



COMMITTEE OF THE WHOLE (PUBLIC)

Date: 18 June 2019

Report No. 19-068 Report on the 2019-2023 Strategic Plan

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PURPOSE:

To present the Strategic Plan 2019-2023 for discussion and approval

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 was designed with the understanding that student learning, well-being and equity are the core areas of our work and our job is to create a culture which fosters 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 was available for community feedback between May 7 and June 7, 2019. That feedback was reviewed by staff and informed the refinement of the draft plan.

KEY CONSIDERATIONS:

Building a Plan Based on Community Input

2. During the consultation phase (November 2018-January 2019), considerable community input was collected which helped to inform the development of the new plan. A detailed report on the community input was presented to Committee of the Whole in Report 19-015. Based on the input received during the consultations, it was evident that stakeholders value many things about the district, but there are some key opportunities for change. This is reflected in the structure and content of the strategic plan.
(More details on the planning process, consultation and draft plan are included in the following reports: [Strategic Planning Framework, Report 18-071](#), [Strategic Planning Consultation Plan, Report 18-106](#), [Updates on the Strategic Planning Process and Consultations Report 18-124](#), and [19-015](#), and [Draft Strategic Plan Report 19-053](#)).

Why a Culture of Innovation, Caring and Social Responsibility?

3. After careful consideration of the community input and research data, the Board and senior staff engaged in fulsome discussion about future priorities and how to effectively transform the organization. The discussions lead to a recognition of culture as the driver of change, and from this the following three (3) key objectives were identified as the means to realizing transformational change in the OCDSB:
 - A Culture of Innovation
 - a. *We will build a learning community where innovation and inquiry drive learning.*
 - A Culture of Caring
 - b. *We will advance equity and a sense of belonging to promote a safe and caring community.*
 - A Culture of Social Responsibility
 - c. *We will strengthen our community through ethical leadership, equitable practice, and responsible stewardship.*

The draft plan included the OCDSB vision statement and a revised mission statement.

- Vision Statement - *The OCDSB is a dynamic, creative, learning organization that fosters the achievement, well-being, and dignity of every student.*
- Revised mission statement - *Educating for Success- Inspiring Learning, Developing Well-Being and Building Social Responsibility.*

A draft plan built on these three objectives and mission and vision statement was presented to Committee for discussion in May 2018 and then shared with the community for feedback.

Feedback on Draft Plan

4. During the period May 7 and June 7 the community was asked to provide feedback on the draft plan by answering five (5) questions:
 - How does the plan reflect the input from the community?
 - Does this plan point the OCDSB in the direction that you think the District should be heading?
 - Do you see yourself represented in the plan?
 - Is there anything you would change that would help the OCDSB move the goals of the plan forward?
 - How will the community know that we did what we said we were going to do?

The draft plan and request for feedback was sent to all students (grades 7-12), staff, parents and guardians, and to community partners. The draft plan was presented for discussion at advisory committees, superintendency meetings, and also made available online on the District's website, and school websites. Invitations to share feedback were also encouraged through social media.

The majority of the **238 responses** from the online feedback came from **staff (47.6%)**, followed by **students (33.2%)**, and by **parents and community (25%)**. There was significant support for the direction outlined in the plan, with **60.43%** of

respondents agreeing with it (See Appendix B). A large element of the feedback focused questions of “how” the goals of the plan would be realized. Overall the feedback received helped to inform the refinements made and will inform the Board’s actions to support the plan’s implementation. A summary of main themes is captured in the table below:

Table 1- Themes from online feedback on Draft Strategic Plan 2019-2023

Topic	Themes
Overall Draft Plan Content	<ul style="list-style-type: none"> • Great format/well organized • Easy to read/friendlier • Addresses the “whole child” • Strategic areas/ 3 pillars- easier to process and manage • An inclusive approach -staff, student and system • Greater parent and student focus needed
Direction of the Board	<ul style="list-style-type: none"> • Right vision/direction/focus • Great first step • Questions about implementation and sustainability
Goals	<ul style="list-style-type: none"> • Clear and easy to understand • Connect better to core work • Make more measurable
Strategies	<ul style="list-style-type: none"> • Understandable • Strengthen by being specific • Provide clarity on implementation
Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> • Metrics on culture of caring are excellent • Detailed indicators • Other KPIs need improvement
Outcomes	<ul style="list-style-type: none"> • Better academic outcomes in Math needed • Focus on learning/assessment outcomes • Develop measurable outcomes • Focus on Exit Outcomes
Changes to move the goals forward	<ul style="list-style-type: none"> • Reinforce positives • Strengthen and clarify language • Outline clearly areas for improvement • Focus on equity
Accountability to Community	<ul style="list-style-type: none"> • Have a Communication Plan • Reports on KPIs • Change will be demonstrated in: <ul style="list-style-type: none"> ○ graduates/student behavior ○ look and feel of classrooms ○ reduced negative perceptions of school system

	<ul style="list-style-type: none"> ○ positive teacher experiences
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The overall feedback provides the general sentiments about the plan. A review of the specific comments, such as the three examples below, provides some interesting perspectives and opportunities when we move forward on the implementation of the plan.

In terms of innovation, there should be a process where staff (in schools) can propose innovative practices that can be accepted as a pilot (at their school), monitored and supported by coaches and then if successful scaled to the whole board.

By reaching out through innovative open houses or media events hosted within the various communities. Why not have our new director speak bi- monthly in a town hall approach. Make the partners WANT to come...what is in it for them..?

A Culture of Innovation requires space (time) for thoughtful growth...and the room to err. As a tech teacher, I see other boards advancing at a more intense pace. Please find time for us to be immersed in more collaborative inquiry and orbit around EXPERTS!!

The table below captures a summary of the themes from the advisory committees and principals:

Table 2- Themes from Advisory Committees and Principals

Advisory Committees	Principals/Superintendency
<ul style="list-style-type: none"> ● Refine and strengthen plan components: <ul style="list-style-type: none"> ○ goals ○ strategies ○ outcomes ○ KPIs ● Plan implementation and monitoring ● Focus of the plan ● Organization's environmental considerations ● Budget, financial resources ● Infrastructure ● Equity 	<ul style="list-style-type: none"> ● Refine and strengthen plan components: <ul style="list-style-type: none"> ○ goals ○ strategies ○ outcomes ○ KPIs ● Plan implementation and monitoring ● Resources (human, financial, equity) ● Well-Being (Staff and student) ● Define parents' role (planning and implementation) ● Definitions/Clarify language

Revisions to the Draft Plan

5. Overall, the feedback to the plan was very positive and guided some revisions to both the language and structure of the draft plan. The draft plan has been revised as follows:
- Revisions to the language in some of the goal statements;
 - Restructured format to allow for more detail;
 - Improved graphic design and layout;
 - More evidence of connection to the Exit Outcomes which are foundational to the plan;
 - Additional information about the monitoring and measurement of the plan;
 - More information about the Key Performance Indicators.

Plan Architecture and Key Elements

6. Throughout the development process, there was considerable discussion regarding the architecture of the strategic plan. The new plan had to build on the current strategic plan and carry forward key priorities. The Exit Outcomes continue to be foundational to our work and need to be emphasized. In addition:
- the content of the plan had to be meaningful in the classroom as well as the Boardroom;
 - our students, staff, parents and community members should be able to see themselves in the goals of the plan;
 - the goals, outcomes and measures need to be clearly stated and aligned;
 - the strategy should be sophisticated, the language should be simple;
 - the plan needs to be measurable; and
 - the layout had to be accessible, visually appealing.

Putting Student Achievement, Well-Being and Equity at the Centre of our Work

7. Many previous plans included student achievement and well-being as objectives in the plan. In the development of this plan, it was largely recognized that these are the core of our work. We set priorities to improve student achievement and well-being. With this as our understanding, we set our focus on creating a culture in which students and staff can thrive.

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. Organizational culture is believed to be a major determinant of an organization's success or failure. In reviewing the consultation findings, and in conducting the internal and external analyses, culture was identified as one of the strengths of the OCDSB. The Board sought to leverage existing organizational strengths, i.e. to build on what the District was seen "to do well", to address weaknesses or areas for improvement, as well as to consider trends and best practices. As such, by focusing on further developing culture, the District is seeking to build in this area.

Culture of Innovation

8. Innovation, creativity and modernization were important issues in the feedback and in the planning discussions. Creating a “Culture of Innovation” is intended to support the creation of engaging innovative, experiential, and exciting learning for students by addressing teaching practices and changing how and what is taught to meet the needs of students.

A Culture of Innovation also entails setting the conditions for examining our delivery model to determine whether it works for all children. It entails doing an inventory of what is already happening in the District and recognizing and learning from it. Professional training, modernization of administrative and instructional practices, as well as modernization of business processes are vital to this culture shift.

Culture of Caring

9. A Culture of Caring builds upon successes in addressing school climate and safety. It also seeks to extend actions taken over the life of the 2015-2019 Strategic Plan to address well-being and equity in the District. A Culture of Caring is about furthering authentic engagement and strengthening the District with community partners’ support. It is about putting, at the forefront, the dignity of all, as well as a safe and respectful school environment.

Culture of Social Responsibility

10. A Culture of Social Responsibility seeks to focus on the breadth of experiences students gain during their school life including equipping them to be strong and socially responsible members of society. It also consists of a plan to build leadership (both in students and staff), strengthen governance, as well as to further evidence based practice in the District.

Goals, Strategies, Outcomes and Key Performance Indicators

11. The goals, strategies, outcomes and key performance indicators are fully presented in the Strategic Plan attached as Appendix A. From the outset, the Board agreed that clarity and simplicity of language was fundamental to the plan and this is evident in the formulation of the goals and outcomes. The language in the plan is meant to guide instead of being specific, so as to offer insight on how to build over the next (4) years. The strategies are written with more complexity as they stand as bridge pieces that help to explain the path from goal to outcome. The key performance indicators were constructed to allow for the development of important dashboard measures that would allow “at-a-glance” views of performance as it relates to both strategic and operational work.

The Strategic Plan sets a course for the next four (4) years. A strong accountability framework is critical to implementing the changes embodied in the Strategic Plan. Much of the feedback received in the month had to do with “how” the plan will be implemented. The Director and senior staff have been engaged in discussions regarding best practices for moving from strategy to implementation. A key feature of the implementation strategy is the development of operational plans or strategic action plans. Built on the concept of moving “From X to Y by when”, these plans will be developed annually for key areas of work and will detail

the strategies, timelines and deliverables needed to achieve the desired outcomes.

Annually, the Board of Trustees adopts a Board workplan which establishes key dates for monitoring fiduciary responsibilities and progress on strategic priorities. The Director is responsible for ensuring the timely and effective implementation of the Board's strategic priorities. There is a necessary alignment between the Board workplan and the Director's Strategic Action Plan. In addition, expectations for student achievement are established in the Board Improvement Plan for Student Achievement and Well-Being (BIPSAW) and schools set their annual goals based on these expectations in the School Learning Plan. The Departmental work-plans are companion pieces to the Strategic Action Plan and are developed to reflect how departmental initiatives, programs and the operational activities will be directed by the Strategic Plan objectives. This structure is graphically depicted in the plan.

Monitoring Framework

12. The Strategic Plan defines the things we value and sets a path forward. To be effective, the plan has to be implemented and monitored across the organization. Monitoring change cannot be limited to periodic reports in the Boardroom. As a system, we have to monitor on all levels – in the classroom, at the school level, at the District level and in the Boardroom. These activities will help to create a cycle of accountability.

Boardroom Level

- Annual Progress report on each of the 3 strategic objectives (3 reports/year)
- Annual Student Achievement Report
- Budget alignment with strategic priorities
- Reports/Motions at Board & Committee are linked to and advance strategic priorities
- Director & Chair's reports about school based initiatives are tied to strategic priorities

District Level

- Strategic Action Plans
- School Visits
- Leadership Development/HR Management
- Data Support Model

School Level

- School Learning Plans
- Classroom Walk Throughs
- Staff Meetings
- Data Support

Key Performance Indicators

13. Key Performance Indicators are used to measure change. The following KPIs include a mix of current data sources as well as some new data sources. For example, satisfaction rates will require the collection of perceptual data from stakeholders. This type of data is an essential element of any strategy which seeks to effect change in culture. The KPI's will be reported on annually in a series of reports; one report on each of the three strategic objectives and in the Annual Student Achievement Report.

The current list of KPI's provides a comprehensive measurement framework, but it is not definitive. It is anticipated that additional or alternate measures could be identified in some areas, and the structure of the planning and monitoring process must support that kind of agility. Work has begun on the development of an electronic data dashboard which connects the KPIs to the desired outcomes in the plan. The Board has identified the benefits of further professional development on monitoring and measuring strategic priorities. That will follow the approval of the plan and allow for further discussion and exploration of strategic and tactical data sources, and which data best provides the strategic overview necessary to support the Board's accountability.

Table 3 - How we will know we are making progress

Strategic Area	Areas of Impact	Indicators	Schedule
Culture of Innovation	Student Achievement	<ul style="list-style-type: none"> • EQAO Scores • Graduation Rate • Certification Rate • Credit Accumulation • Report Card Data • Student, staff and parent experience 	Annually
Culture of Caring	Safe & Caring Environment	<ul style="list-style-type: none"> • School Climate • Suspensions • Exclusions • Expulsions • Bullying incidents 	Annually
		<u>Employee Engagement</u> <ul style="list-style-type: none"> • Absenteeism • Respectful workplace incidents • Workplace injuries • Employee experience 	Annually
		<u>Student Engagement</u> <ul style="list-style-type: none"> • Attendance • Experience • Student voice 	Annually
		<u>Parent/Community Engagement</u> <ul style="list-style-type: none"> • Participation • Experience 	Annually

		<ul style="list-style-type: none"> • Parent voice • Representation 	
Culture of Social Responsibility	Environmental Stewardship	<ul style="list-style-type: none"> • Greenhouse Gas Emissions • ECO Schools • Waste Diversion • Energy conservation • Water Usage 	Annually
	Social Responsibility	<ul style="list-style-type: none"> • Social Emotional Skills 	
	Governance and Operations Management	<ul style="list-style-type: none"> • Leadership Diversity • Disproportionality Indices 	

RESOURCE IMPLICATIONS:

14. The costs associated with the development of the 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 of the new plan. As the plan includes some new initiatives and measures, there will be costs associated with training, professional development, professional services, printing, et cetera. To ensure necessary resources are available to fund new initiatives, the 2019-2020 budget included a \$500,000 Strategic Initiatives Fund. In addition, in alignment with the environmental components of the culture of social responsibility in the new strategic plan, the Board approved the creation of a \$150,000 environmental fund to support school based greening initiatives.

COMMUNICATION/CONSULTATION ISSUES:

Communicating our Plan

15. Once approved, the District will undertake a comprehensive communications campaign to launch the new plan. The campaign will be multi-phased as follows:
- **Awareness Building** – announce launch of plan via direct email to all stakeholders, websites, social media;
 - **Branding** – update, produce and distribute plan related materials including booklets, one pager, posters, presentation templates, web content, social media resources, et cetera;
 - **Strategic Integration and Alignment** – incorporation of strategic plan priorities into key documents and resources as appropriate, includes key messaging documents, and develop resources and tools to support the monitoring and reporting on strategic priorities, including report formats, strategic action plan templates, board improvement plan, school learning plans, departmental workplans, budget templates, research reports, data dashboards et cetera.
 - **Monitoring and Reporting** – establish cycles and methodologies for communicating progress on the strategic priorities and for receiving feedback.

STRATEGIC LINKS:

16. 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:

17. 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 provided an opportunity to solicit further feedback and engage the broader community in shaping the vision, mission, and priorities for public education in our District. The current plan will be supported by an effective implementation strategy using an integrated operational planning process. The plan provides a solid foundation and direction for the organization and a supporting monitoring and measuring process. The plan also provides some room for agility in a period The Board and community will have regular opportunities to monitor progress through the monitoring and measurement framework.

RECOMMENDATION:

THAT the Strategic Plan 2019-2023, attached as Appendix A of Report 19-068, be approved.

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APPENDIX A: Strategic Plan 2019-2023

APPENDIX B: Summary Statistics: Online feedback on Draft Strategic Plan 2019-2023