

2025-26 Operational Plan

OPERATIONAL PLAN 2025-2026 DELIVERABLES AND METRICS: LEARNING

STAFF WILL	STUDENTS WILL	MEASURES	PROGRESS & EVIDENCE
GOAL: ADVANCE THE ANNUAL CONTINUOUS IMPROVEMENT CYCLE TO CREATE EXPERIENCES AND OPPORTUNITIES THAT SUPPORT STUDENTS' INTELLECTUAL GROWTH AND ACADEMIC ACHIEVEMENT. L1-2 (DD, DS, MB)			
Staff Will: <ul style="list-style-type: none">Establish communities of practice to support continuous improvement at the school (micro), department (meso), and executive (macro) levels.Develop a communication plan to enhance system-wide awareness and understanding of continuous improvement for student achievement.Align school goals and plans with the strategic plan's focus on intellectual development.Annually review student achievement data (local and provincial) to guide decision-making and resource allocation.	Students will: <ul style="list-style-type: none">Participate in the development of school goals and strategies to achieve them.Understand how school goals connect to the learning they are doing in the classroom.Experience increased focus on literacy and numeracy achievement outcomes.Experience visible, schoolwide efforts to monitor, evaluate, and celebrate progress toward school goals.	The Organization will show progress by: <ul style="list-style-type: none">Demonstrating organizational coherence through aligned strategic plan goals, operational plan goals, and school goals.Leveraging an effective communications plan to support broader understanding and engagement of continuous improvement for student success.Improving literacy and numeracy outcomes.Leveraging local and provincial data to guide decision making and resource allocation.	The Organization has demonstrated progress by: <ul style="list-style-type: none">Continuous improvement community of practice, 3 meetings a year, with 2 representatives from each level.
GOAL: STRENGTHEN SYSTEM CAPACITY TO PREPARE STUDENTS AND PROMOTE PATHWAYS TO POST-SECONDARY EDUCATION OR ENTRY INTO THE WORKFORCE. L4 (DD)			
Staff Will: <ul style="list-style-type: none">Review and update policy to support clarity of roles and responsibilities in promoting pathways to post-secondary transitions.Introduce career course offerings earlier in secondary programming.Support secondary school career educators with in-service training and awareness.Explore increased dual credit, co-op, and work experience program offerings.Develop new post-secondary partnerships to support increased program offerings.Pursue opportunities to secure increased post-secondary youth train in trades seats.Review student placement in post-secondary transition programs with a focus on priority learner groups (Indigenous, CYIC, diverse abilities).	Students will: <ul style="list-style-type: none">Engage in high-quality career education opportunities that build clear pathways to post-secondary education, supporting successful transitions to post-secondary institutions.Experience increased dual credit, co-op, and work experience opportunities.Experienced increased access to post-secondary institutions through partnership with SD62.Experience equity in access and participation in careers related cohort programs.	The Organization will show progress by: <ul style="list-style-type: none">Implementing revised and updated policy to support increased engagement with post-secondary transition pathways.Increasing dual credit, co-op, and work experience opportunities.Developing processes for placement of priority learners (Indigenous, CYIC, diverse abilities) in programs to support post-secondary transitions.Increasing student post-secondary institution transition rates.	The Organization has demonstrated progress by: <ul style="list-style-type: none">In-service for secondary school staff supporting student pathways and transitions.
GOAL: DEVELOP AND IMPLEMENT A COMPREHENSIVE K-12 NUMERACY PLAN TO ENHANCE STUDENTS' ABILITY TO INTERPRET INFORMATION, DEEPEN MATHEMATICAL UNDERSTANDING, SOLVE COMPLEX PROBLEMS, AND EFFECTIVELY ANALYZE AND COMMUNICATE SOLUTIONS. L2 (DS)			
Staff Will:	Students will:	The Organization will show progress by:	The Organization has demonstrated progress by:

<ul style="list-style-type: none">• Develop a District Numeracy Plan for K- 8• Explore high quality numeracy classroom and intervention resources.• Develop communities of practice to engage in collaborative job-embedded professional learning.• Develop communities of practice with LSTs to develop intervention practices as Tier 2 support.• Provide quality resources to support instruction and intervention.	<ul style="list-style-type: none">• Engage in high-quality inclusive numeracy learning experiences which spans subject areas.• Develop increased conceptual understanding and procedural fluency in math.• Demonstrate increased confidence and competency in applying math reasoning to real world applications.	<ul style="list-style-type: none">• Increasing % of students ‘on-track’ or extending’ on Provincial FSA literacy assessments.• Increasing % of students Proficient or Extending on Written Learning Updates and Summary of Learning.• More effectively aligning staff learning opportunities with instructional and intervention focus areas.	<ul style="list-style-type: none">•
GOAL: STRENGTHEN CROSS-DEPARTMENT COLLABORATION AND TEAM COHESION TO ENHANCE STUDENT SUCCESS, USING DATA-DRIVEN STRATEGIES TO SUPPORT STUDENT OUTCOMES WITH A FOCUSED COMMITMENT TO PRIORITY LEARNERS. L1, 2, 3 (MB, DD, DS, BJ)			
Staff Will: <ul style="list-style-type: none">• Facilitate district PVP meetings that prioritize cohesion, data-informed decision-making, and targeted support for priority learners.• Align budgets and resource allocation to ensure cross-departmental initiatives effectively support student success.• Leverage data strategically by assessing its use in decision-making and identifying opportunities for improved utilization.• Conduct a comprehensive review of local and provincial data collection practices across departments to enhance alignment and effectiveness.	Students will: <ul style="list-style-type: none">• Experience more coordinated and targeted support that enhances their learning and well-being, as departments work together using data-driven strategies to address their needs, with a focus on priority learners.	The Organization will show progress by: <ul style="list-style-type: none">• Demonstrating cross-departmental alignment in department goals, illustrating shared priorities and collaboration.• Conducting a system-wide scan to assess horizontal coherence between departments, ensuring collaboration is evident in leadership teams, PVP meetings, and DP meetings.• Aligning school plans with departmental goals and operational priorities to create a cohesive, system-wide approach.• Investing resources collaboratively to support shared goals and maximize impact across departments.• Ensuring department plans transparently prioritize and target support for priority learners.	The Organization has demonstrated progress by: <ul style="list-style-type: none">•

OPERATIONAL PLAN 2025-2026 DELIVERABLES AND METRICS: ENGAGEMENT

STAFF WILL	INTEREST HOLDERS WILL	MEASURES	PROGRESS & EVIDENCE
GOAL: DEVELOP DECISION-MAKING FLOWCHARTS, TOOLS, AND TRAINING MODULES TO SUPPORT STAFF IN EFFECTIVE COMMUNICATION WITH FAMILIES AND CLIENTS. E2-3 (PB)			
Staff Will: <ul style="list-style-type: none">Develop decision-making flowcharts to guide effective communication with parents and clients.Create tools and resources to support clear, consistent messaging.Design training modules to enhance staff communication skills.Implement professional development opportunities focused on effective communication.	Families/clients will: <ul style="list-style-type: none">Experience clearer and more consistent and timely communication from staff.Benefit from improved coordination between staff, families, and support services.Feel more informed and engaged in their educational experience.	The Organization will show progress by: <ul style="list-style-type: none">Ensuring clearer and more consistent communication from staff.Improving response times and support for students' needs and concerns.Strengthening coordination between staff, parents, and support services.	The Organization has demonstrated progress by: <ul style="list-style-type: none">
GOAL: COLLABORATE WITH SPEAC TO DEVELOP A DIGITAL DISTRICT HANDBOOK, ENHANCING ACCESSIBILITY TO GENERAL INFORMATION AND SYSTEM NAVIGATION FOR FAMILIES. E1-2 (PB)			
Staff Will: <ul style="list-style-type: none">Work with SPEAC to identify key information for the District Parent Handbook.Develop clear, user-friendly content to enhance accessibility and navigation.Design and structure the handbook to align with district communication standards.Ensure the handbook provides guidance on accessing district resources and services.	Families will: <ul style="list-style-type: none">Have easy access to a comprehensive digital District Parent Handbook.Find clear and user-friendly information to navigate district resources and services.Receive guidance on key processes and supports available within the district.Feel more informed and empowered to engage with their child’s education.	The Organization will show progress by: <ul style="list-style-type: none">Providing families with a clear, accessible digital District Parent Handbook.Improving access to essential district information and resources.Enhancing family engagement through better guidance and communication.	The Organization has demonstrated progress by: <ul style="list-style-type: none">
GOAL: ESTABLISH SUPPORTS AND PROCESSES THAT EMPOWER ALL STAFF TO DELIVER STUDENT AND FAMILY-CENTERED SERVICE, FOSTERING RESPECTFUL, SUPPORTIVE, AND WELL-BEING-FOCUSED INTERACTIONS WITH STUDENTS, FAMILIES, COLLEAGUES, AND THE COMMUNITY. E3 (DD, PB)			
Staff Will: <ul style="list-style-type: none">Analyze attendance data to identify priority areas.Engage students and families in ongoing conversations about improving attendance.Develop protocols to support improved attendance across all schools.Expand secondary program supports such as the grade 9 cohort model.Implement secondary blended learning models that foster belonging, voice, and choice.	Students will: <ul style="list-style-type: none">Feel welcomed and supported through school efforts to encourage attendance.Develop a stronger sense of belonging.Attend class more consistently.Experience smoother grade-to-grade transitions and greater academic success.	The Organization will show progress by: <ul style="list-style-type: none">Improving attendance, with a focus on priority learner groups.Improving a sense of belonging as reflected student learning survey data.Expanding blended learning programming options for students in secondary schools.	The Organization has demonstrated progress by: <ul style="list-style-type: none">
GOAL: ADVANCE INITIATIVES IN BELONGING, EQUITY AND ACCESSIBILITY TO CULTIVATE A WELCOMING AND INCLUSIVE COMMUNITY. E2-3 (MB, DD)			
Staff Will:	Students will:	The Organization will show progress by:	The Organization has demonstrated progress by:

<ul style="list-style-type: none">• Foster inclusive practices that create a sense of belonging for all students and colleagues.• Engage in professional learning to deepen understanding of equity, accessibility, and cultural responsiveness.• Identify and address barriers to participation and success for students and staff.• Collaborate across departments to embed equity and accessibility into policies, programs, and daily practices.	<ul style="list-style-type: none">• Feel valued, seen, and supported in a school community that prioritizes belonging and inclusivity.• Experience equitable access to opportunities, resources, and learning environments that meet diverse needs.• Develop respect and understanding for diverse perspectives through an inclusive school culture.	<ul style="list-style-type: none">• Embedding equity and accessibility into strategic planning, policies, and decision-making.• Tracking and addressing barriers to participation, engagement, and success for all students and staff.• Providing targeted training and resources to build staff capacity in inclusive practices.• Enhancing representation and voice by engaging diverse perspectives in decision-making.• Creating welcoming environments through inclusive design, accessible resources, and culturally responsive initiatives.	<ul style="list-style-type: none">•
GOAL: COLLABORATE WITH THE MEMBERSHIP OF THE INDIGENOUS EDUCATION COUNCIL (IEC) TO BUILD GOVERNANCE CONNECTIONS BETWEEN THE BOARD OF EDUCATION AND THE IEC AND BY EXTENSION, DISTRICT STAFF COLLABORATE WITH THE IEC TO FORMALIZE PROCESSES TO ALLOCATE TARGETED RESOURCES FOR THE NA’TSA’MAHT INDIGENOUS EDUCATION DEPARTMENT AS PER BILL 40. E2-3 (PB, MB)			
Staff Will: <ul style="list-style-type: none">• Support the land-based nations with decision-making in relation to:<ul style="list-style-type: none">○ School of Choice○ Model the Learning Enhancement Agreement○ Support the land-based Nations in establishing governance structures within the IEC• Develop formal processes for the review and formal approval of Special Purpose Funds (SPF) targeted dollars for Indigenous Education.• Develop a formal process for the IEC’s involvement in the decision-making for Leadership positions for the Na’tsa’maht Indigenous Education Department.	Students will: <ul style="list-style-type: none">• Experience a district with a significant commitment to honouring and respecting Indigenous cultures, histories, and worldviews.	The Organization will show progress by: <ul style="list-style-type: none">• Evidence of collaboration with the Nations.• Identify the school of choice for Sc’ianew Nation, T’Sou-ke Nation, Pacheedaht Nation.• Identify & Review the Sc’ianew Nation, T’Sou-ke Nation, Pacheedaht Nations Individual LEAs as desired by each Nation.• The IEC annually reviews and refines a Terms of Reference in alignment with Bill 40 legislation including structures that address local matters and context.• Improved District-level consultation processes with the Nations.• Consult & co-create district-wide Indigenous Learning Day program and learning intentions.	The Organization has demonstrated progress by: <ul style="list-style-type: none">•

OPERATIONAL PLAN 2025-2026 DELIVERABLES AND METRICS: GROWTH

STAFF WILL	STUDENTS WILL	MEASURES	PROGRESS & EVIDENCE
GOAL: EXECUTE HR ACTIONS THAT SUPPORT INDIGENOUS EDUCATION COUNCIL PRIORITIES AND LOCAL EDUCATION AGREEMENTS (LEAS) TO ENHANCE INDIGENOUS STUDENT SUCCESS AND STRENGTHEN RELATIONSHIPS WITH INDIGENOUS COMMUNITIES. G2, G4 (FH)			
Staff Will:	Students will: <ul style="list-style-type: none">• Benefit from a more inclusive and representative learning environment,	The Organization will show progress by: <ul style="list-style-type: none">• Increasing Indigenous representation in staffing at all levels.	The Organization has demonstrated progress by: <ul style="list-style-type: none">•

<ul style="list-style-type: none">• Prioritize recruitment, hiring, and retention strategies that support Indigenous representation in the workforce.• Engage in professional learning to deepen understanding of Indigenous Education Council priorities and Local Education Agreements.• Foster collaborative partnerships with Indigenous communities to ensure HR practices align with their priorities.• Ensure equitable access to opportunities for Indigenous staff and students through intentional HR policies and practices.• Complete and submit a Special Program application to the BCOHRC.	supported by staff who understand and respect Indigenous perspectives.	<ul style="list-style-type: none">• Aligning HR policies and practices with Indigenous Education Council priorities and LEAs.• Tracking and reporting on HR actions that support Indigenous recruitment, retention, and professional development.• Strengthening partnerships with Indigenous communities through ongoing engagement and collaboration.• Securing an approved Special Program.	
GOAL: BUILD LEADERSHIP CAPACITY TO ENHANCE LABOUR RELATIONS, COMMUNICATIONS, AND FINANCIAL LITERACY, STRENGTHENING ORGANIZATIONAL OPERATIONS AND SUPPORTING SYSTEM-WIDE SUCCESS. G4 (PB, FH, BJ)			
Staff Will: <ul style="list-style-type: none">• Develop leadership and strategy skills in labour relations, communications, and financial literacy to enhance decision-making and operational effectiveness.• Foster collaboration across departments to improve transparency, efficiency, and alignment with system-wide goals.• Apply financial literacy skills to ensure responsible resource management and long-term sustainability.• Strengthen communication strategies to build trust and clarity within the organization and with partners.	Students will: <ul style="list-style-type: none">• Benefit from a more predictable, well-managed system, where strong leadership supports effective resource allocation and student-centered decision-making.	The Organization will show progress by: <ul style="list-style-type: none">• Increasing leadership capacity in key operational areas, demonstrated through improved decision-making and problem-solving.• Enhancing financial accountability and strategic resource management to support system priorities.• Improving communication and transparency, fostering stronger relationships across departments and audiences.• Strengthening labour relations, creating a more collaborative and productive work environment.• Developing a structured training calendar that incorporates diverse learning methodologies to engage leaders in meaningful and effective ways.	The Organization has demonstrated progress by: <ul style="list-style-type: none">•
GOAL: CONTINUE TO LEVERAGE TECHNOLOGIES TO ENHANCE OPERATIONAL EFFICIENCY, STREAMLINE PROCESSES, AND SUPPORT THE DISTRICT’S ABILITY TO MEET THE EVOLVING NEEDS OF ITS GROWING COMMUNITIES. G1-3 (FH, BJ)			
Staff Will: <ul style="list-style-type: none">• Adopt and utilize technologies to improve efficiency in recruitment, onboarding, and workforce management.• Engage in training and professional development to effectively use new digital HR/Finance systems and tools.	Students will: <ul style="list-style-type: none">• Benefit from a more responsive and well-supported workforce, ensuring continuity and quality of services.• Experience improved hiring and staffing processes, leading to greater consistency in classroom instruction and support services.	The Organization will show progress by: <ul style="list-style-type: none">• Implementing and optimizing HR/Finance technologies to streamline administrative processes and enhance service delivery.• Improving workforce planning and resource allocation through real-time data and analytics.• Enhancing user experience for employees with more efficient, accessible HR/Finance systems.	The Organization has demonstrated progress by:

<ul style="list-style-type: none">• Leverage data-driven insights to support workforce planning and decision-making.• Enhance communication and accessibility of HR/Finance services through digital solutions.		<ul style="list-style-type: none">• Reducing administrative burden on staff by automating repetitive tasks and improving workflow integration.• Providing ongoing training and support to ensure staff can fully utilize HR/Finance technologies effectively.	
GOAL: ADVANCE INITIATIVES TO MEET 2030 CLEANBC CLIMATE TARGETS AND IMPLEMENT SUSTAINABILITY BEST PRACTICES. G1, 5 (BJ, DS)			
Staff Will: <ul style="list-style-type: none">• Recruit and onboard an energy manager in alignment with policy F-201 (Energy Management) (\$).• Develop an internal energy management practice to optimize energy usage in buildings and by their systems.• Review and analyze data to inform and develop options and recommendations for future enhancement of energy savings and greenhouse gas emissions reductions.• Maintain best practices for sustainable waste management.• Develop a strategy and implementation plan for white fleet renewal, targeting 20% of the fleet being electric or PHEV by 2035.• Provide recommendations for the district to become its own fuel supplier and transition to B100 fuel for buses, including exploring fuel supply and refueling with partners.	Students will: <ul style="list-style-type: none">• Engage in sustainability initiatives and energy conservation practices in schools.• Participate in waste reduction programs such as recycling, composting, and responsible consumption.• Contribute to school-based sustainability teams and leadership initiatives that promote environmental stewardship.• Support active and sustainable transportation options such as walking, biking, or carpooling.	The Organization will show progress by: <ul style="list-style-type: none">• Tracking and reporting energy consumption reductions and efficiency improvements across district facilities.• Implementing and monitoring sustainability best practices in waste management and emissions reductions.• Evaluating and adjusting policies and programs based on data analysis and energy performance reviews.	The Organization has demonstrated progress by: <ul style="list-style-type: none">•
GOAL: DEVELOP AN INFORMATION TECHNOLOGY ROAD MAP TO SUPPORT RELIABLE AND RESILIENT SERVICES AND TECHNOLOGY DEPLOYMENT. G2-4 (BJ, FH)			
Staff Will: <ul style="list-style-type: none">• Review infrastructure and digital services to develop strategies to support reliability and eliminate redundancy.• Develop a plan for centralized lifecycle management of all district and school-based digital devices, including procurement, deployment, and retirement.• Develop a technology and digital solutions multi-year investment plan that smooths investments over time.• Ensure cybersecurity measures are integrated to protect district assets and information, including recommendations from the 2025 cybersecurity audit.	Students will: <ul style="list-style-type: none">• Utilize district-provided digital tools and platforms responsibly to enhance learning and collaboration.• Engage in opportunities to provide feedback on digital services and technology enhancements that support student learning.• Follow cybersecurity best practices when accessing digital resources, including safeguarding personal information and recognizing online threats.	The Organization will show progress by: <ul style="list-style-type: none">• Establishing and maintaining a centralized inventory and lifecycle management system for all district and school-based devices.• Enhancing system reliability and redundancy through infrastructure upgrades and digital service improvements.• Strengthening cybersecurity through policy updates, security audits, and implementation of best practices.• Demonstrating measurable improvements in cybersecurity awareness and compliance through mandatory staff training.	The Organization has demonstrated progress by: <ul style="list-style-type: none">•

GOAL: ENHANCE FINANCIAL CONTROLS AND RISK MANAGEMENT THROUGH THE REVIEW AND REVISION OF POLICIES, PROCEDURES AND PRACTICE. G2 (BJ, FH)			
Staff Will: <ul style="list-style-type: none">Onboard permanent human resource capacity to advance internal review requirements as per board policy F-331 (Internal Audit).Develop and implement an internal controls risk analysis and review with recommendations on areas of focus.Recommend amendments to policy, procedures, and practices for executive and board approval where appropriate.	Students will: <ul style="list-style-type: none">Contribute to school-based initiatives that emphasize financial responsibility and ethical decision-making in resource allocation.	The Organization will show progress by: <ul style="list-style-type: none">Strengthening financial governance through the implementation of revised policies, procedures, and best practices.Enhancing risk management capabilities through an internal controls risk analysis and targeted action plans.Demonstrating improved financial controls and risk mitigation strategies through measurable outcomes and board-approved recommendations.	The Organization has demonstrated progress by: <ul style="list-style-type: none">
GOAL: ADVANCE DEVELOPMENT AND IMPLEMENTATION OF A PROGRAM AND SERVICES REVIEW FRAMEWORK TO SUPPORT RESILIENCY AND SUSTAINABILITY IN THE CONTEXT OF CONTINUED GROWTH. G1-5 (BJ)			
Staff Will: <ul style="list-style-type: none">Develop the program review process for implementation and identify priority areas of focus.Launch the program review implementation plan, including scope and sequence over the four-year term of the strategic plan.Conduct a jurisdictional scan and develop recommendations for digital tools to improve services, maximize efficiency, and modernize reporting.	Students will: <ul style="list-style-type: none">Provide input on programs and services to ensure they align with student needs and enhance learning experiences.	The Organization will show progress by: <ul style="list-style-type: none">Establishing and executing a structured program review framework with clearly defined priority areas.Implementing a phased program review plan aligned with the four-year strategic plan timeline.	The Organization has demonstrated progress by: <ul style="list-style-type: none">
GOAL: ADVANCE MAJOR AND MINOR CAPITAL PROJECTS TO SUPPORT DISTRICT GROWTH AND EFFECTIVE ASSET MANAGEMENT, REHABILITATION AND MAINTENANCE. G1-3, 5 (BJ)			
Staff Will: <ul style="list-style-type: none">Design efficient and inclusive new schools prioritizing function while meeting Ministry Area Standards and Simplified Design Guidelines.Develop standardized spaces and maximize prefabricated components within renovations, expansions, and new builds.Use data and the VFA tool to prioritize investments based on the facility condition index and manage buildings and their systems proactively.Execute required certificates of approvals and obtain Board approval for necessary capital by-laws.	Students Will: <ul style="list-style-type: none">Learn in well-designed, inclusive, and functional learning environments that support accessibility and diverse learning needs.Provide feedback on school spaces and facilities through student engagement opportunities.Experience minimal disruptions to learning due to proactive facility maintenance and improvements.	The Organization Will Show Progress By: <ul style="list-style-type: none">Designing and constructing schools that align with Ministry standards while prioritizing functionality and inclusivity.Implementing standardized and cost-effective renovations, expansions, and new builds using prefabricated components where feasible.Utilizing data-driven decision-making through the VFA tool to allocate resources effectively and maintain facilities proactively.Securing necessary approvals and funding for capital projects to ensure timely execution.Building strategic partnerships to enhance capital projects and maximize resources.	The Organization Has Demonstrated Progress By: <ul style="list-style-type: none">

<ul style="list-style-type: none">• Explore and leverage partnerships to support and/or augment capital projects where possible.		<ul style="list-style-type: none">• Demonstrating measurable improvements in facility conditions, functionality, and capacity to support district growth.	
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