

2025-2026

BUDGET REPORT



CONTENTS

Executive Summary	2
Governance Structure.....	4
Budgeting Cycle.....	6
Financial Summary, Highlights & Updates	7
Funding Allocation Changes.....	7
Funding Rate Increases.....	8
Enrolment	10
Revenue.....	11
Budgeted Revenue	13
Expenditures	14
Budgeted Expenditures	14
Capital Plan.....	15
Student Stats.....	16
Staff Stats.....	17
Financial & Operational Risks/Assumptions:	19
Non-Certificated and Certificated Staff Salaries	19
Inflationary Pressures & External Threats	19
Classroom Complexity & Changing Grants	20
Transportation	21
Mental Health.....	21
Insurance Premiums.....	22
Retention of Certificated staff	23
Benefits (ASEBP)	23
Enrolment Pressuers	24
Other Challenges/Considerations:	25
RESERVES.....	26
Schedule A – Budgeted Revenue.....	27
Schedule B – Budgeted Expenditures	29

EXECUTIVE SUMMARY

Christ The Redeemer (CTR) Catholic School's 2025-2026 budget is guided by its Four-Year Education Plan and fundamental beliefs of Catholic Faith, Learning, Safe & Caring Environments and Stewardship of Resources. Christ The Redeemer's proposed Operating Budget for the 2025-2026 fiscal year totals \$114 million. This report provides further details surrounding the Operational and Capital Planning aspects of the School Division for the upcoming 2026 fiscal year.

The 2026 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 its students.

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

CATHOLIC 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 – Starting September 2025, the new Social Studies curriculum will be fully implemented in Grades K-3. CTR teachers have developed support documents in collaboration with Rupertsland Institute, Métis Knowledge Keepers, and Blackfoot Elder Saa'kokoto. These fully implemented resources will be shared province wide in both English and French, English Language Arts and Literature (ELAL), Math, Science, French Language as an Additional Language (FLAL), and Physical Education and Wellness (PEW). Grades 4 to 6 will continue to pilot the new Social Studies curriculum in the 2025–2026 year.

PERSPECTIVE HOLDER 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 enhance promotion of RAP (Registered Apprenticeship) opportunities for its students. CTR's senior administration continues to investigate dual credit and collegiate programming that will also help students with their transition to post-secondary.

Overall, Budget 2026 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 interested parties' input and participation. I would like to thank everyone who was involved in 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 established strategic priorities which encompass 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 interested parties 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 Okotoks (Andrew Gustafson – Vice-Chair), Town of Strathmore (Harry Salm), Town of Oyen (Michelle Rude-Volk), Town of Canmore (Dr. Matthew Mclsacc), City of Brooks (John DeJong), Town of Drumheller (Mark Chung), Town of High River (Mark MacDonald).



ANDREA KEENAN



HARRY SALM



ANDREW GUSTAFSON



MICHELLE RUDE-VOLK



JOHN DEJONG



MARK CHUNG



MARK MACDONALD



DR. MATTHEW MCISAAC

Mission Statement

Christ The Redeemer Catholic Schools in partnership with the family and the parish, will deliver an authentic Catholic learning experience by creating a lasting foundation of faith and knowledge for everyone in our community in a supportive, caring environment.

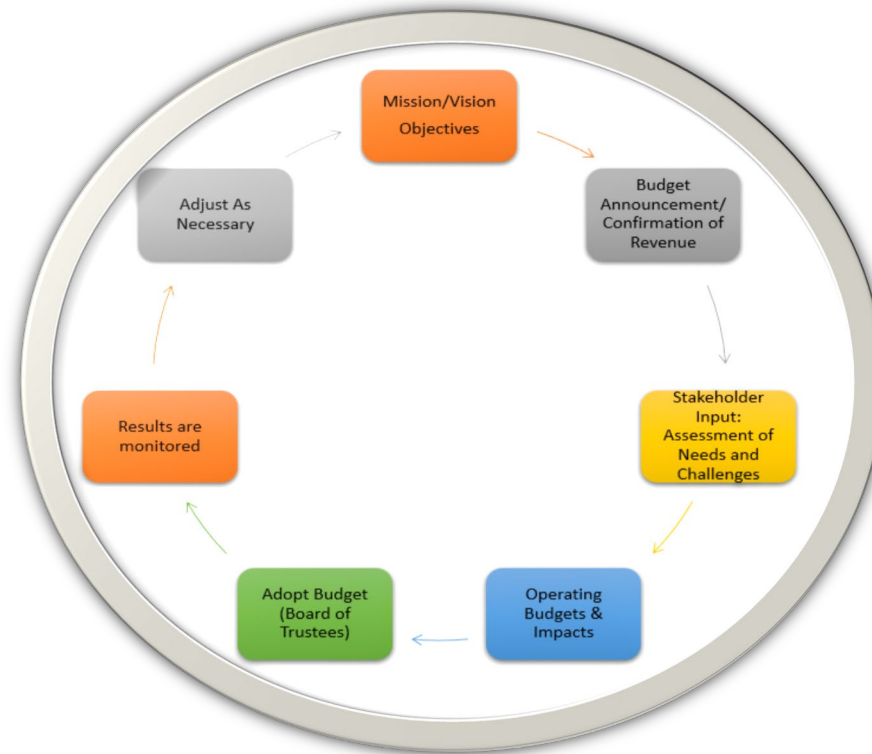
Vision Statement

The Truth of Christ, love of God, and abundant Knowledge of God's Creation will be experienced by and manifest 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 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.

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 the budget is 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 2025-2026 Budget will provide almost \$1.1 billion over the next three years to support enrolment growth, with \$185 million being spent in 2025/26. This funding will support the hiring of approximately 4,000 teaching assistants and support staff over the next three years. It is important to note that Alberta's education operating expense budget will reach an all-time high of \$9.88 billion in 2025/26, an increase of \$426 million, or 4.5 %, from the previous year. The province has increased Classroom Complexity funding by 20% from the previous year to support complex classroom needs to provide students the focused time and attention they need.

The 2025 Capital Plan also invests \$2.6 billion over the next three years to increase the number of schools in growing communities, to maintain existing schools and to support ongoing projects, including collegiate programs and public charter school infrastructure.

FUNDING ALLOCATION CHANGES

The province has adopted 'The Adjusted Enrolment Method (AEM)' over the 'Weighted Moving Average (WMA)' method that was used in the past for calculating Full Time Equivalent enrolments as the basis for many formulas within the Funding Manual. With this new change in methodology, the Supplemental Enrolment Growth Grant has now been removed.

Christ The Redeemer's proposed operating budget for the 2025-2026 fiscal year totals approximately \$114 million. Christ The Redeemer's projected overall deficit position for the upcoming school year equates to

\$1,235,131. The deficit is attributed primarily to the strong emphasis placed on smaller class sizes to provide optimal learning environments for our students and due to the cumulative 6% increase in support staff salaries and benefits.

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](#).

FUNDING RATE INCREASES

Budget 2025 provides school authorities with \$389 million over the next three years to cover the rising costs of maintaining educational facilities, unavoidable expenses like insurance and utilities, and the growing costs of providing programs and services for students needing additional support. This funding will provide the following grant increases in the 2025/26 school year.

The following Learning Support grants will receive a 2.32% rate increase.

- Program Unit Funding (PUF)
- Specialized Learning Support Grant (SLS)
- Moderate Language Delay Grant
- English as an Additional Language allocation (EAL)
- First Nations, Métis, and Inuit Education (FNMI)
- Refugee Student Grant
- Socio-Economic Status Grant
- Geographic Grant
- School Nutrition Grant
- Student Transportation Grant

- The Classroom Complexity Grant will receive a 20% rate increase. This increase in funding will further support the diverse needs of students by addressing classroom complexity and improving access to various supports in the classroom.
- Operations and Maintenance will receive a 3% grant rate increase for all school authorities.

Over the next three years, \$102.4 million in operating funding is allocated to provide sustainable, predictable career education, including funding for collegiate schools.

A new School Technology Grant will provide funding for both SuperNet services and the cybersecurity needs of school authorities' IT systems. This includes a 20% increase to the per-site funding rate for SuperNet – rising from \$800 to \$960 per site. A new Technology Component will be added to strengthen school authorities' IT security.

Career Education

Budget 2025 will continue to support dual credit programming and new collegiate schools with \$22 million over 3 years in start-up operating funding and \$43 million to support the capital costs of new collegiate schools opening in the 2025/26 and 2026/27 school year. Work is underway to explore further enhancements to support career education. These enhancements will provide funding increases in the 2026/27 and 2027/28 fiscal years.

Transportation – Distance changes for Grades K to 6

The province has revised the transportation distance eligibility criteria for students in Grades K to 6 from the previously announced distance of 1 kilometre to 1.6 kilometres effective September 1, 2025. This change will address some of the challenges and concerns brought forth by school authorities regarding limited capacity to provide service at 1 kilometre. The distance criteria for students in Grades 7 to 12 will remain at 2 kilometres.

In order to accommodate this change, the province has provided one-year transition funding for the 2025/26 school year for school authorities that continue to transport students in kindergarten to Grade 6 that reside between 1 and 1.6 kilometres from their attending school. CTR implemented this change in criteria and therefore will be eligible for this one-year transition funding.

Other Provincial Priority Funding:

- 1.) CTR received funding for Low Incidence Supports and Services (LISS) in the 2022-23 to 2024-2025 year and anticipates additional funding in the 2025-2026 year. 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.
- 2.) Dual Credit Start-Up & Collegiate School Commencement Funding - Christ the Redeemer continues to explore both dual credit and collegiate model options for CTR students.

ENROLMENT

- CTR projects a total student population of 10,431 for the upcoming 2025-26 school year. It is assumed that enrolment will increase by approximately 0.5% when comparing to the current 2024-25 fiscal year.
- CTR's Full Day Kindergarten program will continue. 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 2025-2026 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 Education¹:** 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 CMR².
- **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.

¹ [Funding Manual for School Authorities 2025/2026 School Year](#)

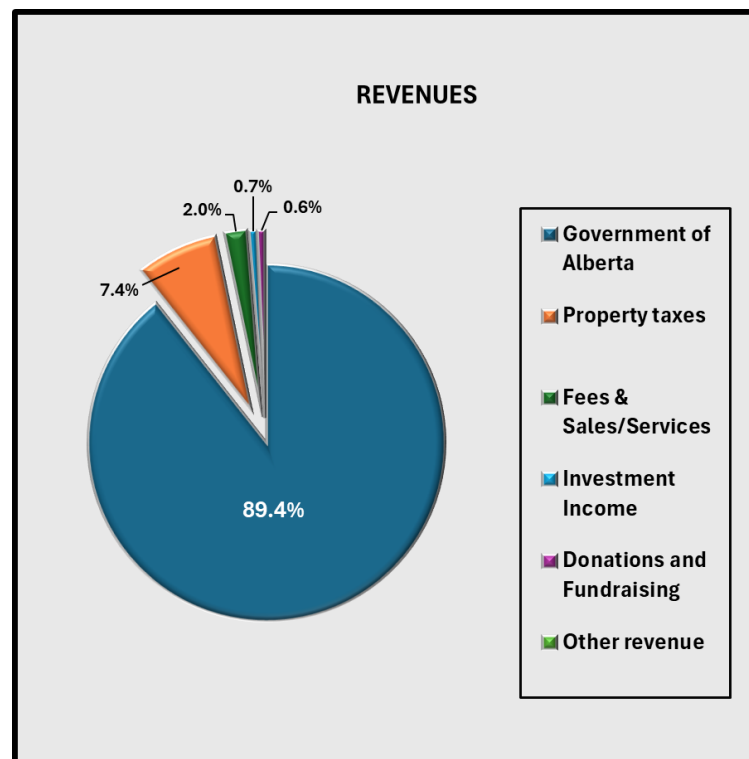
² IMR-Infrastructure, Maintenance and Renewal and CMR - Capital Maintenance and Renewal

- **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 2025-2026 year due to its ability to cover the transportation costs with excess deferred funds from the 2024-25 school year.
- **Sales of Services and Products:** Other revenue received for sales and services such as yearbook costs, optional graduation costs, etc.
- **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 \$112 million 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 2024-2025 and 2025-2026 budgeted figures.

Breakdown of Revenues



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.

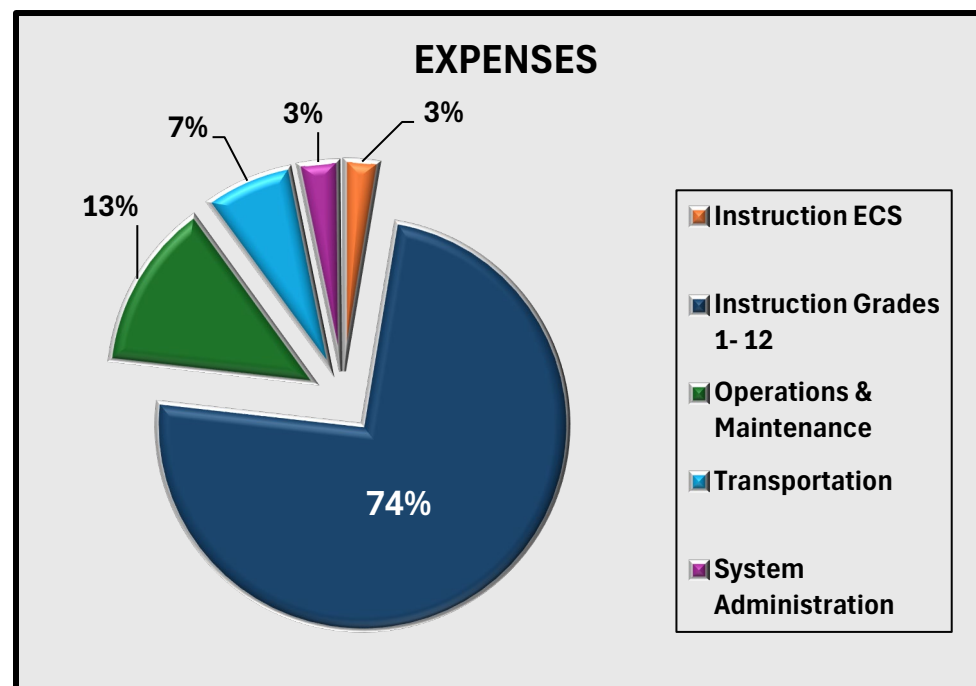
External Services – Programs offered outside of the Educational Operational Programs mentioned above.

BUDGETED EXPENDITURES

Christ The Redeemer is budgeting approximately \$114 million 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 2024-2025 and 2025-2026 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. Our Lady of the Snows Catholic Academy Permanent Construction – Canmore, Alberta
2. New High School – Okotoks, Alberta
3. New School Announcement – High River, Alberta

Continuing Priorities include the following projects. These two projects have received funding.

- 1.) St. Joseph's Collegiate - Brooks, Alberta (received Planning Funding)
- 2.) Sprung Structure - École Good Shepherd School to St. John Paul 2 Collegiate - Okotoks, Alberta (received Pre-Planning Funding)

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 10,431. This projection demonstrates a slight increase to CTR's enrolment; 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 maintaining its Distance Learning student population.

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's 2026 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. The Division has created staffing ratios that meet the unique context for CTR's traditional, online and outreach schools, with the ability to respond as pressure points emerge. Budget 2026 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. Negotiations between the TEBA and the Alberta Teacher's Association are currently underway to ratify a new collective agreement to replace the agreement that expired on August 31, 2024. 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. However, teacher benefit increases and potential increases to substitute teacher salaries may not be subsidized.

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 to remain consistent with market increases across the province. 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	Budget 2025/2026	Actual 2024/2025	Actual 2023/2024
CERTIFICATED STAFF FTE	508.9	490.6	483.2
NON-SCHOOL BASED STAFF FTE	13.1	12.1	10.4
TOTAL FTE	522.0	502.7	493.6

An overall increase of 3.84% from actual 2024-2025 to 2025-2026. This increase is mainly due to enrolment growth.

Non-Certificated

PROJECTED STAFFING STATISTICS	Budget 2025/2026	Budget 2024/2025	Actual 2023/2024
Instructional - Education Assistants	96.0	105.8	98.9
Instructional - Other non-certificated instruction	83.6	86.0	82.0
Operations & Maintenance	50.4	51.1	48.4
Transportation - Other Staff	1.9	1.9	7.8
Other	19.7	19.7	18.7
TOTAL FTE:	251.6	264.5	255.8

An overall decrease of 4.8% from actual 2024-2025 to 2025-2026.

FINANCIAL & OPERATIONAL RISKS/ASSUMPTIONS:

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

NON-CERTIFICATED AND CERTIFICATED STAFF SALARIES

- **Basis of Assumption:** Grid increments and the anticipated salary and benefit increases of certificated, and non-certificated staff are a significant annual expense and pose a serious financial risk to the School Division if not funded.
- **Risk Level: High.** 73% of operational expenditures pertain to salaries & benefits. Annual grid increments occur due to the collective agreement and are mandatory for CTR. Negotiations between the province of Alberta and the Alberta Teacher's Association are currently underway to ratify a new collective agreement. 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. However, non-certificated positions are not funded nor are the increased benefit costs incurred by salary increases to teachers and support staff 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 across the province are trying to manage rising inflationary pressures and tariff threats. Although school divisions received a 3% increase in

Operations and Maintenance grant funding, 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 recently introduced US tariffs can have intensifying concerns around market volatility and shifting procurement behaviour. This can result in economic uncertainty and potential reductions in government revenue from affected industries (like manufacturing and energy), and consequently resulting in reduced funding for operational, infrastructure, and technology investments. The Division continues to collaborate with procurement to help mitigate escalating costs and potential external threats, such as tariffs, by ensuring efficient sourcing of Canadian supplies and services. 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:** 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 support to promote classroom regulation and to make sure students are available to learn. The financial implications of addressing these complexities include maintaining low class sizes, hiring more Educational Assistants, and providing

other support services to assist our students and teachers in the classroom. Although the province has increased the funding to address Classroom Complexity by 20% (from the previous year) to alleviate some of this pressure, there is concern over the commitment of these funds on an ongoing basis and the overall shortfall of these funds to address complex needs.

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 due to the use of its projected excess Deferred Transportation Grant Funds and targeted reserves, long-term sustainability remains a concern.
- **Risk Level: Moderate:** Although the bus driver shortage issues have stabilized, the Division remains adaptable, exploring internal 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 \$277,619 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.

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.

CTR has also experienced a significant increase in cybersecurity insurance over the years. CTR will continue to implement proactive IT strategies to strengthen security and reduce cybersecurity insurance costs over time.

CTR contributes annually into a Self-Insured Retention (SIR)³. CTR needs to plan to invest in its insurance consortium, (ARMIC)⁴, 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.

³ Self-Insured Retention – An amount paid by the insured before the insurance policy comes into effect

⁴ Alberta Risk Management Insurance Consortium

RETENTION OF CERTIFICATED STAFF

- **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 2025-2026 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 its base rate by 4.3% largely due to medical inflation. CTR's Life & Extended Disability Benefits and Life Insurance reflects the base rates (previously at 5% surcharge) while Extended Health Care, Dental Care and Vision Care will continue at a discount of 5%. These changes are based on six-year's of loss history in the specific lines of coverage indicated above. It is also assumed that in January 2026, CPP rates will increase by approximately 9% and EI by 7%. These assumptions have been factored into budget 2025-2026. It is important to note that the Alberta Teacher's Retirement Fund (ATRF) Government Contribution Rate remained at 8.92% this year.

- **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 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 since the model is no longer based on a September count date. This change in funding model places a greater emphasis on student projections which could negatively impact a school division's funding if actuals vary greatly from the initial projections. This change also 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.

OTHER CHALLENGES/CONSIDERATIONS:

- Curriculum Implementation - Christ The Redeemer will continue supporting its teachers and students during the rollout of the curriculum. Lack of provincial resourcing materials to accompany the rollout creates operational and fiscal challenges.
- 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.
- 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.

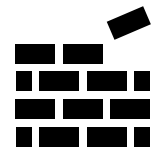
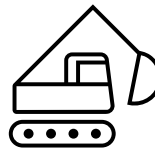
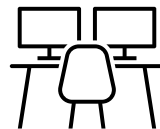
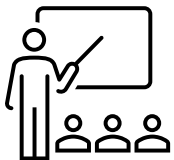
RESERVES

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

Operating reserves for the purpose of this section includes the sum of Unrestricted Surplus and Total Operating Reserve balances less School Generated Funds. The maximum operating reserve balance for the 2025/26 school year will be equal to 6% of the total expenses reported in the August 31, 2025, Audited Financial Statements.

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 1% operating reserve balance. Christ the Redeemer continues to account for board approved capital additions and replacements into the future. This plan is integrated into CTR's Budget Report template.



SCHEDULE A – BUDGETED REVENUE

BUDGETED REVENUE

	Budget		Budget		Variance
	2025-2026		2024-2025		% Increase/(Decrease)
Alberta Education	\$	96,544,754	\$	96,166,236	0.39%
Alberta Infrastructure	\$	3,769,482	\$	3,870,086	-2.60%
Other Alberta school authorities	\$	230,000	\$	230,000	0.00%
Property taxes	\$	8,302,564	\$	6,725,094	23.46%
Fees	\$	1,744,757	\$	1,767,107	-1.26%
Sales of services and products	\$	495,086	\$	499,718	-0.93%
Investment income	\$	734,500	\$	803,036	-8.53%
Gifts and donations	\$	262,559	\$	263,569	-0.38%
Rental of facilities	\$	40,000	\$	20,000	100.00%
Fundraising	\$	416,579	\$	392,311	6.19%
Other revenue	\$	338,198	\$	205,108	64.89%
TOTAL REVENUES	\$	112,878,479	\$	110,942,265	1.75%

Notes (Increase > 5% or < -5% OR > \$500,000):

Education Property Taxes:

Education property tax rates increased after being frozen in 2024-2025.

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).

Other Revenue:

An increase in secondment revenue.

BUDGETED REVENUE-Breakdown

		Budget		Budget		Variance
		2025-2026		2024-2025		% Increase/(Decrease)
Alberta Education		\$ 96,544,754	\$	96,166,236	\$	0.39%
	Instruction	\$ 77,045,460	\$	77,006,827		0.05%
	Operations & Maintenance	\$ 8,259,271	\$	8,199,426		0.73%
	Transportation	\$ 7,792,477	\$	7,556,000		3.13%
	System Admin	\$ 3,447,546	\$	3,403,983		1.28%
Alberta Infrastructure		\$ 3,769,482	\$	3,870,086	\$	-2.60%
	Operations & Maintenance	\$ 3,769,482	\$	3,870,086		-2.60%
Other Alberta school authorities		\$ 230,000	\$	230,000	\$	0.00%
	Operations & Maintenance	\$ 230,000	\$	230,000		0.00%
Property taxes		\$ 8,302,564	\$	6,725,094	\$	23.46%
	Instruction	\$ 8,302,564	\$	6,725,094		23.46%
Fees		\$ 1,744,757	\$	1,767,107	\$	-1.26%
	Instruction	\$ 1,744,757	\$	1,767,107		-1.26%
Sales of services and products		\$ 495,086	\$	499,718	\$	-0.93%
	Instruction	\$ 495,086	\$	462,218		7.11%
	External Services	\$ -	\$	37,500		-100.00%
Investment income		\$ 734,500	\$	803,036	\$	-8.53%
	Instruction	\$ 734,500	\$	803,036		-8.53%
Gifts and donations		\$ 262,559	\$	263,569	\$	-0.38%
	Instruction	\$ 262,559	\$	263,569		-0.38%
Rental of facilities		\$ 40,000	\$	20,000	\$	100.00%
	Operations & Maintenance	\$ 40,000	\$	20,000		100.00%
Fundraising		\$ 416,579	\$	392,311	\$	6.19%
	Instruction	\$ 416,579	\$	392,311		6.19%
Other revenue		\$ 338,198	\$	205,108	\$	64.89%
	Instruction	\$ 183,862	\$	175,058		5.03%
	Operations & Maintenance	\$ -	\$	1,000		-100.00%
	External Services	\$ 154,336	\$	29,050		431.28%
TOTAL REVENUES		\$ 112,878,479	\$	110,942,265	\$	1.75%

SCHEDULE B – BUDGETED EXPENDITURES

BUDGETED EXPENDITURES

	Budget		Budget		Variance
	2025-2026		2024-2025		% Increase/(Decrease)
Certificated salaries	\$	52,998,173	\$	52,448,065	1.05%
Certificated benefits	\$	12,315,446	\$	11,907,035	3.43%
Non-certificated salaries and wages	\$	13,586,247	\$	12,996,482	4.54%
Non-certificated benefits	\$	4,799,234	\$	4,420,290	8.57%
Services, contracts, and supplies	\$	24,785,522	\$	24,544,245	0.98%
Capital and debt services					
Amortization of capital assets					
Supported	\$	4,424,086	\$	4,459,686	-0.80%
Unsupported	\$	1,088,966	\$	1,313,054	-17.07%
Supported - ARO	\$	314	\$	314	0.00%
Unsupported - ARO	\$	30,622	\$	6,946	340.86%
Other interest and finance charges	\$	85,000	\$	105,000	-19.05%
	\$	114,113,610	\$	112,201,117	1.70%

Notes (Increase > 5% or < -5% OR > \$500,000):

Certificated Salaries

Increased the total number of certificated positions. Refer to the Budget Template for a breakdown.

Non-Certificated Salaries

Increased due to a 6% increase in support staff salaries.

Non-Certificated Benefits

6% increase in support staff salaries thereby resulting in an overall increase in support staff benefits.

ASEBP benefits base rates have increased by 4.3%. Inflationary pressures have put upward pressure on costs for pharmaceutical and medical services.

Unsupported Amortization:

Decrease due to multiple unsupported assets becoming fully amortized in Fiscal 2026. These projects include a 2001 modernization, and 2016 furniture & equipment.

BUDGETED EXPENDITURES-Breakdown

		Budget		Budget		Variance
		2025-2026		2024-2025		% Increase/(Decrease)
Certificated salaries		\$ 52,998,173		\$ 52,448,065		1.05%
	Instruction	\$ 51,853,139		\$ 51,441,180		0.80%
	System Administration	\$ 1,010,288		\$ 985,915		2.47%
	External Services	\$ 134,746		\$ 20,970		542.57%
Certificated benefits		\$ 12,315,446		\$ 11,907,035		3.43%
	Instruction	\$ 12,142,493		\$ 11,759,627		3.26%
	System Administration	\$ 153,362		\$ 144,338		6.25%
	External Services	\$ 19,591		\$ 3,070		538.14%
Non-certificated salaries and wages		\$ 13,586,247		\$ 12,996,482		4.54%
	Instruction	\$ 9,211,623		\$ 8,858,235		3.99%
	Operations & Maintenance	\$ 2,968,992		\$ 2,786,949		6.53%
	Transportation	\$ 150,563		\$ 141,920		6.09%
	System Administration	\$ 1,255,069		\$ 1,209,378		3.78%
Non-certificated benefits		\$ 4,799,234		\$ 4,420,290		8.57%
	Instruction	\$ 3,389,270		\$ 3,153,852		7.46%
	Operations & Maintenance	\$ 974,694		\$ 874,524		11.45%
	Transportation	\$ 45,042		\$ 40,391		11.51%
	System Administration	\$ 390,228		\$ 351,523		11.01%
Services, contracts, and supplies		\$ 24,785,522		\$ 24,544,245		0.98%
	Instruction	\$ 10,935,575		\$ 10,740,850		1.81%
	Operations & Maintenance	\$ 5,712,976		\$ 5,842,741		-2.22%
	Transportation	\$ 7,596,872		\$ 7,373,747		3.03%
	System Administration	\$ 540,099		\$ 544,397		-0.79%
	External Services	\$ -		\$ 42,510		-100.00%
Capital and debt services		\$ 5,543,988		\$ 5,780,000		-4.08%
	Amortization of capital assets					
	Supported					
	Operations & Maintenance	\$ 4,424,400		\$ 4,460,000		-0.80%
	Unsupported					
	Operations & Maintenance	\$ 1,026,088		\$ 1,226,500		-16.34%
	System Administration	\$ 93,500		\$ 93,500		0.00%
Other Interest and Finance Charges		\$ 85,000		\$ 105,000		-19.05%
	Instruction	\$ 85,000		\$ 100,000		-15.00%
	System Administration	\$ -		\$ 5,000		-100.00%
TOTAL EXPENDITURES		\$ 114,113,610		\$ 112,201,117		1.70%