



# Annual Operating Plan for the Multi-Year Strategic Plan

**To:** Planning and Priorities Committee  
**Date:** October 1, 2024  
**Report No.:** 10-24-4772

## Strategic Directions

- Commit to the implementation of the Truth and Reconciliation Commission of Canada: Calls to Action
- Achieve – All students reach high levels of achievement, success, and personal development.
- Thrive – All students graduate with the confidence, skills, and knowledge to thrive.
- Belong – All students belong, are engaged, and valued in an inclusive environment.
- Revitalize – All students and staff learn and work in inclusive, safe, and modern environments.

Equity as a guiding principle: Equity is foundational to all TDSB work and will be embedded throughout the strategic directions.

## Recommendation

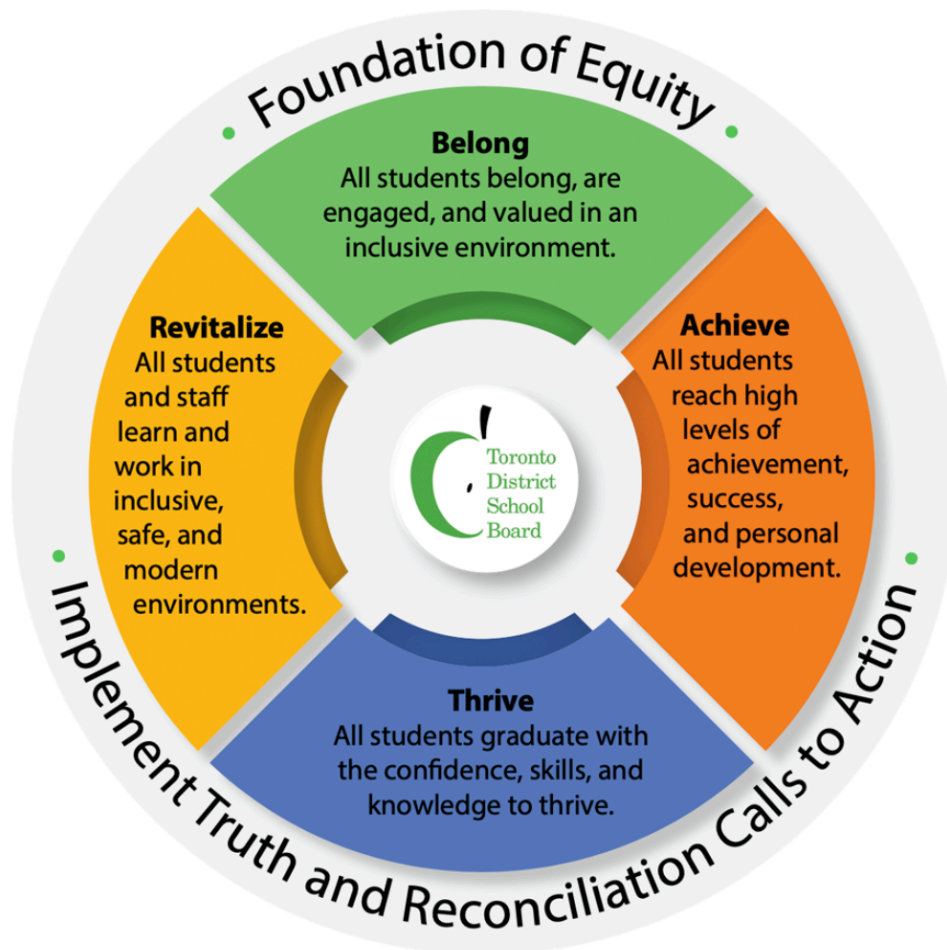
It is recommended that the Annual Operating Plan for the Multi-Year Strategic Plan be received.

## Context

In August 2023, the Student Achievement Plan (SAP) was developed and released by the Ontario Ministry of Education as part of the Better Schools and Student Outcomes Act, 2023. The SAP includes goals and Key Performance Indicators (KPIs) that all school boards across Ontario must use to track student achievement, engagement, and well-being.

In April 2024, the Board of Trustees approved the Multi-Year Strategic Plan (MYSP), [\*Inspiring Minds and Shaping Futures: Our Multi-Year Commitment to Student Success\*](#). This plan guides the Board's work for the next four years on a continued journey towards excellence in education for all students. The MYSP serves as a roadmap towards realizing the collective vision for students and staff served by the TDSB.

There are five key strategic directions in the MYSP: *Truth and Reconciliation*, *Achieve*, *Thrive*, *Belong*, and *Revitalize*.



For each of the next four years, staff will identify System Goals from the MYSP, aligned with the Ministry's KPIs, to give specific direction to guide professional learning, actions and monitoring efforts.

The identified System Goals will strengthen the work being done by teams and departments across the district as they refine their focus on student achievement, mental health and well-being, as well as implement TDSB strategies (e.g., Literacy Strategy, Math Strategy, Combatting Hate and Racism Strategy: Student Learning Strategy, Mental Health and Addiction Strategy).

The System Goals will be reviewed and updated each year as we make progress and new needs arise.

# System Goals and Key Performance Indicators for 2024-2025

To meet the Board and Ministry's expectations, we have set clear system goals for **Year 1** (2024-2025) and Key Performance Indicators (KPIs), which are listed below:



## Truth and Reconciliation

We will raise awareness and understanding of historical and contemporary experiences of Indigenous Peoples to renew and strengthen relationships between Indigenous and non-Indigenous Peoples, and enhance First Nations, Métis, and Inuit culturally positive conditions in classrooms and schools.

### KPIs:

- % of students who meet or exceed the provincial standard in First Nations, Métis, and Inuit secondary courses
- % of First Nations, Métis, and Inuit students who meet or exceed the provincial standard in mathematics and literacy
- % of First Nations, Métis, and Inuit students experiencing culturally positive conditions in schools and classrooms



## Achieve

We will raise the literacy and numeracy achievement of all students and close disproportionate outcomes.

### KPIs:

- % of students who meet or exceed the provincial standard on:
  - Grade 3 EQAO Reading, Writing, Math
  - Grade 6 EQAO Reading, Writing, Math
  - Grade 9 EQAO Math



## Thrive

We will increase access to courses and programs that reflect student interest and support transitions to maximize post-secondary opportunities.

### KPIs:

- % of students participating in at least one job skills program (Specialist High Skills Major, Dual Credits or Ontario Youth Apprenticeship Program)



## Belong

We will improve the attendance of students experiencing disengagement.

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### KPIs:

- **the number of referrals to social work/attendance counsellors**
- **% of students in Grades 1-8 whose individual attendance rate is equal to or greater than 90 percent**



## Revitalize

We will improve practices, accessibility and modernization so all students and staff learn and work in inclusive, safe and modern environments.

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### KPIs:

- **% completion of school assessment and classification as outlined in the Capital Revitalization Strategy**
- **average time to recruit teaching staff**
- **% increase in central departments utilizing an Enterprise Service Management Platform to automate, optimize, and modernize workflows**

## Monitoring and Reporting

Progress of System Goals will be monitored and reported annually to the Planning and Priorities Committee, inclusive of data and evidence associated with the KPIs.

## Action Plan and Associated Timeline

Principals and Vice Principals will initiate Phase 1 of the School Improvement Planning (SIP) Framework (Appendix A) in September 2024.

Principals and Vice Principals will engage school staff, students and parents/guardians/caregivers in the development of a school focus in Indigenous Education, and use their school data to determine specific evidence-based strategies and actions to implement throughout the phases of the School Improvement Planning Framework.

Using the School Improvement Planning Framework, Family of Schools Superintendents of Education will monitor each school's progress through regular school improvement visits and reviews of school and student data.

Executive Officers and System Officers will monitor progress through regular meetings and reviews of the KPIs.

## Resource Implications

Ministry-designated funding is provided in many areas that are reflected in the SIP Action Plan, including Literacy, Math, Experiential Learning, and Student Success. Along with TDSB funding, Ministry funding will support the implementation of the Operational Plan of the Multi-Year Strategic Plan.

In addition, the Board receives School Renewal and School Improvements Funding annually from the Ministry to support the Capital Revitalization Strategy as well as the use of Proceeds of Disposition and Capital Priorities Funding based on business case submissions.

## Communications Considerations

Staff will work with Communications and Public Affairs to establish a communications plan to effectively communicate the Operational Plan of the Multi-Year Strategic Plan internally and externally.

## Board Policy and Procedure Reference(s)

- [Multi-Year Strategic Plan \(MYSP\) 2024-28](#)
- [Equity Policy \(P037\)](#)
- [P031: Human Rights Policy](#)

## Related Documents

[Truth and Reconciliation Commission of Canada: Calls to Action](#)

Academic Pathways Strategy: Supporting Students From Kindergarten to Apprenticeship, College, University, and the Workplace

Capital Revitalization Strategy

Combatting Hate and Racism: Student Learning Strategy

Literacy Strategy

Math Strategy

Mental Health and Addiction Strategy

## Appendices

- **Appendix A:** [TDSB School Improvement Planning Framework](#)
- **Appendix B:** [Ministry of Education Student Achievement Plan](#)

## From

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