

### Background

The Maple Ridge - Pitt Meadows Board of Education is comprised of seven trustees representing the communities of Maple Ridge and Pitt Meadows. Trustees are elected every four years at the same time as the mayor and city council for the two municipalities.

The board is committed to working together to ensure that every individual feels valued and all learners reach their potential in the Maple Ridge - Pitt Meadows School District. We will accomplish this by building open, trusting relationships as Board and senior management; defining roles and responsibilities; engaging meaningfully with the community; committing to ongoing learning and information sharing; establishing strategic directions; and using data, evidence and shared lived experience to make decisions and to advocate.



### Vision

Our vision is to use our collaborative voices for honest and respectful dialogue that builds trusted decision making and effective advocacy on behalf of all learners in the Maple Ridge - Pitt Meadows School District.

### Key Strategies

- Enhance learning for all by providing quality programming and initiatives that improve engagement and success
- Improve results by working together effectively with partner groups, staff, and the public
- Align planning, processes, policies, and procedures to improve efficiency and effectiveness to enhance success for all learners

### Operational Goals

1. Continue to adopt, support, and strengthen innovative programs and learning options that enhance teaching and learning
2. Improve relationships and communication with partner groups, representatives of Indigenous Peoples, all levels of government, and the communities we serve
3. Advocate for the wellness, safety, and success of all learners
4. Collaborate with other boards through the BC School Trustees Association (BCSTA) on advocacy matters of mutual interest and on strengthening a meaningful co-governance model with the provincial government
5. Assess board performance on an annual basis and support trustee professional development by providing ongoing educational opportunities for trustees and by encouraging trustees to take advantage of these learning opportunities
6. Review, create, retire, and update board policies and ensure that board policies meet legislative requirements and reflect school district values
7. Continue to improve the board's communication plan to ensure increased awareness of the role and work of the board
8. Support public engagement in school district governance
9. Continue to celebrate success and recognize accomplishments and service of students, staff, and volunteers
10. Support the superintendent by monitoring and providing feedback on their performance and growth planning
11. Ensure continuity of leadership through robust succession planning for the superintendent and key leadership positions
12. Monitor performance against the strategic plan, facilitate annual review of operational plans, and ensure that budget decisions reflect school district strategic priorities



### Board of Education

**Elaine Yamamoto**  
Board Chairperson

**Kim Dumore**  
Vice Chairperson

**Hudson Campbell**  
Trustee

**Gabriel Liosis**  
Trustee

**Mike Murray**  
Trustee

**Pascale Shaw**  
Trustee

**Kathleen Sullivan**  
Trustee

### MISSION

To support all individuals in their personal development as successful learners, and as respectful, caring and responsible members of society.

### VISION

Every individual feels valued and all learners reach their potential.

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>1. Continue to adopt, support, and strengthen innovative programs and learning options that enhance teaching and learning</b></p>	<ul style="list-style-type: none"> <li>Review the <i>Supporting All Learners: Enhancing Student Learning</i> report and monitor progress</li> <li>Participate in Education Advisory Committee meetings</li> <li>Participate in meetings with Indigenous Education community members and Indigenous education events</li> <li>Monitor annually the outcomes of new initiatives and courses</li> <li>Monitor annually the performance of the Continuing Education program and Ridge Meadows College</li> <li>Ensure student engagement in the creation of new programs</li> <li>Monitor and support the provision of Substance Education curriculum</li> <li>Review, approve and monitor progress of school growth plans and the overall planning cycle</li> <li>Support the implementation and review of services, programs and spaces that ensure continued support for the success of diverse learners</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed the annual <i>Supporting All Learners: Enhancing Student Learning Report</i> for 2022/23, 2023/24, and 2024/25</li> <li>Participated in Aboriginal Education Advisory Committee, Indigenous Education Community Gathering meetings and Indigenous Education Family Nights</li> <li>Monitored the performance of the International Education, Ridge Meadows College, Continuing Education and Online Learning programs</li> <li>Engaged students in the design of replacement schools for Eric Langton Elementary and Pitt Meadows Secondary</li> <li>Advocated to the provincial government, through the BC School Trustees' Association (BCSTA), to establish and fund the implementation of provincial guidance for substance education</li> <li>Reviewed, approved, and monitored progress of annual school growth plans</li> <li>Reviewed the district's Accessibility Plan and participated in Accessibility Advisory Committee meetings</li> <li>Supported recommendations of the District Working Group to improve programming supports for diverse learners including additional budget for staffing, training, and support spaces</li> <li>Approved additional budget for education assistant staffing to address emerging needs for diverse learners</li> <li>Advocated to the provincial government, through the BCSTA, to complete a review of the Area Standards for new school capital to ensure sufficient space is provided in schools to adequately address the diverse and changing needs of students</li> </ul>
<p><b>2. Improve relationships and communication with partner groups, representatives of Indigenous peoples, all levels of government and the communities we serve</b></p> <p><i>"Partner groups" include Maple Ridge Teachers' Association, Canadian Union of Public Employees Local 703, Maple Ridge Principals/Vice Principals Association, District Parent Advisory Council, and Student Voice.</i></p> <p><i>"Representatives of Indigenous peoples" include the following communities and groups: Katzie First Nation, Kwantlen First Nation, Golden Ears Métis Society and Fraser River Indigenous Society.</i></p>	<ul style="list-style-type: none"> <li>Establish opportunities for the board to share information and gather feedback on governance matters from representatives of Indigenous Peoples and partner groups</li> <li>Ensure the school district has a positive reputation in the community and continue to leverage trustee affiliation with various community partnerships, committees, and expanded relationships (as needed) to ensure the school district perspective is valued by the community</li> <li>Establish opportunities for the board to share information with government representatives and representatives of Indigenous peoples</li> <li>Review trustee representation on community committees to ensure appropriate and effective representation</li> <li>Support and monitor the implementation of the Declaration on the Rights of Indigenous Peoples Act ("DRIPA") and the recommendations for Deepening Indigenous Education and Equity</li> <li>Support the City of Maple Ridge with the organization and hosting of the 2024 BC Summer Games</li> </ul>	<ul style="list-style-type: none"> <li>Engaged with representatives of Indigenous peoples through participation in Aboriginal Education Advisory Committee meetings, Indigenous Education Community Gathering meetings, Elders Dinners, and Indigenous Education Family Nights</li> <li>Approved terms of reference and member appointments for the Indigenous Education Council</li> <li>Held consultation meetings with First Nations and engaged with partner groups and the public for the following matters: <ul style="list-style-type: none"> <li>2023/24, 2024/25 and 2025/26 proposed preliminary budgets</li> <li>Eric Langton Elementary seismic replacement and expansion project design</li> <li>Pitt Meadows Secondary seismic replacement project design</li> </ul> </li> <li>Involved First Nations and partner groups in the recruitment process for the new superintendent of schools</li> <li>Held meetings with the Minister of Education and Child Care, Minister of State for Child Care, Minister of Post-Secondary Education and Future Skills, and local members of the legislative assembly (MLAs) to advocate on various topics, including child care on school grounds, school design guidelines, funding for school food program spaces, funding for evolving technology including cyber security, the funding formula for CommunityLINK, early intervention/programming, expedited assessments for students with special needs, post-secondary assessment reporting, supporting vulnerable learners, funding for Silver Valley site acquisition, school area standards, and curriculum for opioid and comprehensive sexual health education</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• Continued dialogue with local MLAs, local mayors and councils, and the Minister of Education and Child Care regarding school district highlights, priorities, and joint advocacy opportunities</li> <li>• Attended the 2023 provincial BCSTA Advocacy Day with board chairs and members of the legislative assembly to discuss relevant issues in education</li> <li>• Board chairperson attended a Ridge Meadows Community Leadership meeting with local mayors, MLAs and MP to discuss community priority updates</li> <li>• Represented the board through trustee participation on the following committees and community liaison groups:             <ul style="list-style-type: none"> <li>• City of Maple Ridge committees:                 <ul style="list-style-type: none"> <li>» Parks, Recreation and Culture Advisory</li> <li>» Social Policy Advisory</li> <li>» Transportation Advisory Committee</li> <li>» Municipal Advisory Committee on Accessibility and Inclusiveness</li> <li>» Liveable Community Advisory</li> <li>» Engaged, Healthy Community Advisory</li> </ul> </li> <li>• City of Pitt Meadows committees:                 <ul style="list-style-type: none"> <li>» Community Support &amp; Accessibility Committee</li> <li>» Community Service Awards Task Force</li> </ul> </li> <li>• Culture Collective Network</li> <li>• District Parent Advisory Council</li> <li>• English Language Learners Consortium</li> <li>• Maple Ridge Pitt Meadows Arts Council</li> <li>• Ridge Meadows Education Foundation (RMEF)</li> <li>• Ridge Meadows Overdose Community Action Team</li> <li>• Ridge Meadows Youth Planning Table</li> </ul> </li> <li>• Enhanced school district representation and presence through trustee participation at the following community events and meetings:             <ul style="list-style-type: none"> <li>• ABC of Substance Use Table</li> <li>• Building Safer Communities funding announcement</li> <li>• GEMS Harvest Dinner</li> <li>• Hometown Heroes Awards Banquet</li> <li>• Maple Ridge Community Foundation Awards Night</li> <li>• Maple Ridge Community Foundation Citizen of the Year</li> <li>• Canada Day</li> <li>• Remembrance Day</li> <li>• National Truth and Reconciliation Day</li> <li>• Overdose Awareness Day</li> <li>• Pride in the Park - Pride Crosswalk Unveiling</li> <li>• RMEF Annual Donor Recognition</li> <li>• Salvation Army Dignity Breakfast</li> <li>• uPlan Youth Tank</li> <li>• Youth Emergency Shelter Opening</li> <li>• YOLO event</li> <li>• Red Dress Day</li> </ul> </li> <li>• Reviewed the annual Equity Action Plan Implementation Review report for 2022/23</li> <li>• Supported the expansion of the Indigenous education leadership role from principal to district principal of Indigenous education, and time duration addition of a vice principal of Indigenous education, racial inclusivity and equity</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>Supported the work of the K-12 Anti-Racism Action Plan Committee</li> <li>Supported the Elders in Residence Program through the budget process</li> <li>Supported the City of Maple Ridge with organizing and hosting the 2024 BC Summer Games</li> </ul>
<p><b>3. Advocate for the wellness, safety, and success of all learners</b></p>	<ul style="list-style-type: none"> <li>Advocate for the update of legislation and provincial policies to incorporate the provincial level recommendations for Deepening Indigenous Education and Equity and DRIPA through motions to the BCSTA Annual General Meeting (AGM), meetings with MLAs and community agencies</li> <li>Advocate for enhanced support and funding for public education, including food security and poverty reduction initiatives through motions to the BCSTA AGM, meetings with member of Parliament (MP), MLAs and community agencies</li> <li>Advocate for the creation and implementation of a funding formula that reflects the needs of our school district through letters to government, meetings with MLAs, and full participation in consultation process</li> <li>Advocate for improved funding and supports for students with diverse needs through BCSTA motions, and meetings with MLAs and the Minister of Education and Child Care</li> <li>Advocate for improved education funding allocation in the provincial budget through annual submissions during the provincial budget process, letters and meetings with cabinet ministers, and meetings with local government</li> <li>Advocate for the development and implementation of a provincial Inclusive Education Framework that ensures the school district, Ministry of Health, Ministry of Children and Family Development, and the Ministry of Education and Child Care provide integrated supports for children and youth with diverse needs</li> <li>Advocate for the development and implementation of a provincial cyber security program</li> <li>Advocate for the development and implementation of a provincial risk management framework</li> </ul>	<ul style="list-style-type: none"> <li>Advocated for and received provincial funding for the seismic replacement and expansion of Eric Langton Elementary</li> <li>Issued advocacy letters for: <ul style="list-style-type: none"> <li>Budget 2024 Consultations to the Select Standing Committee on Finance and Government Services emphasizing additional budget allocations for food program spaces, renovations to older school facilities, portable classrooms, specialized spaces in schools, early intervention/programming, expedited assessments for students with special needs, enhanced access to community-based programs for students with diverse needs, adequate technology infrastructure, enhanced cyber security and artificial intelligence guidance</li> <li>Post-Secondary Feasibility Study to the Ministry of Post-Secondary Education and Future Skills</li> <li>City of Pitt Meadows Harris Road Underpass to the Minister of Transport (Canada)</li> <li>Local Immigration Partnership to Immigration, Refugees and Citizenship Canada</li> <li>Support for Equity, Diversity, and Inclusion to the Minister of Education and Child Care</li> <li>Support for Maple Ridge Youth Safe House to local MLAs</li> <li>Funding a national food program to the local MP</li> <li>Inequitable CommunityLINK and Equity of Opportunity funding to local MLAs and partner groups</li> <li>A review of the funding model for the BC Summer &amp; Winter Games, in collaboration with boards of SD67 and SD73, to the Minister of Tourism, Arts, Culture and Sport</li> <li>Need for a more reliable and equitable funding model to the Minister of Education and Child Care</li> <li>Urgent need for site acquisition in Silver Valley to the Premier, Minister of Education and Child Care, Minister of Infrastructure, and local MLAs</li> <li>Budget 2026 Consultation to the Select Standing Committee on Finance and Government Services emphasizing three priorities: make K-12 public education a provincial budget priority, strengthen supports for students with diverse needs in the early years, and modernize capital and technology investments</li> <li>Utilization of tobacco litigation settlement for school-based programs that prevent or reduce youth nicotine use to the Minister of Attorney General</li> <li>National School Food Program and funding allocation inequities for supporting priority student populations to the Minister of Education and Child Care</li> <li>Update on Ridge Meadows Post-Secondary Feasibility Study to the Minister of Post-Secondary Education and Future Skills</li> </ul> </li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• Collaborated with the District Parent Advisory Committee on advocacy for CommunityLINK funding</li> <li>• Collaborated with other boards through the BCSTA on advocacy matters as outlined in the next goal</li> <li>• Approved a trustee motion in relation to opioid education for Grade 10 students and accessible naloxone training and access in all schools</li> <li>• Established an Ad Hoc Advisory Committee of the Whole on Equitable Funding and approved its Terms of Reference</li> </ul>
<p><b>4. Collaborate with other boards through the BC School Trustees Association on advocacy matters of mutual interest and on strengthening a meaningful co-governance model with the provincial government</b></p>	<ul style="list-style-type: none"> <li>• Advocate through motions to the BCSTA for:               <ul style="list-style-type: none"> <li>• Improved capital funding that supports the proactive creation of new spaces and adequate maintenance and upgrading of existing facilities</li> <li>• Capital design standards that support the building of schools that meet the needs of all learners</li> <li>• Funding to provide comprehensive early learning opportunities and assessments</li> <li>• Equitable funding (Community LINK, Equity of Opportunity supplement)</li> <li>• Memorandum of understanding between BCSTA and Métis Nation BC</li> <li>• Adequate teacher training/degree opportunities</li> </ul> </li> <li>• Advocate through participation in BCSTA AGM, Provincial Council, committees, groups, and branch meetings on matters of mutual interest including student voice representation on governance matters</li> </ul>	<ul style="list-style-type: none"> <li>• Submitted 12 motions to the BCSTA AGMs and branch meetings on the following topics:               <ul style="list-style-type: none"> <li>• Substance education and opioid overdose response in school settings</li> <li>• Ministry area standards for new school capital projects</li> <li>• Streamlining ministry reporting requirements</li> <li>• Equitable distribution of CommunityLINK and Equity of Opportunity funding</li> <li>• Special funding for adult graduation programs at correctional centres</li> <li>• Funding for StrongStart BC programs</li> <li>• Non-voting student delegates at BCSTA AGMs</li> <li>• Legislative framework for voting student trustees</li> <li>• Supporting families with equal parenting custodial arrangements in the provincial MyEd BC student information system</li> <li>• Establishing a student voice working group</li> <li>• Revising post-secondary transition rate criteria to be inclusive of certain post-secondary education that is currently excluded</li> <li>• Supporting boards with incorporating student voice in board governance structures</li> <li>• Revising substance education curriculum in response to the ongoing opioid crisis</li> </ul> </li> <li>• Participated in BCSTA AGM and Provincial Council meetings and supported motions in alignment with this operational plan</li> <li>• Participated in annual Board Chairperson and Partner Liaison Meetings with BCSTA and the Ministry of Education and Child Care</li> <li>• Participated in BCSTA committees and groups:               <ul style="list-style-type: none"> <li>• Capital Working Group (Trustee Murray, Chairperson)</li> <li>• Comprehensive School Healthy Working Group (Trustee Dumore)</li> <li>• Ad Hoc Bylaw Review Committee (Trustee Liosis)</li> <li>• Fraser Valley Branch Association Executive</li> <li>• 2SLGBTQIA+ Affinity Group (Trustee Liosis, Lead Facilitator)</li> </ul> </li> <li>• Participated in BCSTA Fraser Valley branch meetings and professional development opportunities</li> <li>• Hosted the BCSTA Fraser Valley 2024 AGM in the Maple Ridge-Pitt Meadows School District.</li> <li>• Contributed to the following BCSTA advocacy reports as BCSTA working group members:               <ul style="list-style-type: none"> <li>• Making Progress Toward Sustainable Schools (Capital Working Group)</li> <li>• One Province, One Plan (Comprehensive School Health Working Group)</li> </ul> </li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>5. Assess board performance on an annual basis and support trustee professional development by providing ongoing educational opportunities for trustees and by encouraging trustees to take advantage of these learning opportunities</b></p>	<ul style="list-style-type: none"> <li>• Complete annual board self-evaluation using the most relevant evaluation tools with results used to guide the board growth plan and individual trustee learning plans for future years</li> <li>• Trustees attend and participate in appropriate professional development (conferences, seminars, workshops) that contribute to school trustee professional growth</li> </ul>	<ul style="list-style-type: none"> <li>• Carried out annual board self-evaluations to assess governance effectiveness and identify areas for improvement</li> <li>• Participated in the following professional development hosted by BCSTA:             <ul style="list-style-type: none"> <li>• Climate Action Working Group Research Project - UBC</li> <li>• Delivering on BC Tripartite Education Agreement and Declaration Act Action Plan Commitments</li> <li>• Fentanyl Crisis</li> <li>• Financial and Resource Management</li> <li>• Good Governance in Complex Times</li> <li>• Improving Student Outcomes: Unpacking Evidence</li> <li>• Indigenous Relations and Reconciliation</li> <li>• Revisiting the learning from the Indigenous Day of Learning</li> <li>• School Governance in an AI World</li> <li>• Imagining the Next Generation of Education Model for Equity, Pedagogy, and School Transformation</li> <li>• Street Data, Changing Culture with Student Voice</li> <li>• Bargaining, Trustee Roles</li> <li>• Indigenous Education</li> <li>• Inclusion</li> <li>• HELPx - The Human Early Learning Partnership</li> <li>• Early Years Development Index</li> <li>• Middle Years Development Index</li> <li>• Youth Development Index</li> <li>• Aboriginal View on Health</li> <li>• Compassionate Leadership</li> <li>• School District Voice</li> <li>• Sustainable Futures and the Power of Youth for Social and Governance Initiatives</li> <li>• Governance 101</li> <li>• Trustee Code of Conduct and Freedom of Expression</li> <li>• More than a Bystander; Human Rights &amp; Equity</li> <li>• BCPSEA: History, how bargaining works, and where we are now</li> <li>• Chairing through Conflict</li> <li>• Privacy and Access to Information for School District Trustees</li> <li>• Building Inclusive and Accessible Education Settings</li> <li>• Writing a Great Motion</li> <li>• Working with People: Governing in Public Interest</li> <li>• Naloxone AND Training: The Importance of Both Kits and Teaching How to Use them in Schools</li> <li>• Update on First Nation Education Initiatives</li> <li>• Financial 101</li> <li>• Working with People: Governing in Public Interest</li> <li>• Quality Decision Making and Governance</li> <li>• Update on First Nation Education Initiatives</li> <li>• What is PSEC and why does it matter to school trustees?</li> <li>• Putting the Trust in Trustees: Navigating the Ethical Landscape of Elected Officials</li> <li>• Ministry of Infrastructure Update</li> </ul> </li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• Participated in the following professional development hosted within the district:               <ul style="list-style-type: none"> <li>• School District Strategic Plan</li> <li>• School District Policies and Procedures</li> <li>• Trustee Code of Conduct</li> <li>• Deepening Indigenous Education and Equity</li> <li>• Information Technology</li> <li>• Human Resources</li> <li>• Facilities Planning and Operations</li> <li>• Business Operations</li> <li>• Budget and Financial Results</li> <li>• Provincial Funding</li> <li>• Funding Formula Review Process and Recommendations</li> <li>• Freedom of Information and Protection of Privacy</li> <li>• Introduction to Governance</li> <li>• Introduction to Board Meetings and Agenda Prep</li> <li>• Communications: Social Media Guide, Board Chair as Spokesperson, Media Relations</li> <li>• <i>Meetings, Rules and Effective Decision Making</i> facilitated by Eli Mina</li> <li>• <i>Universal Designs for Learning</i> (literacy)</li> <li>• Learning Services</li> <li>• <i>Working Smarter Together</i> facilitated by Peter Norman</li> <li>• Media training facilitated by Alyn Edwards</li> <li>• Public Interest Disclosure Act</li> <li>• Integrated Child and Youth Services Team</li> <li>• Indigenous-Focused Communication</li> <li>• <i>That's Just Crazy Talk</i> (mental health)</li> <li>• Creativity as a Catalyst for Courage and Change</li> <li>• Introduction to Katzie First Nation History, Culture, and People</li> </ul> </li> </ul>
<p><b>6. Review, create, retire, and update board policies and ensure that board policies meet legislative requirements and reflect school district values</b></p>	<ul style="list-style-type: none"> <li>• Review and update board policies on a four-year cycle based on annual work plans developed by the Board Policy Development Committee and with consideration for emerging policy development needs that may arise</li> <li>• Create new policies, as needed, at the recommendation of the Board Policy Development Committee and with input from subject matter experts</li> <li>• Retire outdated policies when they are no longer relevant or have been replaced</li> </ul>	<ul style="list-style-type: none"> <li>• Created and implemented Board Policy Development Annual Work Plans for 2022/23, 2023/24, 2024/25, and 2025/26</li> <li>• Developed and approved updates to two bylaws and 57 policies:               <ul style="list-style-type: none"> <li>• Board Procedural Bylaw - Trustee Access to Information</li> <li>• Board of Education Appeal Policy and Procedures Bylaw</li> <li>• 2301 Role of the Board</li> <li>• 2302 Board Delegation of Authority</li> <li>• 2320 Board Committees and Trustee Representation</li> <li>• 2400 Board Meeting Proceedings</li> <li>• 2410 Board Correspondence</li> <li>• 2500 Board Policy Development</li> <li>• 2900 Trustee Pro-D and Attendance at Conferences</li> <li>• 2915 Board Chairperson – Election, Role and Responsibilities</li> <li>• 2918 Vice Chairperson – Election, Role and Responsibilities</li> <li>• 2919 Trustee Code of Conduct</li> <li>• 2925 Trustees - Provision of Resources</li> <li>• 3201 Role of the Superintendent of Schools</li> <li>• 3202 Role of the Secretary Treasurer</li> <li>• 3500 Enterprise Risk Management</li> </ul> </li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• 3901 Maintenance of Order in Schools</li> <li>• 4101 General Banking</li> <li>• 4105 Investments</li> <li>• 4110 Revenue Generation</li> <li>• 4203 Budget Planning and Reporting</li> <li>• 4205 Accumulated Surplus</li> <li>• 4410 Travel Expenses</li> <li>• 4435 Scholarships, Bursaries and Awards</li> <li>• 4910 Financial Reporting and Administration of School Generated Funds</li> <li>• 5310 Disposal of Surplus Assets</li> <li>• 5400 Student Transportation Provided by the Board</li> <li>• 5401 Use of Board-Owned Buses</li> <li>• 5700 Privacy Management Program</li> <li>• 5701 Records and Information Management – General</li> <li>• 5780 Appropriate Use of Information Technology and Communication Systems</li> <li>• 5905 Alcohol - Consumption, Possession and Storage</li> <li>• 6530 Environmental Sustainability</li> <li>• 6600 Naming of School District Facilities</li> <li>• 6801 School Closure</li> <li>• 6810 Disposal of Land or Improvements</li> <li>• 7100 Employee Standards of Conduct</li> <li>• 7110 Whistleblower Protection</li> <li>• 7201 Recruitment and Selection of District Leadership Personnel</li> <li>• 7230 Personal Full Time Leave of Absence</li> <li>• 7610 Compensation Administration for Excluded Employees</li> <li>• 7710 Professional Development</li> <li>• 7810 Performance Evaluation for Excluded Employees</li> <li>• 8330 Board Authority Authorized Courses</li> <li>• 8801 Course Challenge</li> <li>• 8912 Independent Directed Studies</li> <li>• 9400 Emergency Preparedness</li> <li>• 9405 Unexpected Health Emergencies at Schools</li> <li>• 9430 Physical Restraint and Seclusion in School Settings</li> <li>• 9500 Suspension and Exclusion of Students from School</li> <li>• 9510 Flags of Canada and British Columbia</li> <li>• 9550 Process for Raising Concerns</li> <li>• 9601 Anaphylaxis</li> <li>• 9605 Provision of Menstrual Products to Students</li> <li>• 9610 Health Care Needs</li> <li>• 10200 Communications</li> <li>• 10400 Community and Commercial Use of School Facilities and Grounds</li> <li>• 10540 Financial or In-Kind Donations</li> <li>• 10820 Political Activities</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>7. Continue to improve the board's communication plan to ensure increased awareness of the role and work of the board</b></p>	<ul style="list-style-type: none"> <li>• Increase public awareness of board issues, function and accomplishments through the publishing of Board Highlights after each board meeting, using social media to publicize board meeting agendas, events, and announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Published public board meeting agendas at least 48 hours before meetings at <a href="https://www.sd42.ca/board-of-education/board-meeting-agendas/">https://www.sd42.ca/board-of-education/board-meeting-agendas/</a></li> <li>• Published Board Meeting Highlights after each public meeting at <a href="https://www.sd42.ca/board-of-education/board-meeting-highlights/">https://www.sd42.ca/board-of-education/board-meeting-highlights/</a></li> <li>• Published District Highlights annually, celebrating accomplishments of staff and students at <a href="https://www.sd42.ca/news/district-highlights/">https://www.sd42.ca/news/district-highlights/</a></li> <li>• Published school district announcements and other news regularly at <a href="https://www.sd42.ca/news/">https://www.sd42.ca/news/</a></li> <li>• Published trustee advocacy correspondence at <a href="https://www.sd42.ca/board-of-education/trustees-advocacy/">https://www.sd42.ca/board-of-education/trustees-advocacy/</a></li> <li>• Promoted board activities via social media</li> <li>• Invited public participation through meeting invitations and surveys for: <ul style="list-style-type: none"> <li>• Preliminary budget proposals</li> <li>• New school designs for Eric Langton Elementary and Pitt Meadows Secondary capital projects</li> </ul> </li> <li>• Provided presentations and updates to the District Parent Advisory Council</li> <li>• Responded to numerous information requests from local media</li> </ul>
<p><b>8. Support public engagement in school district governance</b></p>	<ul style="list-style-type: none"> <li>• Ensure increased meaningful engagement with students through district-wide student forum (2023 and 2025), Indigenous student forum, trustee meetings with secondary school students, trustee meetings with Indigenous students, and further engagement on governance matters as needed</li> <li>• Review the student governance model and ensure that the model implemented meets student needs and enables student voice engagement on governance matters</li> <li>• Ensure increased, open communication with parents and caregivers through regular trustee representation at District Parent Advisory Council (DPAC) meetings, trustee presentations of board work at Parent Advisory Council (PAC) and DPAC meetings</li> <li>• Ensure public engagement plans support increased public participation in governance matters</li> <li>• Ensure enhanced engagement with First Nations and Indigenous partners through the Aboriginal Education Advisory Committee, Indigenous Education Community Gathering, meetings with representatives of Indigenous peoples, and attendance at Indigenous events</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in district-wide student forum and Indigenous student forum with a focus on creating healthy school communities that foster a sense of wellbeing and belonging</li> <li>• Engaged Student Voice in budget discussions and the superintendent of schools recruitment process</li> <li>• Met with students at Thomas Haney Secondary, Westview Secondary, Garibaldi Secondary, Samuel Robertson Technical, Maple Ridge Secondary, and Connex schools to understand their current level of engagement, school experience and student voice</li> <li>• Approved trustee motion for staff to review the current district student governance model and explore the feasibility of implementing a student trustee in time for the 2026/27 school year</li> <li>• Approved terms of reference to support the establishment of a new Student Advisory Committee</li> <li>• Participated in DPAC meetings and provided periodic presentations and updates</li> <li>• Approved preliminary budget process and consultation timeline for 2026/27 that incorporates feedback received on the prior year process</li> <li>• Engaged with Indigenous peoples as outlined in goals listed above</li> <li>• Attended the Aboriginal Education Learning Series <i>Deepening Indigenous Ways of Knowing</i></li> <li>• Approved terms of reference and member appointments for the Indigenous Education Council</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>9. Continue to celebrate success and recognize accomplishments and service of students, staff, and volunteers</b></p>	<ul style="list-style-type: none"> <li>• Schedule school visits to ensure that trustees have the opportunity to visit each school from 2022 to 2026</li> <li>• Include presentations from students and/or staff at each public board meeting</li> <li>• Ensure that at least one trustee is present at every staff recognition event</li> <li>• Ensure that the board acknowledges the contribution and accomplishments of students, staff, and volunteers</li> <li>• Recognize staff, students, and volunteers for their contribution to the school district and education in general</li> </ul>	<ul style="list-style-type: none"> <li>• Participated in numerous elementary and secondary school visits</li> <li>• Received presentations from staff at public board meetings on the following topics:               <ul style="list-style-type: none"> <li>• After School Programming</li> <li>• Student and Family Affordability Fund</li> <li>• Integrated Child and Youth Teams Services Model</li> <li>• Alternate Education Programs</li> <li>• French Immersion Program</li> <li>• Early Learning Programs</li> <li>• Child Care</li> <li>• Feeding Futures School Food Programs</li> <li>• International Education</li> <li>• Ridge Meadows College</li> <li>• Building Safer Communities Program</li> <li>• Inquiry Program</li> <li>• Dual Credit Programs</li> <li>• Trades Programs</li> <li>• BIPOC Student Forum</li> <li>• Certificate of Recognition for Occupational Health and Safety</li> <li>• Student Voice</li> <li>• Design Plans for Prefabricated Additions to Golden Ears Elementary and Blue Mountain Elementary</li> <li>• Numeracy</li> <li>• Malcolm Knapp Research Forest and c:tmæw Environmental Community</li> <li>• Summer Learning 2025</li> <li>• Secondary Schedule Engagement</li> <li>• Food Security</li> <li>• K to 3 Literacy Initiatives</li> </ul> </li> <li>• Ensured one or more trustees attended staffing recognition events including the annual 25-year and 20-year employee recognition events, district retirement tea, and DPAC recognition dinner</li> <li>• Recognized staff who completed their first year of service with signed letters</li> <li>• Celebrated students at school district events including concerts, theatre productions, sporting activities, Youth Philanthropy Initiative presentations, Capstone Portfolio presentations, graduation ceremonies and Indigenous graduation awards events</li> </ul>
<p><b>10. Support the superintendent by monitoring and providing feedback on their performance and growth planning</b></p>	<ul style="list-style-type: none"> <li>• Complete annual superintendent evaluation and growth plan</li> </ul>	<ul style="list-style-type: none"> <li>• Completed annual superintendent evaluation and growth plan with ongoing feedback on performance</li> <li>• Approved the engagement of an external consultant to facilitate a 360 degree performance evaluation during 2025-26</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>11. Ensure continuity of leadership through robust succession planning for the superintendent and key leadership positions</b></p>	<ul style="list-style-type: none"> <li>• Maintain a current superintendent role description</li> <li>• Create and implement a comprehensive succession plan for the superintendent</li> <li>• Review succession plans for other key leadership positions</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged a professional search firm to support the superintendent of schools position profile updates, recruitment plan development and execution in 2023/24</li> <li>• Supported the superintendent of schools transition plan for 2024</li> <li>• Received staff updates of succession plans for other key leadership positions including the secretary treasurer, deputy superintendent, assistant secretary treasurer, and principal and vice principal cohorts</li> </ul>
<p><b>12. Monitor performance against the strategic plan, facilitate annual review of operational plans, and ensure that budget decisions reflect school district strategic priorities</b></p>	<ul style="list-style-type: none"> <li>• Complete annual review and update of board and department operational plans</li> <li>• Ensure that the Human Resources Operational Plan includes strategies for improved recruitment, retention, capacity building, succession planning and occupational health and safety</li> <li>• Review and approve the annual Five-Year Capital Plan for submission to the Ministry of Education and Child Care (MECC) and ensure alignment with the <i>Strategic Facilities Plan</i></li> <li>• Review and approve the annual budget for submission to the MECC</li> <li>• Ensure that the annual budget reflects priorities set in the <i>Strategic Plan</i> follows MECC guidelines and is developed through meaningful engagement with representatives of Indigenous peoples, partner groups and the public</li> <li>• Review the Enterprise Risk Management program and ensure that management has identified and is managing school district's principal risks</li> <li>• Review and approve quarterly and annual financial statements</li> <li>• Review and approve the <i>Supporting All Learners: Enhancing Student Learning</i> report prepared by the superintendent</li> <li>• Review and approve or receive for information reports regarding specific educational initiatives</li> <li>• Monitor the implementation of new financial management directives from the MECC</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed and approved board and department operational plans for 2022-2026</li> <li>• Reviewed the progress on board and department operational plans</li> <li>• Reviewed the district operational plan for 2025-26 outlining intentional work to support the board's revised <i>Strategic Plan</i></li> <li>• Reviewed and approved the annual five-year capital plan for 2024/25, 2025/26 and 2026/27, ensuring alignment with the <i>Strategic Facilities Plan</i></li> <li>• Approved the annual budget process and consultation timelines for 2023/24, 2024/25, 2025/26, and 2026/27</li> <li>• Reviewed and approved the preliminary budgets for 2023/24, 2024/25, and 2025/26, and the amended budgets for 2023/24 and 2024/25, ensuring alignment with the <i>Strategic Plan</i> and its development through meaningful engagement</li> <li>• Participated in a risk identification workshop and reviewed management's enterprise risk management framework and 2024 risk assessment results</li> <li>• Reviewed the December 2025 annual report on enterprise risk management</li> <li>• Reviewed quarterly financial statements</li> <li>• Reviewed and approved the audited financial statements for 2022/23, 2023/24, and 2024/25</li> <li>• Reviewed the annual <i>Supporting All Learners: Enhancing Student Learning Report</i> for 2022/23, 2023/24, and 2024/25</li> <li>• Reviewed the annual <i>Environmental Sustainability</i> progress report and <i>Climate Change Accountability Report</i> for 2022, 2023, and 2024</li> </ul>

### Background

The district's Education Leadership Team is committed to effectively and strategically supporting success for all learners by providing strong instructional leadership that aligns district vision, mission and values, and Ministry of Education and Child Care policies and procedures.

As a team, our purpose is to improve learning by engaging in staff development that helps foster student achievement, embraces diversity, facilitates innovative practices, and supports required changes within the system.



### Vision

Our vision is to collaborate, strategically plan and continue to create safe, caring, engaging, inclusive, and responsive learning environments to enable all learners to reach their potential and celebrate their identity.

### Key Strategies

- Inclusive culture of care and belonging where the well-being, diversity, identity and success of all learners is supported and celebrated
- Intentional support for a growth mindset, collaboration, interdependence, and staff development
- Forward-thinking, research-informed, effective, efficient, sustainable, value-based and connected school district

### Operational Goals

1. Promote and enhance learning by aligning research informed practices, initiatives, resources, staffing, and supports
2. Continue to adopt meaningful and effective district-wide assessment and reporting practices
3. Identify and increase opportunities for student engagement with inclusive, innovative, purposeful, and personalized educational experiences aligned with the curriculum
4. Enhance literacy and numeracy outcomes for all learners
5. Support the success and sense of belonging of every Indigenous learner as guided by the Declaration on the Rights of Indigenous Peoples Act (DRIPA) and informed by the Deepening Indigenous Education and Equity report
6. Ensure that all learners, regardless of ethnicity, sexual orientation, gender identity, ability, culture, religion, and family status have a voice and see themselves in our schools and learning activities
7. Promote cultures of caring and belonging through our district-wide approach to Social Emotional Learning (SEL)
8. Nurture a culture of inclusion and engagement that empowers staff and enables them to grow and succeed
9. Support inclusive and effective engagement to enhance relationships and collaboration that informs sound decision making
10. Ensure that school district facilities best meet the educational needs of all learners



### Education Leadership Contacts

**Teresa Downs**  
Superintendent of Schools

**Cheryl Schwarz**  
Deputy Superintendent

**Jovo Bikic**  
Assistant Superintendent

**Kenneth Cober**  
Assistant Superintendent

**David Vandergugten**  
Assistant Superintendent

**Michael Scarcella**  
Director, Learning Services

**Irena Pochop**  
Senior Manager, Communications

**Lena Frend**  
Office Manager, Office of the Superintendent

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>1. Promote and enhance learning by aligning research informed practices, initiatives, resources, staffing, and supports</b></p>	<ul style="list-style-type: none"> <li>• Collaborate with partner groups, leadership groups, and educators to align research-informed and effective practices that support all learners</li> <li>• Consult with educational researchers to guide dialogue and planning</li> <li>• Provide professional development opportunities aligned with strategic plan priority areas as informed by school growth plans (SGP), operational plans and the district's mission, vision, and values</li> <li>• Facilitate a collaborative and cohesive approach between school-based staff and district helping teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborated with partner groups, leadership groups, and educators to align research-informed and effective practices that support all learners in literacy, numeracy, trauma informed practice and Universal Design for Learning</li> <li>• Used the research-based literacy framework to create a K to 3 Literacy Guide in English and French. Identified literacy liaisons in each elementary school to promote effective practices aligned with the Literacy Guide</li> <li>• Created and implemented a kindergarten screener for kindergarten students and provided training for teachers</li> <li>• Provided numeracy professional development across schools</li> <li>• Engaged with researchers on best practices to impact numeracy instruction and assessment</li> <li>• Expanded the numeracy network among several elementary schools to develop and trial research-based numeracy practices aligned with the provincial Learning Progressions</li> <li>• Provided professional development and in-class professional learning opportunities with Micro:Bit Coding, digital creative tools, and Minecraft for Education</li> <li>• Provided staff with training on how to effectively use artificial intelligence (AI) tools in the classroom</li> <li>• Supported alignment and collaboration opportunities through district systems and structures (e.g. superintendent, principal, vice principal, learning services, and helping teacher meetings)</li> <li>• Reviewed annual school growth plans (SGPs) to identify themes that informed operational planning in support of teaching and student learning</li> </ul>
<p><b>2. Continue to adopt meaningful and effective district-wide assessment and reporting practices</b></p>	<ul style="list-style-type: none"> <li>• Collaborate and co-plan with district helping teachers and reporting committees to create learning opportunities for teachers</li> <li>• Explore further integration of online platforms that are available to teachers and ensure that they meet current and future needs for sharing and saving of student work samples and illustrations of learning</li> <li>• Support ongoing professional development in the area of formative and summative assessment practices in alignment with Provincial Performance Standards</li> <li>• Facilitate and support active engagement with PowerBi data analytics at the provincial and school level to further enhance meaningful use of district elementary and secondary performance standards data</li> <li>• Monitor and report on the outcomes and measures outlined in the Framework for Enhancing Student Learning Reporting Order</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborated with district helping teachers and reporting committees to create learning opportunities for teachers focused on student inclusive conferences</li> <li>• The Secondary Assessment Committee championed school-based leadership in core competencies, proficiency scale, formative assessment and descriptive feedback</li> <li>• Provided ongoing professional development in the area of formative and summative assessment practices</li> <li>• Shared the provincial elementary Language Arts Learning Progressions through the English K to 3 Literacy Guide and through literacy liaisons</li> <li>• Expanded the elementary numeracy network by developing and testing research-based numeracy practices in alignment with the provincial Learning Progressions</li> <li>• Implemented a new alternate/alternative referral and review process</li> <li>• Facilitated and supported engagement with PowerBi data analytics at the school level to further enhance meaningful use of school, district, and provincial data</li> <li>• Worked with the Ministry of Education and Child Care to add enhancements to the Provincial PowerBi dashboards to further improve functionality</li> <li>• Monitored and reported on the outcomes and measures outlined in the Framework for Enhancing Student Learning Reporting Order</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>3. Identify and increase opportunities for student engagement with inclusive, innovative, purposeful, and personalized educational experiences aligned with the curriculum</b></p>	<ul style="list-style-type: none"> <li>Facilitate ongoing opportunities for student voice by creating structures for staff and the Board of Education to meaningfully engage with students</li> <li>Support the development of cross curricular opportunities K - 12</li> <li>Expand play-based learning opportunities in alignment with the curriculum</li> <li>Further support Universal Design for Learning and differentiated instruction in classrooms</li> <li>Explore models of classroom-based English Language Learners (ELL) instruction and support</li> <li>Provide after-school learning opportunities for teachers on ways to facilitate student engagement with coding activities</li> <li>Provide diverse summer learning opportunities to support continuity of student engagement and learning</li> <li>Support the growth and evolution of educational programs offered at Ridge Meadows College (RMC) and Continuing Education</li> <li>Expand our work with educational leaders to support their professional growth in exploring and leading effective practices as they relate to curriculum and assessment</li> <li>Implement the inclusive Competency-Based Individual Education Plan (CBIEP) with a focus on student strengths and aligning individual education plans (IEPs) with assessment, curriculum and reporting</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated opportunities for engagement with students:               <ul style="list-style-type: none"> <li>Student Voice meetings hosted at each secondary school</li> <li>Board of Education met with students during the budget development and consultation process</li> </ul> </li> <li>Expanded the Cross Curricular eResource Sets in our online resource library</li> <li>Expanded play-based learning opportunities in alignment with the B.C. curriculum</li> <li>Created District Inquiry learning opportunities for Grade 6/7 teachers on:               <ul style="list-style-type: none"> <li>Digital Story Telling</li> <li>Creative Learning Series</li> <li>Community of Future Ready Citizens</li> <li>SEY2KT Community of Practice with 2 StrongStart Centres</li> </ul> </li> <li>Offered weekly professional learning opportunities on Universal Design for Learning. Each session was presented in a learning series format at all levels for educators. Shared widely with educators through monthly calendar and uploaded online resources on SPARK</li> <li>Offered teacher professional development on brain-based research related to teaching and learning</li> <li>Developed resources and provided professional learning in inclusive literacy practices (i.e., the SD42 K to 3 Literacy Guide in English and French, and ongoing workshops for K to 7).</li> <li>Developed and offered kindergarten/Grade 1 Learning Opportunities:               <ul style="list-style-type: none"> <li>Navigating Numeracy in a K/1 Combined Class</li> <li>Ready Set Play</li> </ul> </li> <li>Explored models of classroom-based ELL instruction and support</li> <li>Continued to offer training sessions focused on the implementation of competency-based IEPs for support teachers throughout the 2024-25 school year.</li> <li>Provided a range of learning opportunities, supports and learning resources for French Immersion educators and leaders in the area of effective inclusive and differentiated French instruction and assessment practices with a primary goal being to enhance retention of French students, recognizing the increased diversity of students enrolled in French</li> <li>Provided after-school learning opportunities for teachers on ways to facilitate student engagement with coding activities</li> <li>Provided diverse summer learning opportunities to support continuity of student engagement and learning</li> <li>Expanded dual credit programs to include partial or sample programs. Implemented a dual credit Early Childhood Educators (ECE) program in partnership with Ridge Meadows College (RMC)</li> <li>Supported Bridges Early Intervention Program for grades 5-8</li> <li>Supported the growth and evolution of educational programs offered at RMC and Continuing Education</li> <li>Expanded our work with educational leaders to support their professional growth in exploring and leading effective practices as they relate to curriculum and assessment</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>4. Enhance literacy and numeracy outcomes for all learners</b></p>	<ul style="list-style-type: none"> <li>• Continue to collect and analyze literacy data to support ongoing review and development of the literacy framework based on the BC Performance Standards</li> <li>• Deepen and expand the district literacy framework practices</li> <li>• Work with literacy helping teachers to support the development of literacy interventions foundations and planning tools</li> <li>• Continue to incorporate literacy-focused instruction in the elementary summer learning program</li> <li>• Enhance literacy supports provided through school libraries with the support of district helping teachers</li> <li>• Focus on effective instruction for writing practices through literacy helping teachers, professional learning opportunities and working with researchers</li> <li>• Further analyze both district and provincial numeracy assessment data to guide planning and supports</li> <li>• Support professional development at the school level with numeracy-related growth plan goals and more broadly at the district-level for all educators</li> </ul>	<ul style="list-style-type: none"> <li>• Changes made to the Early Primary and Intermediate Reading Assessments to support effective instruction and assessment to reflect the provincial Learning Progressions</li> <li>• Expanded the district literacy framework practices in alignment with current research and in consultation with literacy leaders across the district through the K to 3 French and English Literacy Guides</li> <li>• Identified literacy liaisons in every elementary school and provided professional learning for those liaisons on the K to 3 English and French Literacy Guides</li> <li>• Created and implemented a Kindergarten screener. Provided training for every K and K/1 teacher in the implementation of the K screener</li> <li>• Literacy helping teachers worked with I.T. to develop a system within the SD42 Portal to input K screener data in support of student literacy learning</li> <li>• Incorporated literacy-focused instruction in the elementary summer learning program and explore ways to expand this opportunity</li> <li>• Provided professional development and collaboration opportunities for secondary teachers in different literacy intervention systems</li> <li>• Created structures to align the work of literacy helping teachers and school librarians through the SD42 Literacy Guide in English and French</li> <li>• Provided workshops and offered resources in support of instruction for writing practices in collaboration with literacy helping teachers</li> <li>• Consulted with provincial experts and researchers to support numeracy learning and assessment in the district</li> <li>• Collaborated with Metro Vancouver district leaders and helping teacher groups to share effective practices and resources and explore initiatives in literacy and numeracy</li> <li>• Offered classroom and support teachers opportunities for professional development and collaboration through the numeracy helping teacher</li> <li>• Created district standards to support grade 10 and 12 students in preparing for the provincial graduation assessments</li> <li>• Expanded the numeracy network of elementary schools to develop and trial research-based numeracy practices</li> <li>• Uploaded new research-supported numeracy and literacy resources to SPARK and Helix for educators to access, including the K to 3 Literacy Guide</li> <li>• Explored and developed French literacy resources, practices, and assessments to improve French literacy outcomes for French Immersion students</li> </ul>
<p><b>5. Support the success and sense of belonging of every Indigenous learner as guided by the Declaration on the Rights of Indigenous Peoples Act (DRIPA) and informed by the Deepening Indigenous Education and Equity report</b></p>	<ul style="list-style-type: none"> <li>• Continue to build a sense of shared responsibility through creating awareness and providing opportunities for learning, dialogue, and action planning in relation to the DRIPA and the Deepening Indigenous Education and Equity report</li> <li>• Support incorporation of First Peoples Principles of Learning and Indigenous Ways of Knowing into classroom practice and provide learning opportunities through collaboration between the Indigenous education department and educational researchers</li> <li>• Align targeted support for Indigenous learners in the areas of early intervention, early literacy, and social emotional learning (SEL) within the broader context of district initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Responded to student input by shifting the leadership program into schools. Large gatherings have shifted to a 'kick off' and a year-end 'wind up' with the opportunity to have Elders be part of the planning with students at the school level</li> <li>• Expanded the circle with the addition of an Elder coordinator and cultural coordinator</li> <li>• Hosted family gatherings for Indigenous students and their families to build community and share Indigenous Brilliance</li> <li>• Facilitated collaboration between the Indigenous education department and educational researchers to support the incorporation of First Peoples Principles of Learning and Indigenous Ways of Knowing into classroom practice</li> <li>• Provided professional learning for all helping teachers on the selection of authentic Indigenous resources</li> <li>• Provided an Indigenous book as part of the Welcome to Kindergarten bag</li> <li>• Indigenous Education staff attended the Welcome to Kindergarten school session with display, flyers, and program description</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
	<ul style="list-style-type: none"> <li>Continue meeting with Knowledge Carriers and Elders and endeavor to establish a regular schedule of meetings with Katzie First Nation Chief and Council, Kwantlen First Nation Chief and Council, Golden Ears Métis Society leaders, and the Fraser River Indigenous Society leaders</li> <li>Consult with local First Nations, the Métis community, and urban Indigenous organizations regarding ways to support student learning</li> <li>Indigenous education team support for staff professional development in the area of Indigenous Ways of Knowing. This support is to be achieved through collaborative work with helping teachers and subject matter experts</li> <li>District professional development days to continue to include learning about and incorporating Indigenous perspectives, First Peoples Principles of Learning, and themes relating to reconciliation</li> </ul>	<ul style="list-style-type: none"> <li>Supported the establishment of the Indigenous Education Council</li> <li>Shared a monthly Indigenous Curriculum newsletter</li> <li>Facilitated collaboration opportunities with Indigenous educational researchers such as Carolyn Roberts on ways to provide Indigenous Ways of Knowing learning to educators</li> <li>Summer learning program with Katzie First Nation in community</li> <li>Expanded the secondary summer learning courses offered to include Indigenous-focused courses recognized by the provincial graduation program</li> <li>District professional development days included learning on incorporating Indigenous perspectives and themes relating to reconciliation</li> </ul>
<p><b>6. Ensure that all learners, regardless of ethnicity, sexual orientation, gender identity, ability, culture, religion, and family status have a voice and see themselves in our schools and learning activities</b></p>	<ul style="list-style-type: none"> <li>Collaborate with partner groups to create awareness and plan next steps in the district's commitment to racial inclusivity</li> <li>Use information gathered at student forums and through student voice to set direction around learning and sense of belonging</li> <li>Create learning environments that reflect the diversity and identity of students, staff and community.</li> <li>Provide professional development opportunities on racial inclusivity and equity for all staff</li> <li>Continue to support positive behaviour plans that are supportive of proactive strategies, focus on students' unique strengths, and build skills with added attention and resources supporting early learning and intervention</li> <li>Support the review and updating of the Safe and Caring Schools Policy</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated 5-day Train the Trainer learning series on strategies for having courageous conversations about race</li> <li>Created kits requested by students through the 2023 District Student Forum, focused on creating learning environments that reflect the diversity and identity of students, staff, and community</li> <li>Engaged with librarians to ensure that library services at the district level and school level reflect current social and district values</li> <li>Provided professional development opportunities on racial inclusivity and equity for all staff during professional development days</li> <li>Supported the development of positive behaviour plans that are supportive of proactive strategies, focus on students' unique strengths, and build skills with added attention and resources supporting early learning and intervention</li> <li>Supported the purchase of authentic and diverse resources</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>7. Promote cultures of caring and belonging through our district-wide approach to Social Emotional Learning (SEL)</b></p>	<ul style="list-style-type: none"> <li>• Create an integrated approach to embedding SEL and compassionate systems thinking across district initiatives and roles</li> <li>• Continue to provide opportunities for staff to learn about compassionate systems</li> <li>• Support a focus on the mental health and substance use components of the Physical and Health Education curriculum</li> <li>• Collaboratively work with community agencies to support our vulnerable students</li> <li>• Review counselling and child care worker (CCW)/ youth care worker (YCW) needs in our schools and provide training to build capacity</li> <li>• Actively engage staff to use the Guide for Emergency Procedures (Suicide Risk Training, Threat Assessments, Critical Incidence Response, Employee Safety Plans) and provide related training</li> <li>• Monitor attendance and progress of secondary school students who may be at-risk by using the PowerBi dashboard</li> <li>• Creating awareness across the system and maximizing the services available through the Integrated Child and Youth (ICY) Teams</li> <li>• Reviewing and implementing an updated district-wide mental health strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Created an integrated approach to embedding SEL and compassionate systems thinking across district initiatives and roles</li> <li>• Provided elementary schools with financial support to establish and implement a school-wide SEL Framework</li> <li>• Provided Foundations One compassionate systems training</li> <li>• Integrated compassionate systems check-ins and systems learning in principal, vice principal, and helping teacher meetings</li> <li>• Engaged in a book study with vice principals on Compassionate Leadership: How to do Hard Things in a Human Way</li> <li>• Engaged in a book study with district helping teachers: Arise: the Art of Transformational Coaching</li> <li>• Partnered with Alouette Addictions to provide substance use literacy to several intermediate classrooms</li> <li>• Facilitated Basic Digital Threat Assessment Training for administrators, counsellors and community partners</li> <li>• Monitored the attendance and progress of secondary school students who may be at-risk of not graduating by using the PowerBi dashboard</li> <li>• Implemented the Integrated Child and Youth (ICY) team as part of the Pathway to Hope</li> <li>• Collaborated with BC Children’s Hospital health promotion team to develop a 3-year mental health in schools strategy</li> <li>• Hosted a community partner fair that included the Integrated Child and Youth team</li> <li>• Facilitated a 4-part learning series about Decolonizing Mental Health between the Integrated Child and Youth team and Len Pierre Consulting</li> </ul>
<p><b>8. Nurture a culture of inclusion and engagement that empowers staff and enables them to grow and succeed</b></p>	<ul style="list-style-type: none"> <li>• Provide and enhance mentoring opportunities for teachers, principals, vice-principals, clerical staff, and instructional support staff</li> <li>• Grow the peer-to-peer clerical initiative through consultation with clerical staff</li> <li>• Offer the Foundations of Inclusive Education workshop series to support training for prospective support teachers</li> <li>• Continue to expand our partnerships with post-secondary institutions to provide formal learning opportunities to build skills and capacity and assist in recruitment and retention</li> <li>• Support human resources with strategic succession planning for both school-based and district leadership positions</li> <li>• Support and co-lead work to achieve WorkSafe BC’s Certificate of Recognition (COR)</li> </ul>	<ul style="list-style-type: none"> <li>• Provided mentoring opportunities for teachers, principals, vice principals, clerical staff, and instructional support staff</li> <li>• Offered the Foundations of Inclusive Education workshop series to support training for prospective support teachers in the fall/winter of 2025</li> <li>• Supported human resources with strategic succession planning for both school-based and district leadership positions</li> <li>• Expanded our partnership with post-secondary institutions to increase the number of practicum students in our district <ul style="list-style-type: none"> <li>• Attended collaborative meetings with University of Fraser Valley (UVF)</li> </ul> </li> <li>• Reviewed data regarding ELL and immigrant population growth and developed plans to respond to the growth and needs</li> <li>• Supported the engagement of helping teachers as part of the Metro Vancouver district leadership network and helping teacher network to learn about and share more inclusive practices and resources</li> <li>• Maximized additional funds allocated by the Board of Education, going beyond the staffing required by the collective agreement and what is generated through supplemental funding from the ministry. This supports the growth in percentage of students with diverse abilities</li> <li>• Trained staff in research-based and current approaches to work with diverse and complex learners</li> <li>• Engaged with provincial and international behaviour consultants to provide highly specialized training to staff working with complex learners</li> <li>• Modified facilities to create inclusive space for up and down regulation, as well as individualized programs</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>9. Support inclusive and effective engagement to enhance relationships and collaboration that informs sound decision making</b></p>	<ul style="list-style-type: none"> <li>• Meet regularly with partner groups</li> <li>• Explore ways to enhance communication and collaboration with community partners, particularly in the area of mental health supports for students</li> <li>• Continue to participate in multidisciplinary working group with partner groups to review current processes that support staff and student safety and support the implementation of improved processes</li> <li>• Strengthen our relationship with the RCMP</li> <li>• Continue to explore ways to enhance our relationship with Ridge Meadows Child Development Center in support of transition to kindergarten</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged with partner groups (Canadian Union of Public Employees, Maple Ridge Teachers' Association, Maple Ridge Principals' and Vice Principals' Association, District Parent Advisory Council)</li> <li>• Explored ways to enhance communication and collaboration with community partners in consultation with ICY Teams, particularly the area of mental health supports for students</li> <li>• Participated in multidisciplinary working group sessions with partners to review current processes that support staff and student safety and support the implementation of improved processes</li> <li>• Strengthened relationships with the RCMP during a period of staffing changes</li> <li>• Engaged with Ridge Meadows Child Development Centre in support of positive transitions to kindergarten</li> <li>• Engaged with District Accessibility Committee</li> </ul>
<p><b>10. Ensure that school district facilities best meet the educational needs of all learners</b></p>	<ul style="list-style-type: none"> <li>• Implement new programs of choice that meet the needs of our learners in alignment with the Strategic Facilities Plan</li> <li>• Support the design of new educational facilities that best meet the needs of all learners</li> <li>• Work with the facilities department to conduct annual school space utilization reviews and make recommendations for the addition of classroom space and space to meet the programming needs of students</li> <li>• Continue to strategically manage student enrolment to maximize the use of existing facilities while accommodating enrolment growth</li> <li>• Work with community partners to coordinate and provide after school programming for students in SD42</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborated in the building of the new Eric Langton Elementary to meet the needs of all learners and incorporate Indigenous and community input</li> <li>• Worked with the facilities department to conduct annual school space utilization reviews, which have resulted in the retention and development of new spaces to meet the needs of diverse learners</li> <li>• Enhanced the student enrolment projections process by comparing Baragar data, roll forward projections, month by month growth, historical growth, and local knowledge, through a collaborative process across the education, finance and facilities departments</li> <li>• Engaged with the cities of Maple Ridge and Pitt Meadows regarding enrolment growth projections</li> <li>• Managed student enrolment strategically to maximize the use of existing facilities while accommodating enrolment growth</li> <li>• Worked with community partners to coordinate and provide expanded after school programming for students</li> <li>• Planned for the addition of prefabricated classrooms at Golden Ears Elementary and Blue Mountain Elementary</li> <li>• Developed a plan for the redistribution of portables at Golden Ears Elementary and Eric Langton Elementary to schools with anticipated growth</li> </ul>



## Background

The Business Division of the Maple Ridge - Pitt Meadows School District is focused on providing effective support services related to facilities management, financial management, risk management, payroll and benefits administration, procurement, and policy development and implementation.

## Vision

Our vision is to effectively support all learners by providing safe, inclusive, welcoming, and sustainable learning environments.

## Key Strategies

- Community engagement that is inclusive, generates sustainable outcomes, supports equitable decision making and deepens relationships and trust with the communities that we serve
- Effective risk management and optimization of processes, resource utilization, and service levels
- Culture of inclusion and engagement created through empowering staff, building capacity, fostering collaboration, and supporting continuous learning and growth for all staff

## Operational Goals

1. Ensure that annual Capital Plan submissions to the province and facilities spending plans reflect the priorities identified in the Strategic Facilities Plan and that facilities are strategically managed
2. Continue to lower climate-changing emissions, build cleaner buildings and prepare for our future climate
3. Support the achievement of the board's strategic objectives and the sustainable allocation and use of resources through budget reviews and comprehensive annual budget processes
4. Design, review and implement adequate internal controls and processes that support continuous improvement and ensure school district assets are safeguarded and that its financial position is stable
5. Ensure that our departments have the organizational capacity (people and expertise) to manage all current and planned initiatives and projects, while maintaining effective regular operations
6. Ensure business continuity through succession planning, strategic recruitment, retention, professional development and effective risk management
7. Nurture a culture of inclusion and engagement that empowers employees and enables them to grow and succeed
8. Support our community of learners through inclusive and effective engagement that enables sound decision making, fosters collaboration, continuous improvement and learning
9. Effectively support the governance function of the Board of Education
10. Continue to effectively represent the district perspective to provincial government on business related initiatives



## Business Leadership Team

**Richard Rennie**  
Secretary Treasurer and CFO

**Iris Mo**  
Assistant Secretary Treasurer

**Tara Wilson**  
Senior Manager, Finance

**JT Mann**  
Manager, Budgets

**Madison MacAulay**  
Manager, Accounting

**Anna John**  
Manager, Payroll and Benefits

**Nathan Hearts**  
Manager, Procurement Services

**Louie Giroto**  
Director of Facilities

**Wesley Fan**  
Senior Manager, Facilities Maintenance and Technical Services

**Ashish Dev**  
Manager, Energy & Environmental Sustainability

**Brad Sanders**  
Manager, Maintenance

**Sam Elliott**  
Manager, Facilities Planning and Project Management

**John Hayer**  
Manager, Operations & Transportation

**David Levington**  
Custodial Supervisor

**Rebecca Lyle**  
Executive Coordinator

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>1. Ensure that annual Capital Plan submissions to the province and facilities spending plans reflect the priorities identified in the Strategic Facilities Plan and that facilities are strategically managed</b></p>	<ul style="list-style-type: none"> <li>• Prepare capital plans that align with the Strategic Facilities Plan</li> <li>• Develop building standards and specifications for school district facilities and manage the design and construction of new schools and additions to existing schools</li> <li>• Conduct annual space utilization reviews and create the required new classroom spaces and spaces to meet the programming needs of diverse learners</li> <li>• Design and implement facilities-related engagement plans that are reflective of school district values, including the design and construction of school replacements and additions</li> <li>• Establish and implement a process for annual building inspections and assessments</li> <li>• Annually update the province's Capital Asset database with completed maintenance projects</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared and submitted capital plans for 2023/24, 2024/25 and 2025/26</li> <li>• Updated enrolment projections and school capacity information</li> <li>• Developed and implemented three-year Annual Facility Grant (AFG) plan for all facilities</li> <li>• Completed over 40 AFG projects totaling \$2.6M for 2022/23, over 40 projects in 2023/24 totaling \$3.3M, and over 30 projects in 2024/25 totaling \$3.6M</li> <li>• Strengthened the internal processes for inclusion of <i>Standard Documents and Guidelines for a Stipulated Price Bid for On-line Bidding for use on Publicly Funded Building Projects in the Province of British Columbia</i> within SD42 procurement documents and specifications</li> <li>• Conducted annual space reviews in all elementary and secondary schools and created new educational space where required</li> <li>• Installed portables at Golden Ears Elementary (1) and Harry Hooge Elementary (1) in 2022</li> <li>• Installed portables at Yennadon Elementary (1), Golden Ears Elementary, (1) and Casqanele Elementary (2) in 2023</li> <li>• Installed portables at Yennadon Elementary (1), Golden Ears Elementary (1) and Alexander Robinson Elementary (1) in 2024</li> <li>• Created eight new flexible learning spaces that support educational programming for diverse learners in 2023</li> <li>• Completed design and started construction of the seismic replacement and expansion of Eric Langton Elementary replacement school</li> <li>• Completed schematic design for the seismic replacement of Pitt Meadows Secondary school</li> <li>• Developed a draft business case for the seismic upgrade and addition to Harry Hooge Elementary, and responded to ministry request in fall 2025 to add a seismic upgrade only option</li> <li>• Completed design and started construction of a prefabricated addition to Golden Ears Elementary</li> <li>• Completed design and mobilized for construction of a prefabricated addition at Blue Mountain Elementary</li> <li>• Completed infrastructure upgrades at Edith McDermott Elementary, including flooring, boilers &amp; HVAC</li> <li>• Completed infrastructure upgrades at Highland Park Elementary, including unit ventilators and heat pumps</li> <li>• Engaged prime consultants to complete tender documents for building envelope (exterior component) upgrades at Fairview Elementary and Pitt Meadows Elementary</li> <li>• Completed site preparation and engaged architect to prepare permit drawings for the 2026 relocation of six existing portables from Eric Langton Elementary and Golden Ears Elementary</li> <li>• Provided annual facility maintenance data updates to the province, outlining completed projects (scope and value)</li> <li>• Completed a comprehensive report on residential developments for a 15-year period including a review of student enrolment yield rates</li> <li>• Held a grounds maintenance presentation for principals in June 2025 to increase awareness</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>2. Continue to lower climate-changing emissions, build cleaner buildings and prepare for our future climate</b></p>	<ul style="list-style-type: none"> <li>Continue to support the enhancement of the waste collection program with the goal of achieving an 84% clean diversion</li> <li>Continue to maintain carbon neutrality and annually report on progress made and future plans</li> <li>Explore and analyze any new technologies that would help result in carbon reductions through a robust, research-based and analytical fiscal and strategic lens</li> <li>Continue to maximize provincial incentives and grants that will fund investments that support our carbon reduction goals</li> </ul>	<ul style="list-style-type: none"> <li>Completed annual waste audits (by GFL Environmental) at four schools in 2023, 2024, and 2025, to assess the rate of clean diversion, with follow-up presentations to school staff to identify waste stream contamination and opportunities to improve diversion rates</li> <li>Implemented centralized recycling bins in hallways at eleven elementary schools (reducing the use of waste bags and increasing classroom space)</li> <li>Delivered sustainability training to teachers on energy conservation, waste management, and BC Hydro Energy Wise resources including PowerSmart lesson plans, and alternate paper options</li> <li>Completed and submitted the annual <i>Carbon Neutral Action Report</i> for 2023 and 2024 to BC Climate Action Secretariat that summarizes the school district's emissions profile, the total offsets to reach net-zero emissions, actions taken to reduce greenhouse gas emissions, and plans to continue reducing emissions in the future</li> <li>Coordinated a joint tree plantation drive with the City of Maple Ridge at Alexander Robinson Elementary, educating students on the importance of trees</li> <li>Delivered training in 2024 and 2025 to the maintenance team on HVAC control optimization (Reliable &amp; Delta systems)</li> <li>Piloted the use of low carbon alternate paper (Sugar Sheets) at the maintenance office in 2024, followed by district-wide implementation in 2025, expected to reduce emissions by 65 tCO<sub>2e</sub> and lower costs by \$26,000 annually</li> <li>Completed an energy retrofit at Whonnock Elementary, replacing carbon-intensive natural gas with renewable electricity for building heat</li> <li>Upgraded three rooftop units at Garibaldi Secondary with new heat pump technology in 2023, switching from carbon intensive natural gas to electricity as the main energy source, and upgraded one rooftop unit with a heat pump at Laity View Elementary in 2024</li> <li>Completed the first fleet decarbonization study and implementation plan for the SD42 fleet in 2023</li> <li>Replaced a gasoline powered van with a battery powered (EV) van in 2023, and purchased a new EV truck in 2024</li> <li>Installed four fleet EV chargers at the maintenance office in 2024, three EV chargers at Edith McDermott Elementary in 2025, and one fleet EV charger at Riverside Centre in 2025</li> <li>Ordered four electric work vans at maintenance fleet to replace aging gas-powered vans in fall 2025</li> <li>Signed contract with an aggregator to sell Carbon Credits (earned from EV chargers)</li> <li>Completed lighting study at six schools</li> <li>Completed lighting upgrade at Glenwood Elementary in 2025</li> <li>Completed Continuous Optimization studies and implemented recommendations for Albion Elementary and Garibaldi Secondary resulting in projected annual electrical energy savings of 118,000 kWh and 1686 GJ of natural gas savings in 2024</li> <li>Completed Continuous Optimization studies and implemented recommendations for Maple Ridge Elementary, Yennadon Elementary and Westview Secondary, with projected annual electrical energy savings of 50,360 kWh and 866 GJ of natural gas savings in 2025</li> <li>Received over \$1 million in provincial incentives since 2014/15 and \$329,000 in direct financial incentives in 2024/25 from various agencies</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>3. Support the achievement of the board's strategic objectives and the sustainable allocation and use of resources through budget reviews and comprehensive annual budget processes</b></p>	<ul style="list-style-type: none"> <li>Support a budget process that aligns with Ministry of Education and Child Care (MECC) guidelines and meaningfully engages students, partner groups, representatives of Indigenous peoples and the public in the budget development</li> <li>Ensure that proposed budget changes show alignment with school district strategic directions, Strategic Facilities Plan priorities, school growth plans and divisional operational plans</li> <li>Prepare budget documents that communicate the school district's goals and objectives clearly, are easy to understand, and reflect sound financial management and budget policies</li> <li>Ensure through monitoring of financial performance that budget sponsors administer the budget as approved by the board and that no deficits are incurred</li> </ul>	<ul style="list-style-type: none"> <li>Completed consultations regarding proposals for 2023/24, 2024/25, and 2025/26 preliminary budget with Student Voice, partner groups, First Nations, Indigenous partners, and the public</li> <li>Developed a comprehensive Budget Development Plan for 2025/26 and 2026/27, outlining the internal and external processes, timeline, engagement, and deliverables, incorporating prior year feedback to improve next year's approach</li> <li>Engaged members of the district leadership team in collaborative analysis of programs and strategies to develop evidence-based recommendations that align with priorities and fiscal realities to support the creation of a balanced 2026/27 budget</li> <li>Prepared the Board's Budget Development Process and Timelines for 2026/27 and prior years, providing for continuation of meaningful public consultation</li> <li>Aligned proposed budget changes with strategic directions, plans, and priorities</li> <li>Earned the Meritorious Budget Award from the International Association of School Business Officials for excellence in the preparation and issuance of preliminary budget reports for all years from 2022/23 to 2025/26</li> <li>Completed quarterly financial reports with projections to year-end informed by detailed review of spending with budget sponsors</li> <li>Completed detailed mid-year departmental reviews to monitor budget performance and achieve balanced budgets</li> <li>Developed a multi-year Facilities Equipment and Vehicle Capital Plan, providing a structured framework for the sustainable replacement and upgrade of essential facility maintenance equipment and fleet vehicles</li> </ul>
<p><b>4. Design, review and implement internal controls and processes that support continuous improvement and ensure school district assets are safeguarded and that the school district's financial position is stable</b></p>	<ul style="list-style-type: none"> <li>Continue to review business processes and internal controls to ensure efficient operations and adequate safeguarding of school district assets, and to implement improvements where necessary</li> <li>Continue to audit school finances to ensure compliance with established internal controls</li> <li>Continue to provide financial and facilities training to school staff and departmental staff</li> <li>Review guidelines for management and use of purchasing cards</li> <li>Review, update, and implement records management systems that ensure regulatory compliance and business continuity</li> <li>Implement new and upgrade existing business systems <ul style="list-style-type: none"> <li>Procure and implement new facilities maintenance software</li> <li>Procure and implement software for streamlining the competitive procurement process</li> <li>Implement contract management process and systems</li> <li>Continue to implement new business intelligence software that improves access to relevant data for all decision makers</li> </ul> </li> <li>Work with the information technology department (IT) to develop and implement a process for effective and secure data sharing and an electronic records management system for business operations</li> <li>Work with IT to develop and implement an effective, compliant, and collaborative process for the completion of privacy impact assessments (PIAs) and supplemental assessments</li> </ul>	<ul style="list-style-type: none"> <li>Continued ongoing review, creation, and updating of various business processes and internal controls to ensure efficient operations and adequate safeguarding of school district assets</li> <li>Created new processes and procedures for school food programs</li> <li>Created an escalation matrix for after-hour callouts for urgent facility security and maintenance needs</li> <li>Upgraded the security card access system</li> <li>Improved accounting processes related to assets capitalization thresholds and donations</li> <li>Expanded debit/credit card payment system across secondary schools while enforcing Payment Card Industry Data Security Standard (PCI DSS) requirements</li> <li>Developed a Schools Protection Program (SPP) FAQ to support staff inquiries and incident reporting</li> <li>Developed an Employee Expenses and Statement of Financial Information (SOFI) Reporting guide</li> <li>Initiated updates to the district's records management framework</li> <li>Updated the district water testing program in 2024 and streamlined the testing schedule</li> <li>Completed 9 school audits for 2022/23, 12 school audits for 2023/24, 8 school audits in 2024/25, and 7 school audits in 2025/26, providing feedback for improvement of financial processes where required</li> <li>Continued cross training and procedure updates to strengthen capacity and resilience through staffing changes</li> <li>Provided finance orientation and training sections to 31 new managers/principals and 18 school/department support staff</li> <li>Provided dedicated financial training to all school accounting staff during professional development day</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• Strengthened the snow and ice control plan with annual updates and delivered training to school administrators</li> <li>• Streamlined the Purchasing Card Manual to improve user experience</li> <li>• Launched new facilities maintenance management system (Asset Planner) in 2024 to streamline and optimize maintenance operations including work orders and asset management</li> <li>• Updated float books for support staff and created a training manual for trades staff to guide use of Asset Planner</li> <li>• Launched new procurement system (Bonfire) in 2023, streamlining the competitive bid posting and evaluation process for procurement solicitations</li> <li>• Utilized the Bonfire contract module for sharing and monitoring contracts across departments</li> <li>• Reviewed digital record scanning process</li> <li>• Created a Use of Digital Tools Request form and revised the school district Privacy Impact Assessment (PIA) template to ensure compliance with Freedom of Information and Protection of Privacy Act (FIPPA)</li> <li>• Completed seven PIAs for digital tools, assessing and mitigating privacy risks to meet district obligations under FIPPA</li> <li>• Implemented a pilot project for custodial early start time at six elementary schools in response to input from partner groups</li> <li>• Installed two new brine tanks on grounds vehicles and have partnered with the City of Maple Ridge to procure brine for district property salting</li> <li>• Reconfigured the maintenance yard to accommodate large salt truck deliveries instead of pallets of bagged salt</li> <li>• Digitized over 1700 blueprint drawings</li> <li>• Supported asbestos management by:             <ul style="list-style-type: none"> <li>• providing asbestos awareness refresher training for trades</li> <li>• providing administrator training</li> <li>• updating the asbestos inventory</li> </ul> </li> </ul>
<p><b>5. Ensure that our departments have the organizational capacity (people and expertise) to manage all current and planned initiatives and projects, while maintaining effective regular operations</b></p>	<ul style="list-style-type: none"> <li>• Review, create and update process documentation and administrative guidelines including procurement, budget preparation, and facilities management</li> <li>• Provide business perspective in bargaining</li> <li>• Review the organizational capacity (people and expertise) to manage all current and planned initiatives and projects</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed, created, and updated various process and procedure documents with a focus on budgeting and facilities</li> <li>• Provided financial impact estimates on proposed collective agreement changes to the bargaining team to support negotiation of collective agreements with unions</li> <li>• Arranged an independent facilities department organization review conducted in 2024 and began implementing recommendations including staffing and system changes</li> <li>• Reorganized roles within the facilities and finance departments to strengthen expertise and opportunity for staff progression, and increased staffing capacity with four additional ongoing positions (senior accountant, maintenance coordinator, senior manager of facilities maintenance and technical services, senior payroll and benefits administrator)</li> <li>• Continued active recruitment and onboarding of new team members within the division</li> <li>• Participated in AI-focused learning for district leadership to enhance decision-making and operational efficiency</li> <li>• Joined a cross-sector AI leadership cohort with select representatives from the division to collaborate with peers across the K-12 education sector on learning and advancing AI use in business operations</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>6. Ensure business continuity through succession planning, strategic recruitment, retention, professional development and effective risk management</b></p>	<ul style="list-style-type: none"> <li>• Build capacity through targeted professional development and cross-training</li> <li>• Clearly identify risks to plans and operations and develop contingency plans</li> <li>• Complete an annual review and update of the Enterprise Risk Registry</li> <li>• Develop departmental succession plans for all critical positions, that include:               <ul style="list-style-type: none"> <li>• Identification of existing qualified/interested staff members</li> <li>• Training and mentoring plan for existing staff</li> <li>• Recruitment plan if no internal candidates are identified</li> </ul> </li> <li>• Work with the human resources department (HR) on improving the marketability of business division positions</li> <li>• Review department organizational structure and staffing levels (work load) to ensure staff have sufficient training, time, and supports to effectively perform regular tasks, suggest and implement process improvements, and take on new initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Supported staff participation in job and sector-specific conferences and other professional development and cross-training opportunities</li> <li>• Engaged in quarterly business division leadership team meetings to review operational plan progress, identify risks to achieving plans, and develop contingency plans</li> <li>• Identified risks to capital projects, including the Eric Langton Elementary seismic replacement and expansion, Golden Ears Elementary and Blue Mountain Elementary prefabricated additions, and Pitt Meadows Secondary seismic replacement capital projects, implemented mitigation measures, and continued monitored progress, and adjusting plans where necessary</li> <li>• Developed policy and procedure for enterprise risk management, completed an assessment of enterprise risks in 2024 with risk identification input from management, employee partner groups and the board, established further risk mitigation initiatives for 2024/25 and 2025/26, and reported to the board on risk management activities</li> <li>• Planned succession for critical positions</li> <li>• Hired a new secretary treasurer, assistant secretary treasurer, director of facilities, procurement manager, budget manager, executive coordinator, energy and environmental sustainability manager, maintenance manager, accounting manager, facilities planning and project management manager, senior finance manager, facilities maintenance and technical services senior manager, and implemented transition plans for these critical leadership positions, as well as many support staff positions, to ensure business continuity and knowledge transfer</li> <li>• Worked with HR on updating job posting profiles and advertising plans for all business division positions requiring recruitment to strengthen marketability</li> <li>• Standardized the job profile template for all exempt positions across the organization to improve marketability</li> <li>• Reviewed organizational structure and staffing levels, requested and received board approval for the addition of a senior accountant, an assistant procurement manager (to replace the senior contracts administrator), a maintenance coordinator, a senior manager of facilities maintenance and technical services, and a senior payroll and benefits administrator to improve capacity</li> </ul>
<p><b>7. Nurture a culture of inclusion and engagement that empowers employees and enables them to grow and succeed</b></p>	<ul style="list-style-type: none"> <li>• Support staff professional growth planning and performance management, including annual performance reviews for all non-unionized staff that are aimed at identifying professional growth goals and ways to achieve them</li> <li>• Create cross-departmental mentorship networks and opportunities</li> <li>• Continue to support departmental staff participation in on-going learning and dialogue on matters relating to racial inclusivity and equity</li> <li>• Support and co-lead work to achieve WorkSafe BC's Certificate of Recognition (COR)</li> </ul>	<ul style="list-style-type: none"> <li>• Completed annual performance reviews for all management staff including identification of professional growth goals and strategies to achieve them</li> <li>• Provided mentorship and support for new hires and continued cross-departmental mentorship networks for all staff</li> <li>• Participated in racial inclusivity and equity learning</li> <li>• Engaged employees to be involved in planning projects, identifying new Annual Facilities Grant (AFG) projects, and soliciting feedback on potential improvements to department, thus providing a culture of inclusion and engagement that empowers employees</li> <li>• Supported the WorkSafe BC's Certificate of Recognition initiative by updating documentation on safety board and in custodial closets; ensured that all chemical items are labelled and all safety binders up to date, and completed a tour of the maintenance facility with the auditor</li> <li>• Supported department leaders to participate in a 5-day Train-the-Trainer anti-racism seminar</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>8. Support our community of learners through inclusive and effective engagement that enables good decision making, fosters collaboration, continuous improvement and learning</b></p>	<ul style="list-style-type: none"> <li>• Continue to improve communication with all internal and external stakeholders</li> <li>• Create opportunities for positive interactions with other groups and within our division</li> <li>• Communicate key messages to stakeholders in a timely and effective manner</li> <li>• Enhance protocols for communicating staffing changes, budget changes, and budget approvals</li> <li>• Develop and provide facilities management training for new school administrators</li> <li>• Develop specific forms and procedures related to district contracts that require a formal competitive process</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained and nurtured a robust professional network to address emerging issues promptly and efficiently</li> <li>• Fostered a close relationship with provincial government staff to stay current on provincial requirements and adjust our planning to respond to provincial priorities</li> <li>• Maintained positive relationships with stakeholders to maximize incentive programs (BC Hydro, FortisBC)</li> <li>• Created opportunities for collaboration/knowledge sharing: <ul style="list-style-type: none"> <li>• Department staff meetings</li> <li>• Leadership team meetings</li> <li>• Intranet (SharePoint)</li> <li>• Videoconferencing (MS Teams)</li> <li>• School start-up communication with school administrators and staff</li> <li>• Leading enrolment projections committee (cross-divisional)</li> <li>• Leading budget working group (cross-divisional)</li> </ul> </li> <li>• Participated in professional development both as attendees, and as presenters (BC Hydro, BC Association of School Business Officials - BCASBO)</li> <li>• Participated at provincial professional development conferences on use of systems, governance, budget planning, and financial reporting and facilitated seven BCASBO Finance Roundtable discussion sessions on hot topics</li> <li>• Participated in the BCASBO Leadership Series cohort to strengthen leadership skills, enhance collaboration across districts, and apply best practices in operational excellence</li> <li>• Enabled access to Microsoft Copilot Enterprise for leadership staff as part of a professional development strategy focused on leveraging AI for operational efficiency and innovation</li> </ul>
<p><b>9. Effectively support the governance function of the Board of Education</b></p>	<ul style="list-style-type: none"> <li>• Support trustee elections and organize the new trustee orientation</li> <li>• Prepare comprehensive board agendas that support effective decision making</li> <li>• Review, create, and update board policies and procedures on a four-year cycle based on the work plan developed by the Board Policy Development Committee</li> <li>• Support the development and implementation of new and updated board policy procedures with input from subject matter experts</li> <li>• Ensure that all staff have a strong understanding of the Freedom of Information and Protection of Privacy Act (FIPPA) through training, district form reviews, and process evaluations, and that the school district's data collection and management practices are fully compliant</li> </ul>	<ul style="list-style-type: none"> <li>• Supported the 2022 trustee election by coordinating the creation of candidate orientation materials, election information page on the district website, and offering candidate orientation sessions prior to the election</li> <li>• Organized the 2022/23 trustee orientation program and presented sessions on strategic planning, governance, financial management, and facilities management</li> <li>• Prepared 259 agenda packages for board meetings, board committee meetings and board workshops</li> <li>• Assisted the board in the review and update and approval of two bylaws and 52 policies</li> <li>• Reviewed and developed or updated 30 administrative procedures, aligned with applicable board policies, with input from subject matter experts: <ul style="list-style-type: none"> <li>• 2915.1 Trustee Elections for Chairperson and Vice-Chairperson</li> <li>• 3500.1 Enterprise Risk Management</li> <li>• 4435.1 Scholarships, Bursaries, and Awards for Students</li> <li>• 4600.1 Procurement – Methods to Acquire Goods, Services and Construction</li> <li>• 4600.2 Procurement – Product Standards</li> <li>• 4600.3 Procurement – Competitive Bidding and Evaluation</li> <li>• 5400.1 Contracted School Bus Transportation Services</li> <li>• 5400.2 Transportation Services, Registration and Fees Administration</li> <li>• 5700.1 Management of Information and Access Requests</li> <li>• 5700.2 Personal Information Protection</li> <li>• 5700.3 Privacy Breach Reporting</li> <li>• 5705.1 Video Surveillance</li> </ul> </li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• 5780.1 Social Media Guidelines</li> <li>• 5780.2 Protection of School District Records When Working Away from the Workplace</li> <li>• 7110.1 Whistleblower Protection</li> <li>• 7710.1 Professional Development for Excluded Employees</li> <li>• 8330.1 Board Authority Authorized Courses</li> <li>• 8801.1 Course Challenge</li> <li>• 8912.1 Independent Directed Studies</li> <li>• 9410.1 Opioid Response</li> <li>• 9430.1 Physical Restraint and Seclusion in School Settings</li> <li>• 9510.1 Half-Masting of Flags</li> <li>• 9601.1 Anaphylaxis</li> <li>• 9610.1 Medical Intervention</li> <li>• 9610.2 Seizures</li> <li>• 9610.3 Type 1 Diabetes</li> <li>• 10400.1 Rental Fees</li> <li>• 10400.2 Use of School Facilities and Grounds for Licensed Child Care</li> <li>• 10600 Parent Advisory Councils</li> <li>• Provided new Public Interest Disclosure Act training with administrators and district managers to support the implementation of Whistleblower Protection policy and procedure, and to use as a training tool for their staff and for the onboarding of new staff</li> <li>• Provided FIPPA Amendment and Overview training with administrators and district managers to use as a training tool and refresher for their staff</li> <li>• Launched new FIPPA/Privacy online training videos to all staff in 2024/25 to reinforce staff awareness and accountability</li> <li>• Developed a new Privacy Breach Reporting procedure to meet the legislative requirements of FIPPA to ensure that incidents are identified, documented, and addressed promptly and effectively</li> <li>• Reviewed and updated the remaining privacy procedures with input from subject matter experts to align with the legislative requirements of FIPPA</li> <li>• Strengthened staff awareness of privacy obligations by launching a district-wide privacy refresher newsletter in fall 2025</li> <li>• Launched a dedicated Privacy/FIPPA resource tile on the staff intranet to enhance district-wide awareness and centralize privacy resources, and updated OneDrive guidance to improve information sharing practices across the district</li> <li>• Demonstrated strong compliance and accountability by thoroughly investigating and resolving all reported privacy incidents and fulfilling FIPPA requests, reinforcing the district's commitment to protecting personal information</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>10. Continue to effectively represent the district perspective to the provincial government on business-related initiatives</b></p>	<ul style="list-style-type: none"> <li>Continue to support provincial representative organizations, like the BC Association of School Business Officials (BCASBO), the Education Facilities Managers Association (EFMA), FocusEd, Education Council (EDCO) and BC Public School Employers' Association (BCPSEA) through participation on the board of directors, committees, zone meetings, conferences, and annual general meetings (AGMs)</li> </ul>	<ul style="list-style-type: none"> <li>Supported provincial representative organizations (BCASBO, EFMA, EDCO, FocusEd, BCPSEA) through participation on committees, zone meetings, conferences, AGMs, and the following board of directors appointments:               <ul style="list-style-type: none"> <li>Assistant secretary treasurer: BCASBO director at large 2023 to present</li> <li>Director of facilities: EFMA director and chair of the EFMA Education Committee 2022 to 2024</li> </ul> </li> <li>Participated on a variety of provincial and local committees, including Capital Planning Software Orientation, Framework for Enhancing Student Learning Steering Committee and pilot project, BC Hydro Energy Managers roundtable, Climate Change Adaptation Community of Practice, the Maple Ridge Climate Action Task Force, MECC's Strategic Capital Working Sessions, MECC's Partner Liaison meeting, 2024 BC Summer Games Committee</li> <li>Delivered professional development to BCASBO members on a variety of finance and other business services topics</li> </ul>

### Background

The human resources (HR) department of the Maple Ridge - Pitt Meadows School District is focused on attracting, retaining, and supporting outstanding employees through the implementation of leading HR practices. We believe that these practices will promote engaging and rewarding working relationships and work environments. This is our contribution to overall student success.

### Vision

Our vision is to support all employees dedicated to enriching the lives of our students and to nurture employee growth and success. Engaged employees are the foundation of our system.

### Key Strategies

- Implement human resource strategies, programs, and practices aimed at promoting a spirit of continuous improvement
- Provide quality and innovative human resource services to attract, develop, engage, and retain diverse employees
- Facilitate workplace relations that promote a culture of collaboration and leadership
- Promote a positive, inclusive, respectful, safe, and healthy work environment

### Operational Plan Goals

1. Develop and implement best practices in recruitment and engagement strategies
2. Continuously review and improve succession planning models to support continuity of key leadership positions within the organization
3. Promote joint initiatives, agreements, and collaborative problem-solving with local and provincial partner groups
4. Continue to promote the health, safety, and well-being of our employees and ensure continued compliance with the Workers' Compensation Act and Occupational Health and Safety regulations
5. Continue to celebrate success through recognition of employee accomplishments and service
6. Support and facilitate leadership development, training, and mentorship throughout the school district
7. Support the review and development of human resource related board policy and procedures that meet legislative requirements and reflect school district values and expectations and standards for employees
8. Apply a continuous improvement culture within the HR department and maximize the utilization of technology to deliver human resource services
9. Utilize human resource metrics to measure operational efficiency and effectiveness in order to plan for and support our school district's operational needs
10. Continue to grow our human resource expertise within our HR department and with key leadership positions within the school district



### HR Leadership Team

#### Dana Sirsiris

Director, Human Resources

#### Gwyneth Dixon-Warren

District Principal, Human Resources

#### Angela Chung

Senior Manager, Human Resources

#### Amanda Reber

Manager, Occupational Health and Safety

#### Jessica Dolkhanian

Manager, Employment Services

#### Tess Rebbitt

Manager, Labour Relations

#### Dionne MacDonald

Human Resources Administrator

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>1. Develop and implement best practices in recruitment and engagement strategies</b></p>	<ul style="list-style-type: none"> <li>• Anticipate peak staffing needs and proactively recruit teaching and instructional support staff throughout the year to meet operational and educational needs</li> <li>• Develop and implement recruitment strategies to support attracting qualified candidates to the school district and continue to develop new and creative methods of reaching out to candidates</li> <li>• Develop specific recruitment strategies, including community outreach, to recruit and retain Indigenous employees</li> <li>• Apply for a Human Rights Special Program in 2023 in support of a district-wide exemption for providing hiring preference to candidates of Indigenous ancestry</li> <li>• Research and evaluate various recruitment assessment tools to help inform hiring decisions for key positions</li> <li>• Continue to participate in the provincial recruitment initiatives to enhance teacher recruitment and difficult-to-fill support staff positions within the province</li> <li>• Continue to enhance the post-secondary student experience for those participating in practicums within the school district to increase their interest in working in the school district</li> <li>• Continue to conduct onboarding and new employee orientation sessions to welcome new staff into the school district</li> <li>• Conduct an annual review of the Teachers Teaching On Call Handbook in collaboration with the Maple Ridge Teachers' Association (MRTA) to ensure that it is current and relevant</li> <li>• Review the Education Assistant Handbook in collaboration with learning services and Canadian Union of Public Employees (CUPE) to ensure it is current and relevant</li> <li>• Survey recently hired staff for feedback on their employment experience over the past year for retention and engagement purposes</li> <li>• Conduct exit interviews with staff who have resigned to seek feedback for continuous improvement and increased engagement of current employees</li> <li>• Seek to enhance/expand partnerships with the teacher training universities</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipated staffing needs and recruited to address operational and educational needs by: <ul style="list-style-type: none"> <li>• attending career fairs at universities and within communities across Canada</li> <li>• promoting professional development opportunities for new teachers</li> <li>• engaging in strategies to support teacher migration from within B.C. and across Canada to the district, including opportunities of full-time employment</li> <li>• developing and implementing a hiring strategy for relief teachers</li> <li>• seeking feedback from principals and vice principals to enhance education assistant hiring</li> </ul> </li> <li>• Developed and implemented recruitment strategies by: <ul style="list-style-type: none"> <li>• offering permanent (perm) teacher teaching on call (TTOC) positions to teachers, including student teachers, looking to secure a position in our district</li> <li>• hosting TTOC "Paid Day of Learning," and connecting with new hires</li> <li>• engaging in established recruitment strategies and developing innovative methods of reaching out to potential candidates</li> <li>• leveraging social media (including Facebook, X, LinkedIn, Google Ads) to advertise opportunities</li> <li>• collaborating with Make A Future and Apply to Education with their recruitment support services to develop targeted advertising campaigns for key vacancies within the school district</li> <li>• supporting initiatives to recruit qualified French Immersion teachers</li> <li>• collaborating with Ridge Meadows College to establish a staggered graduation class for the Education Assistant and Building Service Worker programs</li> </ul> </li> <li>• Posted teaching and support positions on job sites that have an Indigenous targeted audience including Indigenous Works, Indigenous Canada, Aboriginal Job Board and Indigenous Careers</li> <li>• Reviewed and implemented recruitment and retention related recommendations from the school district's Equity Scan</li> <li>• Received Human Rights Special Program approval through to October 2028 to provide exemption to give hiring preference to candidates of Indigenous ancestry in the Indigenous education department</li> <li>• Participated in the provincial Workforce Sustainability Committee coordinated by BC Public School Employers' Association (BCPSEA) to provide input into provincial recruitment strategies for enhancing teacher recruitment and difficult-to-fill CUPE positions within the province</li> <li>• Enhanced the student experience for those participating in practicums within the school district, which included the following: <ul style="list-style-type: none"> <li>• a joint welcome letter from our partner groups and superintendent</li> <li>• provided an in-class information session for students about applying for work and working within the district</li> <li>• established the opportunity for full-time permanent TTOC employment for student teachers</li> <li>• hosted an in-person information session for students enrolled in the education assistant program at Ridge Meadows College, co-hosted by the manager of employment services and the senior manager of human resources</li> </ul> </li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• provided priority conditional offers of employment for student teachers</li> <li>• enhanced the new employee experience</li> <li>• established and enhanced relationships with academic institutions to promote SD42</li> <li>• built partnerships with institutions – EA presentations to student cohorts throughout the year</li> <li>• created a more streamlined recruitment process that bridged the identified gaps throughout the hiring process</li> <li>• enhanced our social media (LinkedIn) followers</li> <li>• partnered with WorkBC and ISSBC to promote employment opportunities with the school district with a high focus on lunch hour supervisors, custodial, and clerical staff</li> <li>• Conducted new employee onboarding meetings throughout the year to provide new staff with essential information on school district policies and procedures</li> <li>• Hosted new employee orientation events throughout the year for new staff to share the school district’s mission, vision, values, and culture. Presenters included the superintendent, human resources, elementary and secondary principals, a representative from learning services, and partner groups</li> <li>• Promoted the “New to Your School” orientation toolkit to apply a consistent site-based orientation program for staff new to a location</li> <li>• Supported learning services with the revision of the Education Assistant Handbook</li> <li>• Surveyed new staff for feedback on their employment experience</li> <li>• Conducted exit interviews and collated feedback to support continuous improvements in the employee experience and celebrate the positive feedback received</li> <li>• Established Simon Fraser University (SFU) professional development program module at Westview Secondary</li> <li>• Participated with the University of Fraser Valley’s (UFV) Teacher Education Advisory Committee to leverage practicum placements for the school district</li> <li>• Presented to education assistant (EA) students at Ridge Meadows College and facilitated practicum placements</li> </ul>
<p><b>2. Continuously review and improve succession planning models to support continuity of key leadership positions within the organization</b></p>	<ul style="list-style-type: none"> <li>• Review and improve succession planning models on an ongoing basis by:               <ul style="list-style-type: none"> <li>• Conducting a capacity and needs assessment for critical and difficult to fill leadership positions</li> <li>• Identifying staff and any skill gaps; developing and implementing job-specific training, development, and mentoring plans to ensure staff have the skills, knowledge, and ability to step into key roles when vacancies arise</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated quarterly special topics sessions for principals, vice principals, and district managers</li> <li>• Developed a principal and vice principal folder on SharePoint to act as a resource for administrators and support new administrators for success in their role</li> <li>• Facilitated recruitment campaigns for the principal and vice principal cohort to ensure there is an appropriate number of pre-selected qualified individuals ready to move into administrative vacancies as they arise</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>3. Promote joint initiatives, agreements, and collaborative problem-solving with local and provincial partner groups</b></p>	<ul style="list-style-type: none"> <li>• Continue to collaboratively problem solve workplace issues with partner groups, ensuring issues are addressed first at the department/school level, where appropriate</li> <li>• Continue to collaborate with the MRTA to problem-solve unique issues arising out of remedy interpretation, calculation, or utilization</li> <li>• Continue to work with the MRTA in demonstrating best efforts have been achieved with teacher staffing</li> <li>• Continue to collaborate creatively with the MRTA on attraction, recruitment, and retention strategies</li> <li>• Continue to partner with CUPE to address job classification and/or evaluation issues. Implement the provincial joint job evaluation project in accordance with the provincial plan</li> <li>• Continue to work with CUPE to finalize the custodian job description as it applies to custodial responsibilities when disposing of various waste streams</li> <li>• Continue the consultation process with CUPE in allocating LiftUp funding to EA staffing and implementing local agreements reached for Service Improvement Allocations (SIA) and Local Table Money Allocations (LMA) initiatives</li> <li>• Finalize the new draft collective agreements and implement new language and related notice changes</li> <li>• Prepare for and facilitate 2025 round of contract negotiations with CUPE and MRTA</li> </ul>	<ul style="list-style-type: none"> <li>• Concluded local bargaining with the MRTA for the 2025 round of collective agreement negotiations.</li> <li>• Collaborated with MRTA to develop letters of understanding (e.g. Remedy Other, Owed Prep Time, Committees Outside the School Day, Perm TTOC Prep Time, Self-Funded Leave, Tracking of Non-Enrolling Failures to Fill)</li> <li>• Reached Settlement Agreements on a variety of matters with MRTA</li> <li>• Engaged in weekly meetings with MRTA to discuss and problem-solve HR related matters</li> <li>• Reviewed and amended the Best Efforts process at schools (elementary and secondary) to include an overview of facilities</li> <li>• Collaborated with MRTA to ensure specialty positions filled (English language learner, support, Montessori, counsellors) and to maximize staffing and assignments</li> <li>• Reviewed and updated the Remedy Procedures Manual</li> <li>• Met with partner groups regarding the hiring of relief teachers</li> <li>• Updated CUPE job descriptions to ensure reflective of up-to-date work requirements.</li> <li>• Conducted a six-month review of all new CUPE positions and considered requests for reconsideration/reclassification</li> <li>• Worked with CUPE to finalize the custodian job description by providing advice to operations on reconfiguring custodial workloads to addressing the various waste streams</li> <li>• Fully met the 2024/25 and 2025/26 staffing allocations for the school year</li> <li>• Prepared for local bargaining with CUPE to commence in 2026</li> <li>• Reached Settlement Agreements on a variety of matters with CUPE</li> <li>• Finalized melding of the 2022-2025 MRTA collective agreement</li> <li>• Participated in the provincial Exempt Compensation Working Group to review and provide feedback to BCPSEA on exempt compensation matters</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>4. Continue to promote the health, safety, and well-being of our employees and ensure continued compliance with the Workers' Compensation Act and Occupational Health and Safety regulations</b></p>	<ul style="list-style-type: none"> <li>Review and revise school district health and safety program. Ensure staff training and communication about the program is regular and the manual is kept current. Include safe work procedures in the safety program</li> <li>Ensure the written health and safety program is signed or otherwise endorsed by the current superintendent to renew commitment for health and safety each year</li> <li>Provide health and safety “train-the-trainer” workshops to managers and principals to implement at their worksites (e.g. safe work procedures, discrimination, bullying and harassment policy)</li> <li>Provide support to managers/supervisors to ensure that they know what leading by example (Health and Safety) looks like within the context of their department</li> <li>Continue to deploy the school district’s stay at work program and gradual return to work plans as part of the district’s disability management and support program</li> <li>Develop standardized signage for all shops throughout the district to ensure that staff and students are aware of safety requirements</li> <li>Create Preventative Maintenance Programs in collaboration with facilities for the maintenance fleet and for district shop equipment; assign work to employees in district to ensure that the maintenance takes place</li> <li>Create a training matrix that specifies which employee groups are to be trained in which high hazard safety topics and at what frequency. Ensure that the training occurs at the specified frequency</li> <li>Update the safety program to include the requirement to provide visitors with safety orientation</li> <li>Ensure that Health and Safety metrics are communicated broadly across the departments and schools so that staff are aware of current trends and hazard reduction strategies</li> <li>Revise the Joint Health and Safety Committee (JOHSC) template forms to reflect formal recommendations, with an expectation of the recommendations being tracked and acted upon.</li> <li>Prevent and/or reduce staff injuries through education and training. Implement targeted safety training to proactively support staff where high injury rates occur</li> <li>Continue to participate in the multidisciplinary task force with our partner groups to review current processes that support staff and student safety and implements improvement to these processes</li> <li>Continue to promote the health, safety, and well-being of staff: <ul style="list-style-type: none"> <li>Develop or revise, implement, and train staff on safe work procedures to reduce the frequency and impact of injuries on staff, and track health and safety compliance activities with a specific focus on providing guidance to facilities, maintenance, and custodial services to ensure that the department has reviewed and revised all safe work procedures for staff and has trained staff on safe work procedures. Develop safe work procedures for instructional</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Prepared for first Certificate of Recognition (COR) certification process. Worked with district managers, principals, vice principals, school/site staff and district health and safety committee to ensure readiness and demonstrate the school district’s proactive role in the occupational health and safety of employees</li> <li>COR Audit conducted by external auditor and received COR certification</li> <li>Implemented recommendations from COR auditor as part of the continuous improvement process</li> <li>Engaged in COR Maintenance Audit for the school district which was conducted by internal auditor</li> <li>Reviewed and revised the district health and safety program to include safe work procedures including revisions of the communicable disease procedures and provision of training to staff</li> <li>Developed safety talks and procedures for supervisors to use at staff meetings</li> <li>Developed and implemented maintenance safe work procedures and safety talks to prevent or reduce injuries</li> <li>Worked with the maintenance site-based Health and Safety Committee to make improvements</li> <li>Supported employees when they were absent due to illness or injury by facilitating modified duties, hours and accommodations for their return to work</li> <li>Engaged in Request for Proposals (RFP) process and launched new service provider of the employee and family assistance program</li> <li>Engaged in various working groups to support the overall well-being of staff including BC Teachers’ Federation (BCTF) Wellness Program, Joint Early Intervention Services Program, BC School District Disability/ Health Wellness group, BCPSEA Wellness Committee, and Fraser Health Healthy Schools Partnership</li> <li>Held immunization clinics for Hepatitis B, hearing protection, and fit testing</li> <li>Conducted lockdown drills in collaboration with the RCMP</li> <li>Provided support to managers/supervisors with leading by example with Health and Safety initiatives at their worksites</li> <li>Revised the district’s stay-at-work program to ensure modified duties and hours are offered to workers within the first 48 hours after a workplace injury</li> <li>Developed district signage for placement on equipment that requires personal protective equipment in all shops</li> <li>Updated the Safety Program to reflect a visitor safety orientation</li> <li>Launched new employee and family assistance online platform</li> <li>Worked with schools to develop site-specific emergency response plans</li> <li>Provided health and safety “train-the-trainer” workshops to managers and principals (emergency preparedness, communicable diseases, employee health and safety orientation, etc.)</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
	<p>support staff</p> <ul style="list-style-type: none"> <li>• Communicate with employees and provide supports for them when they are absent due to illness or injury. Engage in accommodation and return to work processes upon medical clearance to return to work</li> <li>• Launch new employee and family assistance online platform</li> <li>• Engage in programs that support the overall well-being of staff (Social Emotional Learning</li> <li>• Committee, employee assistance specific programs, BC Teachers' Federation Health and Wellness Program, Joint Early Intervention Services Program, trained mental health supports at all sites)</li> <li>• Develop or revise district-wide emergency preparedness and response plans</li> <li>• Apply for and achieve WorkSafeBC's Certificate of Recognition (COR) program to demonstrate the school district's proactive role in the occupational health and safety of employees</li> <li>• Coordinate preventative health support programs including immunization clinics for staff, testing for hearing protection, and respirator fit testing</li> <li>• Conduct school lockdown and fire drills throughout the year</li> </ul>	
<p><b>5. Continue to celebrate success through recognition of employee accomplishments and service to the school district</b></p>	<ul style="list-style-type: none"> <li>• Engage in established employee service recognition programs</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged in employee recognition programs throughout the year to congratulate staff on their length of service milestones with the district</li> <li>• Merged the 20 and 25-year programs into a single event</li> </ul>
<p><b>6. Support and facilitate leadership development, training, and mentorship throughout the school district</b></p>	<ul style="list-style-type: none"> <li>• Continue to work with principals, managers and CUPE employee development committee to develop job-specific training for upcoming non-instructional days</li> <li>• Apply for and implement training through the Support Staff Education Committee (SSEC) framework for CUPE staff</li> <li>• Provide special topics or specialized training for principals, vice principals, and managers</li> <li>• Develop a district leadership program focusing on the critical non-educational aspects of leading and managing a school or department, including training specific to human resources, fiscal management, procurement, communications, et cetera.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated work-related training for CUPE staff for non-instructional days (NIDs)</li> <li>• Worked with the CUPE Employee Development Committee to develop CUPE training plans</li> <li>• Provided special topics workshops for principals, vice principals and managers throughout the year</li> <li>• Developed and co-facilitated a variety of leadership and management sessions at the district leadership team meetings</li> <li>• Developed and shared resources for the District Leadership Team on SharePoint</li> <li>• Supported the development of and co-facilitated the 360 performance review of the Superintendent of Schools</li> </ul>
<p><b>7. Support the review and development of human resource related board policy and procedures that meet legislative requirements and reflect school district values and expectations/standards for employees</b></p>	<ul style="list-style-type: none"> <li>• Support the Board Policy Development Committee in the development or revision of existing HR related policies</li> <li>• Annual report to the Board of Education under: <ul style="list-style-type: none"> <li>• Whistleblower Policy</li> <li>• Exempt Performance Management Policy</li> <li>• Workplace Discrimination or Bullying and Harassment Reporting and Investigation Procedures</li> </ul> </li> <li>• Exempt Compensation Reporting for the Public Sector Employers' Council (PSEC) secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted annual review and made recommendations for policy/procedure revisions of the following: <ul style="list-style-type: none"> <li>• Whistleblower Policy</li> <li>• Exempt Performance Management Policy</li> <li>• Recruitment and Selection of District Leadership Personnel</li> <li>• Workplace Discrimination or Bullying and Harassment Reporting and Investigation Procedures</li> <li>• Exempt Compensation Reporting for the PSEC secretariat</li> <li>• Employee Standards of Conduct</li> </ul> </li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>8. Continue to apply a continuous improvement culture within the HR department and maximize the utilization of technology to deliver human resource services</b></p>	<ul style="list-style-type: none"> <li>• Train staff and implement effective reporting for strategic data analysis</li> <li>• Continue to archive HR records electronically for efficient and effective access to historical information</li> <li>• Continue to provide HR staff with training on technology including PowerSchool, PowerBI and Excel to enhance technical capabilities</li> <li>• Work with a variety of HR information dependent departments (IT, maintenance, purchasing, finance) to utilize the Employee Information Extract module from PowerSchool to support the information sharing of new/terminated employees or employee movement</li> <li>• Annually review and communicate the new school year start-up checklist and discussion points for managers and principals on specific HR related matters to be addressed and/or discussed with all staff at the commencement of the new school year. For example:               <ul style="list-style-type: none"> <li>• HR policy review with staff</li> <li>• Health and safety procedures/protocols</li> <li>• New to Your School new employee orientation</li> <li>• Staffing processes</li> <li>• Remedy processes</li> </ul> </li> <li>• Review and revise the HR Procedure Manual</li> <li>• Review HR related items on the internet and intranet to ensure relevant and current</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented a universal TTOC tracking sheet (document non-enrolling failure to fill and lost prep time) and collated data through to October 2025; conducted reconciliations using data extracts and internal system functionality (function line comparison) to ensure allocations are fully staffed and accounted to the correct funding resource</li> <li>• Enhanced the Automated Dispatch System (ADS) to support the daily callout of relief teachers</li> <li>• Updated the online component of the onboarding process</li> <li>• Streamlined the teacher/TTOC replacement request process</li> <li>• Improved notification process with clear guidelines and implications for district leaders and applicable staff in relation to CUPE and exempt probationary reviews</li> <li>• Reviewed and communicated the new school year start-up checklist and discussion points for managers and principals on specific HR-related matters to be addressed and/or discussed with all staff at the commencement of the new school year</li> <li>• Reviewed and revised HR department procedures, as needed</li> <li>• Reviewed HR department-related information on the internet and intranet to ensure relevant and current</li> <li>• Initiated a system upgrade feature to automatically remove denied leaves from the Absence/Replacement records</li> </ul>
<p><b>9. Utilize human resource metrics to measure operational efficiency and effectiveness in order to plan for and support our school district's operational needs</b></p>	<ul style="list-style-type: none"> <li>• Review the current performance review tool and implement any changes to the models</li> <li>• Support the assistant superintendents and managers with conducting annual performance reviews for all excluded staff to comply with PSEC compensation requirements</li> <li>• Analyze HR metrics including workforce age demographics to plan for staffing associated with significant anticipated retirement levels, WorkSafeBC injury claims patterns to target measures to reduce injuries and improve workplace safety, and absenteeism data to improve employee attendance and support replacement staffing efforts to meet coverage needs</li> </ul>	<ul style="list-style-type: none"> <li>• Supported managers with conducting annual performance reviews for all excluded staff to comply with PSEC compensation requirements</li> <li>• Collected, collated and analyzed HR metrics, health and safety statistics and quarterly HR activity reports</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>10. Continue to grow our human resource expertise within our HR department and with key leadership positions within the school district</b></p>	<ul style="list-style-type: none"> <li>• Review and implement consultant’s recommendations from HR Review</li> <li>• Provide professional development to HR staff on Indigenous Ways of Knowing, Being and Doing to support knowledge and understanding of Indigenous Ways of Knowing as they relate to HR practices</li> <li>• Provide new managers and administrators with HR 101 education sessions</li> <li>• Create opportunities both within HR and across the organization for skills development in mental health awareness and support for employees</li> <li>• Continue to meet with HR staff to plan for professional growth opportunities as a team or individually to increase capacity and competency</li> <li>• Support the assistant superintendents, principals and managers with performance management strategies including:               <ul style="list-style-type: none"> <li>• Conducting probationary reviews for support staff</li> <li>• Conducting annual reviews for support staff</li> <li>• Conducting annual performance reviews for all excluded staff to comply with Public Sector Employers’ Council (PSEC) compensation requirements</li> <li>• Supervision of teaching and student learning</li> <li>• Implementing and monitoring employee performance improvement plans</li> <li>• Conducting teacher evaluations to provide performance feedback to teaching staff</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed, developed, and implemented plans resulting from the HR Review consultant’s recommendations, including:               <ul style="list-style-type: none"> <li>• Secured funding to establish the continuing manager, labour relations position</li> <li>• Secured funding to establish converting the temporary disability management administrator and dispatch coordinator to continuing positions</li> <li>• Secured funding for temporary staffing to extend the HR assistant position supporting Health and Safety to June 30, 2025</li> <li>• Utilized existing funding from HR vacancies to support temporary funding of the recruitment specialist position</li> </ul> </li> <li>• Developed succession plans within the HR department for existing staff to promote career progression within the department</li> <li>• Shifted reconciliation work HR has been performing in the past to finance in October 2024</li> <li>• Supported district leaders with leading the interview and assessment process for their departments/schools</li> <li>• Provided new managers and administrators with HR 101 and Investigation Skills education sessions</li> <li>• Supported the HR team with relevant and timely HR related training</li> <li>• Developed guidelines for principals and district managers to use as a reference, including staff leave requests and how to address chronic tardiness</li> <li>• Supported principals and managers with performance management initiatives</li> <li>• Supported HR delegates to expand capacity in both Compassionate Systems and Generative AI integration into HR practices</li> </ul>

### Background

The Information Technology (IT) department of the Maple Ridge - Pitt Meadows School District is focused on providing students, teachers, and staff with technology resources that support the district's vision, which is for every individual to feel valued and for all learners to reach their potential.

### Vision

Our vision is to effectively support all learners by providing safe, inclusive, accessible, sustainable, and stable information systems and technology.

### Key Strategies

- Align the functionality and quality of district IT services with the needs of all learners, measure and report on the performance of IT services
- Build an IT environment that is stable, resilient, standardized, and sustainable
- Develop a structure that appropriately manages district information and technology with a focus on security
- Fully leverage current information technology investments

### Operational Goals

1. Ensure that school district technology is strategically managed
2. Ensure that the most important IT services are properly designed, resourced, and effectively utilized
3. Measure and report on the performance of IT services
4. Build a stable IT environment by focusing on staff, service support coverage, and resolution of IT architectural problems
5. Ensure business continuity and continuity of instruction by focusing on quality backups for critical systems and disaster recovery
6. Standardize district IT services, streamlining their delivery, support, and overall sustainability
7. Develop and implement an IT governance framework to guide how IT services are implemented, supported, updated, or changed
8. Identify, effectively manage and mitigate IT related risks for the school district
9. Nurture a culture of inclusion and engagement that empowers employees and enables them to grow and succeed



### Information Technology Leadership Team

**Kevin Abma**  
Director, Information Technology

**Leah MacKenzie**  
Senior Manager, Information Technology

**Matthew Froelich**  
Project Manager

**Allan John**  
Systems Analyst

**Kevin Pearson**  
Systems Analyst

**Andrew Obertas**  
Systems Analyst

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>1. Ensure that school district technology is strategically managed</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement an IT strategic plan that provides the prioritization framework for IT investments and service improvements</li> <li>• Utilize annual budget allocations to support IT strategic priorities</li> <li>• Ensure that IT policies and investments are aligned with educational priorities and support innovative educational practices</li> <li>• Apply a consistent prioritization framework for new IT initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Defined work and project prioritization based on the number of users impacted, the business impact given an outage, and the phase of the strategy</li> <li>• Established prioritization queues to manage the work of repairing and setting up new devices</li> <li>• Calculated infrastructure costs for foundational IT services to be sustainable</li> </ul>
<p><b>2. Ensure that the most important IT services are properly designed, resourced, and effectively utilized</b></p>	<ul style="list-style-type: none"> <li>• Identify critical IT services by consulting with users and subject matter experts</li> <li>• Define IT service prioritization by consulting with users and subject matter experts</li> <li>• Define ticket prioritization and escalation processes for IT service requests</li> <li>• Engage users to identify, design, and implement IT services that meet the needs of our community of learners</li> <li>• Train users on district technology and IT processes to increase and improve usage of IT services</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented a student-to-printer ratio for district-wide printing</li> <li>• Developed a revised iPad one-to-one process for Grade 6/7 students to resolve usability issues</li> <li>• Defined project and service prioritization based on number of users impacted, the business impact given an outage, and the phase of the strategy</li> <li>• Defined and communicated to administrators a ticket escalation procedure</li> <li>• Improved management of all one-to-one iPads</li> <li>• Created an absence reporting dashboard in the Parent Portal</li> <li>• Adapted Parent Portal to allow for no-outage updates</li> <li>• Engaged administrators and user groups on phones in schools</li> <li>• Engaged with administrators regarding the optimal quantity of technology devices needed to support teaching and learning</li> <li>• Established an onsite technician schedule so schools can anticipate when a technician will be at their school</li> <li>• Developed an on-site IT ticket report with administrators so that they are notified the day before a technician visit to prioritize the most important issues</li> <li>• Redesigned MyCalculator to be adaptive to a mobile screen size</li> <li>• Replaced a physical computer lab with a mobile lab to support the creation of an additional classroom</li> <li>• Refreshed one cart of 30 devices in every school</li> <li>• Trained Secondary Administrators to do online class scheduling</li> <li>• Streamlined the MyClass and MyEd password resetting procedure</li> <li>• Replaced the faxing service</li> <li>• Created a system for teachers to input and track Kindergarten literacy screener data</li> <li>• Deployed a new auto dialer system that texts and emails absence notifications to parents/guardians</li> <li>• Refreshed the Parent Portal interface to improve user experience on a mobile device</li> <li>• Developed tools in the Remedy system to improve administrator ability to correct data issues</li> <li>• Hosted artificial intelligence training sessions for school administrators and clerical staff</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<b>3. Measure and report on the performance of IT services</b>	<ul style="list-style-type: none"> <li>Define and report on a regular basis on metrics for user satisfaction and IT service performance</li> <li>Monitor and report on the availability of core IT services</li> </ul>	<ul style="list-style-type: none"> <li>Created a HelpDesk survey</li> <li>Implemented IT Outage Management response process</li> <li>Implemented an on-call rotation for IT analysts to monitor IT services after hours</li> <li>Redesigned IT monitoring service to be customer-focused</li> <li>Launched an IT availability dashboard for improved identification of issues</li> <li>Shifted HelpDesk agent working hours to start at 7:30 am start to ensure identification of any IT outages and coordination of staff response before school begins</li> <li>Created a dashboard to monitor the student registration process</li> </ul>
<b>4. Build a stable IT environment by focusing on staff, service support coverage, and resolution of IT architectural problems</b>	<ul style="list-style-type: none"> <li>Ensure ongoing IT system stability through investment in IT staff training, department culture, and supporting cross-coverage</li> <li>Measure, identify, and mitigate architectural problems within the IT services through the implementation of the Problem Management ITIL process</li> <li>Build capacity through targeted professional development and cross-training</li> <li>Design and implement succession plans for critical positions</li> </ul>	<ul style="list-style-type: none"> <li>Established a mentorship program within the IT Department</li> <li>Reorganized roles within the department to improve the response to schools</li> <li>Defined primary and backup responsibilities for senior technicians and systems analysts</li> <li>Replaced or upgraded end-of-support servers</li> <li>Completed print server upgrades for all schools</li> <li>Implemented Jamf Connect for improved user password management and as a prerequisite to zero-touch laptop deployment</li> <li>Refreshed all photocopiers and established a new support agreement</li> <li>Replaced the server and storage infrastructure</li> <li>Provided training for IT staff on servers that run laptops and iPads</li> <li>Audited all configurations on servers that manage staff laptops</li> <li>Evaluated performance of wireless and implemented a fix to reduce interference, improve connectivity, and increase bandwidth</li> <li>Simplified desk phone server architecture by consolidating seven phone servers into one</li> <li>Invested in the training of six technicians on the server that manages iPads and MacBooks</li> <li>Installed specialized power bars in every school, allowing the network to come back online after a power outage without manual intervention</li> </ul>
<b>5. Ensure business continuity and continuity of instruction by focusing on quality backups for critical systems and disaster recovery</b>	<ul style="list-style-type: none"> <li>Protect data by making sure all systems are backed up and that core system backups are validated and tested</li> <li>Create, communicate, test, and annually update the IT disaster recovery plan for business-critical services</li> </ul>	<ul style="list-style-type: none"> <li>Tested backup and restore system for most core IT services on premises and in the cloud</li> <li>Implemented and monitor daily reports on backup success</li> <li>Implemented cloud-based authentication for IT disaster recovery</li> <li>Developed a disaster recovery plan for the district's HR, finance, and payroll data infrastructure</li> </ul>
<b>6. Standardize district IT services, streamlining their delivery, support, and overall sustainability</b>	<ul style="list-style-type: none"> <li>Improve the sustainability of IT services through the implementation of the Service Catalog and Knowledge Management ITIL processes</li> <li>Review the financial and personnel requirements for each core and school-based IT service and adjust as needed to enhance their long-term sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the time to set up a student laptop by an estimated 50%</li> <li>Established equipment standardization for staff laptops, lab computers, cell phones, and classroom displays</li> <li>Created a process to streamline the intake, repair, and return of laptops</li> <li>Streamlined staff laptop deployment process</li> <li>Developed a more efficient process to (re)deploy student laptops</li> <li>Identified the most common IT ticket types and developed FAQ knowledge resources to support staff to resolve issues without IT assistance</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
		<ul style="list-style-type: none"> <li>• Refreshed all clerical computers</li> <li>• Assessed the costs and maintenance support of phone vendors in preparation for the replacement of the current phone system</li> <li>• Standardized how student-cart laptops are set up</li> <li>• Collaborated with school administrators and computer lab teachers to identify and standardize what type of equipment is needed for different types of labs</li> <li>• Collaborated with the ministry to support the upgrade of bandwidth speeds at 11 schools</li> </ul>
<p><b>7. Develop and implement an IT governance framework to guide how IT services are implemented, supported, updated, or changed</b></p>	<ul style="list-style-type: none"> <li>• Strengthen district IT governance, ensuring decisions are managed at the appropriate level, through the implementation of the Change Management, Service Request Management, and Incident Management ITIL processes</li> <li>• Improve the district's cybersecurity posture by implementing a security governance framework</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented Incident Management</li> <li>• Established Change Management for Windows and Apple products               <ul style="list-style-type: none"> <li>• Created a Release Management process for operating system and driver updates</li> </ul> </li> <li>• Implemented security tools to improve the ability to identify compromises</li> <li>• Established a division of labour in financial processing tools to establish a check-and-balance and ensure accountability</li> </ul>
<p><b>8. Identify, effectively manage and mitigate IT related risks for the school district</b></p>	<ul style="list-style-type: none"> <li>• Protect district information and technology by properly resourcing and managing security mitigation</li> <li>• Protect district information by establishing and implementing data classification and retention standards</li> <li>• Manage IT risk using regular security audits and the maintenance of an IT risk register</li> <li>• Maintain a secure environment by removing or replacing unsupported technology, and regularly updating software patches to current technology</li> <li>• Safeguard sensitive information using privacy impact assessments and the implementation of other legislative requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Redistributed analyst work to establish a 0.5 FTE focus on security</li> <li>• Identified the data sensitivity level for every server in the district</li> <li>• Implemented an IT Risk Register</li> <li>• Microsoft audited our Active Directory environment for system security</li> <li>• Microsoft completed a 3-day audit of security and compliance settings related to Office 365</li> <li>• Actively decommissioning 120 end-of-support servers</li> <li>• Purchased wireless access points to replace our out-of-support wireless in 16 schools</li> <li>• Drafted RFP to replace out-of-support server and storage environment</li> <li>• Refreshed 25% of staff computers</li> <li>• Assigned Privacy Impact Assessments (PIA) to the new security analyst</li> <li>• Studied the FIPPA Act and reviewed PIA processes in other districts to effectively align our program with legislative requirements</li> <li>• Drafted a new PIA process to improve its efficiency to increase compliance with FIPPA</li> <li>• Received new server stack replacement equipment</li> <li>• Evaluated printer service needs from district community and posted request for proposal (RFP) to replace the aging machines</li> <li>• Replaced or upgraded 120 end-of-support servers</li> <li>• Updated email address book to reduce exposure of student information</li> <li>• Implemented a feature on the server that manages district software to auto-update select applications on MacBooks</li> <li>• Upgraded firewalls at secondary schools</li> <li>• Implemented a tool and refined procedures to rapidly identify and secure compromised accounts</li> <li>• Deployed Multi-Factor Authentication (MFA) for all staff accounts</li> <li>• Overhauled VPN architecture</li> <li>• Defined and implemented security baselines for staff and student laptops</li> </ul>

GOALS	ACTION PLAN	PROGRESS UP TO DECEMBER 31, 2025
<p><b>9. Nurture a culture of inclusion and engagement that empowers employees and enables them to grow and succeed</b></p>	<ul style="list-style-type: none"> <li>• Support staff professional growth planning and performance management</li> <li>• Continue to support departmental staff participation in on-going learning and dialogue on matters relating to racial inclusivity and equity</li> <li>• Support and co-lead work to achieve WorkSafe BC's Certificate of Recognition (COR)</li> </ul>	<ul style="list-style-type: none"> <li>• Created a training and mentorship plan</li> <li>• Developed strategies to celebrate team successes</li> <li>• Hosted school startup workshops for the clerical team</li> <li>• Hosted a workshop in IT for the team to develop department norms</li> <li>• Hosted three IT professional development days, focused on developing a positive culture, teamwork, and emotional intelligence</li> </ul>