



# GSACRD Strategic Framework

Approved June 23, 2025

## 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

### Regulatory & Funding

### Societal Pressures

### Market

- Increasing competition for students due to new types of educational platforms (i.e., virtual, home school, etc.) and Charter schools, but there is higher enrollment growth for the Separate school system
- Continued competition for new building sites and schools
- Potential for Government to rescind publicly funded Catholic school education and general challenges with education funding
- Increasing competition dilutes the overall funding available, including support for revitalization or modernization of aging assets
- 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
- 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

### Faith

### People & Culture

### Students & Community

- Marketing efforts have been successful in increasing enrollment for GSACRD
- Potential need to properly differentiate GSACRD from its "competitors"
- Faith remains to be a core strength of the organization
- Staff are committed and engaged at the leadership level
- GSACRD has low suspension rates when compared to other schools.
- 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 perform well and are satisfied with GSACRD
- Enrollment trends have been improving since 2023

## Purpose

Authentically Catholic, we create welcoming, joy-filled, and innovative schools for faith-based education that enables learning and builds the whole child.

### Mission

GSACRD schools is a welcoming learning community that awakens the hearts and minds of students while educating and nurturing each to learn, live fully, and serve others

### Vision

Excellence in learning through faith, relationships, and engagement.

### Core Commitments

Passion  
Hope  
Innovation  
Relationships  
Commitment  
Excellence

## Critical Success Factors

- 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

## Key Advantages

- 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 Risks

- 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

Strategic Goal	Performance Indicator	Strategic Progress 2024/2025
Growing In the Trinity: Love, Mercy & Grace ✝	Increase key faith-related, Division survey areas by 2% / year	Stable with parents, 6% increase over three years among 7-12 students
School Capacity 📈	Achieve 74% school utilization by end of 2025/2026	Area Capacity Utilization (ACU) of the Division in 2024-2025 is 77%.
Educational Performance ✎	Increase key AEAM identified areas by 2% / year	Growth of 2.1% and 2.4% in Educations Quality and Program of Studies
Financial Sustainability 💰	Annually maintain maximum allowable accumulated surplus from operations	The Division anticipates meeting the new maximum reserve limit by the end of August 31, 2025 (AFS Nov. 2025)
Retain Outstanding Educators 🏆	Secure appropriately trained and/or experienced candidates for all vacancies.	All positions secured and "retained 100% of most outstanding teachers in 24/25 school year"
Governance & Trustee Performance 🤝	Successful self-evaluations of the Board of Trustees as required by policy	Deferred until Spring 2026 with New Board