



YORK CATHOLIC DISTRICT SCHOOL BOARD

MULTI-YEAR STRATEGIC PLAN 2014-2018

“Planning Our Future Together”

Annual Report: October 24, 2017

Patricia Preston
Director of Education

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Chair of the Board

**YORK CATHOLIC DISTRICT SCHOOL BOARD
MULTI-YEAR STRATEGIC PLANNING REPORT FOR 2014-2018
2016-2017 ANNUAL REPORT**

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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 102 schools (87 Elementary and 15 Secondary), approximately 54,000 students and 8,762 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).

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) were 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:

- | | |
|--|--|
| Phase 1: Planning & Preparation - | 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 |
| Phase 2: Context Setting - | Assessing the Board's internal and external operating environment |
| Phase 3: Consultation - | Engaging stakeholders in order to identify strengths and areas of improvement through the implementation and analysis of the Planning Our Future Together Stakeholder Survey. |
| Phase 4: Plan Development - | Drafting the Multi-Year Strategic Plan |
| Phase 5: Alignment & Implementation - | Operationalizing the Multi-Year Strategic Plan |
| Current Status: | |
| Phase 6: Monitoring & Reporting - | 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>Integration of Our Catholic Faith</p> <p>Leader: Diane Murgaski, Superintendent of Education: Curriculum & Assessment</p>	<p>Pat Cubellis, Vice Principal, Sacred Heart CHS Nancy Davie, Program Consultant Religion, Family Life, Equity & Adult Life Ines Donato, Principal, Our Lady of Grace CES Lou Paonessa, Student Success & Pathways Specialist Kelly Pickard-Lefterys, Program Consultant: Religion, Family Life & Equity Shannon Ulgiati, Program Consultant: Religion, Family Life & Equity Norm Vezina, Senior Manager of Environmental & Office Services Michael Way Skinner, Coordinator: Religion, Family Life & Equity</p>
<p>Continuous Improvement of Student Achievement</p> <p>Leaders: Tina D’Acunto, Superintendent of Education: Exceptional Learners Diane Murgaski, Superintendent of Education: Curriculum & Assessment</p>	<p>Mary Battista, Superintendent of Education: School Leadership & Safe Schools Elementary Alida Filipelli, Principal, St. Agnes of Assisi CES Soula Homatidis, Chief Psychologist Cathy Marra, Health & Safety Officer Joe McLoughlin, Coordinating Manager of Plant & Accommodation Services Marcelle McShine-Quao, Educational Researcher Lou Paonessa, Student Success & Pathways Specialist Anne-Louise Sabo, Vice Principal, St. Maximilian Kolbe CHS</p>


<p>Effective Use of Our Resources</p> <p>Leaders: Anna Chan, Chief Financial Officer and Treasurer of the Board</p>	<p>James Cocchetto, Vice Principal, St. Augustine CHS Nancy Di Nardo, Superintendent of Human Resources Tom Pechkovsky, Coordinating Manager of Planning & Operations Joe McLoughlin, Coordinating Manager of Plant & Accommodation Services Opiyo Oloya, Superintendent of Education: School Leadership Jackie Porter, Coordinating Manager of Budget and Audit Services</p>
<p>Engaging Our Communities</p> <p>Leader: Sonia Gallo, Manager, Strategic Communications, Community Outreach and Trustee Support</p>	<p>Darlene Clapham, Chief Information Officer Jennifer Sarna, Superintendent of Education: School Leadership & Safe Schools, Secondary Laura Sawicky, Superintendent of Education: School Leadership Cory Gastis, Plant Department Marcelle McShine-Quao, Educational Researcher Michael Neilands, Principal, St. Justin Martyrs CES Tom Pechkovsky, Coordinating Manager of Plant & Accommodation Services Angela Rotundo-Vergura, Principal – Continuing Education Lou Paonessa, Student Success & Pathways Specialist</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 2014-2018 years.


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

<p>*Initiatives deferred due to budget constraints</p>	<p>Parish, Parent & Community Engagement Initial implementation of Parent Partnership program & Parent Engagement Series</p>	<p>January 10, 2017 Parent Evening “Being Catholic Parents in Trying Times” 700 Parents in Area 1.</p> <p>Various Schools and Catholic School Council Parent Evening Presentations throughout the year, both Secondary and Elementary.</p> <p>March 30, 2017 Faith and Resiliency Parent Evening</p> <p>EREAC</p>	
	<p>Embracing Equity Opportunities & Inclusion Planning and implementation of retreats for FLS Students (I-Can, Best Buddy) and students with special education needs.</p>	<p>*Deferred Focus shifted to newcomers as the emerging need had to be met. We hosted Grade 6-7 Established Newcomers (ESL) for a retreat on Christian Leadership to establish Welcome Ambassador Mentoring Program for newcomers to Canada.</p>	

Strategic Commitment	Supporting Initiatives	Effective Date	Responsibility
Continuous Improvement of Student Achievement	21Century Learning Expanded 21C School teams professional learning sessions	100+ workshops provided by 60+ workshops leads (primarily from classroom but included community partners as well). Expanded choice of pedagogical topics available to system by accounting for our technological ecosystem (GSuite, coding, 3D printing).	Curriculum & Assessment Department, IT Department 
	Collection & analysis of benchmark data	Data from SAP and the Data Warehouse have been integrated into the SILC-SAW Web Application to assist principals to make data driven decisions for school improvement;	
	Reporting on impact 21C initiatives on student outcomes.	21C workshops targeted approaches for effectively using technology to facilitate formative assessment and pedagogical documentation. Feedback and follow-ups with teachers attest to how students have had increased opportunities to express their voice in a safe digital space (D2L, Google Forms, ePortfolio) that supports their learning.	
	Well-Being Collection & analysis of benchmark data reporting on impact of Mental Health and Well-Being initiatives on student outcomes.	<i>Mental Health Symposia</i> <ul style="list-style-type: none"> • Over 150 elementary students, over 80 secondary students, and over 60 YCDSB staff in attendance. • Symposia Exit surveys indicated strong agreement/satisfaction with statements related to understanding mental health and well-being, and the speakers who presented. • <i>Teaching coping strategies (classroom wide approach).</i> <ul style="list-style-type: none"> • Self-report data indicated a slight increase in student awareness and identification of their emotions, as well as self-perceived efficacy in how to cope with difficult emotions. 	Student Services Department 

		<ul style="list-style-type: none"> Self-report data also indicated the students enjoyed the program and recommend it for their peers. 	
	Programs & Pathways to Success Commence implementation of IB in Woodbridge area schools.	*Deferred due to financial considerations related to staff training and implementation costs.	Curriculum & Assessment Department
	Expansion of AP into 2 Secondary Schools	Implemented in Jean Vanier CHS with student enrolment in the grade 9 pre-AP classes at 32 students and St. Joan of Arc CHS at 24 students. Courses offered in the AP program include Mathematics, Geography, Science and English.	
	Implement FI in one Secondary School per area of the Board (4 in total)	Programming and planning for implementation commencing in September 2017. Enrolment of 40 students in 3 courses (Geography, Religion and French) resulted in establishing 6 sections. Programming sessions for teachers included teachers from the three sites opening in September 2018 and allowed for collaboration and creation of lesson plans, unit plans and assessment pieces. Materials purchased centrally.	
	Review of Special Education delivery model	Fall 2016 – Presentation to Administrators - Recognizing there are 3 Tiers of Planning, Instruction, and Assessment. Ensuring assessment is a cyclical process: Assessment FOR Learning, Assessment AS Learning and Assessment OF Learning.	↓
*Initiatives deferred due to budget constraints.			

Strategic Commitment	Supportive Initiatives	Effective Date	Responsibility
<p>Engaging Our Communities</p> <p>*Initiatives deferred due to budget constraints.</p>	<p>1. Communicating & engaging our families, staff and stakeholders through:</p> <p>a) Inclusive & Accessible tools Continue to maintain Board website</p>	<p>School Websites:</p> <ul style="list-style-type: none"> • All school websites were converted to the Wordpress platform by May 9, 2017 • Mobile friendly design. Content will adapt to the screen size of the device. • Staff directory and contact information automatically updated (information comes from various sources including SAP, Maplewood and Transportation) ensuring the directory is always up to date • Consistent design for all sites (Elementary and Secondary Schools) making it easier for parents/users to navigate if they belong to multiple school communities <p>Board Website:</p> <ul style="list-style-type: none"> • Converted to the WordPress platform on July 4, 2017 • Mobile friendly design. Content will adapt to the screen size of the device. • Policies & Procedures can be searched using keywords. • Related procedures will be illustrated next to appropriate policies (and vice versa) • School directory is searchable by school name, type (elementary, secondary, alternative), municipality, special programs and includes Superintendent and Trustee names. • School directory address and contact information is automatically updated (from Maplewood, SAP) ensuring it is up to date. 	<p>Communications and Information Systems Department</p> 
	<p>Develop phase-in plan and associated cost analysis for the implementation of new Board logo.</p>	<p>*Deferred</p>	

<p>*Initiatives deferred due to budget constraints.</p>	<p>Review effectiveness of the communication app at the Secondary level.</p>	<p>*Deferred</p>	
	<p>b) Promote specific initiatives, successes and strengths, that model and help to build the learning and working environment of our Vision.</p> <p>Establish a Communications Committee to investigate communication tools for external stakeholders.</p>	<p>Spring 2015 - Fall 2016 The Communications Committee led by the Manager, Strategic Communications and Chief Information Officer, brought together a “Communications Committee” which included: Two Superintendent of Secondary Schools, 1 Superintendent of Elementary Schools, Superintendent Curriculum and Assessment, Secondary and Elementary Principals and Website Developer to investigate communication tools and apps to communicate with students, parents and external stakeholders. These tools have significant costs and therefore the implementation of these tools has been deferred.</p> <p>Internal Communications Tools In Spring 2016, a committee comprised of the Communications Manager, CIO, Associate Director, Web Developer, Communications Officer, Administrative Assistant to the Director of Education, Board Leadership Development Strategy Specialist, representatives from the Secondary and Elementary Principals and Vice-Principals’ Association and Elementary Lead Principals gathered to discuss the transition from FirstClass to the Google platform. The implementation of new internal communication tools were also discussed as part of this transition. The result was a newly created System Memo, which has been designed and developed by YCDSB Web Developer, and launched on November 9, 2016. The new System Memo facilitates direct communication with the entire system as it is now shared with</p>	<p>Communications and Information Systems Department</p> 

<p>*Initiatives deferred due to budget constraints.</p>		<p>all YCDSB employees weekly, via Gmail. 2016 – 2017 Staff section of the board website and staff conferences converted to the Google Platform</p>	
	<p>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</p> <p>Community Planning and Partnerships (development of Board marketing package, strategies and marketing materials to solicit partnership)</p>	<p>Generic Brochure</p> <ul style="list-style-type: none"> • Published in June 2016 • Updated in September 2016 to include Direction of School Support • This brochure was distributed to new sales offices in Aurora, Stouffville and Concord (Fall 2016/Spring 2017) • This brochure is also distributed to parishes, Our Lady of Grace Parish in Aurora distributes the YCDSB brochure in their Baptism Kits (Spring 2016) • Georgina Schools Brochure • Fall 2017 • As part of the Review of the Northern Initiative, a marketing brochure has been created for the Georgina Family of schools. Distribution of this brochure will commence late Fall 2017. 	<p>Communications Department</p>
	<p>Establish SEPYR Welcome Centre program in Richmond Hill, Thornhill & Concord</p>	<p>A Welcome Centre was added in Richmond Hill in February 2016. Welcome Centres now operate in Richmond Hill and Markham: Thursday am in Markham and Wednesday pm & Saturday am at Richmond Hill. A flyer was created to advertise the centres (see Appendix A).</p> <p>In June 2017, the SEPYR program housed at St. Joseph the Worker moved to St. Joseph, Richmond Hill. This was a result of the PAR in Vaughan-Thornhill.</p>	<p>Communications/Admissions Departments</p>

	<p>Expand global partnership to recruit international students: implementation.</p>	<p>For the 2016/2017 school year: The YCDSB began working with external agencies in 2010 to recruit international students, and at the time, the Board worked with 3 agencies.</p> <p>In Feb 2016 the YCDSB signed with approximately 80 agencies for a three-year term (ending Feb 2019). In the 2016/17 school year, we recruited 59 elementary and 356 secondary (total 415) International VISA students.</p> <p>For the 17/18 school year, YCDSB recruited 52 elementary and 422 secondary VISA students. There will be 10 more students coming for January/February 2018.</p> <p>At this time the plan is to continue utilizing the agency services to recruit students in the future.</p>	<p>Admissions Department</p>
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*Initiatives deferred due to budget constraints		Concussion Training, Anaphylaxis, Automated External Defibrillators (AED) full course, Workplace Harassment, Workplace Violence full course, WHMIS 2015 full course.	
	Implement new Secondary academic staffing reporting tool.	Ongoing Target date for implementation March 2018.	Human Resources Department
	Implement digital document management software	*Deferred	Human Resources Department
	Implement facilities management software to support accommodation needs & requests	Completed 2016-2017	Budget & Audit Department Facilities Department

12.0 Review and Monitoring Process

The Strategic Planning Committee (Senior Administration Staff) meets to review progress and evaluate the effectiveness of the implementation strategies on an ongoing basis. Updates are presented to the Senior Strategic Leadership Team on a quarterly basis.

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.

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:

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York Catholic District School Board