

# ROADMAP TO EXCELLENCE

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT STRATEGIC REVIEW



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# MESSAGE from

*the Board of Education, Superintendent of Schools and Secretary-Treasurer*

It is our pleasure to present to you the Maple Ridge – Pitt Meadows School District *Roadmap to Excellence*. A product of our strategic review process, the *Roadmap* was designed to support our district’s ongoing journey towards excellence. It traces the landscape of our organization, from our values and our mission, to our commitments and our accomplishments. It identifies our goals and outlines the paths we must follow to meet them.

The landscape of education is changing: budgets are tightening; graduation requirements are shifting; and advancements in technology are reshaping the direction of our well-worn paths. To stay the course to excellence and to continue to build upon the good work that has already been done in our district, we must align all our resources to support and advance our main objective, which is to help all learners reach their full potential.

The *Roadmap to Excellence* has been designed to help us navigate through these challenging times. It is a dynamic document that offers a solid starting point for ongoing community discussion, and a living document that will gain in value as meaningful adjustments and revisions are introduced.

If we are to undertake the difficult task of doing less with less, we must do so with a clear focus on our priorities. The *Roadmap* charts all our resources – both those on the side of education and those on the side of business – and reminds us of the importance of drawing on them equally so that we can proceed with purpose and show true value.

We invite you to review our *Roadmap*, and to engage in the important conversation that shapes and supports our journey towards excellence.



# INTRODUCTION

Maple Ridge-Pitt Meadows School District is pleased to present an overview of who we are, what we stand for, and where we are going next. This year we completed a strategic review, of which the *Roadmap to Excellence* is a key component, to align what we do with the goals we have set.

The importance of student learning and success is at the forefront of all our operations. The strategic review looked at over 20 surveys, district business plans, department documents, the *Learning for Tomorrow* public consultation report, external documents from the Ministry of Education, the British Columbia Teachers Federation's *Better Schools for BC*, the Conference Board of Canada's *Employability Skills for the 21st Century* and many more.

Central to the review, of course, is the School District Achievement Contract (2013), itself a summary of our educational goals and results. We invite you to have a look at the Contract to see details of our many programs and services. The document also provides an overview of directions the district has set for itself, as well as our action/learning model of continually assessing educational results.

Working sessions with district leadership, and feedback meetings with Trustees, union and parent representatives, and business department heads have confirmed that the school district is well positioned to manage the current challenges and exciting possibilities of public education.

Propositions for action arising from this review are organized under the five key district organizing themes. Four themes are carried over from past years and a fifth, designing effective and sustainable support, acknowledges the role governance, administration, finance, facilities, human resources and information play in delivering quality education services.

- ✓ CONTINUOUS IMPROVEMENT (IN ALL WE DO)
- ✓ TEACHING AND LEARNING
- ✓ EFFECTIVE USE OF TECHNOLOGY
- ✓ BUILDING AND SUSTAINING COMMUNITY AND PARTNER GROUP RELATIONSHIPS
- ✓ DESIGNING EFFECTIVE AND SUSTAINABLE SUPPORT SYSTEMS, INCLUDING GOVERNANCE, ADMINISTRATION, FINANCE, FACILITIES, HUMAN RESOURCES AND INFORMATION SERVICES.

We view strategic planning as a dynamic process and look forward to talking with all members of our school district community about the next steps.



# Maple Ridge - Pitt Meadows SCHOOL DISTRICT VALUES

The core values for Maple Ridge-Pitt Meadows School District express our beliefs, what we stand for and how we will conduct ourselves. They are the foundation for our policies, procedures, goals and strategies, as they provide the basis and a reference point for all district activities.





## ORIENTATION *to* STRATEGIC PLANNING

In times of continuing and rapid change, a strategic plan provides a way to chart a prudent course. Through tough fiscal times, we've managed to maintain our focus on learning. Although Maple Ridge and Pitt Meadows are growing communities, the district expects to continue a slight decline in enrolment over the next few years. We look forward to a more stable budget environment as enrolment levels out.

The challenges extend far beyond the school district. Provincially, the newly elected government is facing budget challenges and we cannot count on a flow of "new money" to school districts. On a global level, environmental concerns and their local impacts are just now being understood.

Our community has many changes and challenges ahead, and we must be prepared to address them to the best of our ability. These changes and challenges include:

- ☑ redefined community needs
- ☑ revisions to the BC curriculum
- ☑ restructured demographic and labour market trends
- ☑ constant changes in information technologies
- ☑ continued and shifting environmental concerns
- ☑ rapid globalization
- ☑ economic recovery within a transforming economy
- ☑ research-driven changes to concepts of learning and schools

The strategic review has helped us affirm our purposes and goals, identify common ground, organize our learning initiatives, and guide discussion on our next steps. We know Maple Ridge-Pitt Meadows School District has extraordinary teachers and staff and we want to focus on how we can celebrate them in the day-to-day work they do. To this end, we encourage discussion and thoughtful action from all areas of the district.



## OUR COMMUNITY

**T**he school district is the major employer in this beautiful part of the province. An attractive blend of big city opportunities and rural living combines to place both communities among the fastest growing in Greater Vancouver.

Maple Ridge's economy has traditionally been based on agriculture, fisheries, forestry, mining and retail. Industrial activities include boat building, metal fabrication, battery manufacturing, plastics, and printing and publishing. Recent emerging sectors include advanced manufacturing, technology-based companies, film industry and education services. The population is 76,000 and growing.

In Pitt Meadows, agriculture has been the main economic driver for decades. Over 85% of the land mass is situated within the agricultural land reserve, with farming an important component of the local economy. The city ranks sixth among B.C.'s

municipalities in the dollar value of agriculture production. It has a population of almost 20,000, 19% of which is under 19.

Both cities have relatively young populations. At the time of the last census, the median ages were 38.8 in Maple Ridge (two years younger than the provincial average) and 38.3 in Pitt Meadows. While overall population has grown, school age children have been in decline for several years now, a trend that appears to be levelling out. As enrolment stability is reached, a more integrated approach to district functions will allow us to meet the growing learning needs of these two vibrant communities.

# PURPOSE *and* STRUCTURE

## PURPOSE

Our purpose is to support all individuals, students and staff, in their personal development and continued learning. Maple Ridge-Pitt Meadows School District values every member of our community as a learner. We make decisions based on research and consultation, take pride in striving for consistency throughout the organization as guided by our vision, and endeavour to stay true to our core values.

## VALUES

- ☑ Responsibility to all Learners
- ☑ Uniqueness of Each Individual
- ☑ Personal and Social Responsibility
- ☑ High Expectations for Success
- ☑ Culture, Community and Citizenship
- ☑ Diverse Learning Opportunities

## MISSION

Fully support all individuals in their personal development as successful learners and respectful contributors to society.

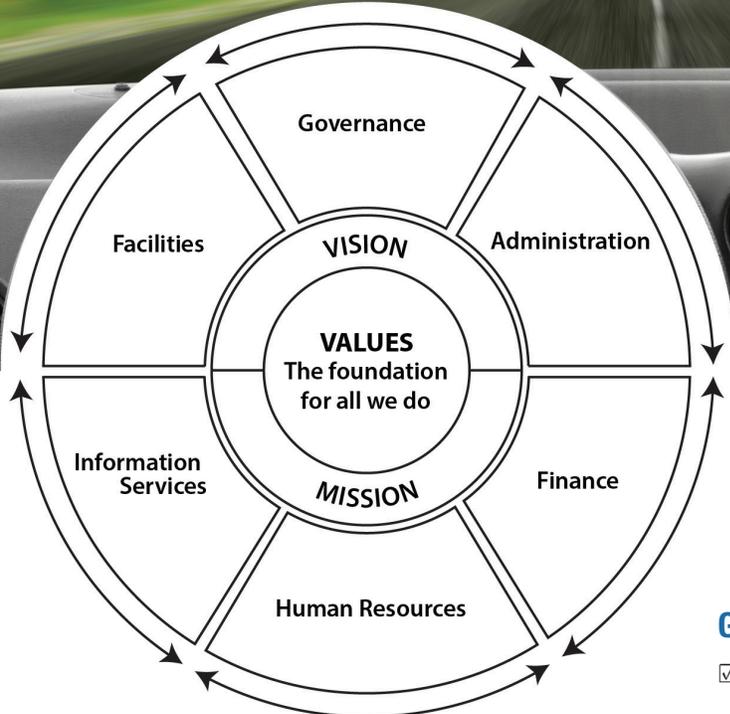
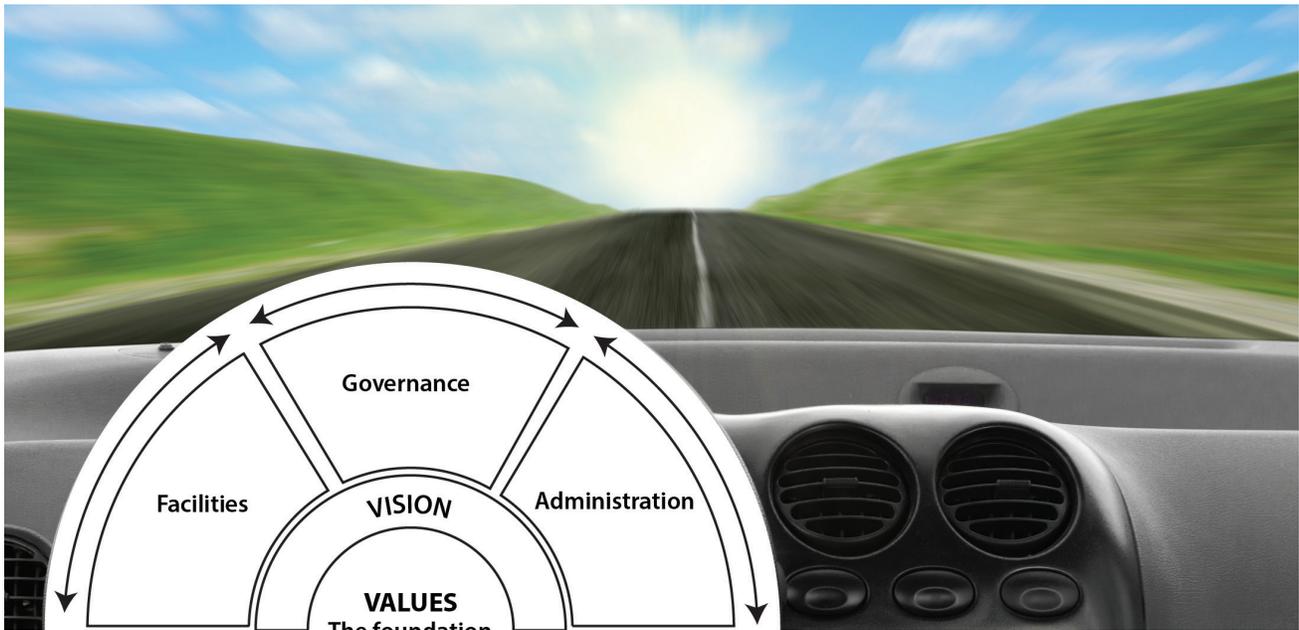
## VISION

Every individual feels valued and all learners reach their full potential.

## STRUCTURE

Effective and efficient support structures, or pillars, 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.

- ☑ Governance
- ☑ Administration
- ☑ Finance
- ☑ Human Resources
- ☑ Facilities
- ☑ Information Services



## 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

## 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 SERVICES

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

## 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

## 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.



# GOALS *and* PRIORITIES

**A**s noted, our goals and intentions have served us well during tough times, and have contributed to our recognition among other school districts facing similar challenges.

The school district has stayed ahead of the change curve in applications of technology to learning, promoting personalized learning programs and recognizing and celebrating diversity.

## ORGANIZING THEMES

Maple Ridge-Pitt Meadows School District has adapted five key organizing themes:

- ☑ CONTINUOUS IMPROVEMENT (IN ALL THAT WE DO)
- ☑ TEACHING AND LEARNING
- ☑ EFFECTIVE USE OF TECHNOLOGY
- ☑ BUILDING AND SUSTAINING COMMUNITY AND PARTNER GROUP RELATIONSHIPS
- ☑ DESIGNING EFFECTIVE AND SUSTAINABLE SUPPORT SYSTEMS

## BOARD OF EDUCATION STATEMENT OF COMMITMENT

The board is committed to working together to achieve excellence for all learners in School District No. 42 by:

- ☑ Building open, trusting relationships as Board and senior management
- ☑ Defining roles and responsibilities - Trustees/ Board/Superintendent/Secretary Treasurer
- ☑ Solidifying trustee knowledge base based on board management information sharing
- ☑ Using data/evidence to make decisions
- ☑ Establishing annual timetable & budget process timetable

## BOARD GOALS

- ☑ Providing quality programming and initiatives to improve engagement and success for all learners
- ☑ Improving relationships with partners and public to strengthen operating principles and procedures
- ☑ Enhancing learning for all
- ☑ Aligning planning, processes, policies and procedures to improve efficiency and effectiveness to enhance success for all learners.



## DISTRICT INSTRUCTIONAL GOALS

To complement the goals we share with the Ministry and other districts in the areas of reading, completion levels, and supporting Aboriginal learners, Maple Ridge-Pitt Meadows has a multi-year focus on models of learning aimed at increasing student success (see *Achievement Contract* for full details)

- ☑ Project-based learning
- ☑ Inquiry-based learning
- ☑ Personalized learning
- ☑ Universal design for learning
- ☑ A shift from content-driven to skill-based opportunities for learning
- ☑ Using technology to engage the learner

Other key work includes:

- ☑ Early learning strategies and structures, including play-based learning to support all students, with particular emphasis on success for boys and Aboriginal students
- ☑ Supporting Aboriginal students by building on our Aboriginal Enhancement Agreement, increasing connectedness, and following through on what we have learned (see *Achievement Contract*)

To support the above, and learning initiatives across the district, we intend to:

- ☑ Review the type of data collected to align with 21st century skills and a play/project based kindergarten program.
- ☑ Promote the teaching of fine motor, oral language and self-regulation skills in early primary.
- ☑ Build on the positive energy and joy that we are seeing in our kindergarten classes and expand to grade one.
- ☑ Encourage dialogue and partnering between the StrongStart facilitators and kindergarten teachers.
- ☑ Develop a kindergarten intervention plan to address the needs of vulnerable students.
- ☑ Work with elementary counsellors and speech and language pathologists to develop rubrics for social development, social emotional development and oral language.
- ☑ Continue the focus on shared leadership with principals and teachers.
- ☑ Encourage innovation and risk-taking and build on effective/best practice.
- ☑ Re-structure our learning services model in order to de-fragment services for students.



## BUSINESS GOALS

*“The education sector as a whole is transforming to meet the needs of today’s student. The Business Division is transforming in order to meet the needs of today’s education sector and to contribute in getting the business of education to excellence” (Business Division Operational Plan, 2013)*

Maple Ridge-Pitt Meadows is served well by a strong working relationship among the Trustees, Superintendent and Secretary-Treasurer. We believe “doing more with less” is not only misleading but undermines thoughtful planning. While the fiscal climate requires difficult decisions, we know that our infrastructure and support systems are key to our effectiveness and sustainability.

Through enhanced and targeted collaboration, we will look for ways to capitalize on strengths and remove

obstacles. We will consult those directly involved in the day-to-day mechanics of running the district who effectively support education by providing a safe, healthy, financially sustainable learning environment.

Maintaining learning and development programs depends on the strength of our non-instructional operations, and the District Business Division has identified key strategies for the coming year and beyond.

- ☑ Fully leverage technology in all business areas
- ☑ Attract and retain the most talented, experienced and skilled people
- ☑ Continuously review and improve business processes to drive value
- ☑ Support our community of learners through effective communication



# STRATEGIC OVERVIEW and PROPOSITIONS

Maple Ridge-Pitt Meadows’ most important resources are our staff, students and community, and the partnerships that we can forge on behalf of quality learning.

The February to September strategic review has helped align our work across the district with the goals we have set. Like our Achievement Contract, this document underscores the ultimate goal of keeping student learning at the center of everything we do. It also challenges us to do better by building on our strengths and addressing concerns in an open and inclusive manner consistent with our values.

Strategy is also a forward-looking process, a broad statement of intent. Six propositions have arisen from the strategic review, organized around the district themes. They invite teachers, staff, students, and the community into an open discussion on how to make Maple Ridge-Pitt Meadows an exemplary place to work and learn.

## COMMUNITY and Social Context





## CONTINUOUS IMPROVEMENT *in all we do*

While an obvious sentiment on the one hand, continuous improvement is also a deliberate methodology to put effort into many small systematic changes, trust the talents of teachers and staff, and encourage each of us to work and learn in small cycles of improvement.

The review revealed many areas where the district is doing well. For example, learning goals are tracked and monitored using an action research cycle that builds in review and change stages (Achievement Contract). On the business side, the Operational Plan calls for involving all staff in seeking effective and sustainable practices.

**Proposition 1:** *Small improvements, everywhere, all the time. Develop a continuous improvement mindset across the district and model it in all instructional and non-instructional settings.*

For example, the district is dedicated to the further success of Aboriginal learners, and builds each year on the work to date. Our resolve is unwavering as we work with many partners longterm on multiple initiatives to build learning capacity and coordinated support systems.

## TEACHING AND LEARNING

*(improved pedagogy)*

Learning is central to everything we do. The district offers a wide-range of learning options for all ages. We rely on our teachers and instructional staff for quality assurance, and use many forms of evaluation to improve results.

Public education is facing unprecedented changes and we view our role as both preserving what we most value as a community and innovating in new areas. In that no one has definitive answers to these important and complex questions, it is by working together that solutions will emerge.

**Proposition 2:** *Authentic and skilful collaboration and teamwork to ensure we “make a difference in the life chances of every child” through education. Partner groups co-host Professional Development opportunities that link to student learning.*

The school district itself is a *learning organization*, which means more than an organization whose purpose is learning. Learning organizations support the development of all as a deliberate transformative strategy, and foster a sense of community as people work and learn best in those environments.

**Proposition 3:** *Celebrate both formal and informal learning opportunities, and engage with colleagues in communities of practice, peer learning and mentorship in all areas of the organization. Explore incentives and develop strategies to encourage self-directed and peer learning.*

## EFFECTIVE USE OF TECHNOLOGY

Each day brings dramatic changes in information and communication technologies. Personal smart devices have been on the market for only five years and now almost every teenager has the world in his/her pocket. Schools, colleges, universities and businesses are adapting to a world where accelerating learning opportunities abound.

Maple Ridge-Pitt Meadows embraces the opportunity that new technologies have to connect and empower professionals and students, as our iPod Literacy and inquiry-based “Using Technology to Engage the Learner” projects illustrate. Learning needs to drive the technology.

These technologies are also transforming the workplace for all of our teachers and staff. New skills and new ways of thinking are a way of life for most of us in whatever field we work.

In response to education and work challenges, Information Services is guided by the SD 42 IT Plan

to Support Learning for Tomorrow, which arose from the public forum hosted by the district in 2010. That report is organized around the provocative question, “What would learning need to look like and how might schools be organized to deliver an education that would ensure that our students are well prepared for the future that awaits them?”



**Proposition 4:** *Support and enhance development of IT policies and practices that promote innovation in student learning, professional development and organizational transformation.*

## BUILDING AND SUSTAINING COMMUNITY AND PARTNER GROUP RELATIONS

Canadian education change expert, Michael Fullan, remarked “the three things you need to know about change are 1) relationships, 2) relationships and 3) relationships”. Building strong partnerships is a high priority for trustees and senior management, an emphasis shared by school leaders, and partner groups. The district is committed to building strong teams and collaborative capacity in all areas, from the large-scale Aboriginal Enhancement Agreement to the hundreds of ways each day that teachers, staff and parents work together on behalf of students.

And, we continue to work with our employee groups and our union colleagues in the Teacher Association and CUPE, to seek common ground, resolve long-standing issues, and identify projects of mutual concern. Although we are hopeful for improved labour /management relations at the provincial level, we will also focus on building trust at the local level through working together day-by-day.

**Proposition 5:** Continue the legacy of the Learning for Tomorrow consultation and host regular school and community forums to share ideas and solicit feedback. Convene an invitational monthly “round table” of leaders from partner groups to take full advantage of the wide base of in-house experience and knowledge.

## DESIGNING EFFECTIVE AND SUSTAINABLE SUPPORT SYSTEMS *including governance, administration, finance, facilities, human resources and information services.*

This is a new addition to our district priorities in order to “effectively support education providing a safe, healthy, financially sustainable learning environment” (Business Division Operational Plan, 2013). Coordinated support services also provide a mechanism to align business plans and activities to our strategic directions. Effective, efficient and sustainable management of resources enhances the ability of staff to meet the district’s core purposes.

**Proposition 6:** Align business plans to core purposes, explore efficiencies, and support the staff and professional development of all departments. Convene regular meetings of the Pillar group to coordinate implementation, share best practices and steer the development of business and support operations. Engage and involve staff in development and innovation.



# PROPOSITIONS

## *at a glance*

### Proposition 1

Small improvements, everywhere, all the time. Develop a continuous improvement mindset across the district and model it in all district instructional and non-instructional settings.

### Proposition 2

Authentic and skilful collaboration and teamwork to ensure we “make a difference in the life chances of every child” through education. Partner groups co-host Professional Development opportunities that link to student learning.

### Proposition 3

Celebrate both formal and informal learning opportunities, and engage with colleagues in communities of practice, peer learning and mentorship in all areas of the organization. Explore incentives and develop strategies to encourage self-directed and peer learning.

### Proposition 4

Support development of IT policies and practices that promote innovation in student learning, professional development and organizational transformation.

### Proposition 5

Continue the legacy of the Learning for Tomorrow consultation and host regular school and community forums to share ideas and solicit feedback. Convene an invitational monthly “round table” of leaders from partner groups to take full advantage of in-house experience and knowledge.

### Proposition 6

Align business plans to core purposes, explore efficiencies, and support the staff and professional development of all departments. Convene regular meetings of the Pillar group to coordinate implementation, share best practices and steer the development of business and support operations. Engage and involve staff in development and innovation.

# SUMMARY *and* NEXT STEPS

## LEARNING TODAY • LEADING TOMORROW

The school district has a long history in recognizing and moving towards research-based knowledge about emerging practices in public education. Thomas Haney Secondary School, for example, founded in 1982, now serves as an early model for many of the of Ministry of Education B.C. Education Plan proposals. We are proud to continue that legacy of innovation and ready to embrace the possibilities the future offers.

We trust that our values and commitment to learning provide common ground shared by parents, teaching and non-teaching employees, departmental managers, senior managers and the Board of Education.

Maple Ridge-Pitt Meadows School District budget priorities support continuous improvement, excellence in pedagogy, the building and sustaining of community and partner group relationships, and the fostering and

development of crucial 21st century skills. These form the basis of our strategic planning and will require commitment and creativity from all of us.

We recognize that above all our people and relationships make the difference. Maple Ridge-Pitt Meadows strives for productive working relationships among the various parts of our complex organization.

Maple Ridge-Pitt Meadows School District currently meets the learning needs of approximately 15,000 students of all ages, and we are determined to keep student learning and growth at the heart of all our decisions.

Please join us in shaping the future of learning in Maple Ridge-Pitt Meadows.



## 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 achieve excellence for all learners in the Maple Ridge - Pitt Meadows School District 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

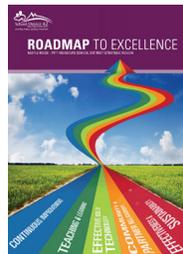
Our vision is to ensure every individual feels valued and all learners reach their full potential.

### 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 support and strengthen innovative programs and learning options that enhance teaching and learning
- Improve relationships and communication with partner groups and the communities we serve
- Provide strong advocacy for adequate funding for education
- Collaborate with other boards through BCSTA and advocate for the creation, implementation, and evaluation of a meaningful co-governance model with the provincial government
- Review Board operations and Board meeting schedules to ensure the needs of the community are met
- Review, create and update Board policies
- Continue to improve the Board's communication plan to ensure increased Board work awareness
- Support youth engagement in school district governance
- Continue to celebrate success, recognize accomplishments and service of staff and volunteers
- Lead the development and implementation of SD42's Framework for Enhancing Student Learning
- Monitor performance against the strategic plan and facilitate annual review of operational plans



**Mike Murray**  
Board Chair

**Susan Carr**  
Vice Chair

**Lisa Beare**  
Trustee

**Korleen Carreras**  
Trustee

**Ken Clarkson**  
Trustee

**Eleanor Palis**  
Trustee

**Dr. Dave Rempel**  
Trustee

## Board of Education 2014 - 2018

### MISSION

To fully support all individuals in their personal development as successful learners and respectful contributors to society.

### VISION

Every individual feels valued and all learners reach their full potential.

### Operational Plan 2014-2018

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p><b>Continue to support and strengthen innovative programs and learning options that enhance teaching and learning</b></p>	<ul style="list-style-type: none"> <li>• Board Authorized Approved Courses:               <ul style="list-style-type: none"> <li>• Masonry Program – Level 1</li> <li>• Community Service Learning 12</li> <li>• Fitness and Conditioning 12</li> <li>• Peer Social Support</li> <li>• Conversation Francaise 11/12</li> <li>• Chess 11</li> <li>• Athletic Leadership 11</li> <li>• Athletic Leadership 12</li> <li>• Outdoor Education Fly Fishing 10</li> <li>• Outdoor Education Advanced Fishing 11</li> </ul> </li> <li>• Elementary Summer Learning Program K-7</li> <li>• Strategic Facilities Plan Recommendations:               <ul style="list-style-type: none"> <li>• Horticulture Program</li> <li>• Maple Ridge Elementary French Immersion</li> </ul> </li> <li>• Youth Learning Community Pilot Program</li> <li>• Grades K to 9 Distributed Learning Program</li> <li>• IB Career-Related Programme at Garibaldi Secondary School</li> </ul>	<ul style="list-style-type: none"> <li>• Participate on the Education Committee</li> <li>• Review staff recommendations related to the Strategic Facilities Plan directions</li> </ul>
<p><b>Improve relationships and communication with partner groups and the communities we serve</b></p>	<ul style="list-style-type: none"> <li>• Meetings with partner groups on the impact of the budget</li> <li>• Roundtable meetings with partner groups</li> <li>• “An Open Letter to the Community” (Re: Labour Dispute and Binding Arbitration)</li> <li>• Meetings with local government Re: Facilities and Learning for Today and Tomorrow public engagement</li> <li>• Your Voice Your Neighbourhood public engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a forum (round table) in which partner groups can express their thoughts regularly</li> <li>• Meetings with local government</li> <li>• Public consultation on specific governance items</li> <li>• Seize opportunities to present to community groups, PAC’s and city councils</li> </ul>
<p><b>Provide strong advocacy for adequate funding for education</b></p>	<ul style="list-style-type: none"> <li>• Letter to Premier Clark and Minister Fassbender (Re: Use of Teacher Strike Savings)</li> <li>• Letter to Select Standing committee on Finance and Government Services (Re: Budget 2015 Consultations)</li> <li>• Letter to Minister Fassbender (Re: 2015/16 Budget)</li> <li>• Letter to Select Standing committee on Finance and Government Services (Re: Budget 2016 Consultations)</li> <li>• Letter to Minister Fassbender (Re: Policy Change for Adult Education)</li> <li>• Meeting with Minister of Education</li> <li>• Motion to BCSTA AGM re: Education Finance</li> <li>• Motion to BCSTA AGM re: School Site Acquisition Charge</li> <li>• Motion to BCSTA AGM re: Adult Graduated Student Upgrading Grant</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with Minister of Education, MLAs, and Education Critic</li> </ul>
<p><b>Collaborate with other boards through BCSTA and advocate for the creation, implementation, and evaluation of meaningful co-governance model with the provincial government</b></p>	<ul style="list-style-type: none"> <li>• Trustee Clarkson, Director BCSTA (2015)</li> <li>• Motion to BCSTA AGM Re: Co-Governance Annual Review of Effectiveness</li> <li>• Motion to BCSTA AGM re: Bill 11, Education Statutes Amendment Act, 2015</li> <li>• Motion to BCSTA AGM re: Maternity/Paternity Committee</li> <li>• Letter to Minister Fassbender re: Bill 11</li> <li>• Trustee representation on BCSTA committees</li> <li>• Trustee Murray, BCSTA Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Create and submit motions on current and emerging issues</li> <li>• Participate in BCSTA branch meetings</li> <li>• Participate on BCSTA committees and board as opportunities are available</li> </ul>

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INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Review Board operations and Board meeting schedules to ensure the needs of the community are met</b>	<ul style="list-style-type: none"> <li>New 2015/16 Regular Public Board Meeting Schedule adopted to enhance the Board's community outreach through public engagement events on specific topics</li> <li>Strategic Facilities Plan Open House</li> <li>Your Voice, Your Neighbourhood Open House</li> <li>Your Voice, Your Neighbourhood Visioning Workshop</li> <li>Investigated day time Board meetings in Secondary Schools</li> </ul>	<ul style="list-style-type: none"> <li>Public engagement on specific issues</li> <li>Plan student engagement with the Board</li> </ul>
<b>Review, create and update Board policies</b>	<ul style="list-style-type: none"> <li>Policy 2400: School Board Meeting Proceedings</li> <li>Policy 2915: Trustee Elections (Procedure 2915.1: Trustee Elections)</li> <li>Policy 4203: Budget Planning and Reporting (Procedure 4203.1 Budget Process)</li> <li>Policy 4204: Contingency Reserve</li> <li>Policy 5400: Transportation of Students with Special Needs (Procedure 5400.2: Transportation Registration and Fees)</li> <li>Policy 5780: Information Technology and Communication Systems Appropriate Use Policy (Procedure 5780.2: Protection of School District Records When Working Away from the Workplace)</li> <li>Policy 6425: School Size</li> <li>Policy 6530: Environmental Sustainability</li> <li>Policy 6801: School Closures</li> <li>Policy 7210: Workplace Discrimination or Bullying and Harassment</li> <li>Policy 8801: Course Challenge (Procedure 8801.1: Course Challenge)</li> <li>Policy 8901: Field Trips (Including Extra Curricular Activities)</li> <li>Policy 9200: School Catchment Areas &amp; Student Placement (Procedure: 9200.1 Student Placement)</li> <li>Policy 9430: Physical Restraint or Seclusion in School Settings (Procedure 9430.1: Physical Restraint or Seclusion in School Settings)</li> <li>Policy 9601: Anaphylaxis (Procedure 9601.1 Anaphylaxis)</li> <li>Procedure 9610.1: Medical Intervention</li> <li>Procedure 9610.2: Seizures</li> <li>Procedure 9610.3: Type 1 Diabetes</li> <li>Procedure 10400.1: Rental Fees</li> <li>Universal washroom sign</li> </ul>	<ul style="list-style-type: none"> <li>Board Policy Development Committee Annual Work Plan</li> </ul>
<b>Continue to improve the Board's communication plan to ensure increased Board work awareness</b>	<ul style="list-style-type: none"> <li>Board Highlights</li> <li>Improved school district website with Trustees Advocacy page</li> <li>News Release "Our schools can take no more"</li> <li>News Release "School board concerned about impact of provincial budget"</li> <li>News Release "Your Voice, Your Neighbourhood Centre"</li> </ul>	<ul style="list-style-type: none"> <li>Individual trustee social media presence</li> <li>Review of communication policy</li> <li>Social media training</li> </ul>
<b>Support youth engagement in school district governance</b>	<ul style="list-style-type: none"> <li>DSAC participation in roundtable with partner group meetings, budget discussions and Strategic Facilities Review</li> <li>Student Forum</li> <li>Investigated youth trustee possibility</li> <li>Investigated day time Board meetings in Secondary Schools</li> <li>Student engagement review/DSAC</li> </ul>	<ul style="list-style-type: none"> <li>Organize meetings of students with the Board in schools</li> </ul>
<b>Continue to celebrate success, recognize accomplishments and service of staff and volunteers</b>	<ul style="list-style-type: none"> <li>Trustee participation at staff recognition events, school tours, retirement tea, aboriginal awards and graduation ceremonies</li> <li>Staff and student presentations at public board meetings</li> </ul>	<ul style="list-style-type: none"> <li>Trustee participation in recognition events</li> <li>School visits</li> </ul>



# MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT

## BOARD OF EDUCATION OPERATIONAL PLAN

*Student Learning is Our Central Purpose*

INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Lead the development and implementation of SD42's Framework for Enhancing Student Learning</b>		<ul style="list-style-type: none"> <li>• Lead the development and implementation</li> </ul>
<b>Monitor performance against the strategic plan and facilitate annual review of operational plans</b>	<ul style="list-style-type: none"> <li>• Board of Education Operational Plan</li> <li>• Business Division Operational Plan</li> <li>• Education Operational Plan</li> <li>• Human Resources Operational Plan</li> <li>• Information Technology Operational Plan</li> <li>• Reviewed operational plans November 2015</li> <li>• Board self evaluation 2015</li> <li>• Superintendent evaluation 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Board self evaluation</li> <li>• Review of operational plans</li> <li>• Superintendent evaluation</li> </ul>



### 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 strategies that foster student achievement, embrace diversity, facilitate innovative practices, and support 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

- Provide district leadership in the development and implementation of the district's values, vision, mission, and goals to support learning and achievement for all students
- Provide and model district leadership in the development and implementation of effective current and innovative instructional practices that focus on success for all students
- Support schools to develop responsive systems that recognize the unique needs of each learner and provide diverse learning opportunities so students can develop their full potential
- Promote positive, respectful, safe, caring and healthy schools

#### Operational Plan 2014-2017

In this three-year planning cycle, the Education Leadership Team will:

- Promote and enhance student learning by aligning our practices, resources, staffing, supports and initiatives
- Develop a district-wide literacy plan
- Implement an innovative and effective district-wide student inclusive assessment and reporting model
- Identify and increase opportunities for students to engage in innovative, purposeful and personalized educational programs/activities that align with their passion
- Promote cultures of care in our schools
- Facilitate the success of all Aboriginal learners as outlined in our Aboriginal Enhancement Agreement
- Support social emotional learning and curricular competencies through a universal, targeted and intensive approach
- Identify opportunities, implement practices and design strategic communications that build value and efficacy for individuals and groups, supporting the implementation of the redesigned provincial curriculum and other initiatives
- Create opportunities that support mentoring and succession planning across the organization
- Continue to support the implementation of the new student information system
- Develop and implement the SD42 Framework for Enhancing Student Learning



### Education Leadership Team

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Deputy Superintendent  
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Getting to excellence 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

### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p><b>Promote and enhance student learning by aligning our practices, resources, staffing, supports and initiatives.</b></p>	<ul style="list-style-type: none"> <li>Established a School Team at each school to support teaching and learning at classroom level, particularly focused on students who are challenging to teach</li> <li>Included EAs, CCWs, teachers and school administrators</li> <li>Amalgamated Student Support Services, ELL Services, and Aboriginal Education Services under one overarching department structure titled "Learning Services"</li> <li>Located all Curriculum/Instruction Helping Teachers at Learning Services to enhance opportunities for cross-collaboration</li> <li>Implemented the beginnings of a "Learning Services Organizational Framework," organizing professional itinerant staff within 3 elementary and 2 secondary school zones</li> <li>Began to develop District Teacher leaders who are skilled at facilitation, collaboration &amp; implementation</li> <li>Worked with SET BC to develop a plan to respond to the changing mandate</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide facilitated school team in-service opportunities, and provide release time for team members to extend learning and focus on developing and implementing action plans</li> <li>Continue to support transition to Learning Services by aligning communication to better support student learning</li> <li>Implement more intentional opportunities at the district and school level for zonal teams to meet/collaborate and participate in in-service/pro-d plan learning/training opportunities for instructional support staff focused on supporting diverse learners</li> <li>Continue Helping Teacher meetings every 2 weeks aligning vision, values, practices, initiatives, identify emergent issues and brainstorm solutions</li> <li>Continue Secondary Teacher Inquiry Initiative and encourage cross-school projects</li> <li>Further explore models of classroom-based ELL support</li> <li>Develop a district-wide approach to addressing the language development needs of all learners, including students with ELL needs</li> <li>Meet with principals and clerical staff to maximize funding opportunities in support of students</li> <li>Implement the SET BC model based on three-tier framework of supporting learning</li> </ul>
<p><b>Develop a district-wide literacy plan</b></p>	<ul style="list-style-type: none"> <li>Developed a definition of "literacy" in SD42 and identified common elements of a rich literacy environment &amp; quality literacy instruction</li> <li>Created, distributed and reviewed a survey for primary teachers to gather literacy needs in the district</li> <li>Developed a literacy implementation plan</li> <li>Created an application for schools to form literacy networks</li> <li>Identified and ordered resources to support literacy development</li> <li>Implemented Changing Results for Young Readers project</li> <li>Continued to implement iPod Reading Fluency project</li> <li>Collected literacy data from the final report cards (2014/15) for students in kindergarten, Grade 1, 2, and 3 to use as baseline data</li> </ul>	<ul style="list-style-type: none"> <li>Select 13 schools (School Literacy Networks) to be part of year 2 roll-out</li> <li>Continue District Literacy committee meetings to support implementation of the literacy framework</li> <li>Provide side-by-side support to classroom teachers and support teachers - Literacy Helping Teachers and Learning Services Helping teachers working in schools</li> <li>Use early primary literacy data to support development of the literacy framework</li> <li>In-service for school based support teachers to ensure awareness and clarification of roles in regards to literacy</li> <li>Transition from the iPod Reading Fluency project to iPod Literacy projects</li> </ul>
<p><b>Implement an innovative and effective district-wide student inclusive assessment and reporting model</b></p>	<ul style="list-style-type: none"> <li>Implemented the district developed reporting method in all schools K-7 (no letter grades or subject areas)</li> <li>Successfully implemented and tested a district K-7 online report card, delivered through the parent portal</li> <li>Completed the work with the MRTA to create a reporting Sustainability Committee co-chaired by a district helping teacher and a principal</li> <li>Worked with the District Helping Teacher (mentoring) and the District Assessment and Reporting Sustainability Committee to create numerous learning opportunities for teachers regarding portfolios, formative assessment, cross competencies and reporting best practices</li> </ul>	<ul style="list-style-type: none"> <li>Develop and pilot a district-wide Student Achievement Dashboard focused on student literacy and numeracy achievement data</li> <li>Continue to work with the Reporting Sustainability Committee to further align the reporting system with the new Ministry of Education Curriculum and new reporting order.</li> <li>Continue to work with District Helping Teacher (mentoring) and the District Assessment and Reporting Sustainability Committee to create numerous learning opportunities for teachers</li> <li>Provide clarity/direction on reporting on learning progress for students with special needs within revised Ministry of Education reporting guidelines</li> <li>Continue to expand and support the use of a digital portfolio that enables the sharing and saving of student work samples and illustrations of learning</li> <li>Provide ongoing in-service on the BC Performance standards for all Grade 1 to 7 in the area of writing</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p><b>Identify and increase opportunities for students to engage in innovative, purposeful and personalized educational programs</b></p>	<ul style="list-style-type: none"> <li>• Students from each district high school attended the Student leadership event in October 2015 in Langley</li> <li>• Organized a district student leadership forum in February 2016</li> <li>• Implemented innovative initiatives to support student engagement including: maker space activities, Lego robotics, scratch programming, district inquiry project, Microsoft IT Academy</li> <li>• Expanded Trades programs opportunities by starting a Masonry program and developed mini credentials for students such as fork lift operator</li> <li>• Implemented a fully inclusive elementary Summer School</li> <li>• Updated libraries and classrooms to support more flexible learning environments at elementary and secondary</li> <li>• Three of our six high schools have now introduced flex time to create a more personalized learning environment for students</li> <li>• Six new BAA courses approved for the 2016/17 school year</li> <li>• Created a secondary helping teacher position to focus on change and innovation at secondary schools</li> <li>• Implemented a new grade 7 – 8 transition process and supports</li> </ul>	<ul style="list-style-type: none"> <li>• Action ideas generated from the 2016 student leadership forum</li> <li>• Facilitate a dialogue or board meeting at a secondary school where the Board and students interact</li> <li>• Consult with students regarding the Framework for Enhancing Student learning</li> <li>• Facilitate student attendance at 4th student leadership event in Langley Oct. 2016</li> <li>• Pilot a new student self-reflection component in the District Inquiry program</li> <li>• Implement a new part-time District Librarian position to support library learning commons and develop resources for the new curriculum K to 12</li> <li>• Continue to work with Teacher librarians to implement their shared statement of philosophy and practice (literacy, technology, learning commons pedagogies, inquiry and social emotional learning)</li> <li>• Continue to provide after school learning opportunities for teachers on ways to facilitate student engagement including maker space activities, Lego robotics, scratch, etc.</li> <li>• Continue to expand trade options including automotive body work and horticulture and continue to provide opportunities for mini credentials such as bob-cat operator</li> <li>• Examine the possibility of expanding elementary summer school sessions</li> <li>• Continue to expand learning opportunities and options for students in our secondary schools</li> <li>• Provide the rationale and framework for changes to student programs from grades 10 to 12</li> <li>• Use student data to monitor and implement interventions that support success for our most vulnerable students</li> <li>• Review and refine processes/supports/structures for grade 7 – 8 transitions</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p><b>Promote cultures of care and support social emotional learning and curricular competencies through a universal, targeted and intensive approach.</b></p>	<ul style="list-style-type: none"> <li>• Initiated a District Social Emotional Learning Committee</li> <li>• Supported school and district-based programming that encourages students to care including Give 365, We Day, DSAC activities, etc.</li> <li>• Began exploring ways to integrate self-regulation initiatives into classrooms</li> <li>• Supported the development of Safe and Caring Schools Committee LGBTQ initiatives</li> <li>• Aligned our practices around threat assessment, crisis intervention, VTRA, risk-assessment, and medical procedures, and also provided in-service support</li> <li>• Trained staff at all schools in levels 1 and 2 threat assessment</li> <li>• Updated and aligned student health and medical policies/procedures</li> <li>• Provided support for school administration, staff, students and families regarding critical incidents related to students</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a district wide social/emotional learning framework using UBC's Kimberly Schonert-Reichl as a "critical friend"</li> <li>• Continue to collaboratively work with community agencies to support our vulnerable students</li> <li>• Continue to meet monthly with CCWs and begin meeting monthly with secondary counsellors</li> <li>• Complete the Guide for Emergency Procedures and provide training opportunities</li> <li>• Provide in-service to ensure common understanding and implementation of policies/procedures</li> <li>• Implement the updated restraint and seclusion policy/procedure</li> <li>• Develop both the SEL framework and the Secondary Initiatives to work with teachers on how to assess SEL and the curricular competencies</li> <li>• Re-examine Alternate programs and the Keeping Kids in School program</li> <li>• Train all principals/vice principals in CARE (Cultivating Awareness Resilience in Education) as a part of the SEL Framework</li> <li>• Begin to train all teachers in CARE</li> <li>• Review the role of counsellors in our secondary schools</li> <li>• Review the counselling needs in our schools</li> <li>• Support the participation of partner groups and community groups in the Framework for Enhancing Student Learning processes</li> <li>• Support the collection of evidence related to the Framework for Enhancing Student Learning</li> <li>• Align staffing increases to KKIS child care workers and elementary counselling within the zonal framework</li> </ul>
<p><b>Facilitate the success of all Aboriginal learners as outlined in our Aboriginal Enhancement Agreement goals and underlying beliefs</b></p>	<ul style="list-style-type: none"> <li>• Fourth Aboriginal Enhancement Agreement approved by the Board of Education on April 27, 2015</li> <li>• Continuing the Aboriginal Elder in residence at Environmental School</li> <li>• Superintendent and other district staff meet regularly with Katzie, Kwantlen and Golden Ears Metis Society elders</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement structures, strategies and processes in-support of the current enhancement agreement goals:               <ul style="list-style-type: none"> <li>» continue to develop a strong sense of community for Aboriginal students and families in their schools and in the school district</li> <li>» support and improve the quality of school achievement for all Aboriginal students</li> <li>» transition Aboriginal students into their future learning, employment, and life experiences beyond the completion of their secondary program</li> </ul> </li> <li>• Align targeted support for aboriginal learners in the areas of early intervention, early literacy and SEL within the broader context of district initiatives</li> <li>• Continue meeting with elders and endeavor to establish a regular schedule of meetings with chief and council from Katzie and Kwantlen and leaders from the Metis nation</li> <li>• Align targeted support for Aboriginal learners in the areas of early literacy and SEL within the context of broader district initiatives</li> <li>• Consult with Aboriginal, Metis nation communities regarding the Framework for Enhancing Student Learning</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p><b>Identify opportunities, implement practices and design strategic communications that build value and efficacy for individuals and groups</b></p>	<ul style="list-style-type: none"> <li>• Superintendent and Deputy Superintendent met with partner groups at least once/two weeks</li> <li>• Developed elementary clerical committee that addressed issues identified by clerical staff and began a peer to peer clerical initiative</li> <li>• Developed collaboratively with clerical staff a Records Clerk Handbook, an Elementary Secretary Handbook and a District Elementary Clerical Float book</li> <li>• Implemented partnership with the Community Middle Years table and Parks and Leisure Services to begin the coordination of community and school programming</li> <li>• Hired a Community Schools Coordinator partially supported by the United Way grant</li> <li>• Accessed grant to implement school based/community programming to address issues identified in the MDI</li> <li>• Began discussions with the Community Early Learning Table about developing an Early Years Centre</li> <li>• Supported the district/trustee/partner group round table</li> <li>• Implemented a custodial valuing committee including representatives from all partner groups and developed strategies to address concerns</li> <li>• Developed and submitted an Early Years Centre grant to BC and received an Early Years Centre</li> <li>• Rolled out custodial duties implementation to all schools in collaboration with CUPE, MRTA, and custodial services</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to meet regularly with partner groups</li> <li>• Continue to update an Elementary Clerical Handbook</li> <li>• Continue to grow the peer-to-peer clerical initiative through consultation with clerical staff</li> <li>• Continue to work with community partners to coordinate and provide after school programming for students in SD 42</li> <li>• Implement the Early Years Centre at Blue Mountain Elementary in conjunction with the Community Early Learning round table</li> <li>• Continue to work with the middle years table to secure grant funding for middle years active kids lunch program</li> <li>• Continue the district/trustee/partner group round table</li> <li>• Dialogue with the Custodial Valuing Committee to expand the mandate to encompass valuing for all partner groups and enhance the feeling of value of the custodians</li> <li>• Explore ways to enhance communication and collaboration with community partners particularly in the area of mental health</li> <li>• Review the role of the counsellor</li> </ul>
<p><b>Create opportunities that support mentoring and succession planning across the organization</b></p>	<ul style="list-style-type: none"> <li>• Provided a number of mentoring/training opportunities, including:               <ul style="list-style-type: none"> <li>» Fraser Valley Future Leaders Sessions</li> <li>» New and Nearly New Pprincipal Sessions</li> <li>» Level B Assessment Training</li> <li>» Elementary and Secondary Support Teachers Sessions</li> <li>» Clerical Training</li> <li>» Vice Principals</li> <li>» School Teams</li> <li>» BC CASE Workshop Series</li> <li>» Mentoring opportunities for new teachers, TTOCs and teachers who change assignments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide and enhance mentoring opportunities including:               <ul style="list-style-type: none"> <li>» Clerical peer to peer mentoring</li> <li>» Support Teacher sessions</li> <li>» New and Nearly New principal sessions</li> <li>» Vice principal series</li> <li>» Teacher mentoring opportunities</li> <li>» Teacher leader series</li> <li>» Principal and vice principal mentoring and training</li> </ul> </li> <li>• Develop a committee of EAs and CUPE executive to identify and develop an EA mentoring proposal for 2017/18 school year</li> </ul>
<p><b>Implement new curriculum</b></p>	<ul style="list-style-type: none"> <li>• Introduced new curriculum initiatives to teachers and administrators:               <ul style="list-style-type: none"> <li>» September 18th Exploring the New BC Curriculum with Maureen Dockendorf, Ministry of Education</li> <li>» October 29th Exploring the Core Competencies of the new BC curriculum, with Sharon Jeroski and Anita Chapman</li> <li>» Secondary dialogue with Jan Unwin, Ministries of Education and Advanced Education</li> <li>» Worked with principals at the monthly meetings on curricular and assessment changes</li> <li>» Collaborated with the MRTA to develop a curriculum implementation plan and implemented two curriculum implementation days</li> <li>» Implemented in-service focused on assisting teachers with learning about the new curriculum</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a new curriculum communication strategy for parents</li> <li>• Continue to provide in-service opportunities to support teachers to implement the new curriculum K to 9</li> <li>• Introduce new provincial curriculum grades 10 to 12 along with the new Graduation Program.</li> <li>• Continue to collaborate with the MRTA and CUPE to develop a curriculum implementation plan and develop the content of the curriculum days</li> <li>• Provide initial resources to support the implementation of the new curriculum</li> <li>• Work with teachers as they implement the new curriculum to develop teaching practices that support all learners</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p><b>Implement Strategic Facilities Plan recommendations related to educational programming</b></p>	<ul style="list-style-type: none"> <li>• District Educational Leadership staff participated in the Facilities and Learning for Today and Tomorrow public engagement process</li> <li>• Implemented revised school catchment boundaries</li> <li>• Established an Early French Immersion program at Maple Ridge Elementary</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the viability of a Middle Years IB program and the expansion of the Fine Arts Academy hosted at Garibaldi Secondary School</li> <li>• Explore the possibility of partnering with a Fine Arts post secondary institution</li> <li>• Review elementary fine arts programs, including a review of fine arts programs at Blue Mountain Elementary</li> <li>• Determine the viability of a Horticulture and Auto Collision post secondary partnership</li> <li>• Begin Early French Immersion program start-up at Maple Ridge Elementary with Kindergarten in fall 2016</li> <li>• Continue to provide new programming which attracts registration – secondary environmental school options, and a Distance Learning K to 9 program at Fairview Elementary</li> </ul>



## Background

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

The education sector as a whole is transforming to meet the needs of today's student. The Business Division is transforming in order to meet the needs of today's education sector and to support the business of education along its journey to excellence.

## Operational Plan

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

### Key Strategies

- Fully leverage technology in all business areas
- Attract and retain the most talented, experienced and skilled people
- Continuously review and improve business processes to drive value
- Support our community of learners through effective communication that enables good decision making

### Operational Plan 2014-2017

In this three-year planning cycle the Business Division will:

- Finalize and implement the Strategic Facilities Plan
- Develop and implement a district wide energy management and environmental sustainability plan.
- Ensure through budget reviews and the annual budget process the allocation of sufficient resources (people, time and budget) to support strategic initiatives
- Design and implement online forms and approvals
- Create, roll-out and maintain training and procedure manuals for all departments
- Clearly identify risks to plans and operations and develop contingency plans
- Implement new and upgrade existing business systems, including finance, payroll, rentals management, maintenance
- Update Policies and Procedures
- Implement formal mentoring and coaching
- Implement professional growth plans
- Upgrade employees' technical skills
- Create opportunities for positive interactions with other groups and within our division
- Improve communication with all internal and external stakeholders
- Continue to effectively represent the district perspective to provincial government on business related initiatives



## Business Leadership Contacts

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Getting to excellence by:

- Improving the way we communicate with others
- Engaging our employees
- Leveraging technology to drive efficiencies

### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Finalize and implement the Strategic Facilities Plan</b>	<ul style="list-style-type: none"> <li>Facilities Review Completed April 2014</li> <li>Facilities Planning Public Engagement April – October 2015</li> <li>Strategic Facilities Plan Completed October 2015</li> <li>2015/16 Capital Plan submitted to the Ministry of Education - October 2015</li> <li>Your Voice Your Neighbourhood public engagement</li> <li>Completed Project Definition Report: South Albion</li> </ul>	<ul style="list-style-type: none"> <li>Implement Strategic Facilities Plan recommendations</li> <li>Implement multi-year Capital Project Planning</li> <li>Implement approved 2015/16 Capital Plan</li> <li>2016/17 Capital Plan</li> <li>Review use of facilities and make recommendations</li> <li>Review surplus properties and make recommendations</li> </ul>
<b>Develop and implement a district wide energy management and environmental sustainability plan</b>	<ul style="list-style-type: none"> <li>BC Hydro partially funded Energy Manager</li> <li>Energy Management Plan adopted by the Board March 2015</li> <li>Restricted Capital Reserve use for Energy Management Plan funding approved by Minister of Education</li> <li>Custodial Pro-D Training</li> <li>Environmental Sustainability Committee Terms of Reference</li> <li>Student Energy Ambassadors workshops</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade all SD42 facilities by 2019</li> <li>Achieve 30% consumption reduction target by 2019</li> <li>Maintain BC Hydro support</li> <li>Provide annual updates to MOE and Board</li> <li>Implement Energy Management Plan</li> <li>Provide Energy Management education</li> <li>Support integration of sustainability in educational programs</li> <li>Continue to pursue energy conservation incentive grants</li> <li>Develop and implement sustainability engagement strategy</li> </ul>
<b>Ensure through budget reviews and the annual budget process the allocation of sufficient resources (people, time and budget) to support strategic initiatives</b>	<ul style="list-style-type: none"> <li>Balanced budget 2015/16 adopted May 2015</li> <li>Administrative Savings 2015/16 and 2016/17 adopted April 2015</li> <li>Balanced budget 2016/17 adopted April 2016</li> </ul>	<ul style="list-style-type: none"> <li>Departmental Budget reviews</li> <li>Finance staff to meet with departments on a regular basis to ensure that budgets support strategic goals and objectives and that actual spending matches budget allocations</li> <li>2017/18 Budget Process</li> <li>Financial review of District Programs</li> <li>Improve departmental reporting</li> </ul>
<b>Design and implement online forms and approvals</b>	<ul style="list-style-type: none"> <li>Designed and implemented Pro-D approval form</li> <li>Implemented an online purchasing card log</li> <li>Piloted online Employee Expense Web</li> <li>Piloted online purchase requisitions</li> </ul>	<ul style="list-style-type: none"> <li>Review and update all business forms</li> <li>Implement new purchasing card reconciliation system</li> <li>Review rental agreement forms and contracts</li> <li>Full roll-out of online Employee Expense Web</li> <li>Full roll-out of online purchase requisitions</li> </ul>
<b>Create, roll-out and maintain training and procedure manuals for all departments</b>	<ul style="list-style-type: none"> <li>Finance 101 training for Principals and Vice Principals</li> <li>Payroll – Procedure Manual</li> <li>School Budget Reference Manual for 2015/16</li> <li>School Accounting Best Practices Manual</li> <li>CUPE Pro-D Training</li> <li>Custodial audit forms</li> <li>Student training in energy conservation</li> </ul>	<ul style="list-style-type: none"> <li>Facilities and Maintenance Policy Manual</li> <li>Facilities Use Standards</li> <li>School Budget Reference Manual for 2016/17</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
Clearly identify risks to plans and operations and develop contingency plans	<ul style="list-style-type: none"> <li>Budget planning process 2015/16</li> <li>Budget planning process 2016/17</li> <li>Emergency Preparedness:               <ul style="list-style-type: none"> <li>» Set up and distributed emergency radios</li> </ul> </li> <li>Designed and delivered privacy and protection of school district records when working away from the workplace training</li> </ul>	<ul style="list-style-type: none"> <li>Business records security review</li> <li>Budget planning process</li> <li>Updating Asbestos Program</li> <li>Business Continuity Plan</li> <li>Emergency Preparedness:               <ul style="list-style-type: none"> <li>» Emergency Generator for DEO</li> <li>» Emergency Storage Containers</li> </ul> </li> </ul>
Implement new and upgrade existing business systems, including finance, payroll, rentals management, maintenance	<ul style="list-style-type: none"> <li>Completed the reimplementation of SRB finance, payroll and Human Resources</li> <li>Implemented International Education student information system (True North)</li> <li>Implemented new SRB budget planning module</li> </ul>	<ul style="list-style-type: none"> <li>Procure and implement rentals management software</li> <li>Implement new SRB modules: employee expenses, web requisition, receivable report writer, dashboard</li> <li>Eliminate paper timesheets</li> <li>Procure and implement utilities management software</li> </ul>
Update Policies and Procedures	<ul style="list-style-type: none"> <li>Policy 2400: School Board Meeting Proceedings</li> <li>Policy 2915: Trustee Elections (Procedure 2915.1: Trustee Elections)</li> <li>Policy 4203: Budget Planning and Reporting (Procedure 4203.1 Budget Process)</li> <li>Policy 4204: Contingency Reserve</li> <li>Policy 5400: Transportation of Students with Special Needs (Procedure 5400.2 Transportation Registration and Fees)</li> <li>Policy 5780: Information Technology and Communication Systems Appropriate Use Policy (Procedure 5780.2 Protection of School District Records When Working Away from the Workplace)</li> <li>Policy 6425: School Size</li> <li>Policy 6530: Environmental Sustainability</li> <li>Policy 6801: School Closures</li> <li>Policy 7210: Workplace Discrimination or Bullying and Harassment</li> <li>Policy 8801: Course Challenge (Procedure 8801.1: Course Challenge)</li> <li>Policy 8901: Field Trips (Including Extra Curricular Activities)</li> <li>Policy 9200: School Catchment Areas &amp; Student Placement (Procedure: 9200.1 Student Placement)</li> <li>Policy 9430: Physical Restraint or Seclusion in School Settings (Procedure 9430.1: Physical Restraint or Seclusion in School Settings)</li> <li>Policy 9601: Anaphylaxis (Procedure 9601.1 Anaphylaxis)</li> <li>Procedure 9610.1: Medical Intervention</li> <li>Procedure 9610.2: Seizures</li> <li>Procedure 9610.3: Type 1 Diabetes</li> <li>Procedure 10400.1: Rental Fees</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that policies and procedures are developed or reviewed in accordance with the Board Policy Development Committee Work Plan</li> </ul>
Implement formal mentoring and coaching	<ul style="list-style-type: none"> <li>Custodial audit</li> <li>School based accounting mentoring</li> <li>Clerical mentoring</li> <li>Finance Department staff cross training</li> </ul>	<ul style="list-style-type: none"> <li>Continue existing mentoring and expand as required</li> </ul>
Implement professional growth plans		<ul style="list-style-type: none"> <li>Establish model and roll out</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Upgrade employees' technical skills</b>	<ul style="list-style-type: none"> <li>All business division office staff enrolled in the Microsoft Academy</li> <li>Adobe Training</li> <li>BCASBO Leadership Program</li> <li>EFMA Leadership Program</li> <li>Custodial Pro-D</li> <li>Energy Management custodial training</li> <li>Conservation education</li> <li>Annual Energy Managers' Forum</li> <li>Attended relevant conferences</li> </ul>	<ul style="list-style-type: none"> <li>Continue Microsoft Academy</li> <li>BCASBO Leadership Program</li> <li>EFMA Leadership Program</li> <li>Trades and Custodial Pro-D</li> <li>Attend relevant conferences (e.g. SRB, BCASBO, EFMA, CEFPI, Harris Law Conference)</li> </ul>
<b>Create opportunities for positive interactions with other groups and within our division</b>	<ul style="list-style-type: none"> <li>Training sessions for principals /vice principals and managers</li> <li>First Annual SD 42 Energy Challenge Cup - October 2015</li> <li>BC Hydro Schools Program</li> <li>Attendance at Principals Meetings</li> <li>Regular site visits by Maintenance</li> <li>Superintendent, Secretary Treasurer, Deputy Superintendent met with CUPE on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>School Accounting Committee</li> <li>Environmental Sustainability Committee</li> <li>Pro-D Roundtables: Finance and Facilities</li> <li>Roundtable discussions with principals regarding Facilities</li> <li>Continue to meet with Partner Groups as necessary</li> </ul>
<b>Improve communication with all internal and external stakeholders</b>	<ul style="list-style-type: none"> <li>Public and stakeholder engagement - Budget, Facilities Planning, Transportation</li> <li>School Budget Reference Manual</li> <li>Quarterly Energy Management presentations to senior staff</li> <li>Enhance website presence for business departments</li> <li>Regular departmental meetings</li> <li>Regular meeting with city staff</li> <li>Facilities for Today and Tomorrow public engagement</li> <li>Your Voice Your Neighbourhood public engagement</li> </ul>	<ul style="list-style-type: none"> <li>Regular departmental meetings</li> <li>Offer targeted Pro-D sessions</li> <li>Report departmental activities to senior team and the Board</li> <li>Maintain relevant online presence</li> </ul>
<b>Continue to effectively represent the district perspective to provincial government on business related initiatives</b>	<ul style="list-style-type: none"> <li>Secretary Treasurer member of: BCASBO Executive; MOE Technical Review Committee, MOE Accounting Advisory Committee, MOE Framework for Enhancing Student Learning Committee, Chair of Procurement Steering Committee, Leadership Development Working Group, Joint Parks and Leisure Services Committee</li> <li>Director of Facilities member of EFMA executive</li> <li>Meetings with Deputy Minister and Assistant Deputy Ministers</li> </ul>	<ul style="list-style-type: none"> <li>Continue BCASBO involvement</li> <li>Continue EFMA involvement</li> <li>Continue relationship with BC Hydro and Fortis BC</li> <li>Continue to build relationships with municipalities</li> </ul>

## Background

The Human Resources 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 in reaching their full potential in order to provide for the best educational experiences in our school district. Outstanding staff are and will always be at the heart of our success.

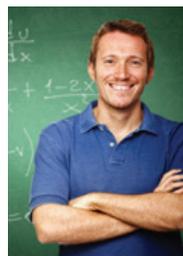
### Key Strategies

- Implement an HR strategy, programs and practices that are aimed at promoting a spirit of excellence within a continuous improvement mindset
- Provide quality and innovative HR services to attract, develop, engage and retain diverse talent
- Facilitate workplace relations that favour a culture of collaboration and leadership
- Promote a positive, respectful, safe and healthy work environment

### Operational Plan 2014-2017

In this three-year planning cycle the Human Resources Department will:

- Develop an organizational Human Resource strategy that aligns with the Board's strategic plan
- Promote joint initiatives, agreements and collaborative problem-solving with our partner groups
- Develop leading practices in the recruitment, retention, and recognition of outstanding staff
- Improve processes and maximize the power of technology to deliver HR services
- Identify metrics and benchmarks to measure HR operational efficiency and effectiveness, and to identify areas for improvement
- Review existing orientation programs and implement changes to promote a "one team" approach to welcome and onboard new staff to our school district
- Continue to grow our HR expertise within our Human Resources department and within our school district leaders



## Human Resources Department Contacts

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### Getting to excellence by:

- 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 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<p><b>Promote joint initiatives, agreements and collaborative problem-solving with our partner groups</b></p>	<ul style="list-style-type: none"> <li>Entered into mid-contract modification and letter of agreements with the unions to reach agreement on a variety of issues</li> <li>Achieved overall reduction in grievances due to active problem solving with all partner groups prior to and during grievance process</li> <li>Engaged with partner groups and implemented a new service provider for the Employee Assistance Program (May 2016)</li> <li>Planned and implemented a joint initiative with the MRTA to support employee wellness by offering a series of "Living with Balance" workshops for staff (February 2016 to April 2016)</li> <li>Finalized the new CUPE and MRTA collective agreements (March 2016)</li> <li>Applied for and received Human Rights exemption for Aboriginal Resource Teacher positions</li> </ul>	<ul style="list-style-type: none"> <li>Work with MRTA to develop a mid-contract modification to resolve Acting VP/Failure to Post grievance (Sept 2016)</li> <li>Letter of Agreement for hiring of retirees on term contracts as TTOCs (Sept 2016)</li> <li>Continue to problem solve workplace issues with partner groups, ensuring that issues are addressed first at the department/school level where appropriate (ongoing)</li> <li>Review Noon Hour Supervisor shortages and determine if another model of lunch hour supervision can be utilized (Winter 2017)</li> <li>Explore mechanisms for securing TTOC availability for callout (ongoing)</li> </ul>
<p><b>Develop leading practices in the recruitment, retention and recognition of outstanding staff</b></p>	<ul style="list-style-type: none"> <li>Reviewed PVP &amp; Exempt Compensation (TBD)</li> <li>Revised casual offer of employment letter template for support staff (October 2015)</li> <li>Developed and implemented new posting template (November 2015)</li> <li>Reviewed advertisement templates (February 2016)</li> <li>Participated in career fairs and recruitment initiatives at universities; provided opportunities for practicum placements for teachers and education assistant positions</li> </ul>	<ul style="list-style-type: none"> <li>Audit interview questions and assessments, adopt best practices where necessary (ongoing)               <ul style="list-style-type: none"> <li>» Expand testing/assessment toolkit</li> </ul> </li> <li>Anticipate peak staffing needs and proactively recruit throughout the year to match demand (ongoing)</li> <li>Begin planning for bargaining (June 2017)</li> <li>Move to an e-training module for documenting new employees (pre-orientation) (June 2017)</li> </ul>
<p><b>Improve processes and maximize the power of technology to deliver HR services</b></p>	<ul style="list-style-type: none"> <li>Implemented Leave Management Web module for teaching and support staff employees (March 2015)</li> <li>Aligned grievance management process with the Employment Practices Liability Program requirements (September 2015)</li> <li>Coordinated integration of Leave Management Web to finance's invoicing interface for external billing (Spring 2016)</li> <li>Attained better coordination TTOC usage for school based and district wide events through the utilization of the Dispatch TTOC Calendar as a planning resource (October 2015). New daily caps implemented for improved resource utilization</li> <li>Enhanced the Automated Dispatch System for CUPE seniority callout</li> </ul>	<ul style="list-style-type: none"> <li>Implement SRB Dashboard Web &amp; Attendance &amp; Reporting modules for attendance management tracking at a glance</li> <li>Continue to scan HR records to archive electronically for efficient and effective access to historical information - ongoing</li> <li>Develop communication strategy to fully implement Leave Management Web module for Principals, Vice Principals &amp; Exempt Employees (June 2017)</li> <li>Continue with coordination efforts for TTOC usage for school based and district wide events through the utilization of the Dispatch TTOC Calendar as a planning resource (ongoing)</li> <li>Provide clerical staff with resources to practice testing of MS Office prior to HR assessment (June 2017)</li> <li>Provide further SRB training to HR staff to enhance technical skills (ongoing)</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Identify metrics and benchmarks to measure HR operational efficiency and effectiveness, and to identify areas for improvement</b>	<ul style="list-style-type: none"> <li>Developed training to proactively support staff where high injury rates occur (April 2015)</li> <li>Made considerable progress with HR Procedure Manual (Spring 2016)</li> <li>Implemented New WHMIS Program Training to all Custodial and Trades staff (Phase 1)</li> <li>Implemented streamlined process to address float unavailability issues</li> </ul>	<ul style="list-style-type: none"> <li>Special Purpose Grant – Attendance &amp; Wellness support (Fall 2016)               <ul style="list-style-type: none"> <li>Align data to BCPSEAs A&amp;W pilot data</li> <li>Conduct Attendance audit</li> <li>Acknowledge exceptional attendance</li> </ul> </li> <li>HR Procedure Manual (Winter 2017)</li> <li>Implement New WHMIS Program Training for employees not working in Custodial or Trades positions (Phase 2 – Spring 2017)</li> <li>Develop a consistent performance review/growth planning template for individual employee groups (Spring 2017)</li> </ul>
<b>Review existing orientation programs and implement change to promote a “one team” approach to welcome and onboard new staff to our school district</b>	<ul style="list-style-type: none"> <li>Phase I – developed mandatory new employee orientation sessions for all new staff (May 2015)</li> <li>Expanded TTOC orientation from a half day to a full day to include Teacher mentoring</li> <li>Updated and implemented the TTOC Handbook in collaboration with the MRTA</li> </ul>	<ul style="list-style-type: none"> <li>Phase II – develop a consistent school based orientation for welcoming new staff into schools (June 2017)</li> </ul>
<b>Continue to grow HR expertise within our Human Resources department and within our school district leaders</b>	<ul style="list-style-type: none"> <li>Developed training plans to orient new HR Assistant into the role</li> <li>Hosted special topics meetings to support growth in leading and managing people for our district leaders</li> <li>Participated in SRB Conference Fall 2015; Arbitration and HR Policy Workshop</li> <li>Documented timeline of HR Cycle and individual responsibilities</li> <li>Organized and hosted Special Topics sessions for administrators and managers to support growth in leading and managing staff including sessions on Family Law and an Emotional Intelligence series</li> </ul>	<ul style="list-style-type: none"> <li>Review of HR roles and further define where necessary (July 2016)</li> <li>Train and orient new HR Assistant into the department (August 2016)</li> <li>Provide new Ps and VPs with an education session on the CUPE &amp; MRTA contracts (October 2016)</li> <li>Develop job profiles for Principal and Vice Principal positions (Spring 2017)</li> <li>Organize and host Special Topics sessions for administrators and managers to support growth in leading and managing staff (2016/17)</li> <li>Empower Managers/Principals to be instrumental in problem solving with their staff and partner groups</li> </ul>
<b>Develop an organizational Human Resource strategy that aligns with the Board’s strategic plan</b>		<ul style="list-style-type: none"> <li>Map out HR strategy process, Spring 2017</li> </ul>
<b>Support Education and Business Services initiatives</b>	<ul style="list-style-type: none"> <li>Established yearly planning cycle for support staff learning opportunities during Non-Instructional days in collaboration with CUPE identifying job specific training for all support staff workgroups</li> <li>Delivered Emergency Preparedness refresher training for Sr Team and schools</li> <li>Finalized clerical handbook</li> <li>Developed clerical MS Office training certification process</li> <li>Implemented clerical transition time to support clerical staff at schools</li> </ul>	<ul style="list-style-type: none"> <li>Develop succession planning model to support key positions within the organization (June 2016)</li> <li>Seek interest in evolving the Custodial Valuing committee into a broader culture committee for all staff (Winter 2017)</li> <li>Review TTOC booking caps for school or district based initiatives and implement trial (October 2015)</li> <li>Continuous communication of the clerical MS Office training certification process to enhance staff participation (ongoing)</li> <li>Seek out opportunities for staff training in the following areas:               <ul style="list-style-type: none"> <li>Clerical technical skills</li> <li>Worker responsibilities/safe work procedures</li> <li>Family law session for clerical staff</li> <li>Absence reporting, timesheet procedures</li> <li>Employee related policy review</li> </ul> </li> <li>Communicate float and TTOC obligations/expectations               <ul style="list-style-type: none"> <li>Review TTOC handbook (December 2016)</li> <li>Plan for Float handbook (June 2017)</li> </ul> </li> </ul>

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## Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Update District Policies and Procedures (HR/Staff Related)</b>	<ul style="list-style-type: none"> <li>• Provided feedback on <i>Procedure 5780.2: Protection of School District Records when Working Away from the Workplace</i></li> <li>• Adopted <i>Policy 7210: Workplace Discrimination or Bullying and Harassment</i></li> </ul>	<ul style="list-style-type: none"> <li>• Existing HR related district policies to be reviewed and feedback provided to ST per Board Policy Development Committee Work Plan including:               <ul style="list-style-type: none"> <li>» Hiring procedures for admin positions</li> <li>» Performance reviews</li> <li>» Compensations for exempt &amp; administrators</li> <li>» Drivers abstracts</li> </ul> </li> </ul>
<b>Conduct Performance Planning and Coaching with HR staff</b>	<ul style="list-style-type: none"> <li>• Met HR staff who had performance reviews due to identify and recognize their contributions and strengths as well as identify areas of growth and training plans to support their individual professional growth</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to meet with HR staff to review performance and plan for professional growth opportunities (ongoing)</li> <li>• Plan for opportunities for HR staff to develop and grow within their own roles to increase individual capacity and competency (ongoing)</li> </ul>

## 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 that all learners reach their full potential.

## Operational Plan

Our vision is to maintain stable technology resources and services; continually explore and effectively implement new technologies and online services that will enhance teaching and learning; and improve the effectiveness of support services.

### Key Strategies

- Provide strategic direction regarding information management practices within SD42
- Support educational initiatives for student learning
- Coordinate the implementation of effective and efficient information management practices within the district
- Work with all education stakeholders to continue to support innovative instructional practices
- Interpret the needs, wants and desires of district IT service users, and translate those into priority IT initiatives
- Ensure that IT policies and investments are aligned with educational and business priorities across the school district
- Fully leverage current information technology investments
- Maintain data integrity within the school district
- Oversee security and data management in accordance with applicable legislation and Board policies

### Operational Plan 2014-2017

In this three-year planning cycle, the IT Department will:

- Educate district staff on existing IT initiatives and processes by offering learning sessions and promoting the IT website and knowledge base
- Implement local cloud-based home folders and My Sites for SD42 staff by upgrading to SharePoint 2013
- Increase system stability, enhance staff experience with mobile devices, and effectively integrate telephony with our infrastructure by upgrading to Exchange and Lync 2013
- Maintain and enhance our online helpdesk and knowledge base to provide enhanced support to our user community
- Facilitate the deployment of cloud-based applications to support student learning
- Deploy latest technologies in the classroom to support teaching and learning
- Upgrade IT infrastructure in order to maintain a stable wired and wireless network, VOIP telephony, server infrastructure
- Deploy projects that enhance the efficiency of district support services
- Continue the support and improvement for the Parent Portal Project
- Actively move toward digital learning resources for students.



## Information Technology Leadership Team

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Getting to excellence by:

- Working with our teaching community to better support new learning methodologies
- Efficiently using our IT resources and expertise
- Finding the right partnership between technology and teaching and learning
- Improving communication between IT and our school district communities

### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Educate district staff on existing IT initiatives and processes by offering learning sessions and promoting the IT website and knowledge base</b>	<ul style="list-style-type: none"> <li>• Apple and Microsoft workshop at schools</li> <li>• Regularly updating IT website to reflect latest district technology deployment</li> <li>• Extensive parent portal training by IT staff</li> </ul>	<ul style="list-style-type: none"> <li>• Involve IT staff in day-to-day technology training at the school/class level</li> <li>• Take a pro-active approach to training with every project that IT sponsors/enrolls</li> </ul>
<b>Implement local cloud-based home folders and My Sites for SD42 staff by upgrading to SharePoint 2013</b>	<ul style="list-style-type: none"> <li>• IEP (Learning Services) site migrated to MyED BC</li> <li>• Driving the utilization of OneDrive with school-based training sessions</li> <li>• IEP (Learning Services), and ABED support SharePoint site were migrated to SharePoint 2013</li> <li>• 70% of staff are enrolled with SharePoint Home folders access is done through SharePoint OneDrive 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Implement additional school and departmental team sites for sharing</li> <li>• Train staff on how to utilize team sites for educational purposes</li> <li>• Train staff on utilizing team sites within SharePoint 2013</li> <li>• Explore SharePoint 2016</li> <li>• Migrate Pro-D site to SharePoint 2013.</li> <li>• Increase staff usage of OneDrive to 99%</li> <li>• Increase the storage space available to staff in SharePoint</li> </ul>
<b>Increase system stability, enhance staff experience with mobile devices, and effectively integrate telephony with our infrastructure by upgrading to Exchange 2016 and Skype for Business 2016</b>	<ul style="list-style-type: none"> <li>• One site moved to SIP trunking</li> <li>• Completed the implementation of Lync 2013 and Exchange 2013</li> <li>• All staff mailboxes were migrated to Exchange 2013</li> <li>• Converted 9 sites to the Lync 2013 phone system</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous conversion of legacy phone systems to Lync / Skype for Business</li> <li>• Begin process to migrate to Skype for Business and Exchange 2016</li> <li>• Explore further opportunities to implement SIP trunking</li> </ul>
<b>Maintain and enhance our online HelpDesk and knowledge base to provide enhanced support to our user community</b>	<ul style="list-style-type: none"> <li>• Website and knowledge base are kept up to date</li> <li>• HelpDesk and IT staff refer staff to the IT website for installation instructions, latest IT information, and announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the push toward a self-help model</li> <li>• Explore enhancements in the Web HelpDesk site to improve user experience and IT efficiencies</li> </ul>
<b>Facilitate the deployment of cloud-based applications to support student learning</b>	<ul style="list-style-type: none"> <li>• Deployed Office 365 for students</li> <li>• Deployed Google Drive for students</li> <li>• Deployed Scholantis ePortfolio site for students</li> </ul>	<ul style="list-style-type: none"> <li>• Staff and student landing page. Each group will be presented with the online resources available to them</li> <li>• Collaboration site for teachers. This site will encourage collaboration and sharing of educational materials among teachers</li> <li>• Support adoption of Yammer for staff collaboration</li> </ul>
<b>Deploy latest technologies in the classroom to support teaching and learning</b>	<ul style="list-style-type: none"> <li>• Continuous deployment of technology such as smartboard, projectors, document cameras to support teaching and learning</li> <li>• Upgraded mobile carts at elementary schools to run the latest operating systems</li> <li>• 700 Laptops/Surfaces upgrade cycle completed</li> </ul>	<ul style="list-style-type: none"> <li>• Create a collaboration website for our teachers to share resources and to foster collaboration</li> <li>• Explore opportunities to further integrate technology into learning commons</li> </ul>
<b>Upgrade IT infrastructure in order to maintain a stable wired and wireless network, VOIP telephony, server infrastructure</b>	<ul style="list-style-type: none"> <li>• Upgraded the capabilities of the Storage Area Network.</li> <li>• Migrate to a new server virtualization technology to save licensing costs</li> <li>• Completed the transition to the Next Generation Network</li> <li>• 500 Wireless Access Point deployment throughout school district. We are approaching one Access Point per class to accommodate for the density needed for our programs</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade clerical computers</li> <li>• Deploy authenticated wireless at elementary</li> <li>• Upgrade all school servers</li> <li>• Upgrade UPSs at all schools</li> </ul>

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### Operational Plan 2014-2017

INITIATIVE	CURRENT STATUS	NEXT STEPS
<b>Deploy projects that enhance the efficiency of district support services</b>	<ul style="list-style-type: none"> <li>• Deployment of PrintFit printing management system to reduce cost. Roll out continues</li> <li>• Completed roll out of MyEDBC to all sites</li> <li>• Project Manages the implementation of a new International Education student information system (True North)</li> <li>• Project Managed the re-implementation of SRB</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Purchasing Requisition Web pilot program and deploy district-wide</li> <li>• Help with managing the deployment of additional SRB tools and modules</li> <li>• Improve availability to archived student records to secondary records clerks</li> </ul>
<b>Continue the support and improvement for the Parent Portal Project</b>	<ul style="list-style-type: none"> <li>• Developed and implemented the International Education Parent Portal module</li> <li>• Ongoing maintenance and usability improvements of the Parent Portal</li> <li>• Deployed assessments and assessment reporting module.</li> <li>• Deployed absence reporting module</li> <li>• Developed and implemented the student transportation Parent Portal module</li> </ul>	<ul style="list-style-type: none"> <li>• Review IT budgets to ensure it is properly resourced to maintain, support, and further enhance the Parent Portal</li> <li>• Redesigning grade 8 Parent Portal registration module</li> <li>• Replace the payment gateway as the current vendor has been acquired</li> <li>• Parent / Teacher Interview booking calendar module</li> <li>• Field Trip school calendar view</li> </ul>
<b>Actively move toward digital learning resources for students</b>	<ul style="list-style-type: none"> <li>• Added additional education videos to the Helix Video Streaming Server</li> <li>• Continue to explore how digital resource could be "pushed" to student owned devices through our MDM software</li> <li>• Working with librarians to improve access to digital resources throughout the district</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with teacher librarians to enhance the Helix library of educational resources.</li> <li>• Work with secondary School librarians to transform secondary libraries to the learning commons model</li> <li>• Continue to work toward a BYOD model with alignment of digital resources offered through our MDM, Apple App Store, Google Android Store and the Microsoft App Store</li> </ul>
<b>Data management and security assessment/ implementation project</b>	<ul style="list-style-type: none"> <li>• Initiated the electronic records security review</li> <li>• Encrypted all staff laptops</li> <li>• Continue the electronic records security review</li> <li>• Firewall incident review procedure created and implemented</li> <li>• Trained SD42 users on proper storage and management of SD42 electronic records</li> <li>• Created and implemented technology asset management procedure</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to create and implement internal IT procedures to preserve SD42 electronic records</li> <li>• Create and implement electronic records retention/ archiving plans based on provincial and district guidelines</li> <li>• Complete a records security assessment and support the implementation of recommended improvements</li> </ul>
<b>Guide the implementation of the new student information system</b>	<ul style="list-style-type: none"> <li>• MyEdBC data conversion completed for all schools</li> <li>• All necessary staff trained on basic usage of MyEdBC</li> <li>• Implementation of MyClass and related training of staff underway</li> <li>• Specialized training sessions for clerical regarding TRAX, Ministry 1701, school setup and timetable building are ongoing</li> <li>• MyEdBC implementation plan created in consultation with CUPE and MRTA representatives</li> <li>• MyEdBC Teacher Committee - provided feedback on the implementation of the new system</li> <li>• School Counsellor training for data verification, course section creation and maintenance</li> <li>• School clerical training</li> <li>• Teacher training on system fundamentals</li> </ul>	<ul style="list-style-type: none"> <li>• Improve analysis and reporting on data retrieved from MyEdBC</li> <li>• Continue specialized training for the implementation of MyClass</li> <li>• Continued training for new staff on MyEdBC and related modules</li> </ul>

# APPENDIX

## DOCUMENTS AND SOURCES

### INTERNAL DOCUMENTS

Authored by or about Maple Ridge-Pitt Meadows School District  
 Vision, Mission and Core Values  
 Board Goals and Work Elements  
 Achievement Contract 2013  
 Superintendent's Vision  
 Business Division Operational Plan (2013)  
 District Leadership Vision  
 Have Your Say (Satisfaction Survey 2008)  
 Aboriginal Enhancement Agreement (2010)  
 IT Plan to Support Learning for Tomorrow (2012)  
 2013/14 Budget Process  
 Learning for Tomorrow (November 2011 Community Consultation)  
 HR 2013 Planning Retreat Follow-Up Meeting Notes (2013)  
 Achievement Contract 2012  
 2010/11/12/13 Year in Reviews  
 April 2013 Budget Considerations  
 Enrolment Projections and Operating Capacities  
 2010 Superintendent's Report on Students Achievement  
 A History of Maple Ridge-Pitt Meadows Operating Grants

### EXTERNAL DOCUMENTS AND CALCULATIONS

The Distribution of Teacher Experience Scales (SD#42 Human Resources)  
 FSA Results (B.C. Ministry of Education Achievement Reports)  
 Graduation Rates (B.C. Ministry of Education Achievement Reports)  
 Better Schools for BC (British Columbia Teachers' Federation)  
 BC Education Plan (Ministry of Education)  
 The Practice of Teaching (British Columbia Teachers' Federation)  
 Research and Consideration of the Demographic, Labour Market and Community  
 Construct for Maple Ridge and Pitt Meadows (Various Sources)