

TCDSB MYSP PHASE THREE: CONSULTATION PLAN

Updated August 26, 2021

Background

The Toronto Catholic District School Board Multi-Year Strategic Plan for 2016-2021 will end this year. The MYSP is an important communication and strategy tool for how the Board is progressing across multiple action plans. It provides structure and strategy for ongoing improvement, with students at its centre. The plan for developing a new MYSP—one that reflects the current state of education in Ontario and the priorities of the TCDSB—includes **stakeholder consultation** as a key component.

Figure 1: MYSP Development Timeline



This document presents the consultation plan and recommended activities to take place in the fall of 2021, along with suggested roles and responsibilities. It was created by Maximum City in consultation with staff, and is informed by the Board's Community Engagement Policy. As noted in the policy, effective consultation of stakeholders aligns with multiple priorities in the current MYSP, including Strengthening Public Confidence and Fostering Student Achievement and Well-being. A strong community engagement program for the new MYSP will build relationships and a sense of belonging and purpose among participants, while respecting their right to be involved in Board decisions and policy direction.

The plan was first presented for comment at the August 24 meeting of Trustees and Senior staff, and will be included in the Board Report of Sep 16, 2021.

The Continuum of Engagement identifies six levels of engagement to consider when planning a consultation program. The level of engagement depends on factors such as time, resources and the objectives of a given consultation program. For the MYSP development, stakeholders will:

- Be **informed** with balanced and objective information to assist them in understanding issues and opportunities related to the MYSP.
- Be **consulted** to obtain input on MYSP directions and decisions.
- Be **involved** in the MYSP development process to ensure that their concerns and aspirations are understood and considered.
- **Collaborate on some aspects of decisions** regarding the renewal of the MYSP, including the identification and development of preferred priority areas and strategic directions.

The consultation program for the MYSP **informs, consults, involves, and collaborates** with stakeholders but does not seek to build **consensus** nor **empower** them with final decision-making power. This reflects best practices in strategic planning exercises and is consistent with other TCDSB consultation initiatives and policy. The below figure visualizes the levels of engagement that will be achieved in the MYSP development process.

Figure 2: Continuum of Engagement Levels for MYSP Development

1. Inform ✓	2. Consult ✓	3. Involve ✓	4. Collaborate ✓	5. Consensus	6. Empower
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Consultation and Engagement Principles

The following consultation and engagement principles guide the consultation planning and process.

- Use a combination of traditional and innovative methods to reach people.
- Reach diverse audiences and include marginalized voices.
- Use plain language and accessible tools and technology.
- Go where people are.
- Respect people’s time and make their input matter; do not over consult.
- Close the loop with stakeholders by reporting back to them.
- Follow any public health guidelines.

The following principles form the foundation of effective engagements: commitment, evaluation, timing, inclusiveness, accessibility, location, clarity, respect, accountability, and transparency.

—TCDSB Community Engagement Policy, 2012

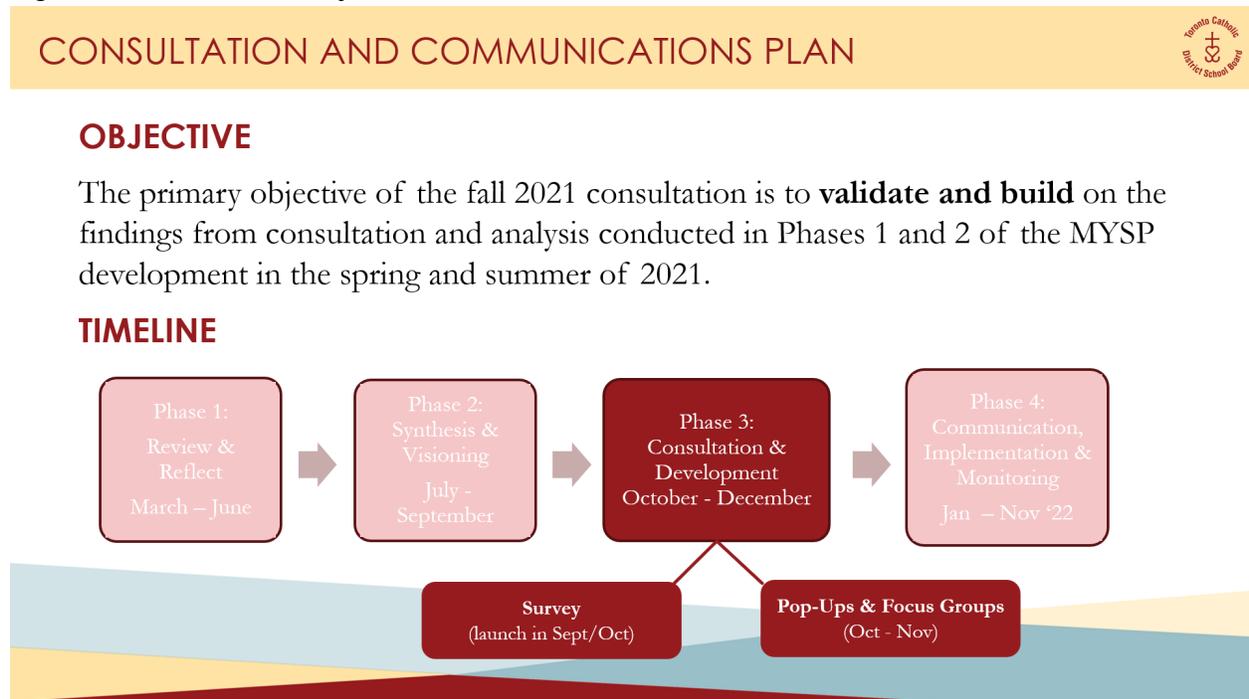
Consultation Objective

The primary objective of the fall 2021 consultation is to validate and build on the findings from consultation and analysis conducted in Phases One and Two of the MYSP development in the spring and summer of 2021. Many stakeholders have already been consulted through facilitated sessions, which produced rich discussion and substantial feedback. The goals for the fall consultation are to expand on the strengths and lessons from the existing consultation, take cues from the analysis of other TCDSB data sources which is being conducted over the summer, and add detail or missing elements to the new priority areas for the MYSP.

Consultation Timeline

The timeline for conducting consultations is from September to December 2021. Consultation events will be scheduled and structured for ease of participation by stakeholders, and in order to provide sufficient time for analysis and consolidation before the final Phase Four begins in January 2022. For the order of the consultation activities, it is recommended that the survey be launched in late September early October, followed by pop-ups, and focus groups in October and November.

Figure 3: Consultation Objective and Timeline



Stakeholders

The following groups were consulted in Phase One of the MYSP development:

- Trustees and Senior Staff, which includes student leadership.
- Advisory Committees, which includes parents, staff, and community members.
- Special Education Advisory Committee, which includes parents, staff, and community members.
- Ontario Association of Parents in Catholic Education (OAPCE) and Catholic Parent Involvement Committee (CPIC), which includes parents, staff, and community members.

The following have been identified as groups to be targeted in Phase Three consultations, along with broad consultation of the TCDSB community:

- Trustees and Senior Staff
- Students
- Parents, Caregivers and Guardians
- Principals and Vice Principals
- Central Resource Teaching Staff
- Faith leaders and community (e.g., Archdiocese of Toronto)

Recommended Methods

The following methods have been identified as optimal tools to reach stakeholder groups in the consultation process.

1. A short online survey (1)

A short online survey can be used for all stakeholders to validate and build on existing ideas gathered in Phases One and Two of the development process. The survey can begin with a brief introduction of the MYSP and the development process, then ask the respondent to identify which stakeholder group(s) they belong to but otherwise be minimally invasive.

The survey questionnaire can then ask a broad visioning question such as, 'What do you anticipate as significant priorities and challenges over the next four-year term of the MYSP?', which was also asked of stakeholder groups in the facilitated sessions in Phase One. This can be followed by more targeted questions asking to validate and build on the new priority areas that have been identified in Phases One and Two, such as: 'What resonates with you?' 'What would you add or refine?'. The survey should be concise and written in plain language, consisting of a few questions along with text and images of the visual prototypes for stakeholders to review, rate on a scale, and provide comment on.

The survey will be designed and conducted by the research team with support from Maximum City.

2. Pop-ups (4)

Four regional pop-ups can be hosted in strategic locations to inform and engage stakeholders on the MYSP development process, and validate and build on existing input. Pop-ups are a form of intercept engagement that goes where people are already spending their time at an event or a location, such as a school or community centre. The locations and dates will be determined in consultation with staff for strategic and balanced geographical distribution, and can leverage existing Board events where appropriate.

The pop-ups will include a table along with some informational and visual resources on the MYSP, a tactile feedback tool such as sticky note board, and tablets to complete the survey. The pop-ups will be facilitated by Maximum City and a staff member, and Trustees will be invited. Pop-ups may not be possible depending on the public health situation, and other methods (such as online focus groups by region) will be considered as needed. Pop-ups can also be used as a communication tool in Phase Four in 2022 once the new MYSP is being implemented.

3. Focus groups (3-5)

A series of focus groups will be conducted with targeted stakeholder groups, such as principals, students, teachers, central resource teaching staff, faith leaders, and any others determined by the research and development team. The purpose of these focus groups is to dig deeper on issues with groups who can provide specific input based on their specialized knowledge or experience of the system. Focus groups will be hosted either online or in person, and facilitated by Maximum City with support from staff. The student focus group will, if possible, be conducted in person and tied to other purposes as determined by staff. The principal focus group can include 2-3 principals from each Board area.

Regional online focus groups could also be conducted by the four geographic regions if desirable, and if in-person pop-ups are not possible due to public health guidelines. Trustees will be invited.

4. Trustee Toolkit (1)

A consultation toolkit is being developed for Trustees who wish to conduct stakeholder sessions at events they may host in the community. This “workshop-in-a-box” will be shared with Trustees by Maximum City as requested. The contents include: a short introduction to the MYSP and the development process; suggested discussion questions; a link to the survey; and a common, streamlined method for sharing feedback with staff. Virtual consultations using the Trustee Toolkit are also possible depending on the public health situation. A modified version of the Trustee Toolkit can also be used as a communication tool in Phase Four in 2022, once the new MYSP is being implemented.

5. Parallel Consultations

Staff and the research team are conducting parallel consultations tied to other Board plans and matters that can present complementary opportunities to consult stakeholders on the MYSP. This component will be led by staff and supported by Maximum City as needed.

Reporting

Final reporting on the MYSP development process will include a summary of the consultation program and high-level tracking of stakeholders and stakeholder groups who participated, as well as the methods used to reach a diversity of participants. Summary reports of the Phase One stakeholder sessions were shared with participants for review and approval in Phase Two.

Communications Plan

Complementary to the Consultation Plan, a Communications Plan will inform stakeholders of the MYSP development process and opportunities to engage and provide input. A dedicated web page on the Board’s central site has been developed and will be the main resource for information, including presentations, the ‘Our MYSP Backgrounder’, and a final report back to stakeholders including outcomes. Social media channels and other electronic communications will be used to promote consultation activities and the survey. The Communications Plan will be developed by staff with support from Maximum City.

Figure 3: Consultation Activity Summary Table

Consultation Activity	Stakeholder Group(s)	Communications Support	Timeline	Lead
Online Survey	All	Email and social media channels promotion	Sept/Oct - November	TCDSB
Pop-ups (4)	All by Geographic Regions	Email and social media channels promotion; Trustees	October - November	Maximum City
Focus Groups (3-5)	Students, Principals, Teachers, Central Resource Staff	Email	October - November	Maximum City
Trustee Toolkit	All	Email and social media channels; Trustees	October - November	Trustees
Parallel Consultations	All	Email	Ongoing	TCDSB