



# **YORK CATHOLIC DISTRICT SCHOOL BOARD**

## **MULTI-YEAR STRATEGIC PLAN 2014-2018**

**“Planning Our Future Together”**

**Annual Report**

**September 27, 2016**

**Patricia Preston**  
**Director of Education**

**Carol Cotton**  
**Chair of the Board**

**YORK CATHOLIC DISTRICT SCHOOL BOARD  
MULTI-YEAR STRATEGIC PLANNING REPORT FOR 2014-2018**

**Table of Contents**

1. Aim
2. Objectives
3. Description of York Catholic District School Board
4. Commitment to Multi-Year Strategic Planning
5. Members of the Strategic Planning Steering & Advisory Committee
6. Role of Strategic Planning Advisory Committee
7. Multi-Year Strategic Planning Process Framework
8. Mission, Vision, Core Values & Strategic Commitments
9. Multi-Year Strategic Planning Action Teams
10. Multi-Year Strategic Plan
11. Strategic Goals – 2015-2016 (Yr. 1) Progress
12. Review and Monitoring Process
13. Communication of the Multi-Year Strategic Plan

## 1.0 Aim

Multi-year strategic plans as defined in Bill 177 of the *Education Act* are those that are strategic in nature, unite a School Board with a shared vision and goals, and promote focused, coherent improvements. In this regard, the development of an effective multi-year strategic plan will enable York Catholic District School Board to support the integration of our Catholic faith in all of our actions, as well as to advance the legislative goals of:

1. Promoting student achievement and well-being;
2. Ensuring effective stewardship of the Board's resources; and,
3. Delivering effective and appropriate education program to our students.

The York Catholic District School Board's Multi-Year Strategic Plan (Plan) is developed in accordance with *Section 283(3) and 283.1* of the *Education Act*.

The Plan describes the Mission, Vision, Core Values, Strategic Commitments, Descriptors, Goals and Focus Areas that the York Catholic District School Board (Board) will implement during the 2014-2018 years. The Board has developed an overarching slogan to which stakeholders can ascribe meaning, making engagement with the process more personal. The theme "Planning Our Future Together" has been incorporated into the materials to support the consultation and communication plan. This same branded theme is also incorporated in the "Planning Our Future Together" webpage.

The Multi-Year Strategic Plan reported by the Director of Education is an opportunity to communicate with stakeholders the goals the Board has set for itself to support student achievement and well-being, to celebrate successes and to acknowledge challenges.

## 2.0 Objectives

This report:

- a. Describes the process by which the Board created its Mission, Vision, Core Values, and Strategic Commitment Statements;
- b. Summarizes the results of the “Planning Our Future Together” stakeholder survey;
- c. Describes the Goals and Focus Areas the Board plans to address in the period 2014 – 2018 that support the Board’s Strategic Commitments;
- d. Honours the commitment made to provide an annual status report on the Board’s implementation of the Multi-Year Strategic Plan;
- e. Honours the commitment made to review and update the Multi-Year Strategic Plan annually; and,
- f. Describes how the Board will make this Annual Report available to stakeholders and the public.

## 3.0 Description of the Board

York Catholic District School Board (the Board) has 105 schools (90 Elementary and 15 Secondary), approximately 55,000 students and 8,471 employees. The York Catholic District School Board serves one of the fastest growing areas in North America: the Regional Municipality of York, located in the Greater Toronto Area.

The Board has schools in each of the Region's nine area municipalities: Aurora, East Gwillimbury, Georgina, Markham, Newmarket, Richmond Hill, Vaughan, Whitchurch-Stouffville, and the Township of King.

The Board is a community focused on enhancing the spiritual and educational development and well-being of students. The Board offers excellent programs, resources and supports so that all students are provided with every opportunity to be successful in their achievement and reach their future goals and aspirations.

## 4.0 York Catholic District School Board’s Commitment to a Multi-Year Strategic Planning Process

The York Catholic District School Board is committed to:

- a. Maintaining a Strategic Planning Committee comprised of Senior Administration Staff;
- b. Continuing the process of consulting with Stakeholders at various intervals throughout the duration of the Multi-Year Strategic Plan ;

- c. Ensuring that Board policies, procedures and practices are consistent with the Mission, Vision, Core Values and Strategic Commitments. The Strategic Planning Committee will provide input, where appropriate, with regard to new policies and procedures and to those under review; and,
- d. Communicating progress of the Multi-Year Strategic Plan to the Board of Trustees and stakeholders on an annual basis.

The Director of Education has authorized the Strategic Planning Committee (Senior Administration) to review and update the Multi-Year Strategic Plan on an annual basis to ensure these commitments are met.

An Annual Multi-Year Strategic Planning Report will be submitted to the Director of Education, and presented to the Board of Trustees each year.

The Annual Multi-Year Strategic Planning Report will be available to the public on the York Catholic District School Board website ([www.ycdsb.ca](http://www.ycdsb.ca)).

#### 5.0 Members of the Strategic Planning Steering & Advisory Committee: 2013-2014

MEMBER	DEPARTMENT/REPRESENTATION	MEMBER	DEPARTMENT/REPRESENTATION
Elizabeth Crowe	Chair of the Board of Trustees	Frances Bagley, Project Manager	Coordinating Superintendent
Marlene Mogado	Board of Trustees	Diane Murgaski	Superintendent of Education: Curriculum & Assessment
Patricia Preston	Director of Education	Dan McCowell	Senior Manager of Administrative Services
John Sabo	Associate Director Corporate Services	May Moore (Sonia Gallo, Acting, March 2014)	Communications Department

## 6.0 Role of the Strategic Planning Steering & Advisory Committee

The Director of Education established the Strategic Planning Steering and Advisory Committee in March 2013 to carry out the Board's commitment to multi-year strategic planning. The Strategic Planning Steering and Advisory Committee is an advisory committee to the Board of Trustees that assists the Board in setting and maintaining the multi-year strategic direction of the School Board. Sub-committees (Action Teams) have been established to develop, monitor, review and report progress on each of the goals outlined in section 9.0 of this report.

The main responsibilities and functions of the Strategic Planning Steering and Advisory Committee were to fulfill the following responsibilities on behalf of the Board:

1. Oversee the development and review of a multi-year Strategic Plan for the School Board including:
  - a. Strategic directions and key strategies for fulfilling its mission over the planning period;
  - b. Confirming the establishment of measureable goals and objectives to assess progress in fulfilling those strategic directions; and,
  - c. Direct liaison with the Board's Strategic Planning Facilitator.
2. Develop an annual Strategic Assessment by:
  - a. Reviewing significant changes in the operating environment, identifying risks and opportunities;
  - b. Facilitating external and internal stakeholder consultations and assisting in consolidating and synthesizing content;
  - c. Acting as champions of the strategic planning process within the organization;
  - c. Evaluating progress in fulfilling its strategic goals and objectives;
  - d. Evaluating the suitability of the current strategic direction in view of evolving circumstances; and,
  - e. Recommending any necessary changes in strategic direction or strategies.
3. Monitor and direct the activities of the Strategic Planning Coordinator/Project Manager.
4. Monitor and direct the activities of any Strategic Planning sub-committees established.
5. Provide the Board of Trustees with:
  - a. Regular reporting assessing the progress of the Strategic Planning Committee.
  - b. Recommendations with respect to any of the above matters and carry out other duties assigned by the Board.

## 7.0 Multi-Year Strategic Planning Process Framework

The Multi-Year Strategic Planning Process framework consists of six (6) phases as follows:

- |  |  |
|--|--|
| <b>Phase 1: Planning &amp; Preparation -</b>     | Determining how the strategic planning process will unfold in terms of timelines, leaders and the identification of any resources to be sought from an outside consultant or facilitator |
| <b>Phase 2: Context Setting -</b>                | Assessing the Board's internal and external operating environment  |
| <b>Phase 3: Consultation -</b>                   | Engaging stakeholders in order to identify strengths and areas of improvement through the implementation and analysis of the Planning Our Future Together Stakeholder Survey.            |
| <b>Phase 4: Plan Development -</b>               | Drafting the Multi-Year Strategic Plan   |
| <b>Phase 5: Alignment &amp; Implementation -</b> | Operationalizing the Multi-Year Strategic Plan   |
| <b>Current Status:</b>                           |  |
| <b>Phase 6: Monitoring &amp; Reporting -</b>     | Ongoing examination of the Board's performance towards the goals of the Multi-Year Strategic Plan  |

## 8.0 York Catholic District School Board Mission, Vision, Core Values and Strategic Commitments

The Board began the planning and preparation of the 2014-2018 Multi-year Strategic Plan in March 2013. With stakeholder feedback and input, the Board launched its official Multi-year Strategic Plan on October 22, 2014. We are proud that York Catholic is consistently one of the top-performing School Boards in the Province of Ontario. Our Strategic Plan will continue to build on this long-standing success.

In partnership with our Parishes and Parents/Guardians, our goal is to prepare our students for success now and in the future – this is the fundamental purpose of our Mission, Vision, Core Values and Strategic Commitments outlined below.

### Mission

Guided by Gospel Values and Catholic Virtues, in partnership with home and Church, we educate and inspire all students to reach their full potential in a safe and caring environment.

### Vision

Our students will become creative and critical thinkers who integrate Catholic values into their daily lives, as socially responsible global citizens.

### Core Values

Catholicity, Excellence, Equity, Fiscal Responsibility, Inclusion, Integrity, Respect

### Strategic Commitments

#### Integration of Our Catholic Faith

- Nurture the Catholic faith and spirituality of all through relevant and engaging religious education programs and experiences.
- Foster a culture in which daily interactions and practices are respectful and inclusive, and inspired by Gospel Values.
- Support members of our community on their faith journeys.

#### Continuous Improvement of Student Achievement

- Nurture well-being by supporting students to become resilient, optimistic and responsible.
- Promote academic excellence through programs and educational experiences that prepare students for success in the 21st century.
- Foster a culture of instructional excellence that is welcoming, engaging and inclusive.
- Provide a safe, supportive and healthy environment.

#### Effective Use of Our Resources

- Ensure that the budget is shaped by strategic priorities.
- Manage our resources in a sustainable and effective manner.

#### Engaging Our Communities

- Provide stakeholders with opportunities for input and/or feedback that supports or informs Board decision-making.
- Develop and implement communication practices and procedures that improve the quality and timeliness of Board communication.
- Establish community partnerships that assist with the achievement of the Board's strategic commitments.



## 9.0 Multi-Year Strategic Planning Action Teams

As an integral component of Phase 4 of the Strategic Planning process framework, namely, the “Plan Development” phase, action teams were created to assist the Board in its continued efforts to “steer” its multi-year strategic direction and create a context for decision making guided by transparent, accountable approaches that will enhance the governance performance of the Board. The Action Team leaders and members for each Strategic Commitment are as follows:

Strategic Commitment Action Team	Action Team Members
<p><b>Integration of Our Catholic Faith</b></p> <p><b>Leader:</b>            Diane Murgaski, Superintendent of Education: Curriculum &amp; Assessment</p>	<p>Pat Cubellis, Vice Principal, Jean Vanier CHS            Nancy Davie, Program Consultant Religion, Family Life, Equity &amp; Adult Life            Ines Donato, Principal, Our Lady of Grace CES            Lou Paonessa, Principal of Student Success            Kelly Pickard-Lefterys, Program Consultant: Religion, Family Life &amp; Equity            Shannon Ulgiati, Program Consultant: Religion, Family Life &amp; Equity            Norm Vezina, Senior Manager of Environmental &amp; Office Services            Michael Way Skinner, Coordinator: Religion, Family Life &amp; Equity</p>
<p><b>Continuous Improvement of Student Achievement</b></p> <p><b>Leaders:</b>            Tina D’Acunto, Superintendent of Education: Exceptional Learners            Diane Murgaski, Superintendent of Education: Curriculum &amp; Assessment</p>	<p>Mary Battista, Superintendent of Education: School Leadership            Alida Filipelli, Principal, St. Agnes of Assisi CES            Soula Homatidis, Chief Psychologist            Cathy Marra, Health &amp; Safety Officer            Joe McLoughlin, Coordinating Manager of Plant &amp; Accommodation Services            Marcelle McShine-Quao, Educational Researcher            Lou Paonessa, Principal of Student Success            Anne-Louise Sabo, Vice Principal, St. Theresa of Lisieux CHS</p>

<p><b>Effective Use of Our Resources</b></p> <p><b>Leaders:</b>          Anna Chan, Chief Financial Officer and Treasurer of the Board</p>	<p>James Cocchetto, Vice Principal, St. Augustine CHS          Lynda Coulter, Superintendent of Human Resources          Dan McCowell, Coordinating Manager of Planning &amp; Operations          Joe McLoughlin, Coordinating Manger of Plant &amp; Accommodation Services          Opiyo Oloya, Superintendent of Education: School Leadership          Jackie Porter, Coordinating Manager of Budget and Audit Services</p>
<p><b>Engaging Our Communities</b></p> <p><b>Leader:</b>          Sonia Gallo, Manager, Strategic Communications,          Community Outreach and Trustee Support</p>	<p>Darlene Clapham, Chief Information Officer          Ron Crocco, Superintendent of Education: School Leadership          Nancy DiNardo, Superintendent of Education: School Leadership          Cory Gastis, Plant Department          Marcelle McShine-Quao, Educational Researcher          Michael Neilands, Principal, St. John XXIII CES          Tom Pechkovsky, Manager of Planning Services          Angela Rotundo-Vergura, Vice-Principal, Continuing Education          Lou Paonessa, Principal of Student Success</p>

## 10.0 Multi-Year Strategic Plan

The table below defines the Strategic Commitments, Descriptors, Goals and Focus Areas the Board will report progress on during the next three (3) years (2014-2018).

MISSION	VISION	CORE VALUES
Guided by Gospel Values and Catholic Virtues, in partnership with home and Church, we educate and inspire all students to reach their full potential in a safe and caring environment.	Our students will become creative and critical thinkers who integrate Catholic Values into their daily lives, as socially responsible global citizens.	Catholicity, Excellence, Equity, Fiscal Responsibility, Inclusion, Integrity, Respect.

STRATEGIC COMMITMENTS	Integration of Our Catholic Faith	Continuous Improvement of Student Achievement	Effective Use of Our Resources	Engaging Our Communities
<b>Descriptors</b>	<ul style="list-style-type: none"> <li>Nurture the Catholic Faith and Spirituality of all through Relevant Religious Education Programs and Experiences.</li> <li>Foster a Culture in which Daily Interactions and Practices are respectful and inclusive and inspired by Gospel Values.</li> <li>Support members of our community on their faith journey.</li> </ul>	<ul style="list-style-type: none"> <li>Nurture well-being by supporting students to become resilient, optimistic and responsible.</li> <li>Promote academic excellence through programs and educational experiences that prepare students for success in the 21<sup>st</sup> century.</li> <li>Foster a culture of instructional excellence that is welcoming, engaging and inclusive.</li> <li>Provide a safe, supportive and healthy environment.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the budget is shaped by strategic priorities.</li> <li>Manage our resources in a sustainable and effective manner.</li> </ul>	<ul style="list-style-type: none"> <li>Provide stakeholders with opportunities for input and/or feedback that supports or informs Board decision-making.</li> <li>Develop and implement communications practices and procedures that improve the quality and time lines of Board Communication.</li> <li>Establish community partnerships that assist with the achievement of the Board's Strategic Commitments.</li> </ul>
<b>Goals (Objectives)</b>	<ul style="list-style-type: none"> <li>Enhance Catholic faith knowledge and support faith formation for students, staff and families.</li> <li>Integrate Catholic Social Teaching to inform learning and nurture socially responsible global discipleship.</li> <li>Promote ongoing opportunities for parishes, schools, and families to celebrate our Catholic faith.</li> </ul>	<ul style="list-style-type: none"> <li>Develop students' skills to make positive choices to enhance mental and physical well-being.</li> <li>Prepare ALL students for success in the 21<sup>st</sup> century using strategies and technologies that promote critical thinking, innovation and creativity.</li> <li>Support and increase the achievement of students who are at risk of not meeting with success.</li> <li>Provide safe and accessible learning environments.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure budgets are shaped by the multi-year strategic plan.</li> <li>Align human and operational resources to support strategic priorities.</li> <li>Demonstrate professionalism, accountability, and high standards of practice in all operations that utilize resources.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate student, school and board information effectively and respectfully with stakeholders.</li> <li>Provide opportunities for meaningful dialogue to inform decision-making and contribute to student success.</li> <li>Facilitate partnerships that enhance learning and well-being.</li> </ul>
<b>Focus Areas</b>	<ul style="list-style-type: none"> <li>Student &amp; Adult Faith Foundation and Knowledge.</li> <li>Religious Education and Family Life.</li> <li>Embracing Equity, Opportunity and Inclusion.</li> <li>School, Home and Parish Collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Student Well-Being, Mental and Physical Health.</li> <li>Instructional Excellence.</li> <li>Program Innovation &amp; Excellence.</li> <li>Safe, Accepting and Accessible Environments.</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Leadership and Management Excellence.</li> <li>Facilities Management Excellence.</li> <li>Business Operations management Excellence.</li> <li>Budget Development and Monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of Our Strengths, Initiatives and Successes.</li> <li>Community Outreach.</li> <li>Partnerships to Enhance Learning.</li> <li>Embracing Our Diverse Communities.</li> </ul>

**11.0 Strategic Goals – 2015-2016 (Yr. 1) Progress**

Strategic Commitment	Supporting Initiatives	Effective Date	Responsibility
<b>Integration of Our Catholic Faith</b>	<b>Student &amp; Adult Faith Formation &amp; Knowledge</b> Redesign of Faith Ambassador Program	November 2015	Religious Education Department
	Realignment of Bereavement program with student well-being and mental health initiatives	To be completed December 2016-2017	
	Implementation of an Administrator Faith Development Retreat	November 9-10, 2015	
	Development of teacher resources for the implementation of new Religious Education curriculum	November 2015 April 2016	
	Realignment of Religious Education Part 1-3 AQ Courses with 21Century learning strategies	April 2016 September 2015/ Mar 2016	
	<b>Parish, Parent &amp; Community Engagement</b> Development of Parish Partnership program: sessions involving Schools/Families & Parishes	November 5, 2015 January 10, 2016	
	Development of Parent Engagement Series (FNMI; Equity & Advocacy)	March 5, 2016 April 19, 2016	
	<b>Embracing Equity Opportunities &amp; Inclusion</b> Chaplaincy Team Inservicing & Training: updated/revised policy & guidelines	September 23, 2016 April 21, 2016	
	Expansion of teacher PD related to “Respecting Differences” document	May 5, 2016 June 3, 2016	
	Planning & implementation of retreats for English Language Learners (Newcomers)	May 17,18,19, 2016	↓

Strategic Commitment	Supporting Initiatives	Effective Date	Responsibility
<b>Continuous Improvement of Student Achievement</b>	<b>21Century Learning</b> Expanded 21C School teams professional learning sessions	January/April 2016	Curriculum & Assessment Department, IT Department
	ePortfolio implementation	September 2015- June 2016	
	Develop monitoring tool to assess the impact of 21C initiative on student outcomes	*Deferred	
	Collect base-line student outcomes data	Feedback collected from graduating students in Grades 6, 8 & 12 from the annual Exit Survey, March 1, 2016 to April 8, 2016.	
	Foster teacher learning and collaboration through the development of on-line learning	January-June 2016	↓
	Initiate implementation of a cross-departmental facilities renewal plan	October 2015	Plant Department
	<b>Well-Being</b> Safe & Healthy Schools: System Violence Threat Risk Assessment & Restorative Justice Training	November 2015- April 2016	Student Services Department
	Mental Health Strategy: Focus on 'Resiliency' through student & parent engagement	November 21, 2015 at 13 <sup>th</sup> Annual Catholic School Council Conference.	↓
<b>*Initiatives deferred due to budget constraints</b>			

<p><b>*Initiatives deferred due to budget constraints</b></p>	<p>Develop benchmark indicators of success</p>	<p>Feedback gathered from the 2016 School Climate Survey for Parents and School Staffs; March 1, 2016 to April 8, 2016.</p> <p>Annual CSC Conference, Exit Survey, November 21, 2015</p>	
	<p>Collect base-line data on student outcomes</p>	<p>Feedback collected from graduating students in Grades 6, 8 &amp; 12 from the annual Exit Survey, March 1, 2016 to April 8, 2016.</p>	
	<p>Ongoing capacity building for teachers</p>	<p>Mental Health Symposium held April 1, 2016, April 4, 2016.</p> <p>Brochure for educators on Suicide/Self-Harm, Spring 2016</p> <p>An Addictions Powerpoint for educators, May 6, 2016.</p> <p>Revised Quick Reference Guide for</p>	


<p><b>*Initiatives deferred due to budget constraints.</b></p>		<p>Suicide and Self Harm Protocol in the form of laminated posters visible at all schools, Fall 2015.</p> <p>Suicide Awareness Powerpoint for online system-wide access, Spring 2016.</p>	
	Develop monitoring tool to assess the impact of Mental Health & Well-being initiatives on student outcomes	*Deferred	
	<p><b>Programs &amp; Pathways to Success</b>          Review of Georgina School model</p>	September 2015- January 2016	Curriculum & Assessment Department
	Review of ESL Program delivery model	*Deferred	↓
	Investigate expansion of IB into Woodbridge Area schools	<p>Program Planning Committee:          October 26, 2015.</p> <p>Board report:          October 27, 2015.          *Deferred</p>	↓






*Initiatives deferred due to		compliant. School websites will be converted to new design by Spring 2017. Board website conversion to Wordpress will begin in October 2016.	
	Design and implement a plan to involve students/staff with the design of a new Board logo	*Deferred	Communications Department
	Present new Board logo to Trustees for approval	*Deferred	
	Implementation of School “Communication App” (Secondary Students)	September 2015 Analysis and investigation of costs for App Tools. *Deferred	
	Develop Multilingual Communications Tools	Development of multilingual communication as needed upon request.  September, 2015: development of a standard multilingual document featuring 18 languages to indicate that an important notice is being shared by the school/Board. <b>See Appendix A.</b> (This document was used for Pupil	↓

budget constraints		Accommodation Review (PAR) Communication Notices). PAR website also developed to include “Google Translate” Tool.		
	<b>b) Promote specific initiatives, successes and strengths,</b> Transition to Google Apps for Education (GAFE)	Transition to GAFE August 2015.		
	Investigate communication tools for staff	Communication Tools for Staff began in February 2016: The “staff” section of the website is currently under construction using the Google Platform. YCDSB web developer is leading this transition. Tentative completion date January 2018.		
	<b>2. Seeking and supporting partnerships locally and globally that are innovative; enhance student learning and/or well-being; and align with our policies, and core values</b> Leverage opportunities for participation in community events	YCDSB promotion via marketing tools, and presence at a number of events throughout 2015-16. YCDSB presence inside Subdivision (real		↓

		<p>estate) Sales Pavilions in Aurora, Concord, Thornhill, Vaughan etc.</p> <p>Events in 2015-16 school year with YCDSB presence:</p> <ul style="list-style-type: none"> <li>- Job Fairs across Ontario</li> <li>- Special Olympics Bocce</li> <li>- Markham Sports Dome Opening</li> <li>- York Region Events (i.e.: International Walk to School Day, Earth Day, Toy Drive)</li> <li>OCSTA AGM in Collingwood</li> <li>- Trustee Forums</li> <li>- YRP Events (i.e.: Ride Kick-Off, Robotics)</li> <li>- YCPIC Parent Conferences</li> <li>- TAMI Summit</li> <li>- School Anniversaries</li> <li>- PAR Public Meetings</li> </ul>	
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	<p>Expand global partnerships to recruit international students: investigation of potential partners and develop policy</p>	<p>Recruitment of International Visa Students is ongoing in collaboration with Admissions Dept. and Newcomer Centres.        Student Admissions:        2015-2016:        48 Elementary        255 Secondary</p> <p>2016-2017:        70 Elementary        374 Secondary</p>	
	<p>Review effectiveness of East Area Settlement Education Partners in York Region (SEPYR) Welcome Centre</p> <p>Investigate the possible establishment of a SEPYR program in Richmond Hill, Thornhill &amp; Concord</p>	<p>January 2016:        Expansion of the Newcomer Welcome Centre Program for Immigrant Service in Markham and Richmond Hill.</p>	



	<b>21 Century Learning Environments</b> Implement LTAP directives related to Thornhill/Vaughan & SE Woodbridge review areas	Thornhill-Vaughan completed May 2016. South Woodbridge East to be completed October 2016 (2 Elementary school closures for September 2017)	Planning Department
	Develop and implement a cross-departmental, multi-year plan to address & prioritize renewal programs including energy efficient initiatives & school grounds	Target completion date: December 2016 Projects are now determined by a Plant and Accommodation Department Committee that allocates based on the Board's needs. LED lighting in the secondary schools is an example; this project was accelerated, due to the ability to save energy and maintenance, thus reducing pressure on the Board's operating budget	Plant Department
	Continued expansion of the Music program in Elementary schools	Program continuing over a four-year phase-in based on 2016-2017 approved budget. Additional 22 schools during 2015-2016	Curriculum Department
	<b>Audit and/or Department Operational Reviews</b> Continued implementation of the recruitment management/marketing software	Completed August 2016	Human Resources Department
	Implement strategies to address absence management, disability support, employee performance & training	Ongoing	
	Implement new Elementary academic staffing reporting tool	New elementary TCH25 launched February 2016.	

<b>*Initiatives deferred due to budget constraints</b>		2016-2017 duplicate the academic staffing tool for the secondary panel.	
	Investigate feasibility for HR capital management software	Investigation completed January 2016. Success Factors/SAP cloud based software solution purchase has been deferred due to significant budget implications.	↓
	Implement vendor performance evaluation tool	Initial Vendor Performance evaluation tool being piloted. Target roll-out completion December 2017 based on funding availability.	Purchasing Department
	Review & implement the Board's standards for renewal.	In progress.	Plant Department
	Review & implement the Board's standards for construction	Will be completed upon the hiring of Quality Assurance personnel as per recommendations. *Deferred	Planning Department
	Initiate a Plant/Accommodation operational review	*Deferred	Plant Department

	Implement IT Op Review recommendations	Chief Information Officer (CIO) hired.  Ninety percent (90%) of all recommendations have been completed and will be reported to Audit Committee.	IT Department
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## 12.0 Review and Monitoring Process

The Strategic Planning Committee (Senior Administration Staff) will meet quarterly during the year to review progress and evaluate the progress and effectiveness of the implementation strategies.

The Strategic Planning Committee (Senior Administration Staff) will ensure that in respect of the Multi-Year Strategic Plan the following steps take place:

- (a) An annual status report on the progress of the measures taken to implement the plan is prepared and presented to the Board of Trustees;
- (b) At least once yearly, the plan is reviewed and updated in consultation with the Board of Trustees and the Strategic Planning Committee; and,
- (c) The annual status report to be posted on the Board's website.

## 13.0 Communication of the Plan

The Board's Multi-Year Strategic Plan is posted on the Board's website at [www.ycdsb.ca](http://www.ycdsb.ca).

The Board will accommodate requests for accessible formats of the Report upon request.

Questions, comments or feedback regarding the Multi-Year Strategic Planning Report may be directed to:

Frances Bagley  
Associate Director, Strategic Planning  
Strategic Planning Project Manager  
([frances.bagley@ycdsb.ca](mailto:frances.bagley@ycdsb.ca))  
York Catholic District School Board



# Translation

The attached documents contain important information from the York Catholic District School Board. Please ask someone to translate it for you.

<b>Arabic:</b>	يورك مقاطعة مدارس تعلق مجلس في مهمة معلومات على المرفق (المستندات) الصمد تنديج توي الصمد تندي لك يترجم أن شخص في اطلب ب رجاء، (York Catholic District School Board) الكاؤ ول يكية.
<b>Chinese (Traditional):</b>	所附文件含有來自約克天主教校區董事會 (York Catholic District School Board) 的重要資訊，請找人為您翻譯。
<b>Chinese (Simplified):</b>	附件包含來自約克區天主教教育局 (York Catholic District School Board) 的重要信息請安排某人為您翻譯。
<b>Farsi (Persian):</b>	کاز ول یک منطقه مدرسه در ره هیئتسوی از که لیست همی مطالب حاوی لیست ضمیمه کلمبندی یا سید را آن تا بخواهید کسی از لطفا (York Catholic District School Board) لیستشده ارائه زیویورک کتند ت رجوع بر رایتان.
<b>Filipino:</b>	Naglalaman ang (mga) kalakip na dokumento ng mahahalagang impormasyon mula sa Lupon ng Paaralan ng Distrito ng Katoliko ng York (York Catholic District School Board). Mangyaring hilingin na may magsalin nito para sa iyo.
<b>French:</b>	Les documents ci-joints contiennent des informations importantes émanant du conseil scolaire de district catholique de York (York Catholic District School Board). Veuillez demander à quelqu'un de les traduire pour vous.
<b>Gujarati:</b>	આ સાથે આપેલા દસ્તાવેજ(જો) યોર્ક કથોલિક ડિસ્ટ્રિક્ટ સ્કૂલ બોર્ડ (York Catholic District School Board) તરફથી આવેલી મહત્વની માહિતી ધરાવે છે. કૃપા કરી તમારા માટે તેનું ભાષાંતર કરવા કોઈને પૂછો.
<b>Hebrew:</b>	מסמכים/מ' הוראה/מ' ש' ידוע ממועצת הנהלה (York Catholic District School Board) יורק קתוליק דיסטריקט שול בורד.
<b>Hindi:</b>	संलग्न दस्तावेज़(जों) में यॉर्क कैथोलिक डिस्ट्रिक्ट स्कूल बोर्ड (York Catholic District School Board) की ओर से दी गई महत्वपूर्ण सूचना शामिल है। कृपया किसी व्यक्ति से अपने लिए इसका अनुवाद करने के लिए कहें।
<b>Italian:</b>	Il(i) documento(i) allegato(i) contiene(contengono) importanti informazioni del Provveditorato Cattolico agli Studi del Distretto di York (York Catholic District School Board). La invitiamo a chiedere a qualcuno di tradurgliene il contenuto.
<b>Khmer:</b>	សំណុំឯកសារភ្ជាប់ មានស្នូលព័ត៌មានសំខាន់ៗមកពីគ្រូប្រឹក្សាសាលារៀនឯករាជ្យសម្រាប់ ក្រុងកាសាអង់តូនប្រចាំតំបន់នៃក្រុងយ៉ក (York Catholic District School Board)។ សូមមេត្តាស្នើសុំឲ្យមាន មនុស្សម្នាក់បកប្រែឲ្យអ្នក។
<b>Korean:</b>	첨부서류에는 옥 카톨릭 교육청 (York Catholic District School Board) 에서 보내 드리는 중요한 정보들이 담겨져 있습니다. 아시는 분에게 번역을 부탁하여 읽어 보시기 바랍니다.
<b>Romanian:</b>	Documentația atașată conține informații importante furnizate de către Comisia Școlară Catolică a Districtului York (York Catholic District School Board). Cereți ajutorul necesar pentru traducerea materialului.
<b>Russian:</b>	Прилагаемые документы содержат важную информацию, предоставленную католическим школьным советом региона Йорк (York Catholic District School Board). Попросите кого-либо перевести их.
<b>Spanish:</b>	El/Los documento(s) adjunto(s) contiene(n) información del Consejo escolar católico del distrito de York (York Catholic District School Board). Por favor, pida a alguien que se lo(s) traduzca.
<b>Tamil:</b>	இணைக்கப்பட்டுள்ள ஆவணத்தில் (ஆவணங்களில்), யார்க் கதோலிக் டிஸ்ட்ரிக் ஸ்கூல் போர்டின் (York Catholic District School Board) முக்கிய தகவல்கள் உள்ளன. தயவுசெய்து, அதை உங்களுக்காக மொழிபெயர்த்துத் தருமாறு எவரிடமேனும் கேட்டுக்கொள்ளுங்கள்.
<b>Urdu:</b>	یورک کاتھولک ڈسٹرکٹ سول بورڈ (York Catholic District School Board) سے کسی لے کے کرنے ت رجوع لے اے اے نے لے کے درم بر راہ بے۔ شاملی معلومات اہر کی
<b>Vietnamese:</b>	(Các) Tài liệu đính kèm chứa thông tin quan trọng từ Hội đồng Học khu York Catholic (York Catholic District School Board). Vui lòng nhờ ai đó dịch nó cho quý vị.