

# BUDGET REPORT FOR THE YEAR ENDING AUGUST 31, 2027

[Education Act, Sections 139(2)(a) and 244]

**4208 The Christ the Redeemer Catholic Separate School Division**

Legal Name of School Jurisdiction

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### BOARD CHAIR

Andrea Keenan

Name



Signature

### SUPERINTENDENT

Dr. Andrea Holowka

Name



Signature

### SECRETARY TREASURER or TREASURER

Kirk Orr

Name



Signature

Certified as an accurate summary of the year's budget as approved by the Board  
of Trustees at its meeting held on MAY 27, 2026

Date

c.c. Alberta Education and Childcare  
Financial Reporting & Accountability Branch  
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**Legend:**

Blue	Data input is required	Grey	No entry required - the cell is protected.
Pink	Populated from data entered in this template (i.e. other tabs)	White	Calculation cells. These are protected and cannot be changed.
Green	Populated based on information previously submitted to Alberta Education and Childcare	Yellow	Flags to draw attention to sections requiring entry depending on other parts of the submission.

### HIGHLIGHTS, PLANS, ASSUMPTIONS AND RISKS SUMMARY- 2026/2027 BUDGET REPORT

The following were presented to the Board and approved as underlying the budget. These key points and assumptions used in development of the budget take into consideration the economic environment of the jurisdiction, focus on anticipated changes from current year, and are realistic and consistent with the three year Education Plan. At a minimum, they disclose key budget assumptions, financial & business risks, and specific strategies explaining how this budget will support the jurisdiction's plans.

**Budget Highlights, Plans & Assumptions:**

The Christ The Redeemer Catholic Separate School Division (CTR)'s 2026-2027 budget continues to be guided by its Four-Year Education Plan and fundamental beliefs of Catholic Faith, Healthy Schools, Academic Excellence and Stewardship of Resources. With thanks to multiple funding injections from Alberta Education, the 2027 Budget places a heavy emphasis on smaller class sizes, while focusing on addressing the rise of complexities in the classroom, and fund support teacher salary and benefit increases. The division carefully allocated its resources to effectively meet the diverse needs of students in today's complex classrooms all while balancing budgetary constraints and financial sustainability. CTR is projecting total revenues of \$127,218,109 and expenditures of \$128,362,867. Thereby resulting in an overall deficit position of \$1,144,758 for the upcoming school year. The deficit can be attributed primarily to the unfunded increase in support staff salaries, increased classroom complexities, support for capital projects and inflationary pressures brought on by uncertainty in the supply chain and global markets in general. CTR will monitor its fiscal spending throughout the year to ensure it is achieving its goals and objectives in the short and long term.

**Assumptions**

**Enrolment:** CTR projects a student population in grades 1-12 of 10,452, along with 625 ECS students, for the upcoming school year. It is assumed that CTR will achieve its projections.

**Transportation:** CTR assumes that the provincial fuel price contingency funding will continue to supplement transportation funding in order to cover potential exorbitant fuel prices passed on to the division by our transportation contractor. CTR is projecting a deferred revenue amount of approximately 500K at the end of Fiscal 2026 to help cover any potential 2027 transportation deficit. We have assumed we will not have to use the entire 500K of deferred revenue and, therefore, are projecting a break-even in transportation.

**Capital Assets:** CTR has made several assumptions of when planned future projects will be completed, which has an effect on our supported and unsupported amortization and has used best estimate for both these expenses.

**Non-Certificated Benefits:** CTR made note that there have been overestimates on the non-certificated benefits rates for the past few budgets and, therefore, re-assessed this line item and made adjustments to a lower rate for 2026/2027, based on the analysis performed. Since this is a change in process, we are making the assumption that we have correctly calculated and applied this for the budget.

**Significant Business and Financial Risks:**

**NON-CERTIFICATED STAFF SALARIES**

**Basis of Assumption:** In June 2025, CTR committed to four 3% increases in non-certificated salaries with the first increase being applied, retroactively, on September 1, 2024 and the fourth increase being applied September 1, 2027. There has been no announcement of funding of these support staff increases and, therefore, the increases represent a significant annual expense and pose a moderate financial risk to the School Division. Risk Level: Moderate. 15.2% of operational expenditures pertain to non-certificated salaries & benefits. However, non-certificated positions are not funded nor are the increased benefit costs incurred by salary increases to support staff, and teachers alike. 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. 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.

**INFLATIONARY PRESSURES & EXTERNAL THREATS**

**Basis of Assumption:** School divisions are currently managing significant inflationary pressures and trade-related uncertainties. High fuel prices, driven by global volatility, remain a primary concern as they increase costs across all supply chains. While the division received a 5% increase in Operations and Maintenance grant funding, these gains are being offset by the rising costs of skilled trades, third-party contractors, and construction materials for capital projects. Risk level: High. The volatility of the current market poses a direct threat to the Division's long-term financial stability. These escalating costs are forcing a reallocation of funds away from direct instructional resources to cover essential operational overhead. Trade uncertainties further complicate procurement, potentially leading to supply chain delays and increased pricing for infrastructure and technology. The Division continues to be creative in finding mitigation strategies such as prioritizing Canadian-sourced supplies and services to bypass international tariff volatility, and collaborating with procurement partners to ensure more predictable, efficient sourcing. CTR will be challenged to think critically on how to maintain a high level of service for its students and staff.

**CLASSROOM COMPLEXITY & CHANGING GRANTS**

**Basis of Assumption:** CTR, like all school divisions, has seen an increase in students who are dysregulated in the classroom. CTR is also seeing a growing demographic of English as an Additional Language (EAL) learners. Supporting these diverse needs is essential to ensuring a productive learning environment. Risk Level: Low to Moderate. Addressing these complexities creates a high demand for specialized resources and personnel. The primary financial and operational risks include staffing & recruitment and resource allocation. While provincial funding for classroom complexity has increased, a significant risk remains in the ability to recruit and retain qualified staff for rural school locations. There is also ongoing concern over the long-term predictability of these grants as classroom supports (such as EA's and smaller class sizes) ideally require multi-year financial commitments.

**TRANSPORTATION**

**Basis of Assumption:** CTR faces significant financial pressure regarding student transportation, driven by high fuel costs and the terms of a multi-year service contract signed three years ago. The current contract includes fuel price escalators that pass cost increases directly to the Division. While current costs are being managed through projected excess Deferred Transportation Grant Funds and targeted reserves, this is a temporary measure. Risk Level: High: The primary risk is the long-term fiscal sustainability of the transportation program if fuel price contingency funding becomes insufficient. Unpredictable fuel prices create a high degree of budget instability. Relying on reserves to bridge the gap between provincial funding and contract obligations is not a viable multi-year strategy. Furthermore, despite the stabilization of the bus driver shortage, the financial strain threatens our ability to maintain current service levels and travel times without passing costs on to families. Nevertheless, the Division remains adaptable, exploring route efficiencies and internal logistical solutions to mitigate the impact on students, and on travel times. The objective is to alleviate additional financial pressures on our families as long as possible.

**MENTAL HEALTH**

**Basis of Assumption:** Mental health challenges with our student population are increasing. Risk Level: Low to Moderate. The province has provided Mental Health Funding in the amount of \$282,815 to assist students who require mental health supports. Through consultation with its Student Services Department, CTR is considering utilizing this grant to fund its Connection workers. This aligns with CTR's Healthy Schools' strategic initiative. Teachers continue to address universal mental health supports within classrooms in addition to curricular and other responsibilities.

**RETENTION OF CERTIFICATED STAFF**

**Basis of Assumption:** Teacher recruitment and retention remain a priority, particularly given the Division's broad geographic footprint. CTR serves several remote and rural communities where attracting and retaining qualified staff requires more intensive resources than in urban centers. Risk Level: Moderate. Although not all positions for 2026-2027 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. The developmental certificate and letters of authority will be pursued with the registrar to ensure rural viability.

**ENROLMENT PRESSURES**

**Basis of Assumption:** Enrolment projections are used by the province to determine 70% of the funding due to the Adjusted Enrolment (AE) 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. This change negatively impacts school divisions with declining student population but has an inverse effect for school divisions with a growing student population. It is important to note that Shared Responsibility and Home Education students are funded based on the actual September count date as per the Funding Manual.

Overall, Christ The Redeemer will continue to closely monitor its fiscal spending. Refer to the 2027 Budget Report on CTR's website for additional detail, including budget variances as compared with the Approved budget 2025/2026.

**BUDGETED STATEMENT OF OPERATIONS**

	Approved Budget 2026/2027	Approved Budget 2025/2026	Actual Audited 2024/2025
<b>REVENUES</b>			
Government of Alberta	\$ 114,279,851	\$100,544,236	\$100,343,694
Federal Government and First Nations	\$ -	\$0	\$0
Property taxes	\$ 8,701,573	\$8,302,564	\$7,816,157
Fees	\$ 1,831,213	\$1,744,757	\$1,830,941
Sales of services and products	\$ 509,121	\$495,086	\$544,156
Investment income	\$ 884,500	\$734,500	\$798,043
Donations and other contributions	\$ 678,907	\$679,138	\$893,927
Other revenue	\$ 332,944	\$378,198	\$462,064
<b>TOTAL REVENUES</b>	<b>\$127,218,109</b>	<b>\$112,878,479</b>	<b>\$112,688,982</b>
<b>EXPENSES</b>			
Instruction - ECS	\$ 4,194,992	\$2,983,325	\$3,222,515
Instruction - Grade 1 to 12	\$ 97,340,486	\$84,628,776	\$83,104,837
Operations & maintenance	\$ 14,876,367	\$15,107,150	\$13,806,754
Transportation	\$ 8,416,950	\$7,792,477	\$7,708,424
System Administration	\$ 3,388,709	\$3,447,546	\$3,475,557
External Services	\$ 145,363	\$154,336	\$152,590
<b>TOTAL EXPENSES</b>	<b>\$128,362,867</b>	<b>\$114,113,610</b>	<b>\$111,470,677</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>(\$1,144,758)</b>	<b>(\$1,235,131)</b>	<b>\$1,218,305</b>

**BUDGETED ALLOCATION OF EXPENSES (BY OBJECT)**  
for the Year Ending August 31

	Approved Budget 2026/2027	Approved Budget 2025/2026	Actual Audited 2024/2025
<b>EXPENSES</b>			
Certificated salaries	\$ 63,032,136	\$52,998,173	\$51,799,984
Certificated benefits	\$ 14,465,986	\$12,315,446	\$12,008,748
Non-certificated salaries and wages	\$ 14,609,475	\$13,586,247	\$13,823,169
Non-certificated benefits	\$ 4,883,552	\$4,799,234	\$4,296,797
Services, contracts, and supplies	\$ 25,559,253	\$24,785,522	\$23,769,801
Capital and debt services			
Amortization of capital assets			
Supported	\$ 4,210,000	\$4,424,400	\$4,485,050
Unsupported	\$ 1,332,698	\$1,119,588	\$1,203,474
Interest on capital debt			
Supported	\$ -	\$0	\$0
Unsupported	\$ -	\$0	\$0
Other interest and finance charges	\$ 80,000	\$85,000	\$76,924
Losses on disposal of capital assets	\$ -	\$0	\$6,730
Other expenses	\$ 189,767	\$0	\$0
<b>TOTAL EXPENSES</b>	<b>\$128,362,867</b>	<b>\$114,113,610</b>	<b>\$111,470,677</b>

**BUDGETED SCHEDULE OF PROGRAM OPERATIONS**  
for the Year Ending August 31

	Approved Budget 2026/2027							Actual Audited 2024/25
	Instruction		Operations and Maintenance	Transportation	System Administration	External Services	TOTAL	
	ECS	Grade 1 to 12						
<b>REVENUES</b>								
(1) Alberta Education and Childcare	\$ 2,742,690	\$ 87,232,493	\$ 8,770,565	\$ 8,416,950	\$ 3,388,709	\$ -	\$ 110,551,407	\$ 96,130,933
(2) Alberta Infrastructure - non remediation	\$ -	\$ -	\$ 3,507,444	\$ -	\$ -	\$ -	\$ 3,507,444	\$ 3,880,417
(3) Alberta Infrastructure - remediation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(4) Other - Government of Alberta	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
(5) Federal Government and First Nations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(6) Other Alberta school authorities	\$ -	\$ -	\$ 221,000	\$ -	\$ -	\$ -	\$ 221,000	\$ 207,344
(7) Out of province authorities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(8) Alberta municipalities-special tax levies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(9) Property taxes	\$ -	\$ 8,701,573	\$ -	\$ -	\$ -	\$ -	\$ 8,701,573	\$ 7,816,157
(10) Fees	\$ 589,000	\$ 1,242,213	\$ -	\$ -	\$ -	\$ -	\$ 1,831,213	\$ 1,830,941
(11) Sales of services and products	\$ -	\$ 509,121	\$ -	\$ -	\$ -	\$ -	\$ 509,121	\$ 544,156
(12) Investment income	\$ -	\$ 884,500	\$ -	\$ -	\$ -	\$ -	\$ 884,500	\$ 798,043
(13) Gifts and donations	\$ -	\$ 279,502	\$ -	\$ -	\$ -	\$ -	\$ 279,502	\$ 475,193
(14) Rental of facilities	\$ -	\$ -	\$ 47,500	\$ -	\$ -	\$ -	\$ 47,500	\$ 60,015
(15) Fundraising	\$ -	\$ 399,405	\$ -	\$ -	\$ -	\$ -	\$ 399,405	\$ 418,734
(16) Gains on disposal of tangible capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(17) Other	\$ -	\$ 140,081	\$ -	\$ -	\$ -	\$ -	\$ 145,363	\$ -
(18) <b>TOTAL REVENUES</b>	\$ 3,331,690	\$ 99,388,888	\$ 12,546,509	\$ 8,416,950	\$ 3,388,709	\$ 145,363	\$ 127,218,109	\$ 112,688,982

<b>EXPENSES</b>								
(19) Certificated salaries	\$ 2,324,340	\$ 59,596,552			\$ 985,178	\$ 126,066	\$ 63,032,136	\$ 51,799,984
(20) Certificated benefits	\$ 378,256	\$ 13,916,716			\$ 151,717	\$ 19,297	\$ 14,465,986	\$ 12,008,748
(21) Non-certificated salaries and wages	\$ 666,967	\$ 9,568,793	\$ 2,951,802	\$ 155,072	\$ 1,266,841	\$ -	\$ 14,609,475	\$ 13,823,169
(22) Non-certificated benefits	\$ 182,307	\$ 3,341,971	\$ 961,631	\$ 40,878	\$ 356,765	\$ -	\$ 4,883,552	\$ 4,296,797
(23) SUB - TOTAL	\$ 3,551,870	\$ 86,424,032	\$ 3,913,433	\$ 195,950	\$ 2,760,501	\$ 145,363	\$ 96,991,149	\$ 81,928,698
(24) Services, contracts and supplies	\$ 643,122	\$ 10,841,454	\$ 5,323,969	\$ 8,221,000	\$ 529,708	\$ -	\$ 25,659,253	\$ 23,769,801
(25) Amortization of supported tangible capital assets	\$ -	\$ -	\$ 4,209,686	\$ -	\$ -	\$ -	\$ 4,209,686	\$ 4,484,736
(26) Amortization of unsupported tangible capital assets	\$ -	\$ -	\$ 1,208,576	\$ -	\$ 93,500	\$ -	\$ 1,302,076	\$ 1,172,852
(27) Amortization of supported ARO tangible capital assets	\$ -	\$ -	\$ 314	\$ -	\$ -	\$ -	\$ 314	\$ 314
(28) Amortization of unsupported ARO tangible capital assets	\$ -	\$ -	\$ 30,622	\$ -	\$ -	\$ -	\$ 30,622	\$ 30,622
(29) Accretion expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(30) Supported interest on capital debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(31) Unsupported interest on capital debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(32) Other interest and finance charges	\$ -	\$ 75,000	\$ -	\$ -	\$ 5,000	\$ -	\$ 80,000	\$ 76,924
(33) Losses on disposal of tangible capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,730
(34) Other expense	\$ -	\$ -	\$ 189,767	\$ -	\$ -	\$ -	\$ 189,767	\$ -
(35) <b>TOTAL EXPENSES</b>	\$ 4,194,992	\$ 97,340,486	\$ 14,876,367	\$ 8,416,950	\$ 3,388,709	\$ 145,363	\$ 128,362,867	\$ 111,470,677
(36) <b>OPERATING SURPLUS (DEFICIT)</b>	\$ (863,302)	\$ 2,048,402	\$ (2,329,858)	\$ -	\$ -	\$ -	\$ (1,144,758)	\$ 1,218,305



PROJECTED SCHEDULE OF CHANGES IN ACCUMULATED OPERATING SURPLUS (SUMMARY)

for the Year Ending August 31

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	ACCUMULATED OPERATING SURPLUS/DEFICITS (2+3+4+7)	INVESTMENT IN TANGIBLE CAPITAL ASSETS	ENDOWMENTS	ACCUMULATED SURPLUS FROM OPERATIONS (5+6)	UNRESTRICTED SURPLUS	INTERNALLY RESTRICTED OPERATING RESERVES	CAPITAL RESERVES
<b>Actual balances per AFS at August 31, 2025</b>	\$28,373,845	\$14,771,449	\$105,584	\$6,338,655	\$193,388	\$6,145,267	\$7,158,157
<b>2025/2026 Estimated impact to AOS for:</b>							
Prior period adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Estimated surplus(deficit)	\$414,705			\$414,705	\$414,705	\$0	\$0
Estimated board funded capital asset additions		\$780,258		\$0	\$0	\$0	(\$780,258)
Projected board funded ARO tangible capital asset additions		\$0		\$0	\$0	\$0	\$0
Estimated disposal of unsupported tangible capital assets	\$0	\$0		\$0	\$0	\$0	\$0
Budgeted disposal of unsupported ARO tangible capital assets	\$0	\$0		\$0	\$0	\$0	\$0
Budgeted amortization of capital assets (expense)		(\$5,636,140)		\$5,636,140	\$5,636,140	\$0	\$0
Estimated capital revenue recognized - Alberta Education and Childcare		\$615,898		(\$615,898)	(\$615,898)	\$0	\$0
Estimated capital revenue recognized - Alberta Infrastructure		\$3,777,894		(\$3,777,894)	(\$3,777,894)	\$0	\$0
Estimated capital revenue recognized - Other GOA		\$0		\$0	\$0	\$0	\$0
Estimated capital revenue recognized - Other sources		\$0		\$0	\$0	\$0	\$0
Budgeted amortization of ARO tangible capital assets		(\$30,936)		\$30,936	\$30,936	\$0	\$0
Estimated capital revenue recognized - supported ARO		\$314		(\$314)	(\$314)	\$0	\$0
Budgeted board funded ARO liabilities - recognition		\$0		\$0	\$0	\$0	\$0
Budgeted board funded ARO liabilities - remediation		\$0		\$0	\$0	\$0	\$0
Estimated changes in Endowments	\$0		\$0	\$0	\$0	\$0	\$0
Estimated unsupported debt principal repayment		\$0		\$0	\$0	\$0	\$0
Estimated reserve transfers (net)		\$0		(\$3,500,000)	(\$1,750,000)	(\$1,750,000)	\$3,500,000
Estimated assumptions/transfers of operations - capital lease addition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Estimated Balances for August 31, 2026</b>	<b>\$28,788,550</b>	<b>\$14,278,737</b>	<b>\$105,584</b>	<b>\$4,526,330</b>	<b>\$131,063</b>	<b>\$4,395,267</b>	<b>\$9,877,899</b>
<b>2026/27 Budget projections for:</b>							
Budgeted surplus(deficit)	(\$1,144,758)			(\$1,144,758)	(\$1,144,758)	\$0	(\$7,410,000)
Projected board funded tangible capital asset additions		\$7,410,000		\$0	\$0	\$0	\$0
Projected board funded ARO tangible capital asset additions		\$0		\$0	\$0	\$0	\$0
Budgeted disposal of unsupported tangible capital assets	\$0	\$0		\$0	\$0	\$0	\$0
Budgeted disposal of unsupported ARO tangible capital assets	\$0	\$0		\$0	\$0	\$0	\$0
Budgeted amortization of capital assets (expense)		(\$5,511,762)		\$5,511,762	\$5,511,762	\$0	\$0
Budgeted capital revenue recognized - Alberta Education and Childcare		\$702,220		(\$702,220)	(\$702,220)	\$0	\$0
Budgeted capital revenue recognized - Alberta Infrastructure		\$3,507,780		(\$3,507,780)	(\$3,507,780)	\$0	\$0
Budgeted capital revenue recognized - Other GOA		\$0		\$0	\$0	\$0	\$0
Budgeted capital revenue recognized - Other sources		\$0		\$0	\$0	\$0	\$0
Budgeted amortization of ARO tangible capital assets		(\$30,936)		\$30,936	\$30,936	\$0	\$0
Budgeted capital revenue recognized - supported ARO		\$314		(\$314)	(\$314)	\$0	\$0
Budgeted board funded ARO liabilities - recognition		\$0		\$0	\$0	\$0	\$0
Budgeted board funded ARO liabilities - remediation		\$0		\$0	\$0	\$0	\$0
Budgeted changes in Endowments	\$0		\$0	\$0	\$0	\$0	\$0
Budgeted unsupported debt principal repayment		\$0		\$0	\$0	\$0	\$0
Projected reserve transfers (net)		\$0		(\$1,500,000)	(\$250,000)	(\$1,250,000)	\$1,500,000
Projected assumptions/transfers of operations - capital lease addition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Projected Balances for August 31, 2027</b>	<b>\$27,643,792</b>	<b>\$20,356,353</b>	<b>\$105,584</b>	<b>\$3,213,956</b>	<b>\$68,689</b>	<b>\$3,145,267</b>	<b>\$3,967,899</b>

**SCHEDULE OF USES FOR ACCUMULATED SURPLUSES AND RESERVES  
for the Year Ending August 31**

	Unrestricted Surplus Usage			Operating Reserves Usage			Capital Reserves Usage		
	Year Ended			Year Ended			Year Ended		
	31-Aug-2027	30-Aug-2028	30-Aug-2029	31-Aug-2027	30-Aug-2028	30-Aug-2029	31-Aug-2027	30-Aug-2028	30-Aug-2029
<b>Projected opening balance</b>	\$131,063	\$88,889	\$68,889	\$4,385,267	\$3,145,267	\$3,145,267	\$0,877,890	\$3,987,890	\$3,464,498
Projected excess of revenue over expense (surplus only)	\$0	\$0	\$0						
Budgeted disposal of board funded TCA and ARO TCA	\$0	\$0	\$0				\$0	\$0	\$0
Budgeted amortization of capital assets (expense)	\$5,542,698	\$5,683,400	\$5,707,068						
Budgeted capital revenue recognized, including ARO assets amortization	(\$4,210,314)	(\$4,300,000)	(\$4,400,000)						
Budgeted changes in Encumbrances	\$0	\$0	\$0						
Budgeted board funded ARO liabilities - recognition	\$0	\$0	\$0						
Budgeted board funded ARO liabilities - remediation	\$0	\$0	\$0						
Budgeted unsupported debt principal repayment	\$0	\$0	\$0						
Projected reserves transfers (net)	(\$550,000)	(\$1,300,400)	(\$1,397,068)	(\$1,260,000)			\$1,500,000	\$1,988,400	\$1,397,068
Projected assumptions/transfers of operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase in (use of) school generated funds	\$0	\$0	\$0						
New school start-up costs	\$0	\$0	\$0						
Decentralized school reserves	\$0	\$0	\$0						
Non-recurring certified remuneration	\$0	\$0	\$0						
Non-recurring non-certified remuneration	\$0	\$0	\$0						
Non-recurring contracts, supplies & services	\$0	\$0	\$0						
Professional development, training & support	\$0	\$0	\$0						
Transportation Expenses	\$0	\$0	\$0						
Operators & maintenance	\$0	\$0	\$0						
English language learners	\$0	\$0	\$0						
System Administration	\$0	\$0	\$0						
OH&S / wellness programs	\$0	\$0	\$0						
B & S administration organization / reorganization	\$0	\$0	\$0						
Debt repayment	\$0	\$0	\$0						
POM expenses	\$0	\$0	\$0						
Non-salary related programming costs (explain)	\$0	\$0	\$0						
Repairs & maintenance - School building & land	\$0	\$0	\$0						
Repairs & maintenance - Technology	\$0	\$0	\$0						
Repairs & maintenance - Vehicle & transportation	\$0	\$0	\$0						
Repairs & maintenance - Administration building	\$0	\$0	\$0						
Repairs & maintenance - POM building & equipment	\$0	\$0	\$0						
Repairs & maintenance - Other (explain)	\$0	\$0	\$0						
Capital costs - School land & building	\$0	\$0	\$0						
Capital costs - School modernization	\$0	\$0	\$0						
Capital costs - School modular & additions	\$0	\$0	\$0						
Capital costs - School building partnership projects	\$0	\$0	\$0						
Capital costs - Technology	\$0	\$0	\$0						
Capital costs - Vehicle & transportation	\$0	\$0	\$0						
Capital costs - Administration building	\$0	\$0	\$0						
Capital costs - POM building & equipment	\$0	\$0	\$0						
Capital Costs - Furniture & Equipment	\$0	\$0	\$0						
Capital costs - Other	\$0	\$0	\$0						
Building leases	\$0	\$0	\$0						
Other 1 - please use this row only if no other row is appropriate	(\$1,144,758)	\$0	\$0						
Other 2 - please use this row only if no other row is appropriate	\$0	\$0	\$0						
Other 3 - please use this row only if no other row is appropriate	\$0	\$0	\$0						
Other 4 - please use this row only if no other row is appropriate	\$0	\$0	\$0						
<b>Estimated closing balance for operating contingency</b>	<b>\$68,889</b>	<b>\$68,889</b>	<b>\$68,889</b>	<b>\$3,145,267</b>	<b>\$3,145,267</b>	<b>\$3,145,267</b>	<b>\$3,987,890</b>	<b>\$3,464,498</b>	<b>\$3,467,830</b>

Total surplus as a percentage of 2027 Expenses	5.59%	5.20%	5.21%
ASO as a percentage of 2027 Expenses	2.50%	2.50%	2.50%

**DETAILS OF RESERVES AND  
MAXIMUM OPERATING RESERVE LIMIT EXEMPTION CRITERIA  
for the Year Ending August 31, 2026**

This template is designed to provide information about your school jurisdiction's reserves and to assist you in determining if you need to submit a letter requesting an exemption to exceed the maximum limit of Operating Reserves to the Minister. It has been split in to two parts, Part 1: exemptions (Row 21 - 51) and Part 2: transfers between operating and capital reserves (Row 52 - 67).

**Complete Part 1 if over 6% in cell B24. Check for flag in cell E27.**

Part 1: As per the 2025/26 Funding Manual, a formal request for an exemption to exceed the 2025/26 maximum operating reserve must be approved by the board and submitted to the Minister. If a reserve request to exceed the limit is required, please submit your formal letter by November 30, 2026. This tab should be attached as a supplement to your formal request. School jurisdictions who are projecting their 2025/26 operating reserves to be over their 2025/26 maximum limit, which is based on 6% of school jurisdiction's 2024/25 total expenses, and intend to submit a formal 2025/26 exemption request must complete Section A (if a 2024/25 exemption request was made and Ministerial approved) and Section B, explaining the rationale for an exemption and demonstrating when operating reserves will be drawn down below 6% over the subsequent school years.

**Complete Part 2 if projecting transfers between operating and capital reserves.**

Part 2: If your school jurisdiction is projecting to transfer between operating and capital reserves for the 2025/26 and/or 2026/27 school year, please complete the section under Row 52. The transfer amounts reported should agree with the 'AOS' tab. Please note that a letter requesting Ministerial approval is required to transfer from Capital to Operating Reserves.

**PART 1: EXEMPTIONS**

		Amount
Estimated Accumulated Surplus/(Deficit) from Operations as at Aug. 31, 2026		\$ 4,526,330
Less: School Generated Funds in Operating Reserves (from 2024/25 AFS)		\$ 1,320,812
<b>Estimated 2025/26 Operating Reserves</b>	<b>2.88%</b>	<b>\$3,205,518</b>
Maximum 2025/26 Operating Reserve Limit	6.00%	\$ 6,688,241
<b>Estimated 2025/26 Operating Reserves Over Maximum Limit</b>		<b>\$ -</b>

**SECTION A: 2024/25 EXEMPTION REQUEST**

Cell E29 reports your school jurisdiction's 2024/25 Ministerial approval exemption amount over your 2024/25 maximum limit.

Not Applicable

Cell E30 shows the school year you planned to return below the limit, as per your 2024/25 exemption approval.

Not Applicable

If you've been approved for a 2024/25 exemption and will be requesting an exemption for 2025/26, please provide the following details below: Have you followed the drawdown plan from your 2024/25 exemption request? If yes, please outline what has been achieved. Please indicate the \$ figure amounts and initiatives.

If not, please explain any deviations from the original plan and the reasons for the changes.

**SECTION B: (MAX LIMIT EXEMPTION CRITERIA)**

Please provide detailed rationale and planned usage for operating reserves in excess of the 2025/26 maximum: \$ \_\_\_\_\_ -  
Please note that this does not constitute as a Ministerial request for approval. An exemption request letter submitted to the Minister is still required for an exemption for the 2024/25 school year.

Provide a detailed drawdown plan to illustrate how and when the reserve balance will be below 6.0%.

	2026/27	2027/28	2028/29	Additional Comments
Opening operating reserve balance	\$ 3,205,518	\$ 3,205,518	\$ 3,205,518	
[Itemized description for increase/(decrease) to reserves]				
[Itemized description for increase/(decrease) to reserves]				
[Itemized description for increase/(decrease) to reserves]				
[Itemized description for increase/(decrease) to reserves]				
[Itemized description for increase/(decrease) to reserves]				
[Itemized description for increase/(decrease) to reserves]				
	\$ 3,205,518	\$ 3,205,518	\$ 3,205,518	Ensure this reasonably aligns with the projected operating reserve balances on the AOS2 tab (Row 68)
	2.88%	2.88%	2.88%	

**PART 2: TRANSFERS BETWEEN OPERATING AND CAPITAL RESERVES**

Please report the projected amounts and detailed rationale for transfers between operating reserves and capital reserves for the 2025/26 and 2026/27 school year. The net transfer between operating and capital reserves should agree the amounts reported in the 'AOS' tab. (Note: Ministerial approval is required to transfer from Capital to Operating Reserves):

	2025/26	Detailed Rationale
Projected Transfer from Operating to Capital Reserves (Please enter a negative amount)	\$ (3,500,000)	CTR is planning on using it's strong cash position to invest in more cap
Projected Transfer from Capital to Operating Reserves (Please enter a positive amount)	\$ -	
<b>Net Transfer Between Operating and Capital Reserves</b>	<b>\$ (3,500,000)</b>	
	2026/27	Detailed Rationale
Projected Transfer from Operating to Capital Reserves (Please enter a negative amount)	\$ (1,500,000)	This amount will ensure that we have flexibility to prioritize items on ou
Projected Transfer from Capital to Operating Reserves (Please enter a positive amount)	\$ -	
<b>Net Transfer Between Operating and Capital Reserves</b>	<b>\$ (1,500,000)</b>	

**PROJECTED STUDENT STATISTICS**  
**FULL TIME EQUIVALENT (FTE) ENROLLED STUDENTS**

	Budgeted 2026/2027 (Note 2)	Actual 2025/2026	Actual 2024/2025	
<b>Grades 1 to 12</b>				
<u>Eligible Funded Students:</u>				
Grades 1 to 9	6,336	6,260	6,189	Head count
Grades 10 to 12	2,733	2,625	2,583	Head count
Total	9,069	8,885	8,772	Grade 1 to 12 students eligible for base instruction funding from Alberta Education and Childcare.
Percentage Change	2.1%	1.3%		If +/- 3% variance change from prior year, please provide explanation here.
<u>Other Students:</u>				
Total	356	305	272	Note 3
Total Net Enrolled Students	9,425	9,190	9,044	
Home Ed Students	1,027	1,055	1,019	Note 4
Total Enrolled Students, Grades 1-12	10,452	10,245	10,063	
Percentage Change	2.0%	1.8%		
<u>Of the Eligible Funded Students:</u>				
Students with Severe Disabilities	170	173	158	FTE of students with severe disabilities as reported by the board via PASI.
Students with Mild/Moderate Disabilities	1,078	1,082	1,014	FTE of students identified with mild/moderate disabilities as reported by the board via PASI.
<b>EARLY CHILDHOOD SERVICES (ECS)</b>				
Eligible Funded Children	481	458	442	ECS children eligible for ECS base instruction funding from Alberta Education and Childcare.
Other Children	-	-	-	ECS children not eligible for ECS base instruction funding from Alberta Education and Childcare.
Total Enrolled Children - ECS	481	458	442	
Program Hours	482	482	482	Minimum program hours is 475 Hours
FTE Ratio	0.507	0.507	0.507	Actual hours divided by 950
FTE's Enrolled, ECS	244	232	224	
Percentage Change	5.0%	3.6%		If +/- 3% variance change from prior year, please provide explanation here.
Home Ed Students	144	122	138	Note 4
Total Enrolled Students, ECS	625	580	580	
Percentage Change	7.8%	0.0%		
<u>Of the Eligible Funded Children:</u>				
Students with Severe Disabilities (PUF)	29	26	27	FTE of students with severe disabilities as reported by the board via PASI.
Students with Mild/Moderate Disabilities	54	41	58	FTE of students identified with mild/moderate disabilities as reported by the board via PASI.
<b>NOTES:</b>				
1) Enrolment is to be completed WHEREVER APPLICABLE and are 'as at September 30th' for each year.				
2) Budgeted enrolment is to be based on best information available at time of the 2026/2027 budget report preparation.				
3) Other Grade 1 to 12 students that are not eligible for base instruction funding from Alberta Education and Childcare include First Nations students living on reserves for which tuition fee payments are made from Band or AANDC (Code 330), students younger than 5 1/2 or older than 20, and out-of-province and foreign students.				
4) Because they are funded separately, Home Education students are not included with total net enrolled students. Home Education Kindergartens, under ECS, do not apply to charter schools.				

**PROJECTED STAFFING STATISTICS  
FULL TIME EQUIVALENT (FTE) PERSONNEL**

	Budget		Actual		Actual		Notes
	2026/2027		2025/2026		2024/2025		
<b>CERTIFICATED STAFF</b>	Total	Union Staff	Total	Union Staff	Total	Union Staff	
School Based	549.7	-	504.9	504.9	490.6	490.6	Teacher certification required for performing functions at the school level.
Non-School Based	14.1	-	13.1	4.1	12.1	6.1	Teacher certification required for performing functions at the system/central office level.
<b>Total Certificated Staff FTE</b>	<b>563.8</b>	<b>-</b>	<b>518.0</b>	<b>509.0</b>	<b>502.7</b>	<b>496.7</b>	FTE for personnel possessing a valid Alberta teaching certificate or equivalency.
Percentage Change	8.8%		3.1%		12.2%		Enrollment increase, funding for class reduction and complexity teams and an additional position added to Central Office
If an average standard cost is used, please disclose rate:							
Student F.T.E. per certificated Staff	18.97		20.23		20.47		
<b>Certificated Staffing Change due to:</b>							
Please Allocate Below	45.8						
Enrolment Change	26.8						
Other Factors	19.0						Year-over-year change in Certificated FTE
<b>Total Change</b>	<b>45.8</b>	<b>-</b>					Year-over-year change in Certificated FTE
<b>Breakdown, where total change is Negative:</b>							
Continuous contracts terminated	-	-					FTEs
Non-permanent contracts not being renewed	-	-					FTEs
Other (retirement, attrition, etc.)	-	-					
<b>Total Negative Change in Certificated FTEs</b>	<b>-</b>	<b>-</b>					Breakdown required where year-over-year total change in Certificated FTE is 'negative' only.
<i>Please note that the information in the section below only includes Certificated Number of Teachers (not FTEs):</i>							
<b>Certificated Number of Teachers</b>							
Permanent - Full time	422.0	414.0	402.0	393.0	409.0	403.0	
Permanent - Part time	30.0	30.0	29.0	29.0	24.0	24.0	
Probationary - Full time	77.0	77.0	43.0	43.0	33.0	33.0	
Probationary - Part time	21.0	21.0	6.0	6.0	7.0	7.0	
Temporary - Full time	23.0	23.0	41.0	41.0	31.0	31.0	
Temporary - Part time	12.0	12.0	8.0	8.0	6.0	6.0	

**NON-CERTIFICATED STAFF**

Instructional - Education Assistants	102.6	-	93.2	-	105.8	-	Personnel support students as part of a multidisciplinary team with teachers and other other support personnel to provide meaningful instruction
Instructional - Other non-certificated instruction	88.1	-	84.3	-	86.0	-	Personnel providing instruction support for schools under 'Instruction' program areas other than EAs
Operations & Maintenance	50.5	-	50.2	-	51.1	-	Personnel providing support to maintain school facilities
Transportation - Bus Drivers Employed	-	-	-	-	-	-	Bus drivers employed, but not contracted
Transportation - Other Staff	1.9	-	1.9	-	1.9	-	Other personnel providing direct support to the transportation of students to and from school other than bus drivers employed
Other	18.9	-	19.7	-	19.7	-	Personnel in System Admin. and External service areas.
<b>Total Non-Certificated Staff FTE</b>	<b>262.0</b>	<b>-</b>	<b>249.3</b>	<b>-</b>	<b>264.5</b>	<b>-</b>	FTE for personnel not possessing a valid Alberta teaching certificate or equivalency.
Percentage Change	5.1%		-5.8%		-0.9%		

**Explanation of Changes to Non-Certificated Staff:**

Educational Assistant increase as a result of Complexity team funding as well as additional staffing added for highly complex student support.

**Additional Information**

Are non-certificated staff subject to a collective agreement?

No

Please provide terms of contract for 2026/27 and future years for non-certificated staff subject to a collective agreement along with the number of qualifying staff FTE's.

School Jurisdiction Code: 4208

System Admin Expense Limit %	
4208 The Christ the Redeemer Catholic Separate S	3.20%