

ROLE OF THE BOARD

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 of Trustees (Board) of Christ The Redeemer Catholic Separate School Division (CTR Catholic) 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 Catholic, the Board shall provide overall direction and leadership to CTR Catholic. It is accountable for the provision of appropriate educational programs and services to resident students of CTR Catholic 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 Catholic’s faith initiatives (e.g., Faith Days).
 - Leadership of CTR Catholic’s Faith Committee.
 - Ensure the Division has robust faith planning in place.
 - Monitor and advise with respect to CTR Catholic’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 Catholic by establishing mission, vision, and fundamental beliefs as in Policy 1, Divisional Foundational Statements.
 - Support the establishment of a welcoming, caring, respectful, and safe learning environment.
 - 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.
 - Enable and support Truth and Reconciliation activities and commitments for CTR.
 - Enable processes to support quality teaching.
 - Provide for program reviews to monitor the achievement of outcomes.

- Monitor the effectiveness of CTR Catholic 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.
- Explore the use of natural person powers to enhance opportunities for student learning.

11. Community Assurance:

- Make informed decisions that consider community values and represent the interests of the entire school division.
- Inform the community about CTR Catholic’s programs, needs, and desires.
- Establish processes and provide opportunity for focused community engagement.
- Support plans for collaborative work between CTR Catholic and the Indigenous community.
- Establish a forum for student engagement.
- Meet twice yearly with the Council of School Councils or with all School Council Chairs.
- Report CTR Catholic’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 Catholic.

12. Accountability to Provincial Government:

- Act in accordance with all statutory requirements to implement provincial standards and policies.
- 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.

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 Catholic 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 the Superintendent’s contract.
- Approval of signing authorities for CTR Catholic.
- 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 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 Catholic.
 - 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 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.

18. The Board also has selected areas of responsibility delineated below. The Board shall:
 - Acquire and dispose of land and building; ensure titles and services to land, or enforceable long-term interests in land, are in place prior to capital project construction.
 - Approve school attendance areas.
 - Approve names of schools and other division-owned facilities.
 - Approve CTR Catholic’s school-year calendars.
 - Provide for recognition of students, staff, and community.
 - Make a recommendation to the Minister for dissolution of a School Council.

- Approve joint-use agreements.
- 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.

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 Catholic.
 - 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 *Freedom of Information and Protection of Privacy Act* with respect to proactive release 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 Catholic 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 would normally be withheld under the *Freedom of Information and Protection of Privacy Act*, such as personal information, must be redacted from supporting documentation, and will 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 Catholic’s website.

Legal Reference: Section 33,51,52,53,54,60,67,139,222 Education Act
Fiscal Planning and Transparency Act
Local Authorities Election Act
Borrowing Regulation
Disposition of Property Regulation
Early Childhood Services Regulation
Investment Regulation
School Fees Regulation
Truth and Reconciliation Commission Calls to Action

Approved: February 29, 2020
Amended: October 30, 2025

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).

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

- The Board is made aware of the trustee’s participation.
- The trustee expresses 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 including Committee of the Whole; Special Board Meetings; Ward Committee Meetings; attendance at School functions and activities (e.g., concerts, plays, sporting events); office visits; Faith Days.

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

SEPTEMBER:

- Lectio Divina
- Upcoming Trustee Events
- Program Review Update
- Okotoks II, Assumption, and Drumheller Ward Pillar Statements
- 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
- Program Review Update
- Trustee Faith Retreat
- Bishop’s Luncheon
- Strathmore, Brooks and Canmore Ward Pillar Statements
- 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 and Administrations’ Draft Ideas for the Upcoming Four-Year Education Plan
- Board Governance Discussion
- Four-Year Education Plan Update
- Quarterly Financial Update (Q4)
- Locally Developed Courses
- 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
- Program Review Update
- Okotoks I and High River Ward Pillar Statements
- Rural Caucus of Alberta School Boards Report
- Four-Year Education Plan Update
- Approve Annual Education Results Report
- Approve Audited Financial Statement
- Formally Receive the Fall Budget Update

- Major Capital Projects Review and IMR Update
- Capital Priorities
- Selection of Award Winners:
 - Alberta School Councils' Association
 - Alberta School Boards Association (Friends of Education Award)

JANUARY:

- Lectio Divina
- Upcoming Trustee Events
- Program Review Update
- Assumption, Drumheller, Strathmore, Okotoks II and Brooks Ward Pillar Statements
- Four-Year Education Plan Update
- Selection of St. John the Apostle Honorary Life Membership Award Recipient
- Progress Report on Strategic Plan
- Quarterly Financial Update (Q1)
- Major Capital Projects Review
- Begin discussing Trustee succession planning (Election Year Only)

FEBRUARY:

- Lectio Divina
- Upcoming Trustee Events
- Program Review Update
- Canmore, Okotoks I, and High River Ward Pillar Statements
- ASBA Call for Bylaw Amendments for Spring Meeting
- Locally Developed Courses
- School Calendar Board Approval
- Four-Year Education Plan Update

MARCH:

- Lectio Divina
- Upcoming Trustee Events
- Program Review Update
- Assumption, Drumheller, and Okotoks II Ward Pillar Statements
- Four-Year Education Plan Update
- Rural Caucus of Alberta School Boards Report
- 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 School Councils' Association Award Winners
 - Alberta Catholic School Trustees' Association Award Winners
- Approval of Capital Plan Submission

APRIL:

- Lectio Divina
- Upcoming Trustee Events
- Program Review Update
- Strathmore, Brooks and Canmore Ward Pillar Statements
- Draft Budget Review
- ASBA Emergent Policies for SGM
- Four-Year Education Plan Update
- Superintendent Evaluation (In-camera Item)
- ASBA Zone 5 Edwin Parr Awards Attendance

MAY:

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

JUNE:

- Lectio Divina
- Organizational Meeting
- Upcoming Trustee Events
- Board Meeting Schedule for Upcoming Year
- Program Review Update
- Board Annual Evaluation
- Trustee Community Engagement Initiative Review
- Rural Caucus of Alberta School Boards Report
- ASBA Awards
- Review Strategic Plan
- Ward Meeting Optional
- Quarterly Financial Update (Q3)
- Review and Approve CTR Catholic's Trusteeship Brochure for Content (Election Year Only)