



STRATEGIC PLAN:
WORKPLAN OBJECTIVES
2023-24



Strategic Goal 1: Honour Diversity

- *Respect the strength of all diversities within our communities.*
- *Support the transformation of an education system that recognizes, celebrates, and includes Indigenous history, worldviews, and perspectives.*

Objective	23 - 24 Strategies	Timeframe	Team
Inclusive Spaces			
HD - A1 Increase accountability and deepen effective working relationships between the district and local First Nations.	A1 Re-negotiate existing Local Education Agreements and expand to new agreements as per the wishes of First Nations without an LEA. A1 Re-engage Rightsholders and Stakeholders in the Equity Scan process to create a new baseline, compare to 2018 data and report out to community.	Report to Board: September January June	District LEAD: Director of Instruction and District Principal (Indigenous Education) Superintendent Additional Supports: Indigenous Education Council School Administration
HD - A2 In compliancy with the Accessible BC Act, enhance inclusive and accessible school environments and remove barriers within the district, school, and classroom environments.	A2 Engage the public in a feedback mechanism to identify barriers to access within the district. A2 Initiate a multi-year plan to address barriers that are attitudinal, physical, information/communication, systemic or sensory. A2 Provide monthly learning opportunities for PVP to support teacher growth around accessibility. A2 Update SD91 websites to ensure accessibility. A2 Support schools in creating quality competency-based Individual Education Plans. A2 Consult with Student Voice to identify and respond to needs regarding current barriers, including within classroom practices.		District LEAD: Director of Instruction and District Principal (Inclusive Education) Superintendent Additional Supports: Inclusive Education Team Senior Team School Administration Student Voice

Objective	23 - 24 Strategies	Timeframe	Team
Inclusive Curriculum, School & District Environments			
HD - B2 Improve long-term outcomes for identified Children in Care through the provision of individualized supports .	B2 Track success in literacy, numeracy, and attendance for identified children in care. B2 Provide specialized caseload support to children in care through an assigned staff member.	Report to Board: October January March June	District LEAD: Director of Instruction and District Principal (Inclusive Education) Superintendent Additional Supports: School Principals
HD - B3 Ensure students of diverse sexual orientation and gender identities (SOGI) feel safe, empowered, included, and represented in schools.	B3 Engage PVP and lead teachers in evidence-informed professional learning regarding <i>Best Practices for Serving LGBTQ2+ Students</i> . B3 Review and respond to the provincial report on two-spirited youth. B3 Engage school GSAs in an ongoing manner and respond with improved school environments.		District LEAD: Director of Instruction (Inclusive Education) District Principal of Indigenous Education Additional Supports: Director of Instruction (Indigenous Education) SOGI School Leads Principals

Objective	23 - 24 Strategies	Timeframe	Team
Indigenous Language and Curriculum			
HD - C1 Increase the number of language and culture courses offered within SD91 schools.	C1 Collaborate with IEC to establish an SD91 Language and Culture working group to initiate the development of localized curriculum. C1 Consult with local First Nations for feedback on draft Indigenous Languages Policy.	Report to Board: October January February June	District LEAD: Director of Instruction (Indigenous Education) District Principal of Indigenous Education Additional supports: Indigenous Education Council Culture and Language Teachers

Strategic Goal 2: Engage Our Workforce

- Nurture school and district cultures that inspire and support passion-based teaching, learning and leading.
- Create opportunities for every member of our organization to contribute to student success.

Objective	23 - 24 Strategies	Timeframe	Team
Staff Development			
EW - A1 Provide a variety of learning opportunities for both educational and operational staff to ensure a continued focus on equity and student success.	A1 The September 22nd District Planning Day will focus on Land is Medicine (5th Annual Indigenous Education Conference) and engage all SD91 staff. A1 Engage education staff in professional learning with Faye Brownlie (Literacy), Dr. Peter Liljedahl (Numeracy), Jo Chrona (Indigenizing Curriculum), Sarah Ward (Executive Functioning), and POPEY for the 2023 - 24 school year. A1 Create an SD91 Compassionate Systems leadership network to further learning for staff. A1 Expand learning opportunities regarding Compassionate Systems Leadership. A1 Create a weekly community of practice at the district level for all staff who are interested in Compassionate Systems.	Report to Board: September January June	District LEAD: Directors of Instruction (Curriculum Services, Inclusive Education, Indigenous Education) Additional supports: Superintendent Curriculum Services Team School Principals

Objective	23 - 24 Strategies	Timeframe	Team
New Employee Recruitment, Orientation & Welcome			
EW - B1 Expand recruitment and retention efforts to reduce workforce vacancies and increase employee diversity.	B1 Expand in-person opportunities for new employee learning sessions to increase participation and create community. B1 Expand new teacher and LOP resources and supports. B1 Update the SD91 website to enhance online presence as an employer of choice. B1 Respond to exit surveys to obtain feedback regarding orientation, onboarding and to plan future sessions. B1 Continue to partner with Northern Districts on Recruitment & Retention Pilot. B1 Engage in dual credits with local post-secondary for ECE training. B1 Recruit specifically for diverse candidates at post-secondary institutions. B1 Senior staff & Trustees to continue advocating with Ministry staff and elected officials to share recruitment context, strategies and impacts to schools and student learning. B1 Enhance relationships with post-Secondary for practicums and new teacher training in district and by hybrid methods.	Report to Board: November January May June	District LEAD: Superintendent Assistant Superintendent Directors of Instruction (Indigenous Education, Curriculum Services) District Principal of Early Learning and Childcare Manager of CUPE HR Additional Supports: District Career and Trades Program Coordinator

Objective	23 - 24 Strategies	Timeframe	Team
Expand & Support Culture of Inquiry			
EW - C1 Deepen the professional capacity of staff through collaborative inquiry teams across the district.	C1 Provide focussed supports and expand school / district inquiry opportunities to “play” in order to support growth for all learners. C1 Provide a Fall 2023 orientation to NOIIE for school teams. C1 Provide a \$1,000 subsidy for every inquiry team involved with an inquiry question (max \$1000/school), plus additional specific resources as related to Indigenous Education. C1 Through the SD91 Regional NOIIE Leaders, support school-based inquiry teams through regular check-ins and sharing of inquiry questions and progress among schools. C1 Increase the profile of Inquiry through a sharing/celebration event that showcases staff growth in relation to student success. C1 Increase engagement of leaders in supporting the Inquiry process.	Report to Board: January May June	District LEAD: Curriculum Services Team Additional Supports: District Leadership Team School Principals Board of Education

Objective	23 - 24 Strategies	Timeframe	Team
Valuing Employee Contributions			
EW - D1 Use a variety of tools and opportunities to encourage & recognize employee contributions.	D1 Feature employee contributions on the SD91 website. D1 Embed employee awards (e.g., Premiere, Prime Minister, Indspire, Association Awards, community recognitions, etc.) within the SD91 online calendar to promote nominations. D1 Use monthly Superintendent Report to the Board of Education to acknowledge employee contributions.	Report to Board: December January June	District LEAD: Superintendent Director of Instruction (Indigenous Education) Additional Supports: District Leadership Team School Principals Managers Unions Board of Education
Supporting Employee Well-being			
EW - E1 Develop a holistic, sustainable plan to support employee well-being.	E1 Through the Well-being Committee, establish strategies that begin to address the Spring 2022 <i>Well-being at Work Report</i> (and other relevant data).	Report to Board: November January June	District LEAD: Director of Instruction (Inclusive Education) Additional Supports: Inclusive Education Team

Strategic Goal 3: Create Student Success

- A continued focus on the essential skills of literacy, numeracy, and social-emotional well-being.
- Support effective teaching and learning strategies.

Objective	23 - 24 Strategies	Timeframe	Team
Strengthen Learner Success			
SS - A1 Increase learner success through a focus on literacy, numeracy, and well-being.	A1 Expand professional learning opportunities for new teachers and Letter of Permission teachers regarding instruction & assessment, as well as responding to assessment results with a focus on Indigenous learners. A1 Engage in primary literacy interventions through the Provincial Outreach Program for Early Years. A1 Work with teachers, especially new teachers and LOPs, to integrate best practice in Math: manipulative use, thinking classrooms strategies, land-based learning, and play-based learning. A1 Interventions will have a systematic, hands-on approach that are based on current, effective assessment of number sense. A1 Collaborate with Student Voice, PVP and teacher representatives to ensure thoughts are captured in redesigned format and implementation of district assessments. A1 Support school leaders with data review structures. A1 Ensure equitable access to nourishing food through the Feeding Futures initiative.	Report to Board: November January April June	District LEAD: Director of Instruction (Curriculum Support) Curriculum Services Team Additional Supports: District Leadership Team School Principals / Managers

SS - B1 Ensure rich opportunities for growth as well as equity of access for learners within offsite educational pathways.	B1 Implement remaining recommendations from the SD91 Alternative Education Review.	Report to Board: November January April June	District LEAD: Directors of Instruction Assistant Superintendent District Principals Additional Supports: High School Principals
Supporting School Engagement			
SS - C1 Increase student engagement in support of learning and well-being.	C1 Support schools in the implementation of Universal Design for Learning strategies. C1 Support schools in creating quality competency-based Individual Education Plans. C1 Develop a district Mental Health Plan for learners.	Report to Board: December January March June	District LEAD: District Leadership Team Additional Supports: School Principals and Staff Student Voice

Increasing Student Belonging

SS - D1 Increase students' "sense of connection and belonging" at high school (based on Student Learning Survey questions) to above the provincial average.	D1 Expand leadership and cultural mentorship opportunities for Indigenous learners. D1 Engage all staff in training within the BC Anti-racism Action Plan. D1 Expand Student Voice to ensure inclusion of students with Diverse Abilities. D1 Consult with Student Voice to broaden student consultation on topics, including those related to school connectedness: - How many adults do you think care about you at your school? - Are you happy at school. - Do you feel safe at school? - Is school a place where you feel like you belong? D1 Elicit feedback and insights from younger students regarding school connectedness.	Report to Board: January February June	District LEAD: Assistant Superintendent Director of Instruction (Inclusive Education) Principals Additional Supports: District Leadership Team Student Voice Inclusive Education Team
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Strategic Goal 4: Enhance Connections

- Create opportunities and assist schools to engage in valuable learning activities with community partners.

Objective	23 - 24 Strategies	Timeframe	Team
Strengthen Partnerships			
EC - A1 Expand future career options for secondary students through collaborative projects with post-secondary institutions.	A1 Implement the updated MOU with UNBC specific to the transformative KOH Learning Project. A1 Implement and promote the early admission and dual credit program for ECEs with UNBC.	Report to Board: October January April June	District LEAD: Superintendent Director of Instruction (Curriculum Services) Assistant Superintendent Additional Supports: School Principals SD91 Careers Dept. Indigenous Education Council
EC - A2 Increase engagement with the Speaker Series Online Events in the 2023-24 school year.	A2 Engage partners regarding topics of interest for the SD91 Speaker Series.		District LEAD: Assistant Superintendent Director of Instruction (Curriculum Services) Additional Supports: District Leadership Team
EC - A3 Engage community partners/agencies in collaborative dialogue to ensure future success of all learners.	A3 Develop broad community strategies to respond to the Early Development Index (EDI) data and reduce childhood vulnerabilities.		District LEAD: District Principal of ELCC Additional Supports: School Principals District Leadership Team DPAC Local Governments Indigenous Education Council Existing ELCC organizations/ providers

EC - A4 Support DPAC in their goal of setting up “parent-friendly” spaces and meeting rooms at schools.	A4 Collaborate with DPAC on a support document about parent-friendly meeting spaces in schools.		District LEAD: Assistant Superintendent Additional Supports: District Leadership Team School Principals
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Board Meeting	Annual Reporting on Strategic Plan Objectives	
September 2023	Honouring Diversity - Inclusive Spaces	Engage Our Workforce - Staff Development
October 2023	Honouring Diversity - Inclusive Curriculum & School Environment Honouring Diversity - Valuing Indigenous Language & Curriculum	Enhance Connections - Strengthen Partnerships
November 2023	Engage Our Workforce - New Employee Recruitment, Orientation & Support	Create Student Success - Strengthen Learner Success Engage Our Workforce - Supporting Employee Well-Being
December 2023	Engage Our Workforce - Valuing Employee Contributions	Create Student Success - Supporting School Engagement
January 2024	Mid-Year Update to the Board	
February 2024	Create Student Success - Increasing Student Belonging	Honouring Diversity - Valuing Indigenous Language & Curriculum
March 2024	Create Student Success - Supporting School Engagement	Honouring Diversity - Inclusive Curriculum & School Environment
April 2024	Enhance Connections - Strengthen Partnerships	Create Student Success - Strengthen Learner Success
May 2024	Engage Our Workforce - New Employee Recruitment, Orientation & Support	Engage Our Workforce - Expand & Support Culture of Inquiry
June 2024	Year-End Update to the Board	