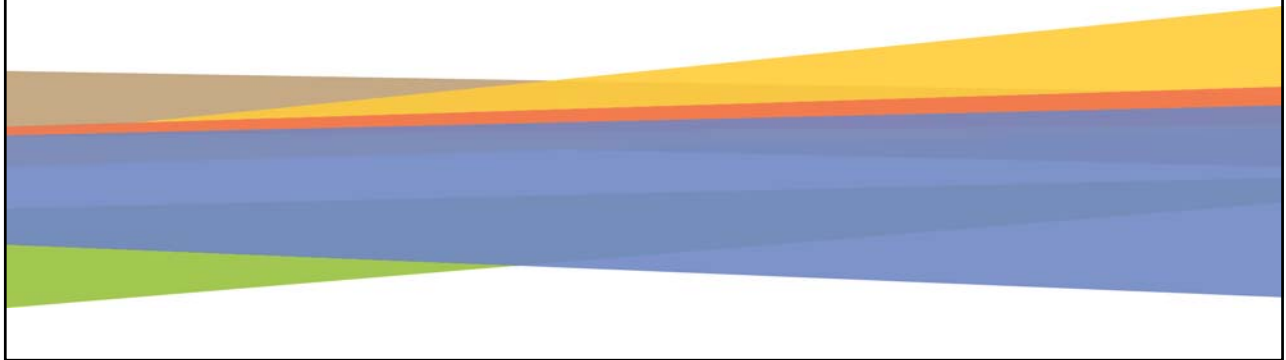




10-Year Strategic Plan 2011-2021



Current Strategic Goals:



The 10-Year Goals

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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 practices									
Strengthen and expand reciprocal community relations									

3-Year Operating Plan

2019-2021




Expand

**Expand the availability
of best instructional
practices and
enriched curriculum**

Expand




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

Focus for 2019-2021:

- Continue to focus on social emotional learning and K-12 literacy.

Expand



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

Focus for 2019-2021:

- Continue to focus on networks (FOS/LST) of sharing knowledge and experience across the learning community.
- Continue to develop and grow innovative teaching practice by expanding in-service and collaborative opportunities within the school district **with a specific focus on physical literacy and early literacy.**

Expand



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

Focus for 2019-2021:

- Continue to look for opportunities to educate parents and community members on topics of interest or prevalence within the education sector.





Encourage

Encourage the growth of collaborative, adaptive and personalized learning environments


Encourage



-  Strengthen engagement and connection for all learners
-  Provide increased and unique opportunities for personalized learning

Encourage



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

Focus for 2019-2021:


- Continue to implement new school planning processes that engage our educators, students, parents and community in relation to the Framework for Enhancing Student Learning.
- Implement refined privacy processes that support effective use of technologies in the classroom and support communication with parents.



Nurture

**Nurture an
inspiring and
healthy work
environment**

Nurture


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

Focus for 2019-2021:

- Continue to model our values of trust, respect, collaboration and responsibility.
- Continue to refine our communications protocols and strategies to reach parents and staff.
- Continue to refine our recognition programs to celebrate student and staff success.
- Continue to celebrate students, staff and community partners via communication channels.

Nurture



 Encourage leadership at all levels of the organization

Focus for 2019-2021:

- Foster a culture of employee feedback and provide resources to support the areas of concern/growth

Nurture



 Attract, recruit and retain exceptional staff

Focus for 2019-2021:

- Strive to become an employer of choice within the education sector.
- Listen to staff feedback obtained through Employee Engagement surveys to enhance our workplace and build positive staff morale.

Nurture




 Support the ongoing development of all employees

Focus for 2019-2021:

- Develop structured and formalized mentorship opportunities across all levels of the organization.
- Continue to provide parents and employees with confidence that high standards for employee conduct are prompted and maintained.

Nurture



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

Focus for 2019-2021:

- Develop a new school on the Cloverley site to manage enrolment growth in the region.
- Review catchment areas to address future growth challenges.
- Reach our 20% energy reduction target by 2020.




Develop

Develop and promote innovative and sustainable programs

Develop



 Increase access to existing and future specialty programs

Focus for 2019-2021:

- Develop a strategy to increase awareness and registration of students in Career Program(s). Review current district leadership structures with a focus to bring more direct leadership to the Career portfolio.

Develop



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

Focus for 2019-2021:

- Review the delivery of online course offerings provided through the blended model of Distributed Learning

Develop



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

Focus for 2019-2021:

- Explore opportunities for the creation of a Centre of Excellence for Complex Learners.
- Explore opportunities for the creation of a Centre of Excellence for Gifted Learners.



Provide

Provide leadership in environmental education and sustainability practices

Provide



 Facilitate student participation in environmental leadership and sustainability practices

Focus for 2019-2021:

- **Expand** the common vision and action plan for environmental, nature-based learning and sustainability practices to connect our educational initiatives with our corporate responsibilities.
- **Implement** best practices in learning in nature and environmental sustainability **across all schools/sites**.
- Continue to develop professional development opportunities for educator staff.

Provide



- 👁️ Embed sustainability in all planning, decision making, and daily practice
- 👁️ Utilize our resources to optimize the well-being of learners and benefit the long-term interests of the community

Focus for 2019-2021:

- Ensure continued responsible use of our resources and assets to support our students and address community needs.
- Continue Cheakamus Centre campus revitalization project, with large capital investments.



Strengthen

Strengthen and expand reciprocal community relations

Strengthen



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

Strengthen




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

Focus for 2019-2021:

- Strengthen the role of Elementary Counsellors to become actively involved in supporting social emotional learning.
- Review the district/school-based allocation of Elementary Counsellors.
- Continue to focus on SEL/Mental Health Curriculum and integrated supports for students.

Strengthen



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

Focus for 2019-2021:

- Explore opportunities during the seismic upgrade of Mountainside to reconfigure the space to create two Centres of Excellence to support learners.
- Expand community partnerships to create opportunities for students of all ages to experience hands-on, project based learning (e.g., Genome BC, TEALS, Seaspan Ship Building project).