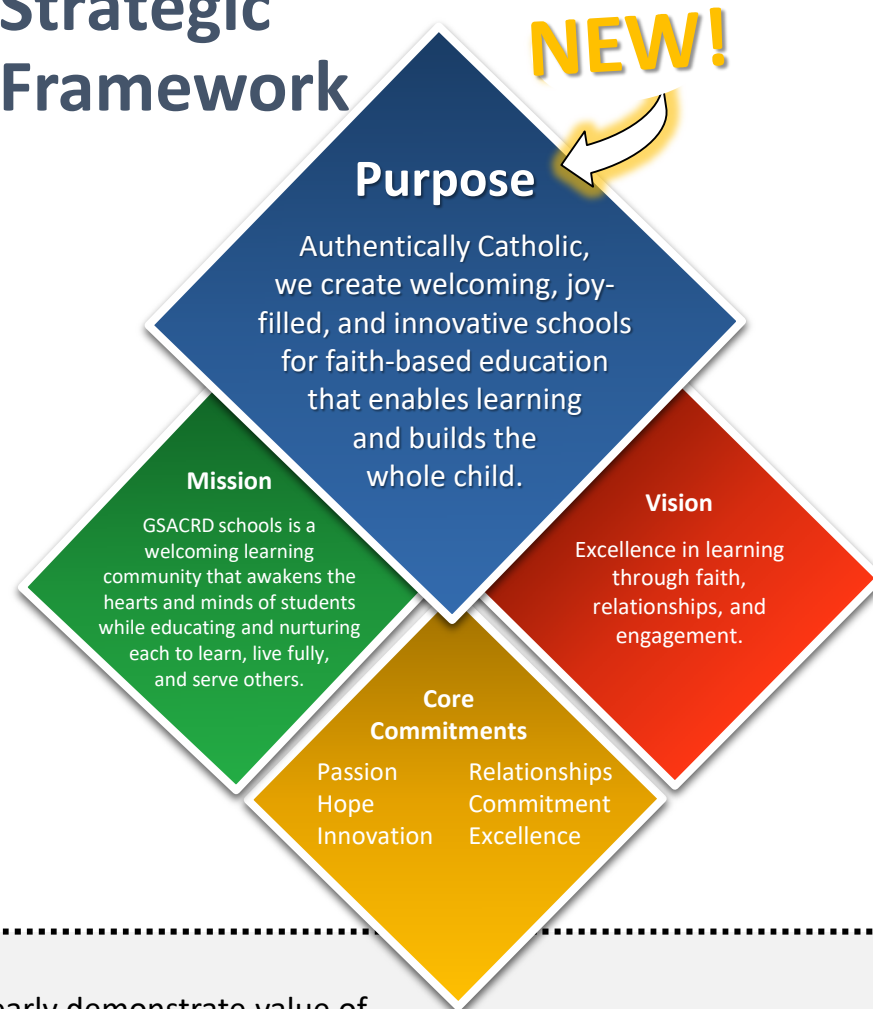




# Greater St. Albert Catholic Schools Strategic Framework



- ❖ 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
- ✓ Effective marketing strategies
- ✓ Innovative pedagogy

## Key Advantages

- Predictable and stable funding for publicly-funded Catholic schools
- Receiving school sites and school capital projects in new growth areas
- Find and attract top talent and new teachers
- Increasing competition for funding

## Key Challenges

## Overarching Goal

Achieve increases in the Division's market share of St. Albert region\* education year over year, while also increasing the retention of students transitioning from junior-high to high-school, annually. *\*Legal and Morinville schools' market share is high and GSACRD is focused on maintaining these levels.*

## 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
- Enhanced and continued focus on fully permeating the Catholic faith in all GSACRD schools

### 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
- Enrollment trends have been flat or declining, retention is difficult 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 71% 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