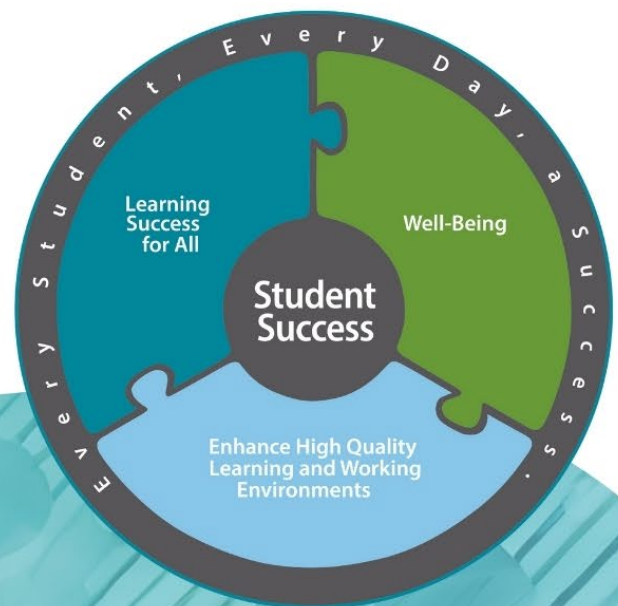# Three Year
Education Plan
BATTLE RIVER SCHOOL DIVISION
2024-27

Every Student, Every Day, a Success.

Vision

Every Student, Every Day, a Success.

Mission

The Battle River School Division, in collaboration with our communities, will support every student to be a lifelong learner and contributing member of society.

The order of our priorities is not indicative of their importance.

Beliefs

We believe

- Every student can learn.

- Our fundamental purpose is to promote student learning, growth and understanding.

- Everyone will be treated with dignity and respect in a safe and caring environment.

- Positive relationships build healthy, resilient students and staff.

- When a student is in need we will provide support.

- We will support every student to the best of our ability every day.

- All staff must be skilled, committed and dedicated to their own continuous learning.

- Optimal learning occurs when it is engaging, meaningful and active.

Table of Contents

This plan is a reflection of priorities identified by the stakeholders of Battle River School Division for student success: Learning Success for All, Enhance High Quality Learning and Working Environments, and Well-Being.

The Battle River Education Plan connects each employee to our vision of Every Student, Every Day, a Success. The Education Plan is embedded not only in schools but throughout all our departments.

Accountability Statement

The Education Plan for Battle River School Division commencing September 1, 2024, was prepared under the direction of the Board in accordance with the responsibilities under the Education Act and the Sustainable Fiscal Planning and Reporting Act. This plan was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

The Board reviewed and approved the 2024/2025 Education Plan on May 23, 2024

Sincerely,

Patrick McFeely
Board Chair

Board of Trustees

As the corporate body elected by the electors that support Battle River School Division, the Board of Trustees is responsible for the development of goals and policies to guide the provision of educational services to students in keeping with the requirements of government legislation and the values of the electorate (Policy 3, Role of the Board).

The Board of Trustees believes that all students are individuals. Students have unique skills and abilities, backgrounds and realities — academically, socially and emotionally, the definition of success is different for each of them. Battle River School Division exists to ensure each student receives the support they need in order to succeed at school. We are a progressive school division with many opportunities for students.

Division Office

The BRSD senior administrative team is responsible for the daily operations of the school division. The senior administration team oversees strategic planning, resource allocation, and policy implementation to ensure optimum learning and high quality teaching can occur. In Battle River, the division office provides the following services: Inclusion Services, Education Services, Student Services, Human Resources, Business and Financial Services, Maintenance and Facility Services, Transportation and Technology.

Who We Are

BRSD serves approximately **5,733** students in **32** schools/programs including **10** Hutterite Colony Schools, Battle River Centre for Alternative Learning, the Women's Shelter, Pre-K and French Immersion for grades K-12.

In BRSD, the majority of our students come from farms, acreages, villages and small towns in a predominantly rural setting which has a total population of about **47,961** people (based on 2021 population estimates from Alberta Municipal Affairs).

Employees

898 individuals
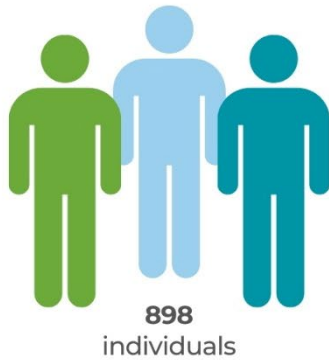
English as an Additional Language

375 EAL Students

Self-identified Indigenous Students

449 students with self-declared First Nations, Métis and Inuit status

Busing

Approximately **3,700** BRSD students take the bus to and from school.

For the 2023-24 school year, Battle River buses travel approximately **10,950 km** per day.

45 languages spoken at BRSD in 2023-24

During the 2023-24 school year, there were 45 languages spoken in BRSD families' homes.

Afrikaans, Albanian, Amharic, Arabic, Azerbaijani, Bengali, Bisaya, Cantonese, Chinese, Cree, Croatian, English, Filipino, French, German, Greek, Gujarati, Hindi, Iloco, Italian, Japanese, Korean, Low German, Lithuanian, Malayalam, Mandarin, Mongolian, Nepali, Plautdietsch, Polish, Portuguese, Punjabi, Russian, Serbian, Spanish, Tagalog, Tamil, Thai, Tigrinya, Turkish, Twi, Ukrainian, Urdu, Vietnamese, Visaya

LEGEND
⭐ School
🟩 Town
⚫ Village
▲ Hamlet
— County Boundary
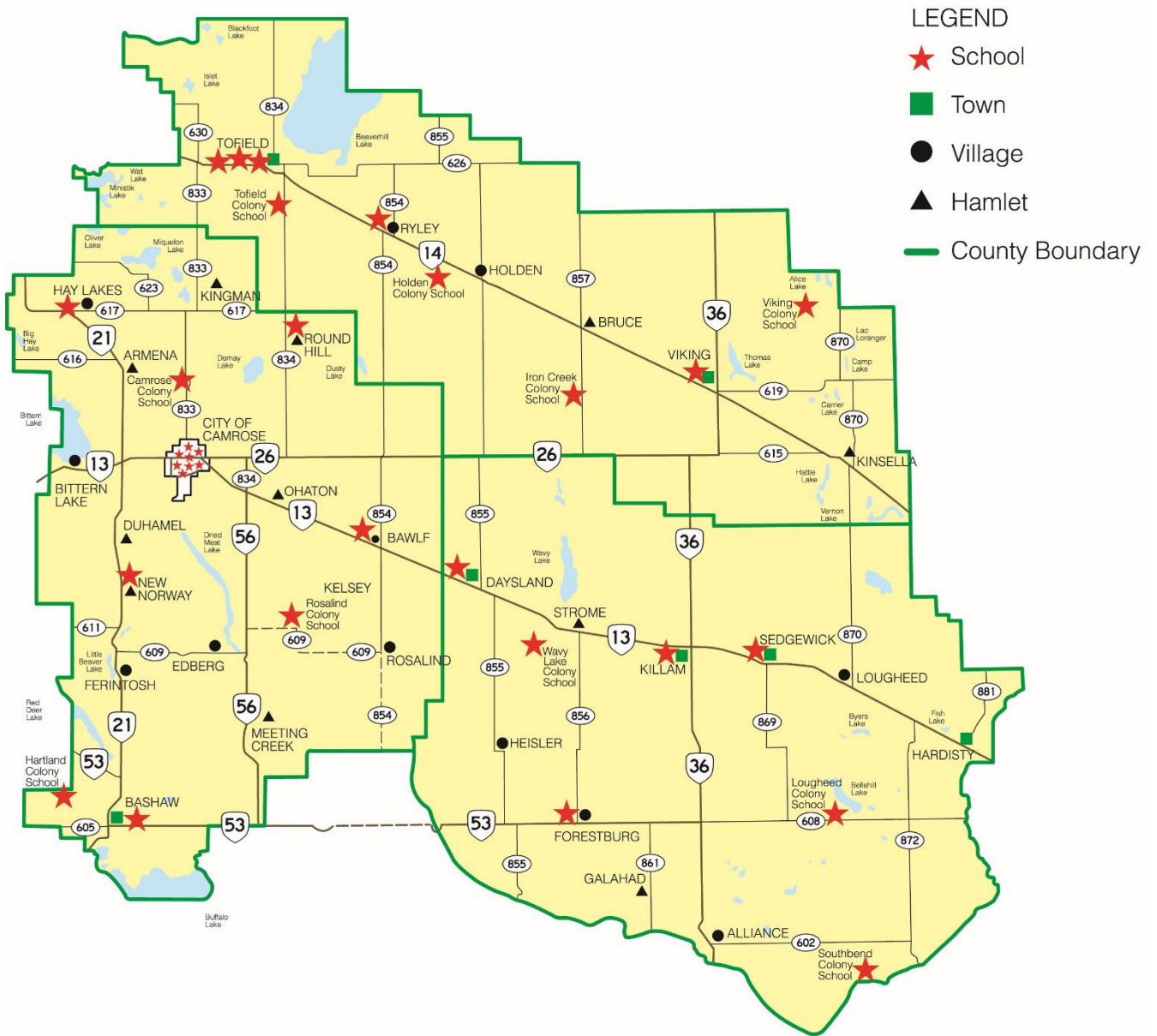
Battle River School Division Office
4302 38 Street, Camrose, AB T4V 4B2   phone 780-672-6131 website www.brsd.ab.ca

Our Schools

School Name	Grades	Location	Principal	Assistant Principal
Bashaw	K-12	Bashaw	Craig Dimond	Chelsea Niederlag
Battle River Alternative Centre for Education (BRACE)	1-12	Camrose	Mark Chanasyk	
Bawlf	K-12	Bawlf	April L'Heureux	Adam Troitsky
C.W. Sears	PreK-4	Tofield	Adam Madsen	Corina Doyle
Camrose Composite High (École)	9-12	Camrose	Shane Gau	Chad Kendall Paula Neuman Sandra Wills
Camrose Women's Shelter	1-12	Camrose	Mark Chanasyk	
Central High Sedgewick	1-12	Sedgewick	Richard Cowan	Madison Nickel
Charlie Killam (École)	6-8	Camrose	Andrea Gutmann	Donna Elaschuk Sabrina Heydorn
Chester Ronning	K-5	Camrose	Reid Lansing	Nathan Pederson
Daysland	K-12	Daysland	Wes Wilson	Jennifer Thomas
Forestburg	K-12	Forestburg	Calvin Anhorn	Dr. Tony Rice
Hay Lakes	1-12	Hay Lakes	Lloyd MacKenzie	Karla Koleba
Jack Stuart	PreK-5	Jack Stuart	Todd Sieben	Erica Easton
Killam Public	K-9	Killam	Keely Nelson	Janna Freadrich
New Norway	K-12	New Norway	Kelly Arial	Steven Searle
North Star Outreach	10-12	Tofield	Zenovia Lazaruik	
Round Hill	K-9	Round Hill	Brian Horbay	
Ryley	K-9	Ryley	Maria Schaade	
Sifton (École)	PreK-5	Camrose	Kathleen McLennan	Terry Kennedy
Sparling	PreK-5	Camrose	Jonathan Skinner	Denise Read
Tofield	5-12	Tofield	Zenovia Lazaruik	Karen Gartner Jennifer Erick
Viking	K-12	Viking	Tracy Doerksen	

Colony Schools	K-10	Principal Margaret Carlson
Camrose Colony		Rosalind Colony
Hartland Colony		Southbend Colony
Holden Colony		Tofield Colony
Iron Creek Colony		Viking Colony
Lougheed Colony		Wavy Lake Colony

Planning and Assurance

Our Planning Cycle

The Alberta government has a system for schools and school authorities to consistently assess progress and demonstrate success called the Assurance Framework. The framework has 5 assurance measures:

- Student Growth and Achievement: The ongoing progress of students' learning, relative to identified provincial learning outcomes that enable them to engage intellectually, grow continuously as learners, and demonstrate citizenship.
- Teaching and Leading: Teachers and leaders apply appropriate knowledge and abilities to make decisions that demonstrate professional practice standards, which result in quality teaching, leading, and optimum learning for all students.
- Learning Supports: Using resources to create optimal learning environments where diversity is embraced, a sense of belonging is emphasized and all students are welcomed, cared for, respected and safe.
- Governance: Processes that determine strategic direction, establish policy and manage fiscal resources.
- Local and Societal Context: Engagement practices that enable the education system to proactively respond to the learning needs and diverse circumstances of all students
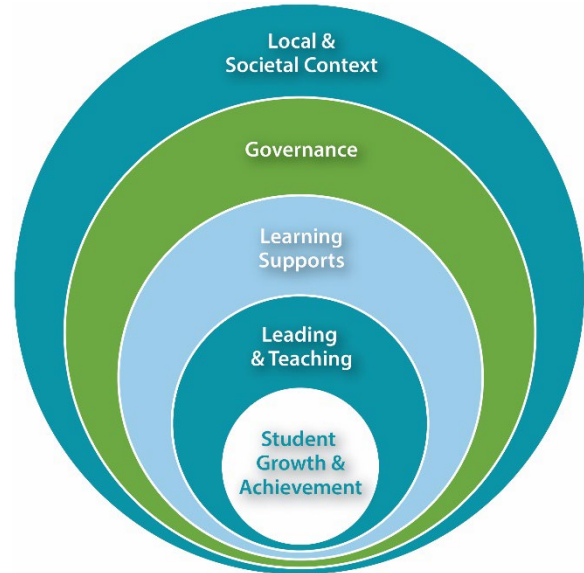
Assurance

During the current school year, Battle River has used Alberta Education data and division data to ensure that we are planning for the current needs of all of our students across the division.

School authority planning is an integral component of school authority accountability and assurance. The Battle River Board of Trustees, in collaboration with Senior Leadership and stakeholders, develops a plan that sets out our educational priorities, and assurance elements within the domains of education.

School authority planning and results reporting is a continuous improvement cycle that involves:

- Developing plans based on results from provincial and local measures, contextual information and provincial direction
- Incorporating stakeholder input based on engagement at various points throughout the process
- Preparing budgets that allocate resources to achieve priorities and meet responsibilities
- Implementing research and practice-informed strategies to improve performance
- Monitoring implementation and adjusting efforts as needed
- Measuring, analyzing and reporting results
- Using results to identify areas for improvement and to develop strategies for the next plan
- Communicating and engaging with stakeholders about school authority plans and results

Alberta Assurance Measures

Overall BRSD Summary (Fall 2023)

Assurance Domain	Measure	Battle River School Division			Alberta			Measure Evaluation		
		Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average	Achievement	Improvement	Overall
Student Growth and Achievement	Student Learning Engagement	82.3	82.7	82.7	84.4	85.1	85.1	n/a	Maintained	n/a
	Citizenship	76.8	79.4	79.5	80.3	81.4	82.3	Intermediate	Declined Significantly	Issue
	3-year High School Completion	75.6	85.0	84.7	80.7	83.2	82.3	Intermediate	Declined Significantly	Issue
	5-year High School Completion	90.0	89.6	87.3	88.6	87.1	86.2	High	Improved	Good
	PAT: Acceptable	58.1	58.8	n/a	63.3	64.3	n/a	Very Low	n/a	n/a
	PAT: Excellence	10.3	10.2	n/a	16.0	17.7	n/a	Low	n/a	n/a
	Diploma: Acceptable	67.6	67.6	n/a	80.3	75.2	n/a	Very Low	n/a	n/a
	Diploma: Excellence	7.7	8.8	n/a	21.2	18.2	n/a	Very Low	n/a	n/a
Teaching & Leading	Education Quality	87.0	86.8	87.6	88.1	89.0	89.7	Intermediate	Maintained	Acceptable
Learning Supports	Welcoming, Caring, Respectful and Safe Learning Environments (WCRSLE)	83.3	85.4	85.4	84.7	86.1	86.1	n/a	Declined	n/a
	Access to Supports and Services	75.2	76.5	76.5	80.6	81.6	81.6	n/a	Maintained	n/a
Governance	Parental Involvement	75.2	73.3	75.0	79.1	78.8	80.3	Intermediate	Maintained	Acceptable

First Nations, Métis, Inuit Student Summary (Fall 2023)

Assurance Domain	Measure	Battle River School Division			Alberta			Measure Evaluation		
		Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average	Achievement	Improvement	Overall
Student Growth and Achievement	Student Learning Engagement	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Citizenship	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3-year High School Completion	63.7	76.6	67.2	57.0	59.5	59.1	Very Low	Maintained	Concern
	5-year High School Completion	75.5	59.7	68.6	71.3	68.0	67.0	Low	Maintained	Issue
	PAT: Acceptable	35.2	36.4	n/a	40.5	43.3	n/a	Very Low	n/a	n/a
	PAT: Excellence	7.8	15.8	n/a	11.3	8.5	n/a	Very Low	n/a	n/a
	Diploma: Acceptable	64.6	84.2	n/a	74.8	68.7	n/a	Very Low	n/a	n/a
	Diploma: Excellence	6.2	15.8	n/a	11.3	805	8.5	Very Low	n/a	n/a
Teaching & Leading	Education Quality	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Learning Supports	Welcoming, Caring, Respectful and Safe Learning Environments (WCRSLE)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Access to Supports and Services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Governance	Parental Involvement	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

English as an Additional Language (EAL) Student Summary (Fall 2023)

Assurance Domain	Measure	Battle River School Division			Alberta			Measure Evaluation		
		Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average	Achievement	Improvement	Overall
Student Growth and Achievement	Student Learning Engagement	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Citizenship	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	3-year High School Completion	16.9	*	52.0	72.8	78.5	77.1	Very Low	Declined	Concern
	5-year High School Completion	35.5	*	70.6	88.7	86.1	86.0	Very Low	Declined	Concern
	PAT: Acceptable	50.6	42.3	n/a	57.9	59.7	n/a	Very Low	n/a	n/a
	PAT: Excellence	4.8	0.0	n/a	12.2	13.7	n/a	Very Low	n/a	n/a
	Diploma: Acceptable	31.8	53.3	n/a	67.1	59.0	n/a	Very Low	n/a	n/a
	Diploma: Excellence	0.0	0.0	n/a	13.8	10.8	n/a	Very Low	n/a	n/a
Teaching & Leading	Education Quality	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Learning Supports	Welcoming, Caring, Respectful and Safe Learning Environments (WCRSLE)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Access to Supports and Services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Governance	Parental Involvement	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Stakeholder Engagement

At Battle River School Division, we value stakeholder engagement as a collaborative process. Through the active involvement of parents, students, teachers, staff, and community members, we seek to enhance opportunities for student success by fostering a culture of inclusion and partnership. Our approach ensures that diverse perspectives are heard and considered in decision-making, aiming to create optimum learning experiences and uphold standards of high quality teaching. Together, we are committed to continuous improvement and collective efforts towards achieving our shared educational goals.

BRSD engagement opportunities include:

- **Battle River Stakeholder Survey** - An online survey was shared to BRSD stakeholders to gain perspectives on how the division is doing regarding our Education Plan priorities. We had approximately 300 responses.
- **Leading and Learning Meetings** - Once a month, school administrators meet with division leadership to discuss strategic educational topics. The information from these conversations helps guide the school division's work with the Education Plan. Administrators reviewed and provided feedback in their own survey about our Education Plan.
- **Director Meetings** - Once a month, BRSD Directors meet with Senior Leadership to discuss strategic topics and have opportunities to provide feedback on the Education Plan.
- **School Council Meetings** - Members of the school community consult with and offer advice to the principal and school board.
- **Council of School Council Meetings** - School council members from across Battle River meet three times during the year to collaborate with school division trustees and division office staff to engage in the planning, programming and decisions made regarding student growth and achievement. In February, the Council of School Councils was presented information about our Assurance Plan and was given the opportunity to provide feedback.
- **Board of Trustee Meetings** - Each month, a group of BRSD students attend the Board meeting and share a success story. This opportunity provides the Board with timely information about what is happening in our communities. The Board has reviewed the 2022-23 Annual Education Results Report, the 2023-26 Three Year Education Plan, and 2021-25 Strategic Plan prior to the 2024-27 Three Year Education Plan.
- **Community Consultations** - These discussions are based on data and seek feedback from our stakeholders. This past year, BRSD held community consultations on school boundary changes.
- **SAVY (Student Advocacy & Voice for Youth)** - SAVY (Student Advocacy & Voice for Youth) - Gr. 4 - 12 students from across the division are involved in feedback loops to support division planning. Students also provide opportunities in their individual school settings for student voice.
- **MLA/Municipal Meetings** - We believe in working collaboratively with all levels of government to create interdependent relationships for the benefit of our students and our communities.
- **AERR and Education Plan Video** - In February, Battle River shared a video explaining our results and reporting process.
- **Unique School Activities** - Activities such as Numeracy and Literacy Activity Evenings, Meet-the-Teacher drop-ins, Holiday Concerts, Welcome Back breakfasts and BBQ's help stakeholders informally share their thoughts and ideas.
- **School Review Meetings** - During the year, division office and school leadership formally meet to discuss instructional leadership, collaborative response work, school results and education plans.
- **ATA Liaison Meetings** - Senior Leadership and the Local ATA Executive meet during the year to keep communication lines open.
- **Consultative Meetings with Staff** - We meet with staff groups to discuss initiatives such as AI, Report Cards and Assessments, etc. These meetings are an opportunity for teachers and administrators to discuss and share timely information and feedback.
- **Ongoing**
  - Throughout the year, BRSD and individual schools review the progress of education plans, making necessary adjustments and integrating stakeholder feedback gathered from engagement feedback and activities.
  - Battle River publishes bi-monthly newsletters.
  - Battle River has shared 10 radio ads this year.
  - Weekly Leadership Bulletins are shared with all administrators.

Evidence

Battle River reviews the following data to help support the development of the Education Plan:

- Provincial Achievement Tests (PATS)
- Diploma Examinations (DIPS)
- Alberta Education Assurance Measure Survey (AERR)
- BRSD Annual Feedback Survey for Stakeholders
- MIPI (Math Intervention Programming Instrument)
- Alberta Education Early Year Numeracy Assessment
- Castles and Coltheart 3 (CC3) Literacy Screener
- English Letter-Name-Sound (LeNS) Literacy Screener
- DIBELS Screener
- Elk Island Catholic Screener -Numeracy
- English as an Additional Language (EAL) Benchmark
- Attendance data
- Dual Credit enrolment and completion data
- Student Voice Feedback - SAVY groups
- Technology Installations/Evergreening statistics/Device to student ratio
- Transportation data
- Facility data
- Use attendance and dropout data for Indigenous students to identify disengagement and dropout risks. Apply these insights to develop targeted mental health supports and goals for these students.
- MClass Screener - Indigenous student-specific data
- FSLW and MHCB data
- Career Counselor data
- Alberta School Employee Benefits Program (ASEBP) Recommendations Data
- Ages and Stages Questionnaire (ASQ)
- Professional Learning Feedback (Qualitative Data)

Battle River's Education Plan serves as the guiding framework for all schools and departments within the division, outlining clear outcomes, performance measures, and strategies for achievement.

Shaped by the input of stakeholders and aligned with the priorities of Alberta Education, this plan reflects a collaborative effort to optimize educational outcomes. Through engagement opportunities and analysis of best practices and data at various levels, including school, division, and provincial, BRSD has refined its focus areas to ensure effectiveness and improve student learning.

We commend the dedication of our BRSD staff in implementing these plans and fostering the success of our students.

Sharing priorities, outcomes, strategies, and measures provides a roadmap for the Assurance process, allowing stakeholders of Battle River to understand goals, actions, and how progress will be tracked.

Priority	Outcomes	Strategies	Key Measures
Our priorities outline the goals of our division.	Our outcomes are the focus of our priorities. Our outcomes provide a shared understanding of what success looks like to ensure Every Student, Every Day, a Success.	Our strategies will progress each year as we update our Education Plan. Strategies outline the approaches, methods and resources that will be used to help students succeed.	Our Education Plan uses measures to assess progression in achieving outcomes. Measures provide important data to determine the impact of our strategies.

Summary of Our Priorities

- Priority 1: **Learning Success for All**
- Priority 2: **Enhance High Quality Learning and Working Environments**
- Priority 3: **Well-Being**

Assurance Domain: Student Growth and Achievement, Teaching and Leading, Learning Supports, Local and Societal Context

Rationale

A strong foundation in literacy and numeracy is essential for all students to access further learning and succeed in a complex world. BRSD prioritizes student success by providing ongoing assessments to meet students where they are at. Through local and provincial data, we have identified areas where students are not achieving their full potential, specifically in the areas of Mathematics and English Language Arts. BRSD has targeted support, and high quality resources and staff to ensure every learner reaches their full potential, regardless of background or learning style. By fostering critical thinking and collaboration skills, and creating pathways to future opportunities, BRSD empowers students to thrive in a rapidly changing society.

Outcome
Achieve learning outcomes and demonstrate growth through a focus on numeracy and literacy

STRATEGIES

- Enhance the use of numeracy and literacy screeners to determine and ensure student progression and success.
- Promote the use of evidence-based literacy and numeracy instruction strategies.
- Support teachers with the implementation of resources related to new curriculum, literacy and numeracy.
- Optimize and strengthen curriculum implementation through identifying, developing, and applying high-impact instruction and assessment practices.

Outcome
Engage and develop skills that enable students to adapt to and thrive in a rapidly changing society

STRATEGIES

- Encourage opportunities to embed collaborative and critical-thinking skills.
- Strengthen and expand partnerships with post-secondary institutions and industry to facilitate program access to Green Certificate, Registered Apprentice Program, work experience, dual credit, and collegiate pathway opportunities.
- Support students in navigating transitions by providing access to resources, information, and opportunities.

Outcome
Recognize and support the diverse and unique learning needs of all students

STRATEGIES

- Ensure all learners will be successful through a Continuum of Supports (Universal, Targeted, Individualized), offering the support and services they may need.
- Expand the opportunities for students to engage in while accessing their learning for successful transitions.
- Foster parent partnerships to support student development and collaborative goal setting.
- Enhance programs addressing socio-economic diversity to ensure equitable education and inclusivity.
- Promote regular attendance to solidify academic success for all students.
- Use professional learning to support staff to acquire and apply foundational knowledges about First Nations, Métis and Inuit for the benefit of all students.

KEY MEASURES

Provincial Measures	Local Measures
Provincial Achievement Tests **Diploma Examinations** *Percentage of all students achieving acceptable standard and standard of excellence.*	**Assessments** *Percentage of all students achieving grade level benchmark.* - MIPI (Math Intervention Programming Instrument) - Alberta Education Early Year Numeracy Assessment - CC3 Literacy Screener - LeNS Literacy Screener - DIBELS Screener - Elk Island Catholic Screener -Numeracy - English as an Additional Language (EAL) Benchmark
Alberta Education Assurance Measure Survey - Program of Studies - Lifelong Learning - Access to Supports and Services - Work Preparation - Student Learning Engagement - Citizenship *Percentage of respondents expressing satisfaction with educational content, support systems, and preparatory initiatives.* - High School Completion Rate - High School to Post-Secondary Transition Rate - Rutherford Eligibility - At-Risk Students *Percentage of students demonstrating progress and performance.*	**Attendance data** *Percentage of students with regular attendance.* **BRSD Annual Feedback Survey for Stakeholders** *Percentage of staff, parents, guardians and students satisfied with:* - Effective Teaching - Quality Programs - Extra-Curricular Opportunities - Inclusive and Welcoming Culture - Regular Communication - Positive Relationships - Mental Health Supports *Percentage of staff, parents and students who identified:* - Challenges in BRSD - Successes in BRSD **Dual Credit enrolment and completion data** *Increase in the percentage of students who are enrolled in Dual Credit.*

Assurance Domain: Student Growth and Achievement, Teaching and Leading, Learning Supports, Governance

Rationale

BRSD recognizes that a positive school culture is essential for both student and staff success. The insights gained from our Results Analysis have shown that we need to focus on fostering a collaborative and supportive environment for staff, promoting effective teaching practices, and gathering student voices to inform school improvement. By prioritizing the enhancement of facilities, resources, and support systems, we cultivate an atmosphere conducive to growth and innovation. Creating welcoming and inclusive spaces that support a diverse school division that ensures access to quality learning environments and resources for all students and staff.

Outcome
Prioritize resources to support student and system success

STRATEGIES

- Ensure equitable learning opportunities are available for all.
- Offer professional learning that supports optimum learning and high quality teaching.
- Invest in digital resources and tools that support student learning, ensuring equitable access to technology for all students.
- Support maintenance and enhancements that create safe, welcoming, and conducive learning environments for all.
- Optimize routes and schedules, ensuring that all students have access to reliable, equitable and efficient transportation to and from school.
- Promote strategies for recruiting and retaining staff who are committed to student success.

Outcome
Foster Welcoming, Caring and Equitable Learning and Working Environments

STRATEGIES

- Leverage student voice to gather information that will inform school and system actions.
- Provide support and interventions to address students' academic, social, and emotional needs.
- Cultivate a positive culture of empathy, respect and belonging which supports diversity, equity and inclusion.
- Support staff to authentically embed First Nations, Metis, and Inuit history, culture and perspectives into planning and teaching

Outcome
Support and enhance the positive culture of teaching, leading and learning

STRATEGIES

- Enhance staff awareness of effective instruction and assessment strategies that will maximize student learning.
- Support collaboration and the Collaborative Response framework.
- Cultivate a positive culture of leadership and learning for all.

KEY MEASURES

Provincial Measures	Local Measures
Provincial Achievement Tests **Diploma Examinations** *Percentage of all students achieving acceptable standard and standard of excellence.* **Alberta Education Assurance Measure Survey** • Drop-out rate *Percentage of students that demonstrate progress and performance.* • Education Quality • In-service Jurisdiction Needs • School Improvement • Satisfaction with Program Access *The percentage of satisfied respondents indicating how well these areas are meeting expectations, serving as a gauge for the effectiveness of current educational strategies and accessibility of programs.* • Citizenship • Parental Involvement • Welcoming, Caring, Respectful and Safe Learning Environments • Safe and Caring *The percentage of satisfied respondents providing a measure of how effectively these key aspects are being implemented and perceived in creating supportive and engaging educational settings.*	**BRSD Annual Feedback Survey for stakeholders** *Percentage of staff, parents, guardians and students satisfied with:* • Effective Teaching • Quality Programs • Inclusive and Welcoming Culture • Regular Communication • Positive Relationships • Mental Health Supports *Percentage of staff, parents and students who identified:* • Challenges in BRSD • Successes in BRSD **Student Voice Feedback - SAVY** *The percentage of satisfied respondents highlighting the effectiveness of this feedback mechanism in fostering a responsive and student-centered learning environment.* **Technology Installations/Evergreening** **Device to student ratio** *The percentage of satisfied respondents reflecting how well these initiatives meet the needs of the educational community, ensuring effective integration and use of technology in learning environments.* **Transportation data** **Facility data** *The percentage of satisfied respondents providing insights into how well these critical support systems are meeting the needs of the community.*

Assurance Domain: Student Growth and Achievement, Learning Supports, Local and Societal Context

Rationale

We believe in promoting inclusive environments that celebrate diversity and support all members of the school community. Insights from our Results Analysis indicate that more work needs to be done with modeling active citizenship and creating learning environments that are welcoming, caring, respectful and safe. BRSD recognizes that mental health and well-being are crucial for student and staff success. By implementing evidence-based practices, fostering resilience, and collaborating with all partners, BRSD aims to create a safe and supportive learning environment where everyone feels valued, respected, and empowered to thrive.

Outcome
Prioritize and enhance well-being and positive mental health for all

STRATEGIES
- Enhance school and division programs to bolster resilience for the well-being of all.
- Use evidence-based approaches and practices to support the well-being of all.
- Explore and promote partnerships that will support the well-being of all.

Outcome
Promote inclusive environments that celebrate diversity and support all

STRATEGIES
- Champion and promote the integration of diverse perspectives and voices.
- Develop and apply foundational knowledge about First Nations, Métis and Inuit for the benefit of all students.

Outcome
Students who self-identify as Indigenous are supported to achieve success

STRATEGIES
- Collaborate with Indigenous partners to support strategies for Indigenous student success and well-being.
- Develop knowledge and understanding among all students and staff of, and respect for, the histories, cultures, languages, contributions, perspectives, experiences and contemporary contexts of the First Nations, Métis, and Inuit people.

KEY MEASURES

Provincial Measures	Local Measures
• **Provincial Achievement Tests - First Nations, Métis, Inuit data** • **Diploma Examinations - First Nations, Métis, Inuit data** *Percentage of First Nations, Métis and Inuit students achieving acceptable standard and standard of excellence.* **Alberta Education Assurance Measure Survey** • Citizenship • Parental Involvement • Safe and Caring *The percentage of satisfied respondents providing a measure of how effectively these key aspects are being implemented and perceived in creating supportive and engaging educational settings.*	**BRSD Annual Feedback Survey for stakeholders** *The percentage of satisfied respondents reflecting the success of the following initiatives in creating a supportive, engaging, and effective learning environment.* • Effective Teaching • Quality Programs • Inclusive and Welcoming Culture • Regular Communication • Positive Relationships *Percentage of staff, parents and students who identified:* • Challenges in BRSD • Successes in BRSD **Use school-based attendance data and overall Indigenous dropout rate data to identify areas where students may be disengaged or at risk of dropping out.** **Student Voice data - SAVY** *The percentage of satisfied respondents highlights the effectiveness of this feedback mechanism in fostering a responsive and student-centered learning environment.* **Alberta School Employee Benefits Program (ASEBP) Recommendations Data** *Percentage of staff who are proactively using well-being supports.* **FSLW and MHCB data** **Career Counselor data** **Mental Health Supports** *The percentage of satisfied respondents indicating the impact of these resources in supporting students' career development and mental health within the educational environment.*

Implementation Plan

The strategies outlined in the 2024-2025 Education Plan are implemented in schools and across the system through planning, direction and support. The identified strategies are guided by the [Ministry Business Plan](), Alberta Education Assurance Framework, the division's priorities, the Board of Trustees Strategic Plan and ongoing feedback from our stakeholders.

Developing and updating a jurisdictional Education Plan that aligns with provincial goals, outcomes and performance measures and the Battle River School Division's vision, mission and values includes:

- Promoting community engagement;
- Priority-based budgeting
- Implementing strategies to maintain and improve student learning and achievement;
- Monitoring implementation and adjusting efforts as needed;
- Using results to identify areas for improvement and to develop strategies and targets for the next plan, e.g. evidence-based decision making; and
- Communicating with stakeholders (staff, students, parents, or guardians, school councils, the public and Alberta Education) about school authority plans and results.

Our implementation plan follows the steps below:

Gather & Analyze Evidence:
Review existing data and gather new evidence to inform the plan.

Predict & Plan:
Based on the evidence, implement strategies that will move our outcomes forward.

Monitor & Measure:
Regularly assess progress towards our outcomes using our pre-determined measures.
This ongoing monitoring allows for identifying areas where the plan needs to be adjusted.

Evaluate & Refine:
Analyze the data collected through monitoring to determine the effectiveness of the implemented strategies.
This data-informed evaluation helps refine the plan and ensure it continues to achieve its intended outcomes.

Resources Required to Implement the Strategies

Professional Learning

To deliver on our commitment to "Every Student, Every Day, a Success," Battle River will prioritize professional learning that equips educators with the skills to meet the diverse needs of all students. This includes targeted programs that align with our three main priorities: Success for All, Enhance High Quality Learning and Working Environments, and Well-Being. We will foster a culture of continuous learning and collaboration among educators, creating a positive and supportive work environment. During the 2024-25 school year, professional learning in Battle River will focus on:

- Numeracy and Literacy
- Curriculum
- Assessment
- Well-Being
- Indigenous Support

Resource allocation will be targeted to provide meaningful professional learning.

Human Resources

Our staff are integral to the success of our Education Plan. Battle River School Division is committed to mentorship, developing teacher capacity in curriculum, supporting staff with Supporting Individuals through Valued Attachments (SIVA) training, and developing cultures and programs that will allow our staff to support students to be successful.

Moving Forward

Building on the foundation of strong literacy and numeracy skills, BRSD remains dedicated to student success through ongoing assessments and targeted interventions. We will address identified areas of improvement, particularly in Mathematics and English Language Arts, by providing high quality resources (field tested and supported by teachers) and differentiated instruction.

Beyond core skills, BRSD fosters critical thinking, collaboration, and future-focused pathways, empowering students to navigate a changing world. Recognizing the importance of positive school cultures, we will prioritize a collaborative and supportive environment for educators, effective teaching practices, and student voice in shaping improvements. This goes hand-in-hand with enhancing facilities, resources, and support systems, cultivating an atmosphere that celebrates diversity, inclusivity, and innovation.

Furthermore, BRSD is committed to promoting active citizenship, fostering safe and respectful learning environments, and prioritizing mental health and well-being for all students and staff. By implementing evidence-based practices and collaborating with Indigenous partners, we will create a learning environment where everyone feels valued, respected, and empowered to reach their full potential.

Business Plan Review

Budget

The Division's full budget can be found on the Division's website using the following link: https://www.brsd.ab.ca/our-division/reports-documents/reports

BUDGETED STATEMENT OF OPERATIONS
for the Year Ending August 31

	Approved Budget 2024/2025	Approved Budget 2023/2024	Actual Audited 2022/2023
REVENUES			
Government of Alberta	$ 76,082,060	$76,895,031	$76,718,972
Federal Government and First Nations	$ -	$63,237	$262,021
Property taxes	$ -	$0	$0
Fees	$ 959,795	$751,735	$1,002,618
Sales of services and products	$ 1,378,057	$1,035,666	$1,813,102
Investment income	$ 300,000	$100,000	$581,181
Donations and other contributions	$ 860,540	$910,578	$1,013,385
Other revenue	$ 207,434	$28,000	$1,699,588
TOTAL REVENUES	$79,787,886	$79,784,247	$83,090,867
EXPENSES			
Instruction - ECS	$ 2,963,050	$2,992,664	$2,475,398
Instruction - Grade 1 to 12	$ 56,596,940	$57,997,113	$56,604,399
Operations & maintenance	$ 11,659,615	$11,699,232	$10,846,305
Transportation	$ 6,437,411	$6,517,469	$6,154,422
System Administration	$ 2,732,040	$2,720,231	$2,622,359
External Services	$ 2,611,901	$2,484,247	$2,227,424
TOTAL EXPENSES	$83,000,957	$84,410,956	$80,930,307
ANNUAL SURPLUS (DEFICIT)	($3,213,071)	($4,626,709)	$2,160,560

Capital Plans

The Board of Trustees approved the division's Three-Year Capital Plan in March 2024. The following school capital projects are the division's priorities:

1. CW Sears Replacement School
2. Charlie Killam Replacement School
3. Hay Lakes School Modernization
4. New Camrose Middle School

The full report can be accessed on the division's website: https://www.brsd.ab.ca/download/246187

Budget, Capital Plan and Facility Summary

The BRSD Facility, Capital Plan & Budget prioritizes student success in numeracy, literacy, well-being, and high quality learning environments. To achieve this, we are directing funding and resources directly to schools, where they can have the most positive impact. This aligns with our belief that optimal learning happens when it's engaging, meaningful, and active, allowing every student to thrive.

The Education Plan for 2024-27 is currently available through our division website. Our Education Plan, supporting documents and data are available primarily in a web-based format to ensure all stakeholders have access.

References

Alberta Education: Funding Manual for School Authorities 2024/2025
Alberta Education: Ministry Business Plan Education
BRSD: Policy 3, Role of the Board
BRSD: Strategic Plan 2021-2025

Links

BRSD Reports
- Three Year Plans/Annual Education Results Review
- Enrolment Reports
- Facilities Reports
- Finance Reports
- General Reports