



# Multi-Year Strategic Plan Consultation Guide

## Multi-Year Strategic Plan (MYSP) - Consultation Guide Content

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The TDSB is conducting public consultation of the development of a Multi-Year Strategic Plan. A Multi-Year Strategic Plan (MYSP) acts as a high level statement of intent for the Toronto District School Board (TDSB).

The purpose of the plan is to set direction and identify system goals to support the 246,000 students and 583 schools across the TDSB. A Multi-Year Strategic Plan is for three or more school years and is one of the key responsibilities of the Board of Trustees.

A Multi-Year Strategic Plan acts as a high level statement of intent for the Toronto District School Board relating to:

- expectation for high student achievement
- safety and well-being of students and employees
- reflecting the diversity of our students in the school and curriculum
- challenging and comprehensive curriculum
- teaching and learning strategies in schools
- allocation and management of budget and resources
- physical conditions of schools
- staff training

We all share a responsibility for the education of young people and for their mental health and well-being. The Board of Trustees values your input on the proposed multi-year strategic plan and we would like your feedback. As partners in the school system, input from parents, families, students and staff helps the TDSB in setting general, system-wide directions, goals and priorities.

Please review the proposed Mission and Values statement (Section One) and the Multi-Year Strategic Plan Goals (Section Two). Within Section Two, the five proposed goals are outlined on the left side of the table, with further detail and examples provided on the right side. Please answer the questions at the end of the document or complete a survey online at [www.tdsb.on.ca](http://www.tdsb.on.ca).

### Section One: Mission and Values Statements

#### Mission

To enable all students to reach high levels of achievement and well-being and to acquire the knowledge, skills and values they need to become responsible members of a democratic and sustainable society.

#### We Value:

- Each and every student's interests, strengths, passions and needs
- A strong public education system
- A partnership of students, schools, family and community
- Shared leadership that builds trust, supports effective practices and enhances high expectations
- The diversity of our students and our community
- The commitment and skills of our staff
- Equity, innovation, accountability and accessibility
- Learning and working spaces that are inclusive, caring, safe, respectful and environmentally sustainable.

## **Section Two: Multi-Year Strategic Plan (MYSP) Goals**

*\*Note: Some of the examples provided apply to all schools while others respond to the unique needs of some schools.*

### **1. Transform Student Learning**

- We will provide all students with positive, supportive learning environments that have high expectations and allow them to reach their full potential as valuable and contributing members of society.
- We will ensure a strong foundation in literacy, math and global competencies (communication, critical thinking & problem solving, collaboration & leadership, global citizenship & character, creativity, inquiry and entrepreneurship) for all students, beginning in the early years. This commitment to global competencies will allow our students to engage in authentic life issues through their learning such as environmental sustainability, poverty and social justice in order for them to develop compassion, empathy and solutions to challenging problems.
- We will use technology strategically to ensure that learning environments balance digital fluency with opportunities for students to create strong relationships with classmates as well as adults.

### **2. Create a Culture for Student and Staff Well-Being**

- We will build positive school cultures that support the mental health and well-being (physical, cognitive, social, emotional and spiritual) of all students.
- We will create the conditions for every student in every school to experience the support of a caring adult.
- We will equip educators with the tools necessary to teach, assess, support, and relate to students to ensure that student mental health and well-being is at the centre of teaching and learning.
- We will support the mental health and well-being of all staff so that they can work in an environment free of bias and full of potential.

### **3. Provide Equity of Access to Learning Opportunities for All Students**

- We will effectively integrate the voices, choices, abilities and experiences of our students into our school programming. Students will be more successful when they are engaged in their learning in this manner. We will be more responsive to the strengths, interests, gifts, and lived realities of our students as we create and design our schools and classrooms.
- We will ensure that every school offers a wide range of programming and creates a welcoming, inclusive learning environment for all students.
- We will continually review and assess our policies, procedures and practices to ensure that they promote equity, inclusion and human rights practices.
- We will review program, planning and accommodation needs to ensure equitable access, increased opportunities and enhanced learning outcomes for all students.

### **4. Allocate Human and Financial Resources Strategically to Support Student Needs**

- We will allocate our human and financial resources to ensure that all schools and departments can support optimal student learning, based on the principles of equity and excellence.
- We will review budget allocations to address any barriers or system biases that could negatively affect student achievement and well-being.
- We will work to continuously renew facilities to bring them to the highest possible standards for students, staff and the community.

## 5. Build Strong Relationships and Partnerships Within School Communities to Support Student Learning and Well-Being

- We will strengthen relationships among our students, staff, families and communities to create a culture that supports all students and leads to improved learning and well-being.
- We will involve parents/guardians in the school improvement process to ensure their voices and perspectives inform our work.
- We will continue to build both formal and informal community partnerships to support the needs of all students and families.
- We will continue to create an environment of shared leadership where everyone’s expertise and experience is invited and every voice has influence.

### Multi-Year Strategic Plan Goals: Further Detail and Examples

The five proposed Multi-Year Strategic Plan goals are outlined below on the left side of the table, with further detail and examples provided on the right side.

Goal: Transform Student Learning	Further Detail and Examples
<p>We will provide all students with positive, supportive learning environments that have high expectations and allow them to reach their full potential as valuable and contributing members of society.</p>	<ul style="list-style-type: none"> <li>• All schools offer students, staff and families a welcoming, safe and secure environment.</li> <li>• Teachers and education workers, supported by parents/family help students set high achievement expectations and prepare to reach their full potential in all academic subjects, sports and other activities.</li> <li>• Classroom materials reflect students from diverse communities and backgrounds.</li> </ul>
<p>We will ensure a strong foundation in literacy, math and global competencies (communication, critical thinking &amp; problem solving, collaboration &amp; leadership, global citizenship &amp; character, creativity, inquiry and entrepreneurship) for all students, beginning in the early years. This commitment to global competencies will allow our students to engage in authentic life issues through their learning such as environmental sustainability, poverty and social justice in order for them to develop compassion, empathy and solutions to challenging problems.</p>	<ul style="list-style-type: none"> <li>• Stronger student achievement levels in math, reading and writing starting in elementary school and continuing into high school.</li> <li>• Global competencies provide skills and knowledge that offer students all high school pathway options.</li> <li>• Deliver curriculum in engaging and challenging ways that reflect students’ lived experiences, abilities and identities and have real life application.</li> <li>• Graduates have a wide selection of post-secondary choices that include university, college, skilled trades, apprenticeship and employment.</li> </ul>

<p>We will use technology strategically to ensure that learning environments balance digital fluency with opportunities for students to create strong relationships with classmates as well as adults.</p>	<ul style="list-style-type: none"> <li>• Under the guidance of teachers, students utilize technology throughout their day to learn how to navigate the digital world and access opportunities beyond school walls. For example, students may work on an iPad to access Google Apps, go on a Virtual field trip or engage in a debate with a class from another country.</li> <li>• Strong relationships are created and fostered in-person/face-to-face between teachers, students, peers, etc. through a variety of experiences (e.g., conferences, presentations, or debates).</li> </ul>
<p><b>Goal: Create a Culture for Student and Staff Well-Being</b></p>	<p><b>Further Detail and Examples</b></p>
<p>We will build positive school cultures that support the mental health and well-being (physical, cognitive, social, emotional and spiritual) of all students.</p>	<ul style="list-style-type: none"> <li>• Create schools and classrooms where students enjoy attending, feel engaged in their learning and feel accepted fully for who they are.</li> <li>• Students can report inappropriate and hurtful behaviour and know that the school and staff will respond.</li> <li>• Ensure the appropriate mental health and well-being supports are available for all students (e.g., social worker, child and youth worker, and public health nurse).</li> <li>• Monitor trends in student mental health and well-being and support teachers and education workers with training and tools to respond.</li> </ul>
<p>We will create the conditions for every student in every school to experience the support of a caring adult.</p>	<ul style="list-style-type: none"> <li>• Focus on engaging students and strengthening trusting relationships between students and adults (e.g. welcoming each student into class by name, making an effort to enhance personal connections and having an awareness of students who require support).</li> </ul>
<p>We will equip educators with the tools necessary to teach, assess, support, and relate to students to ensure that student mental health and well-being is at the centre of teaching and learning.</p>	<ul style="list-style-type: none"> <li>• Staff recognize each student as a “whole child” (neighborhood, family, culture, ethnicity, etc.) in order to understand their individual strengths, gifts and needs.</li> <li>• Staff will understand their role in strengthening mental health and well-being as part of the School Improvement Process.</li> </ul>
<p>We will support the mental health and well-being of all staff so that they can work in an environment free of bias and full of potential.</p>	<ul style="list-style-type: none"> <li>• Provide staff with anti-racism, anti-oppression, Indigenous education and human rights learning.</li> <li>• Ensure a variety of employee assistance programs are available to staff.</li> </ul>

<b>Goal: Provide Equity of Access to Learning Opportunities For All Students</b>	<b>Further Detail and Examples</b>
<p>We will effectively integrate the voices, choices, abilities and experiences of our students into our school programming. Students will be more successful when they are engaged in their learning in this manner. We will be more responsive to the strengths, interests, gifts, and lived realities of our students as we create and design our schools and classrooms.</p>	<ul style="list-style-type: none"> <li>• Students, families, communities and staff work together to ensure all voices, experiences and cultures are included and respected in the planning of curriculum and school activities.</li> <li>• Students are consulted on a variety of decisions (e.g., types of sports and clubs, course selection, scheduling of exams, and on their Individual Education Plan).</li> </ul>
<p>We will ensure that every school offers a wide range of programming and creates a welcoming, inclusive learning environment for all students.</p>	<ul style="list-style-type: none"> <li>• Parents can expect program needs to be met by neighborhood schools or within a nearby school.</li> <li>• Students will continue to be served by a variety of speciality schools and programs.</li> <li>• Students see themselves positively represented in course materials and in classrooms.</li> </ul>
<p>We will continually review and assess our policies, procedures and practices to ensure that they promote equity, inclusion and human rights practices.</p>	<ul style="list-style-type: none"> <li>• Identify and remove barriers to student achievement and success in school.</li> <li>• Provide professional learning to help staff better understand biases and how those may influence our work, especially as it relates to those groups that have been traditionally underserved.</li> <li>• Implementation of the Truth &amp; Reconciliation Calls to Action.</li> <li>• Wider awareness and promotion of Parent Concern Protocol and creation of a Student Concern Protocol.</li> </ul>
<p>We will review program, planning and accommodation needs to ensure equitable access, increased opportunities and enhanced learning outcomes for all students.</p>	<ul style="list-style-type: none"> <li>• Ensure that all students regardless of race, gender, socio-economic status, or abilities have equitable access to opportunities and experiences which lead to improved learning outcomes. This could include review admission criteria and/or location of programming.</li> <li>• Students should not feel marginalized in any TDSB school or program.</li> </ul>
<b>Goal: Allocate Human and Financial Resources Strategically to Support Student Needs</b>	<b>Further Detail and Examples</b>
<p>We will allocate our human and financial resources to ensure that all schools and departments can support optimal student learning, based on the principles of equity and excellence.</p>	<ul style="list-style-type: none"> <li>• All schools have access to Learning Coaches and Principals, professional support staff such as social workers and speech-language staff working at the system-level, to support classroom learning.</li> <li>• School-based staffing will be reviewed to ensure staff is allocated to support local needs of students, which may include the consideration of socio-economic factors and/or other unique needs and circumstances. An example of this could be additional staffing to support students with special education needs.</li> </ul>

<p>We will review budget allocations to address any barriers or system biases that could negatively affect student achievement and well-being.</p>	<ul style="list-style-type: none"> <li>• We will review program and school budgets, along with fundraising capabilities to ensure that all schools have equitable access to financial resources based on size, local community needs and programs.</li> </ul>
<p>We will work to continuously renew facilities to bring them to the highest possible standards for students, staff and the community.</p>	<ul style="list-style-type: none"> <li>• Public reporting of school-by-school Facilities Condition Index (FCI) and repair backlog to support better understanding of the TDSB repair needs.</li> <li>• Develop clear criteria for allocating facilities funding to ensure that health and safety concerns have the highest priority and are addressed in a transparent manner.</li> </ul>
<p><b>Goal: Build Strong Relationships and Partnerships Within School Communities to Support Student Learning &amp; Well-Being</b></p>	<p><b>Further Detail and Examples</b></p>
<p>We will strengthen relationships among our students, staff, families and communities to create a culture that supports all students and leads to improved learning and well-being.</p>	<ul style="list-style-type: none"> <li>• Students, through Student Councils, clubs and other means, provide meaningful input to areas including school activities, curriculum choices, etc.</li> <li>• Continue to encourage the use of immediate translation services to improve parent/guardian participation and communication.</li> </ul>
<p>We will involve parents/guardians in the school improvement process to ensure their voices and perspectives inform our work.</p>	<ul style="list-style-type: none"> <li>• School councils expand outreach to engage more voices (e.g., offering different meeting times and providing alternative ways to share feedback).</li> <li>• School Improvement Process is shared with School Council and parents/families for input.</li> </ul>
<p>We will continue to build both formal and informal community partnerships to support the needs of all students and families.</p>	<ul style="list-style-type: none"> <li>• Parent and Community Engagement Office facilitate parent conferences throughout the year and provide parents with access to community partners and agencies (e.g., Parents as Partners Conference).</li> <li>• Working with all parents and families to help navigate the school system.</li> </ul>
<p>We will continue to create an environment of shared leadership where everyone's expertise and experience is invited and every voice has influence.</p>	<ul style="list-style-type: none"> <li>• Making greater effort to encourage parents and the community to participate and volunteer within school community.</li> </ul>

**Please complete the short survey regarding the TDSB Multi-Year Strategic Plan. Thank you!**

**Draft Mission and Values Statements**

**Mission**

To enable all students to reach high levels of achievement and well-being and to acquire the knowledge, skills and values they need to become responsible members of a democratic and sustainable society.

**We Value:**

- Each and every student’s interests, strengths, passions and needs
- A strong public education system
- A partnership of students, schools, family and community
- Shared leadership that builds trust, supports effective practices and enhances high expectations
- The diversity of our students and our community
- The commitment and skills of our staff
- Equity, innovation, accountability and accessibility
- Learning and working spaces that are inclusive, caring, safe, respectful and environmentally sustainable.

**Draft Multi-Year Strategic Plan Goals**

1. Transform Student Learning
  2. Create a Culture for Student and Staff Well-Being
  3. Provide Equity of Access to Learning Opportunities for All Students
  4. Allocate Human and Financial Resources Strategically to Support Student Needs
  5. Build Strong Relationships and Partnerships Within School Communities to Support Student Learning and Well-Being
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**Question 1:**

The Mission and Values statements capture the most important areas of focus for the TDSB.

***Strongly Agree***                      ***Somewhat Agree***                      ***Somewhat Disagree***                      ***Strongly Disagree***

**Question 2:**

Provide any further comments or feedback about the Mission and/or Values statements.

**Question 3:**

The five goals within the Multi-Year Strategic Plan identify the most important areas of work for the TDSB.

***Strongly Agree***                      ***Somewhat Agree***                      ***Somewhat Disagree***                      ***Strongly Disagree***

**Question 4:**

Provide any further comments about the goals within the proposed Multi-Year Strategic Plan.