

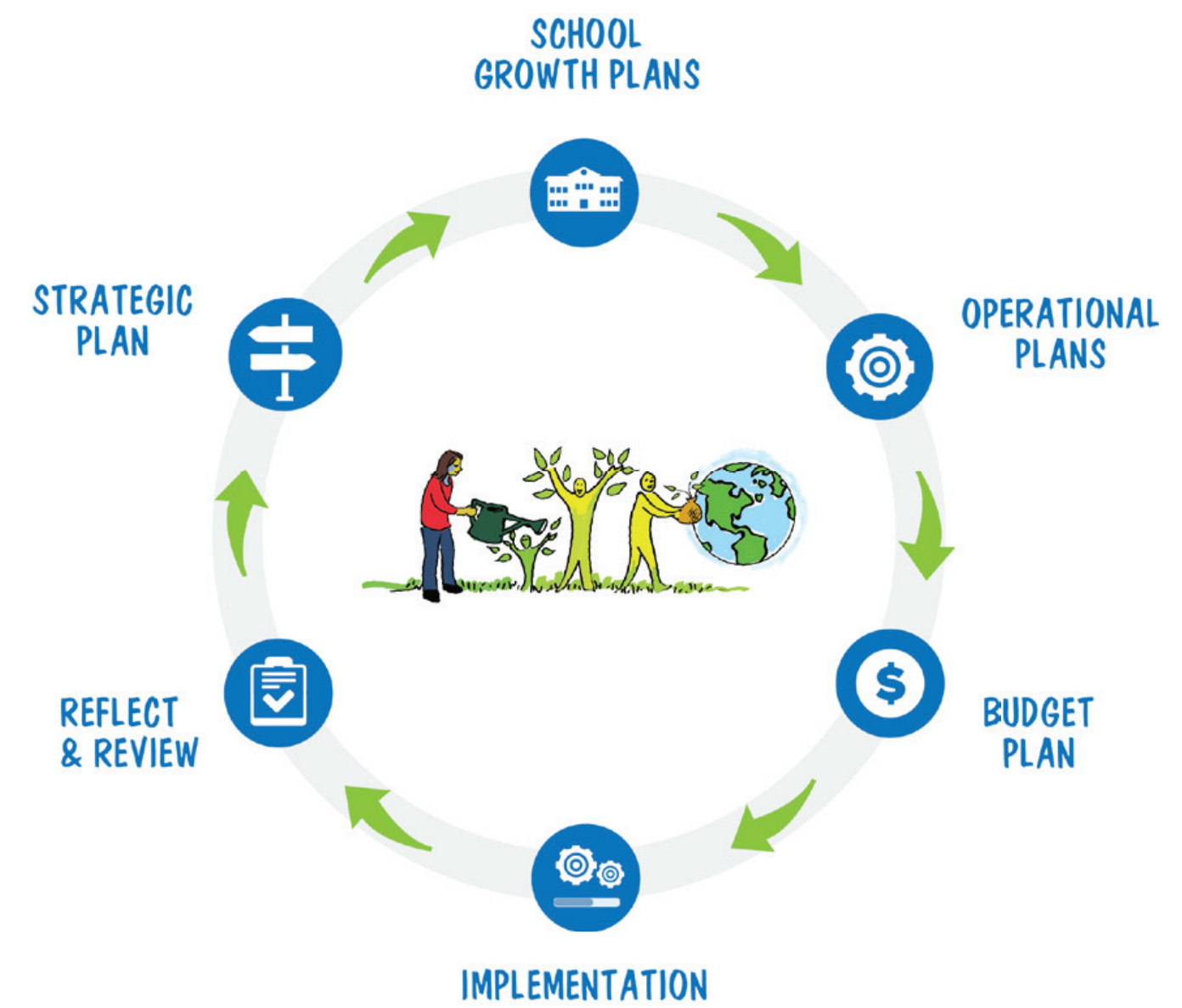


STRATEGIC PLAN

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT NO. 42

STRATEGIC PLANNING CYCLE

Our strategic planning process is based on a rolling four-year planning cycle that includes an annual review and update process. The current plan spans the period 2020/21 to 2023/24.



VISION

Our vision is for every individual to feel valued and for all learners to reach their potential.



MISSION

Our mission is to support all individuals in their development as successful learners, and as respectful, caring and responsible members of society.

OUR VALUES

Responsibility to all learners

We believe that all individuals in our school district community have the capacity to learn and that we are responsible for supporting their learning.

Uniqueness of each individual

We value the uniqueness of each learner and embrace diverse ways of learning. We foster a variety of instructional methods and provide support to all learners so that they can realize their potential.

Diverse learning opportunities

We value choices for all learners, equity of access to all programs, and a holistic approach to learning. We encourage learning opportunities beyond the classroom. We support life-long learning.

Culture and community

We celebrate our many cultures and seek ways to appreciate and embrace diversity. We encourage interdependence and collaboration within the school district community. We value community partnerships.

Personal and social responsibility

We believe that a sense of belonging is at the heart of our school district community and is fundamental to the success of all learners. We are committed to acting as responsible stewards within our community. We cultivate a culture of care within our school district community, and seek to develop the leadership and citizenship capacity of all learners.

High expectations for success

We value the ability of all learners to set high expectations for themselves and to describe personal success. We believe success is measured through credible evidence of learning and rigorous self-assessment. We are committed to supporting all learners in achieving personal success.

STRATEGIC DIRECTIONS

In achieving our mission, our vision and living our values, we are guided by three strategic directions. These strategic directions are developed out of school growth plans, departmental operational plans, the strategic facilities plan, student forum, and feedback collected from partner groups, through round tables, and through broader consultation.

1

INCLUSIVE CULTURE OF CARE AND BELONGING WHERE THE WELL-BEING AND SUCCESS OF ALL LEARNERS IS SUPPORTED AND CELEBRATED.

2

INTENTIONAL SUPPORT FOR A GROWTH MINDSET, COLLABORATION, INTERDEPENDENCE, AND STAFF DEVELOPMENT.

3

FORWARD-THINKING, RESEARCH-INFORMED, EFFECTIVE, EFFICIENT, SUSTAINABLE, VALUE-BASED AND CONNECTED SCHOOL DISTRICT.

STRATEGIC PRIORITIES AND GOALS

The following are our strategic priorities and related goals for supporting all learners. For detailed departmental goals and strategies, see our Operational Plans.

1

LITERACY: Improved literacy outcomes.

2

SOCIAL EMOTIONAL LEARNING: Improved levels of social and emotional well-being.

3

ASSESSMENT AND REPORTING: Improved assessment and reporting practices.

4

SECONDARY INNOVATION: Improved levels of engagement and graduation.

5

ALIGNMENT: Align planning, processes, policies, and procedures to improve efficiency and effectiveness of the system, and support the success of all learners.



Responsibility to all learners

Personal and social responsibility

Uniqueness of each individual

High expectations for success

Diverse learning opportunities

Culture and community

OUR STRUCTURE

Effective and efficient support structures are a key component of maintaining our learning focus. With core values as our foundation, and a clear mandate to support teaching and learning, Maple Ridge - Pitt meadows aims to build capacity in all areas

ADMINISTRATION

- Implement the board's policies and operational decisions through the education and business services of the district
- Provide educational and business leadership
- Implement the board's strategic plan
- Design, implement and monitor administrative policies and procedures

GOVERNANCE

- Engage the community to build and maintain a school system that reflects local priorities, values and expectations
- Set direction for achievement in the district, allocate available resources and monitor performance
- Develop policies and assess the district's compliance with the policies

FINANCE

- Design, implement and monitor financial policies, procedures, systems and internal controls
- Prepare financial statements, budgets and forecasts
- Monitor and report on financial performance

INFORMATION TECHNOLOGY

- Technology as a tool to support instruction
- Design and manage IT infrastructure
- Develop enabling IT policies and procedures

HUMAN RESOURCES

- Provide employment related services to support employees
- Build and strengthen relationships to promote positive employee and labour relations
- Implement and deliver HR practices that support the district's goals and objectives.

FACILITIES

- Provide support services needed to deliver the safe, secure and effective operational environment required for the effective delivery of educational services.
- Maintain and care for schools, administrative buildings and grounds
- Plan, design and manage construction projects



Background

In March 2020, after the adoption of the departmental operational plans, regular school district operations were suspended, and operational focus shifted to managing the COVID-19 pandemic district emergency response.

Operational Plan

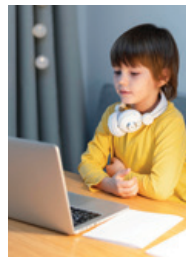
For the duration of the pandemic the school district's operational focus will be directed by the four following guiding principles, as identified by the Ministry of Education:

- Maintaining a healthy and safe environment for all students and families and all employees
- Providing services to support children of essential workers
- Supporting vulnerable students who may need special assistance; and
- Providing continuity of educational opportunities for all students



Action Plan

- ☐ Ensure continuity of board operations during the pandemic
- ☐ Advocate for sufficient resources to support the implementation of the school district's COVID-19 health and safety plan
- ☐ Support the provincial COVID-19 response
- ☐ Ensure continuity of instruction during the pandemic
- ☐ Ensure school district facilities meet the health and safety standards in place during the pandemic
- ☐ Ensure continuity of business and board operations during the pandemic
- ☐ Support the school district's COVID-19 response by developing and implementing COVID-19 pandemic response plans and Health and Safety Plans



COVID-19 Leadership Team

Harry Dhillon
Superintendent

Flavia Coughlan
Secretary Treasurer

Shannon Derinzy
Deputy Superintendent

Jovo Bikic
Assistant Superintendent

Ken Cober
Assistant Superintendent

Michael Scarcella
Director, Learning Services

David Vandergugten
Assistant Superintendent

Dana Sirsiris
Director of Human Resources

Irena Pochop
Senior Manager, Communications

Monica Schulte
Assistant Secretary Treasurer

Rick Delorme
Director of Facilities

Russ Reid
Manager, Information Technology

Amanda Reber
Manager, Health and Safety

Angela Chung
Senior Manager, Human Resources

Gwyneth Dixon-Warren
District Principal, Human Resources

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

COVID-19 RESPONSE PLAN

Student Learning is Our Central Purpose

Operational Plan

DIVISION	ACTION PLAN	CURRENT STATUS
Board of Education	<ul style="list-style-type: none"> • Ensure continuity of board operations during the pandemic • Advocate for sufficient resources to support the implementation of the school district's COVID-19 health and safety plan • Support the provincial COVID-19 response 	<ul style="list-style-type: none"> • Board meetings have been conducted virtually since the beginning of the pandemic • Public participation in board meetings has been facilitated by broadcasting board meetings live on the school district website and on the SD42 YouTube channel • Online 2020/21 Budget consultation process enabled continued stakeholder participation during the pandemic • Health and safety protocols for in-person meetings were developed and implemented to minimize risk of COVID-19 transmission • Trustees received regular updates on COVID-19 planning from staff • Trustee attendance at Townhall with Provincial Health Authority and BCSTA • Board chairperson attended bi-weekly meetings organized by BCSTA • Board reviewed and approved federal and provincial funding spending plans • Board submitted letter to provincial government requesting continuation of COVID 19 financial supports for 2021/22 • Trustee Sullivan's participation on the City of Pitt Meadows Community Check-in Committee • Monitored implementation of Restart Plan through regular staff reports at Board meetings • Trustee Murray participated in the COVID-19 Provincial Health and Safety Committee (2020-2021) • Trustee Carreras appointed to BCSTA COVID-19 Working Group (2020-2021) • COVID-19 updates posted on school district website

Operational Plan

DIVISION	ACTION PLAN	CURRENT STATUS
Education	<ul style="list-style-type: none"> Ensure continuity of instruction during the pandemic 	<ul style="list-style-type: none"> Restart Plan and Safety Plan implemented and updated per Ministry of Education and BCCDC guidelines Food services to students and families organized Odyssey K-9 program expanded to accommodate increased demand Remote learning K to 9 program implemented in English and K to 7 in French Provided additional supports for remote learners through school-based and district-based staff. Opened Katzie School on Katzie Reserve Implemented a quarter system at secondary Safe and Caring team counsellor position added to support Katzie School, Odyssey expansion, and remote learners Helping teachers developed online resources for parents, students and staff for remote learning Safe and Caring team meetings scheduled monthly with partner groups Input sought through staff and student focus groups about COVID-related learning structures Distributed technology for those in need Digital learning platform (SeeSaw) added to better support younger learners Narrowed online digital platforms used at schools to make it easier on students/families

Operational Plan

DIVISION	ACTION PLAN	CURRENT STATUS
Business Operations	<ul style="list-style-type: none"> • Ensure school district facilities meet the health and safety standards in place during the pandemic • Ensure continuity of business and board operations during the pandemic • Support the provincial COVID-19 response 	<ul style="list-style-type: none"> • Supported the implementation of the Covid-19 Health and Safety Plan by fabricating and installing plexiglas barriers throughout the school district, and installing distancing and COVID-19 signage throughout the school district • Implemented enhanced cleaning and disinfecting in all facilities. The measure included the hiring of twelve additional custodians who perform daytime high touch surface cleaning of all facilities; purchase and deployment of six Clorox 360 units used for disinfecting all facilities; purchase and deployment of Victory spray units and Vital Oxide cleaning solution used in all schools for the disinfecting of high touch surfaces • Supported enhanced hand hygiene by purchasing and installing paper towel dispensers in all bathrooms, purchasing and installing hand sanitizer stations at main building entrances, purchasing and installing 270 touchless faucets, installing portable sinks in 13 portable classrooms • Improved ventilation and air quality in all facilities by increasing the volume of outside air, installing Merv-13 air filters, increasing the number of hours that our systems are running, purchasing and installing air purifiers in Samuel Robertson Technical classroom portables. • Created and implemented site-based COVID-19 health and safety plans aligned with the school district COVID-19 Health and Safety Plan • From March to September 2020, enabled remote work for business division employees through replacement of paper processes with electronic workflows, virtual team meetings and employee training on new software (e.g. MS Teams, Zoom, Bang the Table) • Implemented a technology supported budget engagement process that enabled stakeholder participation while respecting the public health restrictions on gatherings • Implemented virtual board meetings and live streaming of public board meetings that support public participation while respecting the public health restrictions on gatherings • Implemented monthly COVID-19 related spending reviews and periodic reporting to the Ministry of Education on COVID-19 related budgeting and spending • Secretary Treasurer Coughlan participated in the COVID-19 Provincial Steering Committee (2020-2021)

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

COVID-19 RESPONSE PLAN

Student Learning is Our Central Purpose

Operational Plan

DIVISION	ACTION PLAN	CURRENT STATUS
Human Resources	<ul style="list-style-type: none"> Support the health and safety of staff and students and continuity of education for students by developing and implementing COVID-19 pandemic response plans 	<ul style="list-style-type: none"> Developed and implemented COVID-19 pandemic plan policies and procedures; revise procedures to align with changes to WorkSafeBC regulations, Ministry of Education direction/ protocols, and/or Ministry of Health orders Facilitated the return to on-site work for staff who were working remotely Accommodated staff who had bona fide requirements to work remotely or provided a temporary leave of absence Provided training to staff on COVID-19 related safety plans, policies and procedures Aligned staffing and health and safety with education plans for students and the district provided services to support children of essential service workers Assisted with the procurement and distribution of health and safety related personal protection equipment for staff Supported custodial services with safety equipment, fit testing for custodians, and co-develop cleaning procedures Developed and implemented work from home policies and procedures Provided to all staff an overview of federal and provincial financial assistance programs Collaborated with partner groups on the development of health & safety protocols, staff accommodations, and work from home agreements Utilized PowerSchool to manage COVID-19 health check requirements at the onset of the pandemic

Operational Plan

DIVISION	ACTION PLAN	CURRENT STATUS
Information Technology	<ul style="list-style-type: none"> Support the continuity of education during the pandemic Support the continuity of business during the pandemic Support the provincial COVID-19 response 	<ul style="list-style-type: none"> Provided support to all staff working remotely during the pandemic Deployed over 570 iPads and laptops out to students to support remote learning Worked with school administrators to identify students with no access to internet at home and coordinated with Telus to provide them with Internet for Good vouchers Rolled out provincial Zoom accounts to all SD42 staff Created documentation on how to safely use Zoom and MS Teams online Created support documents on how to use MS Teams, Zoom, Moodle and other approved online platforms in the classroom Working with the education division, identified the need for a K-3 platform (Seesaw was selected and rolled out to K-3 teachers) Provided work from home devices for school-based clerical staff during the work from home period of March to June 2020 Provided work from home devices for business operations staff during the work from home period of March to September 2020 Supported the Board of Education during the implementation of virtual board meetings and their live streaming Implemented new COVID-19 compliant procedures for staff needing hands on technology support Using federal and provincial restart funding, purchased iPads for students to replace aging equipment in schools Using federal and provincial funding, purchased and deployed laptops for support rooms for educational assistants (EAs) to use in supporting remote learning for identified students Provided technology and support for the new remote teacher group that are teaching students that chose remote learning Built a new secure document upload site for kindergarten registrations supporting documents to ensure COVID-19 safe procedures were available Implemented remedy changes into MyCalculator with the switch from full year to the quarter system at high schools Provided staff with a robust suite of Freedom of Information and Privacy Protection Act compliant online resources and tools that meet the requirements of any learning environment Worked with schools to streamline the number of online digital tools that schools were using to support remote instruction. This work insured that parents and EAs did not have to learn multiple platforms to support children with their remote learning

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; solidifying trustee knowledge base through board management information sharing; using data/evidence to make decisions; and establishing strategic directions.

Operational Plan

Our vision is to use our collaborative voices for honest and respectful dialogue that supports trusted decision making 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 Plan

- ☐ Continue to adopt, support, and strengthen innovative programs and learning options that enhance teaching and learning
- ☐ Improve relationships and communication with partner groups, representatives of Indigenous Peoples, all levels of government, and the communities we serve
- ☐ Collaborate with other boards through the BC School Trustees Association (BCSTA) and advocate for the wellness of all learners, adequate funding for education, and for the creation, implementation, and evaluation of a meaningful co-governance model with the provincial government
- ☐ Assess Board performance on an annual basis and support trustee professional development by providing ongoing educational opportunities for trustees and encouraging trustees to take advantage of these learning opportunities
- ☐ Review, create, and update Board policies and ensure that board policies reflect legislative requirements
- ☐ Continue to improve the Board's communication plan to ensure increased awareness of Board work
- ☐ Support student and community engagement in school district governance
- ☐ Continue to celebrate success and recognize accomplishments and service of staff, students, and volunteers
- ☐ 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 2018 - 2022

Korleen Carreras
Board Chairperson

Elaine Yamamoto
Vice Chairperson

Kim Dumore
Trustee

Mike Murray
Trustee

Pascale Shaw
Trustee

Kathleen Sullivan
Trustee

Colette Trudeau
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.

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

BOARD OF EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018 - 2020
Continue to adopt, support, and strengthen innovative programs and learning options that enhance teaching and learning	<ul style="list-style-type: none"> • Participate in quarterly Education Committee Meetings • Participate in quarterly Aboriginal Education Committee meetings • Monitor annually the outcomes of new initiatives and courses • Ensure student engagement in the creation of new programs • Monitor annually the implementation of the Strategic Facilities Plan recommendations regarding educational programming 	<ul style="list-style-type: none"> • Participated in quarterly Education Committee Meetings • Participated in quarterly Aboriginal Education Committee meetings • Board Authorized Approved Courses: <ul style="list-style-type: none"> » Digital Game Design 11 » Digital Game Design 12 » Intramurals 11 » Intramurals 12 » Library Science 11 » Link Crew 11 » Link Crew 12 » Tabletop Game Design 11 » Advanced Basketball 11 » Softball Skills 10 » Softball Skills 11 » Softball Skills 12 » H.O.P.E. for Boys Leadership » Advanced Soccer 11 • Revised Board Authorized Approved Courses: <ul style="list-style-type: none"> » Applications for Learning 10 » Applications for Learning 11 » Applications for Learning 12 » Athletic Leadership 11 » Athletic Leadership 12 » Community Service Learning 12 » Criminology 12 » ELL Canadian Studies 10 » ELL Academic Writing 11 » English Language Development 11 » Equestrian Studies 11 (Academy) » Equestrian Studies 12 (Academy) » Food Studies: Baking 11 » Guided Inquiry 11 » Guided Inquiry 12 » Ice Hockey Skills 11 » Ice Hockey Skills 12 » International Language, Culture and Travel 11 » Keyboarding 11 » Languages for Travel 12 » Leadership 11 » Leadership 12 » Peer Social Support 12 » Principles of Social Interactions 10 » Principles of Social Interactions 11 » Principles of Social Interactions 12

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

BOARD OF EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018 - 2020
		<ul style="list-style-type: none"> » Psychology 11 » Psychology 12 » Sociology 12 » Strength Training 11 » Strength Training 12 » Student Aide 11 » Student Aide 12 » Student Aide 12 Advanced » Textile Arts and Crafts 11 » Yoga 11 » Yoga 12 • Retired Board Authorized Approved Courses: <ul style="list-style-type: none"> » Advanced Soccer 11/12 » Aviation 11 » Bicycle Maintenance and Repair 11 and 12 » Business Administration Assistant 12 » Chess 11 » Costume Design and Construction 11 » Digital Video and Animation 11 and 12 » Inquiry into Sustainability 12 » Introduction to the Food Industry 12 » Music History 11 » Music Technician 11 and 12 » Outdoor Education Advanced Fishing 11 » Peer Counselling 11 » Peer Leadership 11 and 12 » Peer Tutoring 11 and 12 » Masonry 11 and 12 • Received 11 presentations and six delegations, including: <ul style="list-style-type: none"> » Implementation of the new graduation program » District Literacy Framework » Aboriginal Education » District Mentoring Program » Continuing Education » Continuing Education – Prison Education » French Immersion » Intergenerational Garden » Secondary Collaborative Network • Reviewed the Annual Learning Report for 2018/19 and 2019/20 • Supported the application and received funding for additional child-care facility at Davie Jones Elementary • Supported the application and received funding for a new playground at Maple Ridge Elementary

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

BOARD OF EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018 - 2020
Improve relationships and communication with partner groups, representatives of Indigenous Peoples, all levels of government and the communities we serve	<ul style="list-style-type: none"> Establish opportunities for the board to share information with partner groups and gather their feedback on governance matters Ensure the school district has a positive reputation in the community and the school district perspective is valued by the community through continued trustee affiliation with various community partnerships and committees and expanded relationships as needed Establish opportunities for the board to share information with government representatives and representatives of Indigenous Peoples 	<ul style="list-style-type: none"> Meetings with partner groups on the impact of the budget in person 2018/19 and virtually 2019/20 Public input meetings on budget considerations in person 2018/19 and virtually 2019/20 Meeting with the City of Pitt Meadows Mayor and Council Meeting with the City of Maple Ridge Mayor and Council Board Chairperson meetings with the Mayor of Pitt Meadows and the Mayor of Maple Ridge Meetings with Members of Legislative Assembly (MLAs), Kwantlen, Katzie, City of Pitt Meadows and City of Maple Ridge representatives regarding Joint Initiative for Post Secondary Education Leadership table meeting on Post Secondary Education and Youth Safe Houses with MLAs, Kwantlen First Nation, Katzie First Nation, Mayor of Pitt Meadows and Mayor of Maple Ridge Meetings with MLAs and the Minister of Education regarding budget and resources Outreach to candidates running in the Provincial Election Trustee support for and participation in the Equity Scan process Trustees represented the Board on the following committees: <ul style="list-style-type: none"> Municipal Advisory Committee on Accessibility and Inclusion Maple Ridge-Pitt Meadows Arts Council Ridge Meadows Education Foundation Social Policy Advisory City of Maple Ridge Transportation Youth Planning Table 2020 BC Summer Games Nomination Culture Collective Network Ridge Meadows Overdose Community Action Table English Language Learners Consortium District Parent Advisory Council Pitt Meadows Check-In Committee 2020 Maple Ridge BC Summer Games planning and celebration events Trustee attendance at the following community events: <ul style="list-style-type: none"> Maple Ridge-Pitt Meadows Chamber of Commerce Gala South Asian Gala Ridge Meadows Hospital Gala Pitt Meadows Day Car Parade Opening of the Telosky Stadium Maple Ridge Community Foundation Citizen of the Year Maple Ridge Community Foundation Awards Night

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

BOARD OF EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018 - 2020
Collaborate with other boards through BCSTA and advocate for the wellness of all learners, adequate funding for education, and for the creation, implementation, and evaluation of a meaningful co-governance model with the provincial government	<ul style="list-style-type: none"> Advocacy for improved capital funding through motions to the BCSTA Annual General Meeting (AGM), participation on BCSTA capital working group, meetings with MLAs and local government officials Advocacy for the development of a Mental Health & Addiction Framework for school districts through motions to the BCSTA AGM, meetings with MLAs Advocacy for the implementation of a funding formula that reflects the needs of our school district through letters to government, meetings with MLAs, participation on implementation committees, and full participation in consultation process Advocacy for improved funding and supports for students with special needs through input provided as part of funding formula design, BCSTA motions, meetings with MLAs Advocacy for improved education funding allocation in the provincial budget through annual submissions during the provincial budget process, letters and meetings with cabinet ministers, meetings with local government to collaborate and have a community voice with government Advocacy for the development of an Inclusive Education Framework that ensures integrated supports for children and youth with exceptional needs are provided by the school district, Ministry of Health, Ministry of Children and Family Development, Ministry of Mental Health and Addictions, and the Ministry of Education 	<ul style="list-style-type: none"> Motion to BCSTA AGM re: AGM/Fall Academy Minister Meetings Motion to BCSTA Provincial Council re: Delay of Enrolment of International Students in Provincial Medical Services Plan Motions to BCSTA AGM re: Trades Funding and Education in Correctional Facilities Letter to Minister Dix (Re: Vaping) Letters to Minister Fleming (Re: Funding Model Review) Letter to Minister Fleming and Bibeau (Re: Universal Food Program in Schools) Board Chair Liaison Meetings Trustee Murray appointed as Chairperson, BCSTA Capital Working Group Trustee Murray elected and served as Director, BCSTA (2018-2020) Trustee Carreras appointed to BCSTA's Professional Learning Committee (2018-2020) Trustee Shaw appointed to BCSTA's Professional Learning Committee (2020-2021) Trustee Trudeau appointed to BCSTA's Indigenous Education Committee (2019-2021) Trustee Murray, Chairperson of the BCSTA Capital Working Group (2018-2020), Chairperson of the BCSTA Finance Committee (2018-2020) and participated in the Financial Management Funding Model Review Working Group (2019-2020) Trustee representation at BCSTA Provincial Council and BCPSEA meetings Trustee attendance at BCSTA branch meetings School district selected as pilot district for Integrated Child and Youth Teams Advocated for and received provincial funding for the purchase of a new school site in the Albion area of Maple Ridge

Continued on next page...

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018 - 2020
Assess Board performance on an annual basis and support trustee professional development by providing ongoing educational opportunities for trustees and encouraging trustees to take advantage of these learning opportunities	<ul style="list-style-type: none"> Board self-evaluation is completed on an annual basis using the most relevant evaluation tools with results used to guide the board growth plan for future years Trustees attend and participate in appropriate professional development (conferences, seminars, workshops) that contribute to professional growth as a School Trustee 	<ul style="list-style-type: none"> Reviewed and completed annual Board Self-Evaluation Trustee attendance at professional learning events including: <ul style="list-style-type: none"> BCSTA's Trustee Academy (2019-2020), Trustee Orientation and Annual General Meeting, BCPSEA Trustee Orientation School District Professional Development sessions Women Deliver Conference 2019 School and Community Mental Health Conference 2019 BCSTA Leadership Series on Strategic Planning SOGI 123 Summit and Food Security in BC Schools Course Workshop on Board Advocacy and Motion Writing Workshop facilitated by Mike Roberts, BCSTA and Stephanie Higginson, BCSTA Early Years Development Instrument (EDI) Middle Years Development Instrument (MDI) Framework in Action Virtual Learning Series Let's Talk About Vaping What is Trauma? School district professional development events Women Deliver Conference 2019 School and Community Mental Health Conference 2019 In-district trustee orientation workshops including: <ul style="list-style-type: none"> "Working Smarter Together" facilitated by Peter Norman Freedom of Information and Protection of Privacy Introduction to Governance Introduction to Board Meetings and Agenda Prep Communications: Social Media Guide, Board Chair as Spokesperson, Media Relations "Meetings, Rules and Effective Decision Making" facilitated by Eli Mina "Roles of the Board and Trustees" facilitated by Mike Hancock "Board Operations and Governance" facilitated by Mike McKay Getting to Know the School District workshops: <ul style="list-style-type: none"> School District Strategic Plan Overview of School District Policies and Procedures Conflict of Interest Remuneration and Expenses Information Technology Human Resources Facilities Planning Business Operations Budget and Financial Results Provincial Funding Overview of Funding Formula Review Process and Recommendations

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

BOARD OF EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018 - 2020
Support student and community engagement in school district governance	<ul style="list-style-type: none"> Ensure increased, open communication with students through district-wide student forum (2020 and 2022), trustee meetings with secondary school students (three secondary schools per year), trustee meetings with Indigenous students and further engagement on governance matters as needed Provide reports back to students on how their input is used and actions taken Ensure increased, open communication with parents and guardians through regular trustee representation at District Parent Advisory Council (DPAC) meetings, trustee presentations of board work at Parent Advisory Council (PAC) and DPAC meetings 	<ul style="list-style-type: none"> Student Voice participation in budget discussions Board of Education meetings with students at Thomas Haney, Samuel Robertson Technical, and Pitt Meadows Secondary Schools Trustee attendance at DPAC and Student Voice meetings Trustee attendance at district-wide student forum and Indigenous Student Forum Student Voice participation in superintendent recruitment process
Continue to celebrate success, recognize accomplishments and service of staff, students, and volunteers	<ul style="list-style-type: none"> School visits are scheduled to ensure that trustees have the opportunity to visit each school two times from 2018 to 2022 Ensure that each board meeting includes presentations from students and/or staff Ensure that at least one trustee is present at every staff recognition event Ensure that the board acknowledges the contribution and accomplishments of students, staff, and volunteers Recognize staff, students, and volunteers for their contribution to the school district and education in general 	<ul style="list-style-type: none"> Trustee participation at the 35-year, 25-year and 20-year employee recognition events and district retirement tea Trustee participation at nine graduation ceremonies and Aboriginal awards, 2020 virtual graduation ceremonies and June 20, 2020 Grad Cheer Trustee participation at 20 Christmas concerts Trustee attendance at theatre productions, Youth Philanthropy initiative final presentations, and concerts Trustee visits to 12 elementary schools and four secondary schools At board meetings the Board recognized: <ul style="list-style-type: none"> » Flavia Coughlan and the finance department on being awarded the Meritorious Budget Award from the International Association of School Business Officials for 2018/19, 2019/20 and 2020/21 » Chef Brian Smith for Teacher of the Year Award » Kelvin Dueck on the Prime Minister's Award for Teaching Excellence in STEM » Rick Delorme on becoming President of the Education Facilities Managers Association of BC » Flavia Coughlan on becoming President of the BC Association of School Business Officials » Gratitude to staff, students, and parents for their resiliency, creativity, and resolve during the COVID-19 pandemic » Sylvia Russell and Shannon Derinzy on successful completion of Masters in Compassionate Systems Published annual District Highlights celebrating accomplishments of staff and students (https://www.sd42.ca/district-reports/) Trustee attendance at the opening of the Pitt Meadows Art Gallery showing for Pitt Meadows Secondary and Edith McDermott Elementary students Trustee attendance at the culinary students Valentines Day fundraiser Trustee attendance at National Indigenous Day

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

BOARD OF EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018 - 2020
Monitor performance against the strategic plan, facilitate annual review of operational plans, and ensure that budget decisions reflect school district strategic priorities	<ul style="list-style-type: none"> • Complete annual review and update of board and department operational plans • Complete annual Superintendent Evaluation and Growth Plan • Review and approve the annual Five-Year Capital Plan for submission to the Ministry of Education • Review and approve the annual budget for submission to the Ministry of Education • Ensure that the annual budget reflects priorities set in the Strategic Plan, follows Ministry of Education guidelines and that there is meaningful public and partner group engagement in the budget process • Review and approve quarterly and annual financial statements • Review the annual student learning report prepared by the superintendent • Review, approve or receive for information reports regarding specific educational initiatives • Ensure that the Human Resources Operational Plan includes strategies for improved recruitment, retention, capacity building and succession planning • Monitor the implementation of new financial management directives from the Ministry of Education • Review and approve changes to the School District Strategic Plan and Operational Plans to ensure compliance with the Ministry of Education Framework for Enhancing Student Learning Policy 	<ul style="list-style-type: none"> • Reviewed and approved the Board of Education Operational Plan and Departmental Operational Plans • Reviewed progress against operational plans • Approved the budget process 2019/20 and 2020/21 • Reviewed and approved 2019/20 and 2020/21 Preliminary Budget • Reviewed and approved the 2020/21 and 2021/22 Five-Year Capital Plan • Reviewed quarterly Financial Statements • Reviewed and approved 2018/19 and 2019/20 Audited Financial Statements • Reviewed the Supporting All Learners - Annual Learning Report for 2018/19 and 2019/20 • Reviewed the Carbon Neutral Report 2018 and 2019 • Reviewed the Energy Management Plan • Reviewed and approved the use of funds from the Federal and Provincial Safe Return to School Grants • Reviewed and completed the Annual Board Self-Evaluation for 2019 and 2020

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Background

The District 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 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.

Operational Plan

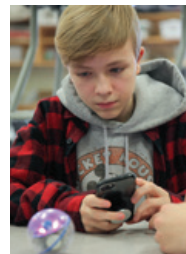
Our vision is to collaborate with educators to strategically plan and promote safe, caring, engaging, and responsive learning environments to enable our students to become contributing citizens, competent learners, and creative thinkers.

Key Strategies

- Inclusive culture of care and belonging where the well-being 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 Plan

- ☐ Promote and enhance learning by aligning our practices, resources, staffing, supports, and initiatives
- ☐ Continue to adopt innovative and effective district-wide assessment and reporting practices
- ☐ Identify and increase opportunities for students to engage in inclusive, innovative, purposeful, and personalized educational programs as outlined in the curriculum
- ☐ Implement and extend the district-wide literacy plan
- ☐ Facilitate and support the success of all Indigenous learners by embracing the Truth and Reconciliation Commission Calls to Action
- ☐ 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 our curriculum
- ☐ Promote cultures of caring and belonging through our district-wide approach to Social Emotional Learning (SEL) aligned with the Core Competencies through a universal, targeted, and intensive approach
- ☐ Create opportunities that support mentoring, staff development, and succession planning across the organization
- ☐ Identify opportunities, implement practices, and design strategic communications that build value and efficacy for individuals and groups
- ☐ Ensure that the use of school district facilities is optimized and that the educational programs of choice offered meet the needs of our learners
- ☐ Ensure that the strategic and operational planning process of the school district is aligned with the Ministry of Education Framework for Enhancing Student Learning Policy



Education Leadership Team

Harry Dhillon

Superintendent of Schools

Lena Frend

Office Manager, Office of the Superintendent
604 466 4228

Shannon Derinzy

Deputy Superintendent
604 466 6218

Jovo Bikic

Assistant Superintendent
604 466 6283

Kenneth Cober

Assistant Superintendent
604 466 6283

David Vandergugten

Assistant Superintendent
604 466 6218

Michael Scarcella

Director, Learning Services
604 467 1101

Irena Pochop

Senior Manager, Communications
604 466 4285

Supporting all learners by:

- Promoting risk-taking by staying current with best and next practices and emerging trends to inform decision-making
- Facilitating leadership development and capacity building
- Fostering collaboration and communication

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Promote and enhance learning by aligning our practices, resources, staffing, supports, and initiatives	<ul style="list-style-type: none"> Bring together partner groups, leadership groups, and educators to align research-informed and effective practices that support all learners Annual review of School Growth Plans to identify shared areas of focus or themes, and support those themes through budget allocations and other district decisions Consult with educational researchers to guide dialogue and planning Provide professional development opportunities aligned with the main district focus areas as informed by school growth plans and the district's mission, vision, and values Deepen and expand the district SEL framework with involvement and leadership from all employee groups, incorporating Compassionate Systems Integrate the work of the senior education team to ensure a shared vision and ownership of common goals for all learners Expand ways to collect student voice/input to help inform decision making regarding learning and assessment Use surveys and other means to collect educators' perspectives to inform decision making to support all learners Provide facilitated school team in-service opportunities in support of diverse learners, and provide school/zone based opportunities for team members to collaborate and work with facilitators/researchers Partner with the Maple Ridge Teachers' Association (MRTA) on Joint Educational Change Implementation Committee (JECIC) grants to support teacher professional practice Support the Secondary Teacher Inquiry Initiative and encourage cross-school passion projects Explore models of classroom-based English Language Learners (ELL) support and continue to have a part-time ELL helping teacher to support the work of ELL teachers Provide a district technology program that repurposes devices to support diverse learners Implement two blocks of co-teaching at each secondary school to support literacy, assessment, and improved pedagogy Engage staff to review and provide input regarding online resources to support teaching and student learning Implement virtual kindergarten parent learning series to support early learning at home 	<ul style="list-style-type: none"> Continued to provide School Teams in-service and release time at each school to support opportunities for collaboration on teaching and student learning with a focus on students struggling with their learning Continued to profile district vision, mission, and values with our staff and community Continued to include all instructional staff in School Teams [Aboriginal Support Workers (ASWs), Educational Assistants (EAs), Child-Care Workers (CCWs), teachers and school administrators] Continued to support the growth and development of district teacher leaders who are skilled at facilitation, collaboration, and implementation Continued enhanced support for gifted learners Implemented specialized Speech Language Pathologist (SLP) augmentative/assistive communication programming and SLP involvement with literacy programming Continued with provision of EA support at the beginning of the school year for kindergarten classes at each elementary school as part of early learning and intervention supports Continued to support transition to the Learning Services zonal structure to provide greater opportunities for cross-professional communication and collaboration Created SPARK, a moderated district digital teaching and learning hub/forum for discussion, collaboration, and sharing of resources for all instructional staff Continued monthly Helping Teacher meetings to support alignment of practices and initiatives, and to identify emergent issues and brainstorm solutions through collaboration Continue with a common district ELL assessment tool and protocol Continued to partner with the MRTA in supporting teacher professional growth with JECIC grants Continued to review online resources to support classroom and remote instruction Created a Zoom-based kindergarten parent learning series to support early learning at home

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Continue to adopt innovative and effective district-wide assessment and reporting practices	<ul style="list-style-type: none"> • Work with the Elementary and Secondary Reporting Committees to further align the reporting system with the Ministry of Education curriculum and reporting order • Support the adoption of the Ministry Proficiency Scale in K-9 reporting • Work with District Helping Teachers and the Reporting Committees to create learning opportunities for teachers • Expand and support the use of a digital portfolio that enables the sharing and saving of student work samples and illustrations of learning utilizing MyPortfolio and MyBluePrint • Provide in-service on the BC Performance Standards for all grade 1 to 7 teachers in the area of writing • Focus formative assessment practices on performance standards • Align the secondary assessment practices with the re-designed secondary curriculum • Provide opportunities to have the Elementary Reporting Committee and Secondary Assessment Committee work together to create a unified assessment and reporting model • Leverage data analytics to further enhance our elementary performance standards data • Explore the Single Term MyEdBC Report for future elementary reporting requirements 	<ul style="list-style-type: none"> • Continued to enhance the district developed reporting method in all schools K-7 (no letter grades or subject areas) • Continued to use our district-wide Student Achievement Dashboard focused on student literacy and numeracy achievement data to improve educational decision making • Continued to offer a district K-7 online report card, delivered through the parent portal, currently used by over 90% of our teachers • Continued to support teachers in utilizing the district K-7 online report card • Continued to support the secondary online report card in all six secondary schools • Continued to work with the Ministry of Education on the Provincial K-9 Reporting Pilot • Continued the work of the Elementary Reporting Committee co-chaired by a teacher and a principal and Secondary Assessment Committee • Continued to work with the Elementary and Secondary Reporting Committees to create numerous learning opportunities for teachers regarding portfolios, formative assessment, cross competencies, and reporting best practices
Identify and increase opportunities for students to engage in inclusive, innovative, purposeful, and personalized educational programs as outlined in the curriculum	<ul style="list-style-type: none"> • Facilitate opportunities for dialogue between our secondary school students and the Board of Education • Support incorporation of First Peoples' Principles of Learning into classroom practice • Support and promote inclusive schools through Sexual Orientation and Gender Identity (SOGI) and anti-racism education • Use the information shared and collected at the student forum to inform educational innovation and change • Support the development of cross curricular literacy and numeracy skills K to 12 • Support a focus on the mental health component in the physical education curriculum • Support the District Librarian position to implement library learning commons, develop resources for the curriculum K-12, and action the teacher librarian philosophy and practice document (literacy, technology, learning commons pedagogies, inquiry, and Social Emotional Learning) • Provide after-school learning opportunities for teachers on ways to facilitate student engagement including Applied Design, Skills and Technology (ADST) activities, and coding • Provide inclusive summer learning opportunities for all students • Work with secondary schools to utilize the newly created BC Performance Standards student at-risk data dashboard 	<ul style="list-style-type: none"> • Continued to implement innovative initiatives to support student engagement, including maker space activities, coding, electronics, Microsoft IT Academies, and the district inquiry project • Fully embedded the student self-reflection component in the district grade 6/7 inquiry project • Continued to promote trades program opportunities for students • Updated libraries and classrooms to support more flexible learning environments at elementary and secondary • Continued to support the grade 4 to 9 district teacher inquiry program, which is aligned with the re-designed provincial curriculum • Secondary schools have introduced flex time to create a more personalized learning environment for students • Continued to provide Board/Authority Authorized and academy opportunities for students • Continued to expand learning opportunities and options for students in our secondary schools including the IB Middle Years program at Garibaldi Secondary and the therapeutic program in partnership with Ministry of Children and Family Development at Riverside Centre • The secondary helping teacher continued to focus on change and innovation at secondary schools • Continued to refine the grade 7 to 8 transition process and supports • Continued to use student data to monitor and implement interventions that support success for our most vulnerable students • Introduced curriculum initiatives to teachers and administrators: <ul style="list-style-type: none"> » School Teams » Dedicated helping teachers to support the implementation of the curriculum

Continued on next page...

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
	<ul style="list-style-type: none"> • Work with the District Elementary Fine Arts Committee to provide quality fine arts learning opportunities across all elementary schools, and develop fine-arts kits with a focus on music, dance, drama, and visual arts • Provide in-service on the BC Performance Standards for all grade 1 to 7 teachers in the area of writing by creating training modules that can be used in staff meetings and grade group meetings • Provide learning opportunities to support teachers with implementation of the curriculum (K-12) • Work with principals and vice-principals at monthly meetings to examine curriculum and assessment changes • Work with the Reporting and Assessment Committees to support effective reporting and assessment strategies in the classroom • Support teachers as they implement the curriculum with teaching practices that support all learners • Support continued implementation of the ADST, Careers and Health curriculums 	<ul style="list-style-type: none"> » Developed classroom design resource for teachers aligned with the core competencies » Worked with principals at the monthly meetings on curricular and assessment changes » Provided resources to support the implementation of the curriculum, including the SPARK website • Continued to provide suitable furniture options to enhance student learning • Continued to provide opportunities for teachers to enhance knowledge in the area of class design/learning environments
Implement and extend the district-wide literacy plan	<ul style="list-style-type: none"> • Support the School Literacy Network at all schools within an integrated zonal model • Revisit the need for the District Literacy committee meetings to support implementation of the literacy framework • Provide side-by-side support to classroom teachers and support teachers • Literacy helping teachers and Learning Services helping teachers working in schools along with librarians and elementary Aboriginal Education teachers and ASWs • Collect literacy data to support development of the literacy framework based on the BC Performance Standards • Expand the reports that are available regarding our Elementary BC Performance data utilizing data analytic technology • Deepen and expand the district literacy framework practices, specifically around formative assessment (Early Primary Reading Assessment and Intermediate Reading Assessment) • Continue to work closely with Elementary and Secondary Helping Teachers to support effective literacy practices at schools • Work with the literacy helping teachers to support the development of literacy interventions foundations and planning tools • Work with all the secondary collaborative teachers to review literacy instruction and assessment practices • Provide literacy support for summer learning at Katzie and Katzie school 	<ul style="list-style-type: none"> • Continue to communicate common elements of a rich literacy environment and quality literacy instruction across all elementary schools • Developed a literacy implementation plan to include all elementary schools • Continued to identify and order appropriate resources to support literacy development • Provided opportunities to all elementary school teachers to collaborate, co-teach, and co-plan using effective literacy and assessment practices, including the Early Primary Reading Assessment (EPRA) and the Intermediate Reading Assessment (IRA) • Continued to collect literacy data on the performance standards from the final report cards for students in our online parent portal • Expanded the focus of literacy practices and assessment to include intermediate classes through the support of literacy helping teachers • Continued to provide a wide array of literacy learning opportunities for staff across all elementary schools including literacy inquiries, book clubs, lunches, and collaborative teaching • Continued to support literacy in secondary schools to align with the new assessment practices and shifts in the secondary curriculum

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Facilitate and support the success of all Indigenous learners by embracing the Truth and Reconciliation Commission Calls to Action	<ul style="list-style-type: none"> Complete the fifth Aboriginal Enhancement Agreement and implement structures, strategies, and processes to support the agreement by working with the Aboriginal Education Advisory Work with Dr. Amy Parent on the Deepening Indigenous Education and Equity to support the holistic success of Indigenous learners, families, and communities Align targeted support for Indigenous learners in the areas of early intervention, early literacy, and SEL within the broader context of district initiatives Continue meeting with knowledge keepers and endeavor to establish a regular schedule of meetings with chief and council from Katzie and Kwantlen and leaders from Golden Ears Metis Society (GEMS) and the Fraser River Indigenous Society (FRIS) Consult with Indigenous communities and Métis nation communities regarding student learning Aboriginal Education Team to support staff learning of Indigenous Ways of Knowing through collaborative work with other Helping Teachers and subject matter experts Support a summer learning program at Katzie Support adult programming for adult non-graduates at Katzie District Professional Development Days to continue to include learning on incorporating Indigenous perspectives, First Peoples' Principles and themes relating to reconciliation 	<ul style="list-style-type: none"> Fourth Aboriginal Enhancement Agreement approved by the Board of Education on April 27, 2015 Superintendent and other district staff meet regularly with Katzie, Kwantlen, GEMS and FRIS knowledge keepers Aboriginal Education Department provide additional supports to students who identify with ancestry Continue to provide for presenters/facilitators of ancestry providing cultural education, stories, and experiences in our schools Expansion of resources continues in the Aboriginal Library for teachers to access materials and be provided support and guidance in using resources with students Continue with District Professional Development Day learning opportunities around incorporating Indigenous perspectives and the First Peoples' Principles and themes relating to reconciliation Research of Dr. Amy Parent on the Deepening Indigenous Education and Equity underway with a report inclusive of recommendations expected in December, 2021
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 our curriculum	<ul style="list-style-type: none"> Establish an Anti-Racism Committee inclusive of all partner groups Review and make recommendations for updating of the Safe and Caring Schools policy Utilize information gathered at student forum and through student voice to set direction around learning and sense of belonging Work with educational researchers on developing practical and research-informed inclusive instruction and assessment practices in classrooms Select and purchase books that reflect the diversity in our schools and classrooms Provide professional development opportunities to create opportunities for self-reflection and brave conversations Provide books and book studies for staff to explore their biases and add to their growth Explore the Inclusive/Competency-based Individual Education Plan (IEP) format with a focus on student strengths and aligning IEPs with assessment, curriculum and reporting Focus on creating in each of our schools effective 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 	<ul style="list-style-type: none"> SOGI Helping Teacher continues with leading learning and sharing of resources with schools Professional development opportunities continue to be provided for the Health and Careers and Physical Education curriculum Process to review and update Safe and Caring Schools policy initiated, including a review of codes of conduct Monthly meetings of the district Anti-Racism Committee continue with each meeting including presentation of information for learning and opportunity for deep dialogue Support for school-based and district-wide initiatives that support learning and provide opportunities for engagement on the topic of anti-racism are ongoing (e.g.: Black Shirt Day; Black History Month resources; student participation in regional virtual Youth Conference for Black History) Continue to enhance structures and supports for students with complex behavioural needs with a focus on early intervention Continue to ensure provision of universal washrooms in all schools

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS
Promote cultures of care and belonging through our district-wide approach to Social Emotional Learning (SEL) aligned with the Core Competencies through a universal, targeted, and intensive approach	<ul style="list-style-type: none"> Further develop our district-wide SEL framework through the support of UBC's Human Early Learning Partnership (HELP). Provide opportunities for staff to learn about Compassionate Systems Work with educational researchers on practical and research-informed inclusive instruction and assessment practices in classrooms Expand the involvement of partner groups in the development of the SEL district framework Collaboratively work with community agencies to support our vulnerable students Meet monthly with CCWs to establish consistent practice Implement recommendations from the District Alternate review Review counselling and CCW/YCW needs in our schools and provide training to build capacity Update the <i>Guide for Emergency Procedures</i> (Suicide Risk Training, Violent Threat Risk Assessments, Critical Incident Response, Employee Safety Plans) and provide related training Support teachers using the Core Competencies, by providing learning opportunities drawn from evidence-based SEL practices Collect and review Middle Years Development Instrument data in grades 4 and 7, the Youth Development Instrument (grade 11) pilot data, and the Ministry's Student Learning Survey data Monitor attendance and progress of secondary school students who may be at-risk Kevin Cameron to present on Open Systems to all principals and vice principals Implementation of the Integrated Child and Youth (ICY) Teams Work with secondary schools to develop student ambassadors for Compassionate Systems 	<ul style="list-style-type: none"> Expanded the District Social Emotional Learning Committee to include MRTA, CUPE, and Maple Ridge Principals' Association and Vice Principals' Association Monthly Zoom sessions on SEL ongoing, focussed on the monthly themes developed collaboratively with partner groups Based on research and data collected, five SEL focus areas identified are evidence-based practice, students, parents, adult SEL, climate and culture Supporting school- and district-based programming that encourages students to care, including Give 365, Student Voice activities, Student Forum, etc. Continued exploring ways to integrate SEL initiatives into classrooms Continuing to support the development of SOGI initiatives Aligned our practices around threat assessment, crisis intervention, Violence Threat Risk Assessment, risk-assessment, and medical procedures, and provided in-service support Trained staff at all schools in levels 1 and 2 threat assessment Completed a "booster" for all counsellors in Applied Suicide Intervention Skills Training (ASIST) Dedicated staffing (2 blocks) to support SOGI district-wide Professional development sessions offered on trauma informed practice Continuing to embed SEL components in professional and curriculum implementation days Continued to review Middle Years Development Instrument data with principals, school staff, district staff, and community partners to guide programming and teaching Continuing to provide support for school administration, staff, students, and families regarding critical incidents related to students Continuing to support counsellors in our schools; hired a district counselling helping teacher (0.8FTE) and SOGI (0.2FTE) Continue to review the restraint and seclusion policy/procedure with staff and provide related training
Create opportunities that support mentoring, staff development, and succession planning across the organization	<ul style="list-style-type: none"> Provide and enhance mentoring opportunities including: <ul style="list-style-type: none"> Clerical peer-to-peer mentoring Support teacher sessions Vice principal meetings Teacher mentoring opportunities through mentoring program and Helping Teachers Principal and vice-principal mentoring and training Monthly Helping Teacher meetings Monthly counsellor meetings Monthly Child Care Worker meetings Monthly Safe and Caring meetings Coordinate a Kindergarten Teacher mentoring structure Coordinate grade 6/7 District Inquiry teacher support sessions and online Moodle Course Offer the BC Council of Administrators of Inclusive Support in Education (BCCAISE) workshop series to support training for prospective support teachers Support the leadership role of the district principal of early learning and intervention with reviewing needs and building systems and structures that support student and staff growth Continue to provide current and perspective support teachers training opportunities during the summer Partner with SFU and other post-secondary institutions to provide post-graduate programs in the area of inclusionary practices/supporting diversity 	<ul style="list-style-type: none"> Continuing to provide a number of mentoring/training/learning opportunities, including: <ul style="list-style-type: none"> Level B Assessment Elementary and Secondary Support Teachers sessions Helping Teacher team meetings Clerical training Vice principal meetings School Teams Mentoring opportunities for new teachers, TTOCs and teachers who change assignments Principal and vice-principal mentoring program K Teacher Mentoring Zoom sessions Grade 6/7 District Inquiry teacher support sessions and online Moodle Course After school literacy sessions as well collaboration and co-teaching opportunities Aboriginal Resource Teachers providing learning in school and afterschool Work with principals on their annual Growth Plans and Reflections Supporting the development of teacher opportunity to reflect on their practices and set personal goals through a Professional Growth Plan Provide ongoing district-based and school-based opportunities for staff development

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

EDUCATION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Identify opportunities, implement practices, and design strategic communications that build value and efficacy for individuals and groups	<ul style="list-style-type: none"> Meet regularly with partner groups Maintain a process to review and update the Elementary Clerical Handbook Meet regularly with the Elementary Clerical Committee and Secondary Admin Coordinators Committee Grow the peer-to-peer clerical initiative through consultation with clerical staff Explore ways to enhance communication and collaboration with community partners particularly in mental health supports for students Expand the use of the recently developed resource supporting the transition of students with special needs from secondary school to adulthood with information to parents about related services and supports Support the development of the Foundry with community partners Expand and deepen our ongoing relationship with the RCMP Support the development of the Integrated Child and Youth hubs with our Provincial and Community Partners 	<ul style="list-style-type: none"> Superintendent and deputy superintendent meet with partner groups once every two weeks Continue to support the Elementary Clerical committee in addressing issues identified and continue to support the peer-to-peer clerical initiative Secondary Admin Coordinators Clerical Committee formed to support the work at secondary Continue to work collaboratively with clerical staff on the <i>Elementary Secretary Handbook</i> and a <i>District Elementary Clerical Float Handbook</i> Continued partnership with the Community Middle Years and Maple Ridge Parks and Leisure Services in the coordination of community and school programming
Ensure that the use of school district facilities is optimized and that the educational programs of choice offered meet the needs of our learners	<ul style="list-style-type: none"> Implement new programs of choice that meet the needs of our learners Work with facilities to conduct annual school space utilization reviews and make recommendations for the addition of classroom space Continue to strategically manage student enrolment to maximize the use of existing facilities while accommodating enrolment growth Work with community partners to coordinate and provide after school programming for students in SD42 	<ul style="list-style-type: none"> Continued to implement the restored teachers' collective agreement and planning for the increased space requirements Student registration and transfers continuing to be managed centrally Development of online registration and transfer portal continues with a goal of implementation in June, 2021 Continue implementation of the Middle Years IB program at Garibaldi Secondary Continue to review elementary fine-arts programs and facility/space needs Continue Early French Immersion program at Maple Ridge Elementary — lead class now entering Grade 5
Ensure that the strategic and operational planning process of the school district is aligned with the Ministry of Education Framework for Enhancing Student Learning Policy	<ul style="list-style-type: none"> Monitor and report on the outcomes and measures outlined in the Enhancing Student Learning Reporting Order Develop, monitor, and report on meaningful student success measures 	<ul style="list-style-type: none"> Reviewed the strategic and operational planning process of the school district and ensured that it is aligned with the Ministry of Education Framework for Enhancing Student Learning Policy Prepared and published the <i>Supporting All Learners: Annual Learning Report</i> for 2018/19 and 2019/20

Background

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



Operational Plan

Our vision is to effectively support the school district by providing a safe, healthy, financially sustainable learning environment.

Key Strategies

- Ensure school district facilities are sufficient to accommodate the growing number of students in the school district and that existing facilities are adequately maintained and strategically managed
- Continuously review and improve business processes and business systems to drive value
- Support our community of learners through effective communication that enables good decision making
- Ensure business continuity through effective risk management, succession planning, strategic recruitment, retention, and professional development



Operational Plan

- Ensure school district facilities are sufficient to accommodate the growing number of students in the school district, and that existing facilities are adequately maintained and strategically managed
- Ensure through budget reviews and the annual budget process the allocation of resources (people, time, and budget) in a fiscally responsible manner and support the achievement of the Board's strategic objectives
- Ensure school district assets are safeguarded and that the school district's financial position is stable through the design and implementation of adequate internal controls and financial processes
- 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
- Continuously review and improve business processes and business systems to drive value
- Ensure business continuity through effective risk management, succession planning, strategic recruitment, retention, and professional development
- Support our community of learners through effective communication that enables good decision making
- Effectively support the governance function of the Board of Education
- Continue to effectively represent the district perspective to provincial government on business related initiatives

Business Leadership Contacts

Flavia Coughlan

Secretary Treasurer and CFO
604 466 6225

Monica Schulte

Assistant Secretary Treasurer
604 466 6281

Ruby Hehar

Senior Manager, Business Operations
604 466 6210

Rick Delorme

Director of Facilities
604 466 6154

Alexandra Tudose

Manager, Energy and Environmental Sustainability
604 466 6157

Karen Yoxall

Executive Coordinator
604 466 6232

Achieving our vision through:

- Communication that is efficient, effective, personalized, and complete
- Effective risk management and optimization of processes and service levels
- Building capacity, fostering collaboration, and supporting the personal and professional development of all staff

Operational Plan

KEY STRATEGIES AND INITIATIVES	ACTION PLAN	CURRENT STATUS 2018-2020
Ensure school district facilities are sufficient to accommodate the growing number of students in the school district and that existing facilities are adequately maintained and strategically managed	<ul style="list-style-type: none"> Update and implement the Strategic Facilities Plan, including an Energy Management and Environmental Sustainability Plan that is aligned with the provincial objectives outlined in CleanBC Develop building standards and specifications for school district facilities and manage the design and construction of new schools and additions to existing schools Conduct annual space utilization reviews and create new classroom spaces where required Consult with stakeholders and the public as appropriate Review and enhance the facility improvements chargeback system with a goal to reduce chargebacks to schools Prepare Capital Plans that align with the Strategic Facilities Plan Establish and implement process for annual building inspections and assessments Update the five-year maintenance plan for all facilities based on Voluntary Framework of Accountability (VFA) data and annual building inspections and assessments 	<ul style="list-style-type: none"> Updated enrolment projections – June 2018 Updated school capacity information – June 2018 Managed the design and construction of c'usquena Elementary Prepared and submitted to the Ministry of Education for consideration Capital Plan 2019, 2020, and 2021 Completed annual space review in all elementary and secondary schools and created new educational space where required Implemented recycling program, including organics, throughout the district Conducted the annual energy challenge competition Completed 6,305 maintenance projects totalling \$9.6M Installed four portables at Maple Ridge Secondary in 2019 Installed two portables at Golden Ears Elementary in 2020 Maintained close working relationships with BC Hydro and Fortis BC to maximize incentive programs Completed 49 lighting and Heat, Ventilation, and Air Conditioning (HVAC) optimization upgrades for estimated savings of \$530,000 Completed annual appliance audit aimed at reducing energy consumption Developed a five-year maintenance plan for all facilities based on VFA data and annual building inspections and assessments Completed Draft Technical Environmental Sustainability Plan
Ensure through budget reviews and the annual budget process the allocation of resources (people, time, and budget) in a fiscally responsible manner and support the achievement of the Board's strategic objectives	<ul style="list-style-type: none"> Support a budget process that ensures Ministry of Education guidelines are followed and that there is meaningful public and partner group engagement in the development of the budget Ensure that proposed budget changes show alignment with school district strategic directions and divisional operational plans Prepare budget documents that communicate the school district's goals and objectives clearly, reflect sound financial management and budget policies, and are easy to understand by stakeholders Ensure through monitoring of financial performance that budget sponsors administer the budget as approved by the Board and that no deficits are incurred 	<ul style="list-style-type: none"> Received the Meritorious Budget Award from the International Association of School Business Officials for the 2018/19, 2019/20, and 2020/21 budgets Ensured that the 2018/19, 2019/20, and 2020/21 budgets reflect priorities set in the Strategic Plan, follow Ministry of Education guidelines, and that there was meaningful public and partner group engagement in the budget process Completed annual review of departmental and school budget allocations and realignment of budgets Completed quarterly financial reports with projections to year-end informed by detailed review of spending with budget sponsors
Ensure school district assets are safeguarded and that the school district's financial position is stable through the design and implementation of adequate internal controls and financial processes	<ul style="list-style-type: none"> Continue to review business processes and internal controls to ensure efficient operations and that school district assets are adequately safeguarded Continue to audit school finances to ensure compliance with established internal controls Continue to provide finance training to school staff and departmental staff Implement contract management process and systems Review guidelines for management and use of purchasing cards Review, update, and implement records management systems that ensure regulatory compliance and business continuity 	<ul style="list-style-type: none"> Completed annual review of School Accounting Manual Prepared and presented to the Board quarterly and annual financial statements Completed 26 school audits and provided feedback for improvement of financial processes where required (seven in 2018/19, nine in 2019/20, and 10 in 2020/21) Reviewed international education business processes and implemented redesigned processes where required Implemented standard timelines for financial data entry, financial reporting, and financial system management Completed purchasing card procedures manual

Continued on next page...

Operational Plan

KEY STRATEGIES AND INITIATIVES	ACTION PLAN	CURRENT STATUS 2018-2020
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	<ul style="list-style-type: none"> Review, create and update process documentation and administrative guidelines Provide business perspective in bargaining Support professional growth planning and performance management Complete annual performance review for all management staff aimed at identifying professional growth goals and ways to achieve those goals Review the organizational capacity (people and expertise) to manage all current and planned initiatives and projects Create and implement succession plans for key positions 	<ul style="list-style-type: none"> Provided expert financial and facilities advice at bargaining table <ul style="list-style-type: none"> Participated on staff committees for bargaining Analyzed the financial impact of proposed collective agreement changes Worked with bargaining committee to identify impact of contract language on operations Reorganized facilities and maintenance department with all trades reporting to one manager and allowing the director of facilities to focus on planning and coordination of projects Completed annual performance review for all management staff aimed at identifying professional growth goals and ways to achieve those goals Updated custodial safe work procedures and trained all custodial staff
Continuously review and improve business processes and business systems to drive value	<ul style="list-style-type: none"> Implement new and upgrade existing business systems Implement electronic requisitions district wide Work with IT to develop and implement a process for effective and secure data sharing and an electronic records management system for business operations Continue to implement new business intelligence software that improves access to relevant data for all decision makers Procure and implement new facilities maintenance software 	<ul style="list-style-type: none"> Implemented new community rentals management software Piloted electronic requisitions at selected sites Centralized storage of all finance files on shared servers Implemented electronic requisitions district wide Completed Amazon Business Prime district-wide implementation Implemented the frame of a new business intelligence software that improves access to relevant data Implemented new public engagement platform for budget consultation Implemented new virtual meetings software for departmental and Board meetings
Ensure business continuity through effective risk management, succession planning, strategic recruitment, retention, and professional development	<ul style="list-style-type: none"> Build capacity through targeted professional development and cross-training Clearly identify risks to plans and operations and develop contingency plans Complete an annual review and update of the Enterprise Risk Registry Develop departmental succession plans for all critical positions, that include: <ul style="list-style-type: none"> Identification of existing staff members that are qualified/interested Training and mentoring plan for existing staff Recruitment plan if no internal candidates are identified Work with HR on improving the marketability of business division positions Document business processes for procurement, budget preparation, facilities management 	<ul style="list-style-type: none"> Created the Enterprise Risk Registry, performed the annual review and update of the Enterprise Risk Registry, and ensured that operational plans include strategies aimed at mitigating risks identified Supported staff participation at job-specific and sector-specific conferences Attended project management courses and the supply chain management program Documented all accounting and payroll business processes Created processes and forms related to contracts for services and Amazon Business

Continued on next page...

Operational Plan

KEY STRATEGIES AND INITIATIVES	ACTION PLAN	CURRENT STATUS 2018-2020
Support our community of learners through effective communication that enables good decision making	<ul style="list-style-type: none"> Continue to improve communication with all internal and external stakeholders Create opportunities for positive interactions with other groups and within our division Communicate key messages to stakeholders in a timely and effective manner Develop and implement protocols for communicating staffing changes, budget changes, and budget approvals Develop and provide facilities management training for new school administrators Develop specific forms and procedures related to district contracts that require a formal competitive process 	<ul style="list-style-type: none"> Maintained a strong professional network that we can access to solve problems as they arise Maintained a close relationship with Ministry of Education staff to stay current on provincial requirements and adjust our planning to respond to provincial priorities Maintained positive relationships with stakeholders (BC Hydro and Fortis BC) to maximize incentive programs Created opportunities for collaboration/knowledge sharing: <ul style="list-style-type: none"> Department meetings Intranet School start-up communication Projections request templates Participated in district-wide professional development both as attendees and as presenters Presented at provincial professional development conferences on use of systems, governance, budget planning, and financial reporting
Effectively support the governance function of the Board of Education	<ul style="list-style-type: none"> Support trustee elections and organize the new trustee orientation Prepare comprehensive board agendas that support effective decision making 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 Support the development and implementation of new procedures with input from subject matter experts Ensure through training and process reviews that all staff have a good understanding of Freedom of Information and Protection of Privacy Act (FIPPA) and that school district data collection and management is FIPPA compliant 	<ul style="list-style-type: none"> Supported the 2018 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 Organized the 2018-19 trustee orientation program and presented sessions on strategic planning, governance, financial management, and facilities management Prepared 112 agenda packages which included 307 reports to the Board Completed FIPPA/Privacy awareness training for exempt staff, school administrators, district managers, teachers, and support staff Created FIPPA/Privacy Awareness training video for administrators and district managers to use as a training tool at staff meetings and new staff in their building Assisted the Board in the review and update of two bylaws and 31 policies
Continue to effectively represent the district perspective to the provincial government on business-related initiatives	<ul style="list-style-type: none"> Continue to support provincial representative organizations, like the BC Association of School Business Officials (BCASBO), the Education Facilities Managers Association (EFMA), and the Education Council (EDCO) through participation on the board of directors, committees, zone meetings, conferences, and AGMs 	<ul style="list-style-type: none"> Supported provincial representative organizations (BCASBO, EFMA, EDCO) through participation on the board of directors, committees, zone meetings, conferences, and AGMs Secretary Treasurer – BCASBO President (2019-2021) Director of Facilities – EFMA Past President (2020/21), President (2019/20) Purchasing Manager – EDCO Chairperson Participated on a variety of provincial committees including: ERAC, Technical Review, Sector Advisory Council, Capital Planning Software Replacement, Leadership Development, COVID-19 Response, COVID-19 Steering Committee, Funding Equity, Framework for Enhancing Student Learning steering committee and pilot project.



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 foster engaging and rewarding working relationships and work environments. This is our contribution to overall student success.

Operational Plan

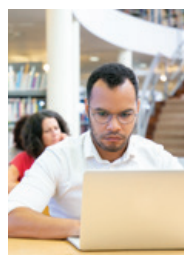
Our vision is to support all employees dedicated to enriching the lives of our students and helping them achieve success. Engaged employees are the foundation of our system.

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 favour a culture of collaboration and leadership
- Promote a positive, respectful, safe, and healthy work environment

Operational Plan

- ☐ Develop and implement leading practices in recruitment and engagement strategies
- ☐ Develop and implement succession planning models to support continuity of key positions within the organization
- ☐ Promote joint initiatives, agreements, and collaborative problem-solving with local and provincial partner groups
- ☐ Prepare for and facilitate the school district's bargaining initiatives with the partner groups and effectively represent the school district perspective at the provincial level
- ☐ Continue to promote the health, safety, and well-being of our employees
- ☐ Foster leadership development, training, and mentorship throughout the school district
- ☐ Develop or revise and implement human resource related board policy and procedures
- ☐ Apply a continuous improvement culture within the HR department and maximize the utilization of technology to deliver human resource services
- ☐ Utilize human resource metrics to measure operational efficiency and effectiveness in order to plan for and support our school district's operational needs
- ☐ Continue to grow our human resource expertise within our HR department and our school district staff



Human Resources Leadership Contacts

Dana Sirsiris

Director, Human Resources
604 466 6202

Gwyneth Dixon-Warren

District Principal, Human Resources
604 466 6230

Angela Chung

Senior Manager, Human Resources
604 466 6234

Amanda Reber

Manager, Occupational Health & Safety
604 466 6229

Roxane Carwell

Manager, Employment Services
604 466 6215

Achieving our vision through:

- Attracting, developing, engaging, and retaining diverse talent
- Engaging in collaborative problem solving with partner groups
- Growing our HR expertise within HR and within our leaders

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Develop and implement leading practices in recruitment and engagement strategies	<ul style="list-style-type: none"> • Anticipate peak staffing needs and proactively recruit throughout the year to meet operational and educational needs. Achieve this by filling positions made vacant by employee turnover or absences on a continuing or temporary basis • Engage in established recruitment strategies and develop new methods of reaching out to potential candidates • Engage in employee service recognition programs once Provincial Health Officer (PHO) orders allow for in-person events • Research and evaluate various recruitment assessment tools, including leadership, aptitude, and psychological assessments, to help inform hiring decisions for exempt leadership positions • Continue to participate 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 • Review the Teachers Teaching On Call (TTOC) Handbook in collaboration with the Maple Ridge Teachers' Association (MRTA) to ensure that it is current and relevant • Review the Education Assistant (EA) Handbook in collaboration with Learning Services and CUPE to ensure its current and relevant • Develop a video to educate new employees about the history of the school district • Enhance the student experience for those participating in practicums within the school district. This includes providing students with: <ul style="list-style-type: none"> » a joint welcome letter from our partner groups and superintendent » in-person information sessions co-hosted by the teacher mentor and HR » an information package and a swag bag pertinent to students' role within the school district • As a condition of the current Human Rights Special Program approval, coordinate submission of mid-term report for the Human Rights Tribunal in support of the district's exemption for giving hiring preference to candidates of indigenous ancestry 	<ul style="list-style-type: none"> • Implemented a recruitment strategy to address teacher recruitment and staffing demands resulting from increased enrollment and compliance with the collective agreement language, including: <ul style="list-style-type: none"> » attending career fairs at universities across Canada » promoting professional development opportunities for new teachers » implementing the "refer a friend" program to engage staff as recruitment ambassadors for the school district » developing a video to promote working and living in our two communities for potential candidates » making enhancements to the careers section of the school-district website » engaging in strategies to support teacher migration from within B.C. and across Canada to the district • Engaged in established recruitment strategies and developed new methods of reaching out to potential candidates. This includes the development of a postcard advertisement delivered to every residence in our two communities, and the development of advertising career opportunity decals on our district vehicles • Leveraged social media (including Facebook, Twitter, Google Ads) to advertise opportunities • Collaborated 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 • Participated in career fairs and recruitment initiatives through local colleges; provided opportunities for practicum placements of education assistants • Collaborated with Ridge Meadows College to establish a staggered graduation class for the Special Education Teaching Assistant & Building Service Worker programs to support the district's hiring needs • Engaged in employee recognition programs throughout the year to congratulate staff on their length of service milestones with the district • Participated in the provincial Workforce Sustainability Committee coordinated by BCPSEA to provide input into provincial recruitment strategies for enhancing teacher recruitment and difficult-to-fill CUPE positions within the province • Hosted new employee documentation meetings throughout the year to train new staff on appropriate school district policy and procedures • Hosted new employee orientation events throughout the year to welcome new staff to the school district and to share with new employees our mission, vision, values, and culture. Speakers at this event include superintendent, director of human resources, elementary and secondary principals, district vice principal, learning services, and partner groups • Implemented the <i>New to Your School</i> toolkit to apply a consistent site-based new employee orientation program across the school district

Continued on next page...

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Develop and implement succession planning models to support continuity of key positions within the organization	<ul style="list-style-type: none"> • Develop and implement a succession planning model by: <ul style="list-style-type: none"> » conducting a capacity and needs assessment for critical and difficult to fill positions » 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 	<ul style="list-style-type: none"> • Continued to develop employee demographic data to identify potential retirements • Engaged in the succession planning process for administrator positions by identifying potential vacancies and ensuring a robust cohort of candidates are available for possible placement
Promote joint initiatives, agreements, and collaborative problem-solving with local and provincial partner groups	<ul style="list-style-type: none"> • Continue to problem solve workplace issues with partner groups, ensuring issues are addressed first at the department/school level where appropriate • Review outstanding grievances with partner groups to determine the status of each grievance • Continue to collaborate with the MRTA to problem solve unique issues arising out of remedy calculation or utilization • Engage in a review of the job descriptions for positions of special responsibility in collaboration with the MRTA and teachers • Continue to work with the MRTA in demonstrating best efforts have been achieved with teacher staffing • Review lunch hour supervisor shortages and determine if another model of lunch hour supervision can be used • Continue to partner with CUPE to address job classification and/or evaluation issues • Continue to work with CUPE to finalize the custodian job description as it applies to custodial responsibilities when disposing of various waste streams • Continue the consultation process with CUPE in allocating LiftUp funding to EA staffing 	<ul style="list-style-type: none"> • Enter into letters of understanding with the unions to reach agreement on a variety of issues including: <ul style="list-style-type: none"> » work with the MRTA to demonstrate best efforts have been achieved with teacher staffing in accordance with Letter of Understanding (LOU)#12 » collaborate with the MRTA to develop criteria for other mechanisms to utilize any outstanding teacher remedy that was not used for staffing for the 2017/18, 2018/19, and 2019/20 school years » continue to refine the processes and systems to ensure the amounts of remedy time/dollars being accrued and utilized are in accordance with provincial/local agreements » continue to educate and support administration and teachers with the review of individual banks and parameters that have been established for utilization » collaborate with the MRTA to problem solve unique issues arising out of remedy calculation or utilization • Completed Phase 1 of the provincial job evaluation plan pilot project with CUPE by benchmarking current positions • Continued the consultation process with CUPE in allocating LiftUp funding to EA staffing • Collaborated with CUPE to address job classification and/or evaluation issues including: <ul style="list-style-type: none"> » Trades & Work Experience Coordinator » Maintenance Foreman » Accounts Clerk, International Education » Administrative/Records Support, Learning Services • Actively engaged in collaborative problem solving with partner groups prior to and during grievance processes

Continued on next page...

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
<p>Prepare for and facilitate the school district's bargaining initiatives with the partner groups and effectively represent the school district perspective at the provincial level</p>	<ul style="list-style-type: none"> • Prepare for and facilitate upcoming contract negotiations with our partner groups • Establish bargaining committees <ul style="list-style-type: none"> » meet with stakeholders to seek bargaining priority feedback » establish bargaining principles and plans that align with the provincial bargaining mandate for board and provincial approval » develop proposals and notices to support the school district's strategic plan and operational plans » lead the school district's contract negotiations with partner groups » submit contract settlements to the board and BCPSEA for ratification • Finalize the new drafts of and implement new collective agreements and related notice changes • Continue to participate in the Provincial Technical Committee to influence provincial bargaining with the school district perspective 	<ul style="list-style-type: none"> • Developed and delivered presentations to education staff and managers/principals on the new language established in the previous round of bargaining with the partner groups • Implemented Service Improvement Allocations initiatives commencing September 2020 as negotiated in the most recent round of CUPE bargaining • Participated in the Provincial Technical Committee to influence provincial bargaining with the school district perspective

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

HUMAN RESOURCES DEPARTMENT OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Continue to promote the health, safety, and well-being of our employees	<ul style="list-style-type: none"> Prevent and/or reduce staff injuries through education and training Implement targeted safety training to proactively support staff where high injury rates occur Reform the multidisciplinary task force with our partner groups to review current processes that support staff and student safety and implement improvements to these processes Continue to promote the health, safety, and well-being of staff: <ul style="list-style-type: none"> develop or revise and implement and train staff on safe work procedures to reduce the frequency and impact of injuries to staff, and track health and safety compliance activities 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 engage in programs that support the overall well-being of staff (Social Emotional Learning Committee, employee assistant specific programs, BC Teachers' Federation Wellness and Rehab committees, Joint Early Intervention Services program) develop or revise district-wide emergency preparedness and response plans review current emergency plan and streamline the process meet with District Parent Advisory Council along with the superintendent and director, facilities to engage in emergency preparedness initiatives Work with facilities & maintenance and custodial services to revise safe work procedures where necessary and ensure staff are trained on safe-work procedures Provide immunization clinics for staff, including Hepatitis and seasonal flu vaccines (or as recommended by Fraser Health) Coordinate testing for hearing protection and respirator fit testing Conduct school lockdown and fire drills throughout the year Review and revise school district health and safety plan; implement related training as required 	<ul style="list-style-type: none"> Implemented Health and Safety Committee training as required by BC WorkSafe regulations including: <ul style="list-style-type: none"> new member training for site-based Health & Safety Committees safety plan and related process training for principals, vice principals, and managers training on conducting a site-based risk assessment trained principals, vice principals, and managers on work refusal process and procedures Facilitated or coordinated specialized training or certifications such as occupational first aid certification, Crisis Prevention Institute (CPI) training, and Workplace Hazardous Materials Information System (WHMIS) training Coordinated training for a number of staff to attend Mental Health First Aid training and act as ambassadors at their site to support mental health wellness with their colleagues Sponsored partner group executive members to participate in Mental Health First Aid training Provided immunization clinics for staff for hepatitis and seasonal flu vaccines Coordinated testing for hearing protection and respirator fit testing Conducted school lock down and fire drills throughout the year

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

HUMAN RESOURCES DEPARTMENT OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Foster leadership development, training, and mentorship throughout the school district	<ul style="list-style-type: none"> Continue to work with CUPE to develop job-specific training for upcoming non-instructional days Work in collaboration with child and youth care workers (CYCW) leadership and committee to enhance orientation of CYCWs into district roles, including job shadowing and peer mentorship program Working with CYCW leadership and employee sub-committees, facilitate and support the development of a Child & Youth Care Worker Best Practices Handbook Work with the district's clerical committee to improve upon practices, skill development, develop a mentorship process, and build consistency with the work clerical staff perform Provided special topics or specialized training for principals, vice principals, and managers in the areas of: <ul style="list-style-type: none"> » Family Custody Matters » Human Resources 101 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, etc. 	<ul style="list-style-type: none"> Engaged in yearly planning cycle for support staff learning opportunities during non-instructional days in collaboration with CUPE, identifying job-specific training for all support staff work groups Participated in the elementary clerical committee to support and enhance clerical services within our schools Implemented enhanced clerical transition time for training new clerical employees to support the clerical function within schools Provided special topics training for principals, vice principals and managers in the areas of: <ul style="list-style-type: none"> » Conducting Student Investigations » Stress Management Strategies » Art of Assertion: Achieving Presence While Preserving Relationship » The Skill of Reframing: How Cutting-Edge Leaders Think » Mandatory Health & Safety related training
Develop or revise and implement Human Resource related Board policy and procedures	<ul style="list-style-type: none"> Develop new or revise existing HR related district policies including: <ul style="list-style-type: none"> » Safe Driving Policy & Procedures » Substance Abuse Policy/Cannabis in the Workplace » Code of Conduct Policy 	<ul style="list-style-type: none"> Reviewed policy and provided district-wide refresher training for all staff on the district's Workplace Discrimination or Bullying and Harassment Policy and Procedures
Apply a continuous improvement culture within the Human Resources Department and maximize the utilization of technology to deliver Human Resource services	<ul style="list-style-type: none"> Transition Human Resource Information System (HRIS) to web-based platform (Atrieve Web) Implement PowerBI and develop effective reporting to utilize HR information system data strategically Continue to scan HR records to archive electronically for efficient and effective access to historical information Provide PowerSchool (HR information system) and PowerBI training to HR staff to enhance technical skills Implement Employee Information Extract module from PowerSchool to support the information sharing of new/terminated employees or employee movement to support services departments (IT, maintenance, purchasing, finance) Develop a 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 for example: <ul style="list-style-type: none"> » HR policy review with staff » Health & Safety procedures/protocols » <i>New to Your School</i> new employee orientation » Staffing processes » Remedy processes 	<ul style="list-style-type: none"> Modified PowerSchool's Health and Safety module to further support employee submission of WorkSafeBC electronically Partnered with Education, IT, Finance, Purchasing and Payroll to monitor the remedy calculator to support teacher remedy selection and access to resources (ongoing)

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

HUMAN RESOURCES DEPARTMENT OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Utilize human resource metrics to measure operational efficiency and effectiveness in order to plan for and support our school district's operational needs	<ul style="list-style-type: none"> Review of the current performance review tool and implement any changes to the models Support the assistant superintendents and managers with conducting annual performance reviews for all excluded staff to comply with Public Sector Employers' Council (PSEC) compensation requirements Review current performance review framework and modify where necessary Continue to pilot the professional growth planning process for teachers Review and revise HR Procedure Manual Review HR related items on the internet and intranet to ensure relevant and current 	<ul style="list-style-type: none"> Reviewed survey feedback from new employees to celebrate successes as an employer and implemented initiatives to improve the needs of new employees as common themes emerge from the feedback Initiated annual performance feedback and goal planning process for exempt staff, principals and vice principals including a tracking system within PowerSchool Continued to collaborate with the MRTA to engage and support teachers in the professional growth planning process.
Continue to grow our human resource expertise within our HR department and our school district staff	<ul style="list-style-type: none"> Organize and host special topics sessions for administrators and managers to support leadership development including mandatory health & safety training for managers Provide new managers and administrators with HR 101 education sessions Create opportunities both within HR and across the organization for skills development in mental health awareness and support Continue to meet with HR staff to plan for professional growth opportunities as a team or individually to increase capacity and competency 	<ul style="list-style-type: none"> Developed exempt job descriptions for newly established positions Developed job descriptions for principal and vice principal positions that have cross district responsibilities Organize and host special topic educational sessions for administrators and managers to support leadership development Met with HR staff to conduct annual performance reviews to identify and recognize their contributions and strengths, and also identify areas of growth and training plans to support their individual professional growth Facilitated training for the Human Resources department to attend Mental Health First Aid training

Background

The Information Technology 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.

Operational Plan

Our vision is to effectively support the school district by maintaining stable technology resources and services; continually exploring and effectively implementing new technologies and online services that will enhance teaching and learning; and safeguarding the security and continuity of the business process.

Key Strategies

- Coordinate the implementation of effective and efficient information management practices within the district
- Identify the needs of district IT service users, and translate those into priority IT initiatives
- Fully leverage current information technology investments
- Continue to secure the district's information and infrastructure systems

Operational Plan

- ☐ Ensure that the IT infrastructure is stable and reliable, supporting both education and business functions
- ☐ Ensure business continuity and continuity of instruction by developing and implementing IT continuity plans and disaster recovery plans and by implementing best practices for securing IT infrastructure and data
- ☐ Ensure that district IT service users fully adopt and utilize current information technology and systems
- ☐ Build capacity through targeted professional development and cross-training to develop and implement succession plans for critical positions
- ☐ Ensure that current information technology investments are fully utilized by staff
- ☐ Ensure that IT policies and investments are aligned with educational priorities and support innovative educational practices
- ☐ Support the implementation of effective and efficient information management practices and systems that better serve our staff, schools, parents, and students
- ☐ Continue to effectively represent the school district perspective to provincial partners on IT-related provincial initiatives



Information Technology Leadership Team Contacts

David Vanderugten
Assistant Superintendent
604 466 6218

Russ Reid
Manager, Information Technology
604 466 6244

Keith Kiraly
Project Manager
604 466 6223

Matthew Froelich
Systems Analyst
604 466 6288

Trevor Osborne
Systems Analyst
604 466 4235

Allan John
Systems Analyst
604 466 6252

Achieving our vision through:

- Working with our teaching community to effectively leverage technology to support teaching and learning
- Efficiently using our IT resources and expertise
- Improving communication between IT and our school district communities

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

INFORMATION TECHNOLOGY DIVISION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Ensure that the IT infrastructure is stable and reliable supporting both education and business functions	<ul style="list-style-type: none"> • Increase system stability and enhance staff experiences with mobile devices to effectively integrate telephony into our infrastructure • Continue to upgrade IT infrastructure in order to maintain a stable wired and wireless infrastructure • Continue to improve wired and wireless network monitoring and troubleshooting • Ongoing replacement of aging infrastructure hardware and staff computing hardware as part of the evergreen refresh cycle • Continue to improve our infrastructure monitoring systems to avoid business impacting outages and slowdowns • Continue focusing on schools with analog phone systems as a priority to onboard them into the Skype Enterprise Voice infrastructure (plan to complete 10 schools next fiscal year) • Continue roll out of new wireless system to all schools • Initiate a process to comprehensively review and update the school district IT Plan 	<ul style="list-style-type: none"> • Improved system stability, call quality, and availability by moving the existing Skype Enterprise Voice infrastructure from its virtualized deployment to a physical infrastructure, and by upgrading all older Lync mediation servers • Started a phased deployment of new Polycom Skype certified phones replacing the existing phones. District Education Office and school offices have been completed, classroom phones will be replaced in the next deployment phase • Decommissioned end-of-life servers and services • Replaced core switches at each site to integrate into unified monitoring system • Integrated switch monitoring into existing Wi-Fi monitoring systems • Replaced aging servers as part of the evergreen refresh cycle • Rolled out the new wireless system to one high school and six elementary schools • Migrated to new Exchange 2019 management server farm • Built out new database servers to better support the growing data requirements of the district
Ensure business continuity and continuity of instruction by developing and implementing IT continuity plans and disaster recovery plans; and by implementing best practices for securing IT infrastructure and data	<ul style="list-style-type: none"> • Ensuring through enterprise backup and offsite/disaster recovery replication that SD42 services are available in the event of an emergency • Clearly identify risks to operations and develop contingency plans • Maintain data integrity within the school district • Continue to secure the district infrastructure from internal and external threats utilizing industry standard best practices and yearly external IT security audits • Action the IT Security Assessment recommendations based on priority and available resources • Assess off-site hosting solution offered for PowerSchool to ensure continuity of business systems 	<ul style="list-style-type: none"> • Scheduled risk assessments meetings that help proactively identify risks, develop contingency plans, remediate, and re-assess • Conducted an IT Security Assessment in the Spring of 2020 and the department will be actioning the recommendations based on priority and available resources • Continuing the work of assigning workloads to appropriate disaster recovery sites • Deployed an enterprise backup and recovery solution that decreases existing complexities • Continued to enhance our disaster recovery and business continuity practices • Setting up a secondary replication of our backups to the Azure cloud • Set up Azure cloud infrastructure for deployment of backups and secondary server failover • Ongoing patching of firewall rules and security settings to ensure appropriate access inside and outside the organization • Ongoing refinement of SPAM and phishing email filters to protect staff and students from cyber attacks • Review of department procedures • Leveraging the existing Microsoft agreement to deploy O365 security and compliance features to protect email and cloud file shares • Ongoing refining of high-profile accounts access with strong passwords and secured access • Followed best practices related to data reliability and trustworthiness throughout its life cycle by keeping data clean, while catching and correcting errors early in the life cycle • Continued the practice of input validation, data validation, and duplicate removals • Followed industry standard data backup processes to ensure data integrity • Follow data security best practices • Audit access to file shares and department groups

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

INFORMATION TECHNOLOGY DIVISION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Ensure that district IT service users fully adopt and utilize current information technology and systems	<ul style="list-style-type: none"> Work with district helping teachers, Apple, and Microsoft to train staff on the use of assistive technologies and content creation Continue to provide FIPPA compliant platforms for staff Continue to work with HR software vendor to provide Business Intelligence tools and training to our staff Continue to provide cloud service learning opportunities for all staff Continue to enhance and support the two district digital portfolio platforms 	<ul style="list-style-type: none"> Supported staff on utilizing cloud services and software office tools Continued to support the development of MyPortfolio and MyBluePrint Ongoing work with our HelpDesk Software provider to enhance the support services that we provide to our staff Ongoing, appropriate migrations of department and school data shares to Office365 Deployed MS Teams, Zoom, and other district-supported platforms out to teaching staff to support remote learners Worked with the privacy team to ensure that district platforms meet provincial privacy requirements
Build capacity through targeted professional development and cross-training to develop and implement succession plans for critical positions	<ul style="list-style-type: none"> Support professional growth planning and performance management Develop and implement succession plans for all critical positions Ensure staff have the necessary technology and expertise to properly perform their jobs 	<ul style="list-style-type: none"> Conduct annual performance reviews and engage staff on their professional growth plans Continue to cross-train critical positions Maintain the documentation of systems and procedures Continue to build capacity through targeted professional development
Ensure that current information technology investments are fully utilized by staff	<ul style="list-style-type: none"> Educate district staff on existing IT initiatives and processes by offering learning sessions and promoting the IT website and knowledge base Increase district awareness of the IT website and knowledge base Increase communication about IT initiatives and training opportunities Explore self-help options within new HelpDesk solution 	<ul style="list-style-type: none"> Provide optional after-school learning sessions for staff on IT tools and services Continue to improve the IT website and update the self-learning content to reflect the latest software updates and changes made Direct staff to the IT knowledge base to enable self-help support Continue to refine end user change-management process to ensure end user awareness of when and what changes are to happen
Ensure that IT policies and investments are aligned with educational priorities and support innovative educational practices	<ul style="list-style-type: none"> Work with all education stakeholders to continue to support innovative instructional practices Continue to support staff on utilizing cloud services to enhance online collaboration between all learners in the district Continue to support staff on the use of digital portfolios to support the district's innovative reporting model Continue to explore and support the use of 3D printers to enhance the Applied Design, Skills, and Technologies (ADST) curriculum across the district Continue to support the Grade 6/7 district wide Inquiry Program that develops critical thinking skills crucial to a student's future success Continue to update the district's internet security and healthy use of technology website https://success.sd42.ca 	<ul style="list-style-type: none"> Created ongoing staff training opportunities and resources to support the adoption of cloud services in the classroom The district has supported over 600 teachers with their transition to utilizing a digital portfolio for their assessment and reporting practices The IT department continues to work with the Educational Technology Advisory Committee to explore how 3D printers can enhance the Applied Design, Skills, and Technologies (ADST) curriculum Supported an online training environment created by our district helping teachers to enhance teacher inquiry learning pedagogy skills Worked with the district helping teacher to provide learning resources on internet security and healthy use of technology

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

INFORMATION TECHNOLOGY DIVISION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Support the implementation of effective and efficient information management practices and systems that better serve our staff, schools, parents, and students	<ul style="list-style-type: none"> • In consultation with other departments, educational partners, and working groups, deploy projects that align with the district's strategic plan and enhance the efficiency of the district • Identify the education and business needs of the district and implement new modules and features to the Parent Portal • Enhance the MyCalculator application to support the remedy requirements of the district • Continue to rewrite the core Parent Portal systems to create a more mobile friendly and responsive framework • Work with all departments to ensure that staff have the needed data to make the best decisions possible • Work with department stakeholders to continue to support innovative practices • Continued engagement with the Educational Advisory and Business Advisory committees will ensure that information technology projects will align with the district and school goals and the IT Strategic Plan • Continue to streamline and automate existing processes for efficiency 	<ul style="list-style-type: none"> • Finalizing the redesigned registration module on the Parent Portal to allow flexible registration for all programs and grades without minimizing existing capabilities that are available for kindergarten and Grade 8 registration • Built a secure document upload module to collect the supporting documents required for kindergarten registration in a COVID-19 context • Made the elementary composition report available to secondary administrators and counsellors • Developed a Parent Portal Performance Standards Grade 8 Student Dashboard for secondary schools to better track at risk learners • Transportation (bussing) module improvements in the Parent Portal • Started the rewrite of the Parent Portal core systems to create a more responsive framework to allow greater flexibility and friendlier mobile experience • Enhanced existing Parent Portal Performance Standards student data reports to track at risk learners K-8 • Modified the MyCalculator application to support the quarter system and provide the necessary Ministry of Education reports • Implemented a new cloud-based password reset tool • Implemented new cloud-based authentication services • Worked with the maintenance department to consolidate requirements for one HelpDesk solution that would serve both departments • Worked with the procurement department on the setup and integration of Amazon Business services in the district • Continue to work with the Education Technology Committee to focus on reviewing and providing advice to senior staff regarding current IT plans and new IT projects and initiatives specific to education/schools and student/staff use of technology to support teaching and learning • Start work with the Business Technology Committee with a focus on reviewing and providing advice to senior staff regarding IT plans and new IT projects and initiatives specific to the district business units • Worked with finance, HR, and payroll, rolled out new PowerSchool PowerBI project that will provide better data visualization using Microsoft Power Bi data analytics • Continue to roll out identified Helpdesk service improvements • Piloted new wireless on-boarding to simplify and enhance staff and student experience • Ongoing migration of on-premise workloads to Microsoft Cloud (Office365 and Azure)

Continued on next page...

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

INFORMATION TECHNOLOGY DIVISION OPERATIONAL PLAN

Student Learning is Our Central Purpose

Operational Plan

INITIATIVE	ACTION PLAN	CURRENT STATUS 2018-2020
Continue to effectively represent the school district perspective to provincial partners on IT-related provincial initiatives	<ul style="list-style-type: none"> Both the MyEdBC and IT infrastructure team will continue to maintain a strong relationship with the provincial government team, supporting, and providing feedback on the different current and future IT projects Continue to provide provincial leadership at the MyEdBC Student Learning Committee and the BC Service Management Council (SMC) 	<ul style="list-style-type: none"> Ongoing participation in monthly meetings with provincial and ministry security teams to stay ahead of new technology security vulnerabilities MyEdBC team was actively engaged with the provincial team on the modifications to MyEdBC and provided continuous feedback through the available channels Working with the Ministry of Education as part of a pilot group on a new project with the goal of improving the safety, effectiveness, and efficiency of the provincial Next Generation Network (NGN) Assistant superintendent in charge of IT and chair of the MyEdBC Provincial Student Learning Committee led the implementation of a provincial wide Annual ELL Instructional Plan (AIP) module in MyEdBC The MyEdBC team and assistant superintendent in charge of IT led the implementation of a new province-wide MyEdBC field set to better track Ministry of Children and Family Development children in care across the province Ongoing participation in monthly meetings with other districts to identify common areas of concern and share best practices