

Strategic Planning Process	
Adopted: December 19, 2017	Last Reviewed/Revised: April 18, 2023
Next Scheduled Review: 2025-2026	
Associated Policies & Procedures: <a href="#">V-18 Community Engagement and Public Consultation Policy</a>	

## Purpose

To establish a framework and process for the development, implementation and review of the HCDSB's multi-year strategic plan.

## Application and Scope

This policy applies to Halton Catholic District School Board (HCDSB)'s Trustees, staff, community partners and any other stakeholders involved in the development, implementation and review of the HCDSB's multi-year strategic plan. The Board approved multi-year strategic plan forms the guiding principles for all staff, trustees, community partners and relevant stakeholders.

## References

[Education Act, Section 169.1 – Board responsibility for student achievement and effective stewardship of resources](#)

[Bill 177, Student Achievement and School Board Governance Act](#)

## Definitions

**Activities** are actions taken to achieve goals.

**Inputs** are the resources used to implement activities.

**Mission statement** is a concise description of the organization's purpose.

**Outcome statements** are specific descriptions of desired impact/results of implementing a strategic goal. Outcome statements outline what success looks like, allowing for measurable progress on the implementation of strategic goals.

**Outputs** are the results of undertaken activities.

**Stakeholders** are staff, students, parents/guardians, priests and parish representatives, Catholic ratepayers, community members and partners, and other interested persons or agencies.

**Strategic goal** is what the organization will achieve over the course of the strategic plan. A strategic goal is achieved through activities and/or initiatives the organization implements in order to realize its vision.

**Strategic plans** are high-level statements of where the organization wants to be in a certain timeframe, and what it will achieve to realize that vision. The multi-year strategic plan is a statement of intent to act upon each of the strategic goals identified within it.

**Strategic planning** refers to the process of making fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.

**Strategic priority** is an overarching, high-level priority that an organization establishes in order to realize its vision. A strategic priority provides the framework for organizing, defining and communicating strategic goals.

**Values statement** outlines the organization's core beliefs that frame how employees and students operate, and how decisions are made.

**Vision statement** is a vivid and engaging description of the organization's idealized future state.

## Principles

- The Halton Catholic District School Board is committed to being a model learning community, providing exceptional Catholic education by meeting the learning needs of all students so that they may realize their God-given potential.
- The Board of Trustees are charged with governance of the organization, setting long-term strategic priorities and goals that are supported by available resources, and monitoring the implementation of the strategic plan.
- The Halton Catholic District School Board is committed to promoting student achievement and well-being; ensuring effective stewardship of the HCDSB's resources; and delivering effective and appropriate education programs to its students.
- Effective organizations are based on aligned processes so that sustained performance and improvement occurs. The Halton Catholic District School Board acknowledges the importance of connecting all areas of the organization including mission, vision and value statements, priorities, strategies, goals and plans.
- The HCDSB's multi-year strategic plan reflects evidence-based decision making and is supported by data. Progress against goals and targets are monitored by the Board.
- The Halton Catholic District School Board values relationships and partnerships and is committed to encouraging and supporting two-way communication for the purposes of stakeholder consultation, feedback and providing necessary information in the development and progress of the HCDSB's multi-year strategic plan.
- Ongoing results-based accountability and evidence-informed decision-making are the standard approaches to planning and improvement efforts. Strategies/initiatives are adjusted in response to evidence.

## Requirements

### General Requirements

- The HCDSB's multi-year strategic plan is aligned to the mission, vision, and values of the Board.
- The HCDSB's multi-year strategic plan is aligned to HCDSB and School Improvement Plans, annual operating plan and maintaining a focus on performance, effectiveness and sustainability.
- The budget process is aligned with the HCDSB's multi-year strategic plan, and strategic priorities and goals are supported by sufficient resources.
- The Board of Trustees are responsible for approving the multi-year strategic plan for the HCDSB through board resolution.
- The HCDSB's multi-year strategic plan covers a period of four (4) years, and is annually validated by the Trustees through Board resolution.
- The Director of Education is responsible for the implementation of the multi-year strategic plan and the development of annual operating plans that support its implementation.

### Phase I – Getting Organized

- The Board of Trustees shall begin the strategic planning process through a Board resolution.
- The Board of Trustees review, validate and update the HCDSB's existing mission, vision and values, through Board resolution.
- A Strategic Planning Steering Committee is formed to guide the process, composed of, but not limited to, the Board of Trustees, the Director of Education, select Senior Staff and Research staff. Roles and responsibilities are established at the start of the process.
- The Strategic Planning Steering Committee determines the timelines for developing the multi-year strategic plan and assesses if a facilitator is beneficial for parts of the strategic planning process. Trustees approve, through Board resolution the recommendation, on timelines and use of a facilitator (if applicable).

### Phase II – Gathering Information

- The Strategic Planning Steering Committee prioritizes data to be collected from the HCDSB's internal and external environment scans, including identity-based data and student level data. The Committee analyzes the data to study emerging themes that will suggest the direction of the Board.
- Senior Staff provide detailed input for the Strategic Plan from their areas of expertise.
- Stakeholder groups are identified and the consultation process to use for gathering data from both the internal and external operating environments is determined. Trustees approve the consultation process through Board resolution.
- Stakeholder consultation takes place.



- A communication plan is developed, to keep all stakeholders informed of the process. The Board of Trustees approves the communication plan, through Board resolution.

#### Phase III – Developing the Multi-Year Strategic Plan

- The Strategic Planning Steering Committee analyzes consultation findings and establishes strategic priorities and goals. The Director of Education, in collaboration with the Strategic Planning Steering Committee, creates an evaluation framework to set realistic and measurable targets and outcomes, and identifies champions responsible for each goal.
- The Strategic Planning Steering Committee presents the draft strategic plan, including strategic priorities and strategic goals to the Board of Trustees for approval. Trustees approve, through Board resolution, the strategic plan, including strategic priorities and strategic goals.
- An effective communication strategy is developed, to promote the multi-year strategic plan and to publicly report on the achievements. The approved multi-year strategic plan is communicated to all stakeholders.

#### Phase IV – Implementing and Monitoring the Multi-Year Strategic Plan

- The Director of Education provides the Board of Trustees with annual updates on the progress towards the goals and targets identified in the HCDSB’s multi-year strategic plan, through an annual report card and the Director’s Annual Report. To assess progress towards strategic priorities and goals; targets and initiatives are reviewed and analyzed and additional consultation takes place to collect perceptual data from stakeholders. The Director identifies areas of success and challenges and provides updates on the operating plans. Updates to the multi-year strategic plan are posted on the public website.
- Refer to Appendix A for the multi-year strategic planning framework.

APPROVED: Regular Meeting of the Board

AUTHORIZED BY: \_\_\_\_\_  
*Chair of the Board*



Phase 1

Getting Organized

Phase 2

Gathering Information

Phase 3

Developing the Multi-Year Strategic Plan

Phase 4

Implementing and Monitoring the Multi-Year Strategic Plan

