



North Vancouver School District
2011–2021 Strategic Plan

DRAFT 3 Year Operating Plan
2015 - 2018

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.

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 2014-2015; Aboriginal Education Enhancement Agreement 2011-2016; District Literacy Plan 2014-2015.
- **Lead teams:** Learning Services, Human Resources.



Expand

Objectives and Three-Year Operating Plan Strategies



Ensure best instructional practices are provided to each student through skilled staff and ongoing professional growth.

- Maintain and reinforce a continued focus on the pillars of professional practice: Curriculum, Instruction, Assessment, and Social and Emotional Learning.
- Bring educators together for ongoing curriculum in-service and including the implementation of the new curriculum
- Develop a shared understanding of instructional practices through a 'common vocabulary' and clear communications with teachers and parents.



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

- Continue to develop & grow innovative teaching practices by expanding in-service and collaborative opportunities within the school district.
- Continue to align resources with practices that reflect quality teaching and learning and the sharing of best practice (e.g., collaboration, networks, collegial conferencing).
- Develop a deep understanding of the First Peoples Principles of Learning that will enhance the integration of Aboriginal worldviews and knowledge into curricular areas.



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

- Develop and articulate an appreciative inquiry approach to best practices for continuous improvement of teaching & learning practices.
- Continue to create and develop relationships with educational groups and institutions with common values and goals.

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 2014-2015; Aboriginal Education Enhancement Agreement 2011-2016; District Literacy Plan 2014-2015.
- **Lead teams:** Learning Services, School Services, Information and Communications Technology.

Objectives and Three-Year Operating Plan Strategies



Strengthen engagement and connection for each learner.

- Continue to address differentiated learning and personalization to meet the needs of diverse learners.
- Continue to enhance student engagement and skill development through active involvement in project-based learning initiatives, specialized programs, and academies.



Provide increased and unique opportunities for personalized learning.

- Facilitate a culture of personalized learning involving student choice, student engagement and differentiation of instruction.
- Continue to develop the 21st century classroom with embedded technology supporting teaching and learning.
- Continue to focus on alignment of in-service opportunities to support collaboration and personalized learning environments.



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

- Continue to invest in opportunities to enhance collaboration opportunities within the district with a direct focus on educator development.
- Enhance collaboration processes, teacher connectivity and engagement through active involvement of teacher leaders & family of schools supports.
- Implement communications strategies to enhance the connection between home and school, keeping parents regularly informed of classroom activities and student progress.
- Broaden the understanding and implementation of educational planning in relation to Individual Education Plans and School Based Resource Teams.

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 2012-2014; Five Year Capital Plan 2013-2014; Strategic Energy Management Plan 2012.
- **Lead teams:** Human Resources, School Services, 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.

- Reinforce a sense of belonging and welcoming for all students, staff and parents within our classrooms, schools, district, and community.
- Develop and reinforce a culture of acceptance, openness and inclusivity of diverse perspectives and opinions.
- Demonstrate mindfulness for others through our statements and actions, modelling our values of trust, respect, collaboration and responsibility (mental health initiatives).
- Maintain and enhance the positive communication of our successes.



Encourage leadership at all levels of the organization.

- Recognize, value and support personal contributions at all levels of the school system and regularly celebrate progress and accomplishments.
- Continue to build and strengthen relationships with all partner groups (CUPE, NoVA, NVPAC, NVTA, SLC,)



Attract, recruit and retain exceptional staff.

- Build trust, openness, connectedness, and mutual appreciation within our relationships to build and maintain positive staff morale.
- Continue to build connections with the teacher education programs of the local universities to attract new teachers to the school district.



Support the ongoing development of all employees.

- Provide opportunities for all employees to continue to grow & develop to their fullest personal & professional capacity (Succession planning & Leadership Framework).



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

- Continue initiatives to maintain and enhance our physical environment to positively impact people's well-being.

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 2012-2014.
- **Lead teams:** Learning Services, Communications, Information and Communications Technology.

Objectives and Three-Year Operating Plan Strategies



Increase access to existing and future specialty programs.

- Continue to provide innovative programming and teaching, with an examination for potential expansion including; Academics, Advanced Placement, Elementary programs, French programs of choice, and STEAM (Science, Technology, Engineering, Arts, and Math).



Promote greater awareness of the specialty program opportunities and delivery methods available to students.

- Increase awareness and understanding of instructional practices and program opportunities through multiple communications channels as a priority of the Communications Strategic Plan.
- Continue to grow and expand online course offerings provided through the blended model of Distributed Learning offered to students



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

- Continue to expand district leadership in supporting children and youth with mental health challenges through K-12 curriculum development, program supports and the implementation of wraparound and integrated services.

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.

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 2012; Land, Learning, and Livability October 2014, Surplus Land Retention and Disposition Strategy 2011.
- **Lead teams:** Learning Services, Corporate Services; Facilities and Planning.



Provide

Objectives and Three-Year Operating Plan Strategies



Facilitate student participation in environmental leadership and sustainability practices.

- Develop a common vision and action plan for environmental, nature-based learning and sustainability practices to connect our educational initiatives with our corporate responsibilities.
- Develop and refine best practices in learning in nature and environmental sustainability.



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

- Incorporate environmental education and sustainability practices as an element of school plans and goals and district in-service sessions.
- Identify and build connections between teaching, learning, the natural environment (learning in nature) and the built environment (schools).



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

- Develop and promote quality indoor and outdoor learning spaces (e.g. urban gardens) to support and enhance learning in nature.
- Develop and promote additional resources to support nature-based environmental learning and sustainability initiatives.
- Advocate for improved funding for public education to meet the expectations of our community.
- Ensure continued responsible use of our resources and assets, including surplus lands, to support our students and address community needs.

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 2014-2015, Strategic Communication Plan 2012-2014, Five Year Capital Plan 2013-2014.
- **Lead teams:** 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.

- Strengthen and reinforce benefits associated with community-based, neighbourhood schools within our school district.
- Support equity between schools through the allocation of resources and provision of grants to assist those schools with greater needs.

- Continue to strengthen and expand existing strategic partnerships to better support our learners while enhancing the overall use of school district facilities (e.g., academies, careers, environmental education, joint use of facilities, shared services, and corporate partnerships).



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

- Continue to strengthen partnerships with the early learning community and support programs that enhance children's development in the early years and their successful transition to Kindergarten.
- Strengthen and enhance the meaningful connections between schools to strengthen the Family of Schools model and to support relationships between elementary and secondary schools.
- Continue to enhance Kindergarten through Grade 12 connections to facilitate communication, build a learning community, strengthen identity, and increase opportunities for collaboration and mentoring.



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

- Continue to engage all levels of government and our community partners to address future capital needs to accommodate future growth and demographic changes through our Capital Planning Committee.
- Pursue and develop inter-agency and inter-governmental frameworks to guide joint actions and responsibilities (e.g., Healthy Minds, Healthy People).
- Establish Mountainside as a model for the delivery of integrated services to students through inter-ministerial collaboration and serving as a Provincial pilot for this purpose.

3-Year Operating Plan 2015-2018
Goals and Measures

TO BE DEVELOPED for each Goal Area

Expand the availability of best instructional practices and enriched curriculum

Encourage the growth of collaborative, adaptive and personalized learning environments

Nurture an inspiring and healthy work environment

Develop and promote innovative and sustainable programs

Provide leadership in environmental education and sustainability

Strengthen and expand reciprocal community relations.

3-Year Operating Plan 2015-2018
Goals and Measures = INDICATORS of PROGRESS
TO BE DEVELOPED for each Goal Area

Expand the availability of best instructional practices and enriched curriculum

- (completion rates, staff participation in in-service)

Encourage the growth of collaborative, adaptive and personalized learning environments

- (course completion rates [DL], student engagement through social responsibility survey)

Nurture an inspiring and healthy work environment

- (staff participation in collegial conferencing/action research, securing capital projects)

Develop and promote innovative and sustainable programs

- (program expansion, increase DL and BAA offerings)

Provide leadership in environmental education and sustainability

- (reduced energy consumption, photocopying and consumables)

Strengthen and expand reciprocal community relations.

- (increase Early Learning Centres, secure partnership agreements, generate additional operating funds)

Additional comments regarding the DRAFT Three-Year Operating Plan
