



School District No. 46 Sunshine Coast

June 2010

Strategic Plan 2009 - 2012



Our Vision

A community engaged in the pursuit of lifelong learning and educational excellence

Our Mission

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

Values

- Engaged, Lifelong Learning for an Engaged Community
- Accessibility, Diversity and Equity of Opportunity
- Health, Social Responsibility and Environmental Sustainability
- Transparency, Accountability and Fiscal Responsibility
- Honesty, Trust and Recognition

Reviewed by the Board of Education October 2010

Values Statement



Governance Policy



Engaged, Lifelong Learning for an Engaged Community

We believe in a dynamic, invigorating and current 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.

Accessibility Diversity & Equity of Opportunity

Public education on the Sunshine Coast is an authentic reflection of our unique local communities – yet also reaches far beyond. No other educational choice or organization on the Sunshine Coast offers the exposure to opportunities and genuine diversity that we do.

We endeavour to 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.

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.



Our Mission, Vision & Values

It is essential that our students are safe, healthy and comfortable in their learning 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.

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 ensuring the community is 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.

Health, Social
Responsibility and
Environmental
Sustainability

Transparency,
Accountability and
Fiscal Responsibility



Honesty, Trust 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, staff, parents and other community members are to be recognized, celebrated, and cherished.



Communication Timeline

September	Social Responsibility Audited Budget Approval
October	Five-Year Capital Plan Technology
November	Numeracy & Literacy Student Achievement South Coast Branch Meeting
December	BCSTA Academy Election of Chair/Vice-Chair Alternative Education/ACE-IT/SPIDER Superintendent's Report on Achievement
January	Budget Preparation Special Education
February	Budget Preparation Amended Budget Approval Early Learning
March	Budget Preparation Evaluation of Superintendent BCSTA AGM Preparation
April	BCSTA Annual General Meeting Budget Preparation Climate Action Plan / Sustainability
May	Budget Approval School Growth Plans (School Planning Councils)
June	Aboriginal Education Achievement Contract
Summer	Review Strategic Plan Board Evaluation Annual Report to the Community

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

- Supporting, promoting and reviewing the district's Achievement Contract 2009–2012, including its focus areas of Literacy, Early Learning, Social Responsibility, Numeracy and Aboriginal Education. **2009 - 2010 - 2011 - 2012**
- Continuing to innovate and expand in Early Learning, to best achieve future student success. Monitoring the impact of this programming, partnering with other community organizations, and reaching out to more vulnerable families must be key components of our Early Learning strategy. **2009 - 2010 - 2011 - 2012**
- Supporting the Achievement Contract in implementing “Assessment for Learning” principles in our schools. **2009 - 2010 - 2011**
- Providing enhanced opportunities and focus to “middle years” students. **2011 - 2012**
- Utilizing technology as much as possible to both adapt to students' everyday learning and social routines, and to better prepare and strengthen technology skills for the present and future. **2009 - 2010 - 2011 - 2012**
- Coordinating resources and relationships with other community agencies (i.e. Community Services, Ministry of Children and Family Development, Vancouver Coastal Health, community schools) to best support vulnerable students on the Sunshine Coast. **2009 - 2010 - 2011 - 2012**
- Continuing to expand educational opportunities, in areas such as outdoor education, environmental sustainability, technology, and especially the trades. **2009 - 2010 - 2011 - 2012**

The Board of School District No. 46 will institute a governance model and strategic communications plan emphasizing strong, accountable and communicative leadership on behalf of our community.

- Implementing and promoting a new approach to Board governance, including a board vision, mission statement and values that reflect community expectations for education on the Sunshine Coast. **2009 - 2010**
- Establishing a clear division of responsibilities in educational and operational leadership. **2010**
- Reinstating reasonable and rational systems of evaluation in School District No. 46. **2010 - 2011**
- Fostering a positive community atmosphere, including engaging in partnerships for the benefit of students and community, identifying and promoting school space for community use, and advocating for community planning and policies that prominently include children, families and education. **2010 - 2011 - 2012**
- Actively promoting public education locally and provincially, and working to seek and meet the needs of today's students and families within the public system. **2009 - 2010 - 2011 - 2012**
- Taking a leadership role in rebuilding and promoting the District Parent Advisory Council, to improve parent engagement, awareness, and consultation to the Board. **2009 - 2010 - 2011**
- Building a collaborative and substantive relationship with the Sechelt Indian Band, including a more coordinated approach to Sechelt Nation education, articulated in a signed Enhancement Agreement. **2010 - 2011 - 2012**
- Establishing a strong and informed trustee presence and involvement in schools and communities, including PACs, DPAC and other organizations identified in our Communications Plan. **2009 - 2010 - 2011 - 2012**
- Embracing transparency and community engagement by opening up and promoting board meetings and committee meetings to the public; limiting closed session agendas to only confidential items; strengthening relationships with local media; holding a community forum on SD#46 education; and redesigning the district website. **2009 - 2010 - 2011 - 2012**
- Revamping Board Standing Committees to facilitate regularly scheduled meetings and public circulation of agendas to act as effective venues for extensive staff and public engagement, reporting, discussion and brainstorming. **2010**

Engaging Leadership

– Communications Plan

Regular Board Meetings

- Presentations – notice on website
- Strategic Plan Update

Committee of the Whole

- Special Topics
- Strategic Plan
- Budget

Special Topics

- Appeal process
- Funding
- Community forum
- Consultation processes
- Facilities planning
- New programs, partnerships
- Enhancement Agreement
- Trustee orientation
- Board to Council /Board
- Meetings with Ministry

School District Trustee Representation

- Board/District Committee Meetings
- Task Group/Ad Hoc Committees (e.g. hiring)
- BCSTA Academies, AGM
- BCPSEA Representative
- BCSTA – Branch
- BCSTA Provincial Council
- DPAC
- Interministerial (VCH)
- Highway 46
- SCR D Joint Use
- Intergovernmental
- Sunshine Coast Policing
- Sunshine Coast Transportation

Trustee / School Liaison

- PAC Meetings
- Special school events
- Board tours
- District Pro-D Day
- PAC meetings

Special Recognition

- Staff Service Awards
- Retirement Lunch
- Long Service Awards
- Personal contact (telephone, visit) – “Sunshine Committee”
- Flowers & cards
- Bursary Tea

Community Attendance Involvement

- Chambers of Commerce
- Community Schools meetings
- Local Governments (District of Sechelt, Sechelt Indian Band, SCR D, Town of Gibsons)
- Clubs: Lions, Rotary
- Electors Associations
- Community Futures AGM
- Community Literacy
- ECD Round Table
- Youth Action and Awareness Committee

Publications

- District website
- Achievement Contract
- Annual Report (School / District Goals, Scholarships / Gr. 12 exam results)
- Brochures
- School websites – PAC newsletters
- Elphinstone sign board
- Student surveys (annually)
- Electronic (FirstClass)
- Media releases, advertisements
- Newsletters (schools, Superintendent, Secretary-Treasurer, Human Resources)
- Notebooks: principals, trustees (weekly)
- Board Meeting *Synopsis*
- Community Literacy Plan
- December: Superintendent's Report to the Board



Communications Network

SCHOOL DISTRICT

Trustees	DPAC
PACs	CUPE
SCTA	SCPVPA
Excluded Staff	Students
Schools	Parents/Guardians
Student Leadership	

COMMUNITY

District of Sechelt	Sea to Sky Sustainability School
Town of Gibsons	Rotary
SCRD	Electoral Groups
SIGD/SIB	SCRD – Transportation
SCRD – Joint Use	Community Schools
SCRD – Policing	Capilano University
Preschools	Opportunities in Education Foundation
Vancouver Coastal Health	Chambers of Commerce
Substance Abuse Task Force	Seniors Groups
KidSport Sunshine Coast	Service Clubs
Community Services	Libraries
Legions	RCMP
Ministry for Children and Families	Community Futures
Restorative Justice	Business Associations
Youth Action and Awareness Committee	ECD Round Table
Donors	Community Literacy Committee

SUNSHINE COAST MEDIA

The Coast Reporter	CKAY FM
Harbour Spiel	Coast Cable
Mountain FM	The Local

PROVINCIAL

BCSTA	BCSSA
Ministry of Education	BCPSEA
MLAs	BC School Districts
BCASBO	Provincial media

OTHER

Ministries	Member of Parliament
------------	----------------------



School District No. 46 embraces the principle of fiscal sustainability to maintain and enhance current levels of service delivery to our students and community under a challenging funding environment.

- Reconstructing school budgeting into a “family grouping” system to ensure equitable services and opportunities to students in school communities of all sizes, and to more efficiently and effectively share services, supplies and human resources. **2010 - 2011**
- Implementing financial and human resource plans, based on enrolment predictions and other relevant data, to maintain and improve educational opportunities and student achievement. **2011**
- Adopting a provincially recommended long-range facilities plan (that includes an imminent schedule for the Gibsons Elementary rebuild) to support both capital and educational planning. **2010**
- Avoiding the expenditure of “unrestricted” surplus funds to balance budget shortfalls. **2010 - 2011 - 2012**
- Maintaining and replenishing a sufficient and reasonable contingency fund for emergency needs. **2010 - 2011 - 2012**
- Reviewing all restricted surplus funds to ensure they are being efficiently allocated in support of fiscal sustainability. **2011**
- Exploring new sources of possible revenue (i.e. international education, academies, surplus property...). **2010 - 2011**
- Communicating to the community, the provincial government, and our provincial association (BCSTA) on the state of our financial situation. **2009 - 2010 - 2011 - 2012**
- Refining annual budget process, including starting it early in the school year, better coordinating it with school budgeting/staffing, ensuring enrollment predictions continue to be as accurate as possible, and clarifying Board responsibility, input and inclusion in policy. **2011**
- Pursuing greater cost savings in energy efficiency, including meeting our provincial Carbon Neutral Plan obligations. **2011 - 2012**
- Supporting the promotion of charitable contributions to the schools and students of School District No. 46. **2011**
- Reviewing, containing and reducing transportation costs as per contracts and to support carbon neutrality. **2009 - 2010 - 2011 - 2012**

Fiscal Sustainability

ACTION	TIMELINE	RESPONSIBILITY	BUDGET
Facilities			
Utility Consumption			
• Baseline			
• Smart Tools	In-service October 6	Manager of Facilities / Secretary-Treasurer	85¢ per child Clerical Time
• Geothermal – GES, ESS			
Gibsons Elementary			
• Capital funding	This Fiscal Year	Secretary-Treasurer/ Superintendent / Assistant Superintendent	Facilities plan - \$30,000
• Community meetings - → what's happening			Engaging the Community – Staff ID
• Enrolment report			
• Neighbourhoods of Learning			
• Joint Use			Project Information Report \$30,000
Vacant Building Space			
• Utilization of resources			
• Condition of all facilities	This Fiscal Year	Manager of Facilities	Tied to FP/PIR
Transportation			
• Route reduction		Manager of Facilities	
• Efficiencies	This Fiscal Year		
- bigger buses	• October		
- walk routes	• January		
- car pooling	• March		
- transit			
• Communication to parents/community			



Fiscal Sustainability

ACTION	TIMELINE	RESPONSIBILITY	BUDGET
Human Resources			
• Human Resources Efficiencies – technology	2009 – 2011	Human Resources / Superintendent / Secretary-Treasurer	
• Review Job Descriptions	2009 – 2011	Human Resources / Superintendent / Secretary-Treasurer	
• EDAS	Ongoing	TBA	
• Evaluation – Re-evaluation of Duties	2009 – 2011	Human Resources / Secretary-Treasurer / Assistant Superintendent	
• Organization Chart	2009 – 2010	Superintendent	
• My Budget File	2009 – 2010	Assistant Secretary-Treasurer	
• Budget Committee	2009 – 2010	Assistant Secretary-Treasurer / Secretary-Treasurer / Superintendent	
Project with Teachers' Federation and Jack McNeil: employee wellness rehabilitation			



Fiscal Sustainability

ACTION	TIMELINE	RESPONSIBILITY	BUDGET
Partnership / Alternate Revenue			
Partnerships			
<ul style="list-style-type: none"> International Education 	2010 – 2011	Education Committee / Assistant Superintendent / Secretary-Treasurer	
<ul style="list-style-type: none"> Educational: i.e. BCIT, Capilano University 			
<ul style="list-style-type: none"> Adult Education – Continuing Education 			
<ul style="list-style-type: none"> Distributed Learning 			
Alternate Revenue			
<ul style="list-style-type: none"> Summer School Grants 	2010 - 2011		
<ul style="list-style-type: none"> Rentals 		Secretary-Treasurer / Superintendent	
<ul style="list-style-type: none"> Academies 			
<ul style="list-style-type: none"> Vacant Land 	2009 – 2010 As it relates to reconfiguration		
<ul style="list-style-type: none"> Adults in ACE-IT Programs 			

