



# STRATEGIC PLAN 2023 - 2025

# INTRODUCTION

Pembina Trails is deeply committed to inspiring hope, providing engaging learning, and building community. It is this purpose that drives the people of the division to dedicate themselves to educational excellence and to ensure challenging and enriching experiences in a safe, inclusive, and caring community. This purpose and mission provided inspiration for the Board of Trustees and the Senior Administration Team to develop a divisional strategic plan for 2023-2025.



## MISSION, VISION, VALUES

### OUR MISSION

*Pembina Trails is dedicated to educational excellence through challenging and enriching experiences in a safe, inclusive, and caring community.*

### OUR VISION

*Pembina Trails will be known as the school division that inspires staff and students to be productive global contributors in an ever-changing world.*

### OUR VALUES

RESPECT	<i>We demonstrate respect when we honour the traditions and beliefs and listen actively to the perspective of others.</i>
ETHICS	<i>We demonstrate ethical behaviour when we adhere to the policies, guidelines, and procedures of our organization.</i>
GROWTH	<i>We demonstrate growth when we support individuals and provide challenging learning opportunities for all.</i>
WELL-BEING	<i>We demonstrate our care for safety and well-being when we focus on the psychological and physical safety of our communities.</i>
STEWARDSHIP	<i>We demonstrate good stewardship when we are accountable to our stakeholders and exhibit care for the environment.</i>



# OUR STRATEGIC PRIORITIES

The following strategic priorities define the focus of Pembina Trails School Division over the next five years as we work to fulfill the mission and vision of the division.

STUDENT SUCCESS

STRATEGIC INVESTMENTS

SYSTEM WELLNESS



# Key Performance Indicators for STUDENT SUCCESS 2023-2025

## Achieving the following goals will support Pembina Trails' strategic plan pillar of Student Success

### Strategic Goal 1

To continue to increase graduation rates with a specific focus on Indigenous learners through the support of academic graduation coaches by:

- Supporting regular attendance and engagement of Indigenous students at school.
- Supporting teachers in building sound relationships with Indigenous students and their parents/caregivers. Initiating new curriculum resources.
- Leading professional development for school staff and whole-school activities to grow the cultural competence of staff and students together.
- Having staff who can assist students with barriers getting in the way of their programming with forward planning for graduation.

Results: Supports provided by existing staff used a tiered approach (Universal, Targeted and Intensive). Data analysis of June 2024 grad rates available in the Continuous Improvement Report in November 2024.

### Strategic Goal 2

To continue to increase Kindergarten students' developmental task acquisition as measured by early years evaluations like EYE (Early Years Evaluation), EDI (Early Development Index), and the new Kindergarten report card by supporting teachers to use the data to inform classroom instruction and learning experiences with targeted professional development.

Results: The use of EYE (Early Years Evaluation) was implemented this year. As well, the new Kindergarten report card was also piloted and will be in full implementation next year. Both evaluation tools will support teachers to use data to inform classroom instruction to increase K students' developmental task acquisition.

Data analysis of EYE and new report cards will be available in the Continuous Improvement Report in November 2024.

### Strategic Goal 3

To continue to increase Early Years and Middle Years students' competency in the areas of literacy and numeracy. Reviewing this data informs classroom interventions, professional development and supports for resources and materials.

Results: Data analysis of EY/MY literacy and numeracy for the 2023-2024 school year will be available in the Continuous Improvement Report in November 2024.

### Strategic Goal 4

To continue to increase presence (attendance) rates for students through the implementation of the Presence and Engagement policy through:

- Consistent school practices in collecting attendance data.
- Communicating between home and school.
- Targeting resources and supports.

Results: Created collaborative tools and a tracking process for schools to implement Presence and Engagement Policy. Data indicates Chronic Absenteeism rate to be at 2% division-wide and Severe Chronic Absenteeism rate to be at 1% division-wide.

## Key Performance Indicators for STRATEGIC INVESTMENT 2023-2025

### Achieving the following goals will support Pembina Trails' strategic plan pillar of Strategic Investment

#### Strategic Goal 1

To continue to manage system demands of growth, scaling and expectations across the division by utilizing data including:

- Enrolment projections
- Number of student-specific plans and complex needs.
- Service delivery model factor.

This goal will provide us with information to best support the effective allocation of Educational Assistants across the system.

Results: Revisions to process and piloting of modeling of data took place in the 2023/24 school year and will be in use for the 2024/25 school year.

#### Strategic Goal 2

To continue to manage system demands of growth, scaling and expectations across the division by utilizing data including:

- Baragar system information
- Data developed by the Continuous Improvement Research Officer.
- Local data (new builds) from developers.

This goal allows us to refine five-year enrolment projects for areas of Pembina Trails that are growing, and will help to inform catchment and school program decisions for the two new schools in Waverley West.

Results: Data models were built out and refined during the 2023/24 school year. Revisions to the model will also be taken into account in the 2024/25 school year to account for new school builds in Waverley West not taking place in time for a September 2027 opening.

#### Strategic Goal 3

To develop and implement a comprehensive compliance training plan to support continued safety and security training in the areas of:

- Commit To Kids
- Workplace Safety and Health
- Cybersecurity
- Accessibility
- Treaty Education

This goal supports successful onboarding of new and experienced staff and continues to ensure the safety and security of our students and staff.

Results: Compliance Training Plan in place and will be fully operational in the 2024/25 school year.

#### Strategic Goal 4

To perform an operational review of transportation activities to ensure the timely and efficient transport of students to schools. Some of the data considered include:

- Capacity numbers
- Average time on bus
- Field trip data
- Route completion/cancellation

This goal is also supplemented by the work of a long-term transportation feasibility budget study that is currently under review.

Results: AM/PM Average Fleet Utilization = 123% (riders vs capacity for total AM or PM run). Route completion based on 11,172 bus runs in 2023/2024 school year = 99.48%.

The operational review of transportation needs is in progress. The report will be completed over the summer of 2024 and results will also inform a possible second phase of review on long-term transportation operational needs.

## Key Performance Indicators for SYSTEM WELLNESS 2023-2025

### Achieving the following goals will support Pembina Trails' strategic plan pillar of System Wellness

#### Strategic Goal 1

Increase our understanding and implementation of Equity, Diversity, Inclusion and Anti-racism employment strategies to empower and uplift Indigenous, Black and People of Colour (IBPOC) to better understand challenges and support their aspirations. This can be supported by:

- Ensuring job opportunities are advertised where diverse applicants will see them.
- Reviewing job descriptions to ensure they have gender-neutral language.
- Train staff in unconscious biases to ensure this does not become a factor during the interview process.
- State our commitment to inclusive hiring practices when advertising for jobs.

Results: Posting statement regarding inclusive hiring practices was implemented in April 2024. Job opportunities are now advertised more broadly on sites where diverse applicants will see them. Divisional leaders/recruiters were trained in how to recognize unconscious biases in April 2024. This training will continue on an on-going basis.

#### Strategic Goal 2

Continue to support staff wellness through employee training opportunities aimed to minimize the impact of dysregulation and aggression on staff. Training includes, but is not limited to:

- General and targeted low arousal training.
- Non-Violent Crisis Intervention Training.
- Student-specific planning

Results: Over 165 staff were trained in Low Arousal in the 2023/24 school year. As well, a further 60 staff were trained in NVCI. Over 325 staff also received Trauma-Informed Practices training.

#### Strategic Goal 3

Continue to support school secretary onboarding and training through the use of specific training and a defined on-boarding position in budget.

Results: These supports will be in place for the beginning of the 2024/25 school year.

#### Strategic Goal 4

Establish a divisional Indigenous, Black, People of Colour (IBPOC) Staff Committee to empower and uplift IBPOC voices, understand the challenges and support their aspirations. This work would continue through and beyond the development and implementation of the Pembina Trails Anti-Racism Policy.

Results: The original divisional committee met multiple times throughout the 2023/24 school year to assist in policy development and implementation, establish their purpose statement and to plan for the launch of the divisional committee of IBPOC staff who had their first meeting in May 2024.