



North Vancouver School District
2011–2021 Strategic Plan

3 Year Operating Plan
2011 - 2014

Expand the availability of best instructional practices and enriched curriculum

To ensure students have the skills and knowledge they need for life in a rapidly changing world, their education must constantly evolve. Evaluation and continuous improvement of instructional practices are essential in order to make sure that what is being taught, and how it is taught, is relevant, engaging and effective.



Expand

We are a school district that is recognized nationally and internationally for our curriculum innovation and development. We offer a rich array of programs and services that support our learners and enhance opportunities for individual choice and pursuit.

Our progressive initiatives have resulted in significant improvement in student achievement and better completion rates for our students. Creating greater access to program offerings, and consistency of standards of instructional delivery across the School District will continue to be a priority over the next 10 years.

- **Key District Planning Documents:** District Achievement Contract 2011-2014; School Plans Summaries 2011-2012; Aboriginal Education Enhancement Agreement 2011-2016; District Literacy Plan 2011; Succession Plan Report 2011.
- **Lead team:** Learning Services, Human Resources.

Objectives and Three Year Operating Plan Strategies



Ensure best instructional practices are provided to all students through skilled staff and ongoing professional growth.

- Align professional growth opportunities and new curriculum initiatives with the goals and objectives outlined in the Alignment with District Achievement Contract, Aboriginal Education Enhancement Agreement, and the District Literacy Plan,
- Continue to provide a comprehensive in-service program focusing in three core areas: Curriculum Design, Instruction, Assessment and Reporting and Social Emotional Learning,
- Continue to encourage active participation in the Instructional Intelligence Institute, Summer Institutes, and provide orientation sessions for new staff,



- Implement new Arts Education Service Delivery Model and provide relevant in-services,
- Implement new Aboriginal Education Enhancement Agreement and provide relevant in-service,
- Continue to build instructional leadership capacity at the school level through Collegial Conferencing, Leadership for Learning and Literacy - Train the Trainer seminars.



Improve student engagement and support all learners through the development and integration of enhanced curriculum and assessment methods.

- Report student success in relation to Ministry Performance Standards,
- Develop new Distributed Learning courses (e.g. Planification 10 and Core French 12),
- Support the implementation of Rubric Central,
- Revise IEP Central and Report Central,
- Develop a comprehensive list of software based on best practices and to develop an open source for sharing of teaching lessons,
- Develop on-site secondary Social Emotional Learning pathways to improve student attendance and school completion rates.



Build connections and partnerships with other educational organizations to support and strengthen our own instructional practice and to stay current with educational research.

- Actively participate with other School Districts in Coast Metro Workshop Series,
- Attend BCSSA Annual Conference sessions as collaborative teams,
- Support post-secondary Diploma and Graduate Programs (SFU, UBC, Capilano University),
- Lead and foster inclusive (special) education,
- Establish the Environmental Learning Centre as an international centre for environmental education and research in partnership with other educational organizations,
- Build connections with the Canadian Education Association related to learner engagement initiatives.



Encourage the growth of collaborative, adaptive and personalized learning environments

When students have a sense of belonging in their learning environment, they feel confident to take risks, set personal challenges, and maximize their opportunities for growth and leadership. Understanding and adapting to the learning needs of our students allows us to design and support educational opportunities that promote engagement and lead to individualized success and fulfillment.



Encourage

Collaborative, respectful relationships and individual recognition for our students and staff are hallmarks of our vision. In our educational community, everyone's needs and opinions are valued, and we are responsive to purposeful change in all aspects of our organization. This willingness to be attentive to our community brings vitality to what we do.

- **Key District Planning Documents:** District Achievement Contract 2011-2014; School Plan Summaries 2011-2012; Aboriginal Education Enhancement Agreement 2011-2016; District Literacy Plan 2011; Information and Communications Technology Plan Overview 2011-2014.
- **Lead teams:** Learning Services, School Services, Information and Communications Technology.

Objectives and Three Year Operating Plan Strategies



Strengthen engagement and connection for all learners.

- Strengthen school-based support services to learners and teachers,
- Expand Tribes training to all schools and extend current social emotional learning activities,
- Review social responsibility performance standards at each grade,
- Expand student leadership opportunities at the school and district level,
- Implement the second Aboriginal Education Enhancement Agreement,
- Provide in-service and training to support 'Welcoming Schools' initiatives, including an 'ambassador toolkit'.





Provide increased and unique opportunities for personalized learning.

- Increase the instructional capacity to provide a diverse range of courses and programs to meet student interest,
- Provide multiple pathways for students to achieve graduation,
- Develop and implement a consolidated district alternate program and increase support at the school level
- Increase parental engagement to support personalized learning.



Enhance collaboration among all students, parents, partners, and educators to create relevant learning opportunities.

- Provide and expand the opportunities for Action Research and Collegial Conferencing projects, and other professional development activities to facilitate research, innovation, and the sharing of best practices,
- Develop sharing and touch-back sessions after workshops and conferences,
- Develop and deliver a comprehensive multi-year in-service calendar,
- Increase opportunities for school teams to attend workshops and in-service sessions,
- Use communications technology to provide multiple channels to support collaboration among students, parents, partners and educators.



Nurture an inspiring and healthy work environment

Schools are places where we learn, work, play, and grow. We want our schools to be not only functionally efficient and energy smart but also welcoming, attractive, and accessible.

Throughout each school year we recognize the achievements and progress of our students, staff, and community supporters. It is with respect and pride that we acknowledge our traditional territories and pay homage to cultural traditions at each of our ceremonies.



Nurture

A vibrant work environment that supports, encourages, and practices wellness and innovation can attract and retain exemplary staff. Strategic succession planning initiatives will help us identify potential talent and prepare us for our future staffing needs.

We are committed to building a culture of strong professionalism so that employees grow in their roles over time and are able to deliver relevant education and services in an environment where change is constant.

- **Key District Planning Documents:** Succession Plan Report 2011, Strategic Communications Plan 2009-2011; Five Year Capital Plan 2010-2011; Strategic Energy Management Plan DRAFT 2011.
- **Lead teams:** Human Resources, Communications, Facilities and Planning.

Objectives and Three Year Operating Plan Strategies



Promote recognition of the value and contributions of our students, our staff, and our community partners.

- Maintain and enhance the communication of success and the sharing of good news,
- Continue to recognize and respect the traditional territories of the First Nations within our schools and embed the cultural traditions in our community,
- Continue to bring the community together to celebrate achievements throughout the school year including special events and especially student graduations,
- Continue Education Week celebrations to recognize our employees and partners.





Develop modern, attractive and efficient facilities that enhance the learning and teaching experience, improve health and safety conditions, and provide a welcoming environment.

- Complete the heritage restoration and capital projects at schools, the Education Services Centre and the Environmental Learning Centre at Outdoor School,
- Identify and implement enhancement projects to improve the welcoming appearance of schools and district facilities and upgrade general classroom furniture and equipment,
- Implement practical tools and technologies to increase the efficiency of operations.



Encourage leadership at all levels of the organization.

- Review the recommendations of the Succession Plan Report, and proceed with the development and implementation of a Leadership framework,
- Maintain the Leadership for Learning professional development series for school based administrators and expand the opportunities for the participation of management and exempt staff,
- Continue to support the active participation of the Student Leadership Council and explore opportunities for further development at the school and district level,
- Continue to support the active participation of Parent Advisory Councils at the school, Family of Schools and district levels, and provide increased opportunities for ongoing development.



Attract, recruit and retain exceptional staff.

- Continue to work with post-secondary institutions to place students in teaching and para-professional positions,
- Expand the apprenticeship opportunities available within the school district in cooperation with our employee groups and with our community partners,
- Review and revise our staff orientation sessions to implement recommendations of the Succession Plan Report and to continue to enhance the culture of the school district,
- Continue to recognize the value and contributions of our staff on a regular basis, both formally and informally.





Support the ongoing development of all employees.

- Establish and implement an employee development program as an integral component of a school district succession plan,
- Establish, implement and support ongoing personal and professional growth plans,
- Continue to develop leadership through the Leadership for Learning program.



Develop and promote innovative and sustainable programs

We all learn differently. Through established programs such as academies, fine arts, career preparation, International Baccalaureate, and on-line, distributed learning, we continue to provide innovative, exciting, and sustainable program offerings. We will continue to be responsive to what our students are saying about how and what they wish to learn.



Develop

At the same time, we know the importance of providing a strong core curriculum with consistency and quality across the District. A primary theme in the feedback we received from parents on our goals advocated delivering the core curriculum *exceptionally well*. With this in mind, we foresee a balance between program development and core delivery to ensure that quality is not compromised.

We need to understand what tools will enable students to make successful transitions to their next level of learning and how we can assist them in attaining their career and life goals. We want our students to have post secondary opportunities that will match their dreams and fulfill their aspirations. Building relationships with our post secondary educational and business partners helps us to support positive transitions for our students.

As a progressive, world-class school district we also need to develop promotional strategies that acclaim our program diversity, our students' success, and our commitment to excellence.

- **Key District Planning Documents:** District Achievement Contract 2011-2014, Strategic Communication Plan 2009-2011; Information and Communications Technology Plan Overview 2011-2014.
- **Lead team:** Learning Services, Communications, Information and Communications Technology.

Objectives and Three Year Operating Plan Strategies

- Increase access to existing and future specialty programs.
 - Review current specialty programs and academy offerings to identify opportunities for potential program development and expansion,
 - Support the implementation of International Baccalaureate at all levels (PYP, MYP, DP) and complete a feasibility study for program expansion,



- Encourage the development of local BAA courses to provide for the diverse interests and needs of students, staff and the community.



Expand online course offerings provided through Distributed Learning.

- Expand the development of course offerings that meet the needs and interests of students,
- Provide staff with guidelines and training for the application of Distributed Learning (DL) methodologies in a 'blended model' and develop school-based supports for students registered in Distributed Learning courses.



Promote greater awareness of the specialty program opportunities and quality of instruction available to students.

- Develop a district resource describing our schools and program opportunities for students,
- Provide program descriptions and registration information **through** school websites, course selection booklets, information meetings, and community forums,
- Implement the recommendations of the Career Advisory Committee to establish a framework for the development and expansion of career programs and career-related courses,
- Explore and establish partnerships with the local business community and post-secondary institutions including Capilano University, Vancouver Community College, and BC Institute of Technology.



Develop and implement a consolidated alternate program to meet a diverse range of student needs.

- Implement the pilot CHOICES Program at Sutherland Secondary and proceed with the expansion of the CHOICES Program to each secondary school, building upon the pilot program and making any necessary adjustments,
- Collaborate with community agencies to develop a partnership model that enhances the services available to students and the effective delivery of community services at both the school and district level,
- Establish and support the consolidated alternate program at a district level in collaboration with community agencies,
- Continue to monitor and support the expansion of the CHOICES Program to each secondary school and the effective implementation of the consolidated alternate program.



Provide leadership in environmental education and sustainability practices

It is our responsibility to be leaders in environmentally sound practices. What we learn and practice now will have an impact on the future; we want that to be a positive impact.

Our outdoor education centre is renowned for its experiential environmental program. To remain at the forefront of excellence and ensure the opportunity for all students to learn at an exceptional campus environment, we must continue to build a broad base of support. With the assistance of our community partners, the North Vancouver Outdoor School Environmental Learning Centre will be recognized as a centre of excellence for environmental education and stewardship.



Provide

Through our sustainability initiatives and programs, we can engage students proactively in understanding and protecting the environment. We want to ensure we are using less and creating greater efficiencies in all of our operations.

We know that decisions we make now affect the future. Therefore, we need to demonstrate responsibility when managing our financial resources. Revenue generating initiatives will ensure that we continue to offer world-class instruction in modern, safe, efficient, and well-designed facilities.

- **Key District Planning Documents:** Strategic Energy Management Plan DRAFT 2011; Surplus Land Retention and Disposition Strategy 2011.
- **Lead team:** Learning Services, Corporate Services; Facilities and Planning.

Objectives and Three Year Operating Plan Strategies

 Facilitate student participation in environmental leadership and sustainability practices.

- Implement instructional programs to support environmental education and sustainability and to engage and empower all students and staff,
- Continue to support the Sustainability Leadership team to identify, implement and encourage sustainability initiatives within all schools and facilities,
- Adopt the Strategic Energy Management Plan and incorporate strategies to reduce energy consumption, greenhouse gas emissions, and achieve operating savings.

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Embed sustainability in all planning, decision making, and daily practice.

- Implement sustainability policy related to purchasing practices, environmentally friendly consumables and products, paper reduction strategies, and digital meetings,
- Build upon existing energy management and conservation practices through the implementation of the Strategic Energy Management Plan.



Utilize our resources to optimize the well-being of learners and benefit the long-term interests of the community.

- Revise and enhance the environmental educational program at the North Vancouver Outdoor School and continue to provide every student with opportunities to stay and learn at a world class campus environment,
- Enhance the environmental educational opportunities available to students through active use of school grounds and nearby natural habitats,
- Continue the North Vancouver Outdoor School Campus redevelopment process towards a centre of excellence, and to attract students, adults, educators, and researchers from all parts of the world,
- Continue to implement operational efficiencies through the implementation of administrative systems (e.g. document management), and through the consolidation of district services,
- Continue revenue generation strategies to support and enhance school district operations through disposition methods including rentals, leases and limited sales of surplus lands.



Strengthen and expand reciprocal community relations

Schools serve as focal points within our neighborhoods, providing not only educational services to students, but also community services to children, families, and residents. We wish to enhance our connection with families and residents so that we can provide services and facilities that promote the health, well-being, and interests of both the school district and the entire community.



By integrating services with the broader community, we have the potential to be more versatile, more cost effective, and more streamlined. By expanding access to our schools and services, we can increase community engagement and support opportunities for student success from preschool to post secondary.

As we look toward implementing our strategic plan, we want our broader educational community to stay informed and involved to ensure we are creating solid foundations for lifelong learners.

- **Key District Planning Documents:** Aboriginal Education Enhancement Agreement 2011-2016; District Literacy Plan 2011, Strategic Communication Plan 2009-2011, Five Year Capital Plan 2010-2011.
- **Lead team:** Learning Services, Corporate Services: Community and Business Development, Communications.

Objectives and Three Year Operating Plan Strategies



Strengthen the delivery of services to support children and families through closer connections with the community.

- Collaborate with community partners for the development of Neighborhood Learning Centers to expand partnerships for the delivery of; Early Learning, childcare, before and after school programming, Middle Years Matters, community literacy, library and health services,
- Develop and implement a pilot Neighbourhood Learning Center project at Ridgeway Elementary for potential future expansion to other schools,



- Develop community partnerships with VCH and MCFD, in alignment with the Ministry's Children and Youth with Special Needs Framework for Action (CYSN) and the North Shore Charter for a Family Friendly Community,
- Develop career and work experience opportunities with community partners,
- **Develop and expand** links between home, school and the community through digital communication channels (on-line tools, surveys, electronic town halls, etc.).



Provide seamless transitions for all students at each stage of their growth and development.

- Continue to refine Kindergarten orientation processes and Grade 7 to 8 transitions,
- Engage community agencies in the transition of vulnerable students from elementary to secondary,
- Continue to strengthen the counsellor role in the delivery of supports to students through the secondary service delivery model.



Enhance opportunities for all students by expanding and integrating school and community services.

- Continue to identify and develop joint use and collaboration agreements to enhance opportunities for all students and for the benefit of the community,
- Engage the City and District of North Vancouver in discussions with *TransLink* to improve transportation connections throughout the school district,
- Identify opportunities to share administrative and management services with other jurisdictions,
- Develop and implement a community-based Giving Strategy to generate revenue to support program opportunities and community enhancements.



3-Year Operating Plan 2011-2014

Goals and Measures

Expand the availability of best instructional practices and enriched curriculum

- Improve six-year completion rate to 90% for all students (2011 baseline: 87%)
- Improve six-year completion rate to 70% for students of aboriginal ancestry (2011 baseline: 52%)
- Increase staff participation in district initiated in-service by 15% (2011 baseline: 1186 staff participated in 97 district in-service sessions in 2010/2011).

Encourage the growth of collaborative, adaptive and personalized learning environments

- Increase completion rates for students enrolled in alternative programs to 50% (2011 baseline: 30%)
- Increase course completion rates for distributed learning students to 85% (2011 baseline: 65%)
- Increase student engagement by 10% (baseline: use attendance rates and Social Responsibility Survey findings).

Nurture an inspiring and healthy work environment

- Increase staff participation in Action Research and Collegial Conferencing initiatives by 15% (baseline 2011: 73 staff involved in projects in 2010/2011)
- Establish a personal professional growth plan model and build participation to 25% of all staff.
- Secure Capital Project approvals for Argyle, Seymour Heights and Handsworth with an estimated combined value of \$100 million.

Develop and promote innovative and sustainable programs

- Expand the number and location of district programs by 3 within three years (baseline 2011: current district programs and locations).
- Increase North Vancouver Distributed Learning course offerings by 10%. (baseline 2011: 29 courses offered)
- Increase the Board Authority Authorized course offerings by 10% (baseline 2011: 72).



Provide leadership in environmental education and sustainability practices

- Increase participation in programs based at the Outdoor School by establishing two new programs and expanding participation in the BAA Leadership Course by 15%. (baseline for BAA course completion 2010/2011: 76 students)
- Reduce energy consumption by 13% to achieve annual savings of \$186,000 by year three (baseline costs 2011: \$1,400,000), electrical consumption by 16%, to achieve annual savings of \$100,000 by year three (baseline costs 2011: \$625,000), and reduce carbon emissions by 10% (baseline measure 2011: 4219 tonnes).
- Reduce photocopying expenditures (and consumables) by 20% at each school district location to achieve combined annual savings of \$50,000 by year three (baseline costs 2011: \$250,000).
- Secure \$3 million through the Environmental Learning Centre Capital campaign towards a total of \$10 million over five years.

Strengthen and expand reciprocal community relations

- Increase the number of centres providing Early Learning Foundation (ELF) programs and before and after school care by 3 in the next three years (baseline 2011: 10 ELF Centres, 13 locations with before and after school care).
- Develop specific joint use agreements to facilitate community use of schools on weekends. (baseline 2011: 1 agreement is in place at Sutherland Secondary for weekend operations).
- Secure five additional partnerships with external organizations. (baseline 2011: current Specific Joint Use Agreements and formal partnership agreements)
- Establish a community-based volunteer program and build to 50 active contributors by year three. (baseline 2011: no current program is in place)
- Generate an additional \$1 million per year, for each of the next three years, through local initiatives to enhance the operating budget. (baseline 2011: currently projecting 'add back' of \$1 million for 2011/12).

