



Delta School District
Inspired Learning

**DELTA SCHOOL DISTRICT
STRATEGIC PLAN
2021 - 2024**

We are honoured to be working and learning on the traditional territory of the Tsawwassen and Musqueam First Nations and of all the hə́nqəmíṇə́m speaking people who have been stewards of this land since time immemorial.

29-Sep-21

MESSAGE FROM BOARD CHAIR VAL WINDSOR AND SUPERINTENDENT DOUG SHEPPARD

At the Delta School District, we are proud of our successes and the positive impact we have on students' lives. We have a solid reputation for being a leading district for innovative teaching and learner success thanks to the hard work and commitment of our staff who are highly skilled, motivated and committed to putting students at the centre of everything we do.

The development and implementation of this Strategic Plan will provide a collective focus for the district to pursue a number of significant and targeted goals over the next three years (2021 – 2024), ensure that resources are in place to achieve these goals in an effective and sustainable manner, and keep the district on track to achieve its longer-term vision.

This Strategic Plan will guide our decision making and actions moving forward. It builds on our achievements from our previous three-year strategic plan ([FESL 2018-2021](#)) and is a component of a comprehensive cyclical review process that includes the following stages:

- 1) goal setting at both the school and district level
- 2) implementation of strategies and initiatives
- 3) annual evaluation
- 4) communication of progress
- 5) ongoing consultation and collaboration with key stakeholders
- 6) annual re-calibration of strategies and initiatives to ensure student achievement targets remain on track

Throughout this process, the district will continue to use the [Spiral of Inquiry](#) (Halbert and Kaiser, 2013) as a common framework for change that supports our strategic priorities and improves student outcomes. For the past decade, the goal setting, change management and decision-making process for the district and all schools has been the Spiral of Inquiry and this will continue moving forward. The district's focus on inquiry ensures that we use evidence-informed data and research to develop goals and make decisions that reflect students' needs.

Our Strategic Plan aligns with the [Ministry of Education's Framework for Enhancing Student Learning](#), the goals and objectives reflected in the [Ministry of Education's Service Plan](#) and the province's vision and [Policy for Student Success](#) that B.C. has educated citizens who thrive in a changing world.

Thank you for taking the time to read our Strategic Plan. We recognize that we can't achieve our goals alone - your engagement and involvement in this process are highly valued and very gratefully received. We invite and encourage you to continue to engage in conversations about the future direction of our school district community by attending [public board meetings](#) and Delta District Parent Advisory Council ([Delta DPAC](#)) [meetings](#), contacting [school board trustees](#) or emailing district staff at info@deltaschools.ca with feedback or questions.

Sincerely,



Val Windsor
Chair, Delta Board of Education



Doug Sheppard
Superintendent of Schools

ABOUT US

The Delta School District is a leading district for innovative teaching and learner success. Delta School District's 24 elementary and seven secondary schools are spread across the three communities of Ladner, North Delta and Tsawwassen. Currently, the district has 15,900 students, with approximately 600 students identifying as having Indigenous ancestry and more than 1,400 students with disabilities or diverse abilities that require varying levels of support.

The district employs more than 2,260 staff and has an annual operating budget for 2021/2022 of \$169.480 million.

We are proud to provide safe, culturally diverse and nurturing learning environments from kindergarten through Grade 12 to meet unique learning needs. The district offers a wide variety of quality programs including traditional schools, sports and fine art academies, International

Baccalaureate and French Immersion programs, Distributed Learning programs (Home Quest and DeltaAccess), an International Student Program, and a wide range of continuing education programs (Delta Community College) to engage students in stimulating and relevant educational experiences. In addition, our dedication to social responsibility teaches our students to respect themselves, their environment and each other, and encourages them to find ways to give back to their local communities.

Ranking highly in student and parent satisfaction surveys, we constantly strive to build and deliver the best education, experiences and opportunities for our students, including giving them voice and choice. We do this by ensuring that our educators have a solid knowledge and understanding of the curriculum, pedagogical approaches and assessment for learning.

Currently, our graduation rates are among the highest in British Columbia and our students frequently gain recognition for their academic successes, leadership abilities and contributions to the school, local and global communities. All of these accomplishments are due to the dedication and hard work of students working in close collaboration with committed and supportive teachers, district staff, parents and caregivers.

VISION 2030

During the 2020-21 school year, with support from visual facilitation consultants *Outside The Lines*, the Delta School District embarked on a journey to identify a new vision that will build on the successes of the district's *Big Bold Vision for 2020*.

Between March and June 2021, almost 3,000 students, teachers, parents, district staff, education and community partners, and local Indigenous peoples (Musqueam First Nation and Tsawwassen First Nation) took part in a visioning process via a series of Zoom events and online surveys. We are analyzing the data to capture common themes and ideas, and plan to share a new vision, mission, purpose and values for the next decade in late fall of 2021.

OUR GUIDING PRINCIPLES

As we strive to achieve our bold vision, our work will be grounded in compassion and the following six principles will be deeply embedded in each of our goal areas:

Equity

A commitment to equitable outcomes requires that we recognize and respond to differences in strengths and needs. We will seek to ensure that all Delta students have the opportunities required to reach their full potential.

Universal and Inclusive Approaches/Practices

We will account for the uniqueness and variability in learners when designing and delivering education to help make space for a strength-based, innovative and individualized approach, and reduce the need for specific accommodations for students with disabilities and/or diverse abilities.

Diversity

Diversity is a defining aspect of the Delta School District. We recognize the need for continued learning and engagement in this regard and will actively respect, appreciate, embrace and learn from the valuable diversity within our district.

Indigenous Worldviews and Knowledge

We will seek a deeper understanding and appreciation of the Indigenous histories, cultures and [Principles of Learning](#) through our learning and working practices. We will foster stronger relationships with local First Nations communities through collaboration and consultation. We will implement the Truth and Reconciliation Commission calls to action related to education.

Well-being and Connectedness

We know that the well-being of staff has a direct impact on student well-being, which is directly correlated to their learning (E. Oberle, K. Schonert-Reichl, 2016). As such, we will prioritize social, emotional and physical well-being and a sense of belonging for *all* students and staff, with a particular focus on mental wellness.

Core Competencies (Thinking, Communication, Personal and Social)

We will support students in their growth as educated global citizens by helping them achieve proficiency in the intellectual, personal, social and emotional knowledge, skills and processes associated with the three core competencies.

DISTRICT GOALS

Our Strategic Plan sets out five goals that will guide our actions over the next three years and drive progress towards achieving our Vision 2030.

These goals and principles were developed through the Spiral of Inquiry. School goals, which are based on local learning needs, inform our district goals. This ensures alignment with the plans at all levels of the system. We also include consideration and input from students, families/caregivers, local Indigenous peoples, and education and community partners collected through the recent visioning process and the district's annual budget cycle.

Graduation For All

All Delta students will graduate with dignity, purpose and options, and leave school more confident and curious than when they entered.

Education is our core focus so it is only natural that excellence in education is one of our strategic goals. This goal has been part of our vision since 2011 and continues to drive change throughout the system. Currently, 96% of our students are already meeting the requirements for graduation. As a result, our focus is on equity and supporting students who are not yet meeting with success. Our expectation is that all students, including those who haven't traditionally found success at school (for example, some students with Indigenous ancestry, Children/Youth In Care, students with disabilities or diverse abilities), will graduate from school with dignity, purpose and options. Throughout our annual review cycle, we analyze student success in these subgroups and target supports and resources for improvement.

Our objectives include:

- Support students through pivotal moments of their learning journey to increase the number of successful transitions for students (for example, entry into Kindergarten, high school and post-secondary life – university, college, trades and other school completion pathways).
- Increase our Dogwood graduation rates for all student subgroups and reach parity with the general student population.
- Recognize the barriers (financial, academic, personal) and identify and support the needs of specific groups of students who haven't traditionally found success at school in order to address the inequities of outcomes for these students.

When we examine the graduation data trends, Delta's overall graduation rate has shown a significant, incremental increase over the past decade. Despite this very positive trend, there are still significant achievement gaps that exist for the following subgroups of students:

- Students of Indigenous ancestry
- Children/Youth In Care
- Students with disabilities or diverse abilities (including severe Behavioural and/or Mental Health diagnoses)

To ensure we reach our goal, we will be closely monitoring the following sources of data:

- *Five and Six-Year* student graduation data
- Honours graduation rates
- Monitoring the use of Evergreen and Adult Dogwood as *appropriate* pathways to graduation.
- Year-to-year student transition data; Ministry and locally developed measures
- Student Satisfaction Survey / "Our Schools" Student Survey

Powerful and Inspiring Learning Environments

Learning in Delta will provide all students and staff with opportunities and experiences to thrive and flourish.

A large body of evidence suggests that a sense of belonging and agency is fundamental to the success of all learners, and that engagement and collaboration lead to a connected and powerful learning environment. Our objectives include:

- Ensure that professional learning opportunities exist for staff that focus on evidence-informed practices related to curriculum, pedagogy and assessment.
- Increase the number of students who feel welcome, safe, connected and part of a vibrant learning community.
- Increase the number of students who feel there are two or more adults at their school who care about them and believe they can be successful.
- Challenge every learner by holding them to high but achievable expectations.
- Ensure students develop critical and creative thinking, and communication skills.
- Leverage and amplify students' strengths, interests and passions.
- Provide opportunities for student inquiry.

- Listen to students and give them choices wherever possible.
- Enable students to find the connection between their learning, current real-world issues and their future lives.
- Consult with Tsawwassen and Musqueam First Nations to identify culturally important experiences for students of Indigenous heritage, and include these experiences in their educational experiences.
- Provide students with access to knowledge/expertise from beyond the school walls.
- Ensure proactive and effective communication and engagement between students, staff, parents, caregivers, education and community partners to help foster a collaborative learning environment.

As we work collectively to meet the above objectives we will be monitoring and analyzing the following sources of data and feedback:

- Provincial Student Satisfaction Survey Results
- "Our Schools" Student Survey
- Early Development Instrument (EDI) and Middle-Years Development Instrument (MDI)
- Locally developed student surveys
- Annual review of staff, school and district inquiry projects
- Annual review of school Frameworks for Enhancing Student Learning and district department goals

Strong Foundations in Literacy and Numeracy

All Delta students will have the literacy and numeracy knowledge and skills to thrive in a global society.

We must continue to focus on the foundational skills of literacy and numeracy. Our objectives include:

- Increase student achievement in key groups (students with Indigenous ancestry, Children/Youth In Care, and students with disabilities or diverse abilities) as well as in the overall student population.
- Ensure students can use and apply their literacy and numeracy skills to meaningful and increasingly challenging learning experiences.

Multiple sources of data will be tracked as we work toward meeting the above targets:

- School based literacy and numeracy assessments (e.g. PM Benchmarks - note this is a curriculum-based assessment done three times per year in the students' classroom)
- Provincial Literacy and Numeracy Assessments
- Report Card data
- Grade Four and Seven Foundation Skills Assessment
- How Are We Doing Reports

Engaged, Empowered and Healthy Workforce

Nurturing our workforce will enable employees to thrive and reach their highest potential, which in turn will ensure our students receive the best education and experiences possible.

Employees are our most valuable resource. We need to attract, support and retain the best to build organizational capacity so that we can best serve our learners by creating a positive, innovative and healthy working environment. Our objectives include:

- Recruit and retain highly qualified and skilled employees with a focus on increasing leadership capabilities and achieving a diverse workforce.
- Encourage, support and empower employees through professional learning, mentoring, networking and leadership development opportunities.
- Ensure employees have the information and resources they need to experience and design powerful and inclusive learning and working environments, including an understanding of the district's Vision 2030.
- Promote staff health and wellness.

We will be analyzing the following sources of data and feedback to monitor progress:

- Employee engagement survey
- Exit interviews
- Attendance data
- Short and long-term disability claims

Strong Governance and Stewardship of Resources

Maximizing the availability of the district's resources will support the delivery of our strategic goals and ensure long-term sustainability.

Responsible use of the district's resources is vital to support a modern, safe and universally accessible education experience that is conducive to learning. Our objectives include:

- Continuously improve the efficiency and effectiveness of common processes, practices and systems (for example, financial including budgetary, procurement and risk management, HR, IT, communications etc.) to ensure alignment with our strategic priorities and support sustainability.
- Develop long-range plans that will accommodate changing demographics and educational programming initiatives to provide students and staff with the necessary resources, technology and facilities.
- Maintain and upgrade aging facilities in alignment with our Long Range Facilities Plan.
- Decrease the district's environmental impact through sustainability and energy management initiatives.
- Maintain and upgrade district IT infrastructure to enable the integration of emerging technologies to support instruction.
- Increase stakeholder understanding and insight regarding the district's financial information and resources.

We will be monitoring various sources of data to ensure:

- Budgetary decisions support and align with district goals
- Increased efficiency in operations and capital costs
- Reduction in the district's environmental footprint

Board of Education

The Delta Board of Education comprises seven trustees that represent the communities of Ladner, Tsawwassen and North Delta. Trustees are elected every four years during the municipal elections.

The trustees govern the district by establishing educational and administrative policies and regulations. They guide the work of the Superintendent of Schools and the members of the administrative staff who provide the day-to-day leadership and management of the district.



Left to right: Chair Val Windsor, Vice Chair Daniel Boisvert, Erica Beard, Laura Dixon, Jessie Dosanjh, Nick Kanakos and Bruce Reid

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