

DELTA SCHOOL DISTRICT STRATEGIC PLAN

2021 - 2024





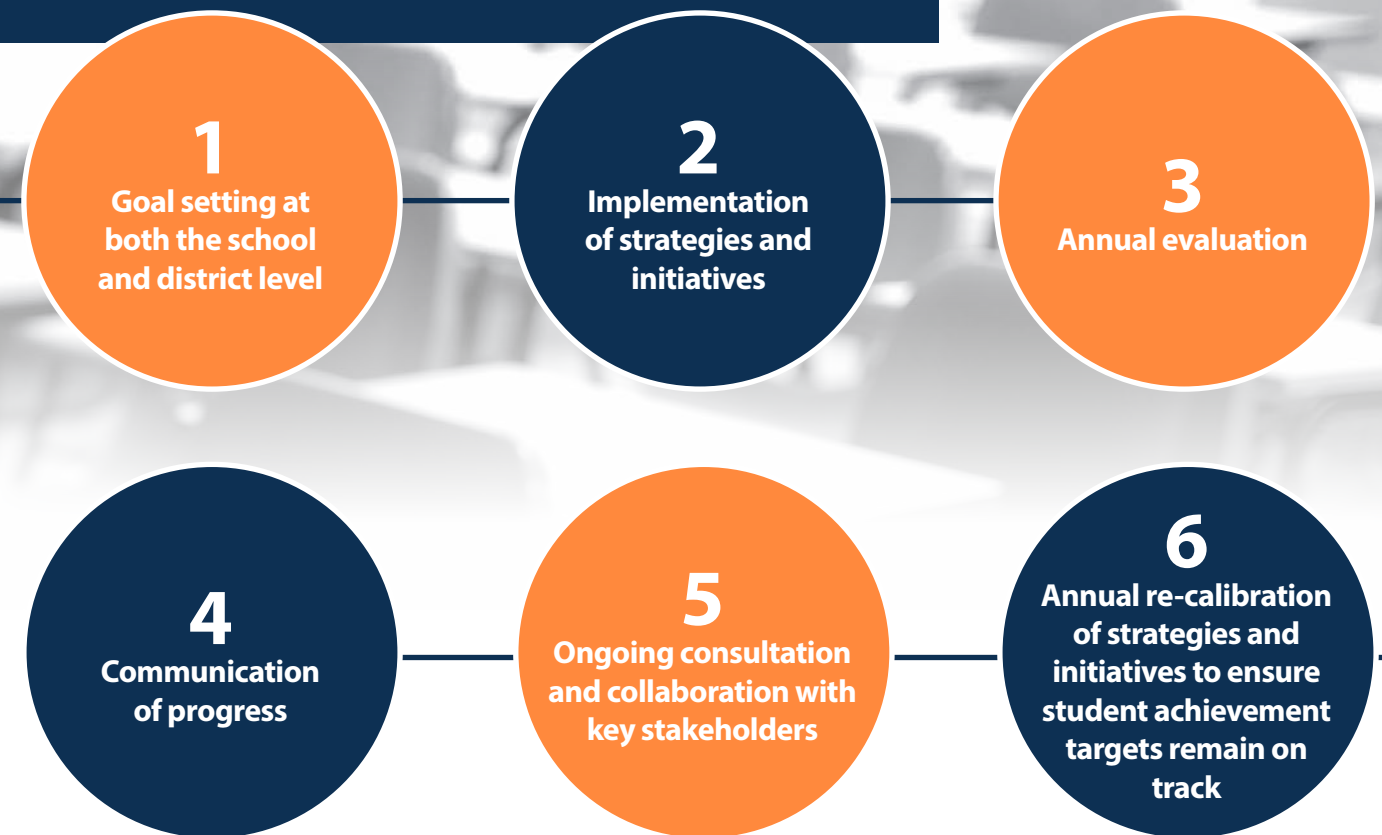
A MESSAGE

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:



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

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

ABOUT US

Delta School District is spread across the three communities of Ladner, North Delta, and Tsawwassen.

15,900
students

7
Secondary
Schools

24
Elementary
Schools

Approx.
600
students

Identifying
as having
Indigenous
ancestry

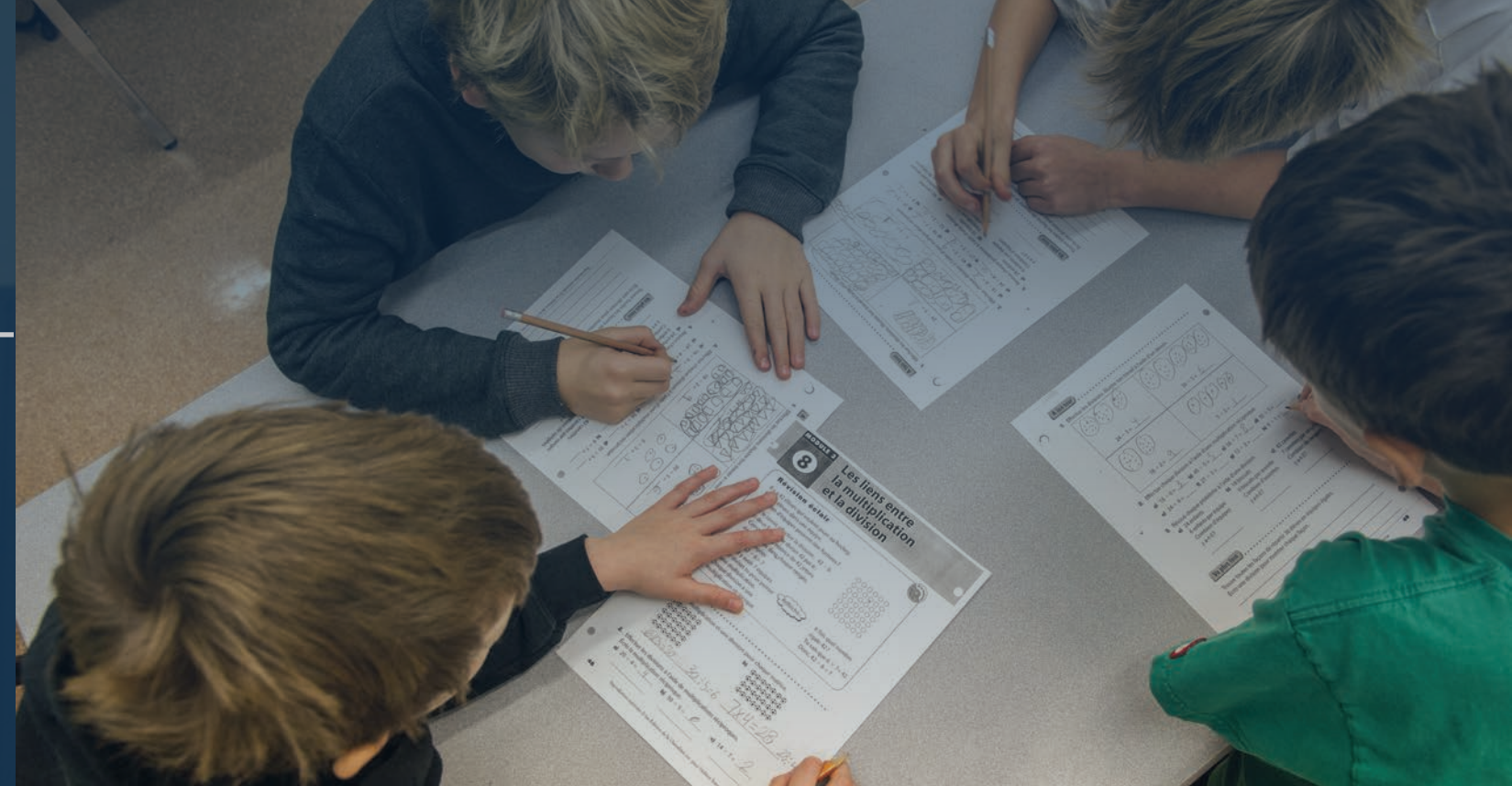
1,400+
students

With disabilities
or diverse abilities
that require varying
levels of support

2,260+
staff

Annual
operating
budget for
2021/2022

\$169.480
million



The Delta School District is a leading district for innovative teaching and learner success.

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, the Delta School District embarked on a journey to develop its vision for the next decade.

An Advisory Committee comprised of representatives from our staff, students, education partners (CUPE 1091, Delta Teachers' Association and Delta District Parent Advisory Council, and Delta Principals and Vice Principals Association), the Delta Board of Education and local First Nation Peoples – Musqueam and Tsawwassen First Nations – guided this visioning process.



Through a variety of conversations and activities including Zoom calls, online surveys, whiteboard spaces and photo murals, we engaged with our key stakeholders and asked them to share their wishes and desires for the future direction of the school district.

In total, the voices of almost 3,000 individuals were heard between April to June 2021

including staff from all schools and district sites.

During the summer of 2021, this data was analyzed to identify key themes, and the collective feedback, wisdom and of these individuals has been captured by a graphic artist to create Vision 2030.

Vision 2030 builds on the successes of our Bold Vision for 2020 which has served the district well over recent years. We look forward to Vision 2030 being our guiding North Star for the next decade as we support Delta's students present and future.

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.



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.

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.



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.



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.

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.

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.

DISTRICT GOAL 01

GRADUATION FOR ALL

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.

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

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

Students with disabilities or diverse abilities (including severe Behavioural and/or Mental Health diagnoses)

Children/Youth In Care

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

Honours graduation rates

Monitoring the use of Evergreen and Adult Dogwood as appropriate pathways to graduation

Five and Six-Year student graduation data

Student Satisfaction Survey / "Our Schools" Student Survey

Year-to-year student transition data; Ministry and locally developed measures

DISTRICT GOAL 02

POWERFUL AND INSPIRING LEARNING ENVIRONMENTS

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.

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

OUR OBJECTIVES INCLUDE



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



DISTRICT GOAL 03

STRONG FOUNDATIONS IN LITERACY AND NUMERACY

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

OUR OBJECTIVES INCLUDE

We must continue to focus on the foundational skills of literacy and numeracy.

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:

Provincial Literacy and Numeracy Assessments

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)

How Are We Doing Reports

Report Card data

Grade Four and Seven Foundation Skills Assessment

DISTRICT GOAL 04

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

Encourage, support and empower employees through professional learning, mentoring, networking and leadership development opportunities.

Promote staff health and wellness.

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.

Recruit and retain highly qualified and skilled employees with a focus on increasing leadership capabilities and achieving a diverse workforce.

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

Exit interviews

Short and long-term disability claims

Employee engagement survey

Attendance data

DISTRICT GOAL 05

STRONG GOVERNANCE AND STEWARDSHIP OF RESOURCES

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

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

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.



Val Windsor,
Chair



Daniel Boisvert,
Vice Chair



Erica Beard



Laura Dixon



Jessie Dosanjh



Nick Kanakos



Bruce Reid



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If you have any questions or comments on this
Strategic Plan, please contact us at:
questions@deltaschools.ca