

## ADMINISTRATIVE MEMORANDUM

Meeting Place:

Virtual Meeting  
[Meeting Link](#)

Format and Date:

PUBLIC BOARD MEETING  
Tuesday, May 18, 2021, at  
6:30 p.m.

		Estimated Completion Time
A.	Call to Order	
A.1.	Chair Tsiakos' opening remarks	6:30 pm
A.2.	Approval of Agenda (that the agenda, as recommended in the Administrative Memorandum, be adopted.)	6:30 pm
A.3.	Public Comment Period *	7:00 pm
A.4.	Stakeholder Comment Period	7:30 pm
A.5.	Approval of Minutes (that the minutes of the Public Meeting of April 27, 2021, be approved as circulated)	7:35 pm
B.	Action Items	
B.1.	2021/22 Budget Consultation Update and Board Direction	7:55 pm
B.2.	2021-2031 Strategic Plan Approval	8:10 pm
C.	Information and Proposals	
C.1.	School District Enrolment and Organization of Classes Update – 2020/21	8:20 pm
C.2.	Adaptable Flexible Space Presentation	8:35 pm

\* Additional Community Presentations or Delegations are welcomed with advanced notice - see [Policy 104: Board of Education - Meetings](#) and its [Administrative Procedures](#).



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Format and Date:

PUBLIC BOARD MEETING  
Tuesday, May 18, 2021, at  
6:30 p.m.

	Estimated Completion Time
C.3. Elementary School Fees 2021/22	8:45 pm
C.4. Land Management Update	8:55 pm
C.5. Tuesday, May 4, 2021, Standing Committee Meeting	9:00 pm
C.6. Superintendent's Report (including COVID-19)	9:10 pm
C.7. Report Out - BC School Trustees Association (BCSTA) and BC Public School Employers' Association (BCPSEA)	9:20 pm
C.8. Trustees' Reports	9:30 pm
D. Future Meetings	9:30 pm
E. Public Question & Comment Period	9:30 pm
F. Adjournment	9:30 pm

**Note:** The completion times on this agenda are estimates intended to assist the Board in its pacing.

**Schedule A.3**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Public Comment Period**

**Narration:**

**NEW: COVID-19 Procedures for Public Board Meetings**

To respect guidelines and orders around physical distancing and public gatherings provided by the Provincial Health Officer, upcoming Public Board Meetings will continue to be live-streamed and recorded. The public will not be able to attend meetings in person but will have the opportunity to provide input in advance of the meeting.

How you can provide input:

On the day of the Public Board Meeting, we ask that interested parties who wish to ask a question or provide a comment email [publiccomments@sd44.ca](mailto:publiccomments@sd44.ca) with their full name, address, phone number, and written submission. In order to keep within the maximum of 2 minutes, please ensure that your comments have a maximum of 350 words. The Board Chair will read out the comments during the Public Comment Period. Please provide comments by 6:00 p.m. on May 18, 2021.

The Board of Education will provide a twenty (20) minute public comment period relevant to the Board's mandate. Speakers will be allocated a maximum of two (2) minutes each.

**Schedule A.4**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Stakeholder Comment Period**

**Narration:**

As per the motion passed on May 26, 2020, the Board of Education will provide a twenty (25) minute stakeholder comment period to allow stakeholders to speak to items on the Board of Education agenda (B and C items). Speakers will be allocated a maximum of five (5) minutes each. An additional five (5) minutes will be provided for Trustee questions of clarification at the end of the comment period.

Stakeholders will be invited to speak to the Board of Education in a rotating order each meeting. The Chair will invite those wishing to speak in the order that is determined prior to the meeting. For the May 18, 2021, Public Board Meeting, the following order will be observed:

- North Vancouver Teachers' Association (NVTa)
- Canadian Union of Public Employees (CUPE Local 389)
- District Student Leadership Council (DSLc)
- North Vancouver Administrators (NoVA)
- North Vancouver Parent Advisory Council (NVPAC)

When appearing before the Board of Education, speakers are requested to state their name for the record.

During the Stakeholder Comment Period, as well as the Public Question and Comment Period at the end of the meeting, speakers may not speak disrespectfully of any Board member, staff member, or any other person and must not use offensive words or gestures.

Speakers may speak only once at the Stakeholder Comment Period.

## School District No. 44 (North Vancouver)

Minutes of the Public Meeting of the Board of Education, School District No. 44 (North Vancouver) held virtually through Microsoft Teams in North Vancouver, British Columbia, on Tuesday, April 27, 2021.

**PRESENT:** G. Tsiakos, Chair  
K. Mann, Vice Chair  
C. Gerlach  
M. Higgins  
C. Sacré  
M. Tasi Baker

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### A. Call to Order

Board Chair George Tsiakos called the meeting to order at 6:30 p.m. and acknowledged the traditional territorial lands of the Squamish Nation and Tsleil-Waututh Nation.

#### **Motion to Approve Trustees Participation by Microsoft Teams**

Moved by G. Tsiakos

WHEREAS Section 67 of the *School Act* permits Trustees to participate in or attend a meeting of the Board by telephone or other means of communication if all Trustees and other persons participating in or attending the meeting are able to communicate with each other;

the Board hereby approves the participation by the Trustees in the April 27, 2021, Public Board Meeting by Microsoft Teams.

Seconded by K. Mann

Carried

Chair Tsiakos provided an update on COVID-19 including the vaccination program for K-12 educational staff and reminded everyone to continue to follow restrictions. Information surrounding the School Trustee By-election was provided noting that five candidates have put their names forward. Chair Tsiakos acknowledged World Autism Awareness Day, Earth Day and the designated Day of Mourning for those who have lost their lives to work related incidents which all are occurring in the month of April.

### A.2. Approval of Agenda

Moved by C. Sacré

that the agenda, as recommended in the Administrative Memorandum, be adopted.

Seconded by M. Higgins

Carried

### A.3. Public Comment Period

Due to COVID-19 and moving the meeting to Microsoft Teams, the Board of Education requested that interested parties email in their submission to be read out by the Board Chair.

Mandy Young (on behalf of multiple families), Michelle Sawyer and Tiffany Paul, all residents of North Vancouver, provided written submission in support of creating an Intellectual Disabilities Advisory Committee.

### A.4. Stakeholder Comment Period

As per the motion passed on May 26, 2020, the Board of Education provided a twenty minute stakeholder comment period to allow stakeholders to speak to items on the Board of Education Agenda.

**A.4. Stakeholder Comment Period (continued)**

Jennifer Branston, Co-Chair of North Vancouver Parent Advisory Council, spoke regarding the proposed Intellectual Disability Advisory Committee. Ms. Branston shared that the committee would be a great benefit to the School District by providing meaningful supports and services to students.

Katrina Russell, First Vice President of North Vancouver Teachers' Association (NVTa), commented on the vaccination program noting that teachers are happy to have access to vaccines. Ms. Russell shared that the NVTa would like to see more consultation and collaboration for new school buildings and asked that privacy screens be added to shared working spaces in Argyle Secondary School. Additionally, there is a continued uncertainty surrounding school in September and the NVTa would like to see the Board prioritize funding to staffing and resources.

Brenda Bell, District Principal of Human Resources and Liaison for the District Student Leadership Council (DSLc), read a message from grade 12 student, Hannah Cook. Ms. Bell shared Hannah's reflections on the most recent DSLc Forum. The Forum provides a space for students to participate in relevant topics and this year the topic was *Empowering Students Towards a Sustainable Future*. The message from Hannah ended with her hope that the DSLc will continue to grow and she took the opportunity to wish all graduates good luck in the future.

**A.5. Approval of Minutes**

Moved by M. Tasi Baker

that the minutes of the public meeting of March 9, 2021, be approved as circulated.

Seconded by C. Sacré

Carried

**B.1. Child Care Opportunities Identified During the North Vancouver School District's 2020 Site Analysis**

Assistant Superintendent Chris Atkinson introduced this agenda item, inviting Facilities & Planning Coordinator James Bell to present an analysis of child care opportunities to the Board of Education. Mr. Bell presented an analysis on the:

- important considerations for creating childcare facilities;
- constraints that the NVSD faces in implementing childcare programs;
- a review of where existing childcare facilities within the district are successful; and,
- an analysis of properties to identify where future childcare programs could be successful.

Responding to Trustees' questions, Assistant Superintendent Atkinson clarified why the sites had been identified and timelines for the implementation of these proposed child care sites.

Moved by M. Tasi Baker

that the Board of Education direct School District staff to work with District of North Vancouver staff to explore the viability of creating child care spaces on the identified sites.

Seconded by K. Mann

Carried

**B.2. Notice of Motion: Intellectual Disability Advisory Committee**

Trustee Cyndi Gerlach introduced this notice of motion that was first provided to the Board of Education at the February 2021 Board meeting. Trustee Gerlach highlighted the importance of having an Intellectual Disability Advisory Committee. This committee could provide a mechanism to consult with the students from the intellectual disability community regarding their education or school experiences.

**B.2. Notice of Motion: Intellectual Disability Advisory Committee (continued)**

Board Chair Tsiakos clarified that the current motion has been revised since being tabled in February 2021. After a fulsome discussion, the following motions were voted on by the Board:

Moved by C. Gerlach

that the Board of Education direct the Superintendent to create a School District intellectual disabilities advisory committee made up of students and parents of students with intellectual disabilities, identifying as having an intellectual disability, who are currently within or have been through the NVSD system, and that this committee include self-advocates with intellectual disabilities including wherever possible students and parents who are autistic or have autism (intellectual disabilities). That the purpose of this School District advisory committee is to provide advice to the NVSD on all matters pertaining to students with intellectual disabilities in their education and school journey.

Seconded by K. Mann

Moved by M. Higgins

that the consideration of this motion be postponed until the next Board Meeting.

Seconded by M. Tasi Baker

Defeated

The motion to postpone was defeated.

An amendment to the motion removed:

...who are currently within or have been through the NVSD system...

A friendly amendment to the amendment removed:

...and that this committee include self-advocates with intellectual disabilities...

Moved by C. Sacré

that the Board of Education direct the Superintendent to create a School District intellectual disabilities advisory committee made up of students and parents of students with intellectual disabilities, identifying as having an intellectual disability, and that this committee include self-advocates with intellectual disabilities including wherever possible students and parents who are autistic or have autism (intellectual disabilities). That the purpose of this School District advisory committee is to provide advice to the NVSD on all matters pertaining to students with intellectual disabilities in their education and school journey.

Seconded by M. Higgins

Moved by G. Tsiakos

An amendment to the amended motion included the word “sub” to sub-committee.

Seconded by K. Mann

Carried

A motion to call to question was passed unanimously.

The main motion as amended was adopted and carried, with the final wording being as follows:

Final Motion

that the Board of Education direct the Superintendent to create a School District intellectual disabilities advisory sub-committee made up of students and parents of students with intellectual disabilities, identifying as having an intellectual disability, and that this committee include self-advocates with intellectual disabilities including wherever possible students and parents who are autistic or have autism (intellectual disabilities). That the purpose of this School District advisory committee is to provide advice to the NVSD on all matters pertaining to students with intellectual disabilities in their education and school journey.

Carried

A short break was observed.

**C.1. 2021/22 Calendar Update**

Providing an update on this item, Assistant Superintendent Atkinson shared that in order for spring break to be scheduled for two weeks, an agreement with the North Vancouver Teachers' Association (NVTAs) needs to be signed. At this point in time, an agreement has not been reached with the NVTAs. Assistant Superintendent Atkinson will continue to keep the Board of Education apprised on the 2021/22 calendar.

**C.2. Land Management Update**

Superintendent Pearmain updated the Board of Education on the Argyle and Handsworth Secondary School Replacement Projects, the Mountainside Secondary Seismic Upgrade and the status of Cloverley Elementary School. Notice of two civil claims were filed, one for Argyle for delays and one with the Cheakamus Centre.

**C.3. Tuesday, April 6, 2021, Standing Committee Meeting**

Trustee Higgins reported on the meeting that showcased budget development for 2021/22, including presentations on the Forecast to June 30, 2021, the Preliminary Operating Grant for next fiscal year and Three-Year Forecast. Facilitated break-out rooms allowed participants to discuss goals and priorities.

**C.4. Superintendent's Report (including COVID-19)**

Superintendent Pearmain provided an update on COVID-19 which included the number of exposures in the North Vancouver School District and the Vancouver Coastal Health vaccination program for K-12 educational staff. An update on outstanding motions was provided to the Board of Education.

**C.5. Report Out - BC School Trustees Association (BCSTA) and BC Public Schools Employers' Association (BCPSEA)**

Trustee Tasi Baker updated the Board on the approved motions from the BCSTA AGM, including a motion put forward by the North Vancouver School District for Physical Literacy. Trustee Gerlach shared that BCPSEA created a new committee on governance structure and she will represent the School District as a member of that committee.

**Motion to Extend**

Moved unanimously  
to extend the meeting past 9:30 p.m.

**C.6. Trustees' Reports**

Trustees submitted their reports on their activities on behalf of the Board as follows:

1. Meetings attended by Trustees included:
  - Public Board Meeting
  - Standing Committee Meeting
  - Trustee Seminar Meetings
  - President's Council Meeting
  - Indigenous Education Committee Meeting
  - Sustainability Committee Meeting
  - Policy Review Committee Meeting
  - Physical Literacy for Communities Meeting
  - Various school PAC Meetings
  - BCSTA Metro Meeting
  - CNV4ME Action Team Meeting



**C.6. Trustees’ Reports (continued)**

2. Events attended by Trustees included:
- District Student Leadership Council Forum
  - BCSTA AGM
  - Signing an MOU with the CNV and NVSD

**D. Future Meetings**

<b>Date and Time</b>	<b>Event</b>	<b>Location</b>
Tuesday, May 4, 2021, at 7:00 p.m.	Finance and Facilities Standing Committee Meeting	Microsoft Teams
Tuesday, May 18, 2021, at 6:30 p.m.	Public Board Meeting	Virtual
Tuesday, June 22, 2021, at 6:30 p.m.	Public Board Meeting	Virtual

**E. Public Question & Comment Period**

Due to COVID-19 and moving the meeting to a virtual platform, the Board of Education did not take questions or comments in real time. Members of the public were asked to email their submission in to [publiccomments@sd44.ca](mailto:publiccomments@sd44.ca).

**F. Adjournment**

The established agenda being completed, the Chair adjourned the meeting at 9:28 p.m. and thanked those who attended.

Certified Correct:

\_\_\_\_\_  
Jacqui Stewart  
Secretary Treasurer

\_\_\_\_\_  
George Tsiakos  
Chair, Board of Education

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Schedule B.1.....**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **2021/22 Budget Consultation Update and Board Direction**

**Narration:**

At the November 17, 2020 Public Meeting, the Board of Education approved the budget process for the 2021/22 Preliminary Annual Budget. The five partner groups; North Vancouver Parent Advisory Council (NVPAC), North Vancouver Teachers' Association (NVTAs), Canadian Union of Public Employees (CUPE Local 389), North Vancouver Administrators (NoVA), and District Student Leadership Council (DSLCC) were invited to attend information sessions and participate in discussions about the 2021/22 Budget Priorities at the scheduled Finance and Facilities Standing Committee Meetings. The Board requested that the 2021/22 budget priorities be framed in the context of the draft 2021-2031 Strategic Plan.

At the February 2, 2021, Finance and Facilities Standing Committee meeting, attendees were provided with the key components for the 2021/22 budget development including historical and current revenues and expenses, budget timelines, operating grant and the three-year forecast. Participants and interested individuals were asked to provide their suggestions for the 2021/22 budget priorities by emailing or using the *Thoughtexchange* online platform.

On March 12, 2021, the Ministry of Education announced the 2021/22 Preliminary Operating Grant for next year. The preliminary operating grant is based on the three year enrolment forecast submitted by the District in February 2021. For 2021/22, the Labour Settlement Funding was rolled into the Per Pupil Funding rather than being provided as a separate allocation as done in previous years. As a result, although the Per Pupil Funding have increased by 4.3% over the previous year, the change is largely attributed to combining the two allocations. The preliminary operating grant also provides for the Classroom Enhancement Fund (CEF) at 90% of the required teacher staffing and a fixed allocation of overhead funding.

Following the September 1701 enrolment submission to the Ministry, typically the Ministry will revise the operating grant based on actual enrolments, the remaining eligible CEF and other formula driven changes. The District's preliminary operating budget is developed based on the preliminary operating grant as announced by the Ministry, leaving any budget shortfall to be funded through an appropriation from the District's accumulated operating surplus.

The focus of the April 6, 2021 Finance and Facilities Standing Committee Meeting was presentations related to 2021/22 budget priorities. Updates were provided on the current year forecast to June 30, 2021, the Preliminary Operating Grant for next fiscal year and Three-Year Forecast. Partner groups presented their budget priorities. Attendees were asked to discuss and provide further input on the budget priorities for the 2021/22 through small and large group discussions.

At the May 4, 2021 Finance and Facilities Standing Committee meeting, staff presented an analysis of the revenue planning assumptions and projections for next year. The presentation reviewed the significant revenue sources from the Ministry of Education grants and District generated revenues. Based on planning assumptions, District generated revenues are expected to be approximately \$5.0 million lower in 2021/22 than 2019/20, pre-COVID-19 levels.

Based on the April submissions from partner groups and community members, the Executive Committee has organized this input and offered recommendations and will provide an update on the 2021/22 budget development.

**RECOMMENDED MOTION:**

that the Board direct staff to proceed with the development of the 2021/22 Annual Budget.

**Schedule B.2**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **2021-2031 Strategic Plan Approval**

**Narration:**

In 2019, the North Vancouver School District began a consultative process to create its next 10-year Strategic Plan. The 2021-2031 Strategic Plan will support the over-arching Vision of the North Vancouver School District and its priorities in pursuing the highest level of service we can provide to students and the community.

To gain valuable insight and feedback from students, staff, parents and stakeholders, the North Vancouver Board of Education hosted in-person, facilitated consultation sessions as well as online engagement through *Thoughtexchange* between November 2019 and February 2021. Strategic Planning sessions were held with the District Student Leadership Council, Canadian Union of Public Employees – Local 389, North Vancouver Administrators, North Vancouver Teachers’ Association, Squamish Nation and Tsleil-Waututh Nation. Below is a listing of the engagement opportunities:

Date	Engagement opportunity
<b>November 13, 2019</b>	In-person, facilitated consultation. This large, three-hour strategic planning session will bring roughly 360 people together from all schools in the North Vancouver School District. <i>Participants have already been selected for this session.</i>
<b>November 27, 2019</b>	The North Vancouver Parent Advisory Council will host a one-hour, facilitated strategic planning session. All parents are invited to attend. 7 p.m. at the Education Services Centre (2121 Lonsdale Ave, 5 <sup>th</sup> floor).
<b>December 4, 2019</b>	The District Student Leadership Council will host a one-hour, facilitated strategic planning session for the entire District Student Leadership Council.
<b>January 9 to February 7, 2020</b>	The entire community is invited to provide input, and engage with input provided by others, through the online engagement tool Thoughtexchange.
<b>January 18, 2020</b>	The entire community is invited to a public open house to provide their input and to engage with the input already provided by others. 10 a.m. – 2 p.m. Drop-in format. Education Services Centre (2121 Lonsdale Ave, 5 <sup>th</sup> floor).
<b>March 3, 2020</b>	In-person, facilitated consultation. This large, four-hour strategic planning session will bring back together the 360 people who attended the November 13, 2019 event. This session will focus on reviewing the feedback provided to date, grouping the feedback into key themes and identifying where there is shared understanding.

<b>January 26 to February 12, 2021</b>	The online engagement tool <a href="#">Thoughtexchange</a> will be used to present back to the community the draft goals that will shape the 2021-2031 strategic plan. The community will be asked to reflect on if anything needs to be adjusted, added or considered further.
<b>Feb- April 2021</b>	The North Vancouver School District will report back to the community on the 2021-31 Draft Strategic Plan.
<b>April 2021</b>	Board of Education and Staff commence draft Two-Year Operational Plan design.
<b>May 2021</b>	Final Strategic Plan presented to the Board of Education at Public Board Meeting.
<b>June 2021</b>	Two-Year Operational Plan presented to the Board of Education at Public Board meeting for information.
<b>June to September 2021</b>	The new strategic plan will be presented to the community.

The new strategic goals outline the priorities and direction of the North Vancouver School District for the next ten years and form the basis for the 10-Year Strategic Plan. The new goals are:

- **Student-Centred Education:** Provide equity-based education that supports the learning needs of all students.
- **Innovative Instruction:** Enhance innovative and effective approaches and curriculum to develop educated citizens.
- **Welcoming and Inclusive Culture:** Enhance our welcoming, safe, and inclusive culture and learning environment.
- **Mental Health and Well-being:** Promote mental health and well-being through social-emotional learning and trauma-informed practices.
- **Truth, Healing, and Reconciliation:** Champion truth, healing, and reconciliation, and embed Indigenous ways of knowing.
- **Environmental Stewardship:** Lead on sustainable practices and nature-based learning to address environmental challenges.

Staff would like to acknowledge the support from Roots and Rivers Consulting who assisted in the development of the new 2021-2031 Strategic Plan.

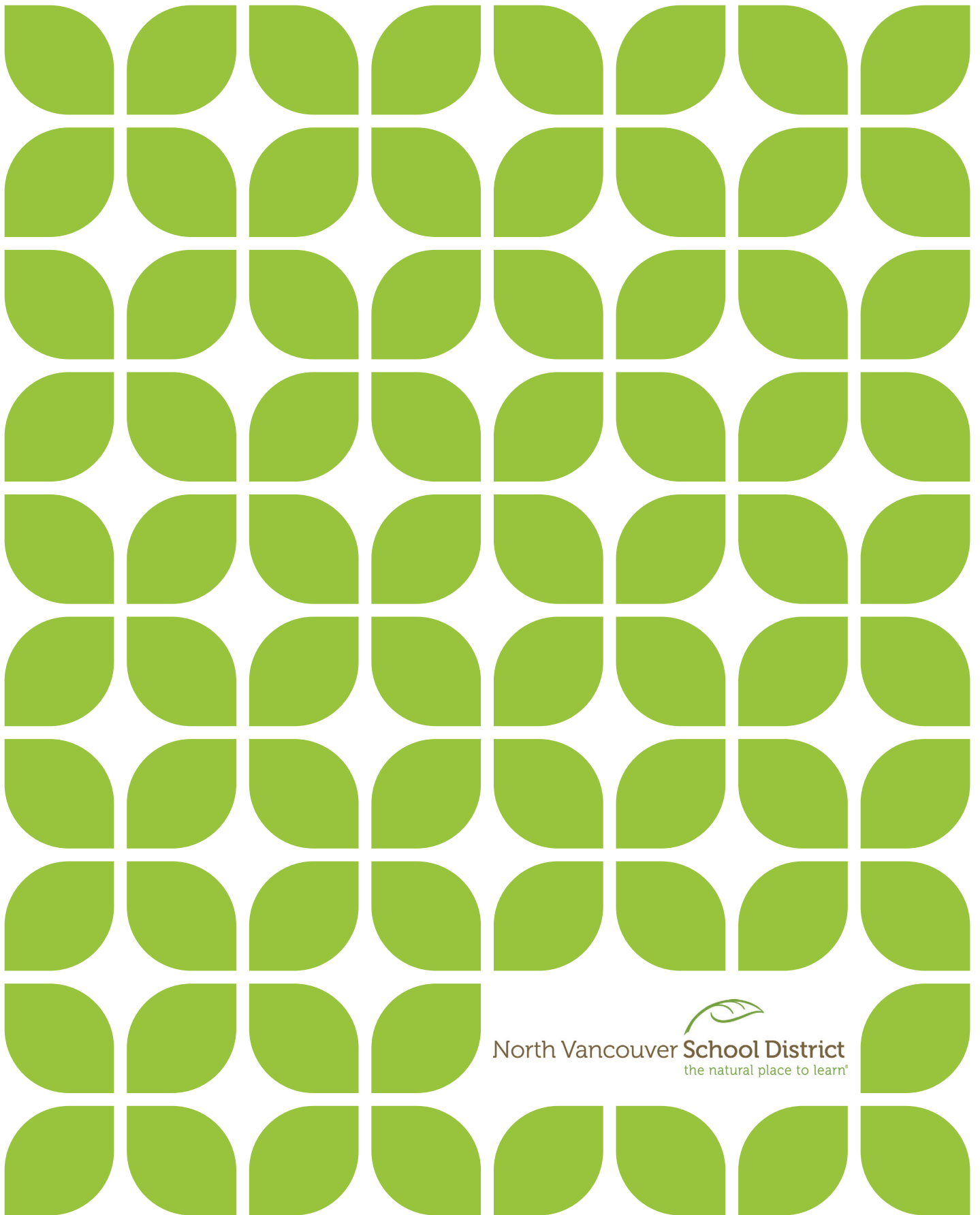
Mark Pearmain, Superintendent of Schools, will present the 2021-2031 Strategic Plan.

Attachment:  
*2021-2031 Strategic Plan*

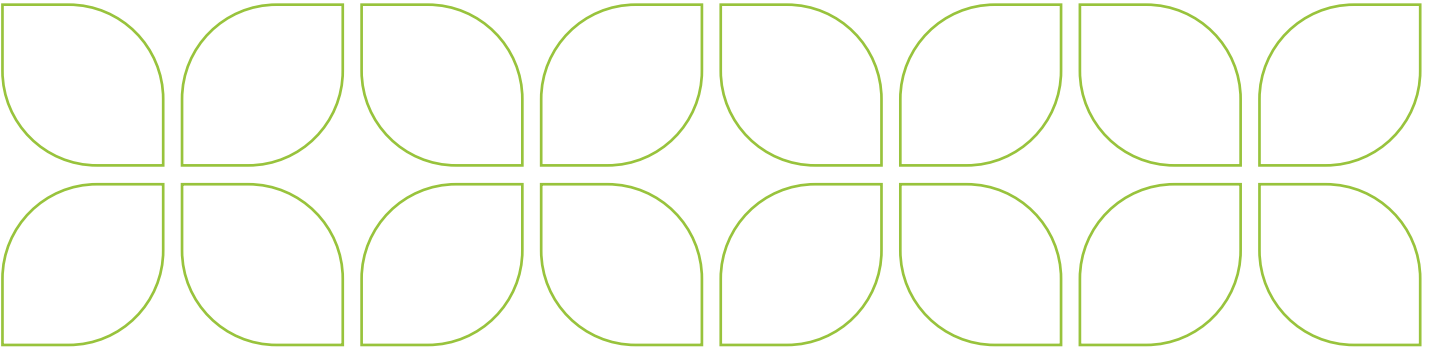
**RECOMMENDED MOTION:**

that the Board of Education approve the 2021-2031 Strategic Plan.

# 2021-2031 Strategic Plan



North Vancouver School District  
the natural place to learn™



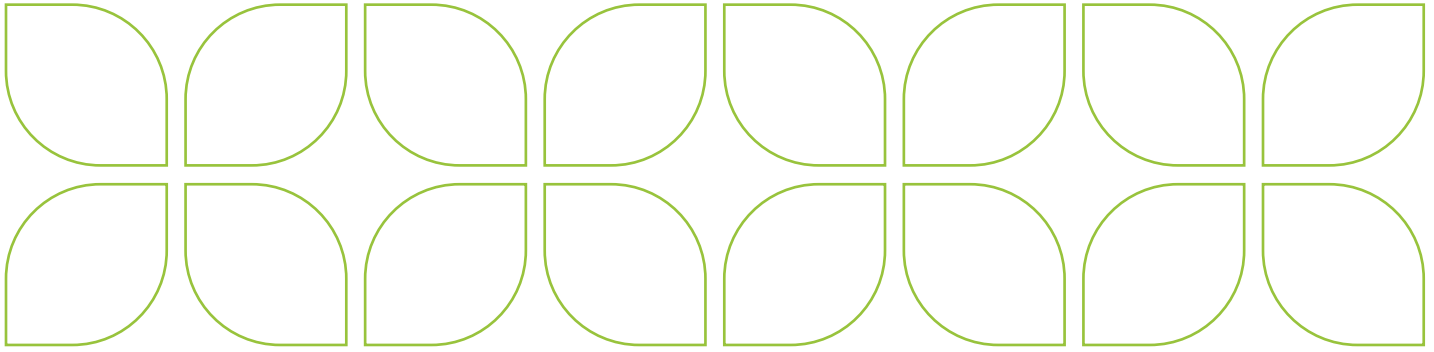
# Executive Summary

The North Vancouver School District provides world-class instruction and a rich diversity of engaging programs to inspire success for every student and bring communities together to learn, share and grow. As a school district with over 15,000 students, their parents and caregivers, and more than 2,000 staff, there is a strong sense of community.

Shared values set the tone for how we relate to one another in pursuing common goals, assist us in demonstrating consistent and fair leadership, and guide us in working collaboratively and productively to realize our vision. Our values of trust, responsibility, respect and collaboration form the foundation of our work and are present throughout our strategic plan.

To develop priorities for 2021-2031, we engaged in a year-long process to reflect on our progress over the past ten years; listen to the community (teachers, staff, students, families, educational partner groups and community members) who provided input and insights on priorities; and build priorities that meet the needs of our community. We are eager to educate and support citizens of humanity who have the knowledge, skills and thoughtful and compassionate attitude needed to contribute to a healthy, inclusive society and prosperous and sustainable economy.

Six goals were identified as top priorities. While intended to remain consistent over the next ten years to ensure continuity, these goals will remain flexible to adapt to changes or emerging needs in the community.

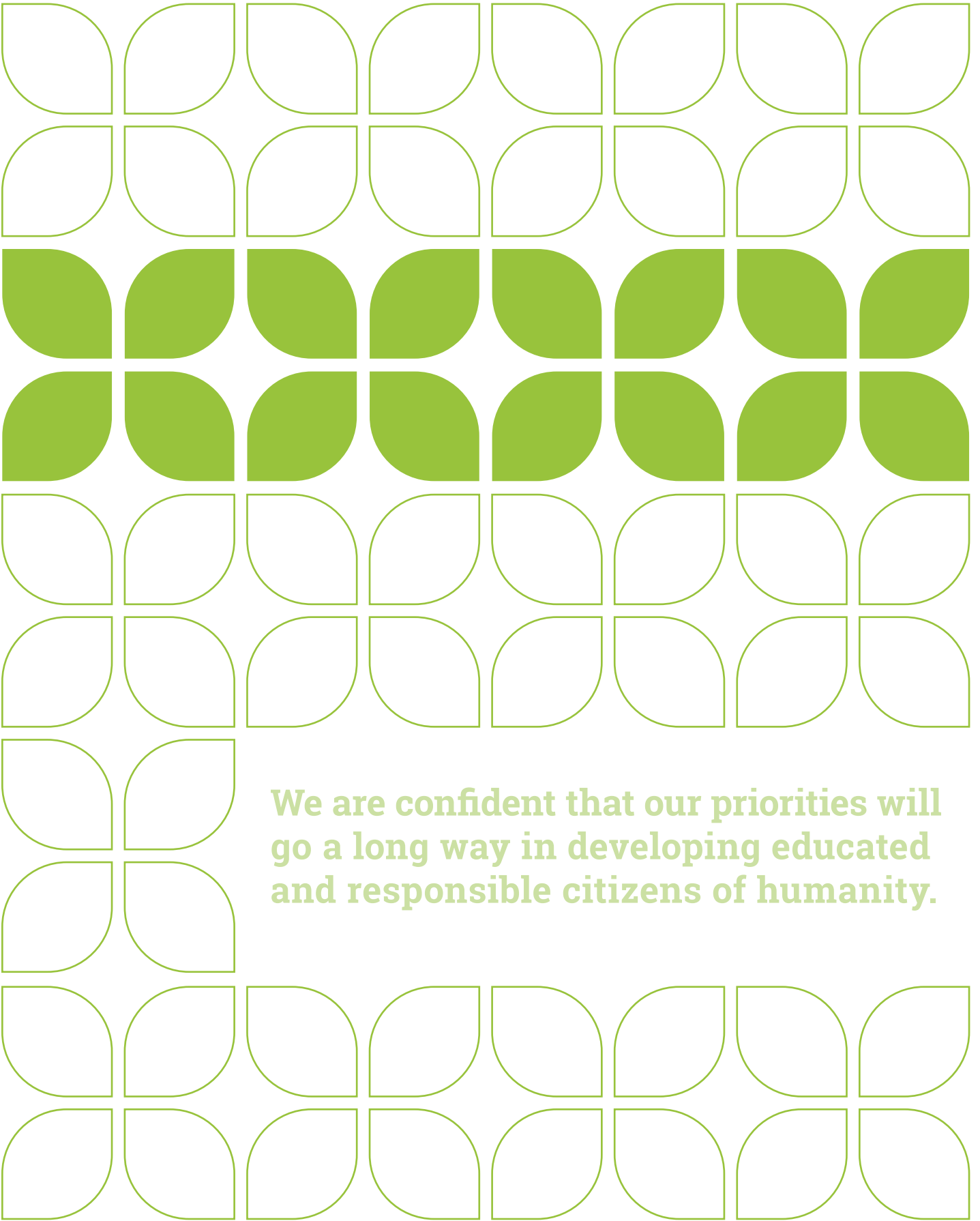


## The strategic goals for 2021-2031 for the North Vancouver School District

- **Student-Centred Education:** Provide equity-based education that supports the learning needs of all students.
- **Innovative Instruction:** Enhance innovative and effective approaches and curriculum to develop educated citizens.
- **Welcoming and Inclusive Culture:** Enhance our welcoming, safe and inclusive culture and learning environment.
- **Mental Health and Well-Being:** Promote mental health and well-being through social emotional learning and trauma-informed practices.
- **Truth, Healing and Reconciliation:** Champion truth, healing and reconciliation, and embed Indigenous ways of knowing.
- **Environmental Stewardship:** Lead on sustainable practices and nature-based learning to address environmental challenges.

We are excited to work alongside all of you to champion these goals and bring them to life. This is a collaborative effort, and we will hold ourselves accountable to creating bold and progressive change in the North Vancouver School District.





**We are confident that our priorities will go a long way in developing educated and responsible citizens of humanity.**

# Message from the Chair

The Board is pleased to introduce the North Vancouver School District's 2021-2031 Strategic Plan – a bold and aspirational plan that frames where we would like to go and how we plan to get there. This blueprint for the future will guide our decision-making process and actions, including resource allocations, across the School District. It lays the foundation for enriching student-centred learning and innovative instruction; enhancing our welcoming and inclusive culture; championing truth and reconciliation; promoting mental health and well-being; and leading in environmental stewardship.

As always, the strategic plan emphasizes our ongoing focus on academic excellence and enriching the student learning experience. We are confident our priorities will develop educated and responsible citizens of humanity. An awareness of a shared human experience, along with the development of core competencies, will allow students to actively engage with society and affect positive change both locally and globally.

In developing this plan, we engaged in a robust and highly collaborative process, drawing on the experiences, ideas and knowledge of many stakeholders. We heard from students, teachers, education aides, administrators, staff, families, educational partner groups and community members. We offer our deepest gratitude to everyone who took time to share their views on public education. This feedback guided our discussions and has resulted in a strategic plan that reflects a diversity of perspectives that will help ensure the continued success of students and staff. As we move forward, the Board invites you to continue sharing your ideas as we journey through this plan together.

A major lesson the Board has learned amid the global pandemic is the necessity to be agile, flexible and responsive during difficult times. As we look toward the future, our strategic plan positions us well to adapt and respond to new challenges in a dynamic and inclusive manner.

Sincerely,



George Tsiakos

Chair, North Vancouver Board of Education



A student explores a clay bank during an outdoor lesson in Capilano Canyon.

# Student-Centred Education

Provide equity-based education that supports the learning needs of all students.

We do this by

- Improving educational outcomes and promoting personal, social and academic excellence for all students through differentiated instruction.
- Teaching to the diversity of students and embracing all abilities.
- Supporting student goals, priorities and definitions of success.
- Providing opportunities for students to take control of their education and learning.
- Empowering educators to meet the diverse learning needs of students.

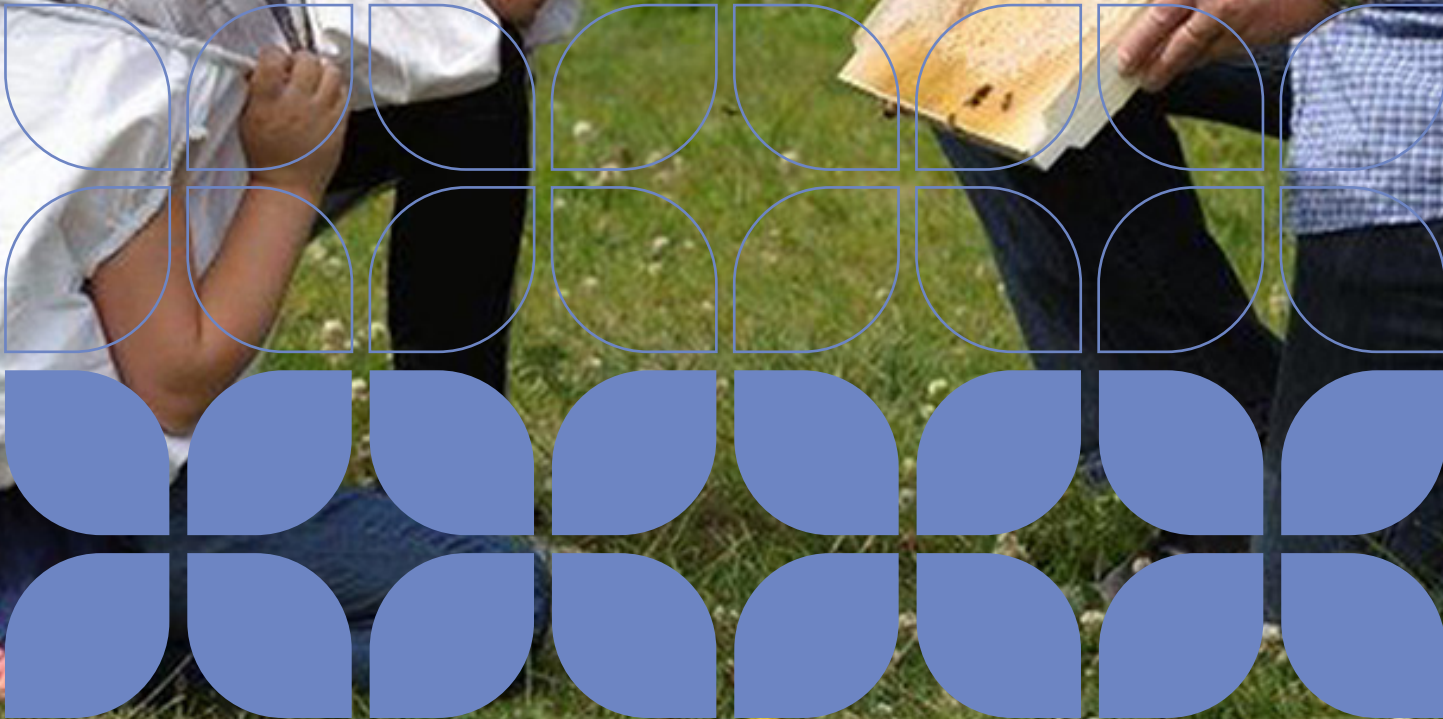
# Innovative Instruction

Enhance innovative and effective approaches and curriculum to develop educated citizens.

We do this by

- Promoting academic excellence, lifelong learning and the pursuit of diverse personal journeys.
- Supporting students to learn from the past, engage in the present and prepare for the future.
- Employing proven, innovative and adaptable teaching strategies.
- Preparing students to safely and responsibly engage in a digital world.
- Incorporating Indigenous ways of knowing.

Students learn about bee keeping  
at Cheakamus Centre



Students enjoy the outdoors on a sunny day.



# Welcoming and Inclusive Culture

Enhance our welcoming, safe and inclusive culture and learning environment.

## We do this by

- Celebrating the diverse cultures, skills and experiences of our community.
- Acknowledging, teaching and proactively working to address historical and present-day societal and systemic inequities experienced on the basis of race, physical, mental, or intellectual ability, sex, sexual orientation, gender identity or expression, and others.
- Championing respect, restorative practices and open dialogue among students and staff.
- Empowering educators with skills to enable a safe and harassment-free learning environment.
- Designing welcoming, engaging and accessible learning spaces.
- Recognizing the contributions of racialized persons in Canadian history.



# Mental Health and Well-Being

Promote mental health and well-being through social emotional learning and trauma-informed practices.

## We do this by

- Teaching social emotional skills to support mental health, physical well-being and student success.
- Establishing a culture and physical environment that promotes mental health and resilience.
- Supporting staff and students to navigate the challenges they face at, and outside of schools.
- Building capacity and professional learning around evidence-based, trauma-informed practices.
- Supporting age-relevant learning around physical literacy, healthy relationships, sexual health, and drug and alcohol use.





Leaves are placed in a heart shape in front of the main entrance to Queen Mary CommunityElementary.



Students work together  
on a cedar bark weaving.

# Truth, Healing and Reconciliation

Champion truth, healing and reconciliation,  
and embed Indigenous ways of knowing.

We do this by

- Celebrating the success of Indigenous students and Indigenous communities.
- Strengthening the relationship with Skwxwú7mesh and səlilwətaʔ Host Nations, and seeking guidance from Indigenous partners.
- Including Indigenous worldviews, ways of knowing and protocols in our teaching and learning.
- Aligning with the Truth and Reconciliation Commission of Canada calls to action and the BC Declaration on the Rights of Indigenous Peoples Act.
- Teaching the full, authentic history of Canada's treatment of Indigenous peoples.

# Environmental Stewardship

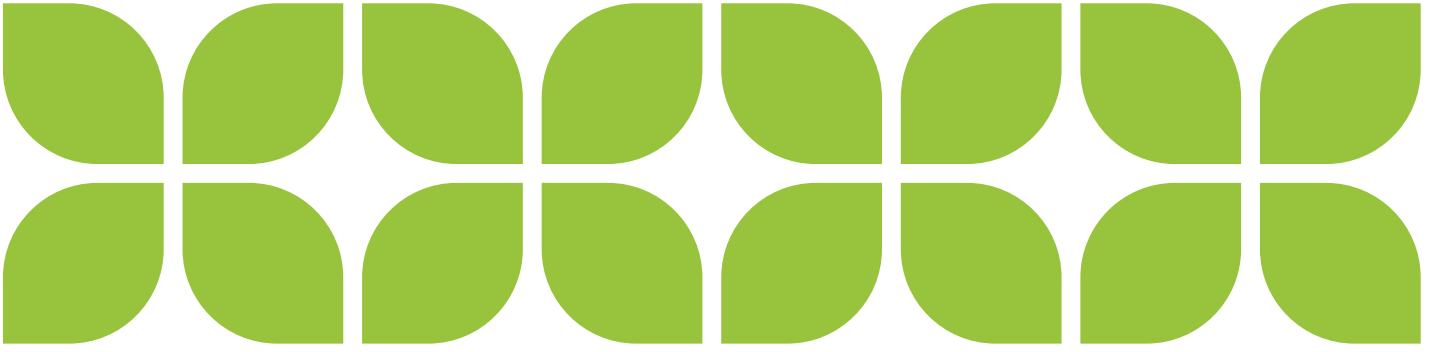
Lead on sustainable practices and nature-based learning to address environmental challenges.

We do this by

- Promoting learning in, with and about nature.
- Providing climate action education and leadership opportunities to students.
- Bringing an environmental lens to our decisions and our teaching practices.
- Supporting environmental initiatives that champion sustainability.
- Implementing building and organizational infrastructure that reflects the values of environmental stewardship.

Lynn Valley on a misty morning.





# Making it Happen

## Operational plans

The North Vancouver School District is committed to bringing this plan to life. We will develop and implement 2-year operational plans over the strategic plan's 10-year period to guide priority setting and lay out a clear action plan to achieve the strategic goals.

## Measuring Success

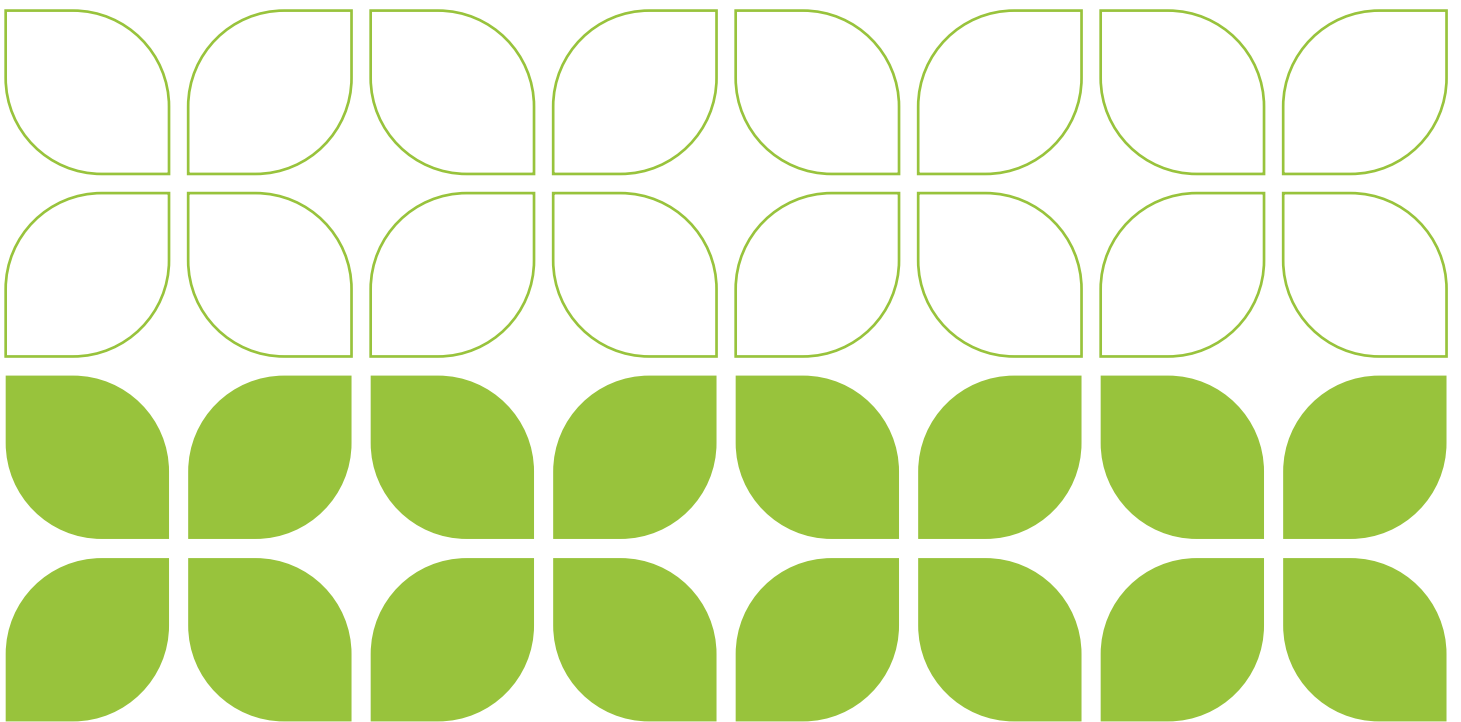
A part of executing on the strategic plan will include evaluating the success of the six goal areas. The North Vancouver School District plans to report on these goals and execution of the strategic plan through annual reports and community updates.

As appropriate, quantitative and qualitative data will be captured through community surveys and interviews as evidence of successful implementation and/or learnings and shortcomings. This evaluation will support further strategic planning and will help inform each of the operational plans.

## Conclusion

Considerable planning and progress was accomplished thanks to the hard work, dedication and commitment of the Board of Trustees, staff, and all those involved in the strategic planning process. We would like to share a special thank you to all North Vancouver School District students, staff, families, educational partner groups and community members who generously donated their time to help inform this process.

We would also like to acknowledge Roots & Rivers Consulting who supported the North Vancouver School District in the strategic plan's development.





**Schedule ...C.1....**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021       **Board**       **Board, in camera**

**Topic (as per the Memorandum):**      **School District Enrolment and Organization of Classes Update – 2020/21**

**Narration:**

Mark Pearmain, Superintendent of Schools, provided a report on the School District's enrolment for the 2020/21 school year at the November 17, 2020 Public Board Meeting, highlighting comparisons between the projected and actual enrolments for September 2020. Information about new registrations, home schooling and Teacher staffing impacted by the COVID-19 global pandemic was provided.

As requested by the Board in the November meeting, Mark James, District Principal, Administrative Services will provide an update on organization of classes for the "four quarters" of the 2020/21 academic school year to the Board of Education.

**Schedule C.2**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Adaptable Flexible Space Presentation**

**Narration:**

The North Vancouver School District, with the support of the Ministry of Education, has had the privilege in recent years of designing and developing two new secondary schools – Argyle Secondary School and, now, Handsworth Secondary School. The design for both of these new build projects is the result of extensive consultation and the nexus of educational and architectural thinking. Assistant Superintendent Dr. Pius Ryan, Argyle School Principal Kim Jonat, District Principal of Inclusive Education Melanie Learoyd, and District Vice-Principal Janis Mann will present an overview of the design process followed for our secondary school buildings, the factors considered to provide facilities to support student learning, and the current use of learning spaces in our schools.

The presentation includes a review of the NVSD Design Principles developed as result of focus groups with representative secondary school teachers, the Design Committee and design consultation structure, as well as the key architectural concepts used in the design. In addition, the presenters will provide an overview of the current use of space, with a focus on a specific learning community through the lens of Inclusive Education.

**Schedule C.3**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021       **Board**       **Board, in camera**

**Topic (as per the Memorandum):**      **Elementary School Fees 2021/22**

**Narration:**

In accordance with the *School Act* s. 82 (3), Boards of Education may charge supplementary fees to students and parents for goods and services provided by the board. The North Vancouver School District Board of Education has developed Policy 706: School Fees, incorporating the requirements and provisions of the legislation and detailing administrative procedures for establishing and communicating school fees. The policy is reviewed on an ongoing basis to ensure consistency with changes in legislation, to reduce ambiguity in interpretation, and to support appropriate implementation.

Policy 706 requires that each North Vancouver elementary school annually establish a schedule of fees. Elementary school fees are developed and reviewed each spring, in order that they may be published to school communities in advance of the school year in which they will apply.

The process for developing school fees requires school administrators to consult with appropriate staff, students, and parents (PAC), and to establish supplementary fees at the minimum level necessary to recover the cost of the activity/material. The Superintendent of Schools annually reviews the individual schedules of school fees for consistency across the school district.

Each spring, the schedule of fees for the following year is provided to Trustees for their information. Accordingly, the *Schedule of Supplementary Elementary School Fees 2021/22* for the North Vancouver School District is attached for the Board's information.

**Attachment:**

*School District No. 44 (North Vancouver) Schedule of Supplementary Elementary School Fees 2021/22*



**SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)**

**SCHEDULE OF SUPPLEMENTARY ELEMENTARY SCHOOL FEES 2021/22**

Policy 706: School Fees requires the Superintendent of Schools to review annually the schedule of school fees for all schools and to provide this schedule to Trustees for their information. Listed below is an overview of the Supplementary Elementary School Fees established for the 2021/22 school year.

**A. ELEMENTARY SCHOOLS SUPPLEMENTARY FEES**

Supplementary Elementary School Fees have been developed at each individual school through a consultative process that involves the school principal, staff, and parents of the school community, and includes a presentation of proposed fees at a Parent Advisory Council (PAC) meeting. The following identifies the fee categories and, where supplementary fees are charged, the range of fee amounts that have been established at elementary schools across the school district for the 2021/22 school year.

	<u>Range:</u>
Materials used in special projects <i>(intended for student to take home for personal use or as a gift)</i>	\$ 5.00 - \$ 20.90
Student Planners	\$ 5.50 - \$ 15.00
Enrichment Learning Activities <i>(e.g., gymnastics, tennis, dance, etc.)</i>	\$ 10.00 - \$ 30.00
Field Trips	Cost recovery on trip-by-trip basis

**"School Supplies"** Some elementary schools offer or facilitate the purchase of a "School Supplies" package. This is offered to families as an optional, convenience service, on a cost-recovery basis. Where this occurs, families may alternately choose to purchase school supplies on their own and a supplies list will be provided.

Each NVSD school will post their supplementary school fees for 2021/22 on their individual school website or will publish the fees in their school newsletter. Fees are charged **only** for materials or activities that are supplemental to what is required to sufficiently meet the Province's general requirements for graduation.

**B. ELEMENTARY DISTRICT PROGRAM FEES**

**Band and Strings Program:**

Registration - from January 15 - March 5, 2021	Registration Fee: \$ 470.00
Late Registration - from March 15 - September 20, 2021	Registration Fee: \$ 545.00

**Cheakamus Centre Programs:**

Longhouse - Skw'une-was Cultural History Program - 1 Day	\$ 75.00
Outdoor School Program - 1 Day	\$ 75.00
Gr 3 Longhouse - Skw'une-was Cultural History Program - 2 Day <i>(if offered)</i>	\$ 140.00
Gr 4 Outdoor School Program - 3 Day	\$ 225.00
Gr 6 Outdoor School Program - 4 Day <i>(if offered)</i>	\$ 295.00

Supplementary fees for NVSD Elementary District Programs are posted on the respective Program pages on the North Vancouver School District's website [www.sd44.ca](http://www.sd44.ca)

**Schedule C.4**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Land Management**

**Narration:**

Updates on the Board of Education's Land Management have been provided at each of the monthly Public Board Meetings.

Mark Pearmain, Superintendent of Schools, will present the attached *Land Management Update* (May 2021).

**Attachment:**

Land Management Update – May 2021

## **Land Management Update**

### **Argyle Secondary School – Seismic Replacement**

- Phase 1 (New School) substantially complete.
- Phase 2 (Demolition) in progress.
- Phase 3 (Site Improvements) in progress.
- Phase 4 (Artificial Turf Field) – DNV Project in final stages of design.

### **Handsworth Secondary School – Seismic Replacement**

- Phase 1 (New School) approximately 70% complete.
  - Interior finishing in progress and nearing completion in instructional spaces.
  - Finalizing equipment procurement plan.
  - Audio visual systems package is out for tender.
  - Move-in management discussions in progress.
  - Site Improvements underway.
- Phase 2 (Demolition) will commence in 2022.

### **Mountainside Secondary School – Seismic Upgrade**

- Block 1A (Academic Block) substantially complete.
- Block 1B (District Services) in progress.
- Block 2 (Gymnasium) nearing completion.
- Block 3 (Administrative Block) in progress.
- Exterior work in progress.

### **Cloverley Elementary School – New School**

- Project Development Report (PDR) underway to inform the Ministry of budget and scope.
- PDR targeted for submission to the Ministry in late August.

### **Cheakamus Centre’s Environmental Learning Centre – Building Envelope Repair**

- Design work is nearing completion.
- Building permit application in progress.
- Construction is expected to run from July 2021 through to the end of February 2022.

### **Lucas Centre**

- No change in the status of the Lucas site.

**Schedule C.5**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Tuesday, May 4, 2021, Standing Committee Meeting**

**Narration:**

The Board of Education will find attached the meeting summary from the May 4, 2021, Finance and Facilities Standing Committee Meeting.

Trustee Kulvir Mann will report on highlights of the meeting.

**Attachment:**

Meeting Summary – Board of Education Standing Committee, May 4, 2021

**BOARD OF EDUCATION STANDING COMMITTEE  
Finance and Facilities**

**NORTH VANCOUVER SCHOOL DISTRICT**

**Meeting Summary of May 4, 2021**

Meeting Summary of the Board of Education's Education and Programs Standing Committee meeting held virtually on Microsoft Teams on Tuesday, May 4, 2021.

**Call to Order:**

Standing Committee Chair Kulvir Mann called the Finance and Facilities Standing Committee meeting to order at 7:00 p.m., thanking those in attendance for participating with the School District. It was noted that this virtual meeting was being recorded and would be posted to the School District website following the meeting. The traditional territorial lands of the Squamish Nation and Tsleil-Waututh Nation were acknowledged.

Committee Chair Mann shared that all attendees are encouraged to ask questions and provide comments throughout the Standing Committee Meeting by using the raise hand function and chat function in Microsoft Teams.

**Revenue Analysis – 2021/22 Operating Budget Development:**

Secretary Treasurer Jacqui Stewart introduced the presentation, inviting Director of Financial Services Kristen Watson to provide context on the planning assumptions and forecasted enrolments for revenues in the 2021/22 budget development. Ms. Watson highlighted the major sources of revenues which provides the foundation for next year's budget.

Ms. Watson reviewed the Operating Fund by breaking down the general revenues which include salaries, supplies, facilities, technology and professional development, and program revenues which typically run at a cost recovery. The significant sources for general revenue are operating grant, international tuition, rental and lease income, and interest income. Program revenues include Cheakamus Centre and Academies and Band and Strings. These make up 98% of the Operating Fund Revenue in 2021/22.

Concluding the meeting, Superintendent Mark Pearmain, Secretary Treasurer Stewart and Ms. Watson responded to Trustees' questions.

The presentations and video recording can be found online: [Meetings & Minutes 2020/21](#)

**Next Meeting:**

September 2021  
Virtual Microsoft Teams Meeting



**Schedule ...C.6....**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Superintendent's Report (including COVID-19)**

**Narration:**

The Superintendent will provide an oral report on items of interest or concern to the Board not otherwise covered in the agenda.

**Schedule C.7...**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Report Out - BC School Trustees Association (BCSTA) and BC Public School Employers' Association (BCPSEA)**

**Narration:**

Trustees will provide an update on information related to BC School Trustees Association and BC Public School Employers' Association.

**Schedule C.8**  
**of the**  
**Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** Trustees' Reports

**Narration:**

The Chair will call for reports from Trustees on their activities on behalf of the Board of Education.

**Schedule .....D.....  
of the  
Administrative Memorandum**

**Meeting Date:** May 18, 2021                       **Board**                       **Board, in camera**

**Topic (as per the Memorandum):**                      **Future Meetings**

**Narration:**

<b>Date and Time</b>	<b>Event</b>	<b>Location</b>
Tuesday, June 22, 2021, at 6:30 p.m.	Public Board Meeting	Virtual

**Schedule .....E.....  
of the  
Administrative Memorandum**

**Meeting Date:** May 18, 2021  **Board**  **Board, in camera**

**Topic (as per the Memorandum):** **Public Question & Comment Period**

**Narration:**

**NEW: COVID-19 Procedures for Public Board Meetings**

To respect guidelines and orders around physical distancing and public gatherings provided by the Provincial Health Officer, upcoming Public Board Meetings will continue to be live-streamed and recorded.

How you can provide input:

The Board of Education will not be taking questions or comments from members of the public in real time. On the day of the Public Board Meeting, we ask that interested parties who wish to provide feedback, email [publiccomments@sd44.ca](mailto:publiccomments@sd44.ca) with their full name, address, phone number, and written submission. Questions and comments will be accepted until one hour after the adjournment of the meeting. The Secretary Treasurer will ensure that your email is circulated.