

MINUTES OF THE REGULAR BOARD MEETING

Thursday, November 27, 2025

Catholic Education Centre, Okotoks

Administration in Attendance	Attended	Trustees in Attendance	Attended
Dr. Andrea Holowka (Superintendent)	In Person	Andrea Keenan (Chair)	Via Zoom
Vincent Behm (Deputy Superintendent)	In Person	Andrew Gustafson (Vice Chair)	In Person
Marco Pacione (Associate Superintendent)	In Person	Michelle Rude-Volk	In Person
Michael Kilcommons (Associate Superintendent)	In Person	Harry Salm	In Person
Cindy Nickerson (Director of Communications)	In Person	Dr. Matthew McIsaac	In Person
Absent with Regrets: Kim Jamieson (Executive Assistant)		Louise Henrickson	In Person
		Jacqueline Vanderfluit	In Person
		Michelle Gietz	In Person

1	OPENING	
1.01	Call to Order	As Chair Keenan (Foothills County) attended via Zoom, Vice Chair Gustafson (Okotoks) chaired the meeting. The meeting was called to order at 9:02 a.m.
1.02	Litany	Vice Chair Gustafson (Okotoks) led the Board in reciting the Litany of CTR Catholic.
1.03	Board Prayer, Vocations Prayer, Vision of the Board, Consecration to Mary	Vice Chair Gustafson (Okotoks) led the Board in reciting the Board Prayer, the Vocations Prayer, and the Vision of the Board. He then led the Board in reciting a Hail Mary.
1.04	Three-year Faith Theme: "Faith Seeking Understanding"	Vice Chair Gustafson (Okotoks) reminded Board members of CTR's three-year faith theme, being "Faith Seeking Understanding": The Catholic Church teaches that God is Truth, Goodness, and Beauty. Each transcends the limitations of place and time and is rooted in being. This year the focus is on encountering goodness through faith and society.
1.05	Land Acknowledgement	Vice Chair Gustafson (Okotoks) recited CTR's Land Acknowledgement as below: 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 homeland 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.
1.06	Lectio Divina – Gospel of Matthew	The Board engaged in Lectio Divina.
1.07	Additions/Deletions to the Agenda	Vice Chair Gustafson (Okotoks) asked if there were any additions or deletions to the proposed Board agenda. There were none.
1.08	Approval of the Agenda	Louise Henrickson (Drumheller) moved: that the agenda be adopted as presented. Motion #144-25
		Carried
1.09	Adoption of Organizational Board Minutes October 30, 2025	The minutes of the Organizational Board Meeting held on October 30, 2025, were reviewed by the Board and recommended for adoption as presented. Louise Henrickson (Drumheller) moved: that the Minutes of the Organizational Board Meeting dated October 30, 2025, be adopted as presented. Motion #145-25
		Carried

1.09	Adoption of Regular Board Minutes October 30, 2025	<p>The minutes of the Regular Board Meeting held on October 30, 2025, were reviewed by the Board and recommended for adoption as presented.</p> <p>Harry Salm (Strathmore) moved: that the Minutes of the Regular Board Meeting dated October 30, 2025, be adopted as presented. Motion #146-25</p> <p style="text-align: right;">Carried</p>
2	BUSINESS ARISING	
2.01	None	There was no business arising.
3	CORRESPONDENCE	
3.01	None	There was no correspondence.
4	BOARD GOVERNANCE	
4.01	Board Governance	<p>Michelle Rude-Volk (Oyen) moved: That the Board move in camera to discuss a strategic matter at 9:18 a.m. Motion #147-25</p> <p style="text-align: right;">Carried</p> <p>Dr. Matthew McIsaac (Canmore) moved: that the Board return to open session at 9:59 a.m. Motion #148-25</p> <p style="text-align: right;">Carried</p>
5	FOUR YEAR EDUCATION PLAN	
5.01	Presentation and Discussion of Annual Education Results Report	<p>Superintendent Holowka provided an overview of the Annual Education Results Report prepared for 2024-2025. Overall, CTR outperformed the province in 12 of 12 required assurance measures. Provincial achievement tests and diploma results remain strong, with some areas of focus being identified. Graduation rates, Rutherford Scholarship eligibility, transition to post-secondary rate, and work preparation measures were also well above provincial rates and indicate CTR's ability to ready students for their next step beyond high school. Parent, student, and staff satisfaction in required survey measures is at 89.8%, 7.15% above the provincial rate of 82.6%. The approved AERR will be posted on the CTR website.</p> <p>Michelle Gietz (Brooks) moved: that the 2024-2025 Annual Education Results Report be approved as presented. Motion #149-25</p> <p style="text-align: right;">Carried</p>
6	WARD COMMITTEES	
6.01	Ward Committee Meetings Round #1 – Engagement Summary	<p>Superintendent Holowka provided a summary regarding the engagement held with staff, parents and students during the first round of Ward Committee meetings, at which two questions were asked and discussed with stakeholders: What do we do well to help students grow in their faith? What can we do better to support our students' faith journeys? Emerging themes were identified and discussed. These engagements create meaningful feedback and datapoints that are used alongside feedback gathered from school-based leaders and other engagement groups to shape future planning and division direction.</p>
7	BOARD STANDING COMMITTEES	
7.01	Committee of the Whole Meeting October 29, 2025	<p>Jacqueline Vanderfluit (High River) moved: that the minutes of the Committee of the Whole Meeting of October 30, 2025, be adopted as presented. Motion #150-25</p>

Carried

- 7.02 Audit Committee Meeting
November 21, 2025
- Harry Salm (Strathmore) moved:**
that the minutes of the Audit Committee Meeting of November 21, 2025, be adopted as presented.
Motion #151-25

Carried

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NEW BUSINESS

- 8.01 Audit Overview (Year Ending
August 31, 2025)
- Associate Superintendent Kilcommons provided an overview of the audit results for the year ending August 31, 2025. The division continues to remain in a strong financial position with total revenues of \$112,688,982 and total expenses of \$111,470,677. This excess of revenue over expenses equates to an overall surplus position of \$1,218,305. This is a favourable variance of \$2,477,157 from the projected budget deficit of \$1,258,852.
- 8.02 2025-2026 Budget Update
- Superintendent Holowka provided an update of the 2025-2026 budget, advising that the 2024-2025 surplus places CTR's 2025-2026 budget in a better position than expected, allowing for greater spending on classroom and increased capital reserves for future projects. Operating reserves for 2025 and anticipated operating reserves for 2026 were reviewed. It is based on this information that administration suggests transferring funds from unrestricted surplus to operating reserves.
- 8.03 Budget Motion #1 – Transfer from
Unrestricted Surplus to Operating
Reserves
- Harry Salm (Strathmore) moved:**
that the Board transfer from Unrestricted Surplus to Operating Reserves the amount of \$188,021.
Motion #152-25
- Carried*
- 8.04 Budget Motion #2 – Transfer from
Unrestricted Surplus to Capital
Reserves
- Dr. Matthew McIsaac (Canmore) moved:**
that the Board transfer from Unrestricted Surplus to Capital Reserves the amount of \$2,333,372.
Motion #153-25
- Carried*
- 8.05 Budget Motion #3 – Approve
Audited Financial Statements
- Jacqueline Vanderfluit (High River) moved:**
that the Board approves the Audited Financial Statements for the year ended August 31, 2025, as presented.
Motion #154-25
- Carried*
- 8.06 Alberta Electoral Boundaries
- This discussion highlighted possible concerns regarding annexation and the importance to remain engaged in this process. It was acknowledged that this process would not alter the ward boundaries or necessarily impact the boundaries for Christ The Redeemer Catholic Schools.

9

TRUSTEES

- 9.01 Upcoming Trustee Events
- Trustees reviewed upcoming trustee events.

10

DIVISION

- 10.01 Trustees to identify one feature
from each Superintendent's
Report for the Board Highlights
- Vice Chair Gustafson (Okotoks) reminded trustees to identify one feature per Superintendent report for the November Board Highlights.
- 10.02 Superintendents' Reports
- Superintendent Holowka reported on the following:
- The Bishops of Alberta are piloting an assurance model which seeks to accomplish: a commitment to Catholicity, continuous improvement through engagement, and trustee support and collaboration. Documents explaining

the model were reviewed. Bishop McGrattan has requested CTR pilot this initiative on a small scale in 2025-2026, which will be done at two schools. The Board will be apprised of the plan as it moves forward.

- Resumption continues to be a focus for the senior administration team and school administrators. Maximizing instructional time in the first semester remains a priority and has been aided by the cancellation of diplomas and provincial achievement tests. To support teacher preparation, two high school transition days have been added prior to the start of the second semester. Other items such as communications and deadlines continue to shift in response to needs and feedback. Relationship building, including attention to the healing process is paramount, as is the recognition of the emotionality of the situation.
- Given the important role that CTR principals have within schools and their requirements of the Leadership Quality Standards (LQS), extensive support and supervision is provided to all principals, and particularly those that are new to the role. New principals are supported by additional visits and opportunities to connect with the superintendent team, and mentorship meetings are held monthly. As per the enhanced supervision administrative procedure, all staff undergo enhanced supervision every four years.

It was the will of the Board to highlight Principal Evaluation and Mentorship planning in the November Board Highlights from Superintendent Holowka's report.

Deputy Superintendent Behm reported on the following:

- Senior administration has begun class size and composition data collection in response to the Alberta Classroom Insights Survey for Alberta Education and Childcare. Once gathered, this information will be used to better understand staffing, student needs, and classroom complexity, as well as how the government can support strategic investments in classrooms. To assist schools in their collection of data, a simplified process has been developed.
- In accordance with Board Policy #27 – School Calendars, work has begun on the draft calendar for 2026-2027. The calendar development process will be shared with education stakeholders (staff, school councils, and ward committees). Stakeholder feedback will be provided to the Board prior to the calendar being presented for approval.
- Under the *Back to School Act*, TEBA and the ATA were responsible for jointly calculating the new salary rates and providing the information to school divisions. Figures were received on November 13th which allowed for work to proceed with retroactive adjustments for 2025-2026 and 2024-2025 being made prior to the end of the year.

It was the will of the Board to highlight the rapidness of providing salary adjustments and retroactive pay in the November Board Highlights from Deputy Superintendent Behm's report.

Associate Superintendent Pacione reported on the following:

- Based on data analysis, funds from the new Mental Health and Well-being Grant are being allocated to strengthen targeted supports in Brooks and Drumheller. Mental health services will be enhanced through additional Connections Worker positions focused on early intervention, ongoing support and building protective factors for vulnerable youth. The goal is to ensure equitable, proactive and responsive mental health support where needs are the highest and community resources are limited.
- Alberta's early years literacy and numeracy screening assessments for Grades K-3 students give teachers, schools, and parents timely information

about each student's foundational skill development, with students receiving targeted intervention when needed. CTR's 2024-2025 results indicate a significant reduction of at-risk students in both literacy and numeracy. Continuous improvement remains a focus in the areas of strengthening foundational skills, increasing the frequency of targeted intervention, and increasing the impact of instructional and assessment strategies through divisional professional development.

- CTR is pleased to participate in CAREERS, an industry-led public/private, not-for-profit foundation that brings together industry, schools, government and communities to guide youth into successful career paths. CTR's School Engagement Coordinator assists school staff to guide students in career exploration, finding off-campus job placements and internships, and provides schools with resources.

It was the will of the Board to highlight Connections Worker in Brooks and Drumheller in the November Board Highlights from Associate Superintendent Pacione's report.

Associate Superintendent Kilcommons reported on the following:

- The Alberta Risk Managed Insurance Consortium (ARMIC) is the division's insurance provider. ARMIC undertook an extensive renewal re-marketing effort this year, with all aspects of their program. This review, along with other factors have positioned ARMIC as a highly desirable account enabling them to secure excellent renewal terms. This has resulted in a reduction of 22% for CTR's premiums for 2025-2026.
- Requests for modular classrooms have been completed and submitted to Alberta Education and Childcare for Holy Trinity Academy (HTA) and Holy Spirit Academy (HSA). Both submissions are warranted as HTA is currently at 99% utilization and HSA is currently at 101% utilization. A response is anticipated in February or March with the optimal result being two modulars being granted for each school.

It was the will of the Board to highlight ARMIC and the decrease in premiums, as well as the advocacy efforts made in this regard in the November Board Highlights from Associate Superintendent Kilcommons' report.

11 NOON PRAYER AND GRACE

1101	Noon Prayer and Grace	Michelle Gietz (Brooks) led the Board in the Noon Prayer and Grace.
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12 AFTERNOON OPENING PRAYER

12.01	Afternoon Opening Prayer	Louise Henrickson (Drumheller) led the Board in the Afternoon Opening Prayer.
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13 DIVISION

13.01	Major Capital Projects Review and IMR Update	Associate Superintendent Kilcommons advised that all school divisions are provided with funding for infrastructure maintenance and renewal. In 2025, CTR received funding in the amount of \$865,299, which will be utilized to complete significant projects that are mostly compelled by either safety or age (and potential loss of functionality). A comprehensive list of projects was reviewed with the Board.
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13.02	Capital Reserves Priorities	Superintendent Holowka and Associate Superintendent Kilcommons shared that funding for capital maintenance and renewal is also received, but it is targeted for specific large-scale maintenance/renewal projects that extend the life of a school facility. Funding received for capital maintenance and renewal in 2025
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was in the amount of \$1,125,902 (an increase of 48.5% over previous years). Significant projects completed and pending were reviewed with the Board.

13.03 Capital Plan Update

Superintendent Holowka and Associate Superintendent Kilcommons reviewed the 2024-2025 capital plan with the Board and advised that a revised capital plan for 2025-2026 reflecting the financial year end would be presented to the Board in January.

14 INTERNATIONAL FIELD TRIPS

14.01 None

There were no new international field trips presented for Board approval.

15 LOCALLY DEVELOPED COURSES

15.01 None

There were no locally developed courses presented for Board approval.

16 IN CAMERA SESSION

16.01 In Camera Items

Louise Henrickson (Drumheller) moved:
that the Board move in camera to discuss strategic and personnel items at 2:21 p.m.

Motion #155-25

Carried

Michelle Rude-Volk (Oyen) moved:
that the Board return to open session at 3:09 p.m.

Motion #156-25

Carried

17 AGENDA ITEMS FOR NEXT BOARD MEETING

15.01 Call for Proposed Agenda Items

Trustees were asked to submit any further items they wish added to January's Board meeting agenda to Chair Keenan (Foothills County).

18 CLOSING

16.01 Closing Liturgy

Harry Salm (Strathmore) led the group in the closing prayer.

16.02 Adjournment

Michelle Rude-Volk (Oyen) moved:
that the meeting be adjourned. The meeting adjourned at 3:11 p.m.

Motion #157-25

Carried

SIGNATURE OF CHAIR:

SIGNATURE SUPERINTENDENT:
