

Strategic Plan 2016-2021: Director's Report to Trustees – Year 7 of Implementation	Item 11.3
Tuesday, October 3, 2023	

Alignment to Strategic Plan

This report is linked to all strategic priorities:

Achieving: Meeting the needs of all learners

Believing: Celebrating our Catholic faith and aspiring to be models of Christ

Belonging: Establishing relationships and sustaining safe, welcome schools

Optimizing organizational effectiveness

Purpose

The purpose of this report is to provide the Board of Trustees with the monitoring results of year seven of the implementation of the Halton Catholic District School Board (HCDSB) multi-year strategic plan.

Background Information

In September 2016 the HCDSB launched a multi-year strategic plan (MYSP)

Students: Strategic Plan 2016-2021, identifies specific outcome measures

Achieving, Believing, Belonging and Foundational Elements.

Annual monitoring of our plan is conducted by Research and Development Services using a survey to track progress from the perspectives of our stakeholders including parents, staff, and students.

the 2022-23 school year, the online survey was available from June 5th to 23rd, 2023. As part of this monitoring activity, a list of successes that relate to the goals within each priority area was consolidated into a report card. Successes are reported by senior staff at the end of each monitoring cycle.



Monitoring our Multi-Year Strategic Plan: 2022-2023

Survey Report

Report Prepared by:
Research & Development Services
7/7/2023

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Monitoring our Multi-Year Strategic Plan: 2022-2023

Survey Report

Introduction

Seven years ago, the Halton Catholic District School Board (HCDSB) released a Multi-Year Strategic Plan (MYSP) with the purpose of identifying the board's values and various strategic goals related to those values. At the end of each year, Research and Development

If respondents selected *School Staff* as their role, they were then asked to select the panel in which they work. More than half of the school staff (65%; n = 70) worked in the ; 35% (n = 38) worked in the

Pillars of the Multi-Year Strategic Plan

The monitoring survey asked about the four pillars: *Achieving, Believing, Belonging, and Foundational Elements*. Several multiple-choice questions were asked for each pillar. Results are summarized by pillar below.

Achieving

Overall, most respondents (56-66%) agreed that in year 7 of the Strategic Plan, the HCDSB is meeting the needs of all learners through our *Achieving* pillar goals (see Figures 1 to 3 below).

Figure 1 (n = 893)

- o of respondents *agreed or strongly agreed* that the HCDSB offers educational experiences and opportunities to support all learners.

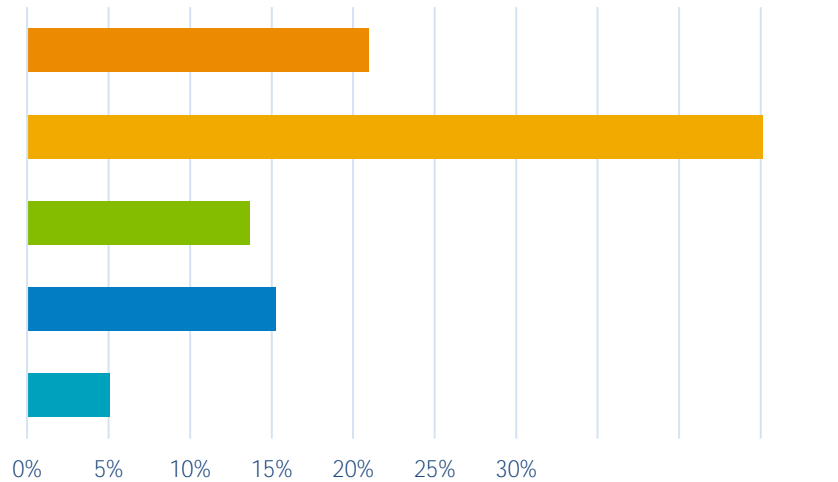


Figure 2:

Believing

Overall, most respondents (52-78%) agreed that in year 7 of the Strategic Plan, the HCDSB is celebrating our Catholic faith and aspiring to be models of Christ through our *Believing* pillar goals (see Figures 4 to 8 below).

Figure 4

(n = 891)

- of respondents *agreed* or *strongly agreed* that the HCDSB promotes a Catholic learning environment rooted in Gospel Values and the Ontario Catholic School Graduate Expectations.

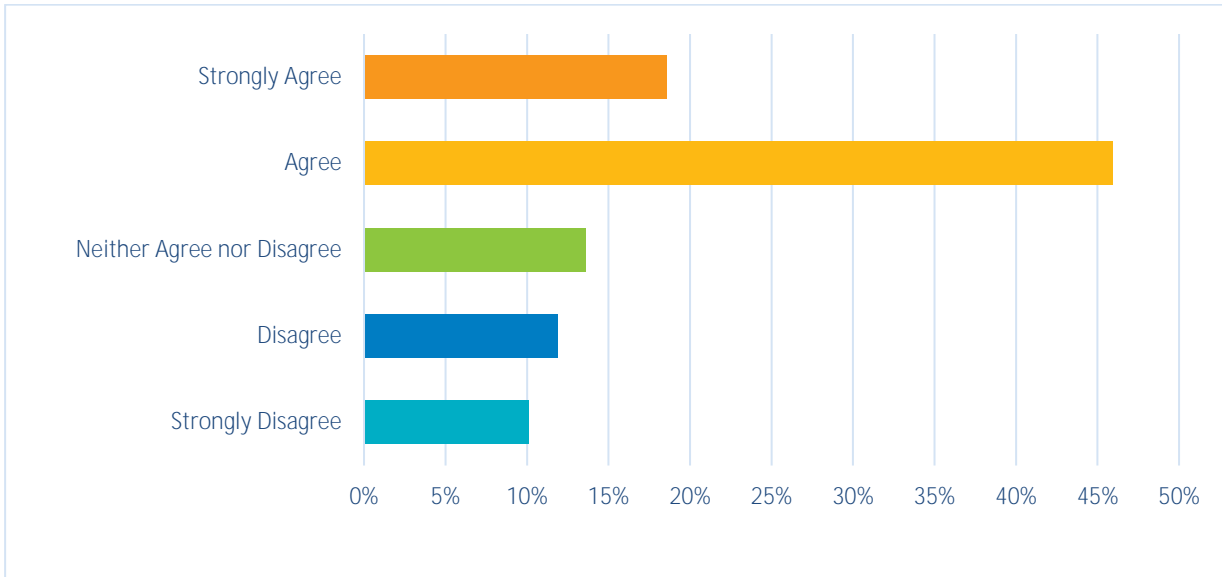


Figure 5

² (n = 170)

- of secondary student respondents *agreed* or *strongly agreed* that they had a good understanding of the Ontario Catholic School Graduate Expectations.

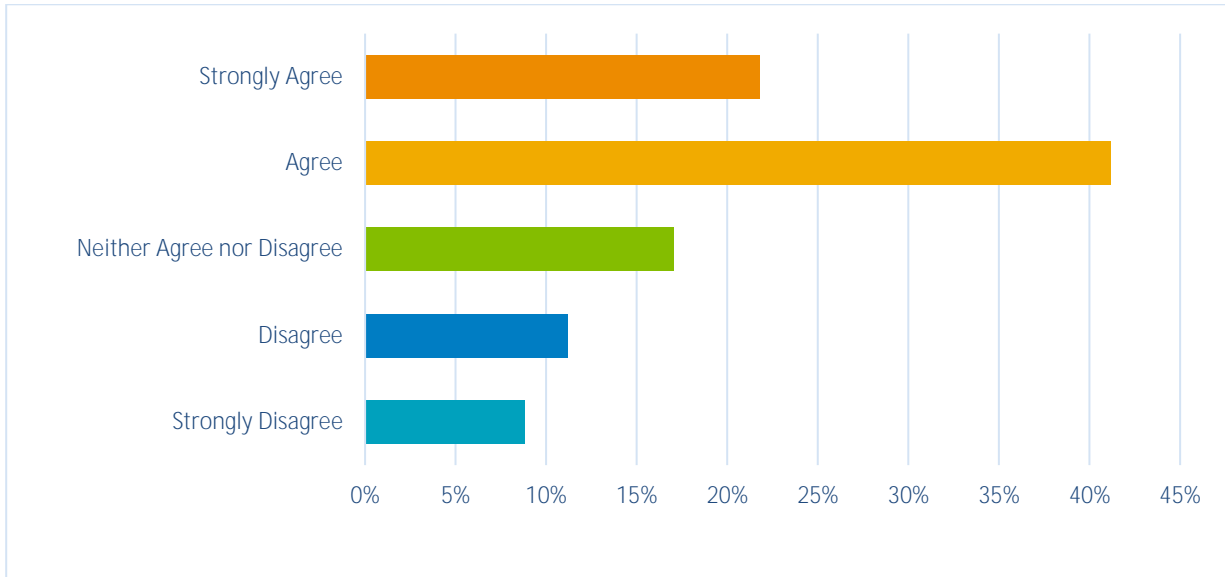
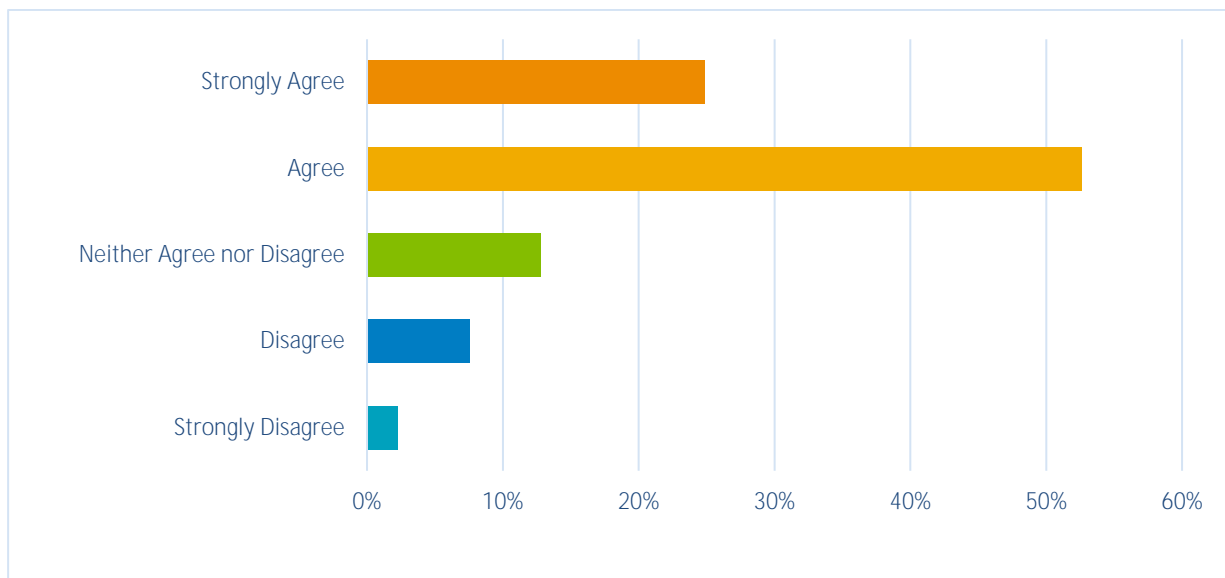


Figure 6:

³ (n = 133)

- of staff respondents *agreed* or *strongly agreed* that the HCDSB offers faith formation opportunities for its staff.



² Only asked to *Secondary School Students*

³ Only asked to *Board Office (CEC) Staff and School Staff*

Figure 7
875)

(n =

- o of respondents *agreed* or *strongly agreed* that the HCDSB schools and parishes work together to strengthen home/school/parish relationships.

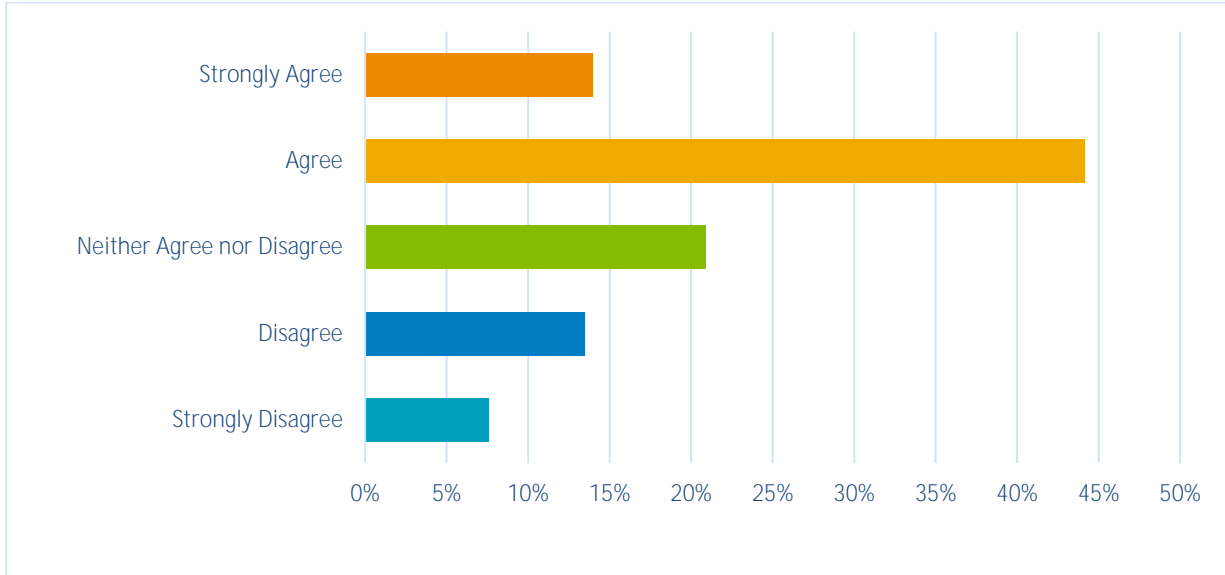
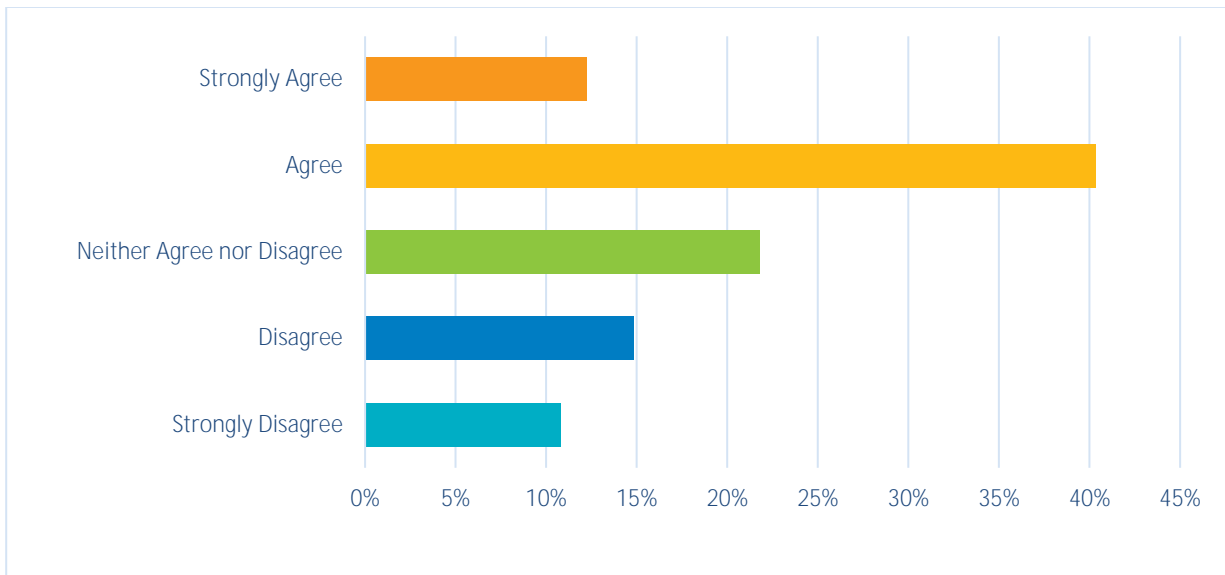


Figure 8

(n = 890)

- o of respondents *agreed* or *strongly agreed* that HCDSB students and staff model Christ in their actions.



Belonging

Overall, most respondents (60-68%) agreed that in year 7 of the Strategic Plan, the HCDSB is embracing relationships and sustaining safe and welcoming schools through our *Belonging* pillar goals (see Figures 9 to 14 below).

Figure 9

(n = 895)

- of respondents *agreed* or *strongly agreed* that HCDSB schools promote student safety.

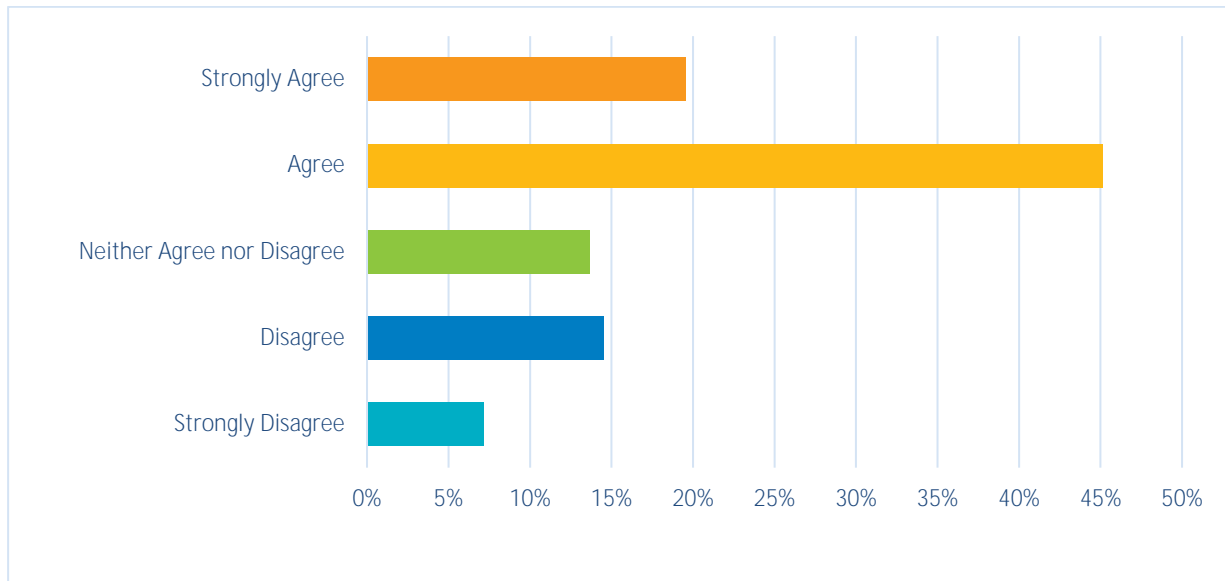
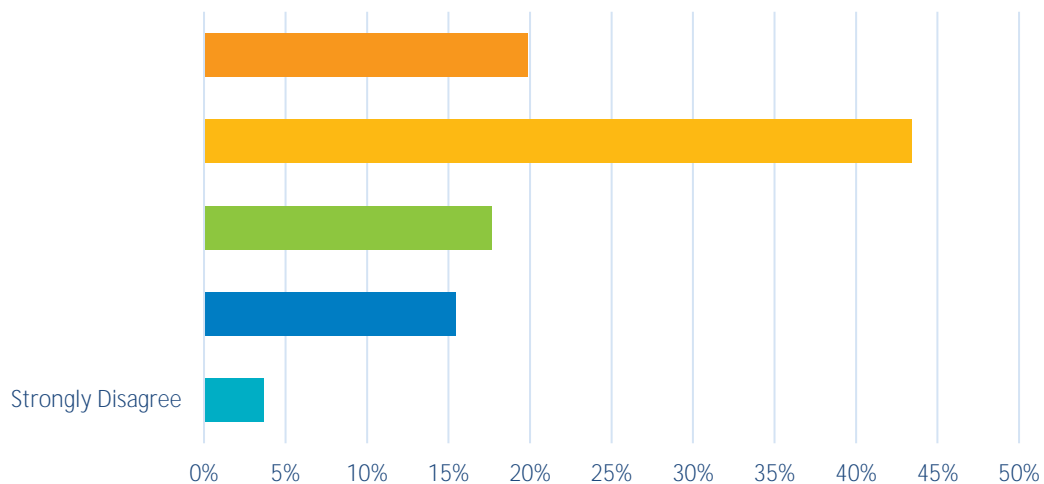


Figure 10:

⁴ (n = 136)

- of staff respondents *agreed* or *strongly agreed* that HCDSB workplaces promote staff safety.



⁴ Only asked to *Board Office (CEC) Staff and School Staff*

Figure 11

(n = 891)

- of respondents *agreed* or *strongly agreed* that HCDSB schools are welcoming for all, and promote a positive sense of belonging.

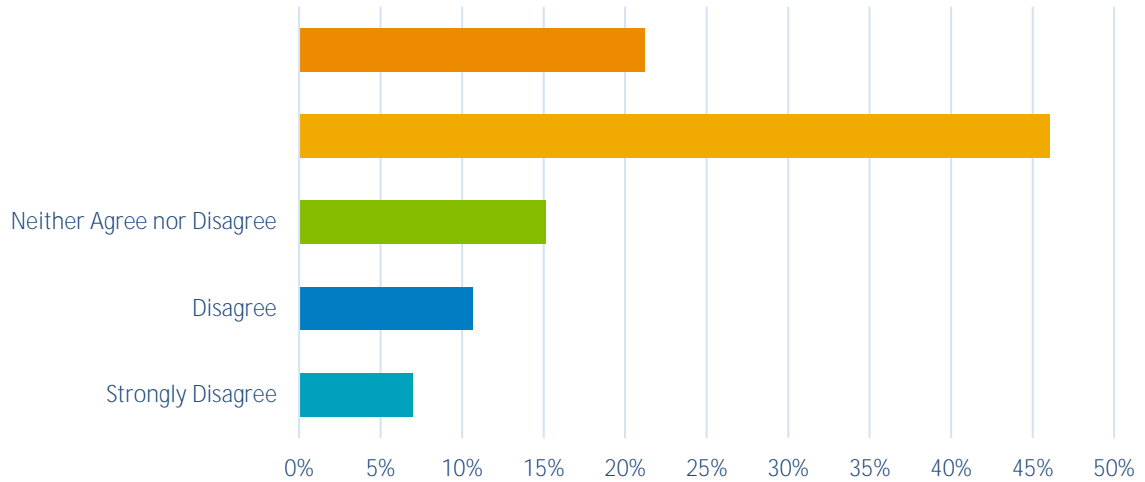


Figure 12

⁵ (n = 136)

- of staff respondents *agreed* or *strongly agreed* that their HCDSB workplaces are welcoming for all staff, and promote a positive sense of belonging.

⁵ Only asked to *Board Office (CEC) Staff* and *School Staff*

Figure 13

(n = 885)

- of respondents *agreed* or *strongly agreed* that the HCDSB nurtures and supports relationships with community/external partners.

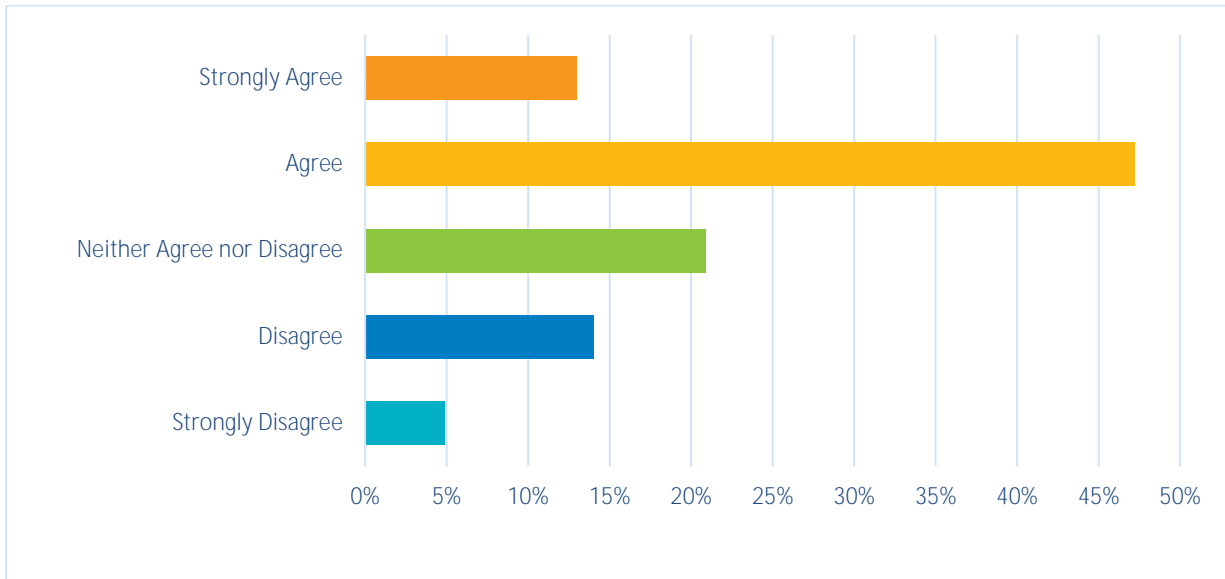
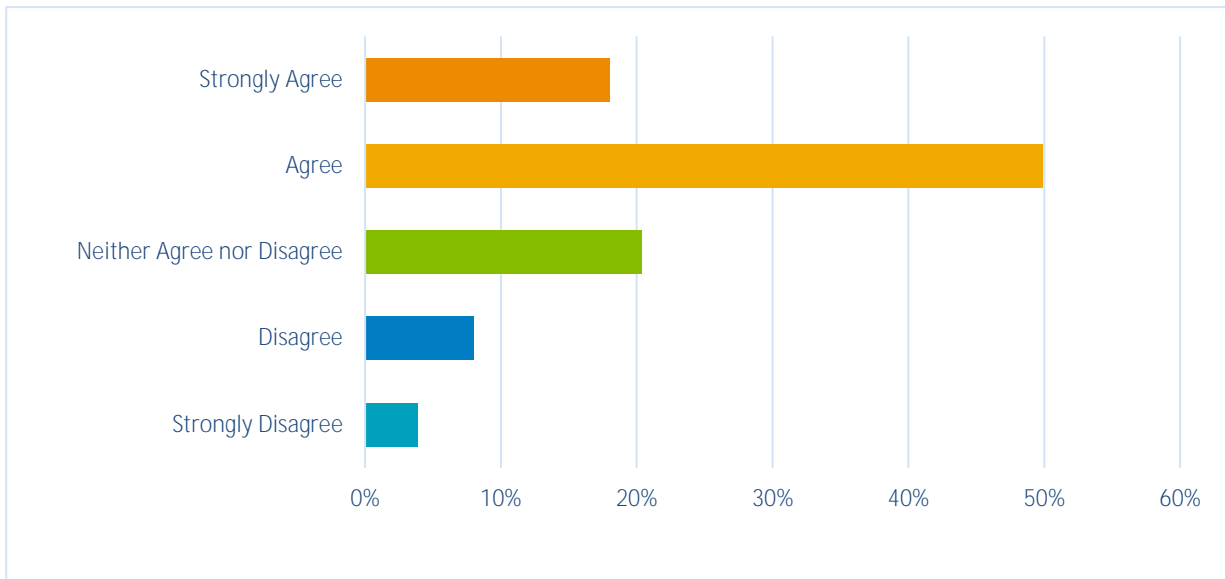


Figure 14

(n = 890)

- of respondents *agreed* or *strongly agreed* that HCDSB students are taught to think of others, and are given opportunities to get involved and be leaders in the school and/or community.



Foundational Elements

Overall, most respondents (46-66%) agreed that in year 7 of the Strategic Plan, the HCDSB is optimizin1 OnET@.00000912

Figure 16

(n = 895)

- of respondents *agreed* or *strongly agreed* that communication from schools/the board office is clear, transparent, and responsive.

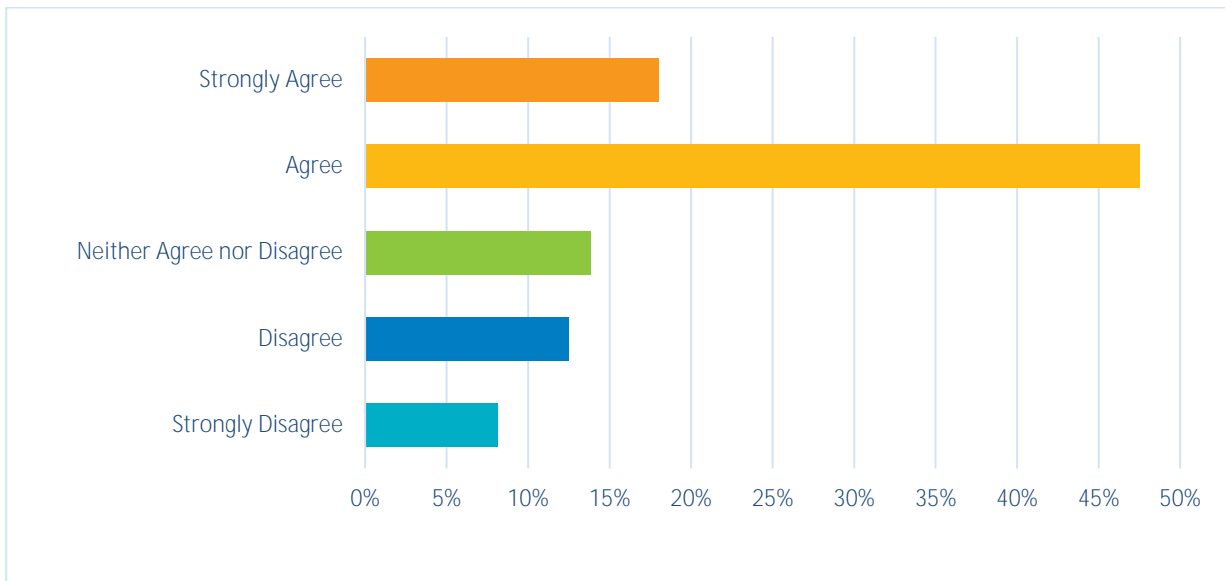


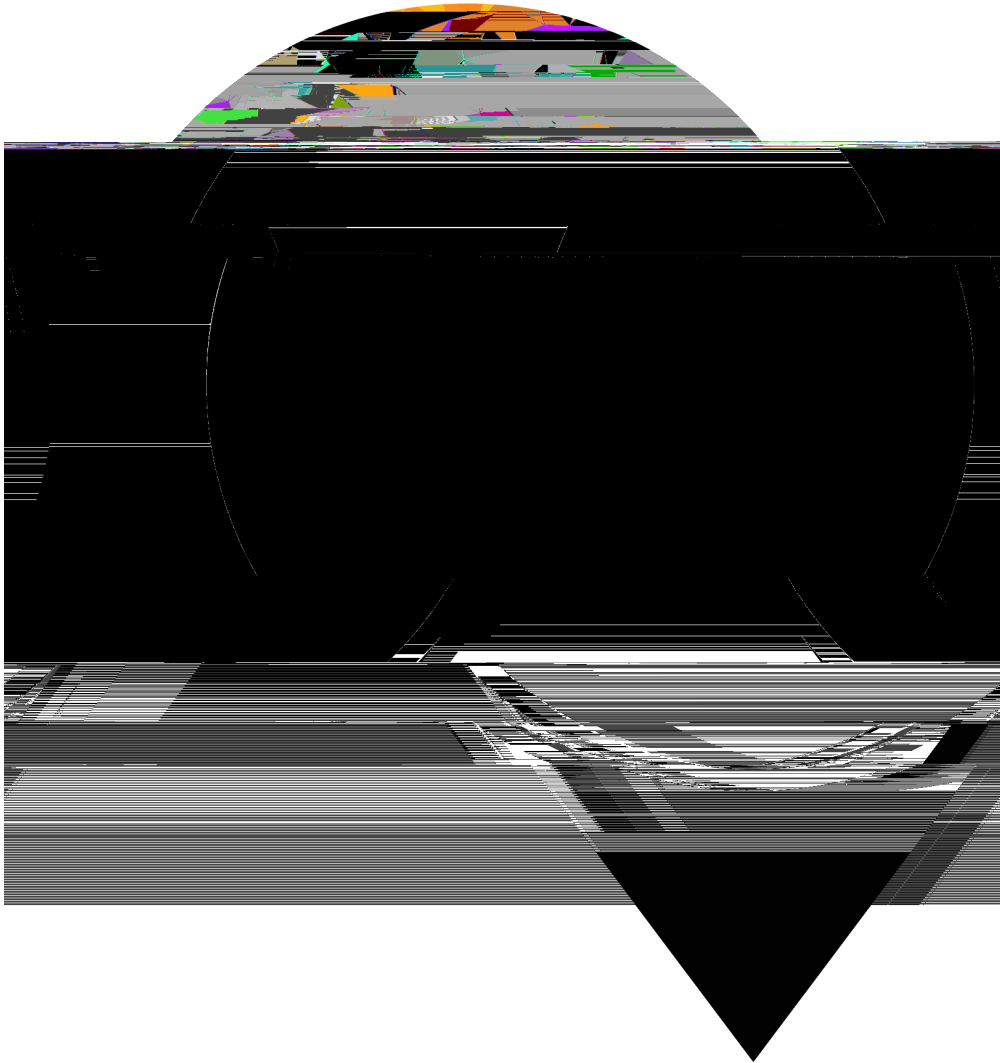
Figure 17

⁷ (n = 134)

- of staff respondents *agreed* or *strongly agreed* that the HCDSB uses evidence/data to inform decisions, strategies, or initiatives.

⁷ Only asked to Board Office (CEC) Staff and School Staff

Figure 18



Oc be



Educational experience and
learning

Building a foundation

all



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Meeting the needs of all learners

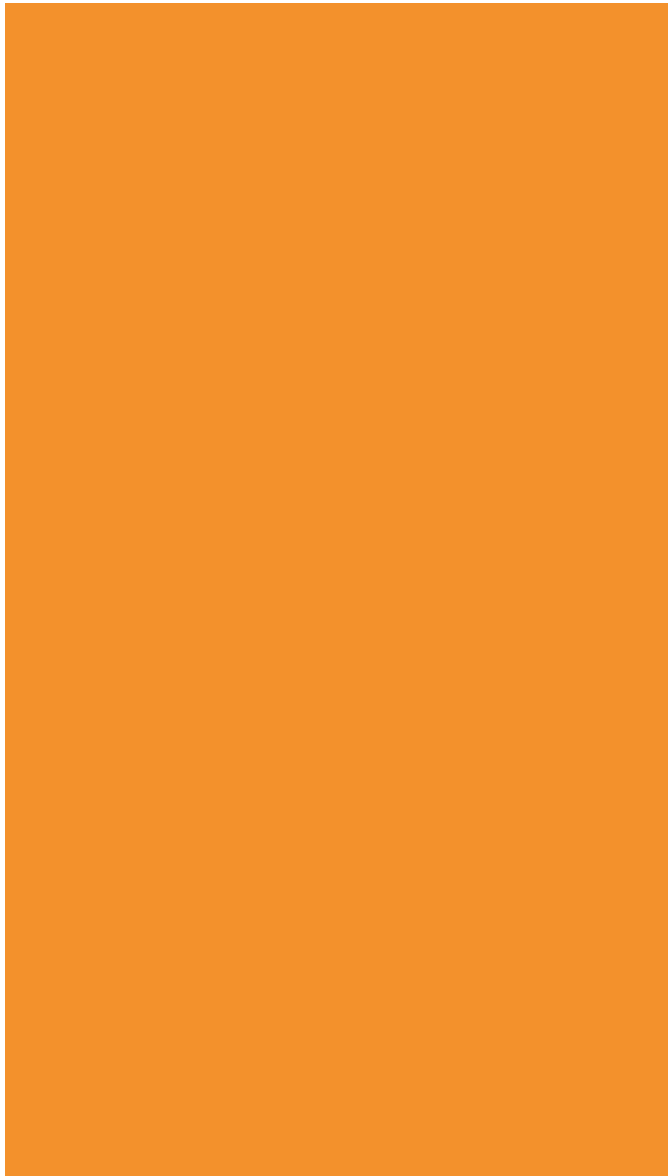
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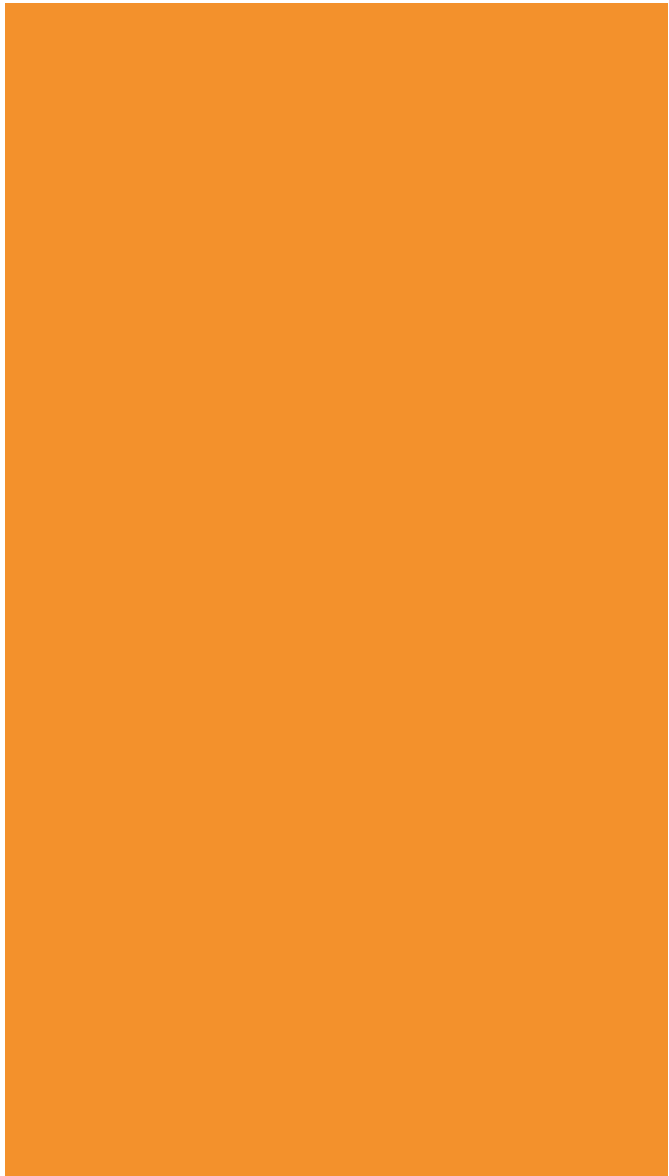


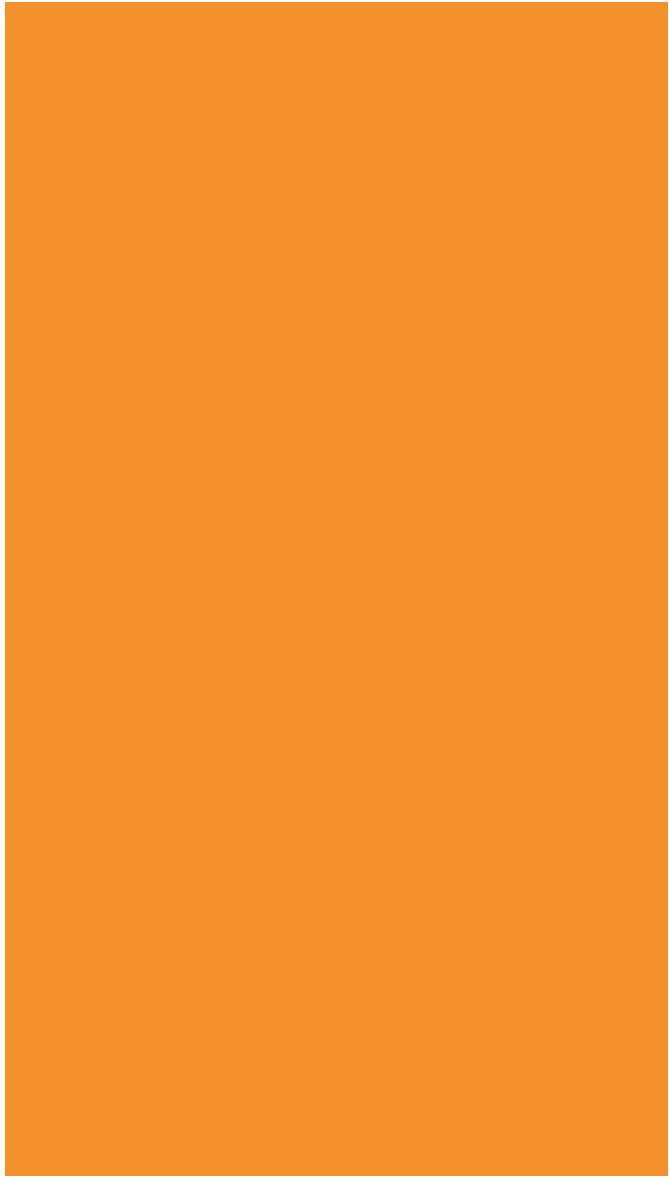
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Meeting the needs of all learners

Support individual learning pace and
learning style through differentiated
instructional methods enabled by
technology. Meeting the needs of all
learners.

Engage students in a hands-on
learning experience through
technology.

Monitor each student's progress
and enhance individual learning
through technology.



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fe i nal lea ning ni e

S den ided i h ni e
gain e e ience kill and kn ledge
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Meeting the needs of all learners





Celebrating Catholic Faith in the 21st Century

- In the 21st century, we need to re-examine our faith and how we live it out in the world.

In the 21st century, we need to re-examine our faith and how we live it out in the world.

Our faith is not just a set of beliefs, but a way of life. We need to find ways to live our faith in a world that is constantly changing.

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Creating a safe and healthy environment for all Catholics

Establish a Faith Council in every parish and diocese

Work in collaboration with the Diocese to ensure the safety of all Catholics

Offer a safe and healthy environment for all Catholics

- The following are the key elements of the Strategic Plan for the Catholic Diocese of San Diego





Creation and facilitation of
dialogue initiatives and activities
with the Catholic
community

Establishment of Faith Council
in the National Catholic School
Graduate Education and Faith
Commitment

Work in collaboration with the
Engineering Laboratory in the
Training of the Ministry
Academical Affairs in the
Institution

Office of Faith Formation
in the National Catholic School
and the Diocese of all members of the
community, Pastoral Staff and
and Pastoral Care

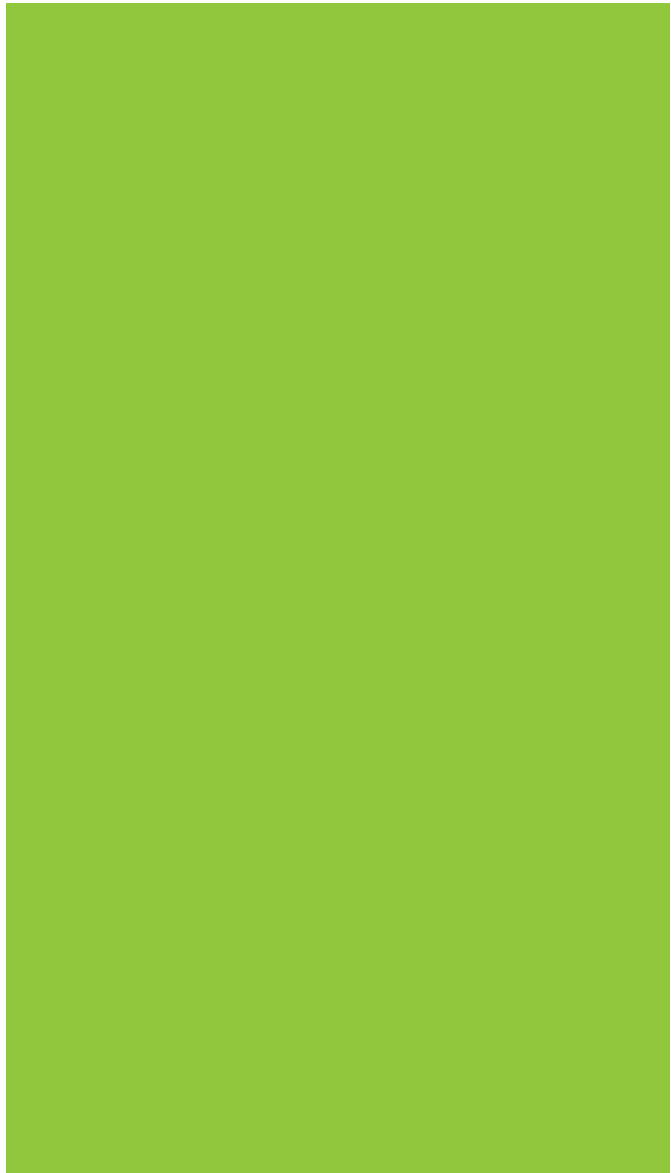
- And for the intended the ecclesial Strategic Plan Mission Statement has been



- The recent Strategic Plan Monitoring Report has highlighted the HCDSB's achievements in Catholic Faith and the role of the Catholic Church in the community.
- We have implemented a variety of programs and initiatives to support our Catholic Faith community and to address the challenges of the 21st century.









Embacing e-learning afele ming ch

Eamine c en an i n gam and ini a e

Cea e ni e f den a en and af bec mem e engaged in ch He el gam and ini a e

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Se anda d and e ec a n f af m del i e incl i e and e ec l lang age and beha i in ch l and k lace

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- We fe ed PD n nde anding he e n ibili fCa h lic he Call Ac n
- We ede a a medi m each den h c llab a e beha e nline and be e ec l in eam c m e n add e he e i ence f nline gaming ici
- S ecial Ed ca n af c a ed e ce f ch l celeb a e Na nal Acce ibili Week and Red Shi Da
- O i aled ca c n n ed m e i e Digi al Ci en hi kill in den and a gmen a i e e i able and incl i e nline lea ning en i nmen
- The Se lemen Se ice eam e ed a ima el ne Welc me Cen e clien in - incl ding a ima el ne ne c me familie he HCDSB
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The Se lemen eam deli e ed leade hi gam i h e den and g e i n
We deli e ed Men al Heal h g e i n ne c me la n
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- In c llab a n i h Welc me Cen e and Ne c me Se ice e fea ed he i age m n h n eb i e and h gh cial media m nga a ene a nd he di e i in he ch l c mm ni e ac di ic
- We c n n e ec gni e celeb a n f a i fai h adi n n cial media ai e a a ene and a en e fbel nging in c mm ni
- We h ed 'Read Se G ' inf ma n e i n a en g a dian f child en an i ning Kinde ga en





Embedding early childhood learning activities into the curriculum

Work with community partners to enhance delivery and accessibility and

Launch a targeted campaign to ensure community services are available for families and children

- Work with HCDSB to develop the early Childhood Strategic Plan in line with the HCDSB vision and mission statement
- In - collaboration with community partners and the Early Childhood Learning Council (ECLC) we will work with the YMCA GTA and Halton Region to enhance early childhood services in the region. We will also work with the Community Learning Oakville (CLO) to enhance early childhood learning opportunities in Oakville. We will also work with the Halton District School Board (HDSB) to enhance early childhood learning opportunities in the region. We will also work with the Halton District School Board (HDSB) to enhance early childhood learning opportunities in the region.



Embracing equality in housing and health care

Work with community groups to enhance delivery and accessibility and

Launch a new campaign to ensure community services are available for families and children

- Liba... af in a ne hi... i hc mm ni lib a ie highlight ed mme eading gam Ma ch B eak gam and gam feedd ingCh i ma b eak en e ha acce lib a e ice c n n e hen ch l a ed ed
- C ic l m Se ice af c n n ed a ne i h heHal nM l c l alC ncil ide acce an la n and in e e a n e ice and ked i hOneChild a a ene fh man af cking
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Embacing ela n hi aining afe elc ming ch l

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Organizational effectiveness

Professional development training in
awareness and affective
identified child-based in the Family
of School model

Continental learning activities take place
within a Family of School

Intensive mental health intervention
learning and planning

Mental Health Plan
well-being through increased
awareness. Talk professional
development Learning and
access to Services

Streamlining of
efficiency and

- We can need for a Mental Health Social-Emotional Learning SEL PD
affordability in SEL implementation related to learning and identified effective
according to children's need

•



Organizational effectiveness

Each of the communication strategies has been implemented in a way that is aligned with the strategic objectives.

Establish feedback mechanisms for staff and students to encourage and support communication.

Each of the communication channels has been chosen to be effective.

Review and improve the channels and digital content in line with the strategic objectives and the AODA standards.

- The annual Strategic Plan Monitoring Schedule indicated that the findings agreed with the communication plan and the Board decision to implement the plan.
- We conducted a HCDSB needs analysis through media contact with staff and members of the HCDSB community through email and social media.
- We have implemented a HCDSB engagement strategy through Facebook and Instagram. From July to March, Kindergarten engagement reached 100% and led to a 100% increase in email sign-ups and a 100% increase in clicks on the HCDSB website. From July to September, Virtual School engagement reached 100% and led to a 100% increase in clicks on the website.
- Civic Learning Services focused on enhancing information sharing through the community. Learning Resources Centre blog, monthly newsletter, the Library Services website and the STEAM website.
- The Student Success team focused on increasing and enhancing the On a Yellow Ache initiative. The OYAP information form, the mini-legal guide and training guide in the school.
- The Office of Human Rights and Equality is a key element of the plan.
- The evaluation of the communication plan will be a key element of the next plan.





Organizational effectiveness

Developing a strategic evidence-informed practice plan and implementing it across all child and development

Establishing a clear and measurable goal across all areas

Remaining accountable and ensuring high quality and administration

Providing each and every child with accessible and meaningful learning

- Research and Development Service supported the health Program Service Board of identifying a need and conducting evidence-informed decision making
- Research and Development Service identified needs and administrative and financial data analysis and technical advice to inform
- We commenced an ongoing effort to implement again the Board's plan to be achievable
- In the early 2000s, the HCDSB Research Panel and the early childhood initiative began the research evidence and the public HCDSB website
- We concluded that the health board and the impact of COVID-19 and School





Organizational effectiveness

Regulation of financial alignment
in a digital age
and climate

Establish and maintain a capital and
engagement strategy

Conduct a digital and marketing
strategy assessment

Identify key digital and marketing
strategies

Identify and implement a digital
strategy and a digital
strategy for a digital
strategy

Review digital and marketing
strategy feasibility
and a digital strategy

- Business strategy and financial analysis and the Board's digital strategy
digital strategy for COVID-19 pandemic-related and digital strategy
implementation and the company's need and digital strategy
- We need to see the digital strategy feedback through the annual digital strategy
and held the digital strategy in the digital strategy and the company's
digital strategy
- We need to make evidence-based decisions and ending the digital strategy
and ending the digital strategy
- A digital strategy



Operational effectiveness

Regulatory framework alignment
with strategic objectives
and climate

Establish and maintain a capital and
operational efficiency

Continuously improve and monitor
performance

Identify critical risks and
mitigation

Identify and implement cost-saving
initiatives and accelerate
operational efficiency

Review program and evaluate
operational efficiency
cost-benefit analysis

- Prioritize Accommodation and Planning projects identified and address the Long-Term Capital Plan. The Board has directed HCDSB to take the lead in the Capital Planning and Facility Performance Review.
- HCDSB asked the Board to consider a change in the structure and management of the GTA.
- We centralized the e-distribution network in September to reduce the LRC based on FTE savings and reduce the number of employees.
- Our labor agreements include a new limited term contract. We are working with the Ontario Education Labour Relations Board (OELRB) to resolve the dispute. We are also working with the Ontario Labour Relations Board (OLRB) to resolve the dispute. We are also working with the Ontario Labour Relations Board (OLRB) to resolve the dispute.
- On March 1, 2014, the Board approved the Education Delivery Model (EDM) - a new structure for the Board.
- We conducted an annual performance review and cost-benefit analysis. We received feedback from the Board.
- In collaboration with the Research Department, we have implemented the "Rekindling Mission: A New Leadership" initiative to improve operational efficiency and benefit.
- In September, we implemented the new IT Service and Project Record Information Management System (IMS) to improve the efficiency of the Board's operations.



