



NANAIMO LADYSMITH
PUBLIC SCHOOLS

**Department of
Learning Services**

**Operational Plan
2022 – 2023**



The Department of Learning Services Operational Plan is based on, and inextricably tied to, the Vision, Mission, Values and Board Goals of Nanaimo Ladysmith Public Schools.

Vision

- Courageous, innovative, inclusive, and personalized learning community that inspires success for all.

Mission

- To educate all students to become confident, curious, and caring citizens by creating an inspiring, inclusive, and healthy environment to work, learn and play.

Values

Student centred: we believe that our students are at the centre of everything that we do

Transparency: we believe in making decisions transparently

Inclusion: we honour the diversity of our learning community

Mutual respect: we relate to each other with care and appreciation

Honesty: we are open and honest in our communications with each other

Collaboration: we seek to develop relationships to achieve shared goals and consider each other in decision-making

Integrity: we act with integrity

Accountability: we are accountable for our actions

Equity: believe that all students deserve equitable access to our programs and services

Sustainability: we are leaders in environmental sustainability

Board Goals

1. Continuous improvement of Instruction and Assessment
2. Safe, caring, and healthy learning and working environment that is inclusive of the diversity of our entire learning community
3. To be a leader in environmental stewardship and sustainability
4. Truth and Reconciliation

Together, the Department of Learning Services developed strategies and high-level actions to deliver on priorities for the final year of the Superintendent's 4-year operational plan (2019-2023)

The Department of Learning Services Operational Plan is a realistic path forward for learning services focused on 16 strategies for the 2022-23 school term. The DLS Operational Plan Overview highlights the connection of the 16 strategies to the Board goals and objectives.

In addition to the 16 strategies and action plans, the leadership team acknowledged key organizational leadership activities that will be undertaken throughout the year that are critical to the success of the organization.



Organizational Leadership

- School/District Operations
- PVP Leadership
- Parent Support: Complaints and Appeals
- Community Liaison, Partnerships
- Inter-ministerial responsibilities
- Human Resources: Recruitment; Labour Relations; Performance Management; Staffing
- Budget management, oversight
- Board of Education Reporting
- Ministry of Education & Child Care reports, audits, and compliancy
- Union liaison
- Board Policy, Administrative Procedure and Information Procedure review and management

Organizational Leadership is viewed as those responsibilities that are generally outside the purview of the Board Strategic Goals. Overarchingly, these responsibilities have to do with the day-to-day operations of the schools and district.

The following are the high-level action plans tying the DLS Strategies to the Goals of the Strategic Plan and Objectives of the Superintendent's Operational Plan. Further work will be conducted by the Department of Learning Services to develop detailed, personalized action plans for successful implementation and delivery on the strategies.

Department of Learning Services Operational Plan 2022/23

Goals, Objectives & Strategies			
Goal 1	Goal 2	Goal 3	Goal 4
Continuous Improvement in students with complex and unique abilities, Indigenous and overall student population on student achievement	Safe, Caring and Healthy Learning and Working Environment that is inclusive of diversity of our entire learning community	To Be a leader in Environmental Stewardship and Sustainability	Truth and Reconciliation
Objectives			
<p>Continuous Improvement in special needs, Indigenous and overall student population on student achievement</p> <p>Continue-providing collaborative opportunities for employees to work toward full implementation of the new curriculum</p> <p>Improve opportunities for early intervention and learning</p> <p>Increase leadership capacity and excellence</p>	<p>Increase the number of students who feel welcomed, safe, connected and have a sense of belonging in their schools</p> <p>Increasing awareness and capacity in supporting children and youth in care</p> <p>Increase the number of students who feel there are two or more adults at their school who care about them</p> <p>Increasing awareness and capacity in addressing mental health and wellness</p> <p>Accelerate seismic upgrades and upgrade aging facilities</p> <p>Increase employee engagement</p>	<p>Annually reduce School District Greenhouse gas emissions by 4.5% a year</p> <p>Establish a Board Environmental Stewardship and Sustainability Committee</p> <p>Increase learning opportunities for students and staff on climate change and sustainability</p> <p>Implement a food security initiative that includes community partners</p> <p>Supply and support infrastructure for sorting, composting and recycling at all educational facilities</p> <p>Increase opportunities for outdoor education and programming in the district</p>	<p>Implementation of the Syeyutsus Framework</p> <p>Reconciliation Framework in the school community</p> <p>Support innovative Indigenous educational and community partnerships</p> <p>Implement Truth and Reconciliation Commission Calls to Action #57</p> <p>Promote land and Hul'q'umi'num language-based learning programs</p>
Strategies			
<p>Deepen understanding of and personalization of, diverse pathways to graduation</p> <p>Build Leadership Capacity for Educational Leaders</p> <p>Facilitate Education Leader Growth Plan & Evaluation Process</p> <p>Create a dashboard to support adaptive and responsive decision making towards improved student success</p> <p>Enhancing understanding of Tier 1 systems of support</p> <p>Review, reframe and refresh DLS process for departmental visioning and operational planning</p> <p>Build a framework for Early Years and Childcare</p> <p>Facilitate data review and implementation of the school plan process</p>	<p>Deepen understanding of and personalization of, diverse pathways to graduation</p> <p>Establish and define a crisis continuum to support students struggling with mental health and wellness</p> <p>Enhance and communicate a district-wide multi-tiered model of support</p> <p>Build an overarching framework to support children and youth in care</p>	<p>Review and incorporate the Environmental Action Plan</p> <ul style="list-style-type: none"> • Professional learning opportunities for staff to increase awareness and understanding of ESAP • Increase opportunities for students to engage with ESAP <p>Promote safety within outdoor education</p> <ul style="list-style-type: none"> • Continue to increase number of staff who have outdoor education qualifications <p>Promote learning opportunities within outdoor education</p>	<p>Create strategies to decolonize the system</p> <p>Bridge relationships between rights holders and Indigenous partners and our school teams</p> <p>Foster opportunities for school communities to learn about the local land, language and culture</p> <p>Support the implementation of the Indigenous focus grad requirements</p>

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Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Strategy: Deepen understanding of and personalization of the pathways to graduation.

Data Referenced <ul style="list-style-type: none"> • Graduation/completion rates • Transition Rates 	Indicators of Success: <ul style="list-style-type: none"> • Increase graduation/completion rates overall • Increase in Transition rates
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Understanding what pathways currently exist at each secondary school/program <ul style="list-style-type: none"> • Traditional pathways • Innovative pathways 	Oct 2022		February 1, 2023	Short
Plan to maintain the traditional pathways			February 1, 2023	Short
Create a plan to maintain the innovative pathways at a school and grow them to other schools	Jan 2022	June 2024	February 1, 2023	Medium

Goal: Safe, Caring and Healthy Learning and Working Environment that is inclusive of diversity of our entire learning community

Objective: Increase the number of students who feel welcomed, safe, connected and have a sense of belonging in their schools
Increase the number of students who feel there are two or more adults at their school who care about them

Strategy: Enhance and communicate a district-wide multi-tiered model of support

<p>Data Referenced</p> <ul style="list-style-type: none"> • Student Learning Survey • Elementary Report Card data • Graduation/completion rates • Transition Rates 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Increased number of students who feel welcome, safe, connected and have a sense of belonging in the schools • Increased number of students who feel there are 2 or more adults in the school who care about them • Increase in the number of students with for students with disabilities and diverse abilities, Indigenous and ELL learners proficient or extending in literacy and numeracy • Increased graduation/completion rates for students with disabilities and diverse abilities, Indigenous and ELL learners • Increased transition rates for students with disabilities and diverse abilities, Indigenous and ELL learners
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Review, reframe and refresh the tiered models of support through ongoing capacity building opportunities for Inclusion Support Teachers, Counselors and Itinerant Specialists	Sept. 2022		February 1, 2023	long
Enhance network of support and mentorship for Inclusion Support Teachers and Counselors	Oct 2022	June 2023	February 1, 2023	short
Refresh resources available in Inclusive Support portal	Sept 2022	December 2022	February 1, 2023	short
Create opportunities to connect with the outside service providers and families to build understanding and relationships	Nov 2022		February 1, 2023	long
Refresh Supportive Planning documents and processes and provide capacity building opportunities for staff	Sept 2022	June 2023	February 1, 2023	short
Establish a working group to explore support models in elementary schools	Nov 2022		February 1, 2023	medium

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Create working group to explore support models in secondary schools.	Nov 2022	June 2023	February 1, 2023	short
Enhance Inclusion Support Teacher capacity in providing functional curriculum for learners with intellectual disabilities	Sept 2022		February 1, 2023	medium
Continue to refine Transition Planning structures and processes	Jan 2023		February 1, 2023	medium

Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Strategy: Create a dashboard to support adaptive and responsive decision making towards improved student success

<p>Data Referenced</p> <ul style="list-style-type: none"> Existence of Data Dashboard 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> Functioning and utilized Data Dashboard Decisions informed via Data Dashboard
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
DLS & Corporate Services (IT) to work together to create Implementation Plan	Nov 2022		June 7, 2023	Short
Phase 1 Implementation		January 2023	June 7, 2023	Short
Phase 2 Implementation	June 2023		June 7, 2023	Short
Phase 2 Implementation	January 2024		June 7, 2023	Medium

Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Continue providing collaborative opportunities for employees to work toward full implementation of the new curriculum

Strategy: Enhancing understanding of Tier 1 systems of support at both a classroom level and at a school level

<p>Data Referenced</p> <ul style="list-style-type: none"> • Report card marks (numeracy and literacy) • FSA Data • Graduation rates • Student retention rates within French Immersion Programs (by school) • Focus School Data • Number of students transitioning to alt programs 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Increase in the number of all students achieving proficient or extending in literacy and numeracy • Increase in number of students achieving proficient or extending in reading, writing and math in the FSA • Increased graduation/completion rates for all students • Increased retention rates for French Immersion K-2 • 100% transition rates French Immersion 3 & 4 • Increase in the number of all students achieving developing, proficient or extending in literacy in Focus Schools • Fewer students transitioning to alt programs (retention in their home school)
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Implement language / literacy instruction and intervention in early years (K-3) French Immersion settings <ul style="list-style-type: none"> School teams collaborate; school leads work with teachers in their schools 	October 2022	June 2023	February 1, 2023	
Professional learning opportunities to build capacity to support universal design for learning to meet diverse needs of all learners in elementary and secondary (I.e. Inquiry groups; Literacy and Numeracy Learning Series; Meet and Eats)	Nov 2022	Apr 2022	February 1, 2023	
Tier 1 Universal Practices will be shared and reviewed with every teacher	Nov 2022	June 2023	February 1, 2023	
Reform, reframe and refresh the District Reporting Guidelines to align with the new framework. All teachers will be informed of and ready to implement the new Assessment Framework (August 2023)	Nov. 2022	June 2023	February 1, 2023	
Training and supporting educators to teach EFP 10/ Eng 12	Oct. 2022	June 2023	February 1, 2023	
Connecting with community partners to enhance the delivery of curriculum	Sept. 2022	June 2023	February 1, 2023	
5 Focus Schools will strategically support literacy of students I	Sept. 2022	June 2023	February 1, 2023	
Building mentorship opportunities between educators (Learning Co-ordinators, NDTA)	October 2022	June 2023	February 1, 2023	
Making resources accessible to students with diverse interests, needs and abilities.	Sept 2022	June 2023	February 1, 2023	

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Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Increase Leadership Capacity and Excellence

Strategy: Review, reframe and refresh the DLS process for Departmental Visioning and Operational Planning

<p>Data Referenced</p> <ul style="list-style-type: none"> • DLS Operational Plan as part of the Superintendent's Operational Plan • Board Annual Work Plan 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • DLS Operational Plan • Board Presentation of DLS Operational Plan
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Plan Complete <ul style="list-style-type: none"> • collaboratively built with all members of DLS • includes agreed upon priorities • priorities have action and measurement statements 			<u>October 5,2022</u>	
Education Committee Meetings			<u>October 5,2022</u>	
Alignment				

Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Improve opportunities for early intervention and learning

Strategy: Build a framework for Early Years and Childcare

<p>Data Referenced</p> <ul style="list-style-type: none"> • 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Completion of the framework for Early Years and Childcare with timelines
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Create the framework for Early Years and Childcare with timelines	Oct. 2022	June 2023	March 8, 2023	Short

Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Increase leadership capacity and excellence

Strategy: Build leadership capacity for Educational Leaders

Data Referenced	Indicators of Success:
<ul style="list-style-type: none"> Number of participants at various learning opportunities 	<ul style="list-style-type: none"> Increased successful transition rates and grad rates

Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Provide a variety of robust and current Professional Development opportunities for educational leaders	Sept 2022	July 2023	January 4, 2023	Short
Elementary VP Series developed and implemented	Nov 2022	June 2023	January 4, 2023	Medium
Elementary PVP ‘Curriculum Understanding Series’	Jan 2023	June 2023	January 4, 2023	Medium
Secondary PVP/Learning Leaders JEDI sessions	October 2022	June 2023	January 4, 2023	Medium

Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Increase leadership capacity and excellence

Strategy: Facilitate Educational Leader growth plan and evaluation process

<p>Data Referenced</p> <ul style="list-style-type: none"> Completed PVP leadership reviews 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> 100% completion of growth plans and critical friend conversations for all Principals Evaluation process fully completed for ----P and ---- VPs
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Inform and support PVPs of the templates and timelines for the growth plan/critical friend process	Oct 2022	June 2023	December 7, 2022	Short
Inquiry re: journey to Truth & Reconciliation/Syeyutsus			December 7, 2022	
Evaluation Process completed for Principals and Vice Principals	Jan 2023	April 2023	December 7, 2022	Short
Island Leadership Coalition	Nov 2022	May 2023	December 7, 2022	Short

Goal: Continuous Improvement in support for students with diverse abilities and disabilities, Indigenous and overall student population on student achievement

Objective: Increase leadership capacity and excellence

Strategy: Facilitate data review and implementation of the school plan process

<p>Data Referenced</p> <ul style="list-style-type: none"> • Report card data • Student learning survey data 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Common data clearly built into each school plan and utilized in building school goals • Increased transition and grad rates
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Inform and support PVPs of the templates and timelines	Oct 2022	June 2023	December 7, 2022	Short
Build in a 'data expectations' section to the school growth plan template	Sept 2022	Nov 2022	December 7, 2022	Medium
Support implementation of the data dashboard	Sept 2023	June 2024	December 7, 2022	Long

Goal: Safe, Caring and Healthy Learning and Working Environment that is inclusive of diversity of our entire learning community

Objective: Increasing awareness and capacity in supporting children and youth in care

Strategy: Build an overarching framework to support children and youth in care

<p>Data Referenced</p> <ul style="list-style-type: none"> • Grad rates for CIC • MCFD & KL current student lists • Red, Yellow Green indicators (Ind Ed) 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Identified strategies in place to support CIC at key transition times (quarterly). • Mentors assigned • Movement towards green
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Build the NLPS CIC framework	Sept 2022	June 2023	May 3, 2023	long
In-service MyEd functionality	June 2022	April 2023	May 3, 2023	short
Communication with community partners/relationship building KL & MCFD	Sept 2022	ongoing	May 3, 2023	short
Creation of local process for MyEd and local database data input/update	Oct 2022	April 2023	May 3, 2023	medium
Refresh CYIC Mentorship Processes	Dec 2022	April 2023	May 3, 2023	medium

Goal: Safe, Caring and Healthy Learning and Working Environment that is inclusive of diversity of our entire learning community

Objective: Increasing awareness and capacity in addressing mental health and wellness

Strategy: Establish and define a crisis continuum to support students who are struggling with mental health and wellness.

<p>Data Referenced</p> <ul style="list-style-type: none"> • Student Learning Survey • Elementary Inclusion Outreach - Child and Adolescent Functional Assessment Scale (CAFAS) • RAAFT Protocols 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Increased number of students who feel welcome, safe, connected and have a sense of belonging in the schools • Increased number of students who feel there are 2 or more adults in the school who care about them • Improvement in key functional areas for elementary outreach students over time • Decrease in the number of RAAFT protocols completed in a school year
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<ul style="list-style-type: none"> • Staff attendance • Student attendance 	<ul style="list-style-type: none"> • Decrease in the amount of sick time & leaves being taken by staff with direct support roles in the system • Increase in attendance for students formally attached to outreach programming
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Review, refresh and reframe all crisis response and VTRA processes	October 2022	June 2023	May 3, 2023	short
Create a District Inclusion Mental Health Coordinator position to support capacity building for school teams	October 2022		May 3, 2023	long
Create a working group to explore support models in elementary schools	October 2022	Feb 2023	May 3, 2023	short
Create working group to explore support models in secondary schools.	Nov 2022	June 2023	February 1, 2023	short
Work with principals, vice principals and school teams to reframe models of support through a JEDI lens	Aug 2022		May 3, 2023	long
Expand opportunities for elementary students with significant regulation needs through the Inclusion Outreach team	Sept 2022		May 3, 2023	long
Refresh Supportive Planning documents and processes and provide capacity building opportunities for staff	Sept 2022	June 2023	May 3, 2023	short
Expand Crisis Prevention Institute training across staff	Sept 2022		May 3, 2023	long

Goal: To be a leader in Environmental Stewardship and Sustainability

Objective: Increase learning opportunities for students and staff on climate change and sustainability

Strategy: Review and incorporate the NLPS Environmental Action Plan

<p>Data Referenced</p> <ul style="list-style-type: none"> • Number of schools participating in Zero Waste Project • Number of schools involved (inquiry projects; student leadership groups) 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • Decrease in amount of waste (measured per school) • Individual measures personalized to inquiry • Number of student leadership groups; individual measures
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Interdepartmental collaboration in focus areas: i.e. Zero Waste	Sept. 2022	June 2023	March 1, 2023	
Environmental Stewardship Collaboration with Regional District of Nanaimo <ul style="list-style-type: none"> • Network of schools involved in 3-year inquiry (15 schools) • Student Leadership Opportunities 	Sept 2022	June 2023	March 1, 2023	

Goal: To be a leader in Environmental Stewardship and Sustainability

Objective: Increase opportunities for outdoor education and programming in the district

Strategy: Promote safety for opportunities within outdoor ed and programming within the District

<p>Data Referenced</p> <ul style="list-style-type: none"> • 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> • TBD
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
OCC training continued	Jan 2022	June 2023	January 4, 2023	
'OCC Lite' locally developed one day in-service created and implemented	Jan 2022	June 2023	January 4, 2023	

Goal: Truth and Reconciliation

Objective: Implementation of the Syeyutsus Reconciliation Framework in the school community
Promote land and Hul'q'umi'num language-based learning programs

Strategy: Foster opportunities for school communities to learn about the local land, language and culture

<p>Data Referenced</p> <ul style="list-style-type: none"> Indigenous Student Grad Rates Student Learning Survey RYG document 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> Increase in number of Land and Language programs in schools across the district Increased knowledge base of school staff
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Increase understanding of the Syeyutsus Reconciliation Framework in the school communities			April 5, 2023	Long
Surface and celebrate existing practices that exemplify the spirit of the Syeyutsus framework			April 5, 2023	Long
Identify practices to decolonize classroom and school environments			April 5, 2023	Medium

Goal: Truth and Reconciliation

Objective: Support innovative Indigenous educational and community partnerships

Strategy: Bridging relationships with rights holders and Indigenous partners with our school teams

<p>Data Referenced</p> <ul style="list-style-type: none"> 	<p>Indicators of Success:</p> <ul style="list-style-type: none"> A collective responsibility around the planning and implementation of Indigenous Education and Truth and Reconciliation initiatives
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
Develop an understanding of protocol at the school level	November 2022	June 2024	April 5, 2023	Medium
Foster opportunities for rights holders and Indigenous partners to build relationships with school communities	November 2022	June 2024	April 5, 2023	Medium
Create a draft Protocol Agreement with Kw'umut Lelum that formalizes the working relationship between the parties to support vulnerable youth including Indigenous children in care	November 2022	June 2023	April 5, 2023	Short

Goal: Truth and Reconciliation

Objective: Implement Truth & Reconciliation Commission Calls to Action #57

Strategy: Support the implementation of the First Peoples Graduation Requirement

<p>Data Referenced</p>	<p>Indicators of Success:</p>
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<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Every grade 12 students enrolled in EFP 12, Indigenous Contemporary Studies 12 or BC FP 12
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Action Plan

High Level Action	Start Date	End Date	Progress to Date	Timeline
EFP workshop/in-service for upcoming EFP 12 teachers across all secondary sites	November 2022	June 2023	April 5, 2023	Short
Continue to provide opportunities for EFP 10 and 12 teachers to build capacity and support the implementation of quality FP strategies that are rich in local knowledge	November 2022	June 2023	April 5, 2023	Medium
Foster opportunities for teacher collaboration focused on the development of BA courses that meet the requirements of the FP graduation requirement	2022/2023	2027/2028	April 5, 2023	Long
Truth and Reconciliation Commission Calls to Action #57 for all staff (PSA October 21/ Curriculum Implementation May 11)	October 2022	May 2023	April 5, 2023	Short