



Livingstone Range
SCHOOL DIVISION

EDUCATION PLAN

2023-2026



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Accountability Statement

The Education Plan for Livingstone Range School Division commencing September 1, 2023 was prepared under the direction of the Board in accordance with the responsibilities under the Education Act and the Fiscal Planning and Transparency 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 approved the Education Plan for 3 years on May 29, 2023.

Sincerely,

Lacey Poytress
Board Chair

Introduction to Assurance

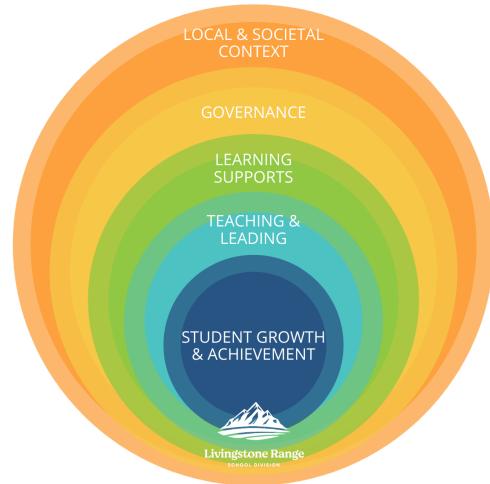
Assurance is focused on demonstrating to stakeholders and communities that the education system is meeting the needs of students and that students are successful. Livingstone Range School Division aims to achieve Assurance through stakeholder engagement, ongoing communication, and by creating and sustaining a culture of continuous improvement.

The Livingstone Range School Division mission statement is "**Livingstone Range School Division inspires excellence through meaningful relationships, innovation and collaboration.**" This Education plan and the results that will come as a result of implementation of strategies will provide the learner and parents/guardians the assurance that learning and success is happening in LRSD. The measurement tools selected are indicators of student success and valuable mechanisms to assess progress toward accomplishing our vision of success for "**Every student, every day.**"

Assurance Domains

Assurance in the education system happens when community members, system stakeholders and education partners engage across five domains:

- Student Growth and Achievement;
- Teaching and Leading;
- Learning Supports;
- Governance; and
- Local and Societal Context.



Foundational Statements



Livingstone Range
SCHOOL DIVISION

Mission

Livingstone Range School Division inspires excellence through meaningful relationships, innovation, and collaboration.

Vision

**Every student,
every day.**

Core Values

Student-Centered
Leadership
Integrity
Wellness
Place-Based

Local & Societal Context

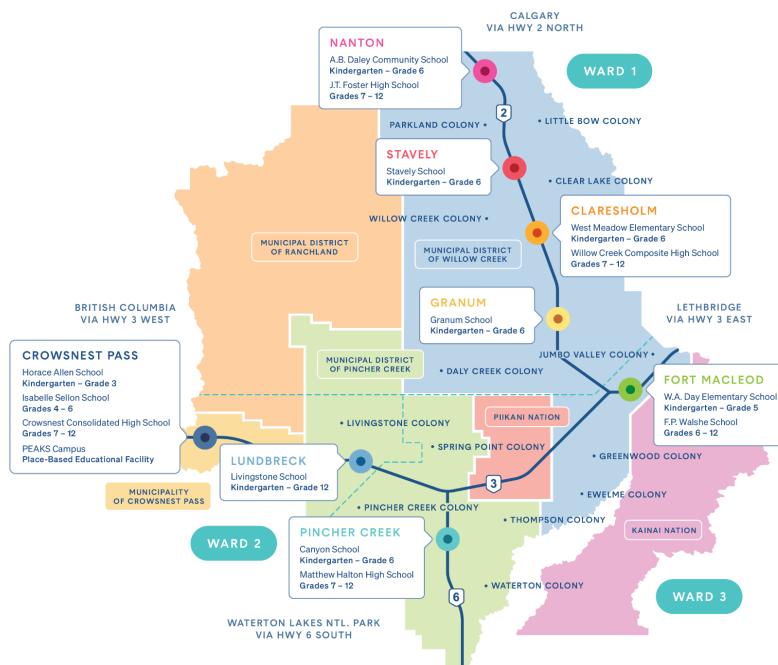
Where the prairies meet the Rocky Mountains in southwestern Alberta, Livingstone Range School Division (LRSD) inspires excellence through meaningful relationships, innovation, and collaboration.

Our Division is home to 14 schools in 8 distinct communities, 1 Virtual school, 2 Outreach schools, and 13 Hutterite Colony schools. The Division serves a population of approximately 25,000 and spans more than 9,500 square kilometers. From the Town of Fort Macleod in the east, to the Crowsnest Pass at the western provincial border, and from the Town of Nanton in the north, to Waterton Lakes National Park at the southern provincial border, Livingstone Range School Division's people are as diverse as its natural landscape.



There were 3,744 (3,584 Full-Time Equivalent) students during the 2022-2023 school year, with an operating budget of approximately \$55.68 million. Alberta Education reports that the Livingstone Range School Division has the one of the lowest Socio-Economic Status (SES) indexes of all school jurisdictions in the Province. Research continues to link lower SES to lower academic achievement and progress.

The School Division is bordered by two First Nation communities, Kainai (Standoff) and Piikani (Brocket). While both of these communities have their own education systems that are federally funded, some students choose to attend schools in LRSD. In addition to those students that attend school from the reserve, LRSD also has numerous self-identified Indigenous students that live in the local communities. The Division has a close working relationship with the two Indigenous school boards in the area, and strives to develop positive Indigenous cultural awareness in our schools.



The economy of the area is predominantly agriculture/ranching-based with an energy sector and light manufacturing employment as well. Our rural communities have experienced population decline, making it challenging to offer comprehensive programs and services in some areas.

Alberta Education Outcomes

Aligned with the Ministry of Education's Business Plan (2023-26), Livingstone Range School Division's Education Plan 2023-26 integrates these four Alberta Education outcomes throughout our three Wildly Important Goals (WIG's) of Leadership, Culture, and Academics:

1. Alberta's students are successful
2. First Nations, Métis, and Inuit students in Alberta are successful
3. Alberta has excellent teachers, school leaders, and school authority leaders
4. Alberta's K-12 education system is well governed and managed

Stakeholder Engagement

The Board of Trustees of LRSD believes strongly in involving stakeholders in the planning and reporting process - most importantly parents, students, staff, and communities. The Board has an Assurance Framework Policy that clearly articulates the need for transparency, collaboration, and full parental, student, and staff involvement throughout this process. Schools within our jurisdiction are expected to:

- Review data with their School Councils, school staff and students
- Annually review and revise school-based Education Plans
- Display 'scoreboards' in the school highlighting school priorities and progress
- Engage regularly with stakeholders through surveys or other engagement strategies

FUTURE SCHOOL YEAR CALENDARS

October 2022 | From October 11 to 17, 2022 a total of 327 parents, guardians, staff, and students responded to our School Year Calendars survey. The feedback helped us understand what is most important to our stakeholders when it comes to developing future school year calendars, and was used to create the 2023-2024 and 2024-2025 calendars.



BUDGET PRIORITIES SURVEY

November 2022 | From November 21 to 25, 2022 631 staff, parents, and guardians responded to our Budget Priorities Survey. The survey results show that small class sizes, academics, classroom supports, high-quality teaching, great school culture, and mental health supports remain priorities for stakeholders. When operating with reduced funding, most of the suggested measures were not desirable but

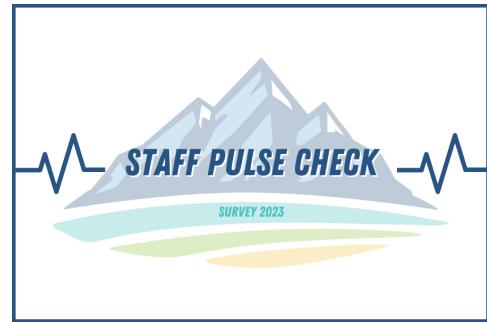


respondents would be willing to consider reducing operational/instructional days, welcoming more international students, and offering more high school courses virtually, assuming these translate to an actual cost-savings.

Using these survey results in budgeting for future years, LRSD leadership will continue to make decisions in the best interest of "Every student, every day."

STAFF PULSE CHECK SURVEY

February 2023 | We asked all current staff to provide feedback on their employee experience in the areas of Engagement, Empowerment, Culture, Communication, Recognition, Growth, Wellness, and Leadership. 355 staff members responded to the survey. The results showed that staff feel proud to be part of LRSD, that they have opportunities to make meaningful contributions in their roles, and that their manager or team understands and appreciates the work they do. The survey also revealed that we have work to do when it comes to respectful and transparent two-way communication; providing opportunities for all staff to expand in their careers, and integrating our value of wellness in all we do.



This feedback is used to help departments and schools find strategies to help ensure a positive staff experience for our valuable staff division-wide.

MEASURABLE RESULTS ASSESSMENT

May 2023 | The Measurable Results Assessment (MRA) tool is used to focus on improving leadership, culture, and academics in the *Leader in Me* process. Parents, students, and staff across the division are invited to participate annually in the MRA, which identifies strengths and weaknesses in order to develop improvement plans and monitor progress.



GRANUM AND NANTON SCHOOLS ENGAGEMENT

Composed of elected officials in these communities, Trustees, and Division staff, the Granum School Advisory Committee and Nanton Schools Advisory Committees meet to provide feedback on new and modernized schools, programming opportunities to consider for the future, and to engage stakeholders.



ONGOING ENGAGEMENT OPPORTUNITIES

- **School Councils:** Schools engage with families in conversation around school goals and strategies as well as school operations and budgets. Trustee representatives attend each school council meeting.
- **Regional School Council:** Led by Trustees, the Regional School Council meets three times per year. Meetings focus on creating greater awareness and understanding of division priorities and provide capacity building for school council chairs.
- **First Nations, Métis and Inuit Staff Working Committee:** Supported by Division staff, each school provides a representative who attends meetings throughout the year to build capacity and knowledge around TQS and LQS #5.
- **Literacy and numeracy committees:** Supported by Division staff, school representatives gather regularly to analyze division literacy and numeracy data, discuss research based best practices and provide input into strategies for continued improvement.



Results Analysis

To help inform the focus and direction of Livingstone Range School Division (LRSD) in the future, the Board of Trustees engaged stakeholders in helping to create a new vision, mission and core values. To further understand how the School Division could better meet student needs now and in the future, local community stakeholders were surveyed and asked to help define what student success looks like. Stakeholders identified three main areas of focus: 21st Century Knowledge, Skills, and Attributes (Life Skills), Engagement, and Safe & Caring Schools.

Other key documents were also reviewed:

- [2021-2022 Annual Education Results Report](#)
- 2022 Alberta Education Assurance Measure (APORI)
- Future School Years Calendar
- Budget Priorities Survey
- Staff Pulse Check Survey
- Measurable Results Assessment.

The feedback from these stakeholder engagements were summarized and incorporated into the strategies in the 2023-2026 Education Plan and are the basis for the three focus areas below.

**Livingstone Range
SCHOOL DIVISION**

Student Success Plan
2021-2024

ENGAGEMENT

- Expanded course offerings and increased flexibility
- Student leadership & voice
- Student goal-setting and achievement
- Place-based learning opportunities
- Meaningful parental involvement
- Student interest-area exploration

SAFE & CARING

- Collaborative Response approach
- Intentional plans to assist students in becoming respectful, caring, and productive citizens
- Family School Liaison Counsellors optimize the learning, development, and well-being of students

21ST CENTURY KNOWLEDGE, SKILLS, AND ATTRIBUTES (LIFE SKILLS)

- Expanded workplace certification offerings
- Local community service opportunities for students
- Career and life preparation programming
- Complementary courses and events that focus on 21st Century Knowledge, Skills, and Attributes
- Robust off-campus programs
- Staff core competencies professional development opportunities

MEASURING PROGRESS

- Survey tools and stakeholder feedback
- Analysis of results
- Adjust strategies to provide timely and relevant support for student success

Division Priorities 2023-2026

1. **Leadership:** Students will develop the mindsets, behaviors, and skills to be effective, lifelong leaders.
2. **Culture:** Livingstone Range School Division is a welcoming, inclusive, supportive environment where students feel valued and actively engaged.
3. **Academics:** Teachers play a meaningful role in helping their school reach their Wildly Important Goals that includes providing their students with the knowledge, opportunity, and support to set and achieve personally meaningful goals.

Leader in Me

LRSD Strategic Priorities are developed within the paradigms contained in the Leader in Me Framework.

LeaderinMe[®]

SEE Core Paradigms	Paradigm of Leadership	Paradigm of Potential	Paradigm of Change	Paradigm of Motivation	Paradigm of Education
DO Highly Effective Practices	Leadership	Culture	Academics		
GET Measurable Results	Highly effective students and adults who are leaders in their school and community.	A high-trust school culture where every person's voice is heard and their potential is affirmed.	Engaged students who are equipped to achieve and entrusted to lead their own learning.		
	Start With Adults Learning & Modeling <ul style="list-style-type: none">• Principal & Coordinator Development• New & Ongoing Staff Learning• Family & Community Partnerships Teach Students to Lead <ul style="list-style-type: none">• Direct Lessons• Integrated Approaches• Service Learning	Create a Leadership Environment <ul style="list-style-type: none">• Physical Environment• Social-Emotional Environment• Leadership Events Share Leadership <ul style="list-style-type: none">• Lighthouse & Action Teams• Leadership Roles• Student Voice	Achieve Goals <ul style="list-style-type: none">• Individual Goals• Team Goals• Aligned School Goals Empower Learners <ul style="list-style-type: none">• Leadership Portfolios• Student-Led Conferences• Empowering Instruction		

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Leadership

Target: Students develop the mindsets, behaviors, and skills to be effective, lifelong leaders.

Wildly Important Goal #1 | Leadership

1. LRSD student leadership, as measured by the Measurable Results Assessment (MRA), will increase from 69% to 80% by June 2026.

- Teachers feel confident in their ability to support students' development of leadership skills they apply in their lives.
- Students take responsibility for their actions and emotions and prioritize the things that are most important to their future.
- Students engage in the behaviors and embrace the mindsets that build resilience and hope.
- The school engages the community through collaborative partnerships and service learning that provides students and their families with sources of support and learning.

LEAD MEASURES (STRATEGIES)

- Student representatives from each of our six junior/senior high schools will participate in Livingstone Leaders where leadership principles are taught, practiced and student voice is heard.
- Students will be provided with opportunities to engage in leadership activities in their classrooms, schools and the school division.
- All schools will have local community service opportunities for students.
- All schools will offer place-based learning opportunities to students designed to increase student engagement and connect them to their local community.
- Engage all students to set and achieve goals.
- All schools will have an intentional plan to assist students in becoming respectful, caring, productive citizens.
- Coordinated expansion of experiential learning opportunities throughout the school division.
- Pre-employment certifications will be scheduled to assist students in transitioning to employment after graduation.
- Expand community and post-secondary partnerships to increase student awareness of career pathways and support their transition to life after graduation.

LAG MEASURES (EVIDENCE OF SUCCESS)

- **Alberta Education Assurance Measures**
 - Percentage of teachers and parents who agree that students are taught behaviours that will make them successful at work when they finish school.
 - Percentage of teacher and parent satisfaction that students demonstrate the knowledge, skills and attitudes necessary for lifelong learning.
 - Percentage of teachers, parents and students satisfied with the opportunity to receive a broad program of studies.
 - Percentage of parents and students who agree that students are engaged in their learning at school.
- **Local measures**
 - Number of students participating in Livingstone Leaders meetings held throughout the school year.
 - Number of schools providing students with local service opportunities.
 - Number of schools who have implemented an intentional plan to assist students in becoming respectful, caring, productive citizens.
 - Number of pre-employment certifications offered to students.
 - Number of dual credit course offerings for students.
 - Measurable Results Assessment -- overall student leadership results.

Culture

Target: Livingstone Range School Division is a welcoming, inclusive, supportive environment where students feel valued and actively engaged.

Wildly Important Goal #2 | Culture

1. **Livingstone Range School Division supportive student environments as measured by the Measurable Results Assessment will increase from 73% to 80% by June 2026.**
 - Students believe they are provided with schoolwide and classroom opportunities that include them in decision-making and grow their leadership competence.
 - Students believe that they are cared about and understood by the people in their school and feel a sense of belonging.

LEAD MEASURES (STRATEGIES)

- Indigenous land-based camps will be available to all high school students.

- Support the work of First Nations, Metis and Inuit Success Coaches and Elders in Schools working with students toward high school completion and Truth & Reconciliation initiatives.
- Support the First Nations, Metis and Inuit Staff Working Committee to build capacity in the TQS #5; specifically where teachers and school leaders learn about First Nations, Métis, and Inuit perspectives and experiences, treaties, and the history and legacy of residential schools.
- Continue the Education Service Agreement with Rupertsland Institute/Metis Nation to equip staff to develop and apply Metis foundational knowledge, legislation and agreements as outlined in TQS and LQS Competency #5.
- Increase mental health support for Indigenous students through the Mental Health in Schools Pilot project.
- Increase mental health support for all students and provide effective Family School Liaison programming in all classrooms.
- Collaborative Response will continue in LRSD schools to effectively support every student.

LAG MEASURES (EVIDENCE OF SUCCESS)

- **Alberta Education Assurance Measures**
 - 3 & 5 year completion rates
 - Percentage of teacher, parent and student agreement that: students are safe at school, are learning the importance of caring for others, are learning respect for others and are treated fairly in school.
 - The percentage of teachers, parents and students who agree that students are engaged in their learning at school.
 - The percentage of teachers, parents and students who agree that their learning environments are welcoming, caring, respectful and safe
- **Local measures**
 - Attendance rates
 - Number of students participating in the Land-Based Education Camps each year.
 - Number of credits earned participating in Land-Based Education Camps each year.
 - Number of credits earned participating in Summer School and FACES programming.
 - Measurable Results Assessment -- overall culture results.
 - Measurable Results Assessment supportive student environment data.

Academics

Target: Teachers play a meaningful role in helping their school reach their Wildly Important Goals that includes providing their students with the knowledge, opportunity, and support to set and achieve personally meaningful goals.

Wildly Important Goal #3 | Academics

LRSD will increase the number of students achieving the acceptable standard in the following assessments by June 2026.

- Cumulative PAT results will increase from 62.2% to 80% acceptable standard by June 2026.
- Cumulative -1 DIP results will increase from 67.8% to 95% acceptable standard by June 2026.
- Cumulative -2 DIP results will increase from 69.4% to 85% acceptable standard by June 2026.
 - Teachers are confident in their ability to use evidence-based instructional practices to amplify students' capacity to learn
 - Students are confident in their ability to set and achieve their goals.

LEAD MEASURES (STRATEGIES)

- Schools will work collaboratively with staff to increase instructional efficacy through targeted professional development.
- Subject specific professional development sessions will be offered on Inter-School Collaboration Days or as appropriate through the calendar year.
- All students are involved in setting and achieving goals.
- Create a Provincial Achievement Test preparation program to prepare students for provincial achievement exams.
- Continue to offer the Diploma preparation programming to any students writing 30-level diploma exams.
- Examine academic data and implement appropriate interventions, professional learning and resources that will have the greatest impact on student achievement growth.
- Engage grade 9 teachers to identify barriers to student success and implement best practices.
- All schools will administer the STAR Reading Assessment three times per year.
- K-6 students will participate in the STAR Math Assessment three times per year.

LAG MEASURES (EVIDENCE OF SUCCESS)

- Alberta Education Assurance Measures
 - Provincial Achievement Test & Diploma Exams.
 - Percentage of teachers reporting that in the past 3-5 years the professional development and in-servicing received from the school authority has been focused, systematic and contributed significantly to their ongoing professional growth.
 - CC3, Lens, Numeracy Screener results.
- Local measures
 - CAT results.
 - STAR reading and math results.
 - Measurable Results Assessment -- overall academic results.

Implementation Plan

The key strategic actions outlined in each of the Division Priorities contained in the 2023-2026 Education Plan are informed by the LRSD Vision, Mission and Core Values, the 2021-2022 AERR, Alberta Education's 2023-2026 Business Plan and ongoing feedback from engagement with education stakeholders.

In support of the work contained in the 2023-2026 Education Plan, the Board of Trustees has allocated financial resources to assist in addressing the priority areas as follows:

- Continue to support Pursuits programming (virtual school, pre-employment certifications, standardized test preparation, place-based learning opportunities, dual credit, etc).
- Target funds to support social emotional learning and increased mental health support for students.
- Staff allocations to support small class sizes and provide assistance for classroom support.
- Fund ongoing Truth & Reconciliation efforts.
- Provide Elders in Schools, Success Coaches, Career Practitioners and Off Campus Coordinators.
- Provide early learning opportunities for our youngest children.
- Support student leadership initiatives.
- Purchase common assessments.
- Provide resources and release time to support the implementation of the new curriculum.
- Provide professional development for staff.

Some examples of specific professional development that will be provided to LRSD staff in the LRSD 2023-2026 Education Plan include:

- Teacher Growth, Supervision and Evaluation procedures for administrators.
- Literacy and Numeracy sessions for lead teachers as well as grade nine literacy and numeracy teachers.
- First Nations, Métis, and Inuit professional development opportunities as found in the OECD Promising Practices in Supporting Success for Indigenous Students.
- 7 Habits of Highly Effective People & Leader in Me.
- Collaborative Response.
- Place-based learning.
- Focused subject area professional development.

LRSD utilizes a number of approaches to monitor progress and make adjustments as needed. Senior Administration schedule regular check-ins with schools to follow up with school education plans, provide support, resources and guidance. Schools review data regularly with their staff through Collaborative Response meetings scheduled every four to six weeks. School administrators are expected to review AERR data with their school councils and with their staff at least annually. Monthly administrative leadership meetings allow for regular review and sharing of data.

Budget

The LRSD vision, mission and core values are foundational to everything we do. The allocation of resources aligned to support implementation of the Education Plan with its corresponding goals, strategies and measures is the driver behind the budgeting process. This budgeting approach demonstrates responsible stewardship of Division resources by the Board of Trustees.

Livingstone Range School Division's financial reports including budgets and audited financial reports are available at www.lrsd.ca/our-division/departments/finance.

Click [here](#) for the approved budget for the current year.

The LRSD Board of Trustees Audit Committee consists of three trustees and two members of the public. Their purpose is to assist the Board and the Superintendent in fulfilling their oversight responsibilities for the financial reporting process, the system of internal control over financial reporting, the audit process (including Public Sector Accounting Standards (PSAS) compliance), and monitoring the Division's compliance with laws and regulations pertaining to the financial operations. In addition, external auditors perform an audit of school division finances and operations annually.

IMR Expenditure & Capital Plans

Livingstone Range School Division's capital plans and priorities are available at <https://www.lrsd.ca/our-division/supplemental/capital>

Contact

Livingstone Range School Division

PO Box 1810, 410 - 20 Street
Fort Macleod, AB T0L 0Z0

Phone: 403-625-3356
Email: hello@lrsd.ab.ca
Web: www.lrsd.ab.ca