



**BOARD**

**24 November 2020**

**Report No. 20-107**

## **Tracking Implementation of the Strategic Plan**

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### **PURPOSE:**

1. To facilitate discussion on the strategic actions identified for 2020-2021, the planned activities and deliverables, and the role of the attached template for tracking implementation of the strategic plan and ensuring accountability.

### **SUPPORTING OUR STRATEGIC PLAN:**

2. The 2019-2023 strategic plan offers a vision for the 4-year life of the plan. To achieve that vision, annual strategic action plans are developed with specific actionable items. These items are decided upon through senior staff discussions, based on the work that drives the OCDSB forward in building a Culture of Innovation, Culture of Caring, and Culture of Social Responsibility.

### **CONTEXT:**

3. The OCDSB has a strong commitment to three culture statements described in the strategic plan. The actions required to adapt to the circumstances brought about by the pandemic have highlighted the strength of the culture statements as our strategic priorities. Despite the changing landscape, the OCDSB has remained focused on our top priorities: Culture of Innovation, Culture of Caring, and Culture of Social Responsibility.
4. This report provides a reminder of the actions and accomplishments outlined in the 2019-2020 strategic action plan and the identified the goals set for 2020-2021. In a period of great operational focus, there has been significant work to ensure we continue to bring the culture statements to life. We have also streamlined a number of initiatives for 2020-2021 to ensure that we optimize available organizational capacity. By thoughtfully identifying the goals and activities for this year, we can focus our work on initiatives that will build on the progress made last year and support the implementation (and eventually impact) of our strategic plan.

### **KEY CONSIDERATIONS:**

5. The goals and activities identified for 2020-2021 have been chosen carefully and intentionally, with consideration as to what is feasible this year and what will have the greatest impact on building a Culture of Innovation, a Culture of Caring, and a Culture of Social Responsibility. In a time of such uncertainty, it was important to

be purposeful when creating this action plan because over-estimating or over-committing the number of initiatives for the year would put us beyond our capacity and may in fact hinder our ability to make progress. Therefore, we focused on our most important goals and strategic actions that will ‘move the needle’.

6. The 2019-2020 school year was a unique one, with unanticipated challenges and disruptions. Despite these challenges, the OCDSB continued to make progress on identified goals and, in some ways, the need to adapt actually fueled our progress. The strategic action tracker for 2019-2020 highlights these activities and accomplishments, and is attached as Appendix A. The table includes status of completion as indicated on a scale of 0-4. This scale serves as a scorecard for ensuring a cadence of accountability as we continue with implementation of the strategic plan. This work and the advancements were used to develop next steps and strategies for the strategic action plan for 2020-2021.
2. The 2020-2021 strategic action plan is streamlined and focused in order to help us reach the goals identified in the 2019-2023 strategic plan. At this stage, in year two of our strategic plan, we are focused on implementation. The ongoing monitoring of this work will be captured using the tracking template, attached as Appendix B. In the template, we have included an additional column where we have turned our minds to the structural implications that are needed to ensure that change is sustainable.
3. Critical work for 2020-2021 is the implementation of the Indigenous, Equity and Human Rights Roadmap. Despite many initiatives being put on hold due to the pandemic, our commit to equity, through a Culture of Caring and a Culture of Social Responsibility, remained a top priority. The development of this roadmap was a huge accomplishment last year, and it will serve as the visualization for the strategic work on equity this year.

## **RESOURCE IMPLICATIONS:**

4. Time is a significant resource demand for staff to: (1) intentionally identify action items that will have a meaningful impact on the strategic goals; (2) see the action items through to completion; and (3) report on progress to the Board and all stakeholders. These demands are met by existing staff.

## **COMMUNICATION/CONSULTATION ISSUES:**

5. This report provides an important update about the ways in which we are working achieve a shift in culture at the OCDSB. Stories from our schools which highlight this work are shared broadly with the OCDSB community through the website and social media. The impact of this work will be assessed by using the Key Performance Indicators (KPIs) identified in the 2019-2023 strategic plan. The KPIs were determined at the outset of the strategic plan to measure change in a consistent and transparent way. Upcoming reports on the KPIs will also be shared with Trustees and on the District website to demonstrate accountability to our stakeholders.

## **DISCUSSION QUESTIONS:**

- How will strategic actions identified help build a Culture of Innovation, a Culture of Caring, and a Culture of Social Responsibility?
- How do the planned activities build on the accomplishments of 2019-2020?
- How will a streamlined approach help ensure progress on our significant goals?
- What are the structural implications and considerations for sustainable practice?

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## **APPENDICES**

Appendix A: Strategic Action Tracker 2019-2020

Appendix B: Strategic Action Tracker 2020-2021