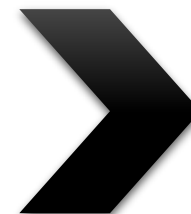
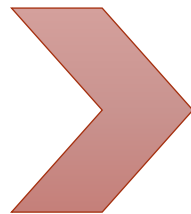
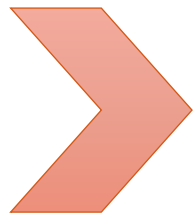

CHRIST THE REDEEMER CATHOLIC SCHOOLS

BUDGET REPORT 2023-2024



CONTENTS

Executive Summary.....	3
Governance Structure	5
Budgeting Cycle	7
Financial Summary, Highlights & Updates	8
Changes to Province of Alberta Funding Rates/Grants.....	9
Enrolment	11
Revenue	12
Budgeted Revenue.....	14
Expenditures.....	15
Budgeted Expenditures.....	16
Capital Plan.....	17
Student Stats	18
Staff Stats	19
Financial & Operational Risks/Assumptions:.....	20
Transportation	20
Continued Covid-19 Implications.....	21
Existing Staff Salaries	22
Insurance Premiums	23
Teacher Negotiations (Alberta Teacher Association)	24
Benefits (ASEBP)	24
Enrolment	25
RESERVES.....	26
Schedule A – Budgeted Revenue	27
Schedule B – Budgeted Expenditures.....	30

EXECUTIVE SUMMARY

Christ The Redeemer (CTR) Catholic School's 2023-2024 budget is guided by its Four-Year Education Plan and fundamental beliefs of Faith, Learning, Safe & Caring Environments and Stewardship of Resources. 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 2024 Budget places a heavy emphasis on smaller class sizes to optimize the quality of student learning and has set targeted priorities to achieve student success. This approach will improve student engagement and collaboration within the classroom which should result in greater academic learning. The allocation of funds into the classroom will provide the necessary resources and supports to ensure a quality education for all students.

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

FAITH- CTR is approaching the third year of its Three-year Faith Theme, "I am the Way, the Truth, and the Life" CTR will implement new resources in the elementary program and will continue to infuse a faith perspective into its schools.

HEALTHY SCHOOLS –CTR continues to provide the appropriate mental health supports necessary to enhance emotional, social, intellectual, and physical well-being of its members. 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.

CURRICULUM – The Division is supporting its teachers as they continue to implement the new K to 6 Curriculum. In the upcoming year, teachers will focus on creating support documents for the Elementary level which will include the following programs: Science (Grades K to 6), French Immersion Language Arts and Literature (Grades K to 6) and English Language and Literature (Grades 4 to 6). CTR will enter its second year of implementation for its Mathematics program (Grades K to 6).

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

Christ The Redeemer’s proposed Operating Budget for the 2023-2024 fiscal year totals approximately \$110 million. Christ The Redeemer’s projected overall deficit position for the upcoming school year equates to \$850,567. This report provides further details surrounding the Operational and Capital Planning aspects of the School Division for the upcoming 2024 fiscal year. The preparation of the budget is a collaborative task that involves various stakeholder input and participation. It is an iterative and transparent process, and I would like to thank everyone who was involved with the preparation and development of this budget.



Sincerely,
Katelyn Nickel, CPA
Director of Corporate Services

GOVERNANCE STRUCTURE

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

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



ANDREA KEENAN



HARRY SALM



ANDREW GUSTAFSON



MICHELLE RUDE-VOLK



JOHN-DAVID BOGDANOWSKI



JOHN DEJONG



MARK CHUNG



MARK MACDONALD

Mission Statement

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

Vision Statement

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

Treaty Seven Land Acknowledgement

We acknowledge Siksik'aohsin (Blackfoot Territory) and honour Niipaitapiiwahsin (way of life) of Kainai, Siksika and Piikani, including Tsuut'ina, Stoney Nakoda, Metis Nation Region 3 and everyone else residing in the Territory.

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 grant revenue and will update its estimated expenditures. It is important to analyze budget highlights, financial and operational risks, and assumptions, and to articulate ways to mitigate these potential risks.

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

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

FINANCIAL SUMMARY, HIGHLIGHTS & UPDATES

The Provincial 2023-2024 Budget includes an injection of an additional \$700 million into Education over the next three years. This funding will help provide sustainable and predictable funding to all School Divisions, assist with enrolment growth or enrolment declines, and offset inflationary pressures. Due to the new curriculum, and increase in classroom complexities, targeted grants were announced to support staff and students with curriculum implementation, classroom complexity, and student well-being and mental health funding.

Christ The Redeemer's proposed operating budget for the 2023-2024 fiscal year totals approximately \$110 million. Christ The Redeemer's projected overall deficit position for the upcoming school year equates to \$850,567. CTR will monitor its fiscal spending throughout the year to ensure it is achieving its goals and objectives in the short and long term.

The 2023-2024 budget is based on Alberta Education's Three-Year Weighted Moving Average (WMA) funding model. Funding provided to the Division is dependent upon the Government of Alberta, however other revenue assumptions are as follows:

- CTR calculated its provincial funding based on 20% of the actual student enrolment figures for the 2021-2022 year, 30% of the estimated enrolment of the 2022-2023 year and 50% of the projected enrolment for the 2023-2024 fiscal year.

Fiscal Year	WMA Factor	Enrolment Classification
2021-2022	20%	Actual
2022-2023	30%	Estimates
2023-2024	50%	Projected

CHANGES TO PROVINCE OF ALBERTA FUNDING RATES/GRANTS

- Base Instruction Grants - Equates to a 6% increase in grant rates.
- Support and Services Grants – Equates to 10% increase in grant rates.
- Operations and Maintenance to support well-maintained and safe schools -Equates to a 5% increase to grant rates.
- School Nutrition Grant – Equates to 20% increase.
- System Administration (Targeted Grant) - Equates to a 0.05% increase in grant total.
- Transportation (Targeted Grant)
 - Increase to grant rates and reduction in distance eligibility criteria. The criteria will reduce from the current 2.4 kilometres to 1 kilometre for K-6 students and two kilometres for students in grades 7 to 12. School Divisions have until the 2024-2025 fiscal year to fully implement the revised riding distances.
 - Fuel Price Contingency Funding – Will continue to be provided to offset rising fuel prices.
 - School Bus Driver Grant – Funding will be provided to drivers/contractor employees who complete their Class 2-S and Class 4-S Drivers.
- Bridge funding was replaced due to the increase in the grant rates mentioned above. This provides School Divisions with more predictability in funding.

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

- 1.) **New Home Education Pilot Grant** – \$3.5 million in 2023-24 to support Kindergarten students enrolled in a Home Education program.

- 2.) **New Classroom Complexity Grant** – \$42 million in 2023-24 to provide School Divisions with additional funding to address increasing classroom complexity needs. This funding can be used to hire additional positions best suited for each Division’s needs.
- 3.) **New Teacher Salary Settlement** – Over \$140 million in the 2023-24 fiscal year. This funding will offset the increase in certificated salaries based on the collective agreement ratified by the Alberta Teacher’s Association (ATA) and Teachers’ Employer Bargaining Association (TEBA).

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

- 4.) This includes \$47 million provincially for teacher PD and resources to support School Divisions with the implementation of the new curriculum. Christ The Redeemer has been viewed as a provincial leader in reviewing the K-6 curriculum, and in influencing the development of portions of the new curriculum.
- 5.) Displaced Student Funding – (This is contingent on the number of students).
- 6.) Learning Disruption Funding (\$10 million)– This funding has been used to assist students whose learning was impacted by the Covid-19 pandemic. Christ the Redeemer has leveraged this funding to provide additional supports in the classroom.

Other Provincial Priority Funding:

- 1.) Christ The Redeemer received funding due to the launching of Alberta Education’s mental health pilot project. CTR partnered with McMan Youth, Family and Community Services. This will continue in the coming year.

2.) CTR received funding for Low Incidence Supports in the 2022-23 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 that will provide long-term supports for students with low incidence disabilities.

ENROLMENT

- CTR projects a total student population of 10,155 for the upcoming 2023-24 school year. It is assumed that enrolment overall will slightly increase, equivalent to a 1.26% increase, when comparing its student population to the current 2022-23 fiscal year.
- CTR rolled out a successful full day kindergarten program in 2021-22. This program has increased educational opportunities for CTR’s younger learners. This program integrates CTR’s divisional priorities mentioned above which has allowed students to focus on their mental, social, and physical wellness from a young age. In 2023-2024 CTR will continue to provide this option for its families as a full day of learning provides new experiences and opportunities.
- Shared Responsibility and Home Education students are funded based on the actual September 29th count.

PROJECTED STUDENT STATISTICS	Budgeted 2023/2024	Actual 2022/2023	Actual 2021/2022
EARLY CHILDHOOD SERVICES (ECS)	446	423	458
GRADES 1 TO 12	8,583	8,600	8,452
HOME EDUCATION	1,126	1,006	1,214
TOTAL	10,155	10,029	10,124
	1.26%	-0.94%	

REVENUE

The Division 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 funding categories that fall under Alberta Education consists of the following:
 - Base Instruction
 - Services & Supports
 - School/Facilities
 - Community
 - Jurisdiction

- **Alberta Infrastructure:** Capital grants received (Excluding IMR and CMR)²
 - IMR - Operation & Maintenance expenses and capital projects.
 - CMR - Used for pre-approved capital projects.

- **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 2023/2024 School Year](#)

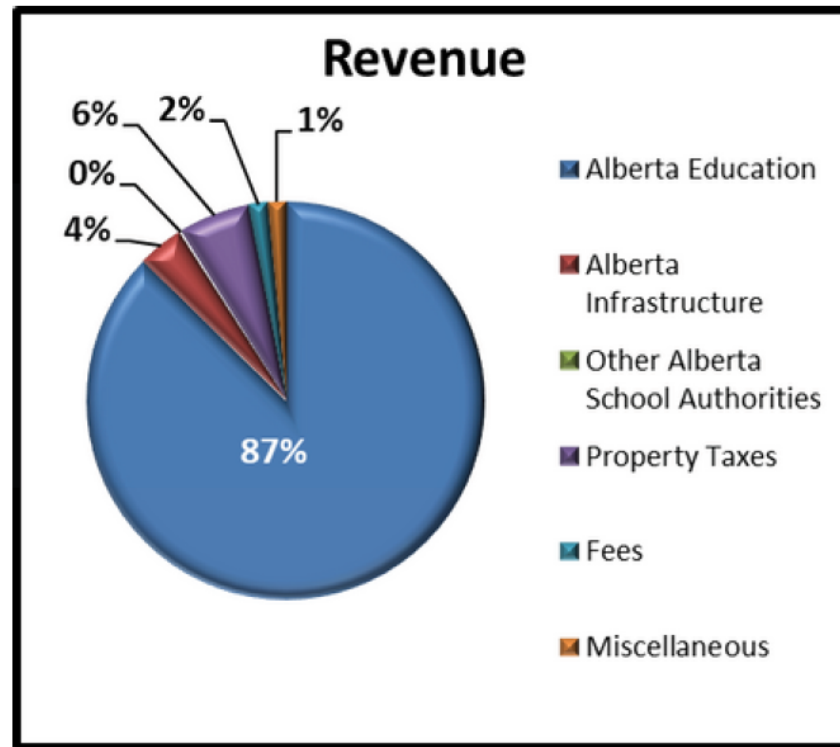
² IMR-Infrastructure, Maintenance and Renewal and CMR - Capital Maintenance and Renewal

- **Out of Province Authorities:** Christ The Redeemer has an agreement with a School Division located outside the province (Northwest Territories).
- **Property Taxes:** Education property taxes received directly from Municipalities. The Alberta School Foundation Fund (ASFF) is responsible for managing school taxes collected to provide equitable funding amongst school jurisdictions.
- **Fees:** Divisional and school generated fees collected for services provided to students. Christ The Redeemer has decided that it will not collect Transportation fees in the 2023-2024 year and will continue to review this decision on an annual basis.
- **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 \$109,430,039 for the coming year. Most of the Division's revenues are received from the government through property taxes and provincial revenue.

Refer to [Schedule A](#) (Budgeted Revenue) for a summary and breakdown of budgeted revenues. A variance analysis has been completed to show the changes between the 2022-2023 and 2023-2024 budgeted figures.



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

EXPENDITURES

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

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

Operation 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.

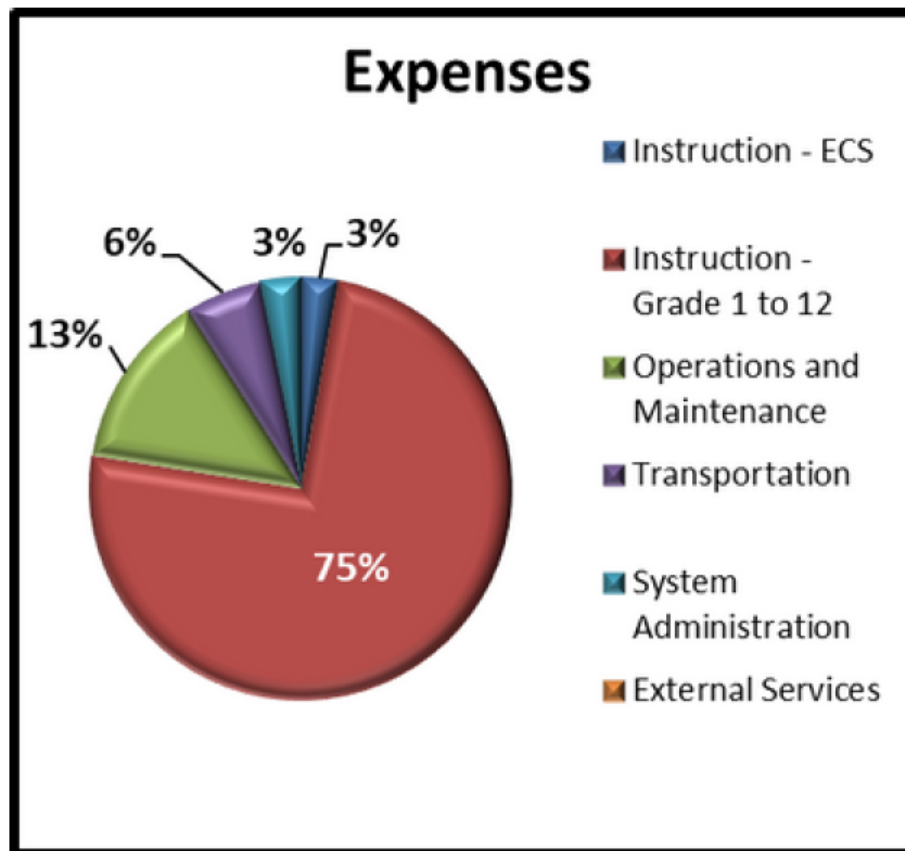
System Administration - Governance and Central-based Division Office Administration. These funds are targeted, and each school board must reside within their designated allotments. For the upcoming year, this total has increased by 0.05%.

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

BUDGETED EXPENDITURES

Christ The Redeemer is budgeting approximately \$110,280,606 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 2022-2023 and 2023-2024 budgeted figures.



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 will work with Alberta Infrastructure and Capital Planning during the planning and construction phase of this new school. CTR must also factor the capital plan into the budgeting process when analyzing the distribution of its accumulated reserves.

TOP DIVISIONAL PRIORITIES

Priority	Site	Type of Project	Project Capacity
1	Our Lady of the Snows Catholic Academy K-12 Canmore	Construction: Permanent Addition	150 capacity
2	Saint Joseph’s Collegiate 9-12 Brooks	Construction: Permanent Addition	150 capacity
3	New School – Montrose 9-12 High River	Construction: New Facility	450 core 550 capacity 9-12

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 10,155. It is assumed that CTR's enrolment will increase slightly, however, census data indicates a decline in student-aged population in some of our communities. In some areas this is due to population caps that were implemented in communities years ago. It has since been confirmed that some of these communities have lifted these population caps and will invest in infrastructure to accommodate growth. Therefore, it is expected that CTR will see an increase in enrolment in future years.

In addition, the Covid-10 pandemic resulted in substantial fluctuations of CTR's enrolment over the past few years. Christ The Redeemer's established programs at the Centre for Learning@Home (CFL) and Okotoks Home School (OHS) resulted in an influx of students, however, it was evident in the 2022-2023 school year that these students returned to their original School Divisions and that fluctuations in enrolment are no longer as substantial.

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

STAFF STATS

Certificated and Non-Certificated (Support) staff salaries and benefits equate to 74% 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. As the Collective Agreement expired in 2020, a new agreement was ratified. 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. The 2024 Budget template shows a student FTE to certificated FTE ratio of 21 and an increase in both certificated and non-certificated positions to accommodate enrolment growth, classroom complexities issues and to help alleviate other various classroom pressure points around the Division. 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.

Certificated

PROJECTED STAFFING STATISTICS	Budgeted 2023/2024	Actual 2022/2023	Actual 2021/2022
CERTIFICATED STAFF FTE	492	480	491
NON-SCHOOL BASED STAFF FTE	10	10	9
TOTAL STAFF FTE	502	490	500

Non-Certificated

PROJECTED STAFFING STATISTICS	Budgeted 2023/2024	Actual 2022/2023	Actual 2021/2022
Instructional - Education Assistants	104.0	91.0	101.0
Instructional - Other non-certificated instruction	80.0	85.0	82.0
Operations & Maintenance	52.0	48.0	49.0
Transportation - Other Staff	8.0	2.0	2.0
Other	20.0	20.0	21.0
TOTAL:	264.0	246.0	255.0

FINANCIAL & OPERATIONAL RISKS/ASSUMPTIONS:

Christ The Redeemer’s business risks and assumptions:

TRANSPORTATION

- **Basis of Assumption:** An assumption that Christ The Redeemer may experience transportation challenges due to the driver shortage issue being experienced across the province of Alberta. In addition to this issue, CTR is entering into the last year of its Five-Year Contract. This contract has minimized the risk of significant cost increases over the past few years due to rising fuel prices and Consumer Price Index (CPI) for transportation.
- **Risk Level: Moderate.** The driver issue has caused operational issues, such as increases to drive times and the canceling of routes, due to a shortage of bus drivers. CTR continues to work with its external contractor to find ways to ensure that its students will get to and from school in a safe

manner. As mentioned, CTR has only one year left of its current contract; however, CTR increased some of its base rates for the current year and has proposed to do so in the coming year. The objective is to try and assist with driver retention through incentivizing drivers to transport CTR students. Despite the increase in base rates this year, reprieve of this driver shortage issue has not yet been evident. CTR will continue to work with and monitor its third-party contractor to try and resolve the bus driver shortage situation. CTR will continue to be flexible and find internal methods that will help alleviate the situation and reduce impact to students, such as travel times. CTR will also begin the compilation of its RFP and go out to tender for the following 2024-25 school year.

CONTINUED COVID-19 IMPLICATIONS

- **Basis of Assumption:** An assumption that global supply chains remain under pressure.
- **Risk level: Moderate to High.** The supply chain shortage issues have and may continue to impact our staff and students. Christ The Redeemer has seen heightened demand in certain industries resulting in product delays. CTR will continue to leverage its procurement procedures to confirm the quality of products all while minimizing financial impacts and possible time delays.
- **Basis of Assumption:** An assumption that global supply chain issues will remain; however, it is believed that inflation will decrease in the 2023-2024 year.
- **Risk level: Low to Moderate.** Supply chain issues are exacerbating inflation, however, the rise in costs may be higher than budgeted. If inflation does not continue to fall and remains higher than anticipated, this will have a financial impact on the overall operating budget of the Division.

Departments will continue to analyze the current markets and will procure supplies and services as early as possible to mitigate risk of delays.

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

- **Risk Level: Low to Moderate.** The province has provided Learning Loss Disruption funding to assist students whose learning was negatively impacted by the pandemic. In 2022-2023, CTR received Student Well-Being funding to assist students who require mental health supports and this funding will be carried forward into the 2023-24 year. Through consultation with its Student Services Department, it was decided that CTR would partner with a third-party organization called, “McMan Youth, Family and Community Services”. In the 2023-24, CTR also will receive Classroom Complexity Funding. This funding is to be applied toward additional staffing to help address complex needs in the classroom. These positions have yet to be finalized as they are contingent on enrolment, but can include positions, such as Counsellors, Psychologists, Educational Assistants etc. Despite this additional funding, it has been discussed with senior administration that student needs will continue to be assessed as the year progresses. CTR’s Healthy Schools’ Initiative also places a priority in this area.

EXISTING STAFF SALARIES

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

- **Risk Level: Moderate.** 74 % of operational expenditures pertain to salaries & benefits. Annual grid increments occur due to the collective agreement and provides CTR with no flexibility here. The

province agreed to fund certificate salary increases, which has provided substantial financial relief for School Divisions, however, non-certificated positions are not funded nor are the rising costs in benefits.

INSURANCE PREMIUMS

- **Basis of Assumption:** Over the past five years, Christ The Redeemer's insurance costs have increased by over 580% largely due to the hard markets and CTR's historical claims (catastrophic 2013 Flood). As it has been ten years since the flood, it is expected that this claim will be removed from CTR's claim history in the 2023-24 fiscal year. Therefore, a reduction in property premiums is expected; however, other areas of coverage are expected to increase by 2-5%. Budget 2024 reflects an assumption that the province will continue to offset this substantial expenditure in the upcoming year.
- **Risk Level: High.** If Alberta Education does not subsidize CTR's insurance costs in 23-24, CTR will increase its overall deficit position. As per the Education Act, a board must have policies of insurance in place for operational purposes. In the interim, the board has begun taking steps to mitigate future increases through risk mitigation strategies.

CTR also contributes annual funds 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

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

⁴ Alberta Risk Management Insurance Consortium

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.

TEACHER NEGOTIATIONS (ALBERTA TEACHER ASSOCIATION)

- **Basis of Assumption:** Local bargaining has commenced for the current 2022-2023 year. This process continues until each School Division reaches a memorandum of agreement.
- **Risk level: Low.** Since larger expenditures items, such as salaries, are discussed during the central table bargaining process, CTR is not expecting any significant financial impacts due to local bargaining.

BENEFITS (ASEBP)

- **Basis of Assumption:** Alberta School Employee Benefit Plan (ASEBP) premiums will increase by 10.3% effective September 2023, largely due to medical inflation. CTR also saw an additional increase in Life & Extended Disability Benefits due to being charged a 5% surcharge and cost of living increase. A surcharge is applied due to a five-year incurred loss ratio. It is also assumed that in January 2024, CPP rates will increase by approximately 3% and EI 2%. These assumptions have been factored into budget 23-24.
- **Risk level: 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 are significant in nature. These increases have been factored into the budget but continue to remain a risk for the organization.

ENROLMENT

- **Basis of Assumption:** Enrolment is used by the province to determine 50% of the funding due to the Weighted Moving Average (WMA) model. These enrolment figures are provided in January and are based upon each school's experiences and assumptions. CTR will also continue to place an emphasis on its online school, the Centre for Learning@Home, due to its ever-changing environment.
- **Risk Level: Low to Moderate.** Variability of enrolment could result in CTR experiencing an inequitable level of funding since the model is no longer based on a September 29th count. This is because there will be no in-year adjustment unless enrolment growth exceeds the tiered set threshold stated in the funding manual (greater than 2%). The Division will need to pursue an in-year adjustment, should it not attain its enrolment, and to prepare for a possible recovery, in future years. The Centre for Learning@HOME has experienced significant enrolment fluctuations over the past few years due to the pandemic and increased competition.

Other Challenges/Considerations:

- Operations and Maintenance funding- Christ The Redeemer is seeing costs increase due to inflationary pressure. Despite aging buildings and increased costs of services, CTR will be challenged to think critically on how to maintain a high level of service for its students and staff.
- Curriculum Implementation-The province announced Curriculum Implementation funding for the coming year. Christ The Redeemer will continue supporting its teachers and students during the rollout of this new K-6 curriculum.

- Student Mental Health – CTR continues to see a large increase in student mental health issues. CTR will continue to prioritize and serve these students. CTR will receive Classroom Complexity funding in budget 2023-24 to help increase additional supports in the classrooms and schools.

RESERVES

A maximum limit for operating reserves for school jurisdictions has been implemented for August 31st, 2023. This maximum percentage is based on each School Division's System Administration percentage, which equates to 3.20% for the 2023-2024 year. As per the Education Act, school jurisdictions are required to obtain Ministerial approval prior to utilizing Operating Reserves or transferring to Capital Reserves and must maintain a minimum of one percent operating reserve balance. Christ the Redeemer's transfer to Capital Reserves is contingent on Ministerial Approval.

For further detail, refer to the Budget Report For the Year Ending August 31st, 2024.

SCHEDULE A – BUDGETED REVENUE

BUDGETED REVENUE

	Budget		Budget		Variance
	2023-2024		2022-2023		% Increase/(Decrease)
Alberta Education	\$	95,586,121	\$	89,083,459	7.30%
Alberta Infrastructure	\$	4,027,767	\$	4,033,160	-0.13%
Other Alberta school authorities	\$	200,000	\$	180,000	11.11%
Property taxes	\$	6,316,901	\$	7,170,342	-11.90%
Fees	\$	1,713,859	\$	1,197,981	43.06%
Sales of services and products	\$	484,604	\$	526,827	-8.01%
Investment income	\$	423,000	\$	243,000	74.07%
Gifts and donations	\$	244,275	\$	269,030	-9.20%
Rental of facilities	\$	20,000	\$	20,000	0.00%
Fundraising	\$	282,512	\$	252,413	11.92%
Other revenue	\$	131,000	\$	114,000	14.91%
TOTAL REVENUES	\$	109,430,039	\$	103,090,212	6.15%

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

Alberta Education

Increase in funding grant rates. This resulted in an estimated annual increase of 6.9%

Due to the additions of the following grants:

New Teacher Salary Settlement, Classroom Complexity & Kindergarten Home Education Funding

Other School Authorities

CTR is in a joint-use partnership with Francosud in Canmore.

CTR invoices its partners every quarter. The quarterly billings have increased due to increased O & M activity and inflation.

Education Property Taxes:

Adjust to align with trends analyzed in the past few years

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)

BUDGETED REVENUE

	Budget		Budget		Variance
	2023-2024		2022-2023		% Increase/(Decrease)
Alberta Education	\$	95,586,121	\$	89,083,459	7.30%
Alberta Infrastructure	\$	4,027,767	\$	4,033,160	-0.13%
Other Alberta school authorities	\$	200,000	\$	180,000	11.11%
Property taxes	\$	6,316,901	\$	7,170,342	-11.90%
Fees	\$	1,713,859	\$	1,197,981	43.06%
Sales of services and products	\$	484,604	\$	526,827	-8.01%
Investment income	\$	423,000	\$	243,000	74.07%
Gifts and donations	\$	244,275	\$	269,030	-9.20%
Rental of facilities	\$	20,000	\$	20,000	0.00%
Fundraising	\$	282,512	\$	252,413	11.92%
Other revenue	\$	131,000	\$	114,000	14.91%
TOTAL REVENUES	\$	109,430,039	\$	103,090,212	6.15%

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

Fees:

Increase in extra-curricular activities, field trips and events due to the return to normal operations

Sales or Services and Products:

Reduction in vendor rebate income

Decrease in sales of products at school level

Investment Income:

Rates rising due to Bank of Canada's increase in interest rates

Gifts and Donations:

Projecting a reduction in gifts & donations due to inflation and cost of living increases

Adjustment aligns with historical gifts and donation revenues received

Fundraising:

Increase in school activities/initiatives due to the return to normal operations

Other Revenue:

Increase in grant opportunities. CTR is considering other viable options

BUDGETED REVENUE-Breakdown

		Budget	Budget	Variance
		2023-2024	2022-2023	% Increase/(Decrease)
Alberta Education		\$ 95,586,121	\$ 89,083,459	7.30%
	Instruction	\$ 77,025,389	\$ 72,597,108	6.10%
	Operations & Maintenance	\$ 8,683,662	\$ 7,458,013	16.43%
	Transportation	\$ 6,507,288	\$ 5,949,092	9.38%
	System Admin	\$ 3,369,782	\$ 3,079,246	9.44%
Alberta Infrastructure		\$ 4,027,767	\$ 4,033,160	-0.13%
	Instruction	\$ 60,960	\$ 60,960	0.00%
	Operations & Maintenance	\$ 3,966,807	\$ 3,972,200	-0.14%
Other Alberta school authorities		\$ 200,000	\$ 180,000	11.11%
	Operations & Maintenance	\$ 200,000	\$ 180,000	11.11%
Property taxes		\$ 6,316,901	\$ 7,170,342	-11.90%
	Instruction	\$ 6,316,901	\$ 7,170,342	-11.90%
Fees		\$ 1,713,859	\$ 1,197,981	43.06%
	Instruction	\$ 1,713,859	\$ 1,082,981	58.25%
	Transportation	\$ -	\$ 115,000	-100.00%
Sales of services and products		\$ 484,604	\$ 526,827	-8.01%
	Instruction	\$ 447,104	\$ 489,327	-8.63%
	External Services	\$ 37,500	\$ 37,500	0.00%
Investment income		\$ 423,000	\$ 243,000	74.07%
	Instruction	\$ 423,000	\$ 243,000	74.07%
Gifts and donations		\$ 244,275	\$ 269,030	-9.20%
	Instruction	\$ 244,275	\$ 269,030	-9.20%
Rental of facilities		\$ 20,000	\$ 20,000	0.00%
	Operations & Maintenance	\$ 20,000	\$ 20,000	0.00%
Fundraising		\$ 282,512	\$ 252,413	11.92%
	Instruction	\$ 282,512	\$ 252,413	11.92%
Other revenue		\$ 131,000	\$ 114,000	14.91%
	Instruction	\$ 130,000	\$ 110,000	18.18%
	Operations & Maintenance	\$ 1,000	\$ 4,000	-75.00%
TOTAL REVENUES		\$ 109,430,039	\$ 103,090,212	6.15%

SCHEDULE B – BUDGETED EXPENDITURES

BUDGETED EXPENDITURES

	Budget		Budget		Variance
	2023-2024		2022-2023		% Increase/(Decrease)
Certificated salaries	\$	51,402,292	\$	48,705,391	5.54%
Certificated benefits	\$	11,990,066	\$	11,420,766	4.98%
Non-certificated salaries and wages	\$	13,155,090	\$	12,171,966	8.08%
Non-certificated benefits	\$	4,528,456	\$	3,845,583	17.76%
Services, contracts, and supplies	\$	23,339,702	\$	21,961,839	6.27%
Capital and debt services					
Amortization of capital assets					
Supported	\$	4,560,000	\$	4,512,929	1.04%
Unsupported	\$	1,192,740	\$	1,395,000	-14.50%
Unsupported - ARO	\$	7,260	\$	5,761	26.02%
Other interest and finance charges	\$	105,000	\$	53,000	98.11%
	\$	110,280,606	\$	104,072,235	5.97%

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

Certificated Salaries

Due to an increase in certificated FTE

Increase in salaries due to the ratification of the collective agreement by the Alberta Teacher's Association (ATA) and Teachers' Employer Bargaining Association (TEBA)

Non-Certificated Salaries & Benefits

Increase in salaries (align with certificated increases)

Increase in non-certificated positions due to Classroom Complexity Funding

Increase due to CPP, EI & ASEBP benefit % increases

Services, Contracts & Supplies

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

Increased Transportation costs due to change in distance eligibility

Increased extra-curricular activities, field trips, & events due to the return of normal operations

Unsupported:

Disposal of Unsupported Assets

Interest and Finance Charges:

Increase in use of financial systems due to an increase in activities & events

BUDGETED EXPENDITURES-Breakdown

		Budget		Budget	Variance
		2023-2024		2022-2023	% Increase/(Decrease)
Certificated salaries		\$ 51,402,292		\$ 48,705,391	5.54%
	Instruction	\$ 50,418,737		\$ 47,786,088	5.51%
	System Administration	\$ 983,555		\$ 919,303	6.99%
Certificated benefits		\$ 11,990,066		\$ 11,420,766	4.98%
	Instruction	\$ 11,849,811		\$ 11,295,741	4.91%
	System Administration	\$ 140,255		\$ 125,025	12.18%
Non-certificated salaries and wages		\$ 13,155,090		\$ 12,171,966	8.08%
	Instruction	\$ 8,760,304		\$ 8,410,388	4.16%
	Operations & Maintenance	\$ 2,822,396		\$ 2,634,668	7.13%
	Transportation	\$ 400,584		\$ 111,735	258.51%
	System Administration	\$ 1,171,806		\$ 1,015,175	15.43%
Non-certificated benefits		\$ 4,528,456		\$ 3,845,583	17.76%
	Instruction	\$ 3,159,571		\$ 2,720,246	16.15%
	Operations & Maintenance	\$ 892,059		\$ 791,638	12.69%
	Transportation	\$ 135,607		\$ 31,072	336.43%
	System Administration	\$ 341,219		\$ 302,627	12.75%
Services, contracts, and supplies		\$ 23,339,702		\$ 21,961,839	6.27%
	Instruction	\$ 11,180,864		\$ 10,328,046	8.26%
	Operations & Maintenance	\$ 5,515,794		\$ 5,647,675	-2.34%
	Transportation	\$ 5,971,097		\$ 5,311,502	12.42%
	System Administration	\$ 634,447		\$ 637,116	-0.42%
	External Services	\$ 37,500		\$ 37,500	0.00%
Capital and debt services		\$ 5,760,000		\$ 5,913,690	-2.60%
	Amortization of capital assets				
	Supported				
	Operations & Maintenance	\$ 4,560,000		\$ 4,512,929	1.04%
	Unsupported				
	Operations & Maintenance	\$ 1,106,500		\$ 1,325,761	-16.54%
	System Administration	\$ 93,500		\$ 75,000	24.67%
Other Interest and Finance Charges		\$ 105,000		\$ 53,000	98.11%
	Instruction	\$ 100,000		\$ 48,000	108.33%
	System Administration	\$ 5,000		\$ 5,000	0.00%
TOTAL EXPENDITURES		\$ 110,280,606		\$ 104,072,235	5.97%