

## DURHAM DISTRICT SCHOOL BOARD ADMINISTRATIVE REPORT

**REPORT TO:** Durham District School Board **DATE:** June 19, 2023  
**SUBJECT:** Update: Multi-Year Strategic Planning Process **PAGE:** 1 of 6  
**ORIGIN:** Camille Williams-Taylor, Director of Education and Secretary to the Board  
Kathy Witherow, Interim Executive Lead, Strategic Initiatives and External Relations

### 1.0 Purpose

This report is to provide the Board of Trustees with an update on activities related to the Multi-Year Strategic Planning process since the last update on April 17, 2023.

### 2.0 Ignite Learning Strategic Priority/Operational Goals

**Success** – *Set high expectations and provide support to ensure all staff and students reach their potential every year.*

**Well-being** – *Create safe, welcoming, inclusive learning spaces to promote well-being for all students and staff.*

**Leadership** – *Identify future leaders, actively develop new leaders and responsively support current leaders.*

**Equity** – *Promote a sense of belonging and increase equitable outcomes for all by identifying and addressing barriers to success and engagement.*

**Engagement** – *Engage students, parents and community members to improve student outcomes and build public confidence.*

**Innovation** – *Re-imagine learning and teaching spaces through digital technologies and innovative resources.*

### 3.0 Background and Analysis

The Ontario Education Act requires that every school board develop a Multi-Year Strategic Plan (MYSP) spanning a minimum of three years. The purpose of the MYSP is to help school boards articulate shared values, set long-term commitments, and establish strategic priorities. It is a compass that guides collective actions for ongoing improvement across the learning organization.

The DDSB's current MYSP, Ignite Learning, was adopted in 2018. The Ignite Learning plan was extended through to December 31, 2023.

The work to establish a new strategic plan began in the fall of 2022. Reports were presented to the Board of Trustees on October 3, 2022, November 21, 2022, and April 17, 2023.

The Request for Proposals (RFP) to select an external consultant was published through December 2022 and January 2023. In February 2023 a working group was formed to consider proposals and select a consulting firm. The working group was made up of four trustee members, the Director of Education, the Executive Lead of Strategic Initiatives and External Relations, and

the Manager of Purchasing and Distribution Services. Together the working group determined that external consultant Maximum City, was the best fit to support trustees through the strategic planning process.

An introductory session for Trustees and Student Trustees with Maximum City took place on March 1, 2023, with a focus on the following:

- Fundamentals of multi-year strategic planning, including the role of trustees in the process, components of a strong strategic plan and the phases of strategic plan development;
- Best practices of strategic planning development and consultations;
- Timeline; and,
- Proposal for a path for the work.

Page 3 of Appendix A includes the outline for the four phases of the MYSP development process.

### **Phase 1**

Visioning sessions took place through April, where Trustees, Student Trustees and senior staff had the opportunity to engage in workshops guided by the consultant to review the current plan, share aspirations, identify priorities for the next term, and work towards a draft direction for the new strategic plan.

Following introductory and visioning sessions, a trustee working group comprised of trustees, student trustees, the Director of Education, both Associate Directors, the Executive Lead, Strategic Initiatives and External Relations and coordinated by Maximum City as the consultants was formed to guide the strategic plan consultation and development process. In addition, a staff working group with the consultant has been formed to ensure effective resourcing and coordination of the consultative process, communication plan, operational alignment and the back-end work required to develop the strategic plan.

Through April and early May, the working groups met to develop survey questions, a consultation plan and communication plan.

### **Phase 2**

The consultation period was launched in mid-May and remains ongoing. As feedback is analyzed and direction is established through the consultative process, explicit goals, priorities, and operational deliverables will be developed through Phase 3.

### **Consultation Strategies**

A strong Multi-Year Strategic Plan is informed by evidence from external and internal board scans, big picture aspirational thinking, and the lived experience of students, families, staff, and community members. The goal of consultation is to involve and collaborate with these groups for the purposes of creating a strengthened plan that reflects multiple methods for engagement. During Phase 1 of this process, the Trustee Working Group provided direction and clear feedback around the expectations for consultation. This resulted in a detailed and multilayered plan for consultation. The Consultation Plan is included in Appendix A: Durham District School Board MYSP Draft Plan, May 2023. Photos taken at some of the pop-up events and consultations that have taken place to date are included in Appendix B.

The consultation process is currently ongoing and will remain dynamic and iterative, with additional opportunities for all members of the DDSB community to provide their feedback being added to the consultation plan as they emerge.

**Timeline of Activities**

A graphic representation of DDSB's MYSP development is included as Figure 1 of this report. This timeline provides an outline of the steps taken to date, and an indication of the next steps in the process.

# Durham District School Board

## Multi-Year Strategic Plan Road Map



#### 4.0 **Financial Implications**

A budget of \$95,000 has been allocated and is estimated to include all costs associated with facilitation of consultations and the creation of the new strategic plan.

#### 5.0 **Evidence of impact**

To date, we have concluded 9 in person consultations, and received 2,206 individual responses to the MYSP survey.

The responses to the survey include:

<b>Feedback Group</b>	<b># of survey responses</b>
Students	451
Parents/Caregivers/Families	1,464
Staff	266
Community/Organizations/Partners	25

In addition to survey responses, 609 pieces of individual feedback have been received through the in-person facilitated sessions:

<b>Feedback Group</b>	<b># of individual pieces of feedback</b>
Students	100
Parents/Caregivers/Families	83
Staff	313
Community/Organizations/Partners	47
Trustees	66

Currently all survey responses along with feedback gathered from in-person consultation events are being collated. An initial data analysis will begin over the summer months and will continue once Phase Two concludes in September.

Once the MYSP is adopted, a new monitoring methodology and reporting schedule will be developed as part of the multi-year strategic plan implementation.

In the past, staff provide reports to the Board of Trustees for information at three points in time throughout each school year related to the operational side of the multi-year strategic plan:

1. Fall Report, Annual Operational Plan – outlines key initiatives that form the focus of work across the District for School Operations and Corporate Services staff).
2. Update Report, Annual Operational Plan – provides a status update on work related to key initiatives.
3. Year End Report, Annual Operational Plan – a detailed progress update including outcomes and data from each key initiative.

## **6.0 Communication Plan**

A Communication Plan was developed to inform our educational partners (students, parents/caregivers, staff, organizations, and community members) of the MYSP development process and opportunities to engage and to provide input. The Communication Plan includes promotion across DDSB website, social media platforms, an informational video, and internal and public meetings to raise awareness of the MYSP process and opportunities for engagement. The [webpage](#) includes links to the MYSP Survey for Students, Parents/Caregivers and Families, and Community Partners; a Facilitation Guide for self-directed consultations sessions; previous reports to the Board; a helpful Q and A section; as well as contact information for further inquiries. A sample of the webpage content is included in Appendix C. The Communications Plan is included in the document, Durham District School Board MYSP Draft Plan, May 2023 (Appendix A) and will be updated as we close off Phase Two of the Consultation Process in September and enter into Phase Three.

## **7.0 Conclusion and/or Recommendations**

This report is provided to the Board of Trustees for information.

## **8.0 Appendices**

Appendix A: Durham District School Board MYSP Draft Plan, May 2023  
Appendix B: Evidence of Practice – Photos of Consultations/Pop-Ups  
Appendix C: MYSP Webpage Content

Report reviewed and submitted by:



Camille Williams-Taylor, Director of Education and Secretary to the Board



Kathy Witherow, Interim Executive Lead, Strategic Initiatives and External Relations



## Durham District School Board MYSP

MYSP Draft Development Plan

May 2023

Prepared by Maximum City and DDSB Staff



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## 1. Context

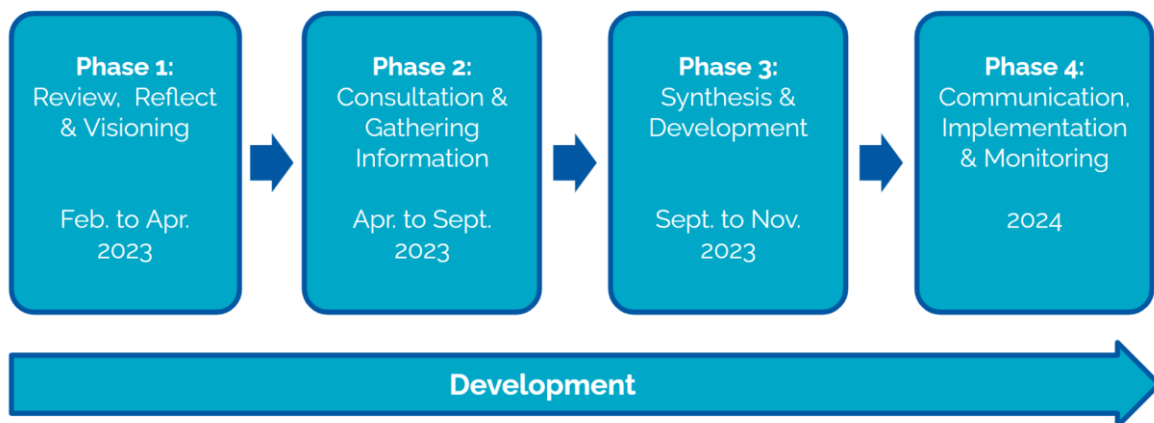
### Education Act

Part VI of the *Ontario Education Act* requires that every school board develop a Multi-Year Strategic Plan (MYSP) spanning a minimum of three years. The development of the plan must include communication and **consultation** with parents, students, employees, and community members.

The purpose of the MYSP is to help school boards articulate shared values, set long-term commitments, and establish strategic priorities. It is a compass that guides collective actions for ongoing improvement across the learning organization.

The development of the MYSP is following four phases (Figure 1), subject to revision and based on the [MYSP Road Map](#) (Appendix 1).

Figure 1: Four Phases of MYSP Development



### Purpose of Consultation

A strong Multi-Year Strategic Plan is informed by evidence from external and internal board scans, big picture aspirational thinking, and the lived experience of students, families, staff, and community members. The goal of the consultation is to involve and collaborate with these groups for the purposes of creating a strengthened plan that reflects their authentic priorities, needs and goals.

### Background Documents

As part of Phase 1 of the development process, Maximum City is conducting an ongoing context review of relevant internal and external documents and policies.

These include, but are not limited to, the following:

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- DDSB Indigenous Education Policy (2021)
- DDSB Human Rights, Anti-Discrimination, Anti-Racism Policy (2022)
- DDSB Safe and Respectful Workplace and Harassment Prevention Policy (2022)
- DDSB Black Community Student Census: Community Report Back (2021)
- DDSB Compendium of Action for Black Student Success (2018-2021)
- DDSB Consultative Processes Summary (2023)
- DDSB Director's Annual Report (2022)
- DDSB Equity and Diversity Strategic Plan (2018 - 2021)
- DDSB Environmental Scan of 24 Ontario School Boards (2023)
- DDSB Multi-Year Accessibility Plan (2022-2026)
- DDSB Operational Plan (2021-2022)
- DDSB 2022-2023 Special Education Plan (2022-2023)
- DDSB Strategic Plan Brochure (2018-2023)
- DDSB Summary Notes Strategic Plan Academic Council (2023)
- DDSB Visible Every Day Recommendations Draft (2021)
- Board Improvement and Equity Plan (Ministry)
- Multi-Year Strategic Planning Guide for School Board Trustees (Ministry)
- Multi-Year Strategic Planning Supplementary Resources for School Board Trustees
- Ontario Human Rights Commission Right to Read Executive Summary
- Quality Analysis of MYSPs in Ontario and select U.S. districts (Maximum City)
- Truth and Reconciliation Commission Calls To Action (Federal)
- UN Declaration on the Rights of Indigenous Peoples (United Nations)

## 2. Guiding Principles

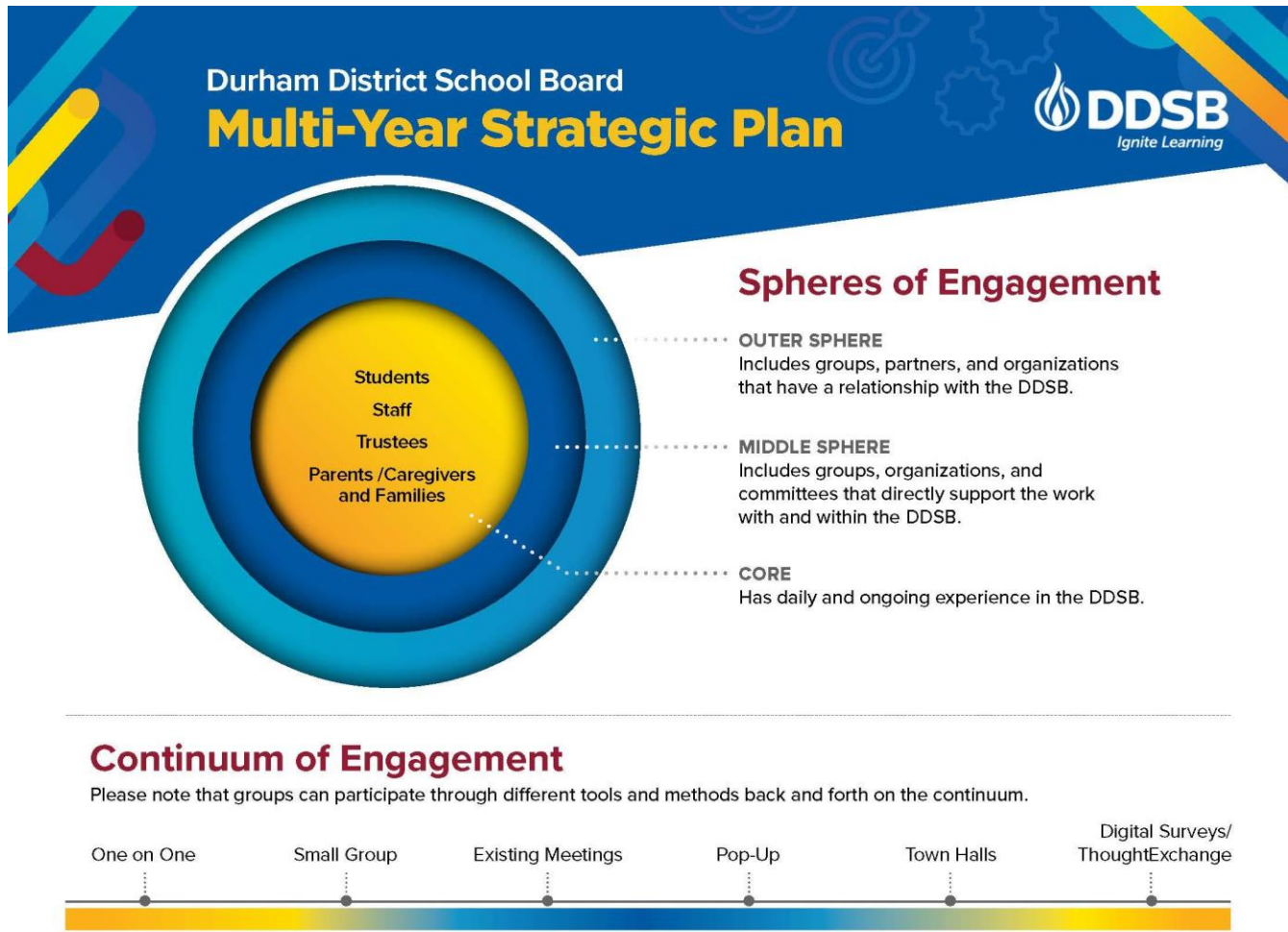
In Phase 2 of the MYSP development process, the following principles were developed to help guide the consultation process. These principles are not in any particular order and are informed by our experience as facilitators, the background review, visioning sessions with senior staff and trustees, and meetings with the staff and trustee working groups.

- ✓ Align consultation and communication with the Board's legal responsibilities and commitment to uphold Indigenous Rights, Human Rights and Equity, as well as policies such as the Indigenous Education Policy, the Human Rights, Anti-Discrimination, and Anti-Racism Policy, and the Safe and Respectful Workplace and Harassment Prevention Policy.
- ✓ Promote the positive mental health and well-being of students and staff through inclusive, identity affirming, and culturally relevant consultation.
- ✓ Go where people are and reduce engagement barriers to reach diverse audiences.
- ✓ Promote events and consultation opportunities through a robust communications plan, including through trustee channels.
- ✓ Match the consultation tool to the purpose and the audience.
- ✓ Invite lived experience, allies, and affinity groups to participate and collaborate. Set aside space for certain groups to come together separately, understanding that certain communities' perspectives, needs and experiences during consultation will be different.
- ✓ Focus on a small number of important questions to ask of participants. Anticipate how different groups will hear and answer them and tell participants what we will do with the information provided.
- ✓ Use plain language, spell out acronyms, and avoid educational jargon or buzzwords. Employ the use of first language supports where appropriate.
- ✓ Ask direct and consistent questions across groups in user-friendly formats.
- ✓ Recognize that language can reinforce dominant norms and values.
- ✓ Focus on values and goals and how to best support their pursuit rather than on broad understanding of what strategic planning is or a granular review of the current plan.
- ✓ Use an evidence base to inform the questions and share with participants why their feedback is important and how it will be used.
- ✓ Draw on the "hive mind" of the community. Seed notions of collaboration, co-creation, reciprocity and the ecology of values to support positive engagement, aspirational thinking, interconnected conversations, and less individualistic or oppressive approaches.
- ✓ Avoid consultation fatigue and do not duplicate questions on existing data or concurrent consultations. Report back to groups on what was heard and what is being done with feedback collected in previous conversations.
- ✓ Learn from what has worked well in previous DDSB consultations.

## 3. Participant Map

In Phase 2 of the development process, the following participant map was developed to help us identify groups to consult. In order to help us determine an effective level of engagement for each group, we applied the International Association for Public Participation (IAP2) Spectrum of Engagement (Appendix 2).

Figure 2: Spheres of Engagement / Participant Map and Tools & Methods



## 4. Communications Plan

Table 1: Communications Plan

Communication Channel	Outreach Strategy	Audience
Website	<ul style="list-style-type: none"> <li>• Explainer video, survey, information about upcoming consultation opportunities, FAQ</li> <li>• Share via social media and email messages</li> <li>• Promotional graphics will appear on all school websites which will link back to the MYSP webpage</li> <li>• Facilitation Guide</li> </ul>	All DDSB community members and partners
Video	<ul style="list-style-type: none"> <li>• Post on DDSB YouTube channel and MYSP webpage</li> <li>• Share via social media</li> </ul>	All DDSB community members and partners
Social Media	<ul style="list-style-type: none"> <li>• Share link to website and video</li> <li>• Promote scheduled consultation opportunities as they are confirmed</li> <li>• Social media image to go with text</li> </ul>	All DDSB community members and partners
Digital Signs	<ul style="list-style-type: none"> <li>• Schedule promotional graphics on Education Centre indoor and outdoor signs</li> </ul>	Education Centre staff and public
Media Release	<ul style="list-style-type: none"> <li>• Email release to local outlets</li> </ul>	Durham news outlets & entire DDSB community
SchoolMessenger	<ul style="list-style-type: none"> <li>• Email with survey link and facilitation guide</li> <li>• Recorded voice message</li> </ul>	All DDSB families with an email and/or phone number on file and students in Grades 7 to 12
Internal Messaging	<ul style="list-style-type: none"> <li>• Email with link to survey and facilitation guide</li> <li>• Thought Exchange at system meetings</li> </ul>	All staff

	<ul style="list-style-type: none"> <li>• Suggested newsletter inserts for school administrators to share in school newsletters</li> <li>• Reminders through Operations Monday Memo</li> <li>• Communication Tips weekly email to administrators</li> </ul>	
External Messaging	<ul style="list-style-type: none"> <li>• Email with link to survey and Facilitation Guide</li> </ul>	Families and community partners/organizations

## 5. Consultation Tools & Methods

In Phase 2 of the Development Process, the following Consultation Tools & Methods were drafted to help us prepare for the coordination and facilitation of events. In order to help us determine an effective level of engagement for each audience, we applied the IAP2 Spectrum of Engagement (Appendix 2). The tools and methods will be updated as the consultation process unfolds, and we learn more.

DDSB Staff and Trustees will play a leadership and support role in the promotion and delivery of consultation events. Some events are being led and facilitated by Maximum City while others are being led or supported by staff, trustees, and group leads. DDSB staff and Maximum City have developed Facilitation Guide or “workshop in a box” to provide a common approach for those leading and supporting consultation sessions. A link to the Facilitation Guide is available on the webpage. This will be further supported by the development of an MYSP Communications Plan.

Table 2: Consultation Tools and Methods

Name of Committee, Group, Organization to be Consulted	Method of Consultation
<ul style="list-style-type: none"> <li>• 2SLGBTQI student groups</li> <li>• Gay Straight Alliances</li> </ul>	<ol style="list-style-type: none"> <li>1. Pop up table at June 1 GSA Conference</li> <li>2. Email with survey link</li> </ol>
All DDSB parents/guardians	<ol style="list-style-type: none"> <li>1. Email with survey link, sent centrally through School Messenger</li> <li>2. Social Media Posts</li> </ol>
All DDSB Administrators	<ol style="list-style-type: none"> <li>1. Email with survey link</li> <li>2. Email in weekly admin memo</li> <li>3. Communication Tips</li> <li>4. To facilitate in person session @ June System Leadership</li> </ol>



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All System Leads/Managers	<ol style="list-style-type: none"> <li>1. Email with survey link</li> <li>2. To facilitate in person session @ June System Leadership</li> </ol>
All DDSB Students	Email with survey link
All DDSB School Community Councils	Email with survey link
All DDSB Staff	Email with survey link
Audit Committee	Email with survey link
Boys and Girls Clubs of Durham Region	Email with survey link
Community Development Council Durham	<ol style="list-style-type: none"> <li>1. Email with survey link</li> <li>2. Facilitated Session at May 30 Equity Advisory Committee meeting</li> </ol>
Childcare Operators	Email with survey link
Chippewas of Georgina Island First Nation	Email with survey link
Congress of Black Women	<ol style="list-style-type: none"> <li>1. Email with survey link</li> <li>2. Facilitated Session at May Equity &amp; Diversity Advisory Committee meeting</li> </ol>
Union/Federation Partners: <ul style="list-style-type: none"> <li>• CUPE</li> <li>• ETFO</li> <li>• OSSTF</li> </ul>	<ol style="list-style-type: none"> <li>1. In Person Facilitated Session</li> <li>2. Email with survey link</li> </ol>
Cypher Conference for Black Male Empowerment	Pop up table at May 25 event
DBEN: Durham Black Educators Network	Email with survey link
DDSB Accessibility Committee	Email with survey link
DDSB Equity and Diversity Advisory Committee	<ol style="list-style-type: none"> <li>1. Facilitated session May 30</li> <li>2. Email with survey link</li> </ol>
DDSB Senior Team	In person facilitated session at Administrative Council
DEANE: Durham East Asian Network of Educators	Email with survey link
DENSA: Durham Educators' Network for South Asians	Email with survey link
Leadership Associations: <ul style="list-style-type: none"> <li>• DESA</li> <li>• DSAA</li> </ul>	<ol style="list-style-type: none"> <li>1. Email with survey link</li> <li>2. Facilitated session for members of DESA/DSSA @ June System Leadership</li> </ol>

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Dnaagdawenmag Binnojiyyag Child and Family Services	Email with survey link
Durham Children's Aid Society	Email with survey Link
Durham College	Email with survey link
Durham Family Courts	Email with survey link
Durham Farm and Rural Family Resources	Email with survey link
Durham Partners Symposium	Pop up table at May 27 event
Durham Region Public Health	Email with survey link
Durham Regional Police Services	Email with survey link
Ignite Durham Learning Foundation	Email with survey link
Indigenous Advisory Circle	Email with survey link
Indigenous Student Circles	Email with survey link
Inclusive Student Services (ISS) Community Groups and Partners: <ul style="list-style-type: none"> <li>• Kinark</li> <li>• Grandview</li> <li>• CAREA</li> <li>• Abilities Centre</li> <li>• CHIMO Youth and Family Services</li> <li>• Frontenac Youth Services</li> </ul>	Email with survey link
KIEN: Keenanow Indigenous Educators' Network	Email with survey link
MEND: Muslim Educators Network of Durham	Email with survey link
Mississaugas of Scugog Island First Nation	Email with survey link
NINE: Neurodivergent Infinity Network of Educators	Email with survey link

Ontario Tech U Faculty of Education	Email with survey link
Other Student Groups including: <ul style="list-style-type: none"> <li>Students attending DASS, SAL, Return Ticket Program</li> <li>Muslim Student Networks</li> <li>Black Student Unions</li> <li>Continuing Education</li> </ul>	<ol style="list-style-type: none"> <li>Pop up tables at summer school in-person learning</li> <li>Emails with survey link</li> </ol>
Parents of Black Children	Email with survey link
PFLAG Durham	<ol style="list-style-type: none"> <li>Email with survey link</li> <li>Facilitated Session at May Equity &amp; Diversity Advisory Committee meeting</li> </ol>
Parent Involvement Committee (PIC)	<ol style="list-style-type: none"> <li>Email with survey link</li> <li>Facilitated in person session at May meeting</li> </ol>
Special Education Advisory Committee (SEAC)	<ol style="list-style-type: none"> <li>Email with survey link</li> <li>To facilitate in person session at June meeting</li> </ol>
Shalom Durham	Email with survey link
Student Senate	<ol style="list-style-type: none"> <li>In person facilitated session at May meeting</li> <li>Email with survey link</li> </ol>
The Living Compendium Community Engagement Evening	Pop up table at May 18 event
Transitions Committee	Email with survey link
Trent U Faculty of Education	Email with survey link
Students/Families/Staff	Student Art Gallery - Pop up table at June 13 event
Town Hall	DATE TBD in September 2023

## 6. Recommended Questions for Consultation (Phase 2)

Staff and Trustees provided feedback on a first draft of questions (see Appendix 3) to ask participants during the consultation period. Based on revisions and feedback, Table 2 below presents **Recommended Core Questions** to ask students, parents/caregivers, and staff in the various Phase 2 consultation formats to be scheduled in May and June. These questions will be the foundation of the common toolkit for facilitating and leading consultation events. Other questions may be asked on an ad hoc basis.

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The purpose of the questions is to hear from participants about their goals, wants, and needs, while offering the opportunity to reflect on how the DDSB has met or can meet those goals, wants, and needs.

Table 3: Questions for Consultation (Phase Two) (based on revisions to draft questions in Appendix 3)

<b>Table 2: Question Prototype</b>	<b>Audience</b>	<b>Core Questions to ask Participants in Phase 2</b>
1. What do <b>you</b> hold important? 2. What is working well <b>now</b> ? 3. What could be better <b>in the future</b> , and how 4. What has it been like <b>in the past</b> , and what insights do you have to share?	Students, Staff, & Parents/ Caregivers	1. <b>What is most important to you about your school experience/work experience/child(ren)'s school experience?</b> 2. <b>What is working well for you now as a student/staff member/parent/caregiver in the DDSB?</b> 3. <b>As a student, what would make school better for you? / As a staff member, what would make work better for you? / As a parent/caregiver, what would make your experience with the DDSB better for you?</b> 4. <b>What advice would you give a new DDSB student? / What advice would you give a new DDSB staff member? / What advice would you give to a new DDSB parent?</b> 5. What do you wish you had more of as part of your student / staff experience in the DDSB?

The more focused questions in Table 4 below offer a menu of possible consultation questions that could come later in the MYSP development process, once new strategic priorities have been drafted in Phase 3.

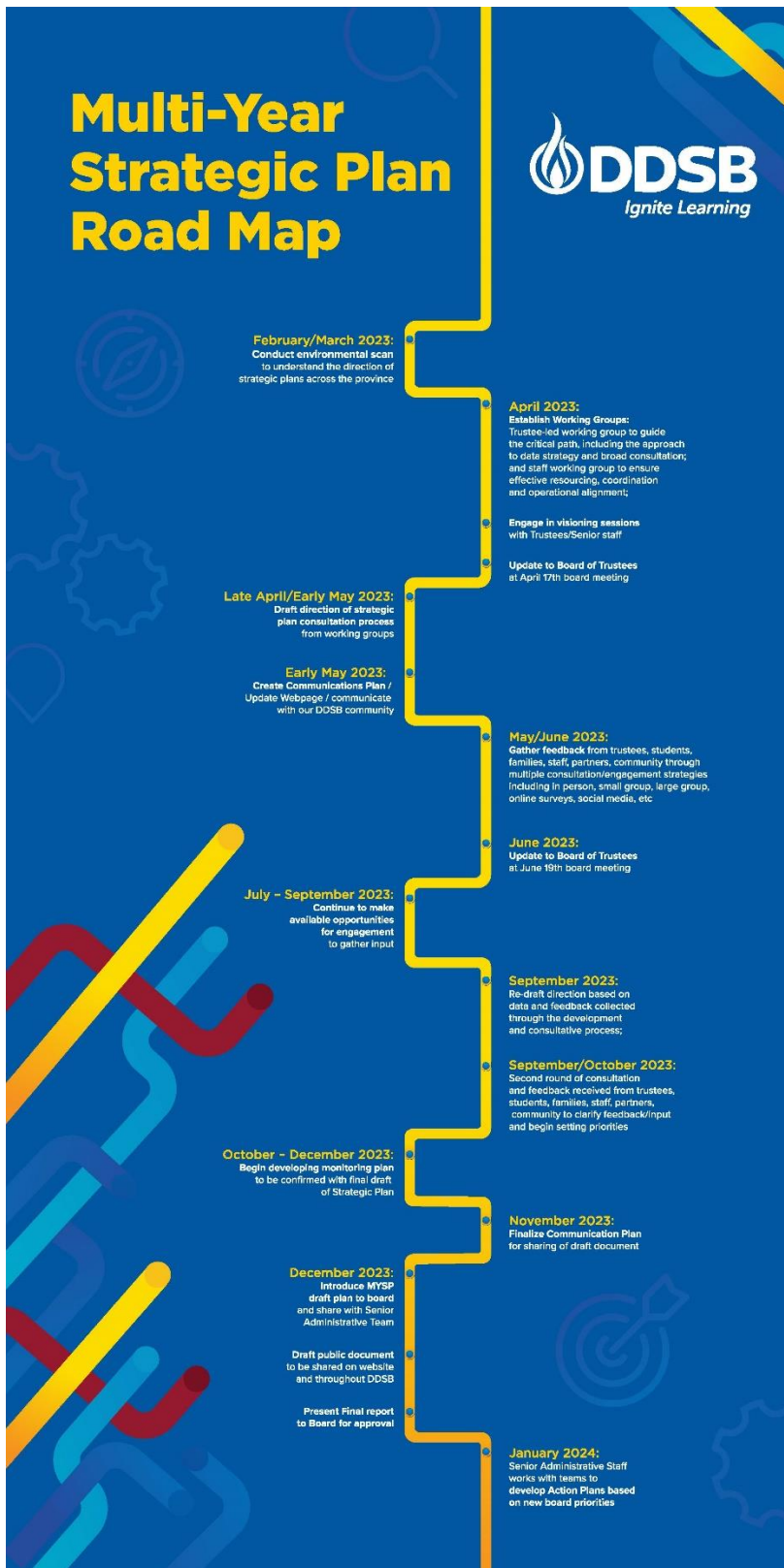
Table 4: Draft Questions for Digging Deeper in Phase 3

<b>Table 3: Strategic Priority</b>	<b>Audience</b>	<b>Draft Questions to ask Participants for Digging Deeper on Strategic Priorities</b>
Learning & Growing	Students / Staff / Parents	<input type="checkbox"/> What curriculum-focused opportunities have a positive impact on student learning and growth? Are any missing or underdeveloped?
Well-Being & Health		<input type="checkbox"/> What co- and extracurricular opportunities have a positive impact on social, emotional, and physical development? Are any missing or underdeveloped?
Differentiated Instruction		<input type="checkbox"/> What are some strategies and resources that educators can use to reach your children/all learners?
Indigenous Rights, Human		<input type="checkbox"/> How can the DDSB support positive and inclusive school communities? <input type="checkbox"/> How can the DDSB support equitable opportunities, experiences, and outcomes for all students?

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Rights, Anti-Discrimination		<input type="checkbox"/> How can the DDSB support a positive sense of self, meaning, and belonging for students/for staff? <input type="checkbox"/> How can the DDSB create workplaces that are safe and welcoming for all staff and promote a positive sense of belonging?
Safety & Belonging		
Community & Connection		<input type="checkbox"/> How can the DDSB strengthen home, school, and community connections? <input type="checkbox"/> What are some ways to support schools as community hubs?
Community & Communication		<input type="checkbox"/> How can the DDSB engage and communicate effectively with parents/caregivers, students, and staff? <input type="checkbox"/> How can the DDSB improve access to services and supports for students and schools?

## Appendix 1: MYSP Roadmap





## Appendix 2: IAP2 Spectrum of Engagement

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

## Appendix 3: First Draft of Consultation Questions

Table 4: First Draft Questions for Consultation - Phase Two

QUESTION TYPE	AUDIENCE	MENU OF POSSIBLE QUESTIONS
Wants & Needs	Students	<p><u>Question 1 options</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What do you want from your school experience?</li> <li><input type="checkbox"/> What do you hope for from your school experience?</li> <li><input type="checkbox"/> What do you need to thrive and be your best at school?</li> <li><input type="checkbox"/> What do you need to be your best at school?</li> </ul> <p><u>Question 2 options</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What would help you be your best at school?</li> <li><input type="checkbox"/> What are some ways to help you be your best at school?</li> <li><input type="checkbox"/> What are the best ways to provide you with what you need at school?</li> <li><input type="checkbox"/> What can your educators and other school staff do to help you be your best?</li> <li><input type="checkbox"/> What strategies or resources help you learn and be your best? (drop down)</li> <li><input type="checkbox"/> What advice would you give a new DDSB student?</li> </ul> <p><u>Question 3 options</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What do you worry about the most about school?</li> <li><input type="checkbox"/> What are some barriers that prevent you from being your best at school?</li> <li><input type="checkbox"/> What are your biggest challenges at school?</li> </ul>
Wants & Needs	Staff, Parents	<p><u>Question 1 options</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What do students need to thrive and be their best at school?</li> </ul> <p><u>Question 2 options</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What are some ways to provide students with what they need to be their best?</li> <li><input type="checkbox"/> What advice would you give a new DDSB parent/staff member?</li> </ul> <p><u>Question 3 options</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What do you worry about the most for your children/students at school?</li> <li><input type="checkbox"/> What are some barriers that prevent your students/children from reaching their full potential?</li> <li><input type="checkbox"/> What are the biggest challenges for your students/child(ren) at school?</li> </ul>
Values	Students, Staff, Parents	<ul style="list-style-type: none"> <li><input type="checkbox"/> Rank the following values in order of importance to you as student/staff/parent in the DDSB community (Drop down)</li> </ul>

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Values	Students, Staff, Parents	<input type="checkbox"/> Success can mean different things to different people at school. What does success look like for you/for your children/for your students?
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# Durham District School Board Multi-Year Strategic Plan

1

What is most important to you about your experience in the DDSB?

## Students

Students + families.

Kids Help Plan  
But IN PERSON

Advoca  
for ALL  
Youth

"Black"  
Cultural  
Awareness

Black history  
month honored  
by all schools/  
in classrooms

Practical  
Education  
for students

## Educators & Staff

Admin staff to  
be trained in  
how to handle  
incident's at  
schools  
Compliment + Community

The whole  
student  
safety  
development  
well being

Better  
representation  
schools

Continued Anti-  
black racism  
training and  
cultural awareness

More to  
Make Teach  
Matters

## Parents/Caregivers & Families

BLACK STUDENT  
ENGAGEMENT  
+  
ACHIEVEMENT

Quality  
Learning

Part of the  
Guidance  
Structure  
and  
decision making  
Process

Part of staff  
representation &  
policy action  
when I see  
raised concerns

differentiated  
curriculum

More parent  
involvement  
through concerns  
trip, SCL,  
volunteering

## Community/ Organizations

Black Community  
Programs  
(connected  
with the  
School)

Reciprocity  
in learning  
where teacher  
+ student  
learn together

Multi-Year  
Strategic Plan  
Road Map







# Multi-Year Strategic Plan Road Map



**February / March 2023:**  
Conduct stakeholder survey to understand the direction of strategic plans across the province

**Late April/Early May 2023:**  
Draft direction of strategic plan consultation process from working groups

**Early May 2023:**  
Create Communications Plan! Update homepage, communicate with our DDSB community

**April 2023:**  
Establish working groups: Teachers and Learning Support, Parents and Community, Students and Youth, and a cross-cutting group to support the strategic plan. All groups are based on consultation, active listening, collaboration, and shared ownership.

**Engage in listening sessions**  
Update the Board of Trustees with Teacher/Parent staff & June 17th board meeting

**July - September 2023:**  
Commit to make available opportunities for engagement to gather input

**May/June 2023:**  
Create Materials from teacher, student, parent, and community consultation. Including a survey, social media, etc.

**June 2023:**  
Update the Board of Trustees at June 17th board meeting

**October - December 2023:**  
Begin developing monitoring plan to be confirmed with final draft of Strategic Plan

**September 2023:**  
Re-draft direction based on data and feedback collected through the consultation process and community input.

**September/October 2023:**  
Second round of consultation and feedback received from Teachers, students, families, staff, parents, community to clarify feedback input and begin setting priorities

**December 2023:**  
Introduce MYP draft plan to board and share with Senior Administrative Team

Draft public document to be shared on website and throughout DDSB

Present final report to board for approval

**November 2023:**  
Finalize Communications Plan for drafting of final document

**January 2024:**  
Senior Administrative Staff works with teams to develop Action Plans based on new board priorities

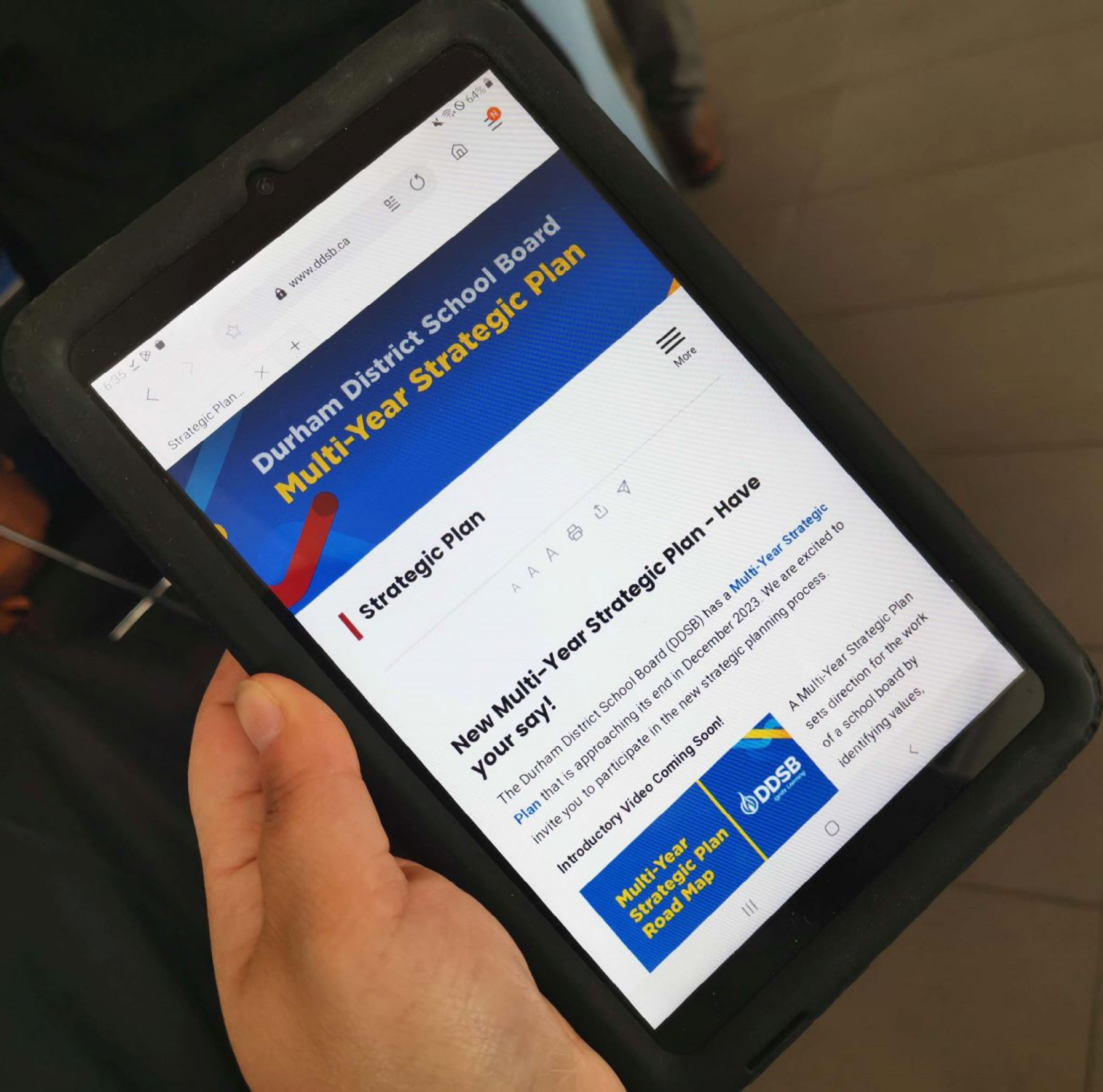
**Get Involved! Have Your Say!**  
The DDSB is developing its **NEW Multi-Year Strategic Plan**  
Consultations taking place in May and June 2023



**Get Involved! Have Your Say!**  
The DDSB is developing its **NEW Multi-Year Strategic Plan**







# Durham District School Board Multi-Year Strategic Plan

## Strategic Plan

### New Multi-Year Strategic Plan - Have your say!

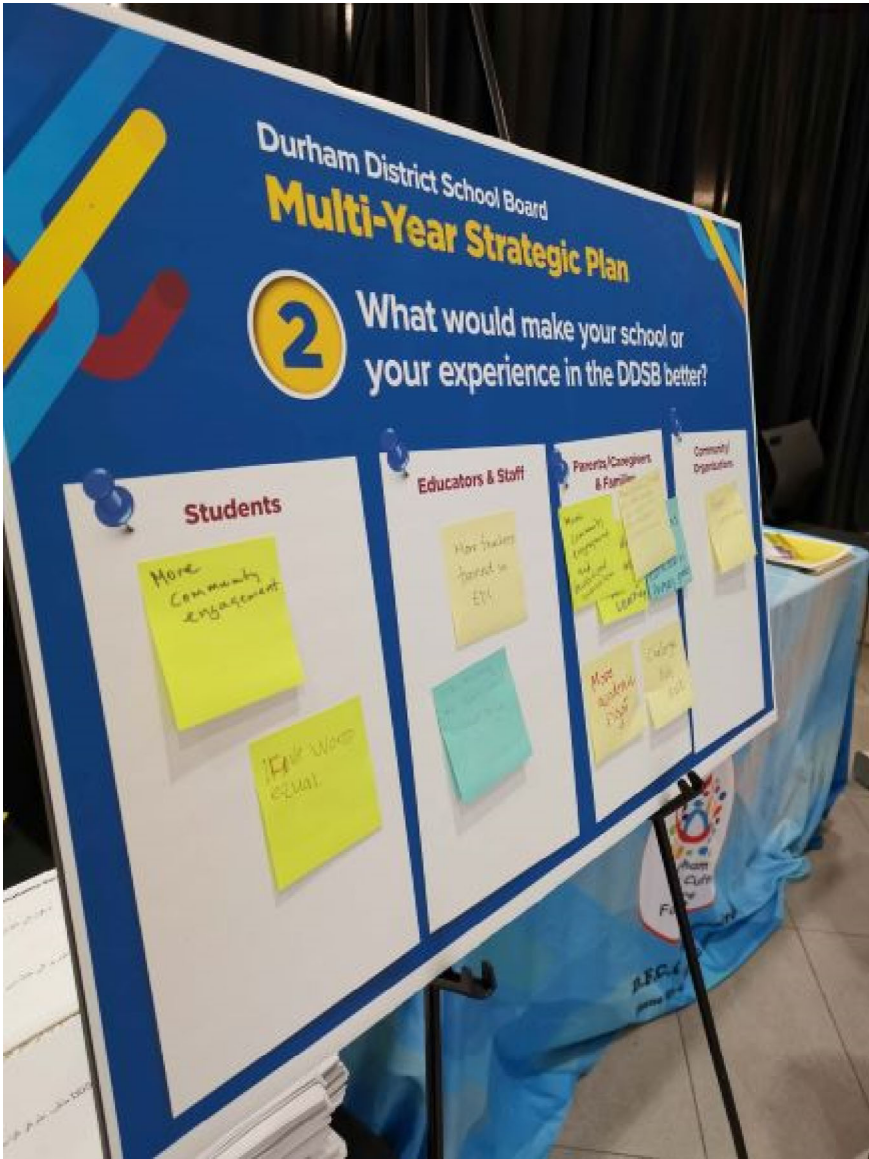
The Durham District School Board (DDSB) has a [Multi-Year Strategic Plan](#) that is approaching its end in December 2023. We are excited to invite you to participate in the new strategic planning process.

Introductory Video Coming Soon!

Multi-Year Strategic Plan Road Map



A Multi-Year Strategic Plan sets direction for the work of a school board by identifying values,






# APPENDIX C


## DDSB Multi-Year Strategic Plan Webpage

CareersContact UsStaffTrusteesSelect LanguageI WANT TO

DDSB  
Ignite Learning

OUR SCHOOLSPROGRAMS AND LEARNINGFAMILY AND COMMUNITY SUPPORTWHAT'S HAPPENINGABOUT DDSB

# Durham District School Board Multi-Year Strategic Plan



Home / About DDSB / Plans and Reports / Strategic Plan

## Strategic Plan


### New Multi-Year Strategic Plan – Have your say!

The Durham District School Board (DDSB) has a [Multi-Year Strategic Plan](#) that is approaching its end in December 2023. We are excited to invite you to participate in the new strategic planning process.

#### About DDSB

#### Plans and Reports

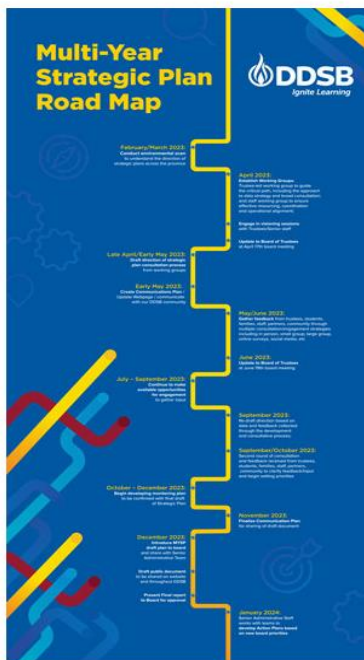
- Board Improvement Plan
- Budget and Financial Statements

DDSB  
Ignite Learning

0:02 / 1:40

OUR SCHOOLSPROGRAMS AND LEARNINGFAMILY AND COMMUNITY SUPPORT

To view a version of this video with closed captions, please visit the [DDSB YouTube channel](#).



A Multi-Year Strategic Plan sets direction for the work of a school board by identifying values, priorities, and measures for success. It acts as a compass that guides collective actions for ongoing student-centered improvement across the learning organization.

All members of the DDSB community are invited to participate in the consultation process. Hearing the aspirations, priorities, and feedback of students, parents, guardians, caregivers, staff, trustees, partners, leadership associations, advisory and community groups, and others is the most significant contribution in guiding the development of the new Multi-Year Strategic Plan.

The DDSB affirms its commitment to upholding and promoting the rights of all students, families, staff, and community members.

We encourage you to participate and provide feedback through the following opportunities:

- complete an online survey: [Parent/Caregiver/Families](#), [Community/Organization](#), [DDSB Staff](#), [DDSB Student](#)  
(choose one survey link that best represents your relationship with the DDSB)
- ThoughtExchange
- In-person focus groups
- Pop-up events
- Download the [Self-facilitated session document](#) to engage



ation about the OUR SCHOOLS will be ac  
View the Multi-Year Strategic Plan Roadmap poster

PROGRAMS AND LEARNING

FAMILY AND COMMUNITY SUPPORT

## Strategic Planning Board Reports

- June 2023 (report to come)
- [April 2023](#)
- [November 2022](#)
- [October 2022](#)

**Questions?** If you have questions or need any of the materials on this page in an alternative format, please email [MYSP@ddsb.ca](mailto:MYSP@ddsb.ca) or reach our voicemail line at 905-666-6975.

We look forward to hearing your thoughts and ideas on the future direction for DDSB!

## Frequently Asked Questions

What types of questions are included in the survey?	+
What browser should I use to complete the survey?	+
Will the survey be available in other languages?	+
Is the survey voluntary and anonymous?	+
How will the responses be kept confidential? Who has access to the data?	+



Is the survey voluntary and anonymous?

OUR SCHOOLS

PROGRAMS AND LEARNING

FAMILY AND COMMUNITY SUPPORT

the responses be kept confidential? Who has access to the data?

## Current Plan

### Strategic Plan September 2018–December 2023

The Durham District School Board has a multi-year Strategic Plan that was adopted in September 2018 following a thorough consultation with stakeholders.

View the [Strategic Plan brochure](#) and the [Strategic Plan poster](#) for a brief explanation of the plan and its highlights.

DDSB staff create a yearly [Operational Plan](#) that relies on the strong foundation of the strategic plan to integrate strategies and actions being taken across departments and in schools to drive positive outcomes that support people and culture, and student learning and well-being to serve students and people across the DDSB.

The plan was extended by the Board of Trustees by a further two years to September 2023, recognizing that the Ignite Learning Strategic Plan has become well known throughout the District and is prevalent in schools across the system. This extension provides stability for the system during the COVID-19 pandemic and continues the District's important focus on six strategic priorities:

- Success
- Well-Being
- Leadership
- Equity
- Engagement
- Innovation