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.
Living In 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

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

*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
<table>
<thead>
<tr>
<th>Priority</th>
<th>Strategic Direction</th>
<th>Goals (to achieve Priority)</th>
<th>Actions (to achieve Goals)</th>
<th>Evidence/ KPI</th>
<th>Monitoring Responsibility of...</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Bear witness to our Faith through joyful discipleship and our relationships with and in Christ</td>
<td>List them for each identified Priority</td>
<td>List them (for each identified goal)</td>
<td>List the expected evidence and how it will be monitored; and by whom (for each goal)</td>
<td>Who are the collaborators with responsibility and those who will report on the Key Performance Indicators</td>
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<td>18/19 19/20 20/21</td>
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<tr>
<td>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</td>
<td>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).</td>
<td>For each year of the pastoral plan, all schools will have artefacts reflective of the current theme, supported by System Faith Formation Council (SFFC).</td>
<td>Superintendent of Faith Formation Others: System Faith Formation Council Religion &amp; Family Life Consultant Administrators School Pastoral Team</td>
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<td>Promote stewardship of the earth and its resources</td>
<td>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</td>
<td>Achieve and maintain 100% Eco School Certification Attain commitment to Sustainable Waterloo Region to reduce our carbon footprint by 1% per year</td>
<td>Energy Conservation Officer Others: Administrators Chief Managing Officer</td>
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<td>Increase parent and community engagement in all our Catholic school faith-related activities</td>
<td>Through website engagement, social media and portals Through increased parent engagement activities Through reciprocal partnership with our parishes</td>
<td>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)</td>
<td>Superintendent of Parent Engagement Others: Superintendent of Faith Formation Chief Managing Officer and Digital Media Marketing Officer Administrators</td>
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<td>Equitable access to learning opportunities</td>
<td>Increased use of culturally relevant and responsive pedagogy; Honour &amp; 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)</td>
<td>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</td>
<td>Superintendent of Equity Others: Superintendent of Human Resources Superintendent of Program Services Indigenous Education Lead Teacher</td>
<td>18/19 19/20 20/21</td>
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<td>Equitable access to learning opportunities</td>
<td>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)</td>
<td>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)</td>
<td>Superintendent of Innovation Superintendent of MISA Others: Superintendent of Program Superintendent of Safe Schools Chief Information Officer Administrators Program Consultants</td>
<td>18/19 19/20 20/21</td>
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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
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| Nurture a Culture of Innovation|                     | Ensure classroom pedagogy and pathway opportunities are relevant and provide transferable skills for student success                                                                                                                                                                                                                          | Support pilot programs and leverage the learning from those experiences  
Incorporate STEAM, coding and robotics K-12, with a particular focus on engaging girls  
Teachers will track student achievement and artefacts in pilot projects  
Ensure equity of opportunity through system strategic decisions, eg., BYOD strategy  
Continued promotion of eLearning offerings and more effective utilization of eLearning to support students in achieving successful learning outcomes | Increase in achievement for “marker students”  
Increase in number of experiential learning opportunities in the elementary panel (and the number of students connected to them)  
Qualitative survey data completed by students involved in experiential learning  
Assessment process for pilot projects tied to student engagement and achievement  
Increase in enrollment of girls in science and computer science/ communication tech related courses  
Increase in eLearning course participation and successful completion of courses | Superintendent of Program Services  
Others:  
Superintendent of Innovation  
Chief Information Officer  
Superintendent of Student Success  
Family of Schools (FOS) Superintendents  
Administrators  
eLearning teacher | 18/19 | 19/20 | 20/21 |
| Continue to seek and support reciprocal partnerships with Community/ educational partners and leverage the mutual learning |                     | Facilitate placements with local industry, and community and public organizations, as well as global service learning / social justice initiatives and organizations  
Explore internal and external partnerships between schools, e.g., via co-op, as well as leveraging learning in local sites | Increase in number of placements with local industry, community and public organizations  
Increase in number of students in Specialist High Skills Major (SHSM) and the variety of opportunities connected to the SHSM Red Seal  
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  
#wcdsbInnovates website is populated with projects | | Superintendent of Student Success  
Others:  
Experiential Education Consultant  
Pathways Team  
Learning Innovation Consultant | 18/19 | 19/20 | 20/21 |
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<td></td>
<td>Foster maximum opportunity for success for all</td>
<td>Improve Numeracy Achievement</td>
<td>Provide job-embedded professional capacity building, most specifically through the use of instructional coaches and co-teaching</td>
<td>Improvement in EQAO achievement by minimum of 5% over three years in our grade 9 Applied level students and our grade 6 students</td>
<td>Superintendent of Program Services Superintendent of Special Education</td>
<td>18/19 19/20 20/21</td>
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<td>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)</td>
<td>Decrease the gap in achievement between those students on an IEP and those who are not for EQAO numeracy assessments Teacher survey data and feedback reflect increasing sense of professional efficacy Increase in achievement for Marker Students</td>
<td>Others: Family of Schools (FOS) Superintendents Administrators, Program Services Teams Instructional Coaches and Program Team Classroom Teachers</td>
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<tr>
<td>Improve Graduation Rate</td>
<td>Utilize data (via Compass for Success, Gradebook, Power BI and Predictive Analytics) to more effectively assist in more precise needs assessment and intervention Create more diversified learning opportunities, e.g., via innovation, SHSM, credit courses mapped to student interest, eLearning, experiential learning, diversified pathways Utilize re-engagement strategy to address graduation gaps for 5th year and early leaver students</td>
<td>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 Student assessments (self and teacher) reflect progression on the global competency rubric (i.e. New Pedagogies for Deep Learning) Increase in number of students captured in our 12+ re-engagement success statistics</td>
<td>Superintendent of Student Success Others: FOS Superintendents Superintendents of Innovation, Program, Special Education and Equity Administrators Experiential Learning Team Re-engagement Officer</td>
<td>18/19 19/20 20/21</td>
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<td>Improve Secondary Literacy</td>
<td>Foster maximum opportunity for success for all</td>
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<td>Superintendent of Student Success</td>
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<td>Achievement</td>
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<td>Others:</td>
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<td>Superintendent of Student Services</td>
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<td>Superintendent of Innovation</td>
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<td>Experiential Learning Team</td>
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<td>Learning Innovation Consultant</td>
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<td>Increased Opportunity for</td>
<td>Increased support for Creating Pathways to Success (e.g., Individualized Pathway Planning via My Blueprint and All About Me Portfolios)</td>
<td>Full system statistics for My Blueprint, to assess full system implementation</td>
<td>Superintendent of Student Success</td>
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<td>Experiential Learning</td>
<td>Build capacity for greater experiential learning both within and outside of the classroom (e.g., through inviting guest speakers into classrooms, through technology innovations such as virtual reality, and through travel for credit)</td>
<td>Increase in number of OYAP participants and apprenticeship opportunities for students of the board</td>
<td>Others: Superintendent of Innovation</td>
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<td>Increase in K-8 experiential learning opportunities, as tracked by system experiential learning teacher</td>
<td>Experiential Learning Team</td>
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<td>Learning Innovation Consultant</td>
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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
- 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
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<td>Increased awareness of and responsible implementation of Digital Citizenship</td>
<td>Support the pedagogical use of BYOD to support digital citizenship, through #wcdsbinnovates website and work</td>
<td>Increase in usage stats in the WCDSB BYOD online environment</td>
<td>Superintendent of Innovation</td>
<td>18/19</td>
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<td>Update and promote the Samaritan on the digital road resource</td>
<td>Classroom Evidence (pedagogical documentation) from Instructional coach reports &amp; SO Visits</td>
<td>Others: Chief Information Officer</td>
<td>19/20</td>
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<td>Promote the use of “green apps &amp; web environments”</td>
<td>Utilization statistics of private and public innovation Online resource bank #wcdsbinnovates</td>
<td>FOS Superintendents</td>
<td>20/21</td>
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<td>Access to professional development through various venues, including but not limited to Leadership Series, Life Long Learning Series, classroom coaching, NPDL leads, Administrator mtgs.</td>
<td>Monitor usage statistics of both red, yellow and green apps and web environments</td>
<td>Innovation Consultant</td>
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<td>Increase in precise student programming and use of New Pedagogies for Deep Learning (NPDL)</td>
<td>Effective use of data technologies to support more precise student planning and more personalized, relevant professional development;</td>
<td>Increase in usage statistics for the EnCompass Environment</td>
<td>Digital Media Marketing Officer</td>
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<td>Continued investment in Learning Commons refresh and in school classroom furniture</td>
<td>Students assessments (self and teacher) reflect progression on the competency rubric</td>
<td>Administrators</td>
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<td>Increase in school-based PD requests reflecting a focus on New Pedagogies for Deep Learning (NPDL) coaching and innovation</td>
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<td>Increase in qualitative staff responses to PD focused on precise student programming &amp; NPDL</td>
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<td>Completion of Years 2, 3 and 4 of the Learning Commons refresh plans</td>
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<td>Discretionary School and system investments in “third teacher” learning environments</td>
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Building Capacity to Lead, Learn & Live Authentically
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<td>Investment in global competency development and leading technologies</td>
<td>Ensure technology is current and relevant to optimal teaching and learning practices</td>
<td>Through IT Governance Council and its respective committees, assess existing technologies including availability and adjust investments as required through school year budget</td>
<td>Increase in affirmative responses by staff to Staff PD survey</td>
<td>Chief Information Officer</td>
<td>18/19 19/20 20/21</td>
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<td>Increase in affirmative responses by students to Student Voice/School Climate survey</td>
<td>Other: Executive Superintendent of Corporate Services</td>
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<td>Responsive investment reflected in annual IT strategic plan and budget</td>
<td>Superintendent of Innovation</td>
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<td>Nurture the well being of all students and staff</td>
<td>Decrease in staff absenteeism/sick leave usage, and health and safety incidents</td>
<td>Proactive Health and Safety initiatives; Leadership Series will focus on wellness opportunities and education; Wellness initiatives; Implementation of effective and respectful Employee Attendance Support Program (EASP); Implement new staff attendance portal, that assists in mitigating absenteeism</td>
<td>Decrease in reports of violent incidents</td>
<td>Superintendent of HR</td>
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<td>Decrease in WSIB claims</td>
<td>Others: Superintendent of Leadership</td>
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<td>Decrease in staff absenteeism</td>
<td>Manager of HR</td>
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<td>Administrators/Managers</td>
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<td>Absence Management Team (HR dept)</td>
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<td>Health and Safety Team</td>
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|          | Building Capacity to Lead, Learn & Live Authentically | | | | | • • •
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<td>Priority 1</td>
<td>Increase student attendance and engagement</td>
<td>Intentional programming for students on well-being as a skill, Exposure to constructive conflict resolution processes through restorative justice program and Alternative to Suspension program</td>
<td>Increase in student qualitative responses on School Climate/Student Voice/Resiliency surveys Decrease in student suspensions</td>
<td>Superintendent of Safe Schools Others: Superintendent of Equity (Community Justice Initiative – CJI) Mental Health Lead Principal of Don Bosco Student Success Consultants (intermediate) Administrators</td>
<td>18/19 19/20 20/21</td>
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<td>Priority 2</td>
<td>Provide opportunities to nurture faith and spirituality of staff and students</td>
<td>Offer a Full PD Day for Spiritual Development each school year Through 3-year pastoral plan, include programming in support of the life of prayer and a deepening spirituality</td>
<td>Surveys of staff following yearly event # of attendees at workshops/retreats on prayer/spirituality</td>
<td>Superintendent of Faith Formation Others: System Faith Formation Council Spiritual Development Day Planning Committee Religion &amp; Family Life Consultant Chaplains Superintendent of Leadership</td>
<td>18/19 19/20 20/21</td>
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The work of developing this Strategic Plan commenced in the spring of 2018, under the direction of the 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       Bill Conway
Director of Education       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
Living In Faith