Christ The Redeemer
CATHOLIC SCHOOLS

2024-2025

BUDGET REPORT







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EXECUTIVE SUMMARY

Christ The Redeemer (CTR) Catholic School's 2024-2025 budget is guided by its Four-Year Education Plan and fundamental beliefs of Faith, Learning, Safe & Caring Environments and Stewardship of Resources. Christ The Redeemer's proposed Operating Budget for the 2024-2025 fiscal year totals $112 million. This report provides further details surrounding the Operational and Capital Planning aspects of the School Division for the upcoming 2025 fiscal year.

The 2025 Budget places a heavy emphasis on smaller class sizes, while trying to address an increase in classroom complexities. The objective is to optimize the quality of student learning and set targeted priorities to achieve student success. Maintaining smaller class sizes and prioritizing classroom supports will improve student engagement and collaboration, which in turn will help CTR achieve its objective of creating a superior academic learning environment for all of its students.

There are several Divisional priorities and strategies that were considered during the budgeting process:

FAITH - CTR's Three-Year Faith Theme is "Faith Seeking Understanding". This theme seeks to meet the need for "Encounter and Formation," and "Service to the Family". The goal is to help staff witness the Catholic Faith in the subjects they teach.

HEALTHY SCHOOLS - CTR continues to provide the appropriate mental health supports necessary to enhance emotional, social, intellectual, and physical well-being of its staff and students. This initiative will help foster a conducive learning environment that will have long-lasting benefits for all students and each community.

ACADEMIC EXCELLENCE- CTR provides support to teachers to identify research-based goals and/or strategies, through collaborative theory, practice, and reflection.

NEW CURRICULUM - The Division is supporting its teachers as they continue to implement the new K to 6 Curriculum. In the upcoming year, teachers will be invited to pilot the new Social Studies Curriculum. Teachers will focus on creating curriculum support documents for the Elementary level in Social Studies (Grades K-6). CTR will enter its third year of implementation for its Mathematics program (Grades K-6). We will enter the second year for English Language Arts and Literature (Grades K to 3) as well as Physical Education and Wellness (Grades K-6). CTR will enter the 1st year of implementation for English Language Arts and Literature grades 4-6, Science (Grades K-6), and French Immersion Language Arts and Literature (Grades K-6).

STAKEHOLDER ENGAGEMENT- The Division continues to place an emphasis on engagement within the community to foster parent and community participation and feedback.

TRANSITION TO POST-SECONDARY - The Division has begun developing strategies to promote RAP (Registered Apprenticeship) opportunities for its students. CTR's senior administration will continue to investigate Dual Credit programming that will also help students with their transition to post-secondary.

Overall, Budget 2025 places an emphasis on creating conducive learning environments, supporting student success, and helping staff meet the diverse needs of each of CTR's communities. The preparation of the budget is a collaborative task that involves various stakeholder input and participation. I would like to thank everyone who was involved with the preparation and development of this budget.



Sincerely,
Katelyn Nickel, CPA
Director of Corporate Services

GOVERNANCE STRUCTURE

CTR provides a high level of Catholic Education to students in the following surrounding communities: Okotoks, Brooks, Foothills County, Canmore, Drumheller, High River, Strathmore, and Oyen. Christ The Redeemer is made up of nineteen schools in total, which include three Outreach Schools and one Online & Home Education School. The Board of Trustees represents elected officials, whose responsibilities are to make decisions for the best interest of its students, staff, and parents in each of these Catholic School communities. Christ The Redeemer's Board of Trustees has established a strategic plan which encompasses the Division's Mission and Vision statements.

The Education Act indicates that the Board is required to designate from the elected members, a Chair and one or more Vice-chairs. The Chair is to act as the Board's primary spokesperson and ensures the Division is adhering to its policies and the Education Act. In the absence of the Chair, the Vice-Chair shall perform the duties of the Chair. The Board is obligated to review and approve the Division's annual budget to make sure that resources are utilized and distributed efficiently to best meet the needs of all CTR students. The governance structure is essential in running an effective Division, as it serves as the foundation of the organization and considers all stakeholders in the decision-making process. It is a priority to provide students with the necessary supports and opportunities required to be successful.

The Trustees and their respective communities are as follows: Foothills County (Andrea Keenan-Chair), Town of Strathmore (Harry Salm-Vice-Chair), Town of Okotoks (Andrew Gustafson), Town of Oyen (Michelle Rude-Volk), Town of Canmore (VACANT), City of Brooks (John DeJong), Town of Drumheller (Mark Chung), and Town of High River (Mark MacDonald).


ANDREA KEENAN


HARRY SALM


ANDREW GUSTAFSON


MICHELLE RUDE-VOLK


JOHN DEJONG


MARK CHUNG


MARK MACDONALD

Mission Statement

As an Evangelizing School Division, in partnership with the family, we will deliver an authentic Catholic learning experience by creating a foundation of faith and knowledge in a warm, caring environment to guide all students to appreciate the goodness of all creation and to meet the challenges of life with hope and confidence.

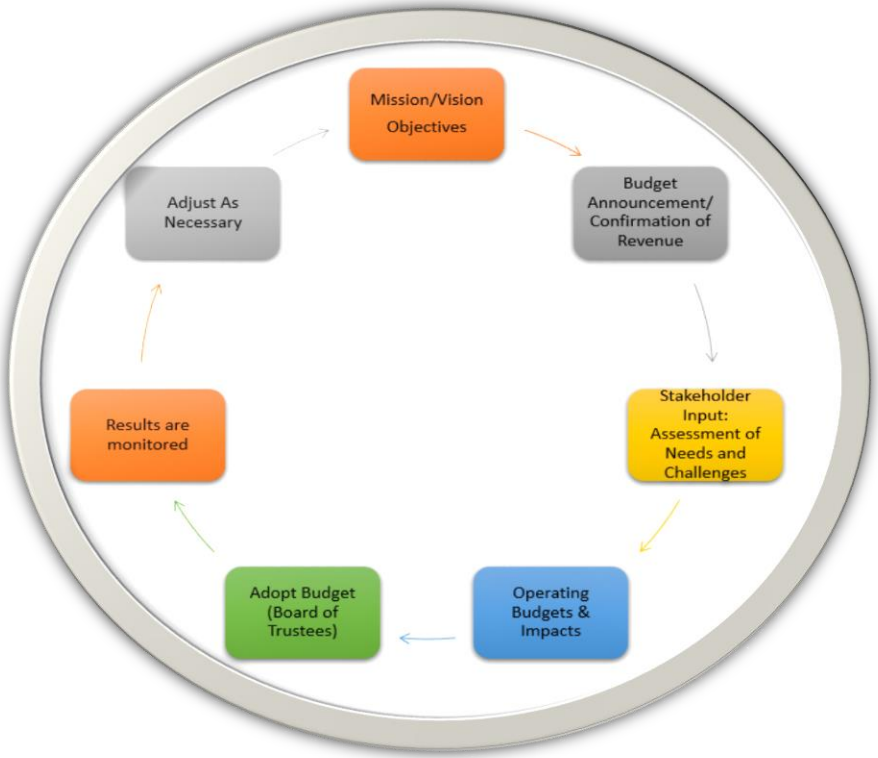
Vision Statement

The truth of Christ and knowledge of God's creation will be experienced by and manifested in the students, staff, parents, and supporters of our Catholic School Community.

Treaty Seven Land Acknowledgement

We acknowledge Siksik' aohsin (Blackfoot Territory) and Nitsitapisini (way of life of all people) of Kainai, Siksika and Piikani, including Tsuut'ina, Stoney Nakoda, Métis Nation Region 3 and everyone else residing in the Territory. We honour the Elders and Knowledge Keepers who share their teachings and wisdom. This acknowledgement is an act of gratitude to those peoples on whose traditional land we now live, work, play, or visit.

BUDGETING CYCLE



The Budgeting Cycle diagram represents the steps associated with CTR's budgeting process. The budget is designed and reflects the organization's mission, vision, and Four-Year Education Plan. Once the Provincial Budget has been finalized and released, the Division will review its Funding Profile, other sources of revenue and will update its projected expenditures. It is important to analyze budget highlights, financial and operational risks, and assumptions, and to articulate ways to mitigate these potential risks.

Once all of the factors have been analyzed, and the budget set, the budget is first presented to the Audit Committee and then to the Board of Trustees for final adoption. Once adopted, the budget will be submitted to

Alberta Education as required under legislation. During the fiscal year, the Division will remain flexible to make any necessary adjustments to ensure the objectives are met.

FINANCIAL SUMMARY, HIGHLIGHTS & UPDATES

The Provincial 2024-2025 Budget includes an injection of an additional $393 million into Education over the next three years, to almost $9.3 billion in 2024/2025. This funding is designed to help address growing enrolment and support with the hiring of more teachers and support staff required to manage class sizes and to increase supports in the classroom. Due to the new curriculum, and increase in classroom complexities, targeted grants have been established to support staff and students with curriculum implementation, classroom complexity, learning, and student well-being and mental health funding.

Christ The Redeemer's proposed operating budget for the 2024-2025 fiscal year totals approximately $112 million. Christ The Redeemer's projected overall deficit position for the upcoming school year equates to $1,258,853. The deficit can be attributed primarily to inflationary pressures, rising classroom complexities, and an unanticipated and significant reduction in CTR's Geographical Community grant. More in-depth analysis of each of these factors will be provided within this report.

CTR will monitor its fiscal spending throughout the year to ensure it is achieving its goals and objectives while also working toward meeting the priorities stated in the Premier's mandate letter to the Minister of Education. The mandate letter to the Minister can be accessed HERE.

The 2024-2025 budget is based on Alberta Education's Three-Year Weighted Moving Average (WMA) funding model. Funding provided to the Division is dependent upon the Government of Alberta, however other revenue considerations are as follows:

- CTR calculated its provincial funding based on 20% of the actual student enrolment figures for the 2022-2023 year, 30% of the estimated enrolment of the 2022-2023 year and 50% of the projected enrolment for the 2024-2025 fiscal year.

Fiscal Year	WMA Factor	Enrolment Classification
2022-2023	20%	Actual
2023-2024	30%	Estimates
2024-2025	50%	Projected

CHANGES TO PROVINCE OF ALBERTA FUNDING RATES/GRANTS

- Supplemental Enrolment Growth – Provides additional per student funding for authority enrolment growth. This includes subsequent adjustments during the year.
- Specialized Learning Support Kindergarten Severe Grant & Program Unit Funding– Added a second count date in February,2025.
- Transportation For Eligible ECS Children – Children with severe disabilities who register between December 2nd, 2024, and February 3rd, 2025, will receive 50% of their applicable rate.
- Updated 2021 Statistics Canada Census Data to calculate various Community grants.
- Capital Maintenance and Renewal (CMR)– School jurisdictions were provided with $110 million, an increase of $66 million from last year.
- Transportation - Distance criteria implementation delayed to 2025-2026.
    - It was announced last year that eligible distance criteria will reduce from the current 2.4 kilometres to one kilometre for K-6 students and two kilometres for students in grades 7 to 12. School Divisions have until the 2025-2026 fiscal year to fully implement the revised riding distances.

In addition to the above, Alberta Education announced new grants. These grants include the following:

1.) Digital Assessment Platform Implementation Funding – This grant funding is to be used to support the implementation of the new provincial digital assessment platform. This platform is used to administer diploma exams and provincial achievement tests.

In addition to the above, Alberta Education has announced that they will continue to support the following initiatives:

2.) **Classroom Complexity Grant** – This was presented as a three-year commitment. 2024-2025 will reflect the second year of this grant.

3.) **Curriculum Implementation Funding** - This includes $34 million provincially for teacher PD and resources to support School Divisions with the implementation of the new curriculum. Funding will be based on Grades 4 to 6 Funded Headcount and Grades 4 to 6 Teacher count (FTE[1]). Christ The Redeemer has been viewed as a provincial leader in reviewing the K-6 curriculum, and in influencing the development of portions of the new curriculum.

4.) **Learning Disruption Grant** – This funding is intended to provide targeted programming for Grades 1 to 5 students. Christ the Redeemer has leveraged this funding to provide additional supports in the classroom.

Other Provincial Priority Funding:

1.) Christ The Redeemer received funding due to the launching of Alberta Education's Student Mental Health pilot project. CTR partnered with McMan Youth, Family and Community Services that expands across all communities within the Division. This partnership will continue in the coming 2024-2025 year.

[1] Full Time Equivalent

2.) CTR received funding for Low Incidence Supports and Services (LISS) in the 2022-23 & 2023-24 years. The objective of this funding is to provide additional supports to students with low incidence disabilities. CTR will be utilizing these funds through the acquisition of a specialized position and behaviouralist that will provide long-term supports for students with low incidence disabilities.

3.) Dual Credit Start-Up and Enhancement Funding – School authorities can apply for Dual Credit Start-up Funding or Enhancement Funding. Christ the Redeemer will consider applying for this funding in the 2024-25 school year.

ENROLMENT

- CTR projects a total student population of 10,306 for the upcoming 2024-25 school year. It is assumed that enrolment will increase by approximately 2% when comparing to the current 2023-24 fiscal year.
- CTR rolled out a successful Full Day Kindergarten program a few years ago. This program has increased educational opportunities for CTR's younger learners. This program allows students to focus on their mental, social, and physical wellness from a younger age. In 2024-2025 CTR will continue to provide this full day of learning option for its families, giving children new experiences and opportunities.
- Shared Responsibility and Home Education students are funded based on the actual September count date as per the Funding Manual.

REVENUE

The Division's Revenue is broken into five main operational programs. These programs include **Instruction (ECS-Grade 12), Operations and Maintenance, Transportation, System Administration and External Services.**

Funding is received from various sources and are classified within each of the above operational programs. These sources are as follows:

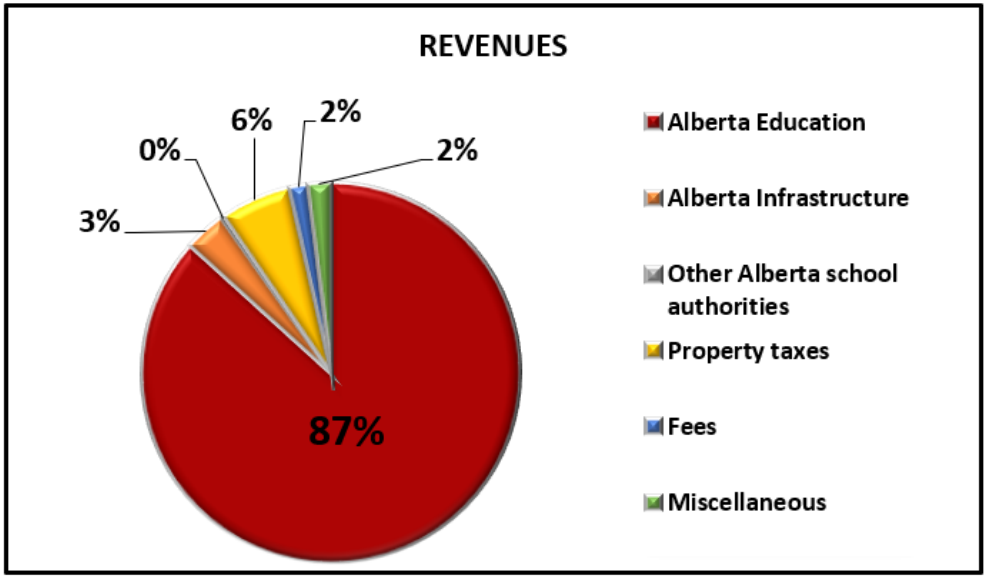
- **Alberta Education[2]:** CTR is financially dependent upon the funding received by Alberta Education. The five funding categories that fall under Alberta Education consists of the following:
  - Base Instruction
  - Services & Supports
  - Schools
  - Community
  - Jurisdictions
- **Alberta Infrastructure:** Capital grants received for school supported projects, such as a new school build. This category excludes IMR and CMR[3].
- **Other Alberta School Authorities:** Monies received from the school jurisdictions within the province. CTR has executed a joint-use partnership in Canmore with the Francosud School Board.
- **Out of Province Authorities:** Christ The Redeemer has historically partnered with School Divisions located outside the province (Northwest Territories).
- **Property Taxes:** Education property taxes received directly from Municipalities. The Alberta School Foundation Fund (ASFF) is responsible for managing school taxes collected to provide equitable funding amongst school jurisdictions.
- **Fees:** Divisional and school generated fees are collected for services provided to students. Christ The Redeemer has decided that it will not collect Transportation fees in the 2024-2025 year due to its ability to cover the transportation costs with excess deferred funds from the 2023-24 school year.
- **Sales of Services and Products:** Other revenue received for sales and services such as yearbook costs, optional graduation costs etc.

[2] Funding Manual for School Authorities 2024/2025 School Year
[3] IMR-Infrastructure, Maintenance and Renewal and CMR - Capital Maintenance and Renewal

- **Investment Income:** Interest received from investments.
- **Gifts and Donations:** Cash and "in kind" donations. These estimates are based upon historical averages.
- **Rental of Facilities:** Revenue received through joint-use agreements with various clubs and organizations within our local communities (ex. community sports teams).
- **Fundraising:** Revenue earned through school-based activities.

BUDGETED REVENUE

Christ The Redeemer is projecting revenue of approximately $110,942,265 for the coming year. Most of the Division's revenues are received from the government through property taxes and provincial revenue. Refer to **Schedule A** (Budgeted Revenue) for a summary and breakdown of budgeted revenues. A variance analysis has been completed to show the changes between the 2023-2024 and 2024-2025 budgeted figures.



Miscellaneous: Includes Sales of Services and Products, Investment Income, Gifts and Donations, Rental of Facilities, Fundraising

EXPENDITURES

The expenditures for the Division are broken down into the following five operational programs:

Instruction ECS and Grades 1 -12 – Costs associated with the direct delivery of educational services to ECS to Grade 12 students. These costs include certificated (teachers) and non-certificated positions (includes but are not limited to school supports such as Educational Assistants, Receptionists, Administrative Assistants, Family Liaison Coordinators, Connection Workers).

Operations and Maintenance - Costs associated with the operations and maintenance of our school infrastructure. These costs include but are not limited to the repair and maintenance costs, remuneration of custodians and facilities personnel, cleaning supplies, utilities, and property and liability insurance, occupational health, and safety.

Transportation - Costs associated with safely transporting CTR students to and from school through a third-party provider.

System Administration - Governance and Central-based Division Office Administration. These funds are targeted, and each school board must reside within their designated allotments.

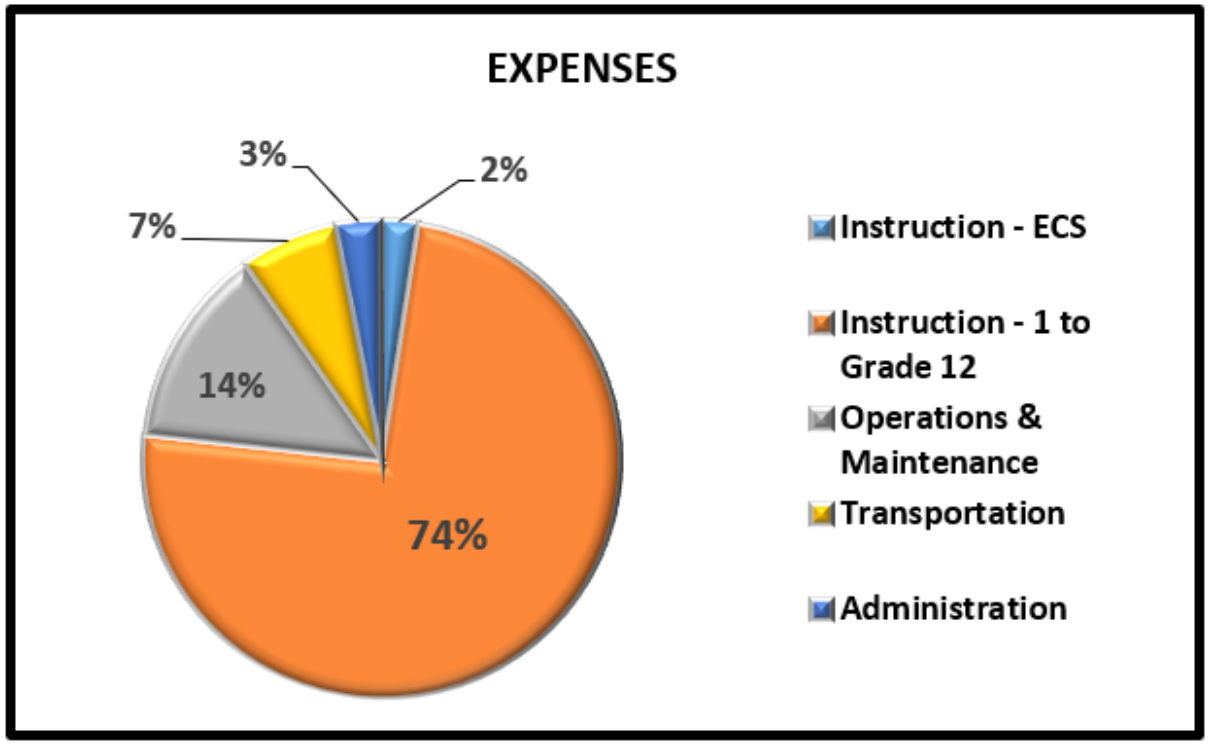
External Services – Programs offered outside of the Educational Operational Programs mentioned above.

BUDGETED EXPENDITURES

Christ The Redeemer is budgeting approximately $112,210,118 in operational expenditures for the coming year.

Refer to **Schedule B** (Budgeted Expenditures) for a summary and breakdown of budgeted expenses. A variance analysis has been completed to show the changes between the 2023-2024 and 2024-2025 budgeted figures.

Breakdown of Expenses



CAPITAL PLAN

Christ The Redeemer factors its Three-Year Capital Plan within its overall business operations, as the acquisition of capital could have an impact on the budget due to the costs of maintaining and operating the new asset. In March 2023, Christ The Redeemer received an announcement of a replacement school in Okotoks. This replacement school will replace one of CTR's existing schools, École Good Shepherd School. CTR has begun working with Alberta Infrastructure and Capital Planning in the 2023-24 year and will continue with the planning into the upcoming school year. CTR must also factor the capital plan into the budgeting process when analyzing the distribution of its accumulated reserves.

Top Capital Division Priorities include:

1. New School Build – Brooks, Alberta
2. Relocation of École Good Shepherd's Sprung Structure - Okotoks, Alberta
3. Our Lady of the Snows Catholic Academy Permanent Construction – Canmore, Alberta
4. New School Build – High River, Alberta

For further details on the above Divisional priorities, please refer to CTR's Three-Year Capital Plan located on CTR's website HERE.

STUDENT STATS

Total projected primary student count for the upcoming year equates to 10,306. It is assumed that CTR's enrolment will increase slightly, however, census data indicates a decline in student-aged population in some of our communities. In some areas, this is due to population caps that were implemented in communities years ago. It has since been confirmed that some of these communities have lifted these population caps and will invest in

infrastructure to accommodate growth. Therefore, it is expected that CTR will see an increase in enrolment growth in some of these communities in future years.

Although Christ The Redeemer's objective is to continue to grow its primary student base, it will also continue to place an emphasis on growing its Non-Primary Registered Distance Learning student population. The Non-Primary Program provides students around the province with the option to take classes that may not be available at their primary school location. This is a collaborative approach that provides Alberta students with more varied opportunities.

STAFF STATS

Certificated and Non-Certificated (Support) staff salaries and benefits equate to 73% of Christ The Redeemer's operating budget. Increasing benefit and grid incremental costs are financial challenges that need to be factored into the budget on an annual basis.

Academic excellence has been achieved through allocating a substantial portion of its financial resources into the classroom. This has allowed for smaller class sizes and extra supports that have provided optimal learning opportunities for students. Alberta Education's2025 Budget template shows that CTR maintained a student FTE per certificated staff FTE ratio of 21. This FTE ratio calculation includes all student program codes, including Non-Primary, Home Education, and Shared Responsibility students. Class size averages in CTR's traditional schools are projected to be 20.3 in grades K to 3, 24.0 in grades 4 to 6, 23.6 in grades 7 to 9, and 24.6 in grades 10 to 12. The Division has created staffing ratios that meet the unique context for CTR's online and outreach schools. Budget 2025 also reflects increases in support staff positions, as CTR continues to strive for a balance between placing supports into the classrooms, while also factoring in the importance of the business operational aspects of the Division.

As the Collective Agreement is set to expire in 2024, negotiations will begin. It was announced during the last round of negotiations that increases to teacher salaries would be offset by the Teacher Salary Settlement grant. Therefore, CTR assumes that the province will continue to fund any certificated salary increases into the future due to the significant financial implications these increases can have on a division's budget. In addition, even though CTR's support staff are not unionized, support staff salary increases are not funded by a specific grant, thereby making it financially challenging for school divisions should they decide to increase support staff salaries. Support positions play a critical role in supporting teachers and students in the classroom and in running the school division's operations in an effective, compliant, and transparent manner.

Certificated

PROJECTED STAFFING STATISTICS	Budgeted 2024/2025	Actual 2023/2024	Actual 2022/2023
CERTIFICATED STAFF FTE	499	484	480
NON-SCHOOL BASED STAFF FTE	12	10	10
TOTAL STAFF FTE	**511**	**494**	**490**

An overall increase of 3.6% from 2023-2024 to 2024-2025. This increase is mainly due to enrolment growth.

Non-Certificated

PROJECTED STAFFING STATISTICS	Budgeted 2024/2025	Actual 2023/2024	Actual 2022/2023
Instructional - Education Assistants	99.0	99.0	91.0
Instructional - Other non-certificated instruction	88.0	82.0	85.0
Operations & Maintenance	51.0	48.0	48.0
Transportation - Other Staff	2.0	8.0	2.0
Other	20.0	19.0	20.0
TOTAL:	**260.0**	**256.0**	**246.0**

An overall increase of 1.9% for support staff.

FINANCIAL & OPERATIONAL RISKS/ASSUMPTIONS:

Christ The Redeemer's business risks and assumptions are as follows:

TRANSPORTATION

- **Basis of Assumption:** Christ the Redeemer faced a significant increase in transportation service expenses after issuing a Request for Proposal (RFP) in the 2023-2024 year. While the Division can manage the increased costs for the upcoming year due to the use of its projected excess Deferred Transportation Grant Funds, long-term sustainability remains a concern.

- **Risk Level: Moderate to High**. Persistent challenges in transportation, exacerbated by a shortage of bus drivers, have prompted CTR to reassess funding strategies to offset future costs in the future, potentially through transportation fees or the re-allocation of instructional grants. Also, operational issues like longer drive times and route cancellations have emerged due to the bus driver shortage. CTR plans to fully implement the distance criteria changes in the 2025-2026 school year and is collaborating with its external contractor to ensure safe student transportation. The Division remains adaptable, exploring internal solutions to mitigate the impact on students, and on travel times.

INFLATIONARY PRESSURES

- **Basis of Assumption:** School divisions across the province are trying to manage rising inflationary pressures. CTR is facing challenges due to rising costs, especially in the area of Operations and Maintenance. Examples include but are not limited to, rising electricity rates, natural gas rates, and insurance premiums.

- **Risk level: High.** These costs are impacting the Division's budget, leading to the need to reallocate funds from instructional resources. The Division continues to collaborate with procurement to help mitigate escalating costs by ensuring efficient sourcing of supplies and services. CTR will be challenged to think critically on how to maintain a high level of service for its students and staff.

MENTAL HEALTH

- **Basis of Assumption:** Mental health challenges with our student population are increasing. It is believed that student mental health has been exasperated due to the Covid-19 pandemic.

- **Risk Level: Low to Moderate.** The province has provided Learning Disruption funding to assist students whose learning was negatively impacted by the pandemic. In 2022-2023, CTR received Student Well-Being funding to assist students who require mental health supports and this initiative will continue into the 2024-2025 year. Through consultation with its Student Services Department, it was decided that CTR would partner with a third-party organization called, "McMan Youth, Family and Community Services". Despite this additional funding, it has been discussed with Senior Administration that student needs will continue to be assessed as the year progresses. CTR's Healthy Schools' Initiative also places a priority in this area.

NON-CERTIFICATED AND CERTIFICATED STAFF SALARIES

- **Basis of Assumption:** Grid increments and salary increases are a significant annual expense for the School Division.

- **Risk Level: High.** 73 % of operational expenditures pertain to salaries & benefits. Annual grid increments occur due to the collective agreement and provides CTR with no flexibility here. The

province agreed to continue to fund certificated salary increases, which has provided substantial financial relief for School Divisions, however, non-certificated positions are not funded nor are the rising costs in benefits. School divisions do not receive specific funding for support staff increases, yet support staff play a critical role in the operations of a school division and more importantly assist teachers and students in the classroom. Non-funded increases to support staff result in significant financial implications that are not sustainable long-term. School divisions need to remain competitive in the workforce.

INSURANCE PREMIUMS

- **Basis of Assumption:** CTR's insurance premiums have significantly increased over the past five years.

- **Risk Level: Medium.** As a result of the 2013 floods and significant insurance claims, CTR was unable to secure insurance in 2020. With the formation of ARMIC (Alberta Risk Managed Insurance Consortium) and the support of the provincial government, CTR was able to secure insurance, but at a significant cost (Est. 530% increase). Despite some cost relief over the past few years, CTR's insurance premiums remain high, causing CTR to allocate funds that should otherwise be utilized in the classroom for student learning. Continued monetary support from the province would continue to offset CTR's insurance costs and ensure that student needs remain a priority. CTR continues to work with its insurance brokers and ARMIC to implement various risk mitigation strategies with a long-term goal of reducing premiums, increasing its SIR (Self Insured Retention allotment), and ultimately keeping its students and staff protected.

CTR contributes annually into a Self-Insured Retention (SIR)[4]. CTR needs to plan to invest in its insurance consortium, (ARMIC)[5], SIR, as it is an essential part of ARMIC's risk management strategy. The intention of SIR is to provide ARMIC members with the ability to cover a set dollar amount before a claim is made and insurance coverage begins to apply.

CLASSROOM COMPLEXITY & CHANGING GRANTS

- **Basis of Assumption**: Christ the Redeemer has seen an increase in students who are dysregulated in the classroom. CTR is also seeing a growing number of English as an Additional Language (EAL) learners in some of its communities and is working toward supporting its teachers.

- **Risk Level: High.** These classroom complexities require additional support services and resources. CTR is spending a significant amount of time using physical and emotional supports to promote classroom regulation and to make sure students are available to learn. The financial implications of addressing these complexities include hiring more Educational Assistants, and other support services to assist our students and teachers in the classroom. Although Classroom Complexity Funding is designed to alleviate some of this pressure, there is concern over the commitment of funds for only a three-year period.

- **Basis of Assumption**: Christ the Redeemer saw a significant decrease in its Geographic Community grant. The decrease equated to approximately 1% of CTR's overall budget. This decrease was due to

[4] Self-Insured Retention – An amount paid by the insured before the insurance policy comes into effect
[5] Alberta Risk Management Insurance Consortium

Alberta Education using Statistics Canadas 2021 Census survey results. CTR noted that its rurality factor[6] declined, resulting in an overall decrease in funding.

- **Risk Level: High.** The Statistic Canada Census occurs every five years. Since data is updated on a five-year interval, this method of funding does not reflect the current situation of a school division, nor does it provide predictable funding due to the potential for significant swings from using one survey's results to the next. It is also important to note that while the census data negatively impacted our funding allotment, CTR's needs have not changed.

TEACHER NEGOTIATIONS (ALBERTA TEACHER ASSOCIATION) & TEACHER RETENTION

- **Basis of Assumption:** The current Collective Agreement expires in August 2024. Therefore, negotiations will commence. It is CTR's assumption that the province will continue to fund any teacher salary settlement agreements that are finalized at the central level.

- **Risk level: Low.** Since larger expenditures items such as salaries are discussed during the central table bargaining process, CTR is not anticipating significant financial impacts to its operations. There are three phases involved in negotiations. Phase one includes the Alberta Teacher's Association (ATA) and Teacher's Employer Bargaining Association (TEBA) to negotiate a list of central table items. Phase two involves the ATA and TEBA negotiating these individual items and Phase 3 involves school divisions meetings with their bargaining units to negotiation local items.

[6] Rurality Factor – Weighted proportion of students in schools located in rural and small population centers. This is based on 2021 Statistics Canada Census.

- **Basis of Assumption:** CTR is focusing on teacher recruitment and retention. Since Christ the Redeemer is vastly spread out and has schools located in remote/rural areas, CTR continues to find ways to attract and retain teachers in its schools**.**

- **Risk Level: Medium.** Although not all positions for 2024-2025 have been filled, CTR's Human Resources' Department has experienced success with various recruiting strategies. These strategies include participating in targeted career fairs, reviewing staff referrals, pursuing community tours for prospective teachers and through the development of a moving expense administrative procedure to attract teachers to rural communities. CTR fosters positive relationships and continues to provide support to substitute teachers all while leveraging its non-certificated classroom supervisor (NCCS) program to help mitigate sub shortage issues.

BENEFITS (ASEBP)

- **Basis of Assumption:** Alberta School Employee Benefit Plan (ASEBP) premiums will increase largely due to medical inflation. CTR's Life & Extended Disability Benefits and Life Insurance remained at a 5% surcharge while Extended Health Care, Dental Care and Vision Care met the criteria to be subject to a discount of 5% which provided some cost relief. A surcharge, however, was also applied due to a six-year incurred loss ratio in the specific lines of coverage indicated above. It is also assumed that in January 2025, CPP rates will increase by approximately 3% and EI by 2%. These assumptions have been factored into budget 2024-2025. It is important to note that the Alberta Teacher's Retirement Fund (ATRF) Government Contribution Rate reduced to 8.92% this year. This is the reason for CTR's slight decrease in total certificated benefit expenses from one year to another.

- **Risk level: Medium to High.** The increased costs are covered 100% by the employer as stated in the Collective Agreement. Therefore, there is no flexibility for certificated positions, and the financial impacts can be significant in nature. ASEBP continues to implement cost containment measures and supplements increases using its excess funds gained through investment returns. ASEBP also implements a 5% cap (surcharge or discount), to minimize significant swings in premiums from one year to another.

ENROLMENT PRESSURES

- **Basis of Assumption:** Enrolment is used by the province to determine 50% of the funding due to the Weighted Moving Average (WMA) model. These enrolment figures are provided in January and are based upon each Division's historical student enrolment data and assumptions.

- **Risk Level: Moderate.** Variability of enrolment could result in CTR experiencing an inequitable level of funding since the model is no longer based on a September count date. however, the change made to the Supplemental Enrolment Grant will assist with variances between the September count date and a school division's enrolment projections. Alberta's population increased significantly in the 2023-2024 year. A significant increase in population growth within a small timeframe can have negative implications on a school division if resources, including teachers, bus drivers and/or school spaces, are not available to accommodate these enrolment increases.

Other Challenges/Considerations:

- Curriculum Implementation-The province announced Curriculum Implementation funding for the coming year. Christ The Redeemer will continue supporting its teachers and students during the rollout of the curriculum.
- Digital Assessments – As schools continue to increase the use of digital tools and proceed with the implementation of Alberta Education's new digital assessment platform, it is important to consider the costs associated with implementation. This includes potential upgrades to a division's technology infrastructure, ongoing maintenance/technical support, and cyber security measures. The Digital Assessment funding will assist CTR in the training of its staff, however, it is only a one-time allotment.
- System Administration Cap – A cap on system administration can have negative implications on an organization long-term. Due to a lack of flexibility in this area, staff burnout will increase as demands increase and distribution of administrative tasks are limited. CTR continues to prioritize student learning and has allocated a portion of System Administration funding toward offsetting some of the challenges mentioned within this report, such as the increase in classroom complexities.

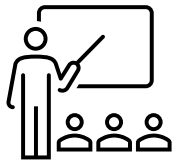
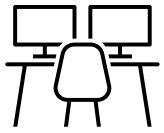
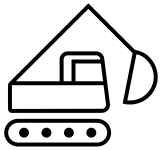
RESERVES

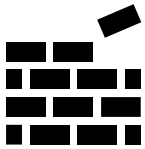
Accumulated Surplus from Operations (ASO) – Unrestricted Surplus & Operating Reserves

A maximum limit for operating reserves for school jurisdictions has been implemented for August 31st, 2023. This maximum percentage is based on each School Division's System Administration percentage, which equates to 3.20% for the 2023-2024 year. It was recently announced, that the maximum reserve balance for school divisions will increase to 6.0% of the Total Expenses reported in the August 31st, 2024, Audited Financial Statement.

Board Capital Reserves

As per the Education Act, school jurisdictions are required to obtain Ministerial approval prior to transferring Capital Reserves to Operating Reserves and must maintain a minimum of one percent operating reserve balance. Christ the Redeemer continues to account for board funded capital additions and replacements into the future. This plan is carefully integrated into CTR's Budget Report template. For further detail, refer to the Budget Report For the Year Ending August 31st, 2025 located on CTR's website.



Christ The Redeemer
CATHOLIC SCHOOLS

SCHEDULE A – BUDGETED REVENUE

BUDGETED REVENUE

	Budget 2024-2025	Budget 2023-2024	Variance % Increase/(Decrease)
Alberta Education	$ 96,166,236	$ 95,586,121	0.61%
Alberta Infrastructure	$ 3,870,086	$ 4,027,767	-3.91%
Other Alberta school authorities	$ 230,000	$ 200,000	15.00%
Property taxes	$ 6,725,094	$ 6,316,901	6.46%
Fees	$ 1,767,107	$ 1,713,859	3.11%
Sales of services and products	$ 499,718	$ 484,604	3.12%
Investment income	$ 803,036	$ 423,000	89.84%
Gifts and donations	$ 263,569	$ 244,275	7.90%
Rental of facilities	$ 20,000	$ 20,000	0.00%
Fundraising	$ 392,311	$ 282,512	38.87%
Other revenue	$ 205,108	$ 131,000	56.57%
TOTAL REVENUES	**$ 110,942,265**	**$ 109,430,039**	**1.38%**

Notes (Increase > 5% or < -5%):

Other School Authorities

CTR is in a joint-use partnership with Francosud in Canmore.
CTR invoices its partners three times per year The value of these billings are expected to continue to increase due to increased O & M activity and inflation.

Education Property Taxes:

Adjusted up due to a Statement of Intent received by CTR from the province, indicating an increase in payment totals.
CTR to continue to ensure its electors are aware of their right to support their Catholic school system.
Support must be declared (School Support Declaration Form).

Investment Income:

Underestimated investment income in 2024 Budget. CTR assumes interest rates will not decrease significantly.
Budget 2025 only assumes a 1.5% rate drop upon maturity of current GIC's and in other investments such as the HISA.

Gifts and Donations:

Projecting a slight increase in gifts & donations based off historical average of last two years.

Fundraising:

Increase in school activities/initiatives. Based on historical average increases.

Other Revenue:

Includes secondment revenue and a projected increase in grant opportunities.

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CATHOLIC SCHOOLS

BUDGETED REVENUE-Breakdown

		Budget 2024-2025	Budget 2023-2024	Variance % Increase/(Decrease)
Alberta Education		**$ 96,166,236**	**$ 95,586,121**	**0.61%**
	Instruction	$ 77,006,827	$ 77,025,389	-0.02%
	Operations & Maintenance	$ 8,199,426	$ 8,683,662	-5.58%
	Transportation	$ 7,556,000	$ 6,507,288	16.12%
	System Admin	$ 3,403,983	$ 3,369,782	1.01%
Alberta Infrastructure		**$ 3,870,086**	**$ 4,027,767**	**-3.91%**
	Operations & Maintenance	$ 3,870,086	$ 4,027,767	-3.91%
Other Alberta school authorities		**$ 230,000**	**$ 200,000**	**15.00%**
	Operations & Maintenance	$ 230,000	$ 200,000	15.00%
Property taxes		**$ 6,725,094**	**$ 6,316,901**	**6.46%**
	Instruction	$ 6,725,094	$ 6,316,901	6.46%
Fees		**$ 1,767,107**	**$ 1,713,859**	**3.11%**
	Instruction	$ 1,767,107	$ 1,713,859	3.11%
	Transportation	$ -	$ -	
Sales of services and products		**$ 499,718**	**$ 484,604**	**3.12%**
	Instruction	$ 462,218	$ 447,104	3.38%
	External Services	$ 37,500	$ 37,500	0.00%
Investment income		**$ 803,036**	**$ 423,000**	**89.84%**
	Instruction	$ 803,036	$ 423,000	89.84%
Gifts and donations		**$ 263,569**	**$ 244,275**	**7.90%**
	Instruction	$ 263,569	$ 244,275	7.90%
Rental of facilities		**$ 20,000**	**$ 20,000**	**0.00%**
	Operations & Maintenance	$ 20,000	$ 20,000	0.00%
Fundraising		**$ 392,311**	**$ 282,512**	**38.87%**
	Instruction	$ 392,311	$ 282,512	38.87%
Other revenue		**$ 205,108**	**$ 131,000**	**56.57%**
	Instruction	$ 175,058	$ 130,000	34.66%
	Operations & Maintenance	$ 1,000	$ 1,000	0.00%
	External Services	$ 29,050	$ -	
TOTAL REVENUES		**$ 110,942,265**	**$ 109,430,039**	**1.38%**

Christ The Redeemer
CATHOLIC SCHOOLS

SCHEDULE B – BUDGETED EXPENDITURES

BUDGETED EXPENDITURES

		Budget 2024-2025	Budget 2023-2024	Variance % Increase/(Decrease)
Certificated salaries		$ 52,448,065	$ 51,402,292	2.03%
Certificated benefits		$ 11,907,035	$ 11,990,066	-0.69%
Non-certificated salaries and wages		$ 12,996,482	$ 13,155,090	-1.21%
Non-certificated benefits		$ 4,420,290	$ 4,528,456	-2.39%
Services, contracts, and supplies		$ 24,544,245	$ 23,339,702	5.16%
Capital and debt services				
	Amortization of capital assets			
	Supported	$ 4,459,686	$ 4,560,000	-2.20%
	Unsupported	$ 1,313,054	$ 1,192,740	10.09%
	Supported - ARO	$ 314	$ -	
	Unsupported - ARO	$ 6,946	$ 7,260	-4.33%
Other interest and finance charges		$ 105,000	$ 105,000	0.00%
		$ 112,201,117	**$ 110,280,606**	**1.74%**

Notes (Increase > 5% or < -5%):

Services, Contracts & Supplies

Increased Instruction and O&M to account for inflation and contractual obligations.

Increased Transportation costs due to change in distance criteria, fuel, and an increase in contracted service rates.

Increase in support service costs, and in school operating budgets due to projected enrollment growth.

Increased extra-curricular activities, field trips, & events. Increase in costs associated with travel, admission etc.

Unsupported:

Addition of Unsupported Assets (Due to the completion of unsupported school expansion project- Strathmore)

Christ The Redeemer
CATHOLIC SCHOOLS

BUDGETED EXPENDITURES-Breakdown

		Budget 2024-2025	Budget 2023-2024	Variance % Increase/(Decrease)
Certificated salaries		**$ 52,448,065**	**$ 51,402,292**	**2.03%**
	Instruction	$ 51,441,180	$ 50,418,737	2.03%
	System Administration	$ 985,915	$ 983,555	0.24%
	External Services	$ 20,970	$ -	
Certificated benefits		**$ 11,907,035**	**$ 11,990,066**	**-0.69%**
	Instruction	$ 11,759,627	$ 11,849,811	-0.76%
	System Administration	$ 144,338	$ 140,255	2.91%
	External Services	$ 3,070		
Non-certificated salaries and wages		**$ 12,996,482**	**$ 13,155,090**	**-1.21%**
	Instruction	$ 8,858,235	$ 8,760,304	1.12%
	Operations & Maintenance	$ 2,786,949	$ 2,822,396	-1.26%
	Transportation	$ 141,920	$ 400,584	-64.57%
	System Administration	$ 1,209,378	$ 1,171,806	3.21%
Non-certificated benefits		**$ 4,420,290**	**$ 4,528,456**	**-2.39%**
	Instruction	$ 3,153,852	$ 3,159,571	-0.18%
	Operations & Maintenance	$ 874,524	$ 892,059	-1.97%
	Transportation	$ 40,391	$ 135,607	-70.21%
	System Administration	$ 351,523	$ 341,219	3.02%
Services, contracts, and supplies		**$ 24,544,245**	**$ 23,339,702**	**5.16%**
	Instruction	$ 10,740,850	$ 11,180,864	-3.94%
	Operations & Maintenance	$ 5,842,741	$ 5,515,794	5.93%
	Transportation	$ 7,373,747	$ 5,971,097	23.49%
	System Administration	$ 544,397	$ 634,447	-14.19%
	External Services	$ 42,510	$ 37,500	13.36%
Capital and debt services		**$ 5,780,000**	**$ 5,760,000**	**0.35%**
	Amortization of capital assets			
	Supported			
	Operations & Maintenance	$ 4,460,000	$ 4,560,000	-2.19%
	Unsupported			
	Operations & Maintenance	$ 1,226,500	$ 1,106,500	10.85%
	System Administration	$ 93,500	$ 93,500	0.00%
Other Interest and Finance Charges		**$ 105,000**	**$ 105,000**	**0.00%**
	Instruction	$ 100,000	$ 100,000	0.00%
	System Administration	$ 5,000	$ 5,000	0.00%
TOTAL EXPENDITURES		**$ 112,201,117**	**$ 110,280,606**	**1.74%**