



Richmond Board of Education  
**Strategic Plan**  
**2020-2025**



# Message from the Richmond Board of Education

The Board of Education is committed to supporting the educational journey of every student in the Richmond School District. We recognize that the world is in a state of continual change, and we must therefore adapt our learning environments to ensure that every student can thrive and be successful. Through thoughtful planning and deliberate action, we believe that we can inspire and support everyone in our educational community to be lifelong learners.

From the beginning of the strategic planning process, the board has made a determined effort to engage the community in purposeful consultation. It was critical that our priorities and goals were understood and affirmed by our students, staff, parents and stakeholders. Of particular importance to the board has been the input of students, whose ideas provided the foundation of the plan.

A significant amount of time and effort was put into developing this plan, and the feedback that was received during this process was thoughtful, engaging, considerate and meaningful. The board truly appreciates the time and effort that our stakeholders and members of the community gave to the development of this plan.

Over the next five years, this plan will guide our decision-making. Our commitment to you is to continue to adapt and be flexible to achieve the goals that we have set together. The board thanks all who were involved in creating this plan, and looks forward to implementing it alongside our community.

# About Our District

38 ELEMENTARY SCHOOLS

10 SECONDARY SCHOOLS

20,801 STUDENTS

3,474 EMPLOYEES

*Data based on 2020/21 school year.*



## About Our District

The Richmond School District is a vibrant learning community that fosters student engagement, creativity, and well-being in inclusive and caring learning environments. Our district is committed to providing opportunities for all students to help them develop the attitudes, skills and knowledge that will prepare them for an exciting and productive future.

Our district lies within the boundaries of the City of Richmond, located on an island at the mouth of the Fraser River. Our community's shared history began thousands of years ago as a place where the First Peoples gathered and lived. Today, Richmond is located on the traditional and unceded territories of the hən̓q̓əmi̓n̓əm̓ language group, and is a community of over 200,000 people from all over the world who have chosen to live here. Our district celebrates and embraces diversity, and continues to develop positive awareness of and respect for all members of our community.

# 207,241

POPULATION OF RICHMOND

- 33% of residents indicated English as their mother tongue
- 44% of residents indicated Chinese as their mother tongue
- 20+ languages are spoken in Richmond



### ENVIRONMENT

- 40** Schools with Outdoor Learning Spaces
- 220** Raised Garden Beds
- 90** Water Refilling Stations
- 13** Electric Vehicles
- 10** Level-2 EV Charging Stations



### TECHNOLOGY

- 5300** Macs
- 7500** iPads
- 800** PC's



### LIBRARIES

- 48** Libraries
- 38** Elementary
- 10** Secondary
- 45** Teacher Librarians
- 654,573** Library Books

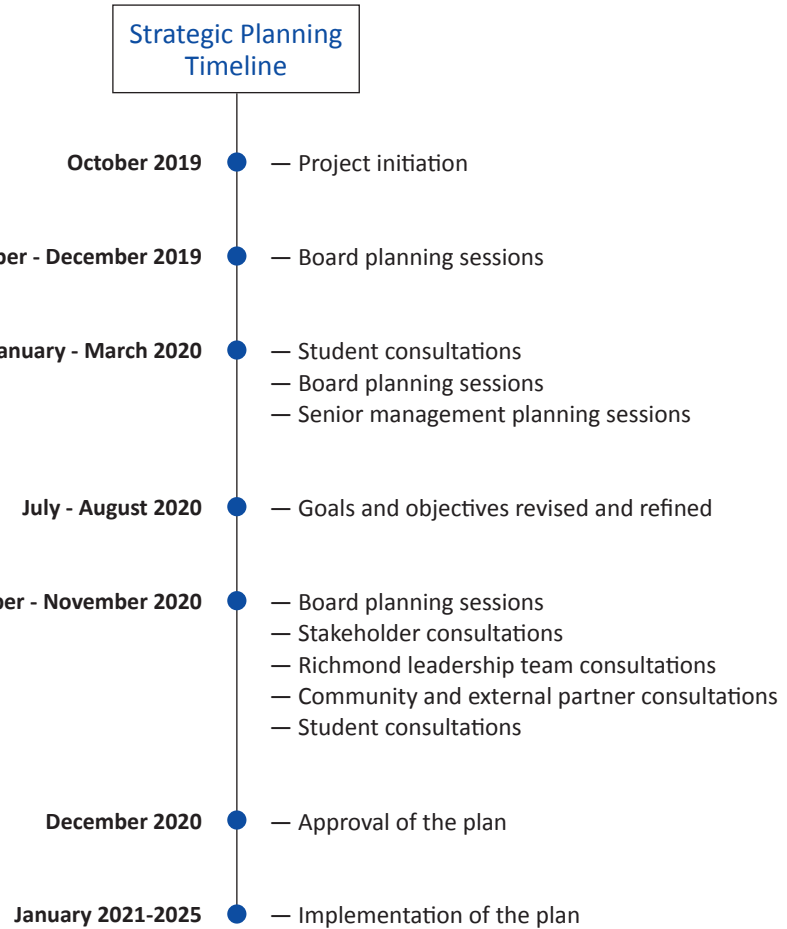
*Data based on 2020/21 school year.*



# Development of the Plan

Richmond is an exceptional school district that has been built through the dedication of those who work and learn here. As such, the strategic planning process began by connecting to those who know our district best: students, staff, parents and stakeholders. These groups have collaboratively shaped the inclusive learning environments for which Richmond is known.

Over the course of several months, the board engaged in purposeful dialogue and received a significant amount of meaningful feedback. Through this process, five strategic priorities were identified: inspired learners, equity and inclusion, optimized facilities and technology, a progressive workplace and a connected learning community.





# Our Vision, Mission and Values

The Board of Education recognizes the power of the vision, mission and values statements in transforming learning, leading and teaching in the Richmond School District. As a result of our shared commitment, implementation of the vision, mission and values shall be the joint responsibility of the board, students and staff.

## Vision

**The Richmond School District is the best place to learn and lead.**

Our vision is one that is held by every member of our learning community – our students and parents, staff and our community partners. It drives us to constantly strive for excellence. It leads us to see potential in all and to ensure a positive, engaging and inspirational learning environment filled with potential and possibilities. We are proud of the education we provide, and we encourage all members of the district to be both learners and leaders.

## Mission

**The Richmond School District's mission is to cultivate a safe, accepting and engaging community that inspires a passion for lifelong learning.**

Safety, acceptance and engagement are fundamental to the Richmond School District, and are the foundation of what we model, teach and do to ensure the development of lifelong learners and leaders. It is our responsibility to ensure that all of our students and staff enjoy and benefit from their time with us and are supported to reach their full potential.



## Values

**The values that guide our work together to achieve our vision and mission are: collaboration, creativity, curiosity, resilience, respect and equity for all.**

These values guide our operations and form the culture of our schools and workplaces. By upholding them, we continually strive for an environment that supports all to achieve their full potential. The values are reflected in the work we do and serve as a standard for how we individually and collectively interact within our schools, the district and the community.

### RESPECT

We believe respect is the foundation of a safe, accepting and engaged environment. It is expected and encouraged from all members of our learning community. It defines how we lead, teach and learn.

### COLLABORATION

We work collaboratively not only within our schools, but with the whole community. We accept challenges, solve problems and celebrate successes together. We foster an understanding of the importance of, and a desire for, cooperation and collegiality.

### CREATIVITY

We are innovative in our approaches, and value and encourage all to challenge and trust their imaginations and to be resourceful and inventive. We support creativity in teaching, learning and leadership development. We know and teach that creativity is essential in a rapidly changing world, and is required to navigate and thrive in life and within our global economy.

### CURIOSITY

We provide an environment where questions and self-expression are encouraged and are received without judgement. We value wonder and inquisitiveness because these qualities position both students and staff

to gain the knowledge, experiences and relationships that make for happy and productive lives.

### RESILIENCE

We encourage and support our students and staff to persevere through setbacks, rise to challenges and take risks. We work to develop resilience within our community and provide support and tools to manage and overcome difficulties. In doing so, we are building the confidence needed to explore, expand and take chances, and to accept setbacks and mistakes as opportunities.

### EQUITY

We understand and appreciate the tremendous diversity of our learning community, and the value and richness this diversity affords us. We know that individual and diverse needs require careful attention and distinct approaches. We work to ensure that everyone's needs are recognized and addressed respectfully and fairly. In doing so, we continually aim to provide the supports and opportunities individuals require to achieve their fullest potential.

## Our Strategic Priorities

Through comprehensive community and stakeholder engagement and consultation, five priorities were identified as requiring the attention of the board and the district over the next five years. All goals, objectives and actions articulated in the plan address these strategic priorities.



## Our Strategic Priorities

1

### Inspired Learners

We are all learners — our students and parents, our staff and our community partners. We will provide welcoming and engaging school environments where all can thrive. We aim to inspire everyone in our educational community to be lifelong learners.

2

### Equity and Inclusion

Equity and inclusion are foundational to learning and leading, and are critical to success, well-being, and fulfillment. It is our mission to ensure that all of our students, families, and staff feel welcomed, are treated respectfully, and have a sense of belonging. We acknowledge our responsibility to support all learners so they may successfully complete their education with a sense of dignity, purpose and options.

3

### Optimized Facilities and Technology

We will optimize and improve our facilities and our technology to provide a learning environment that is safe, secure and accessible, and that inspires innovation and creativity.

4

### A Progressive Workplace

We will attract and retain the best people by promoting and supporting the health and wellness and professional development of our workforce. We will raise awareness of the Richmond School District as an employer of choice, and as the best place to learn and lead.

5

### A Connected Learning Community

Communication and collaboration are crucial within our district, within our schools, and with our partners and communities. We will model collaboration and put in place the opportunities, tools and techniques needed for our communities to connect and to work together.

1

## STRATEGIC PRIORITY 1 Inspired Learners

We are all learners — our students and parents, our staff and our community partners. We will provide welcoming and engaging school environments where all can thrive. We aim to inspire everyone in our educational community to be lifelong learners.



**GOAL 1**

Learners have increased capacity to adapt and thrive in an ever-changing world.

**OBJECTIVES**

- I. Deepen and support learners' abilities to reflect and set goals related to curricular and core competencies.
- II. Support educators to deepen their understanding and effective implementation of the curriculum.
- III. Design and offer a variety of learning options to meet the evolving and diverse needs of learners.
- IV. Strengthen learning by fully embedding formative assessment practices that involve both students and adults.
- V. Create more opportunities for learner involvement in activities that raise awareness of, and increase engagement in, global citizenry and environmental stewardship.
- VI. Provide tools, technologies and practices to increase learner engagement and agency.
- VII. Support and increase the use of inquiry-based activities and processes to enhance and personalize learning.

**GOAL 2**

The district fosters resilient and healthy life-long learners.

**OBJECTIVES**

- I. Build learners' awareness of, and engagement with, the core competencies.
- II. Provide a wider range of mental and physical health programs and supports for student and staff well-being, including ongoing supports and partnerships outside the district.
- III. Increase awareness of, and participation in, healthy living activities.



## STRATEGIC PRIORITY 1

### Inspired Learners

#### GOAL 3

Indigenous Peoples' history, perspectives, and learning approaches are embedded within district planning and practices.

#### OBJECTIVES

- I. Honour and implement the Truth and Reconciliation Commission calls to action related to education.
- II. Deepen understanding of and embed the First Peoples' Principles of Learning.
- III. Increase access to authentic learning opportunities and resources to enhance understanding of Indigenous Peoples' culture and history.

#### GOAL 4

The district builds literacy, numeracy and digital literacy through innovation and a commonly held vision.

#### OBJECTIVES

- I. Develop and implement a K-12 literacy vision and framework.
- II. Develop and implement a K-12 numeracy vision and framework.
- III. Support, develop and deepen students' and staffs' understanding of digital literacy and its integrated implementation.



2

## STRATEGIC PRIORITY 2 Equity and Inclusion

Equity and inclusion are foundational to learning and leading, and are critical to success, well-being, and fulfillment. It is our mission to ensure that all of our students, families, and staff feel welcomed, are treated respectfully, and have a sense of belonging. We acknowledge our responsibility to support all learners so they may successfully complete their education with a sense of dignity, purpose and options.





**GOAL 1**

District learning environments are equitable and inclusive.

**OBJECTIVES**

- I. Support all learners to develop a sense of connection, belonging and positive personal and cultural identity.
- II. Provide equitable and inclusive learning opportunities for all learners.
- III. Devote focused attention and specialized support to address the individualized needs of learners with disabilities and diverse abilities.
- IV. Actively address and support the unique needs of children and youth in care of the Ministry of Children and Family Development.
- V. Provide support for staff to increase understanding of and embed evidence-based practices related to the implementation of inclusive learning communities.
- VI. Develop and implement initiatives to support equitable access to technology.

**GOAL 2**

The district actively addresses unconscious bias and privilege, systemic discrimination and marginalization based on factors such as ability, colour, cultural identity, gender, gender identity, Indigeneity, political beliefs, race, religious beliefs, sexual orientation and socio-economic status.

**OBJECTIVES**

- I. Develop a plan to address the identified district challenges related to systemic discrimination and marginalization.
- II. Enhance awareness and understanding of unconscious bias and privilege and how they influence interactions throughout our learning community.
- III. Support students and staff to develop a deeper understanding of the history and impacts of systemic discrimination.
- IV. Ensure students and staff have access to current and relevant learning resources that reflect the diversity of, and the challenges faced by, our community and the world.

3

### STRATEGIC PRIORITY 3

## Optimized Facilities and Technology

We will optimize and improve our facilities and our technology to provide a learning environment that is safe, secure and accessible, and that inspires innovation and creativity.



**GOAL 1**

The district's technology infrastructure is stable, secure and relevant to support learning.

**OBJECTIVES**

- I. Develop and implement a three-year Learning and Business Technology Plan.
- II. Increase access to technology hardware and software, and ensure they are reliable and relevant for their intended purpose.
- III. Expand learning opportunities to support the integration of technology.
- IV. Implement and support the use of a common collaboration platform (Microsoft 365 & Teams) that enhances communication, learning and community.
- V. Strengthen the security of our network, data, software, systems and practices.
- VI. Increase cybersecurity education and training to enhance awareness and proactivity.
- VII. Enhance wireless access and network stability in all district facilities.



## STRATEGIC PRIORITY 3

# Optimized Facilities and Technology

### GOAL 2

The district's facilities are well-maintained, equitable, safe and conducive to learning.

### OBJECTIVES

- I. Provide equitable learning environments through effective and efficient facilities planning, management and resource allocation.
- II. Provide clean, healthy and safe facilities.
- III. Implement the 2020 Maintenance Review recommendations to optimize service delivery and improve the quality and timeliness of maintenance to our facilities.
- IV. Implement strategic recommendations in the Long-Range Facilities Plan.
- V. Work collaboratively with the Ministry of Education to accelerate seismic upgrading of our schools.
- VI. Create learning environments that are flexible and support inclusive educational practices.

### GOAL 3

The district fosters energy efficient and environmentally sustainable facilities and practices.

### OBJECTIVES

- I. Develop and implement a five-year Sustainability and Climate Action Plan.
- II. Improve the energy efficiency, climate resiliency and sustainability of all facilities through capital improvements.
- III. Implement sustainable practices and programs to improve waste diversion rates, reduce waste generation, reduce greenhouse gas emissions, conserve water and promote climate action.
- IV. Increase sustainability education, awareness training and learning opportunities for staff and students.



# 4

## STRATEGIC PRIORITY 4 A Progressive Workplace

We will attract and retain the best people by promoting and supporting the health and wellness and professional development of our workforce. We will raise awareness of the Richmond School District as an employer of choice, and as the best place to learn and lead.



**GOAL 1**

Inclusion, equity, and diversity are foundational to employment at every level of the district.

**OBJECTIVES**

- I. Ensure all HR practices consider and reflect equity, diversity and inclusion to actively address various forms of implicit bias, discrimination and privilege.
- II. Develop and provide opportunities for employees to learn about workplace equity, diversity and inclusion.
- III. Build capacity for equity, diversity and inclusion appreciation and understanding as part of standard workplace culture.

**GOAL 2**

Professional learning, leadership and skill development for all staff is promoted, encouraged and supported.

**OBJECTIVES**

- I. Develop human resource plans to ensure equity of access and continuity of learning, skill development and training for all.
- II. Design a comprehensive leadership development plan across the district.
- III. Develop succession plans across key leadership areas.

**GOAL 3**

Employee health and well-being is valued and supported within a culture of caring.

**OBJECTIVES**

- I. Define the district's Foundations of a Healthy Workplace pillars.
- II. Identify the primary areas of focus to grow or enhance existing supports.
- III. Build supervisor/management capacity for acknowledging and supporting employee wellness.
- IV. Provide opportunities for employees to engage in health and well-being activities.

**GOAL 4**

High-quality staff with growth potential are recruited and retained in all positions across the district.

**GOAL 5**

All staffing allocations are determined equitably, responsibly and responsively.

**GOAL 6**

The district has effective risk management policies and practices in place to ensure safety and stability.

**OBJECTIVES**

- I. Develop and implement an employee engagement plan.
- II. Review and enhance recruitment and selection practices across the district.
- III. Provide opportunities for management staff to build and enhance their assessment and hiring capabilities.
- IV. Highlight and promote our district as an employer of choice.

**OBJECTIVES**

- I. Analyze and refine current staffing allocation processes.
- II. Identify and implement innovative staffing allocation processes that support timely responses to emergent needs.
- III. Build a consistent and coherent needs analysis process for backfilling vacant positions.

**OBJECTIVES**

- I. Conduct a review to identify, assess and prioritize current and potential risk factors.
- II. Develop risk mitigation plans and embed them in policy and practice to manage and address risk.





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## STRATEGIC PRIORITY 5 A Connected Learning Community

Communication and collaboration are crucial within our district, within our schools, and with our partners and communities. We will model collaboration and put in place the opportunities, tools and techniques needed for our communities to connect and to work together.





**GOAL 1**

External communication practices effectively serve and inform the public.

**OBJECTIVES**

- I. Develop and implement communication guidelines and cohesive design standards.
- II. Utilize analytics to improve district and school websites and enhance the user experience.
- III. Provide equitable access to information.

**GOAL 2**

Internal communication practices effectively improve collaboration and productivity.

**OBJECTIVES**

- I. Complete a comprehensive intranet review and implement improvements to internal communication.
- II. Implement, provide training on, and support a district-wide platform that effectively delivers communications while promoting collaboration and connection.
- III. Improve distribution strategies and practices.
- IV. Build awareness and understanding of the district's work.



## STRATEGIC PRIORITY 5

# A Connected Learning Community

### GOAL 3

Our students' voices and perspectives are valued, encouraged and embedded.

### OBJECTIVES

- I. Create a variety of ongoing opportunities to activate student voice to provide ideas, observations and input to school and district decision-making.
- II. Increase engagement and collaboration between students, staff and trustees.

### GOAL 4

The district is an engaged and collaborative community partner.

### OBJECTIVES

- I. Invite and encourage stakeholders, staff, parents, students and community partners to be involved in school and district decision-making.
- II. Engage the community through in-person and online consultation, and provide opportunities to contribute meaningful input into school and district decision-making.
- III. Strengthen engagement by incorporating public participation best practices within the decision-making process.



# Board of Education

The Richmond Board of Education is comprised of seven trustees who are elected to a four-year term during civic elections. The board is responsible for governing the district in a progressive and educationally sound manner, and is accountable to the public.



Ken Hamaguchi



Debbie Tablotney



Norman Goldstein

In general, the following are the most important functions of the board:

- Formulating and setting policies and by-laws.
- Providing overall administrative direction through the Superintendent of Schools.
- Overseeing the district's operating and capital budgets.
- Monitoring the operation of educational programs.
- Developing and monitoring the district's strategic plan.



Heather Larson

Richard Lee

Donna Sargent

Sandra Nixon

## Acknowledgements

The Board of Education appreciates the insights, perspectives and experiences provided by our staff, our community, and most importantly, our students. We are thankful for the strategic planning processes put in place by our leadership team, and the thoughtful contributions of our stakeholders. Together, we have developed a strong plan with goals and objectives which, as we achieve them, will move our district forward in continuing to do our best in serving our students and their educational journey.

### Learn More About the Richmond School District

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@RichmondSD38

*If you have questions or comments about the district's Strategic Plan, please contact us at [questions@sd38.bc.ca](mailto:questions@sd38.bc.ca)*

*A glossary of terms is available at [sd38.bc.ca/strategicplan](http://sd38.bc.ca/strategicplan)*



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