



DELTA SCHOOL DISTRICT STRATEGIC PLAN

2025 - 2028

We are honoured to be working and learning on the traditional territory of the Tsawwassen First Nation and Musqueam Indian Band. The district offers its respect to the Knowledge Keepers and all First Peoples who have been on these lands since time immemorial.



A MESSAGE

From Joe Muego, Board Chair and Doug Sheppard, Superintendent



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 of our staff who are highly skilled, motivated and committed to putting students at the centre of everything they do.

We are committed to continuously improving student learning for every student. Our mission is to inspire and nurture thriving, future-ready learners to meet our Vision for 2030 of being an innovative, inclusive learning community where all learners belong, and everyone soars.



Vision 2030 contains the core values, beliefs, wishes and desires of our key rights-holders and stakeholders for the future direction of the school district. It was developed following a variety of conversations and engagement activities including Zoom calls, online surveys, whiteboard spaces and photo murals. In total, the voices of almost 3,000 individuals were heard, including staff from all schools and district sites. Vision 2030 puts students' needs, their learning, engagement and well-being, at the centre of everything we do.

The development and implementation of this Strategic Plan 2025-2028 builds on our achievements from the previous Strategic Plan (2021-2024) and provides a collective focus for the future of education in Delta through five key priorities and six guiding principles. It will help

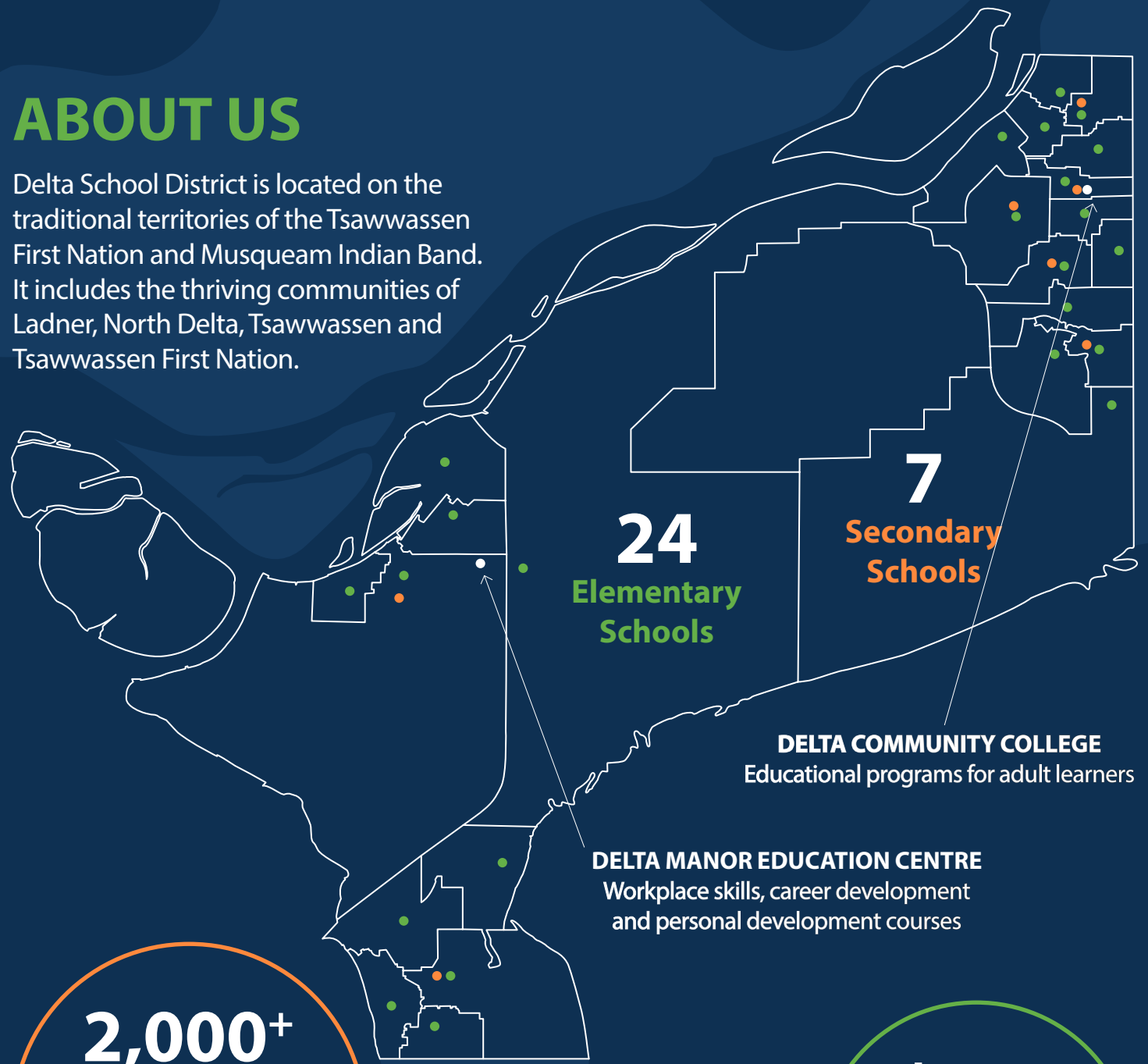
ensure that we have the resources in place to support Delta students present and future in an effective and sustainable manner. Ultimately, this plan will guide decision making and actions relating to programming, student supports, and district and school operations with the aim of improving educational, social and emotional outcomes for students. It provides a roadmap that will move us closer to achieving our Vision for 2030.

Thank you for taking the time to read the Strategic Plan 2025-2028, and for your support as we continue this important work.

Sincerely,
 Joe Muego Chair, Delta Board of Education
 Doug Sheppard Superintendent of Schools

ABOUT US

Delta School District is located on the traditional territories of the Tsawwassen First Nation and Musqueam Indian Band. It includes the thriving communities of Ladner, North Delta, Tsawwassen and Tsawwassen First Nation.



2,000+ students
with Ministry-identified disabilities or diverse abilities that require varying levels of supports

16,200 students

800+ students
in the International Student Program

\$199 million
Annual operating budget for 2024/2025

600 students
with Indigenous ancestry

2,600+ staff

See diagram: Student and staff numbers reflect the 2023/2024 school year and may vary from year to year.

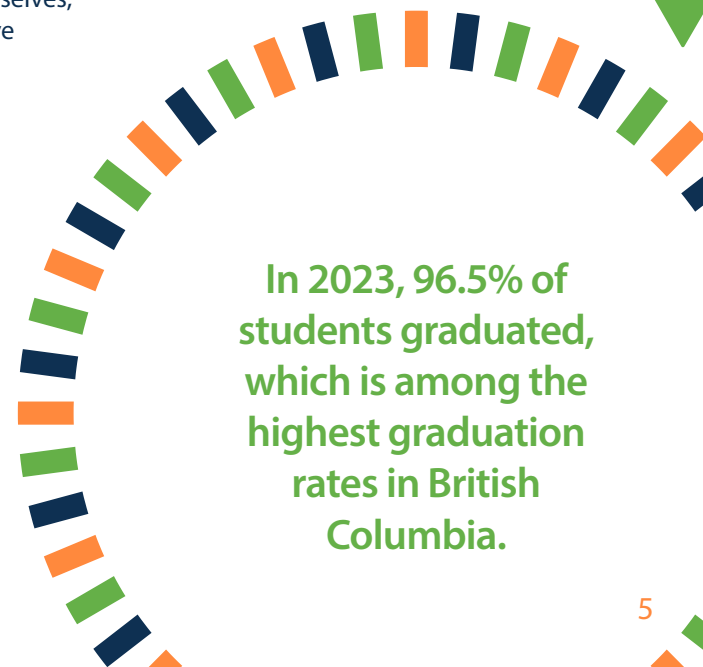


With a geographic area of 180km², our coastal community is bordered by the Fraser River to the north, the US border and Boundary Bay to the south, the city of Surrey to the east, and the Strait of Georgia to the west. In the 2021 Census conducted by Statistics Canada, Delta's overall population stood at more than 108,000 people, signifying a 6% increase from the 2016 figure of 102,000.

The Delta School District is proud to provide safe, engaging, 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 French Immersion programs, Distributed Learning Programs (Home Quest and Delta Access), a world-class International Student Program, International Baccalaureate 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.

We 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, and the latest instructional and assessment approaches to enhance student learning.

The Delta School District has focused on ensuring that all Delta students graduate with dignity, purpose and options since the establishment of our previous Vision in 2010/11. The impact of this work has yielded incredibly positive results over time. In 2023, 96.5% of students graduated, which is among the highest graduation rates in British Columbia. These results motivate us to continue to identify and deliver individualized and differentiated strategies and supports that enable students to succeed in their learning to the best of their ability, supported by dedicated teachers, district staff, parents and caregivers.



In 2023, 96.5% of students graduated, which is among the highest graduation rates in British Columbia.

STRATEGIC PLANNING AND ENGAGEMENT PROCESS

The Strategic Plan 2025-2028 is a component of a comprehensive cyclical review process that includes the following stages:



The Delta School District's strategic priorities continue to be monitored and developed through the *Spiral of Inquiry* (Kaser, L., Halbert, J., 2008). School goals, which are based on local student learning needs, inform, and align with district goals. The relationship between the district goals and school goals is interdependent and dynamic. As we move toward realizing Vision 2030, we hope the district goals and the sharing of district and school-based achievement evidence, fuels rich discussion and inquiry at the school level, leading to a meaningful and focused alignment while providing individual schools the flexibility to serve students in context and focus on the greatest learning needs of their students.



Our Strategic Plan sets out five goals that will guide our actions as a school district over the next three years and continue to drive progress towards realizing our Vision for 2030. These updated and revised goals build on the significant work done in the previous Strategic Plan (2021-2024) and have been honed to further system-wide improvement. This Strategic Plan is also aligned with the Ministry of Education and Childcare's *Vision for Student Success*.

The Delta Board of Education recognizes that it can't achieve these goals alone. The engagement and involvement of rights-holders and stakeholders, including staff, students, education and community partners, is highly valued and foundational to the achievement of this Strategic Plan. Since the development of Vision 2030 in 2020/21, the district has built more sustainable structures and processes for ongoing engagement with rights-holders and stakeholders to enable them to share feedback.

Trustees from the Delta Board of Education attend many events and advisory meetings both in schools and communities.

Trustees, staff and education and community partner representatives also participate in **several district advisory committees** that are designed to ensure ongoing engagement focused on the district's strategic goals and to assess the effectiveness of the strategy and adjust as needed. **These include:**



Get in Touch

The Board is committed to providing opportunities for meaningful dialogue and collaboration, and encourages you to share your perspectives about the direction of our school district by attending **public board meetings** and **Delta District Parent Advisory Council meetings**, contacting **school board trustees** or emailing district staff at info@deltaschools.ca with feedback or questions.

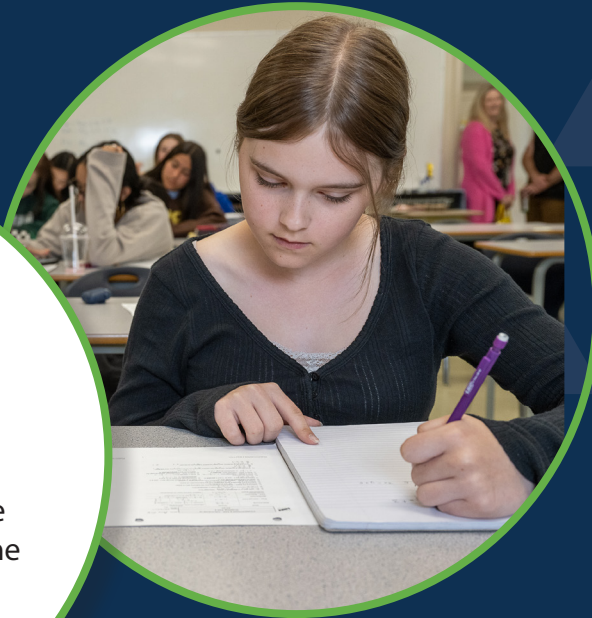
OUR GUIDING PRINCIPLES

As we strive to achieve our bold vision, our work will be grounded in compassion and the following six principles will continue to 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.



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.

UNIVERSAL AND INCLUSIVE APPROACHES AND 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.



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.

During the development of this new Strategic Plan 2025-2028, early guidance and feedback from staff, rights-holders and stakeholders pointed to the need for a greater focus on diversity, equity and inclusive learning environments, while also refining continued goal areas such as building strong foundations in literacy and numeracy and supporting a healthy and empowered workforce.

DISTRICT GOAL 01

GRADUATION FOR ALL

All Delta students will graduate with dignity, purpose, options, and passions, and leave school more confident and curious than when they entered. In Delta, we define Graduation as a student receiving a Dogwood Certificate, an Adult Dogwood, or an Evergreen Certificate.

Ensuring every student graduates in Delta has been a priority in our Vision since 2011 and continues to drive change throughout the system. Each student in Delta will receive the highest quality graduation experience possible and be held to high expectations throughout their educational journey. Currently, 96.5% of Delta students are already meeting the requirements for graduation. Although our graduation rate has shown a consistent increase over time, and continues to remain above the Provincial average, we are now intensely-focused on identifying and reducing barriers for priority learners and ensuring each student leaves the Delta School District with the necessary skills and knowledge to succeed to the greatest extent possible. **Our expectation is that all students, including those students in sub-populations that continue to achieve below parity with the general student population (for example, some students with Indigenous ancestry, Children and Youth in Care, students with disabilities or diverse abilities), will graduate with dignity, purpose, and options.** This goal prioritizes the intellectual development of students and their individual and collective social and emotional wellbeing, as both these aspects of learning are important to future success in life. We believe student voice and agency is important in helping remove barriers for students as they transition to life after K-12.

KEY OBJECTIVES

Increase our Dogwood graduation rates for all priority student subgroups with the goal of reaching parity with the general student population

Students identified as 'priority learners' fall into three main student sub-populations:

- Students of Indigenous ancestry
- Students with disabilities or diverse abilities
- Students who are identified as Children and/or Youth in Care

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).

Recognize the barriers (financial, academic, personal) and identify the needs of specific groups of students who haven't traditionally found success at school to address the inequities of outcomes for these students.

Create more opportunities for close monitoring of all grade-to-grade transitions by engaging School-Based Teams.

Increase opportunities for students, including a focus on priority learners, to build early connections to work experience and pathways to relevant post-secondary options.

Implement targeted transition support for priority learners entering kindergarten.

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

Attendance data

Graduation Assessment results

Five and Six-Year student graduation data and sub-population group data

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

Honours graduation rates

Annual Student Learning Survey

The appropriate use of Evergreen and Adult Dogwood as robust pathways to graduation



DISTRICT GOAL 02

INCLUSIVE AND INSPIRING LEARNING ENVIRONMENTS

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

One of the priorities outlined in Vision 2030 is the declaration that *"Inclusion is the Norm."* An essential part of achieving this objective involves empowering teachers and support staff with the necessary skills, knowledge, and confidence to lead inclusion initiatives within their classrooms. Specialized support professionals, including Learning Support Teachers, Inclusion Team Teachers, and Counsellors, play a pivotal support role in collaborating with classroom teachers to develop robust individual education plans for students with disabilities or diverse abilities. In addition, district and specialist staff actively contribute to the ongoing professional learning of classroom teachers, creating a solid foundation in Universal and Inclusive classroom practices. This collaborative effort aims to cultivate a learning environment where every student experiences a profound sense of belonging and purpose, ensuring that all students not only thrive but also flourish academically. Another key priority of this goal is the effective allocation of specialist staffing resources, including support staff such as Education Assistants and Child and Youth Care Workers.

KEY OBJECTIVES

Increase the number of students who feel welcome, safe, connected and part of a vibrant learning community.

Ensure students develop critical and creative thinking, and communication skills.

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.

Provide students with access to knowledge/expertise from beyond the school walls.

Leverage and amplify students' strengths, interests and passions.

Ensure all classrooms are equipped to implement Universal Design for Learning strategies as part of the learning environment.

Ensure that professional learning opportunities exist for staff that focus on evidence-informed practices related to curriculum, teaching and assessment, including Social-Emotional Learning instructional strategies and resources.

Listen to students and give them choices wherever possible.

Provide opportunities for student inquiry.

Enable students to find the connection between their learning, current real-world issues and their future lives.

Implement all components of the Justice and Equity Action Plan.

Challenge every learner by holding them to high but achievable expectations.

Ensure proactive and effective communication and engagement between students, staff, parents, caregivers, education and community partners to help foster a collaborative learning environment.

Consult with Tsawwassen First Nation and Musqueam Indian Band to identify culturally important experiences for students of Indigenous ancestry and include these experiences in their learning.

The Justice and Equity Action Plan (JEAP) is a comprehensive, living, and responsive plan to address systemic issues of racism and oppression in our system. To actualize Delta's Vision for 2030, all goals and objectives within the Justice and Equity Action Plan will be implemented and progress reports will be shared with the Delta community.

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

Early Development Instrument (EDI) and Middle-Years Development Instrument (MDI)

Annual student learning data

Attendance data

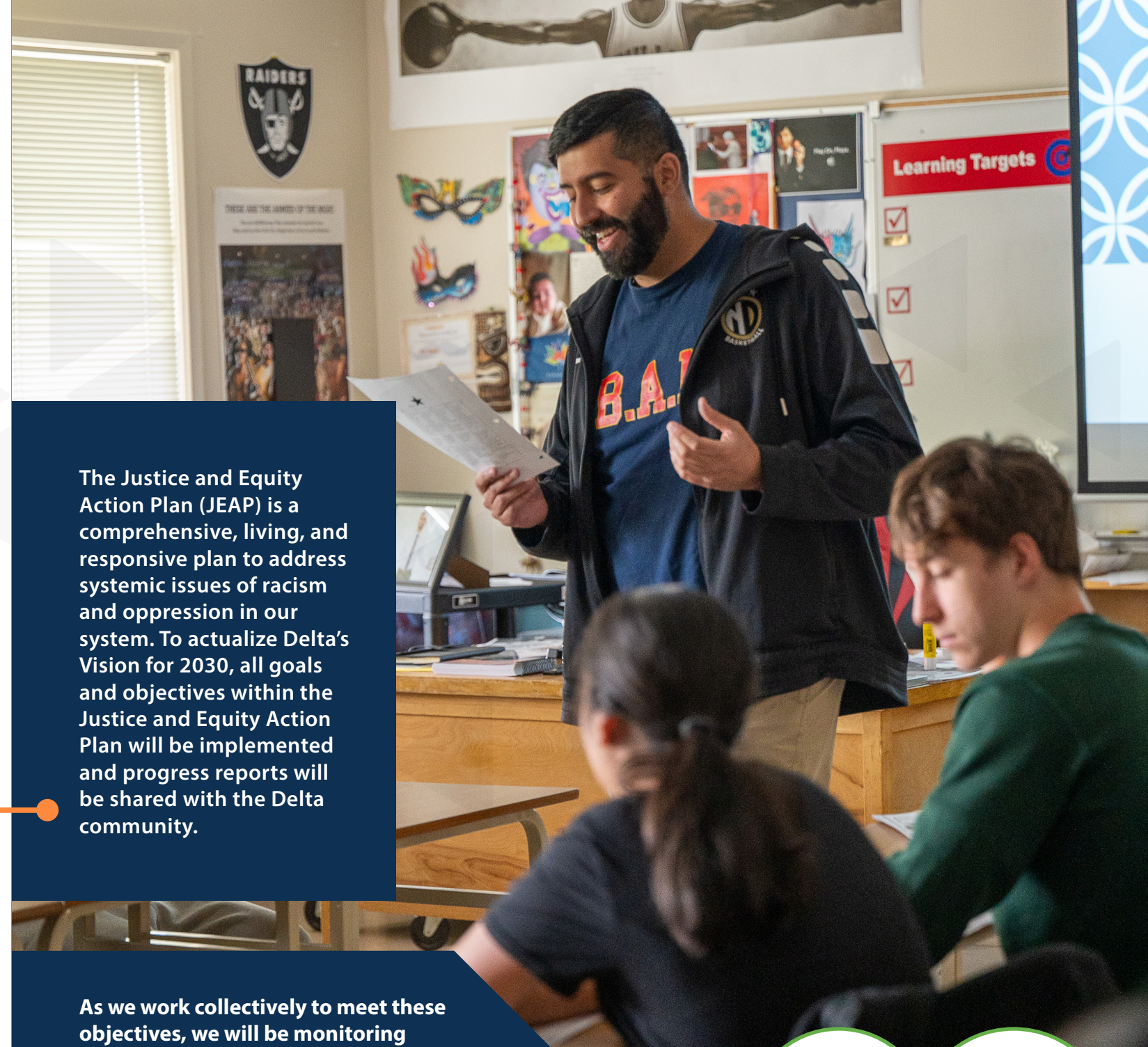
Annual review of school and district goals

McCreary Adolescent Health survey

Annual review of staff, school and district inquiry projects

Locally developed student surveys

Provincial Student Learning Survey results



DISTRICT GOAL 03

STRONG FOUNDATIONS IN LITERACY AND NUMERACY

Each Delta student will receive the highest quality educational experience in literacy and numeracy, supporting them to reach their highest potential in these areas.

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

KEY OBJECTIVES

Increase student achievement in key groups (students with Indigenous ancestry, Children and 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.

Develop and support a framework for improving student fluency of foundational math knowledge and skills, including resources for instruction and assessment (elementary focus).

Continue to support and monitor the *Math Minds* program in elementary schools.

Develop and support the collection and usage of new Reading Proficiency measures that align with evidence-based reading practices.

Develop and support a framework for literacy instruction in intermediate and secondary classrooms, including resources for instruction and assessment.

Support the use of strong, evidence-based literacy and numeracy practices across subject areas from K-12.

Implement programs and assessments for students requiring intensive intervention in Literacy and Numeracy.

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

Provincial literacy and numeracy assessments

How Are We Doing Reports?
(data that summarizes achievement of specific student sub-populations of priority learners)

Annual student learning data

Grade Four and Seven Foundation Skills Assessment data

School-based literacy and numeracy assessments
(e.g. Reading Proficiency data, Mathematical Fluency measures)

Learning Update
(Report Cards)

Graduation Assessment Data

Early Screening

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 will 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 school and district environment.

KEY OBJECTIVES

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 for 2030.

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

Recruit and retain highly skilled and qualified employees while building an increasingly diverse workforce. This includes the recruitment of staff who are of local Indigenous ancestry.

Ensure the conditions are set for the personal and collective wellbeing of all employees.

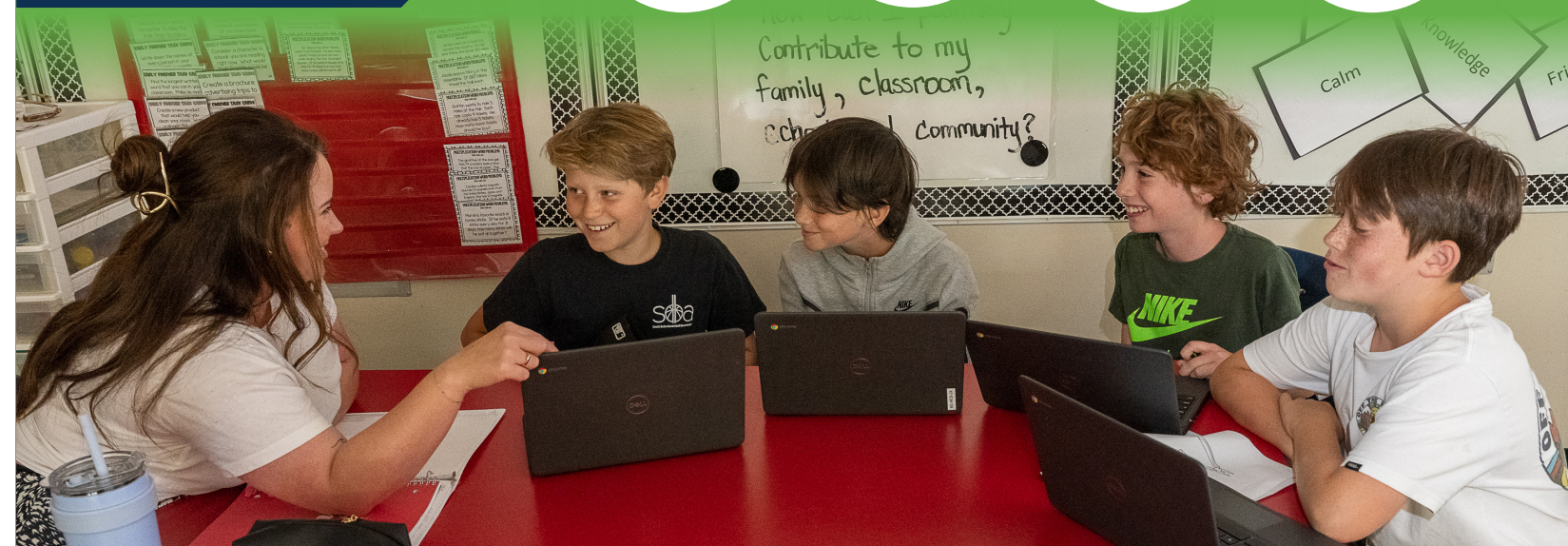
We will be analyzing the following sources of data and feedback to monitor progress:

Employee engagement survey data

Attendance data

Short and long-term disability claims

Exit interviews



DISTRICT GOAL 05

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.

KEY OBJECTIVES

Continuously improve the efficiency and effectiveness of common processes, practices and systems (for example, financial including budgetary, procurement, privacy and risk management, Human Resources, Information Technology (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 and ensure robust cybersecurity measures are in place.

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 the district's strategic goals

Increased efficiency in operations and capital costs

Reduction in the district's environmental footprint



BOARD OF EDUCATION

The Delta Board of Education is responsible for providing leadership and direction to the school district. In so doing, the board is committed to Vision 2030 and the goals outlined in this Strategic Plan. 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.



Joe Muego,
Chair



Val Windsor,
Vice Chair



Ammen
Dhillon



Erica
Beard



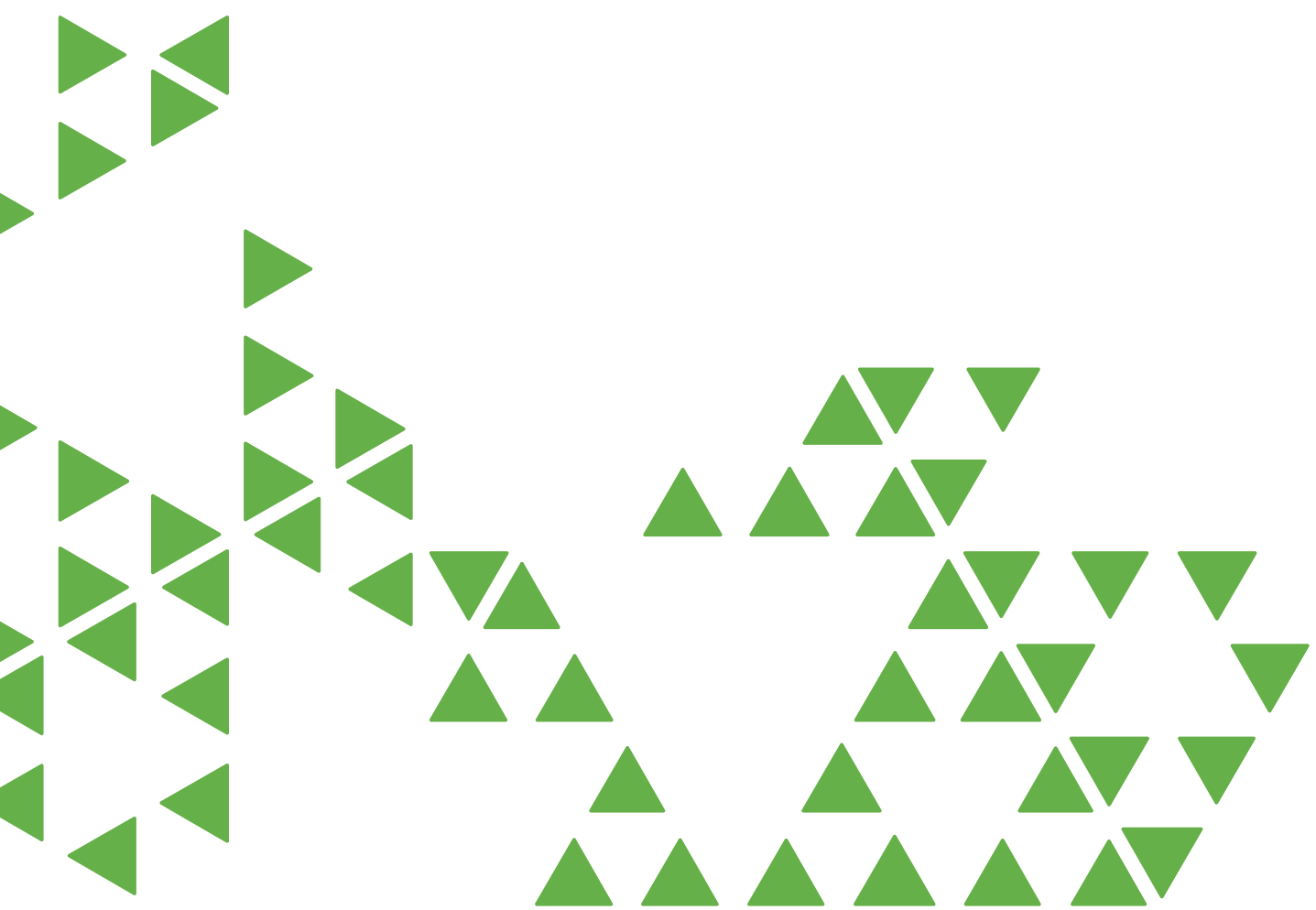
Nimmi
Daula



Masako
Goch



Nick
Kanakos



Delta School District #37
4585 Harvest Drive
Delta, B.C. V4K 5B4

604-946-4101
info@deltaschools.ca
www.deltasd.bc.ca

 [deltaschooldistrict](#)  [deltasd37](#)  [deltasd37](#)

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

