



# PIAC STRATEGIC PLAN 2016 - 2017

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# PIAC STRATEGIC PLAN 2016-2017

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# EXECUTIVE SUMMARY

The Parent Involvement Advisory Committee (PIAC) is mandated pursuant to *O. Reg. 612/00: School Councils and Parent Involvement Committees, last amendment: O. Reg. 330/10, under Education Act, R.S.O. 1990, c. E.2*, to support, encourage and enhance parent engagement at the board level in order to improve student achievement and well-being.

## PIAC ACHIEVES ITS PURPOSE BY:

- providing information and advice on parent engagement to the board;
- communicating with and supporting school councils of schools of the board; and
- undertaking activities to help parents of pupils of the board support their children's learning at home and at school.

At the Annual PIAC Planning Session held on Saturday, June 18, 2016 (8:30 a.m. - 4:00 p.m.), Novotel Hotel, North York, 3 Home Park Avenue (Shepard Room), Toronto, Ontario, PIAC members in attendance discussed and worked on: Vision | Mission | Roles & Responsibilities; Stakeholder Analysis; Gap Analysis; 5 Year Strategic Plan (Strategic Priorities); and the PIAC Action Plan 2016-2017 (Next Steps). From this planning the PIAC Strategic Plan 2016-2017 was developed.

The purpose of this strategic plan is to develop a 2016-2017 roadmap for PIAC that will strengthen its support for parents and school councils within the Toronto District School Board (TDSB) by improving student achievement and enhancing the accountability of the education system to parents.

In 2015-2016, many lessons were learned by which PIAC could build upon to improve its interactions with parents across the TDSB. At the June 2016 PIAC Planning Session, it was identified that it is vital for PIAC to strengthen and enhance its existing strategies to engage stakeholders. Each stakeholder is unique and requires specific initiatives in order to provide the best possible information and support.

Developing a newly structured strategic plan for 2016-2017 is necessary to be able to quickly respond to Board policy and procedure changes and to provide PIAC members with the resources they need to serve their ward parents.

## IN ORDER TO BE SUCCESSFUL, IN 2016-2017 PIAC WILL FOCUS ON:

1. **Supporting school councils.**
2. **PIAC effectiveness, engagement, and procedures.**

PIAC will continue to review and consider revisions and amendments to this strategic plan throughout the 2016-2017 school year.

A special thank you to those who attended the June 2016 PIAC Planning Session: Trustee Shelley Laskin, D. Williams (Co-Chair), Wilmar Kortleever (Co-Chair), Michelle Munroe (TDSB PCEO), Heather Vickers (Ward 2 Rep), Michelle Minott (Ward 4 Rep), Mirin Turcios (Ward 6 Alt), Leon Hansford (Ward 7 Rep), Jess Hungate (Ward 8 Rep), Eva Rosenstock (Ward 12 Alt), Nazerah Shaikh (Ward 13 Rep), Gazi Rahman (Ward 13 Alt), Trixie Doyle (Ward 17 Rep), Aretha Phillip (Ward 17 Alt), Everton Collington (Ward 18 Rep), Jason Irving (Ward 18 Alt), Kabirul Mollah (Ward 21 Rep), and Towhid Noman (TBPAC, CLG)



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# 1 ISSUES AND CHALLENGES

At the June Strategic Planning session, the following key issues and challenges were identified which helped to create the focus for the PIAC Strategic Plan 2016-2017.

## 1.1 SCHOOL COUNCILS

- School councils' structure and function varies greatly across wards, between elementary and secondary.
- Need to provide opportunities for school councils to network and communicate with school council similar to their own, (e.g. secondary school, school council workshop at annual November PIAC Parent Conference).
- Need to be strengthened connections: of PIAC representative to their school councils; and between school councils within wards – , especially in Wards without trustees or ward forums.
- Awareness of PIAC has improved, but many school councils still don't know how to connect with us or what we can do to help them.
- How do we fill gaps for:
  - schools with no school councils,
  - wards with no ward forums,
  - wards with no PIAC representative..
- Need to empower PIAC representative with resources to connect with councils.
- Need to foster inter-ward relationships to share best practices.
- Need to make current resources (i.e. website, newsletter, and social media) more accessible, easier to use, easy to find, concise and to-the-point, and make it easy for school councils to find answers to their questions. This needs the support and participation of all PIAC members.
- What school councils support falls under PIAC vs. the TDSB? Who does what? More/better Collaboration on some items?
- What training is provided to TDSB staff with regard to school councils? Principals are provincially mandated to support school councils in specific ways, but what is the board doing to make sure principals are held accountable and have the resources they need (information, training, etc.)?
- Who is responsible for conflict resolution? This does not fall under PIAC's mandate, but we need to know who is responsible so we can provide school councils with the correct information in the right direction.
- Conflict resolution should be in school council bylaws, but what happens with school councils that do not have them?

## 1.2 PIAC INTERNAL

### 1.2.1 CORE VALUES

- **INCLUSIVE**  
(includes equity and diversity)
- **RESPECT**
- **INTEGRITY**  
(includes honesty & transparency)
- **COLLABORATION.**



### 1.2.2 VISION AND MISSION

Vision is NOT the same as a mission statement. PIAC members need to know the difference between the two.

#### VISION



- Should the root of our vision be centered around the student?  
There are mixed views on this.
- What are the values or goals that drive our work?
- What do we ultimately hope to accomplish as a result of your efforts?

The following Vision was proposed by the PIAC Communications Working Group. Vision to be determined.

**“SUPPORTING PARENTS AS PARTNERS IN EDUCATION”**

#### MISSION

The current PIAC Bylaws read:

##### **Mission Statement**

*1.1. PIAC’s purpose is to support, encourage and enhance parent engagement at the Board level in order to improve student achievement and well being. In working towards this purpose, members of PIAC shall foster open, positive, inclusive and effective communication at all levels of parent involvement, and shall respect the Committee’s accountability to its constituent groups and its responsibility to the Board. PIAC will achieve its purpose by following the guidelines set out in Part III of Ontario Regulation 330/10 of the Education Act.*

That is not a clear and concise mission statement.

- Why do we exist?



The following Mission statements were proposed by the PIAC Communications Working Group, for PIAC members to review and consider.

TO AID ACCESS TO INFORMATION AND RESOURCES FOR PARENTS, ESPECIALLY THAT OF THE TDSB AND ONTARIO MINISTRY OF EDUCATION, IN SUPPORT OF MORE EFFECTIVE PARENT ENGAGEMENT IN THEIR CHILD'S LEARNING TO IMPROVE STUDENT ACHIEVEMENT AND WELL-BEING, AND ENHANCE ACCOUNTABILITY OF THE EDUCATION SYSTEM.

MISSION – Version 1

TO AID ACCESS TO INFORMATION AND RESOURCES FOR PARENTS, ESPECIALLY THAT OF THE TDSB AND ONTARIO MINISTRY OF EDUCATION, TO IMPROVE PARENT ENGAGEMENT AND ADVOCACY FOR AND IN THEIR CHILD'S LEARNING TO IMPROVE STUDENT ACHIEVEMENT AND WELL-BEING, AND ENHANCE ACCOUNTABILITY OF THE EDUCATION SYSTEM.

MISSION – Version 2

## 2 ROLES & RESPONSIBILITIES

### 2.1 PIAC AS A WHOLE VS. PIAC MEMBERS

- Need to distinguish between the roles and responsibilities of PIAC as a group vs. individual PIAC members.
- Need to find a way to best use the skills, experience, resources, and availability of individual PIAC members (membership WG).
- Gaps within wards (e.g. no PIAC representative in a ward) can/should be filled centrally by PIAC.
- The list (*"Role and Responsibilities of PIAC Representatives and Alternates"*) provided at the June 2016 Planning Session by the PIAC Alternate for Ward 6 which listed 24 points is too long. Not all members can fulfill all items listed.
- Roles and responsibilities are requirements, but we should also provide best practises, ideas, HOW-TOs PIAC Members guidebook.
- Parents running for the position of ward PIAC representatives need to know what they are signing up to do.

## WHAT WE DON'T DO

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### **PIAC DOES NOT PROVIDE CONFLICT RESOLUTION FOR SCHOOL COUNCILS OR PERSONAL OR INDIVIDUAL PARENT OR STUDENT ISSUES.**

#### 2.1.1 PIAC AS A WHOLE ROLES & RESPONSIBILITIES

1. Advise the board on parent engagement.
2. Support, encourage and enhance parent engagement.
3. Support School Councils.
4. Host activities to help parents' support their child's learning at home and at school.
5. Develop strategies and initiatives that the board and the board's director of education could use to effectively communicate with parents and to effectively engage parents in improving student achievement and well-being;
6. Advise the board and the board's director of education on ways to use the strategies and initiatives referred to above;
7. Communicate information from the Ministry to school councils of schools of the board and to parents of pupils of the board;
8. Work with school councils of schools of the board and, through the board's director of education, with employees of the board to,
  - Share effective practices to help engage parents, especially parents who may find engagement challenging, in their children's learning,
  - Identify and reduce barriers to parent engagement,
  - Help ensure that schools of the board create a welcoming environment for parents of its pupils, and
  - Develop skills and acquire knowledge that will assist the parent involvement committee and school councils of the board with their work; and
9. Determine, in consultation with the board's director of education and in keeping with the board's policies, how funding, if any, provided under the Education Act for parent involvement as described in O. Reg. 330/10, is to be used.

#### 2.1.2 PIAC MEMBERS' ROLES & RESPONSIBILITIES

1. Ward Representatives and Alternates shall be elected at Ward level in accordance with O. Reg. 612/00 as amended by O. Reg. 310/10 and current PIAC Bylaws.
2. Attend all PIAC Meetings.
3. Send regrets to the PIAC Committee Assistant and PIAC Co-Chairs when unable to attend meetings.
4. Attend membership orientation/training in accordance with PIAC Bylaws
5. Participate on a minimum of 1 PIAC Working Group.
6. Attend Ward meetings and forums to provide PIAC updates.

7. Bring forward Ward issues to PIAC.
8. Connect with your Ward Trustee & Superintendents of Education.
9. Connect with your Ward School Council Chairs/Parents.
10. Actively support annual PIAC events such as the Parents Conference and the School Council Appreciation Dinner.

## 2.2 IDEAS AND OTHER OBSERVATIONS

- Annual PIAC Parent Conference workshop idea:
  - use and benefits of a tdsb.on.ca email for school councils.
- Keep parent portal on radar.
- Consider making tdsb.on.ca school council emails mandatory for school councils. Communications from PIAC/PCEO/TDSB will only come via that email address.
- New PIAC promotion ideas:
  - fridge magnet, business cards, etc. with our website, email, social media and newsletter sign up, for all PIAC members to distribute.
- Collaborate with Learning Centre superintendents for communicating with principals and school councils.
- Working hard vs. effectively.
- Focus on what we should do, but also being mindful what we should not do.
- Using community centres and other pathways/gateways to reach parents (e.g. libraries, early year's centres).
- Can't just focus on the things that are easiest for us to do.
- Fundraising is still a key issue with school councils (as per Jess Hungate and James Rycman's workshop discussions). Balancing supporting what school councils are doing (fundraising) vs. increasing parent engagement. Some schools feel a need to fundraise. Noted that is not a either or situation: many fundraisers are also community building, increasing engagement.
- Conferences/School Council workshops – possibly done by Learning Centre rather than centrally. Can we work with Learning Centre Executive Superintendents on this?
- There needs to be a Parent (and possibly a School Council) tab on the TDSB website homepage. Don't leave parent information hidden under other headings.
- Move the annual PIAC planning session to May, try to avoid Ramadan, and allow report to be given at June PIAC meeting so work can begin in the fall.
- PIAC should have representatives at the annual People for Education conference. Consider budgeting to pay the conference fee for a certain number of PIAC representatives to attend.

# 3 STAKEHOLDERS

At the June 2016 PIAC Planning Session, a stakeholder analysis was conducted. It was determined that in order for us to best serve, PIAC needed to understand who the stakeholders were and what the current relationship was. The following was reviewed:

- Need to look at whether we have direct vs. indirect influence and gateways to each stakeholder.
- Most fall under high importance, low influence
- To do our work, we must be what our work is and then start with the most important stakeholders.
- Which stakeholders align with the roles and responsibilities of PIAC?
  - Collaborate with them to achieve the same goals. (e.g. Annual PIAC/SEAC Special education Parent Conference).
- Learning Centres – new system is unknown, so their place in our plan must be flexible and develop as the Learning Centres system develops.

## PRIORITIZED STAKEHOLDERS:

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### 1. School Councils

### 2. PIAC Members

- Need to improve the PIAC members orientation to be more timely and not left until mid-year), professional development, support, best practises. Improved attendance.
- HOW do we fulfill our goals?

### 3. Director of Education (or Director's Designate)

- Working directly with director vs designate dependent on level for each type of work
- Gateways to other TDSB staff: Executive Superintendents, senior staff, Parent and Community Engagement Office (PCEO), Learning Centres.
  - How do we access?

### 4. Trustees

- They determine policies. The new PIAC Consultation Working Group needs to be active in the policy development/review schedule and process.
- Ward forums (where they exist) = opportunity for PIAC to connect to and engage school councils. Building relationships with trustees can help reach school councils.
- Trustees with low engagement (i.e. no ward forums) makes it even more imperative to have school council emails so PIAC can reach out directly.

### 5. Ministry of Education

- What influence do we have?
- Can we count on the Ministry for support (e.g. updated school council guidebook), or do we need to work on supporting parents/school councils in collaboration with TDSB?

# 4

## PIAC STRATEGIC PLAN 2016-2017

Three main strategic goals for the 2016-2017 school year have been identified with an outline of how we intend to achieve them.

### 4.1

#### GOALS AND OBJECTIVES

**GOAL 1 Provide timely information and advice on parent engagement to the TDSB.**

**OBJECTIVES:**

- (a) Ongoing review of current TDSB policies and procedures and make recommendations on policy and process improvement.
- (b) Continue to build and maintain relationships with TDSB Director of Education, Director's designates and Trustees.

**GOAL 2 Increase communication with and support for school councils and PIAC members to build parent engagement capacity.**

**OBJECTIVES:**

- (a) Increase communications by developing and executing a comprehensive communications strategy to inform and engage PIAC stakeholders.
- (b) Facilitate opportunities to build greater capacity for PIAC members to support their wards. For example, professional development workshops, etc. with the support of TDSB.
- (c) Expand PIAC website and social media presence and explore new ways to communicate key messages.
- (d) Expand opportunities to facilitate and participate in ward forums and school council meetings.
- (e) Ensure an open and democratic process for the election of PIAC members.

**GOAL 3 Create engaging activities to help parents of pupils of the TDSB support their children's learning at home and at school.**

**OBJECTIVES:**

- (a) Create forums for PIAC to identify important issues, share information, encourage networking and build strong partnership with parents.
- (b) Identify channels to solicit feedback on PIAC.

## 4.2 PIAC WORKING GROUPS

PIAC has a number of subcommittees called working groups that make recommendations to PIAC and the Board (as delegated by PIAC) on particular matters, execute PIAC goals, and/or organize PIAC events. Working Groups include members who are not PIAC members, however each PIAC Working Group must include at least one PIAC parent member.

PIAC has a large number of responsibilities that could require a substantial time commitment from members. Establishing Working Groups enables committee members to divide the workload according to members' interests, expertise, and available time. Having Working Groups also allows PIAC to draw on the expertise and experience of individuals and groups who are not members of PIAC, and provides an avenue for PIAC to reach out to and involve TDSB parents and the community.

CATEGORY	WORKING GROUP
<b>PIAC Development   Best Practices:</b>	By-Laws Budget Membership Nominations
<b>Communication   Outreach</b>	Calendar Communications (includes: Branding and Website) PRO Grant SC411 (School Council Presentation) Outreach
<b>Advocacy   Engagement (Parents / Board / Ministry)</b>	Consultation P/VP Hiring Process Return 2 Learn / Concussion Special Education <i>Community Engagement and Consultation (Dormant)</i> <i>Curriculum &amp; Library (Dormant)</i> <i>Full Day Kindergarten (FDK) (Dormant)</i> <i>Fundraising (Dormant)</i> <i>HPE Curriculum (Dormant)</i> <i>Pics and Hubs (Dormant)</i> <i>Pools (Dormant)</i>
<b>Parent Engagement   Special Events</b>	Annual Parent Conference School Council Appreciation & Information Dinner Special Education Parent Conference (PIAC/SEAC)

## 4.3 PERFORMANCE MEASURES

1. Website, social media activity/statistics
2. Attendance at events
3. Post event surveys (including SC411)