



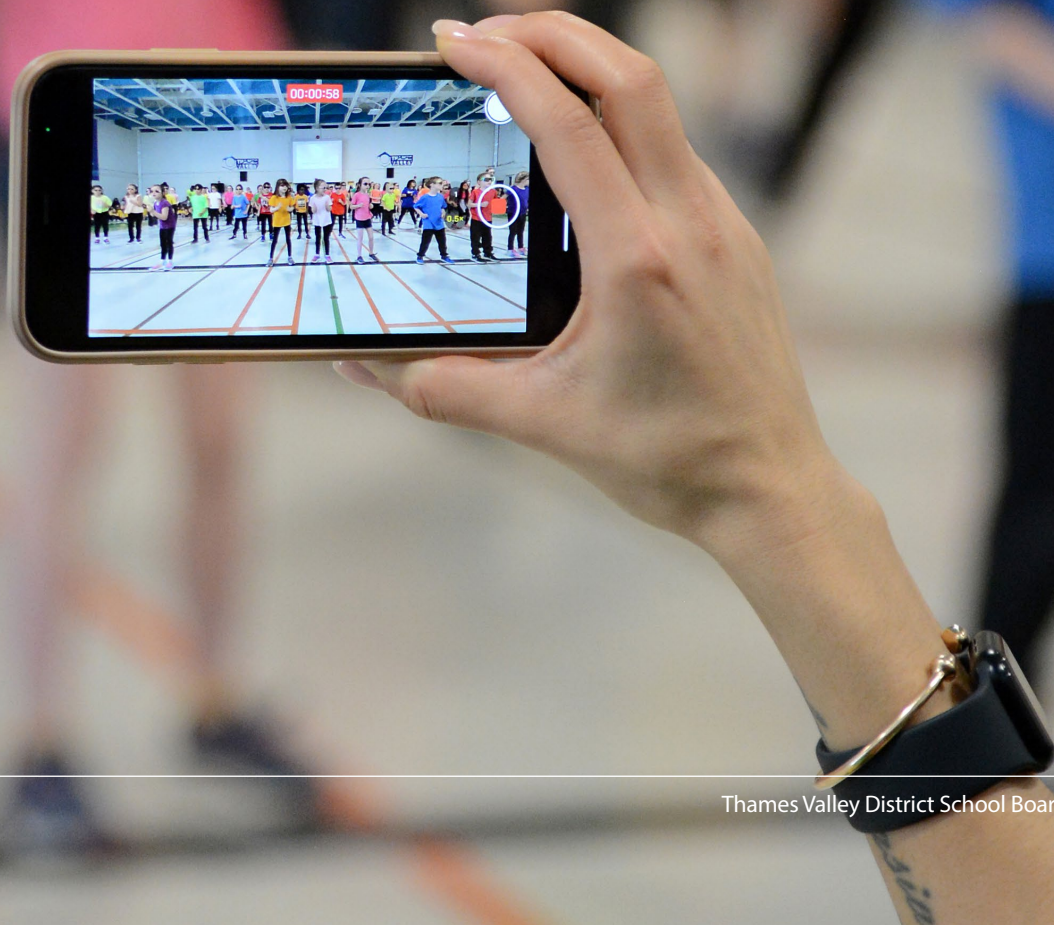
Thames Valley
District School Board



2024 - 2028
**MULTI-YEAR
STRATEGIC PLAN**

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Chair of the Board Letter

We are pleased to introduce the board’s Multi-Year Strategic Plan for 2024-2028.

The development of this plan began in the fall of 2023 and involved extensive consultation with interest holders. The new plan reflects the extensive consultation of students, family members, employees, and community members with input through engagement sessions, interviews, and online surveys.

The new Multi-Year Strategic Plan has four strategic priorities that outline the board’s vision for excellence in education in TVDSB. This strategic plan will serve as the framework for the district’s future defined through the new mission, vision, values, and strategic goals. It represents our dedication to continually improve, adapt, and respond to the changing needs of the community while maintaining focus on student achievement and well-being. It is a commitment to students, staff, and community.

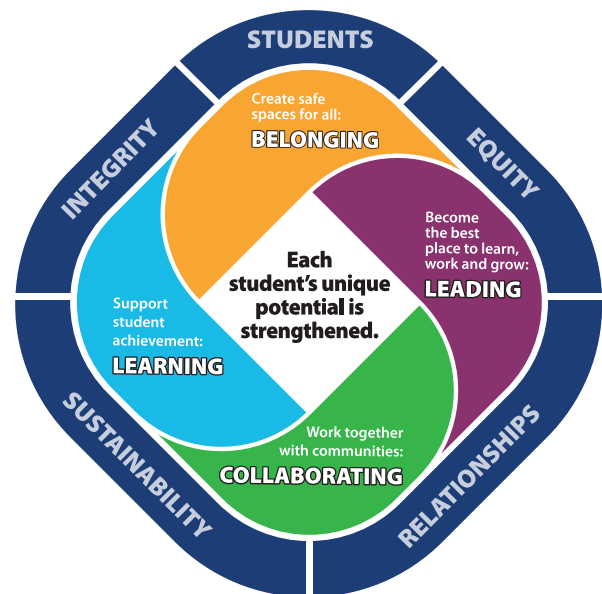
Thank you to the community for joining us in the development of this new plan. We are grateful for your support and involvement, and we thank you for your shared investment in a bright future for Thames Valley.

We welcome your continued involvement as this plan is implemented. Focusing together on the success of the strategic plan will help us to build positive, supportive, and cohesive educational environments for students throughout the district and the community.

Together, we can continue to make a difference.



BETH MAI, CHAIRPERSON
Thames Valley District School Board



Overview

The Ministry of Education’s Multi-Year Strategic Planning: A Guide for School Board Trustees details that a strategic plan is meant to “stand as a beacon for boards as they focus on creating a measurably better future for all children, students, and staff.” Indeed, a strategic plan outlines a journey that an organization wishes to take. **It identifies an aspirational future state and then charts a path—considering barriers and challenges—to get to that state.** Further, our Multi-Year Strategic Plan (MYSP) is based on our shared commitment to Ontario’s goals for education, which include Achieving Excellence, Ensuring Equity, Promoting Well-Being, and Enhancing Public Confidence in our public education system.

In very few organizations or sectors are the desired future states as ambitious or consequential and the paths so constrained and scrutinized as with school boards and the educational sector. This holds especially true for TVDSB, given the Board’s substantial size, and the geographic and demographic diversity of the communities we serve. These are further compounded by the complexity of the work for school boards, schools, and educators. Next, we outline the steps we took over a 12 month period to develop our MYSP.

Our Process

Adhering to the Ministry of Education’s Multi-Year Strategic Planning process, our work consisted of six phases:



PHASE 1 Getting Organized <i>April–May 2023</i>	PHASE 2 Gathering Initial Information <i>May–November 2023</i>	PHASE 3 Developing the Draft MYSP <i>November 2023–January 2024</i>
PHASE 4 Gathering Further Feedback and Finalizing the MYSP <i>January–April 2024</i>	PHASE 5 Developing Strategic Goals <i>April–June 2024</i>	PHASE 6 Strategic Plan Implementation and Monitoring <i>September 2024–2028</i>

Throughout our process of developing our MYSP, we relied upon two documents from the Ontario Ministry of Education to develop our MYSP: Multi-Year Strategic Planning: A Guide for School Board Trustees (2017) and the Multi-Year Strategic Planning: Supplementary Resources for School Board Trustees (2017).

In Phase 1, we developed a plan to create our new MYSP. In developing our strategic plan, the first step was to gain a deep, nuanced understanding of the contexts within which we operate, and the needs of those who are impacted by our decisions.

In Phase 2, we began to gather our initial input into our strategic plan. We engaged a diverse group of TVDSB interest-holders to gain a high-level understanding of their needs, experiences, and goals. Through this phase, we used a variety of methods including surveys, informational interviews, engagement sessions and in-class activities to gather input from a wide variety of interest-holders into the development of our MYSP.

In Phase 3, we analyzed and synthesized the data from these responses to uncover key insights and themes. These were presented to Trustees and Senior Staff during a series of sessions in November 2023. Primed with the needs of interest-holders, the Trustees and Senior Staff were led through a consensus-building activity to develop a draft vision, mission, values and strategic directions. From this retreat, a draft plan document was created and revised through December and January following input from a trustee alignment session.

In Phase 4, once the draft plan was finalized, we heard back from over 1100 individuals through a public input survey. They provided us with feedback on our draft plan, whether they felt what was important to them was reflected in the plan, and whether the plan made them feel confident in the future of the TVDSB. We responded to input received through this phase by revising our MYSP.



Next Steps

The TVDSB recognizes that engaging with our interest-holders through the process of developing our MYSP, is not a one-time effort. Building understanding and confidence in our board necessitates continual engagement with all our interest-holders, including students, staff, parents/caregivers, and community members. This we aim to do.

Phases 5 and 6 consist of developing measurable Strategic Goals, implementing and monitoring our MYSP. Once approved by the Board of Trustees, the next step is to use an evidence based approach to develop specific Strategic Goals that will accompany each of our Strategic Directions below. Strategic Goals are what an organization will achieve over the course of its strategic plan. Our aim is to take a flexible, iterative and responsive approach in the implementation of the strategic plan. While we have set high-level Strategic Directions that will guide us for the next 4 years, we will routinely review, update, and set new Strategic Goals and accompanying metrics that will be the foundation of the TVDSB Operational Plan.

Who We Are

OUR VISION | *What we set out to do, why we exist*

Each student's unique potential is strengthened.

OUR MISSION | *How and why we do what we do*

Across the TVDSB, we collaborate and innovate to promote student achievement and well-being for students in a changing world.

Our Values



Students

We centre everything we do on student needs, well-being, and achievement. Empathy, compassion, humility, and trust are embedded within this commitment.



Equity

We build a strong sense of identity and belonging, and act intentionally to enhance equity, inclusion, and respect for human rights. We honour the rights, voices, experiences, and expertise of Indigenous Peoples and equity-deserving groups.



Relationships

We build and strengthen trusting and mutually respectful relationships with students, staff, families, and communities.



Sustainability

We are committed to the sustainable stewardship of our human, financial, physical, and environmental resources. We support our students, schools, and communities to take collective action for sustainability for generations to come.



Integrity

We are committed to being transparent, consistent, truthful, and accountable in fulfilling our commitments so that we say what we mean, mean what we say, and act accordingly.

Strategic Directions

Strategic Directions At-a-Glance

Emerging from our engagement process are four interconnected Strategic Directions with short statements about where we want to be in the future. A Strategic Direction is an area of high importance that an organization establishes to realize its vision. It provides a framework for organizing, defining, and communicating Strategic Goals. Our four Strategic Directions are intimately connected and are rooted in what we heard from students, caregivers, staff, educators, partners, and our community. A Strategic Direction is an area of high importance that an organization establishes in order to realize its vision. Each strategic direction will enable the TVDSB to guide our evidence-based decision-making, including the development of Strategic Goals to accompany each Strategic Direction and focus our efforts in the coming years.

The four Strategic Directions are:

- Support Student Achievement
- Create Safe Spaces for All
- Become the Best Place to Learn, Work, and Grow
- Work Together with Communities





Support Student Achievement

LEARNING

We value students' individual educational paths and provide the tools and resources necessary for student achievement including students with special education needs.

Focusing on the strengths of students allows them to experience personal growth and well-being, while reaching their full potential. Specifically, we aim to have high expectations to narrow student achievement gaps, increase graduation rates, and improve student outcomes.



Create Safe Spaces for All

BELONGING

To support student achievement, our schools and workplaces must be safe spaces for all.

We prioritize the physical, emotional, and mental health and well-being of students and staff. We create working and learning environments that give students and staff a greater sense of connection, safety, and well-being. This includes affirming the identities and abilities of all students and staff.



LEADING

Become the Best Place to Learn, Work, and Grow

Our goal is to become Ontario's leader in education by fostering a culture of innovation and excellence.

We are committed to open communication, engagement, trust, mutual respect, and shared responsibilities. This will empower our staff to excel and focus on our primary mission of centering student achievement and well-being.



COLLABORATING

Work Together with Communities

To inform our decision-making, we will build positive, trusting relationships across our district by increasing community engagement that is accessible, accountable, and transparent.

We will increase collaborative dialogue and work together with families, staff, and communities to support students, their achievement and well-being.

Support Student Achievement

We value students' individual educational paths and provide the tools and resources necessary for student achievement including students with special education needs. Focusing on the strengths of students allows them to experience personal growth and well-being, while reaching their full potential. Specifically, we aim to have high expectations to narrow student achievement gaps, increase graduation rates, and improve student outcomes.

Goal 1 - What we will achieve:

All students achieve academic success with an emphasis on students in equity-deserving groups, including Black students, Indigenous students, students with special education needs, and multilingual learners.

Outcomes

- Students meet or exceed provincial standard in core academic subjects.
- Students in equity-deserving groups achieve at the same level as all students in core academic subjects.
- Students in equity-deserving groups meet or exceed provincial standard in core academic subjects.
- Students have access to learning opportunities beyond the core academic subjects.

Goal 2 - What we will achieve:

Necessary tools, resources and staff, are equitably distributed to support student achievement.

Outcomes

- Schools have equitable access to resources.
- Schools have access to staffing and programming resources they need based on their respective communities.
- Students have access to additional initiatives to support their achievement.

Goal 3 - What we will achieve:

Students are prepared for the next step in their learning journey and individual education paths.

Outcomes

- Students working towards an Ontario Secondary School Diploma graduate.
- Students in equity-deserving groups working towards an Ontario Secondary School Diploma graduate.
- Students leave Thames Valley Schools with the education required to be successful in their future.

Create Safe Spaces for All

To support student achievement, our schools and workplaces must be safe spaces for all. We prioritize the physical, emotional, and mental health and well-being of students and staff. We create working and learning environments that give students and staff a greater sense of connection, safety, and well-being. This includes affirming the identities and abilities of all students and staff.

Goal 1 - What we will achieve:

The physical, emotional, and mental health of students and staff is prioritized.

Outcomes

- Students and staff feel safe at school and work.

Goal 2 - What we will achieve:

A sense of community and connection is fostered within all school and work environments.

Outcomes

- Students, families, and staff feel connected to school and work.
- Students are engaged in their learning.

Goal 3 - What we will achieve:

Educational environments are created that actively recognize and affirm the identities and abilities of students and staff by fostering inclusivity and respect across the district.

Outcomes

- Staff have the skills to create supportive, inclusive, and respectful classroom environments.
- Students and staff feel like they belong and are comfortable expressing their identities at school and at work.
- Students' diverse identities are reflected in each staffing group in the TVDSB.

STRATEGIC DIRECTION 3

Become the Best Place to Learn, Work, and Grow

Our goal is to become Ontario's leader in education by fostering a culture of innovation and excellence. We are committed to open communication, engagement, trust, mutual respect, and shared responsibilities. This will empower our staff to excel and focus on our primary mission of centering student achievement and well-being expectations to narrow student achievement gaps, increase graduation rates, and improve student outcomes.

Goal 1 - What we will achieve:

Students learn in environments that optimize excellence in educational experiences and outcomes.

Outcomes

- Staff participate in regular professional learning on evidence-based, high-impact practices.
- Staff are satisfied with professional learning on evidence-based, high-impact practices.
- Staff use evidence-based, high-impact practices.
- Student voice is used to optimize excellence in educational experiences and outcomes.

Goal 2 - What we will achieve:

Staff and students work and learn in environments that value open communication, trust, mutual respect, engagement, and the pursuit of self-improvement.

Outcomes

- Staff have access to timely and relevant communication.

- Staff and students feel heard, valued, respected, and psychologically safe to engage in decision-making processes.

Goal 3 - What we will achieve:

Leadership is developed and supported across the district.

Outcomes

- Staff, students, and families have leadership opportunities and supports to excel in their roles.
- Staff diversity is promoted through equitable and progressive human resource practices and professional learning opportunities.

Goal 4 - What we will achieve:

A culture of sustainability is cultivated among students and staff.

Outcomes

- Students and staff work and learn in healthy and sustainable environments.

STRATEGIC DIRECTION 4

Work Together with Communities

To inform our decision-making, we will build positive, trusting relationships across our district by increasing community engagement that is accessible, accountable, and transparent. We will increase collaborative dialogue and work together with families, staff, and communities to support students, their achievement and well-being.

Goal 1 - What we will achieve:

Trusting and positive relationships that are accessible, accountable, and transparent are built with interest holders.

Outcomes

- Families have the information needed to navigate easily processes and resources within the district.
- Families and other interest holders are provided with regular updates and have ongoing opportunities to provide feedback.
- Families are provided with information, resources, and supports needed to be actively engaged in their children's education.

Goal 2: - What we will achieve:

There is collaborative dialogue with families and school community members, directly involving them in educational processes and decision-making.

Outcomes

- Create and promote diverse engagement opportunities that are tailored to meet the needs of the district's varied community groups, with an emphasis on equity-deserving communities,

including black students, Indigenous students, students with special education needs, and multilingual learners.

- Create and promote engagement opportunities for collaboration and input from School Councils.
- Indigenous perspectives are represented and have an impact on board decisions.

Goal 3 - What we will achieve:

Sustainable partnerships with First Nations communities with Education Service Agreements and municipal entities are strengthened to enhance collaborative efforts that support student achievement and well-being.

Outcomes

- Establish regular, structured communication channels with First Nations communities with Education Service Agreements and municipal partners.
- Students are supported through enhanced community-collaborative projects and programs.



Thames Valley
District School Board

**Overlap
Associates**

**Better is
Possible**

**This Strategic Plan has been developed collaboratively
with the Thames Valley District School Board and Overlap.**

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