

ROLE OF THE BOARD

Catholic education is a ministry of the Church and a sacred partnership among families, parishes, schools, and the broader Catholic community. Christ The Redeemer Catholic Schools (CTR) exists to proclaim the Gospel, foster a living relationship with Jesus Christ, and accompany each student in becoming the person God created them to be. Every student is recognized as created in the image and likeness of God and is called to grow in faith, wisdom, service, and love.

The Board of Trustees of CTR (Board) accepts its governance responsibilities as a vocation of service to the Church and to the communities it serves. Trustees are called to exercise faithful stewardship, prayerful discernment, and servant leadership, ensuring that all decisions reflect the teachings of the Catholic Church, the dignity of every human person, and the mission of Catholic education. Through its governance, the Board seeks to create the conditions in which students flourish spiritually, academically, socially, emotionally, and physically while remaining steadfast in its commitment to excellence and the common good.

As per Section 53(1) of the Alberta Education Act (Act), “A board shall: (a) establish, maintain and implement policies necessary for fulfilling its responsibilities under Section 33, (b) ensure that all policies are available and accessible to students, parents, board employees and others affected by the policies, (c) in co-operation with school councils, provide for parental and community engagement in schools, and, (d) maintain, repair, furnish and keep in good order all its real and personal property.”

While carrying out these duties, as per Section 51(1) of the Act, “A board has the capacity and, subject to the Act and the regulations, the rights, powers and privileges of a natural person. As per Section 51(3) of the Act, “Notwithstanding Section 51(1), a board shall not engage in or carry on any activity that is not consistent with the responsibilities of a board which are set out in Section 33.”

Therefore, as the Board carries out its duties, it will be guided by the following principles:

1. The Board governs on behalf of Alberta Education and the Bishop of the Diocese of Calgary, and for the electorate, the parents, and the students of the Division.
2. The Board shall communicate the Division’s vision, mission, beliefs, values, and strategic initiatives and shall establish parameters within which the Division shall operate. The Board shall communicate this information through policy and the Division’s Four-Year Education Plan.
3. The Board is a corporate body, as legislated through the Act, and as such the Board speaks and acts with one voice. The Board may grant individual trustees corporate authority to act on behalf of the Board, but only as an agent of the Board. The Board is responsible for this action. At all other times individual trustees, including the Chair and committees, lack the authority to act on behalf of the Board or to direct the activities of the Superintendent or Division staff.

4. The Board shall focus on the outcomes and objectives of the Division rather than on the operational means. The Board maintains communications and seeks input from the electorate and the parents of the Division through the ward committees, public board meetings, school councils, and board communication and engagement processes.
5. The Board will ensure the Superintendent creates a Four-Year Education Plan with clear goals and evidence of impact. This Four-Year Education Plan will be approved by the Board. The Division's Four-Year Education Plan will align with the vision, mission and fundamental beliefs of the Division and meet the requirements set out by Alberta Education.
6. The Board shall monitor and evaluate the performance of the Superintendent against the Annual Education Results Report and Four-Year Education Plan, annual budget, Board policy implementation, and any other measures it chooses.
7. The Board will evaluate its performance using a self-evaluation process and the subsequent development and implementation of an action plan for improvement.
8. Specific Areas of Responsibility:
 - As a corporate entity with natural person powers, established by provincial legislation and given authority by the Act and attendant Regulations and the corporate body elected by the electors that support CTR, the Board shall provide overall direction and leadership to CTR. It is accountable for the provision of appropriate educational programs and services to resident students of CTR to enable their success, in keeping with the requirements of government legislation and the values of the electorate.
 - The Board accepts the responsibility of providing an education system that is organized and operated in the best interests of the students it serves. It exercises this responsibility through setting of clear strategic direction and the wise use of resources, fiduciary accountability, and the generative engagement of constituents. The Board has natural person powers in carrying out its role as defined above.
 - The Board recognizes that it has received its authority for Catholic education from the Bishop by virtue of Canon Law.
 - Aligning with the principles are the Board's specific areas of responsibility, delineated below.
9. Faith:
 - Be accountable to the Division's Catholic ratepayers by being an advocate for the preservation of the constitutional rights of Catholic education in Alberta.
 - Participate in and make decisions regarding Alberta Catholic School Trustees' Association (ACSTA) matters.
 - Ensure regular communication with the Bishop regarding Catholic education issues in the Division.
 - Act in accordance with Canon Law in regard to Catholic education.
 - Participate in faith development opportunities and ensure that a strong faith development component is provided for all students and staff.
 - Provide direction on CTR's faith initiatives (e.g., Faith Days).
 - Leadership of CTR's Faith and GrACE Committee.
 - Ensure the Division has robust faith planning in place.
 - Monitor and advise with respect to CTR's Faith Surveys.

- Model Catholic practices in governance (e.g., pray routinely, celebrate Mass, participate in Faith Retreats).
- Maintain positive relationships with the Bishop and clergy.

10. Accountability for Student Learning and Wellness:

- Provide overall direction for CTR by establishing mission, vision, and fundamental beliefs as in Policy 01, Divisional Foundational Statements.
- Support the establishment of a safe and caring environment that fosters and maintains respectful and responsible behaviours. Ensure that each student enrolled in a school operated by CTR is free to express any perspective or idea at school in a manner that complies with the Board-established student code of conduct and all applicable legislation.
- Through Board policy and administrative procedures, ensure that student codes of conduct address the responsibility of students to refrain from violence of any kind at school and during school-related activities and, without putting their own safety or well-being at risk, to assist in preventing such violence by reporting concerns and cooperating with the intervention efforts of school staff.
- Annually oversee the process and timelines for the writing and submission of the Annual Education Results Report and Four-Year Education Plan.
- Identify Board priorities at the outset of the Four-Year Education Plan planning process.
- Enable the infusion of cultural perspectives within student learning, as defined by each community.
- Ensure that courses, programs of study, and instructional materials used within CTR comply with the requirements of the Act respecting intellectual diversity, critical thinking, the acquisition of knowledge and skills, understanding and respect for others, and the diverse nature, heritage, common values, and beliefs of Albertans.
- Enable and support Truth and Reconciliation activities and commitments for CTR.
- Implement and continuously monitor the delivery of courses and programs of study prescribed, approved, or authorized under the Act to ensure that each student enrolled in a school operated by CTR receives high-quality and academically challenging instruction.
- Ensure that courses and programs of study offered in CTR schools are focused on academic rigour, intellectual integrity, and essential knowledge.
- Ensure that the delivery of education programming not prescribed, approved, or authorized under the Act is impartial, fair, neutral, and free from personal bias.
- Provide for program reviews to monitor the achievement of outcomes.
- Monitor the effectiveness of CTR in achieving established priorities, desired results, and key performance indicators.
- Annually approve the Annual Education Results Report and Four-Year Education Plan for submission to Alberta Education and for distribution to the public.

11. Community Assurance:

- Make informed decisions that consider community values and represent the interests of the entire school division.
- Inform the community about CTR's programs, needs, and desires.
- Establish processes and provide opportunity for focused community engagement.
- Establish and implement methods that facilitate the meaningful involvement of parents in student learning and decisions respecting non-instructional school activities.
- Support plans for collaborative work between CTR and the Indigenous community.
- Establish a forum for student engagement.
- Meet with the Council of School Councils or with all School Council Chairs.

- Report CTR's outcomes to the community at least annually.
- Develop appeal procedures and hold hearings as required by statute and/or Board policy.
- Model a culture of faith, respect, and integrity.
- Maintain transparency in all fiduciary aspects.
- Develop culturally appropriate protocols to guide CTR.

12. Accountability to Provincial Government:

- Act in accordance with all statutory requirements to implement provincial standards, policies, and provincial strategic priorities established under the Act. Perform Board functions required by governing legislation and existing Board policy.
- Ensure all students, teachers, and Division leaders are provided with resources that enable them to learn about First Nations, Métis, and Inuit perspectives, experiences, and contribution throughout history; treaties, and the history and legacy of residential schools.
- Ensure that employees of the Board are not required, directly or indirectly, to participate in an exercise, or to affirm, recite, or make a statement, that is inconsistent with their conscientious, political, social, or ideological beliefs, except where that participation, affirmation, recitation, or statement comprises part of a course or program of study, or religious instruction or exercises, prescribed or approved under the Act, or religious instruction, exercises, or activities related to the management, administration, or operation of the Board.

13. Fiscal Accountability:

- Within the context of results-based budgeting, approve budget assumptions/principles and establish priorities at the outset of the budget process.
- Approve the annual budget and allocation of resources to achieve desired results.
- Approve principles related to setting school fees.
- Approve expense reimbursement rates.
- Approve substantive budget adjustments when necessary.
- Monitor the fiscal management of CTR through receipt of, at minimum, quarterly variance analyses and year-end projections.
- Receive the Audit Report and ensure the management letter recommendations are addressed.
- Approve annually the Three-Year Capital Plan for submission to Alberta Education.
- Approve borrowing for capital expenditures within provincial restrictions.
- Set the parameters for negotiations after soliciting advice from the Superintendent and others.
- At its discretion, ratify Memoranda of Agreement with bargaining units.
- Approve a contract of employment, or renewal of a contract of employment, with the Superintendent, subject to the Minister's prior written approval as required by the Act.
- Approval of signing authorities for CTR.
- Approve transfer of funds to/from reserves.
- Approve investment parameters, in alignment with the Act's regulations.
- Ensure programs are regularly reviewed to test the relevancy, effectiveness, and efficiency of the programs against desired outcomes.

14. Board/Superintendent Relations:

- Select the Superintendent and notify the Minister in the form and manner required by the Minister of the appointment within 14 days after the date of the appointment (as stated within the *Education Act*). Provide for succession planning as required.
- Provide the Superintendent with clear corporate direction.

- Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Act.
- Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions, which are exercised within the delegated discretionary powers of the position.
- Demonstrate respect, integrity, and support, which is then conveyed to the staff and the community.
- Annually evaluate the Superintendent, in accordance with a pre-established performance appraisal mechanism.
- Annually review compensation of the Superintendent.

15. Board Development:

- Develop a plan to foster governance excellence in fiduciary, strategic, and generative engagement modes.
- Annually evaluate Board effectiveness in meeting performance indicators and determine a positive path forward.
- Approve the use of funds for individual trustees to participate in professional development related to their role in governance.

16. Policy:

- Identify how the Board is to function.
- Develop and revise policies, consulting relevant stakeholders when necessary.
- Monitor policy currency and relevancy.

17. Political Advocacy:

- Act as an advocate for public Catholic education and CTR.
- Identify issues for advocacy on an ongoing basis.
- Develop a plan for advocacy including focus, key messages, relationships, and mechanisms.
- Promote regular meetings and maintain timely, frank, and constructive communication with locally elected officials.
- Arrange meetings with elected municipal, provincial, and federal government officials to communicate and garner support for education.
- Participate in and make decisions regarding Alberta School Boards Association (ASBA) matters as it relates to the provincial landscape and the larger societal context within Alberta.
- Refrain from issuing statements or taking positions, including political, social, or ideological positions, that are not relevant to the fulfillment by the Board of its obligations under the Act.

18. The Board also has selected areas of responsibility delineated below. The Board shall:

- Acquire, hold, manage, lease, transfer and dispose of land and buildings in accordance with the *Education Act*, the *Real Property Governance Act*, the *Disposition of Property Regulation*, the *Land Titles Act*, applicable regulations, Ministerial directions and other legal requirements. The Board shall ensure that title, required services, or an enforceable long-term interest in land is in place before capital project construction begins.
- Comply with statutory requirements arising from any written notice provided by the Minister under section 187.2 of the Act respecting the transfer of Board real property to the Crown.
- In exercising these responsibilities, the Board shall:

- a. retain authority to declare Board-owned real property surplus to the current and reasonably foreseeable educational needs of the Division;
 - b. approve any voluntary sale, transfer, lease or other disposition of Board-owned real property, subject to all required provincial approvals, offers, referrals and notices;
 - c. consider, before declaring property surplus or approving its disposition:
 - current and projected student accommodation and program needs;
 - the Division's long-term capital plan;
 - the potential future value of the property to Catholic education;
 - municipal, joint-use and community interests;
 - title conditions, reserve designations, restrictive covenants, reversionary interests and existing agreements;
 - environmental, facility-condition and deferred-maintenance information;
 - the property's netbook value, appraised value and anticipated disposition costs;
 - applicable funding conditions and the permitted use of disposition proceeds; and
 - any constitutional, denominational or other legal considerations;
 - d. authorize the submission of any required offer of surplus real property to the Crown and any subsequent disposition process required under provincial legislation;
 - e. receive timely notice of any written direction or notice from the Minister concerning the transfer or disposition of Board-owned real property; and
 - f. oversee the Division's response to a Minister-directed transfer, including the protection of the Division's educational, financial, legal and Catholic interests and the orderly transition of the property.
- Approve school attendance areas.
 - Approve the naming or renaming of schools and other Division-owned facilities in accordance with Board policy and the applicable administrative procedure. Names shall reflect and support the Catholic faith, mission, heritage and identity of the Division and shall be subject to any required consultation with or approval of the Bishop of the Diocese of Calgary.
 - Approve CTR's school-year calendars.
 - Provide for recognition of students, staff, and community.
 - Make a recommendation to the Minister for dissolution of a School Council.
 - Encourage the formation of a Council of School Councils (COSC). If a COSC is formed, its primary purpose shall be to enhance communications among the School Councils, the Board, the Superintendent, and the community. Parents with concerns are encouraged to present their concerns directly to the teacher/principal. School personnel or individual student concerns are not to be discussed at COSC meetings.
 - Approve locally developed courses.
 - Hear unresolved student or staff complaints of discrimination or harassment.
 - Approve all international field trips.
 - Ensure that the Canadian flag and Alberta flag are displayed at each school operated by the Board and that any additional flags are displayed only as permitted under the Act and applicable regulations.
 - Ensure that Canada's national anthem is played at each school operated by the Board at least once each week during the school day, with exemptions from participation provided in accordance with the Act and applicable regulations.

19. The Board also has guidelines for its evaluation, trustee expenses, and trustee remuneration delineated below.

- Board Evaluation:
 - Section 33 of the Act delineates the Board's responsibilities. Further to this, the Board is responsible for ensuring the organization is focused on its fundamental beliefs as stated in Board Policy #1; namely, faith, learning, safe and caring schools, and stewardship. Every year the Board will engage in a self-evaluative discussion about the extent to which they have met the requirements of Section 33 of the Act and the fundamental beliefs outlined in Board Policy.
- Trustee Expenses:
 - The Board believes in public transparency and accountability to its stakeholders and in doing so, has established parameters for the proactive and routine disclosure of expenses incurred by elected trustees and senior administrators of CTR.
 - Routine disclosure of expense reports demonstrates enhanced transparency and accountability to taxpayers, promotes integrity within the school division, provides equal and timely access to expense information, and furthers the principles of the *Access to Information Act* with respect to proactive disclosure of information.
 - Requirements to routinely disclose expense reports apply to the Trustees, the Superintendent, and Associate Superintendents, and those incurring expenses on behalf of them.
 - The Annual Audited Financial Statement for CTR is posted online. Under the About/Finance tab there is a link to the portion of the Annual Audited Financial Statement that summarizes trustee expenses. Individuals who wish to see a detailed breakdown for a trustee, or Superintendent, can contact the Associate Superintendent by email or by phone at info@redeemer.ab.ca, 403-938-2659.
 - Information that is exempt from disclosure or is required to be protected under the *Access to Information Act* or the *Protection of Privacy Act*, including personal information, shall be redacted from supporting documentation and shall not be publicly disclosed.
 - Any trustee wishing to participate in professional learning courses or events related to their governance role must bring forward their request to the board for approval prior to enrolment. This request must include the course content and associated costs. The Board may approve the costs in full or in part, for a singular course or series of courses.
- Trustee Remuneration:
 - The Superintendent, or designate, shall present a Trustee Remuneration Schedule for Board approval, in the month of June in an election year. In preparing the schedule the Superintendent, or designate, shall ensure the desired outcome is met.
 - In keeping with this fundamental belief, the Board is desirous of ensuring its remuneration for Trustees (including per diem, mileage rates and expenses) does not exceed the average remuneration of Trustees serving jurisdictions in Alberta of similar size based on annual audited financial statements. The Superintendent, or designate, shall:
 - Use data to develop a schedule for Trustee remuneration based on position (i.e. Chair, Vice Chair and Trustee).
 - Establish a per diem schedule along with criteria for determining eligibility for the per diem rate.
 - Establish mileage rates, as referred to in Administrative Procedures, along with expenses for accommodation, meals, and incidentals.
 - Present the draft Trustee Remuneration Schedule to the Policy Development and Review Committee for review, discussion, revision, and recommendations.

- Request that the Policy Development and Review Committee take the recommendation to the Board for approval and ensure that the change goes into effect following the next school trustee election.
- Ensure that the approved Trustee Remuneration Schedule is posted on CTR's website.

Legal Reference: Section 16, 18, 18.01,33,51,52,53,53.1,54,58,60,67,139,143,187.2, 188,191,192,193,194,195,222, 223.1
Education Act
Fairness and Safety in Sport Act
Fiscal Planning and Transparency Act
Local Authorities Elections Act
 Section 670.1,672,673 *Municipal Government Act*
 Borrowing Regulation
 Disposition of Property Regulation
 Early Childhood Services Regulation
 Fairness and Safety in Sport Regulation
 Investment Regulation
 Joint Use and Planning Agreements Regulation 110.2025
 School Fees Regulation
 Truth and Reconciliation Commission Calls To Action
 Standards for the Selection, Availability and Access of School Literary Materials Ministerial Order
 018/2026
Access to Information Act
Protection of Privacy Act

Approved: February 29, 2020

Amended: September 26, 2026

Remuneration Schedule October 2025 to October 2029

Per Annum:

- Chair \$20,928.00
- Vice Chair \$18,397.00
- Trustee \$16,754.00

Per Diem:

- All Trustees \$234.00 - full day
\$117.00 - half day (4 hours or less)

Mileage:

- Current Board Rate as determined by Administrative Procedure.

Food and Accommodation:

- Current Board rate as determined by Administrative Procedure.

Registration Fees:

- Actual Costs.

Qualifying Events for Per Diem Allowance:

ACSTA; ASBA; ZONE Meetings; Board Committee Meetings (other than Ward); Workshops, Conventions and Retreats (as authorized by the Board); School Council Meetings; Graduation Commencement (when representing the Board); Staff Award Celebrations (when representing the Board); meetings with government officials or committees (when representing the Board); and meetings with community organizations or committees (when representing the Board). Representation at Board events where the Chair has requested trustee attendance outside the scope of a non-qualifying event.

*Note: The phrase “when representing the Board” implies that:

- The Board is made aware of and has approved the trustee’s participation.
- The trustee expresses established positions of the Board, rather than personal opinions.
- The trustee consults the Board when the meeting requires information on a Board position that the trustee is unaware of.

Non-Qualifying Events:

Board Meetings; Special Board Meetings; Ward Committee Meetings; attendance at School functions and activities (e.g., concerts, plays, sporting events); office visits; Opening Mass and Professional Development, Faith Days, and professional learning opportunities related to a trustee’s individualized professional development. At non-qualifying events, trustees may engage in personalized learning, however, expressed participation shall still represent CTR positions.

APPENDIX A
Board of Trustees Governance Process
Annual Board Meeting Plan
(Subject to Change)

SEPTEMBER:

- Lectio Divina
- Upcoming Trustee Events
- Okotoks II, Assumption, and Drumheller Ward Pillar Statements (Meeting #1)
- Review ACTSA/ASBA Resolutions and Issues for Fall Conventions and Invitations for MLA Breakfast
- Finalize Board Retreat Agenda, Date, Venue
- Bishop's Luncheon Attendance
- Review New Trustee Orientation Binder (Election Year Only)
- Distribute ASBA and ACSTA Running for Office Brochures to Trustees (Election Year Only)
- Trustee Remuneration Policy Review (Election Year Only)
- Annual Review of Superintendent Remuneration

OCTOBER:

- Lectio Divina
- Upcoming Trustee Events
- Bishop's Luncheon
- Strathmore, Brooks and Canmore Ward Pillar Statements (Meeting #1)
- Finalize Board's Position for Fall Conventions
- Submit Emergent Policies and Emergent Directives for Action to ASBA by November
- Review Updated October Accountability Pillar Results
- Assign Mentors to New Trustees (Election Year Only)
- New Trustees to Attend ASBA and ACSTA Orientation Sessions (Election Year Only)
- Opt Out Motion of Alberta School Foundation Fund (ASFF)

NOVEMBER:

- Lectio Divina
- Upcoming Trustee Events
- Okotoks I and High River Ward Pillar Statements (Meeting #1)
- Rural Caucus of Alberta School Boards Report
- Approve Annual Education Results Report
- Approve Audited Financial Statement
- Formally Receive the Fall Budget Update
- Selection of Recipients for Provincial Awards:
 - Alberta Catholic School Trustees' Association
 - Alberta School Councils' Association
 - Alberta School Boards Association

JANUARY:

- Lectio Divina
- Upcoming Trustee Events
- Assumption, Drumheller, Strathmore, Okotoks II and Brooks Ward Pillar Statements (Meeting #2)

- Selection of St. John the Apostle Honorary Life Membership Award Recipient
- Quarterly Financial Update (Q1)
- Begin discussing Trustee succession planning (Election Year Only)

FEBRUARY:

- Lectio Divina
- Upcoming Trustee Events
- Canmore, Okotoks I, and High River Ward Pillar Statements (Meeting #2)
- ASBA Call for Bylaw Amendments for Spring Meeting
- School Calendar Board Approval

MARCH:

- Lectio Divina
- Upcoming Trustee Events
- Assumption, Drumheller, and Okotoks II Ward Pillar Statements (Meeting #3)
- ASBA Bylaw Amendments Submitted for SGM
- Boards to Submit Policy and Directives for Action Issues to Zones for ASBA's Fall General Meeting
- Quarterly Financial Update (Q2)
- Selection of Award Winners:
 - St. Joseph Parent of Distinction
 - Alberta Catholic School Trustees' Association Award
 - Alberta School Boards' Association
- Approval of Capital Plan Submission

APRIL:

- Lectio Divina
- Upcoming Trustee Events
- Strathmore, Brooks and Canmore Ward Pillar Statements (Meeting #3)
- Budget Planning Update
- ASBA Emergent Policies for SGM
- Superintendent Evaluation (In-camera Item)
- ASBA Zone 5 Edwin Parr Awards Attendance

MAY:

- Lectio Divina
- Upcoming Trustee Events
- Okotoks I and High River Ward Pillar Statements (Meeting #3)
- Review Updated May Accountability Pillar Results
- Approve Four-Year Education Plan
- Approve Budget
- Review of Annual Board Meeting Plan

JUNE:

- Lectio Divina
- Organizational Meeting
- Upcoming Trustee Events

- Board Meeting Schedule for Upcoming Year
- Board Annual Evaluation
- Rural Caucus of Alberta School Boards Report
- Review Strategic Plan
- Ward Meeting (Optional)
- Quarterly Financial Update (Q3)
- Review and Approve CTR's Trusteeship Brochure for Content (Election Year Only)