

External Context

Competition

- Increasing competition for students due to new types of educational platforms (i.e., virtual, home school, etc.) and Charter schools
- Increasing competition for new building sites and schools

Regulatory & Funding

- Potential for Government to rescind publicly funded Catholic school education
- Increasing competition dilutes the overall funding available, including support for revitalization or modernization of aging assets

Societal Pressures

- Secularization and loss of understanding of the value of religion in society
- Ongoing external pressure from minority groups to modernize Catholic school education
- Ongoing challenges with Church public relations that can impact perceptions of the school system

Market

- Alberta remains to be a strong market for devoted Catholics when compared to other Canadian provinces
- Alberta's population is younger (compared to other Canadian provinces) and continues to experience strong growth, especially due to immigration

Internal Context

Brand

- Marketing efforts have been successful in increasing enrollment for GSACRD
- Potential need to properly differentiate GSACRD from its "competitors"

Faith

- Faith remains to be a core strength of the organization
- Conflicting opinions on whether GSACRD has fully permeated the faith in its teachings

People & Culture

- Staff are committed and engaged at the leadership level
- Challenges with recruitment and retention of teachers and staff committed to permeating the faith
- Pre-2012 staff remain, when GSACRD was considered a public school division

Students & Community

- Students perform well and are satisfied with GSACRD
- Enrolment trends have been improving since 2023, but retention still remains a challenge when students reach Jr. and Sr. high

Strategic Goal	Performance Indicator
Growing In the Trinity: Love, Mercy & Grace	Increase key faith-related, Division survey areas by 2% / year
School Capacity	Achieve 74% school utilization by end of 2025/2026
Educational Performance	Increase key AEAM identified areas by 2% / year
Financial Sustainability	Annually maintain maximum allowable accumulated surplus from operations
Retain Outstanding Educators	Secure appropriately trained and/or experienced candidates for all vacancies.
Governance & Trustee Performance	Successful self-evaluations of the Board of Trustees as required by policy



- ❖ Clearly demonstrate value of Catholic Education to the Community and government
- ❖ Increase enrollments and school utilization to ensure sustainable funding
- ❖ Expand school facilities and new sites
- ❖ Be the employer of choice for educators in the Capital Region
- ❖ Achieve effective and insightful board governance

Critical Success Factors

- ✓ Located in Alberta, which has a younger, growing population (including a strong Catholic population) when compared to the rest of Canada
- ✓ High satisfaction among students and parents regarding educational experience and student performance
- ✓ Innovative pedagogy and early literacy programming are differentiators
- ✓ Effective marketing strategies

Key Advantages

- Loss of publicly funded Catholic school education in Alberta
- Difficulty finding and attracting top talent and new teachers
- Challenges winning new build sites
- Increasing competition for funding

Key Risks