES:

12. The consultation process for the strategic planning process had four stages:
    i. Pre-consultation October/November 2018
    ii. Idea Exchange November/December 2018
    iii. Developing Strategies & Action Focus Groups January 2019
    iv. Feedback on Draft Plan May 2019

13. The consultation process invited participation from all staff, all parents and guardians, all students in grades 7-12, and community partners. Over 6000 people participated in the online Idea Exchange. Between February and April 2019, work has been underway to synthesize feedback and build the draft Plan.

14. The Draft Strategic Plan will be shared for feedback through the district and school websites, newsletters, and via email to all stakeholders who were part of the original consultation (all employees, all parents/guardians, students in grades 7-12, and community partners) as well as all of our federations, principals and advisory committees.

    A summary of the remainder of the consultation activities and respective timelines is as follows:

Dates	Feedback Activities
May 3, 2019	Notice in Keeping You Connected
May 7, 2019	Present to Committee of the Whole
May 8, 2019	Email to all parents/guardians, students (7-12), all staff, and community
May 8, 2019	Website updates
May 8, 2019	Presentation of Draft Plan to PIC
May 9, 2019	Presentation of Draft Plan to Union Presidents (by Director)
May 9, 2019	Presentation of Draft Plan to Advisory Committee on Extended Day & Child Care Programs
May 15, 2019	Presentation of Draft Plan to Managers Council
May 15, 2019	Presentation of Draft Plan to Superintendency Meeting

May 15, 2019	Presentation of Draft Plan to Special Education Advisory Committee
May 16, 2019	Presentation of Draft Plan to Indigenous Education Advisory Council
May 23, 2019	Presentation of Draft Plan to Advisory Committee on Equity
May 27, 2019	Presentation of Draft Plan to Advisory Committee on the Arts
June 7, 2019	Deadline for public comment on Draft Strategic Plan
June 18, 2019	Present revised strategic plan to COW
June 24, 2019	Board approval of strategic plan
July 2019 onward	Promote awareness of the approved strategic plan

STRATEGIC LINKS:

15. The development of a new strategic plan is a legal responsibility and major priority of the Board. By seeking input from a variety of stakeholders on the Draft Strategic Plan, the OCDSB is not only able to demonstrate its commitment to enhancing engagement and demonstrating accountability through stewardship of resources, but more importantly is able to develop strategic priorities which reflect the input of stakeholders.

SUMMARY:

16. A detailed consultation process was essential to the strategic plan development. Through the consultation, the Board gained a better understanding of the issues, concerns, and ideas for improvement, as voiced by stakeholders. Moreover, the draft strategic plan provides an opportunity to solicit further feedback and engage the broader community in shaping the vision, mission, and priorities for public education in our District.

GUIDING QUESTIONS:

17. The following questions are provided to support the discussion of this item:
    - How does the draft plan reflect input from the community?
    - How will the draft plan guide the system for the next 4 years?
    - How can annual budget priorities be aligned with the draft plan?
    - How will the outcomes and measures support our work?

Michele Giroux Executive Officer (ext. 8607)	Camille Williams-Taylor Director of Education and Secretary of the Board

APPENDIX A: Draft Strategic Plan 2019-2023