



**BOARD OF EDUCATION OF
SCHOOL DISTRICT NO. 46 (SUNSHINE COAST)**

**COMMITTEE OF THE WHOLE
AGENDA**

September 23, 2014 from 9:30-11:30 a.m.
School Board Office – Gibsons, BC

1. Strategic Plan Review
 - a. Implementation Update
 - b. Process Review
2. Communications Plan

NOVEMBER 13, 2012

STRATEGIC PLAN 2012 – 2015

Sunshine Coast School District



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Our Board of Education is pleased to present the 2012–2015 Strategic Plan for School District No. 46 (Sunshine Coast). This document presents our three main strategies: student achievement, relationship building and learning environments.

This is our second consecutive Strategic Plan since 2009. Our first Plan proved to be successful in articulating a community-oriented vision, mission and values as a foundation for positive learning and working environments. Through the Plan we also clarified the governance role of our elected Board and stabilized our financial operations.

If there is a general theme to these next three years, it is now to successfully implement the district's vision, mission and values in our schools in support of student achievement. This overall goal will require more outreach of our Plan into our classrooms and communities, improved engagement at all levels in the district's Achievement Contract, and a stronger district-wide focus on student achievement. To achieve the objectives of the Plan at the operational level, our administrators have constructed a complementary implementation plan with concrete actions, schedules and measurement.

Any Strategic Plan is a living document, so we encourage community, employee and student feedback into its strategies and progress at any time. This Plan is “owned” just as much by our entire community as by our Board, so as your elected representatives we welcome feedback and observations at board@sd46.bc.ca.

Sincerely,

Silas White, Chair, Board of Education



Board of Education:

L-R back row: Betty Baxter (Vice-Chair), Dave Mewhort, Greg Russell, Lori Dixon

L-R front row: Christine Younghusband, Silas White (Chair), Lori Pratt

MISSION

...to enable and inspire our students to realize their full potentials, as knowledgeable, confident and contributing citizens in a global community.

VISION

...a community engaged in lifelong learning and educational excellence.

VALUES STATEMENT

- **Engaged, Lifelong Learning for a Diverse, Creative Community.** We believe in a dynamic invigorating and safe educational environment that engages learners educationally, intellectually, physically, socially and emotionally. We support and enhance the Sunshine Coast's identity as a centre for innovation, creativity, critical thinking, environmental awareness, and participation in community, volunteerism and the arts. Families and communities play a key role in the education of children, and it is vital that our public schools are welcoming, inclusive centres for family involvement and lifelong learning. We are excited about the opportunities and choices our students will have in the global community – as responsible, informed, skilled and compassionate citizens. We feel honoured to operate on the traditional territories of the Sechelt and Squamish Nations, to welcome their cultures into our schools, and to work together for our students' educational needs and values.
- **Accessibility, Safety and Equity of Opportunity.** Public education on the Sunshine Coast is an authentic reflection of our unique local communities – yet also reaches far beyond. Our schools offer a broad exposure to educational opportunities in safe and accessible environments. We ensure that every student has the support, resources, options and teaching in order to realize and reach his or her full potential. The cultural diversity of our students, staff and communities is an asset to be treasured and respected in our schools.

VALUES STATEMENT (cont'd)

- **Health, Social Responsibility and Environmental Sustainability.** *It is essential that our students and employees are safe, healthy and comfortable in their working environments. Emotional and physical health must be free from bullying and discrimination, and enriched through physical activities, extra-curricular opportunities, positive social interactions and community connections. Environmental sustainability is key to both responsible citizenship and a healthy future, and we play a fundamental role in advancing it through education, from our schools on out to our local and global communities.*
- **Transparency, Accountability and Fiscal Responsibility.** *Clear, respectful and reciprocal communications are central to public education, from student expectations through to board expectations. The best way to achieve accountability is by the community being aware of and openly engaged in decisions, budgets, challenges and other aspects of public education governance. We take the responsibility for public education – and the public's trust – very seriously, as a significant tax investment, and a far greater societal investment. Programs and services must be delivered as efficiently and effectively as possible.*
- **Honesty, Trust, Respect and Recognition.** *Co-operation holds our local public education system together. For a function as imperative and sensitive as the education of our children, we place strong ethics in high regard. Especially in a small “community of communities,” it is critical that we foster and maintain an atmosphere of mutual trust and respect. The contributions and achievements of students, employees, parents and other community members are to be recognized, celebrated, and cherished.*

Student Achievement:

School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making.



Relationship-Building:

School District No. 46 will engage the community in our vision and mission by building and strengthening relationships within our organization and throughout our region.



Learning Environments:

School District No. 46 will promote safe and healthy learning environments that are welcoming, culturally responsive and environmentally responsible.



Strategy 1, Student Achievement:

School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making – by:

- *Making the district's Achievement Contract an accessible document in which our school communities are actively engaged.*
- *Expanding Career and Apprenticeship programs to better engage all our students in learning and to improve completion rates, while recruiting adult students to increase enrolment and enhance their opportunities in the community.*
- *Supporting our Early Learning programs.*
- *Adopting a measured approach to technology, supported by a District Technology Plan, that is intended to improve access to current technology and enhance educational opportunities.*
- *Maintaining and enhancing distributed learning initiatives.*
- *Exploring improved coordination and promotion of outdoor/science/environmental learning, utilizing community opportunities.*
- *Fostering an atmosphere where educational initiatives, ideas and learning experiences are shared district-wide.*
- *Reviewing our budgeting model to ensure the greatest impact on student success.*
- *Improving instructional excellence through consistent professional growth planning at the teacher support staff, administrative and senior administrative levels.*
- *Acknowledging and celebrating achievements and educational excellence in the district.*





Strategy 2, Relationship-Building:

School District No. 46 will engage the community in our vision and mission by building and strengthening relationships within our organization and throughout our region – by:

- Increasing communication and encouraging leadership throughout our school communities.*
- Coordinating resources and relationships with other community agencies to support vulnerable students and families on the Sunshine Coast, and participating in plans and advocacy to address local poverty/ social issues.*
- Promoting our facilities and grounds for community use.*
- Advocating for community planning and decision-making that supports families, children and education.*
- Building relationships with the Sechelt and Squamish Nations, including cultural learning and exchange, and a signed Enhancement Agreement.*
- Renewing the joint-use working relationship with the Sunshine Coast Regional District;*
- Expanding post-secondary partnerships, including with Capilano University.*
- Implementing a budget consultation process that ensures engagement of staff, students, parents and members of the public at the district and school level.*
- Promoting public education and School District No. 46 in our community, and throughout the province.*
- Developing a process for board evaluation.*





Strategy 3, Learning Environments:

School District No. 46 will promote safe and healthy learning environments that are welcoming, culturally responsive and environmentally responsible – by:

- *Successfully rebuilding Gibsons Elementary as a Neighbourhood Learning Centre that meets the educational, social, environmental and cultural needs of our students and community.*



- *Developing an international program to prepare our students for a culturally diverse “global community.”*



- *Investing in health and safety of our employees and students, including emergency preparedness and employee wellness.*
- *Ensuring our schools are safe and welcoming for everyone.*



- *Addressing future school over-crowding.*
- *Examining the district's support of "neighbourhood schools" by determining costs and funding for different-sized schools.*
- *Reducing our carbon emissions and energy consumption in all our facilities.*



**School District No. 46 (Sunshine Coast)
STRATEGIC PLAN IMPLEMENTATION PLAN**



Strategy 1, Student Achievement: School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making

Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
a. Making the district's Achievement Contract an accessible document in which our school communities are actively engaged.	Present to Principals, DPAC, union leaders and Board. Superintendent's report in Dec.	Input from staff and community, data interpretation and action planning for yr. 2.	Present to Principals, DPAC, union leaders and Board. Superintendent's report in Dec.	Input from staff and community, data interpretation and action planning for yr. 3.	Present to Principals, DPAC, union leaders and Board. Superintendent's report in Dec.	Input from staff and community, data interpretation and action planning for yr. 4.
	New School Devpt. Plan implemented	Evaluate effectiveness of new plan format.	School Devpt. Plan implemented	Evaluate effectiveness of new plan format.	School Devpt. Plan implemented	Evaluate effectiveness of plan format.
	Monitoring of the Achievement Contract is ongoing at principals' meetings, school visits, community forums, Board discussions, etc. It is a "living" document that must change as information becomes available.					
b. Expanding career and apprenticeship programs to better engage all our students in learning and to improve completion rates, while recruiting adult students to increase enrolment and enhance their opportunities in the community.	Student and public forums re needs and interests. Expanded Aboriginal student supports.	Program enhancement planning for 2013/2014	Implement expanded programs	Evaluate careers program progress. Plan for expanded opportunities for 2014/15.	Implementation of further expanded programs.	Evaluation and further planning.
		Enhance community partnerships for student opportunities. (Coast Community Builders Association, SIB Liaison, Capilano U, VCH, etc.)		Identify opportunities for adult student learning.	Invite adult learners to programs as appropriate.	Evaluation and further planning.

**School District No. 46 (Sunshine Coast)
STRATEGIC PLAN IMPLEMENTATION PLAN**



Strategy 1, Student Achievement: School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making

Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
c. Supporting our Early Learning programs.	Promote family literacy (media, etc.). Forge new and deeper partnerships with community agencies.	Research effectively reaching non-engaged new parents: Plan for increased outreach.	Implement increased outreach for pre-K children.	Build partnership with VCH Health - Nurse and family partnerships program.	Monitor vulnerability data and expand outreach programs to meet community needs.	
	Increase family literacy and social, emotional focus	SLC Early Learning Hub to include more on-site programming and partnerships.	SLC Early Learning Hub to offer expanded hours.	Expand school transitioning process.	In-service to address emerging needs.	
	Investigate partnerships with Child and Youth Mental Health	Expand KinderSPARK to more sites.	Monitor school and community needs to adjust programming and outreach plans.	KinderSPARK to include more schools.		
	Expand data collection and evaluation - Kindergarten screening, EDI	Monitor results of kindergarten screening. Implement increased literacy interventions.	Build communication between Early Learning staff and therapy staff and school based teams for kindergarten transition planning.		Continue building networks of communication to meet the needs of all our students.	
	Expand the continuum of support of family literacy and learning programs (SPARK!, StrongStart and PALS)	Improve communication between community childcare services and SD 46 staff.				

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Strategy 1, Student Achievement: School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making

Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
d. Adopting a measured approach to technology, supported by a District Technology Plan, that is intended to improve access to current technology, and enhance educational opportunities	Share Technology Plan with principals, DPAC, Board. Improve Wireless network. Review Teacher Laptop program	Wireless Network improvement. Standardize purchasing for efficiencies. FM systems tbd by Student Support. Tech acceptable use Regulation development.	Technology planning continues to evolve as trends change and finances are available to support excellence in infrastructure.			
	Staff training Program plan: Teachers, SETAs, techs, Admin assistants	Commit to fund Hardware replacement strategy.		Review budget allocation for technology.		Review budget allocation for technology.
	Ensure future technology education is a part of Gibsons rebuild.					
e. Exploring improved coordination and promotion of outdoor/ science/ environmental learning, utilizing community opportunities.	Gap analysis of opportunities on the Coast (Jellyfish, recycling opportunities, etc.)	Study potential outdoor program along with international student programming (see int. education.)				
		Environmental forum for education from interested stakeholders. (Around Earth Day?)	Planning based on forum.	Implement plans		
f. Fostering an atmosphere where educational initiatives, ideas and learning experiences are shared district-wide.	Celebrating Education activities at all Board, principal, staff, DPAC meetings. DPAC agendas reflect educational learning at all meetings.					
	"Learning Together" inquiry model to support professional growth through the shared expertise of all teachers.					
	Use technology (First Class/ Skype/ Video Conferencing, webinars - model at Senior admin and trustee levels)					

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Strategy 1, Student Achievement: School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making

Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
g. Reviewing our budgeting model to ensure the greatest impact on student success.	Review levels 1, 2, and 3 school-based funding.	Principals to share info re constraints with their budgets with trustees.	Budget model review.		Implement changes based on review	
h. Improving instructional excellence through consistent professional growth planning:	Professional Evaluation Planning: Senior Team		Professional Evaluation Planning: P's/VP's		Professional Evaluation Planning: Teachers	
	Sept: Achievement Contract. Dec: Superintendent report		Sept: Achievement Contract. Dec: Superintendent report		Sept: Achievement Contract. Dec: Superintendent report	
- Support Staff	August operational workshop for administrative Assistants and principals. Ongoing training for CUPE (custodial, maintenance)					
- Teachers	Learning Together inquiry model to support professional growth through the shared expertise of all teachers.					
	Student Support Services supports all staff (SETA, professional staff, Resource Teachers) through regular meetings and inservice.					
	Wide variety of professional interests addressed by teachers through PSA's, LSA's professional dialogue, university level courses, workshops,					
- Principals	Principal Meetings: instructional leadership, focused subject workshops. Operational workshops (August) on topics including technology, instructional strategies, etc.). Conferences through BCPVPA and BCSSA and other sponsors. Leadership retreat (August). Professional reading.					
- Senior Team	BCSSA, BCASBO and BCSTA conferences, principals' meetings on instructional leadership, leadership series, online learning, professional reading, professional dialogue. Specific research and workshops based on emerging issues.					
- Trustees	Board meeting and committee presentations, reading, BCSTA conferences, school visits.					
i. Acknowledging and celebrating achievements and educational excellence in the district.	Celebrating Education activities at all Board meetings.					
	Student Forum to recognize and solicit student input into their education. Community Forum on education.	Board program visits to all schools. Graduation Exercises. Retirement Events. Aboriginal Day celebrations	Student Forum to recognize and solicit student input into their education. Community Forum on education.	Board program visits to all schools Graduation Exercises. Retirement Events. Aboriginal Day celebrations	Student Forum to recognize and solicit student input into their education. Community Forum on education.	Board program visits to all schools Graduation Exercises. Retirement Events. Aboriginal Day celebrations
	Extensive use of social media (Twitter, Facebook, websites, synrvoice)					

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Strategy 2, Relationship-building: School District No. 46 will engage the community in our vision and mission by building and strengthening relationships within our organization and throughout our region

Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
a. Increasing communication and encouraging leadership throughout our school communities.	Planning: Leadership series: develop committee.	Begin leadership series for aspiring leaders. Evaluate at end.	Review series and plan for continuation.	Leadership Series (evaluation at end)	Plan for Leadership series from evaluation.	Leadership Series (evaluation at end)
School and District Websites, Twitter and Facebook; DPAC, community and student forums						
b. Coordinating resources and relationships with other community agencies to support vulnerable students and families on the Sunshine Coast, and participating in plans and advocacy to address local	Community Schools and admin mtg re district-wide programs.	Review Community LINK funding for effectiveness		Review Community LINK Funding		Review Community LINK funding
c. Promoting our facilities and grounds for community use.	Promotion of our facilities electronically. Partnership with recreation partners.	Plan for equitable treatment of all facilities users. Review Regulation on use of facilities.	Inventory of Excess Space	Promotion of Longer-term leases in excess space		
d. Advocating for community planning and decision-making that supports families, children and education.	Board plans? Early Learning section addresses this.					
e. Building relationships with the Sechelt and Squamish Nations, including cultural learning and exchange, and a signed Enhancement Agreement	Prepared to sign E.A.	Develop focused plan to support E.A.	Implement and regularly review E.A. at Aboriginal Advisory Circle: assess student progress and review and develop strategies for arising issues.			
Aboriginal Advisory Circle: superintendent participation						
Regular superintendent and board meetings with SIB						

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Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
f. Renewing the joint-use working relationship with the Sunshine Coast Regional District	PHS aquatic centre lease updated and finalized	RC parking lot license and Community garden.	Plan partnering with SCRCD re fields.			Investigation of Shared Services possibilities with local municipalities
g. Expanding our partnership with Capilano University.	Ustart program: review possibilities with Cap U.	Investigate Partnership for International Students and Outdoor ed program?			Focused discussion regarding International Education and partnership.	
h. Implementing a budget consultation process that ensures engagement of staff, students, parents and members of the public at the district and school level	Fall budget working session discussions Principal PD re budget development and consultations	Implement My Budget File Public. Budget discussion in January.	Principal PD re budget development and consultations	Continue improved consultation model that provides early input from stakeholders.	Principal PD re budget development and consultations	Continue improved consultation model that provides early input from stakeholders.
i. Promoting public education and School District 46 in our community, and throughout the province.	Board plans					
	Maintain District and school websites. Seek opportunities to promote SD 46 and education. See literacy and Early Learning sections.		Develop more provincial outreach in particular areas: Early Learning, DL.			
	Maintain web page, Twitter and FaceBook. Community Forums, DPAC, regular newspaper inserts, etc.					
j. Developing a process for board evaluation.	Board plans					

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Strategy 3, Learning Environments: School District No. 46 will promote safe and healthy learning environments that are welcoming, culturally responsive and environmentally responsible

Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
a. Successfully rebuilding Gibsons Elementary as a Neighbourhood Learning Centre that meets the educational, social, environmental and cultural needs of our students and community.	Choosing architect and Design and build team process. Community and staff consultations.	Confirm and develop plans	Construction of school	School to be finished June 2014	School complete and students attending.	
b. Developing an international program to prepare our students for a culturally diverse "global community".	Hire staff person to study and implement best approaches for program style, promotion etc.		First students to new program.	Assess results and deepen program.	Expanded program (more options, more students). Partner with Capilano U.	
c. Investing in health and safety of our employees and students, including emergency preparedness and employee wellness.	Health and Safety Committee (est 2012) focus for discussions. Ensuring earthquake preparedness plans are in place			Review Earthquake preparedness plans		Review Earthquake preparedness plans
d. Ensuring our schools are safe and welcoming for everyone.	Sexual Orientation and Gender Identity planning committee.	Further plans for the Sexual Orientation and Gender Identity planning committee.				
	ERASE Level 1: Preventing Bullying and Ensuring Positive Safe School Cultures - (elementary) Level 2: Introduction to School-based Violence Prevention Threat/Risk Assessment (secondary)		Level 1: Preventing Bullying and Ensuring Positive Safe School Cultures - (secondary)			
	Maintain effective Joint Health and Safety Committee					

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Strategy 3, Learning Environments: School District No. 46 will promote safe and healthy learning environments that are welcoming, culturally responsive and environmentally responsible

Tactic	Fall 2012	Winter/ Spring 2013	Fall 2013	Winter/ Spring 2014	Fall 2014	Winter/ Spring 2015
e. Addressing future school over crowding.	Operations Cte. Discussions. Public forum discussion.	Facilities reconfiguration. Plan for possible portables movement.	Implement plan from 2012/ 13 consultation	Review progress and update	Implement plan from 2013/ 14 consultation	Review progress and update
f. Examining the district's support of "neighbourhood schools" by determining costs and funding for different-sized schools.			District funding model review (see 1.g)			
g. Reducing our carbon emissions and energy consumption in all our facilities.	Publicize Carbon Neutral Action Plan	Review CNAP	Publicize Carbon Neutral Action Plan	Review CNAP	Publicize Carbon Neutral Action Plan	Review CNAP

Board Communication Plan 2014 - 2015

	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
BOARD	Strat Plan Updates Board Activities Committee of the Whole (COW) Direct Student/ Staff	Social Responsibility DSLTT Dinner	Grad Survey Report Achievement Contract Student Trustee begins Tech Plan	Elections (15 th) Careers	Board elections Superintendent Rpt on Achievement Community Partnerships and Joint Use	Early Learning
C.O.W.	Board Evaluation		Strat. Plan Imp. Report	Calendar Consultation report Preliminary Budget Review	School Growth Plans Review	Strat Plan review and direction setting for consultation Provincial Motions New Trustee Orientation
ED. CTE		Achievement Contract Tech Plan	Careers		Early Learning (Nov if Dec Ed cte cancelled)	
OPS. CTE			Preliminary Budget Review	Community Partnerships and Joint Use		
OTHER	Report to Community		GES grand opening			School Visits
Consulta tions	Calendar	Calendar	Calendar			Budget
	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY
BOARD	International Ed Amended Annual Budget	Student Support Services	Environmental Ed BCSTA AGM	Safe Schools Grievances Report (closed) Budget Approval Annual Facilities Bylaw	Aboriginal Education Superintendent Eval report Charitable Donations rept.	
C.O.W.	Preliminary Budget Consideration	Budget – School Allocation Rates			Last review: Strat Plan 2015 - 2019	Board Evaluation
ED. CTE	Student Support Services	Environmental Ed	Safe Schools	Aboriginal Education		
OPS. CTE			Budget Approval			
OTHER			Student Forum Service Recognition		Retirement Graduations	
Consulta tions	Strategic Plan	Strategic Plan				