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# Strategic Plan

Waterloo Catholic District Schools

**Living In Faith**

# Introduction

2018 - 2021

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The tapestry of Waterloo Catholic is one that is rich in its diversity and cherished for its legacy. It is not a historical artefact but a treasure that is dynamic and ever-evolving. Each year new depth is added, new threads that add to the complexity and strength of the fabric. With the Strategic Plan contained herein, the tapestry hopes to be enriched, and become stronger and more beautiful yet. The threads are an extension of the previous work and are intended to build from it. The plan begins with an acknowledgment that while our Catholic schools have an unchanging core, the stakeholders we serve and their needs continue to evolve.

Recently we have received the Assembly of Catholic Bishops of Ontario letter Renewing the Promise. It was a wonderful opportunity to consider our past, present and future not only in Catholic education, but more specifically as a board. We have reflected deeply on the letter and it has strongly informed this Strategic Plan and the goals and work contained therein.

As with our previous plan, a fidelity to our stated beliefs, mission and vision, which remain unchanged, will ensure that we experience a successful journey. The Waterloo Catholic District School Board Multi-Year Strategic Plan sets out to prioritize our work in the areas of:

*Nurturing Our Catholic Community*

*Student Engagement, Innovation and Achievement and*

*Building Capacity to Lead, Learn and Live Authentically.*

Waterloo Catholic prides itself on being Heart of the Community, providing Success for Each and A Place for All. With this core to our Vision, we find that the evolving Strategic Directions directly respond to each aspect of this aspirational statement. Further, through our unchanging mission, we aspire to transform our school communities into learning spaces where Faith and gospel values are witnessed, students are empowered, and leadership is distributed. There is no strategic direction or goal that is the sole responsibility of any one person or department. There is a collective responsibility embedded within each. A culture of high expectations informs each goal and is a hallmark which is exemplified in each articulated indicator we will track. The goals and actions identified within the plan speak to the specifics of how we aspire to bring the system forward, consistent with our Catholic social teachings and with our gospel values as our foundation.

We continue to see a place and a role for our staff and students, not only in the local and provincial community, but indeed in our global community. We have aspired to build a plan that places innovation at its core and which sets a foundation for building greater success for each of our students. We continue to acknowledge that creativity, boldness, relationship and inclusion will be hallmarks of the work in all our schools.

As Catholics we are a people of hope and we believe in connecting each child to a future with promise. We believe this is possible when we are called to be members of Christ's community, when we are nourished by our Faith and the teachings we find in the gospel of Christ, and when we go forth, enriched by the love of God and His great promise to us.

The road ahead holds awesome possibilities. The tapestry will continue to evolve in new and exciting ways. The threads will have to interweave – not only with the old but with the many and varied threads joining as one. The picture formed will exceed the previous, but at its core will be the inspiration of Christ and His gospel. Like any great masterpiece, time and perspective will unlock all its potential, but the true gift will come from the inspiration and the blending of all the threads.

*Loretta Notten*  
*Director of Education*

## Our Vision, Our Mission, Our Beliefs...

# Our Vision

Our Catholic Schools: heart of the community-success for each, a place for all.

# Our Mission

As disciples of Christ, we educate and nurture hope in all learners to realize their full potential to transform God's world.

# Our Beliefs

All students nurtured in a community grounded in our Gospel values, and experiencing authentic learning environments of collaboration, inquiry and engagement, will become global citizens who transform God's world.

We maximize the God-given potential of each child when we welcome all students, believe in all students and instill hope in all students, basing our decisions on stated priorities.

In fostering students who meet the Ontario Catholic School Graduate Expectations we also produce successful and independent global 21st century learners who give witness to their faith.



## Nurturing Our Catholic Community

- Bear witness to our Faith through joyful discipleship and our relationships with and in Christ
- Promote a culture of belonging and respect, that supports success for all

## Living In Faith

### Building Capacity to Lead, Learn & Live Authentically

- Investment in global competency development and leading technologies
- Nurture the well being of all students and staff

### Student Engagement, Achievement & Innovation

- Nurture a Culture of Innovation
- Foster maximum opportunity for success for all

## Nurturing Our Catholic Community

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### *Bear witness to our Faith through joyful discipleship and our relationships with and in Christ:*

- Provide opportunities to live out and inform our faith through implementation of our Pastoral Plan, which will be rooted in a response to the pastoral letter, Renewing the Promise
- Promote stewardship of the earth and its resources
- Increase parent and community engagement in all our Catholic school faith-related activities

### *Promote a culture of belonging and respect, that supports success for all:*

- Successful Implementation of WCDSB equity action plan to facilitate organizational change
- Equitable access to learning opportunities

Strategic Direction	Strategic Direction	Goals (to achieve Priority)	Actions (to achieve Goals)	Evidence/ KPI	Monitoring Responsibility of...	Timeline		
						18/19	19/20	20/21
Nurturing Our Catholic Community	Bear witness to our Faith through joyful discipleship and our relationships with and in Christ	List them for each identified Priority	List them (for each identified goal)	List the expected evidence and how it will be monitored; and by whom (for each goal)	Who are the collaborators with responsibility and those who will report on the Key Performance Indicators	Indicate Year in which goal is expected to be fully realized		
		Provide opportunities to live out and inform our faith through implementation of our Pastoral Plan, which will be rooted in a response to the pastoral letter, Renewing the Promise	Each school will participate in the key activities outlined in the Pastoral Plan. The Eucharist story will form the foundation for our call to Renew the Promise, as we explore the themes of Called to Belong (Year 1); Gathered to Become (Year 2); Sent to Build (Year 3).	For each year of the pastoral plan, all schools will have artefacts reflective of the current theme, supported by System Faith Formation Council (SFFC).	Superintendent of Faith Formation Others: System Faith Formation Council  Religion & Family Life Consultant  Administrators  School Pastoral Team	●	●	●
		Promote stewardship of the earth and its resources	Implement the core teachings of Laudato Si (Pope Francis' teaching on Care for our Common Home)  Faith Leadership programming includes workshops on stewardship of creation	Achieve and maintain 100% Eco School Certification  Attain commitment to Sustainable Waterloo Region to reduce our carbon footprint by 1% per year	Energy Conservation Officer  Others: Administrators Chief Managing Officer	●	●	●
	Increase parent and community engagement in all our Catholic school faith-related activities	Through website engagement, social media and portals  Through increased parent engagement activities  Through reciprocal partnership with our parishes	Increased outcomes on parent survey responses over three years of this plan  Increased attendance by 5% at parent focused events  Increased online tool statistics, (eg., Google Analytics for web pages/tools, D2L and School Messenger)	Superintendent of Parent Engagement  Others: Superintendent of Faith Formation  Chief Managing Officer and Digital Media Marketing Officer  Administrators	●	●	●	

Strategic Direction	Strategic Direction	Goals (to achieve Priority)	Actions (to achieve Goals)	Evidence/ KPI	Monitoring Responsibility of...	Timeline			
						18/19	19/20	20/21	
Nurturing Our Catholic Community	Promote a culture of belonging and respect, that supports success for all	Successful Implementation of WCDSB equity action plan to facilitate organizational change	Increased use of culturally relevant and responsive pedagogy;  Honour & acknowledge spirituality of Indigenous and other faith traditions  Implementation of Identity based surveys and corresponding data  Implementation of our Fair and Equitable Hiring Policy (APO 028)	Increased diversity in the materials being used in schools, eg., classrooms and learning commons (representative of our student population)  Job posting audit will reflect implementation of APO 028	Superintendent of Equity  Others: Superintendent of Human Resources  Superintendent of Program Services  Indigenous Education Lead Teacher			●	●
		Equitable access to learning opportunities	Equitable access in all schools to technology and innovative digital tools;  Provide PD on how we 'know the learner', both in terms of effective and increased utilization of EnCompass and teaching tools and pedagogy  Provide appropriate supports for students and ensure goals in SIPSAs related to students where there are achievement gaps.  Focus on fostering Belonging/ Inclusion in all school environments  Ensure students have maximum opportunity to access surveys (eg., via translation tools, etc)	BYOD statistics and Board wide device statistics (analyzed to ensure equitable access in all classrooms to maintain consistent device: student ratios)  PD Statistics – e.g., online tools,  Monitoring the EnCompass data to assess the ELL, IEP(Individual Education Plan), gender and FNMI achievement gaps  Increase in affirmative responses on Student Survey Data (eg., Transition Survey, School Climate Surveys, Exit Surveys)	Superintendent of Innovation Superintendent of MISA  Others: Superintendent of Program  Superintendent of Safe Schools  Chief Information Officer  Administrators  Program Consultants	●	●	●	

## Student Engagement, Achievement & Innovation

### Nurture a Culture of Innovation:

- Ensure classroom pedagogy and pathway opportunities are relevant and provide transferable skills for student success
- Continue to seek and support reciprocal partnerships with Community/ educational partners and leverage the mutual learning

### Foster maximum opportunity for success for all:

- Improve Numeracy Achievement
- Improve Graduation Rate
- Improve Secondary Literacy Achievement
- Increased Opportunity for Experiential Learning

Strategic Direction	Strategic Direction	Goals (to achieve Priority)	Actions (to achieve Goals)	Evidence/ KPI	Monitoring Responsibility of...	Timeline		
						18/19	19/20	20/21
Student Engagement, Achievement & Innovation	Nurture a Culture of Innovation	Ensure classroom pedagogy and pathway opportunities are relevant and provide transferable skills for student success	<p>Support pilot programs and leverage the learning from those experiences</p> <p>Incorporate STEAM, coding and robotics K-12, with a particular focus on engaging girls</p> <p>Teachers will track student achievement and artefacts in pilot projects</p> <p>Ensure equity of opportunity through system strategic decisions, eg., BYOD strategy</p> <p>Continued promotion of eLearning offerings and more effective utilization of eLearning to support students in achieving successful learning outcomes</p>	<p>Increase in achievement for "marker students"</p> <p>Increase in number of experiential learning opportunities in the elementary panel (and the number of students connected to them)</p> <p>Qualitative survey data completed by students involved in experiential learning</p> <p>Assessment process for pilot projects tied to student engagement and achievement</p> <p>Increase in enrollment of girls in science and computer science/ communication tech related courses</p> <p>Increase in eLearning course participation and successful completion of courses</p>	<p>Superintendent of Program Services</p> <p>Others: Superintendent of Innovation</p> <p>Chief Information Officer</p> <p>Superintendent of Student Success</p> <p>Family of Schools (FOS) Superintendents</p> <p>Administrators</p> <p>eLearning teacher</p>	•	•	•
		Continue to seek and support reciprocal partnerships with Community/ educational partners and leverage the mutual learning	<p>Facilitate placements with local industry, and community and public organizations, as well as global service learning / social justice initiatives and organizations</p> <p>Explore internal and external partnerships between schools, e.g., via co-op, as well as leveraging learning in local sites</p>	<p>Increase in number of placements with local industry, community and public organizations</p> <p>Increase in number of students in Specialist High Skills Major (SHSM) and the variety of opportunities connected to the SHSM Red Seal</p> <p>Evidence Principal collaboration at Administrator meeting and Innovation in Leadership Series, as well as FOS meetings and Academic Council; and innovative practices are replicated in additional school sites</p> <p>#wcdsbInnovates website is populated with projects</p>	<p>Superintendent of Student Success</p> <p>Others: Experiential Education Consultant Pathways Team Learning Innovation Consultant</p>	•	•	•

Strategic Direction	Strategic Direction	Goals (to achieve Priority)	Actions (to achieve Goals)	Evidence/ KPI	Monitoring Responsibility of...	Timeline		
						18/19	19/20	20/21
Student Engagement, Achievement & Innovation	Foster maximum opportunity for success for all	Improve Numeracy Achievement	<p>Provide job-embedded professional capacity building, most specifically through the use of instructional coaches and co-teaching</p> <p>Utilize data (via tools such as Compass for Success, Gradebook, Power BI and Predictive Analytics) to more effectively assist in more precise needs assessment and intervention (including comparisons between report card achievement and EQAO)</p>	<p>Improvement in EQAO achievement by minimum of 5% over three years in our grade 9 Applied level students and our grade 6 students</p> <p>Decrease the gap in achievement between those students on an IEP and those who are not for EQAO numeracy assessments</p> <p>Teacher survey data and feedback reflect increasing sense of professional efficacy</p> <p>Increase in achievement for Marker Students</p>	<p>Superintendent of Program Services Superintendent of Special Education</p> <p>Others: Family of Schools (FOS) Superintendents</p> <p>Administrators, Program Services Teams</p> <p>Instructional Coaches and Program Team</p> <p>Classroom Teachers</p>			●
		Improve Graduation Rate	<p>Utilize data (via Compass for Success, Gradebook, Power BI and Predictive Analytics) to more effectively assist in more precise needs assessment and intervention</p> <p>Create more diversified learning opportunities, e.g., via innovation, SHSM, credit courses mapped to student interest, eLearning, experiential learning, diversified pathways</p> <p>Utilize re-engagement strategy to address graduation gaps for 5th year and early leaver students</p>	<p>Continued Improvement in the Graduation Rate – with a goal of 83% over 3 years for 4-year rate and a goal of 90% for the 5-year rate</p> <p>Student assessments (self and teacher) reflect progression on the global competency rubric (i.e. New Pedagogies for Deep Learning)</p> <p>Increase in number of students captured in our 12+ re-engagement success statistics</p>	<p>Superintendent of Student Success</p> <p>Others: FOS Superintendents</p> <p>Superintendents of Innovation, Program, Special Education and Equity</p> <p>Administrators Experiential Learning Team</p> <p>Re-engagement Officer</p>			●

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Student Engagement, Achievement & Innovation	Foster maximum opportunity for success for all	Improve Secondary Literacy Achievement	<p>Utilize data (via Compass for Success, Gradebook, Power BI and Predictive Analytics) to more effectively assist in more precise needs assessment and intervention</p> <p>Embrace a cross-curricular and cross-panel focus on literacy</p> <p>Teachers to facilitate increased use of (assistive) technology on a daily basis, particularly in applied level classrooms</p>	<p>Increase to 82% over three years in OSSLT success rate for FTE students</p> <p>Increased success for our Applied level students on OSSLT; decreasing gap between boys and girls, applied and academic; decreasing gap between students on IEP and those not on IEP</p>	<p>Superintendent of Student Success</p> <p>Others: Supt of Student Services</p> <p>FOS Superintendents</p> <p>Administrators</p> <p>Program Services</p> <p>Student Services Team</p> <p>Classroom Teacher</p>			●
		Increased Opportunity for Experiential Learning	<p>Increased support for Creating Pathways to Success (e.g., Individualized Pathway Planning via My Blueprint and All About Me Portfolios)</p> <p>Build capacity for greater experiential learning both within and outside of the classroom (eg., through inviting guest speakers into classrooms, through technology innovations such as virtual reality, and through travel for credit)</p>	<p>Full system statistics for My Blueprint, to assess full system implementation</p> <p>Increase in number of OYAP participants and apprenticeship opportunities for students of the board</p> <p>Increase in K-8 experiential learning opportunities, as tracked by system experiential learning teacher</p>	<p>Superintendent of Student Success</p> <p>Others: Superintendent of Innovation Experiential Learning Team Learning Innovation Consultant</p>	●	●	●



## Building Capacity to Lead, Learn & Live Authentically

### Investment in global competency development and leading technologies:

- Increased awareness of and responsible implementation of Digital Citizenship
- Increase in precise student programming and use of New Pedagogies for Deep Learning (NPDL)
- Ensure technology is current and relevant to optimal teaching and learning practices

### Nurture the well being of all students and staff:

- Decrease in staff absenteeism/sick leave usage, and health and safety incidents
- Increase in student attendance and engagement
- Provide opportunities to nurture faith and spirituality of staff and students

Strategic Direction	Strategic Direction	Goals (to achieve Priority)	Actions (to achieve Goals)	Evidence/ KPI	Monitoring Responsibility of...	Timeline		
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Building Capacity to Lead, Learn & Live Authentically	Investment in global competency development and leading technologies	Increased awareness of and responsible implementation of Digital Citizenship	Support the pedagogical use of BYOD to support digital citizenship, through #wcdsbinnovates website and work	Increase in-usage stats in the WCDSB BYOD online environment  Classroom Evidence (pedagogical documentation) from Instructional coach reports & SO Visits	Superintendent of Innovation  Others: Chief Information Officer FOS Superintendents Innovation Consultant Digital Media Marketing Officer Administrators	●	●	●
			Update and promote the Samaritan on the digital road resource	Utilization statistics of private and public Innovation Online resource bank #wcdsbinnovates				
			Promote the use of “green apps & web environments”	Monitor usage statistics of both red, yellow and green apps and web environments  Increase use (as measured by usage stats) within encompass, D2L, Google classroom				
			Access to professional development through various venues, including but not limited to Leadership Series, Life Long Learning Series, classroom coaching, NPDL leads, Administrator mtgs.	Meeting agendas that reflect promotion of green apps				
		Increase in precise student programming and use of New Pedagogies for Deep Learning (NPDL)	Effective use of data technologies to support more precise student planning and more personalized, relevant professional development;  Continued investment in Learning Commons refresh and in school classroom furniture	Increase in usage statistics for the EnCompass Environment  Students assessments (self and teacher) reflect progression on the competency rubric  Increase in school-based PD requests reflecting a focus on New Pedagogies for Deep Learning (NPDL) coaching and innovation  Increase in qualitative staff responses to PD focused on precise student programming & NPDL  Completion of Years 2, 3 and 4 of the Learning Commons refresh plans  Discretionary School and system investments in “third teacher” learning environments	Superintendent of Program Services  Others: Superintendent of Innovation FOS Superintendents Innovation Consultant Executive Superintendent of Corporate Services Administrators	●	●	●

Strategic Direction	Strategic Direction	Goals (to achieve Priority)	Actions (to achieve Goals)	Evidence/ KPI	Monitoring Responsibility of...	Timeline		
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Building Capacity to Lead, Learn & Live Authentically	Investment in global competency development and leading technologies	Ensure technology is current and relevant to optimal teaching and learning practices	Through IT Governance Council and its respective committees, assess existing technologies including availability and adjust investments as required through school year budget	<p>Increase in affirmative responses by staff to Staff PD survey</p> <p>Increase in affirmative responses by students to Student Voice/School Climate survey</p> <p>Responsive investment reflected in annual IT strategic plan and budget</p>	<p>Chief Information Officer</p> <p>Other: Executive Superintendent of Corporate Services</p> <p>Superintendent of Innovation</p>	●	●	●
	Nurture the well being of all students and staff	Decrease in staff absenteeism/sick leave usage, and health and safety incidents	<p>Proactive Health and Safety initiatives;</p> <p>Leadership Series will focus on wellness opportunities and education;</p> <p>Wellness initiatives;</p> <p>Implementation of effective and respectful Employee Attendance Support Program (EASP);</p> <p>Implement new staff attendance portal, that assists in mitigating absenteeism</p> <p>Targeted PD for staff on wellness</p>	<p>Decrease in reports of violent incidents</p> <p>Decrease in WSIB claims</p> <p>Decrease in staff absenteeism</p>	<p>Superintendent of HR</p> <p>Others: Superintendent of Leadership</p> <p>Manager of HR</p> <p>Administrators/Managers</p> <p>Absence Management Team (HR dept)</p> <p>Health and Safety Team</p>	●	●	●

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Building Capacity to Lead, Learn & Live Authentically	Nurture the well being of all students and staff	Increase in student attendance and engagement	<p>Intentional programming for students on well-being as a skill,</p> <p>Exposure to constructive conflict resolution processes through restorative justice program and Alternative to Suspension program</p> <p>Continued implementation of The Umbrella Project and Resiliency training (region)</p> <p>Integration of Healthy Active Living and Learning into local school Well Being Plans</p>	<p>Increase in the number of schools implementing the Umbrella Project</p> <p>Increase in student qualitative responses on School Climate/ Student Voice/Resiliency surveys</p> <p>Decrease in student suspensions</p> <p>Affirmative parent feedback on the alternative to suspension program</p> <p>Improved student attendance metrics</p> <p>Increase in OPHEA Healthy Schools certifications</p> <p>Increase in number of schools working with Region of Waterloo Public Health.</p> <p>Increase in affirmative responses in qualitative student voice surveys (mapped to healthy living)</p>	<p>Superintendent of Safe Schools</p> <p>Others: Superintendent of Equity (Community Justice Initiative – CJI)</p> <p>Mental Health Lead Principal of Don Bosco</p> <p>Student Success</p> <p>Consultants (intermediate)</p> <p>Administrators</p>	●	●	●
	Provide opportunities to nurture faith and spirituality of staff and students	<p>Offer a Full PD Day for Spiritual Development each school year</p> <p>Through 3-year pastoral plan, include programming in support of the life of prayer and a deepening spirituality</p>	<p>Surveys of staff following yearly event</p> <p># of attendees at workshops/ retreats on prayer/spirituality</p>	<p>Superintendent of Faith Formation</p> <p>Others: System Faith Formation Council</p> <p>Spiritual Development Day</p> <p>Planning Committee</p> <p>Religion &amp; Family Life Consultant</p> <p>Chaplains</p> <p>Superintendent of Leadership</p>	●	●	●	

# Our Thanks....

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The work of developing this Strategic Plan commenced in the spring of 2018, under the direction of Board of Trustees, at which time stakeholders were engaged in a survey that asked them to reflect both on the current MYSP and their vision for our priorities going forward. This plan has been positioned as an extension of the 2015-2018 plan and finds its roots in that work. The Strategic Priorities identified by the previous Board of Trustees have remained core to this document, but the two Strategic Directions for each priority and the corresponding goals represent new work and visioning.

In the fall of 2018 the Senior Team worked with the above framework to develop the comprehensive plan which you have before you now. A significant debt is owed to the Senior Team who worked diligently to ensure that priorities and goals were responsive, and would propel the board forward. Further consultation took place with stakeholders in the early fall to inform the refinement of that work and all administrators were given the opportunity for final feedback before the plan was finalized by our Board of Trustees.

Our sincerest thanks to everyone who has had a contributing voice in the development of our new 2018 – 2021 Waterloo Catholic District School Board Multi-Year Strategic Plan: Living in Faith. We believe it will provide us the direction and the framework to guide our Board forward as one of the true leaders and innovators in Catholic Education in the world.

*Loretta Notten*  
Director of Education

*Bill Conway*  
Chair of the Board

## **Trustees:**

Bill Conway

Manuel da Silva

Kevin Dupuis

Jeanne Gravelle

Meghan Nemeth

Wendy Price

Greg Reitzel

Brian Schmalz

Izabella Tyc

Melanie Van Alphen

Tracey Weiler

## **Senior Administration Team:**

Jason Connolly

Chris Demers

Gerald Foran

Laura Isaac

John Klein

Shesh Maharaj

Judy Merkel

Loretta Notten

Richard Olson

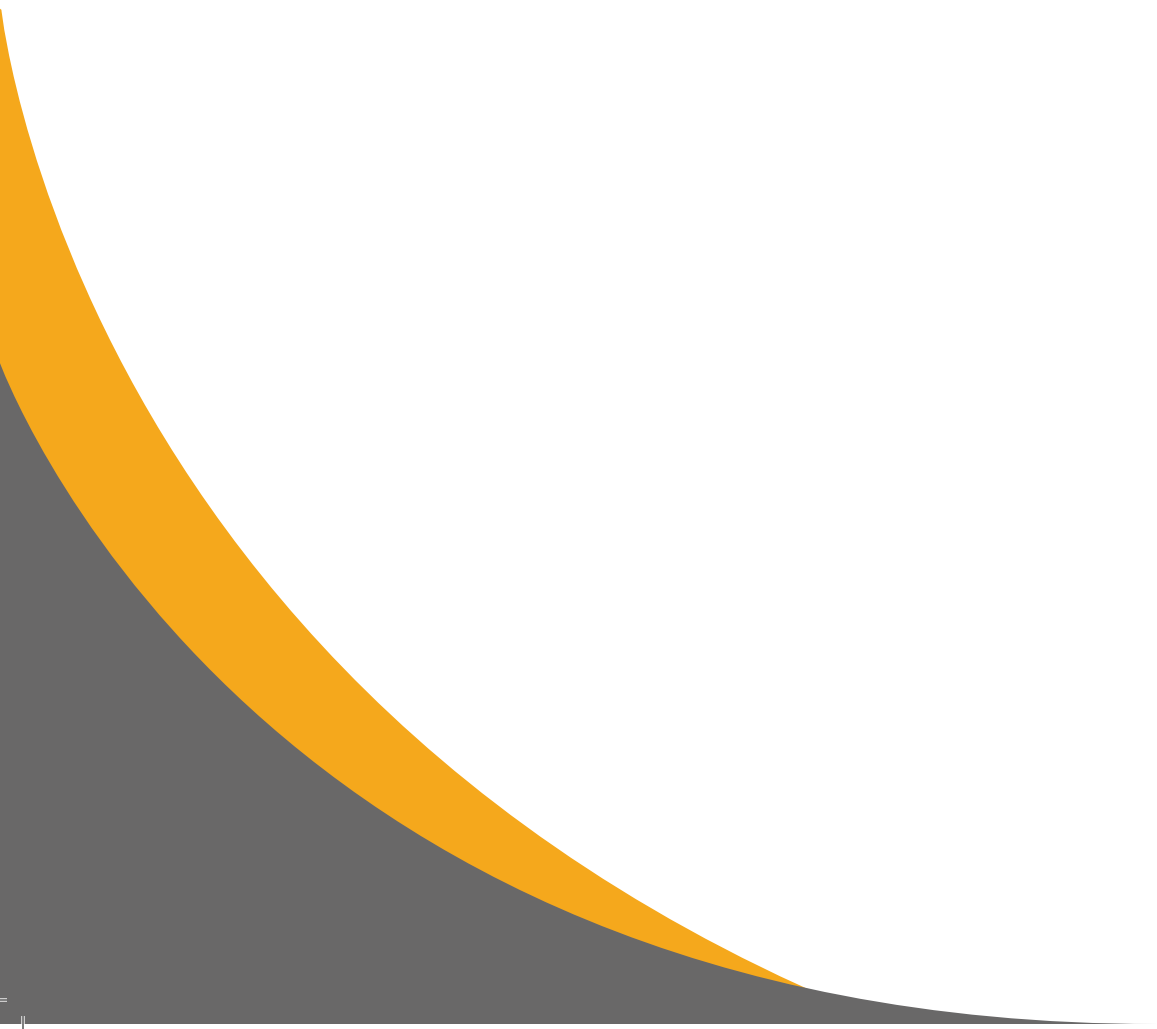
Terri Pickett

John Shewchuk

Laura Shoemaker

The image features a large, abstract graphic design. On the left side, there is a large, solid orange shape that resembles a stylized, inverted 'U' or a wide, shallow bowl. This shape has a white, curved cutout on its lower-left side. To the right of this orange shape, there is a dark grey area that also has a white, curved cutout, mirroring the shape of the orange one. The overall composition is minimalist and modern, with a focus on bold colors and clean, curved lines.

Living In Faith



[www.wcdsb.ca](http://www.wcdsb.ca)



**Waterloo Catholic  
District School Board**