EDMONTON CATHOLIC SCHOOLS
BOARD OF TRUSTEES
Public Board Meeting Agenda 2026-2027 **#2**

Date: October 28, 2026
Time: 3:00 PM
Location: Public Board Room, Lumen Christi Catholic Education Centre
Phone: 780-441-6004
Web: ecsd.net

1	**Call to Order**	
1.1	Opening Prayer	Father Glenn McDonald
1.2	Land Acknowledgement	K. Pelech
1.3	Roll Call	
1.4	Approval of the Agenda	
1.5	Minutes	
1.5.1	Minutes of Organizational Board Meeting 11-2025-2026, June 17, 2026	
1.5.2	Minutes of Regular Board Meeting 1-2026-2027, September 23, 2026	
1.5.3	Matters Arising from the Minutes	
1.6	Appointments/Delegations/Presentation	
1.6.1	Recognition of Newman Theological College Graduates	L. Anderson
2	**Presentation and Review of Accountability Reports**	
2.1	Building and Supporting a Strong Workforce Part 1	L. Anderson, C. Kennerd
3	**Celebration of #ECSDfaithinspires**	
3.1	Board Chair Report	S. Palazzo
3.2	Chief Superintendent Report	L. Anderson
4	**Adjournment**	
4.1	Closing Prayer	D. Engel
4.2	Motion to Adjourn	

BOARD OF TRUSTEES
Leah Fiorillo, Ward 71
Sandra Palazzo, Ward 72
Kara Pelech, Ward 73
Debbie Engel, Ward 74
Alene Mutala, Ward 75
Lisa Turchansky, Ward 76
Laura Thibert, Ward 77
CHIEF SUPERINTENDENT
Lynnette Anderson

Date: June 17, 2026
Time: Immediately Following the Public Meeting
Location: Public Board Room, Lumen Christi Catholic Education Centre
9405 50 Street NW | Edmonton AB | T6B 2T4
Phone: 780-441-6004
Web: ecsd.net

1. Call to Order

1.1 **Corporate Secretary C. Naccarato** called the meeting to order at 4:48 PM.
Lynnette Anderson began the meeting with the Opening Prayer.

1.2 **LAND ACKNOWLEDGEMENT**
Lynnette Anderson acknowledged that we are on the traditional land of Treaty 6 and homeland of the Metis. We also acknowledge the Inuit and other diverse Indigenous peoples whose ancestors have marked this territory for centuries, a place that has welcomed many peoples from around the world to make their home here.

We, at Edmonton Catholic Schools, commit to restoring and honouring the Truth and Reconciliation calls to action; we strongly believe the truth must be acknowledged to move forward to reconciliation. Together, we call upon all our collective communities to build a stronger understanding of all peoples who dwell on this land we call home.

1.3 **ROLL CALL**
Sandra Palazzo, Board Chair
Lisa Turchansky, Vice-Chair
Debbie Engel – joined virtually
Leah Fiorillo
Alene Mutala
Kara Pelech
Laura Thibert

2. Election of Chair

1st call for nominations for the position of Board Chair.

Trustee Mutala nominated **Trustee Palazzo** for the position of Chair of the Edmonton Catholic Separate School Division for the 2026-2027 year.

Trustee Palazzo accepted the nomination.

There were no further nominations after the second and third call.

Trustee Turchansky moved that nominations cease.

CARRIED

Trustee Palazzo was acclaimed as Chair of the Edmonton Catholic Separate School Division for the 2026-2027 year.

3. Election of Vice Chair

Board Chair Palazzo assumed the Chair.

Trustee Engel nominated **Trustee Turchansky** for the position of Vice-Chair of the Edmonton Catholic Separate School Division for the 2026-2027 year.

Trustee Turchansky accepted the nomination.

There were no further nominations after the second and third call.

Trustee Mutala moved that nominations cease.

CARRIED

Trustee Turchansky was acclaimed as Vice-Chair of the Edmonton Catholic Separate School Division for the 2026-2027 year.

4.	**Board Committee Structure:**

Trustee Turchansky moved that the 2026-2027 Board Committee Structure be approved as follows:

I. Committees of the Whole

Reference: Board Policy 8

Audit & Finance Committee	S. Palazzo
	Chair: _____
Governance Committee	L. Turchansky
(Vice- Chair serves in this role)	Chair: _____

Reference: Board Policy 6:6

II.Board Standing Committee

Reference: Board Policy 8

Community Engagement Committee (2)	S. Palazzo
	K. Pelech
	L. Fiorillo
	L. Turchansky

III. Board Representatives

Reference: Board Policy 9

Alberta School Boards Association (ASBA) Board of Directors (1 plus Alternate)

2nd year of 2nd 24-month term (Max: two 24-month terms ending conclusion of 4th Yr)	D. Engel

ASBA Zone 2/3 Representative	D. Engel
Alternate:	A. Mutala

Alberta Catholic School Trustees' Association	A. Mutala
Alternate:	L. Thibert

Newman Theological Senate	Vacant

Edmonton Catholic Schools Foundation Board of Directors	S. Palazzo

Teachers' Employer Bargaining Association (TEBA) Representative	A. Mutala

IV. Other Committees

GrACE Committee	L. Fiorillo
	K. Pelech

V. Division Committees

Interpretation Committees (Per Agreements)

Alberta Union of Provincial Employees (AUPE)		L. Turchansky
	Alternate:	K. Pelech

Negotiating Committees – Actively Negotiating

ATA		L. Pelech
	Alternate:	L. Fiorillo
Unifor		K. Pelech
	Alternate:	L. Fiorillo
AUPE		K. Pelech
	Alternate:	L. Thibert

VI. Linkages Committees

Council of Elders Representative	L. Thibert

CARRIED

5	Dates & Times of Public Board Meetings for 2026-2027

Trustee Thibert moved that the Board of Trustees approves the dates, time and location of the Public Meetings for the 2026-2027 school year as follows:

(a) Dates

September 23, 2026
October 28, 2026
November 25, 2026
December 16, 2026
January 27, 2027
February 17, 2027
March 24, 2027
April 21, 2027
May 26, 2027
June 16, 2027

(b) Time

Public Board Meetings will be scheduled to commence at 3:00 PM and will adjourn at 6:00 PM If required, the meeting may be extended by a majority vote to 6:30 PM. Exceptions to these times may be made, if necessary, and with proper notice to trustees.

(c) Location

Public meetings will be held in the Main Board Room located at Lumen Christi Catholic Education Centre, 9405 50 Street, unless otherwise determined. The Chair of the Board of Trustees may change the time, cancel, or postpone any regularly scheduled public meeting of the Board upon receiving concurrence by a majority of trustees.

CARRIED

6.	Adjournment

6.1 Chief Superintendent Lynnette Anderson said the closing prayer.

6.2 Trustee Turchansky moved that the meeting be adjourned at 5:11 PM.

CARRIED

Date: September 23, 2026
Time: 3:00 PM
Location: Public Board Room, Lumen Christi Catholic Education Centre
9405 50 Street NW | Edmonton AB | T6B 2T4
Phone: 780-441-6004
Web: ecsd.net

1. Call to Order

1.1 **Board Chair Palazzo** called the meeting to order at 3:00 PM.
Father Julian began the meeting with the Opening Prayer.

1.2 **LAND ACKNOWLEDGEMENT**
Trustee Turchansky provided the land acknowledgement, and shared an additional reflection. She acknowledged that we are on the traditional land of Treaty 6 and homeland of the Métis. We also acknowledge the Inuit and other diverse Indigenous peoples whose ancestors have marked this territory for centuries, a place that has welcomed many peoples from around the world to make their home here.

We, at Edmonton Catholic Schools, commit to restoring and honouring the Truth and Reconciliation calls to action; we strongly believe that truth must be acknowledged to move forward to reconciliation. Together we call upon all our collective communities to build a stronger understanding of all peoples who dwell on this land we call home.

1.3 **ROLL CALL**
Sandra Palazzo, Board Chair
Lisa Turchansky, Vice-Chair
Leah Fiorillo
Kara Pelech
Debbie Engel
Alene Mutala
Laura Thibert

1.4 **APPROVAL OF THE AGENDA**
Trustee Mutala moved that the agenda of the September 23, 2026 Public Meeting of the Board be approved as circulated.

CARRIED

DRAFT

1.4.1 Consent Items

The consent items and the recommendations therein were approved by the Board with the approval of the agenda

1.4.1.1

CEO Report on Summer Activities 2026

The Board of Trustees acknowledged receipt of the **CEO Report on Summer Activities 2026** for information purposes.

1.5 MINUTES

1.5.1 Minutes of the June 17, 2026 Regular Board Meeting

Trustee Thibert moved that the minutes of the June 17, 2026 Public Meeting of the Board be approved as circulated.

CARRIED

1.5.2 Minutes of the June 17, 2026 Organizational Board Meeting

Approval of the June 17, 2026 meeting minutes was deferred pending clarification of a question raised by a Trustee. The minutes will be brought forward for approval at the October Public Board meeting.

DEFERRED

1.5.3 Matters Arising from the Minutes

Trustee Engel raised a question regarding the June 17, 2026 Organizational Board Meeting minutes. The Board will bring the matter forward for clarification and the June 17, 2026 Organizational Meeting Minutes will be deferred until the October Public Board Meeting.

1.6 Bereavement - Connie Engeline Moellering

The Administration acknowledged the death of Connie Engeline Moellering, Educational Assistant at Ben Calf Robe – St. Clare Catholic Elementary/Junior High School, who passed away on August 21, 2026, and advised that an expression of sympathy had been sent to her family on behalf of the Board.

1.7 Welcoming New Principals and Assistant Principals

The Board of Trustees acknowledged and welcomed our school-based Catholic educational leaders to their new journeys.

1.8 Award Recognition

1.8.1 French Immersion Professional of the Year – Ahmed Seif

The Board of Trustees recognized and celebrated Ahmed Seif for receiving the **French Immersion Professional of the Year award**.

DRAFT

2. Business of the Meeting

2.1 Catholic Education Week Update

Trustee Mutala moved that based on the evidence provided in the **Catholic Education Week Update 2026**, the Board of Trustees determines that the following Quality Indicators have been met, as per **Board Policy 12 - Appendix B**, relative to the current evaluation period:

QI 1.3 Ensures religious celebrations and social justice are organized by schools and departments.
QI 1.4 Facilitates cooperative religious initiatives involving school, home and parish.

CARRIED

3. Presentation and Review of Accountability Report(s)

3.1 Connecting Families to Edmonton Catholic Schools

Trustee Engel moved that based on the evidence provided in the **Connecting Families to Edmonton Catholic Schools Report**, the Board of Trustees determines that the following Quality Indicators have been met, as per **Board Policy 12 - Appendix B**, relative to the current evaluation period:

QI 10.1 Ensures supports and services are in place to facilitate effective home-school communications.
QI 10.3 Ensures information is disseminated to inform appropriate publics.
QI 10.5 Promotes positive public engagement in the Division.

CARRIED

4. Celebration of #ECSDfaithinspires:

4.1 Board Chair Report

The Board of Trustees acknowledged receipt of the **July to September 2026 Board Chair Report on #ECSDfaithinspires** for information purposes.

4.2 Chief Superintendent Report

The Board of Trustees acknowledged receipt of the **Chief Superintendent's Report on #ECSDfaithinspires: July to September 2026** for information purposes.

5. Adjournment

5.1 Trustee Pelech said the closing prayer.
5.2 Trustee Engel moved the meeting be adjourned at 4:35 PM.

CARRIED

DRAFT

EDMONTON CATHOLIC SCHOOLS
9405 50 Street NW | Edmonton, AB T6B 2T4 | T: 780-441-6000

BOARD OF TRUSTEES MEMO

Date: October 28, 2026

To: Board of Trustees

From: Lynnette Anderson, Chief Superintendent

Re: Celebration of our Newman Theological College Graduates

Background:

Newman Theological College, NTC, provides our teachers and administrators the opportunity to immerse themselves in a deeply intellectual faith experience. The NTC motto is Faith Seeking Understanding, and this truly describes the special journey that each NTC student undertakes in their studies.

The following individuals from Edmonton Catholic Schools convocated on October 17, 2026, and have lived out the motto of Newman Theological College as they have completed their Master of Religious Education Degree. They will bring the journey of faith seeking understanding to their students, colleagues, and families.

Tara Pev
Kyra Reilly
Helene Stabel
Zackory Zwart

Recommendation:

That the Board of Trustees recognizes and celebrates Edmonton Catholic Schools' 2026 NTC Master of Religious Education graduates.

EDMONTON CATHOLIC SCHOOLS
9405 50 Street NW | Edmonton, AB T6B 2T4 | T: 780-441-6000

BOARD OF TRUSTEES MEMO

Date: October 28, 2026

To: The Board of Trustees

From: Lynnette Anderson, Chief Superintendent

Originator: Christine Kennerd, Superintendent, Human Resource Services

Resource Staff: Human Resource Services Team

Re: Human Resource Services Report Part 1 2026-2027

Background:

Human Resource Services plays a foundational role in Building and Supporting a Strong Workforce. Guided by the Catholic mission of Edmonton Catholic Schools and the Division's core values of dignity and respect, honesty, loyalty, fairness, and personal and communal growth, Human Resource Services works with leaders, employees, schools, and departments to build capacity and ensure employees have the knowledge, skills, and resources to fulfill their roles effectively.

Human Resource Services continues to strengthen leadership capacity and access to professional learning across the Division. Through the SHINE Leadership Development Framework, mentoring, targeted leadership development, and professional learning opportunities, employees and leaders develop skills in communication, collaboration, conflict resolution, strategic thinking and wellness.

Human Resource Services also supports safe and healthy workplaces through Division wide, role specific, and risk based Occupational Health and Safety training. Learning is delivered through online modules, in person sessions, site based orientations, toolbox talks, and professional development, addressing emergency preparedness, hazard awareness, incident reporting, psychological health and safety, and other workplace risks. The Division's continued Certificate of Recognition (COR) reflects its ongoing commitment to employee safety, well-being, and continuous improvement.

Through Employee Relations and Employee Health Services, Human Resource Services provides guidance, coaching, consultation, and formal processes to support respectful resolution of workplace concerns and consistent application of Division policies and administrative procedures. Together, these services strengthen leadership confidence, promote fair and consistent practices, and foster workplaces where employees feel valued, supported, and connected to the Catholic mission of Edmonton Catholic Schools.

Recommendation:

That based on the evidence provided in the **Human Resource Services report**, the Board of Trustees determines that the following Quality Indicators (QI) have been met, as per **Board Policy 12 – Appendix B**, relative to the current evaluation period:

QI 5.4 Provides for training of administrators and the development of leadership capacity within the Division.
QI 5.5 Ensures all staff have access to appropriate professional learning and/or training.
QI 6.3 Ensures system adherence to policies and administrative procedures.
QI 10.2 Ensures supports and services are in place to manage conflict effectively.

Attachment:

- Building and Supporting a Strong Workforce Report - Part 1

Building and Supporting a Strong Workforce Part 1:

Creating Conditions For Success



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Introduction



Human Resources is committed to creating the conditions that enable employees and the organization to thrive. Guided by the mission, values, and commitment to excellence at Edmonton Catholic Schools, the department focuses on supporting employees through meaningful professional learning, safe and healthy workplaces, responsive employee support, and the continuous improvement of practices, procedures, and policies. Through collaboration with departments across the Division, Human Resources helps ensure that employees have access to the training, resources, and guidance needed to perform their roles effectively and contribute to student success.

At the heart of the department's work is a commitment to developing people. Human Resources coordinates professional learning opportunities that support leadership growth, employee development, and continuous learning while fostering a culture where employees feel valued, empowered, and equipped to succeed. Equally important is the department's focus on occupational health and safety, employee well-being, and the creation of workplaces where individuals feel respected, supported, and safe.

Through ongoing review and enhancement of policies, procedures, and practices, Human Resources strives to ensure that services remain relevant, effective, and aligned with both legislative requirements and organizational priorities. Grounded in Catholic faith, service, respect, collaboration, and accountability, the Human Resources team works continuously to strengthen systems, support employees, and foster a culture of excellence that benefits staff, students, and the broader Edmonton Catholic Schools community.

"Consult not your fears but your hopes and your dreams."
— Pope John XXIII

The Human Resource Team

Together, the Human Resources team collaborates with employees, leaders, schools, and departments throughout Edmonton Catholic Schools to foster positive workplace experiences and meaningful opportunities for growth. Drawing on expertise across a broad range of Human Resources functions, the team works to build relationships, provide guidance, and create solutions that help employees and workplaces thrive.

Inspired by the Division's Catholic mission, the team is committed to serving others with compassion, integrity, and care. Through partnership and collaboration, they help create environments where employees feel valued, connected, and equipped to contribute to the success of students, families, and school communities.

Provides expertise in employee relations, occupational health and safety, payroll, benefits, wellness, leadership development, professional learning, staffing support, and policy interpretation.

Connects employees to wellness, accommodation, and support resources.

Continuously improves services to meet the evolving needs of employees and the organization.

Supports employees from their first day through every stage of their career.

Supports both proactive and responsive workplace needs, including coaching, conflict resolution, accommodations, wellness initiatives, and workplace restoration.





Progress in Motion

Human Resource Services continues to evolve its programs and services to meet changing workforce needs and support organizational priorities.

A number of new initiatives and enhancements have strengthened how we work, improved the employee experience, and supported a more sustainable workforce for the future.

Highlights

Continued to strengthen learning and employee development opportunities through initiatives such as Commit to Kids and Respect in the Workplace training

Continued growth of the SHINE Leadership Development programs

Expanded mental health and wellness supports through The Working Mind psychological health and safety training. Throughout the year, managers, supervisors, and staff participated in training, with schools and departments reaching out to arrange sessions and pursue certification.

New future digital learning pathways will be available through online platform

Expanded professional learning opportunities

Purpose and Strategic Alignment

Occupational Health and Safety (OHS) training strengthens employees' knowledge and confidence to identify, prevent, and respond to workplace hazards while promoting consistent safety practices across schools and operational departments. It supports employee wellbeing, safe learning and working environments, and ensures Division compliance with Alberta OHS legislative requirements.

Division Wide Training

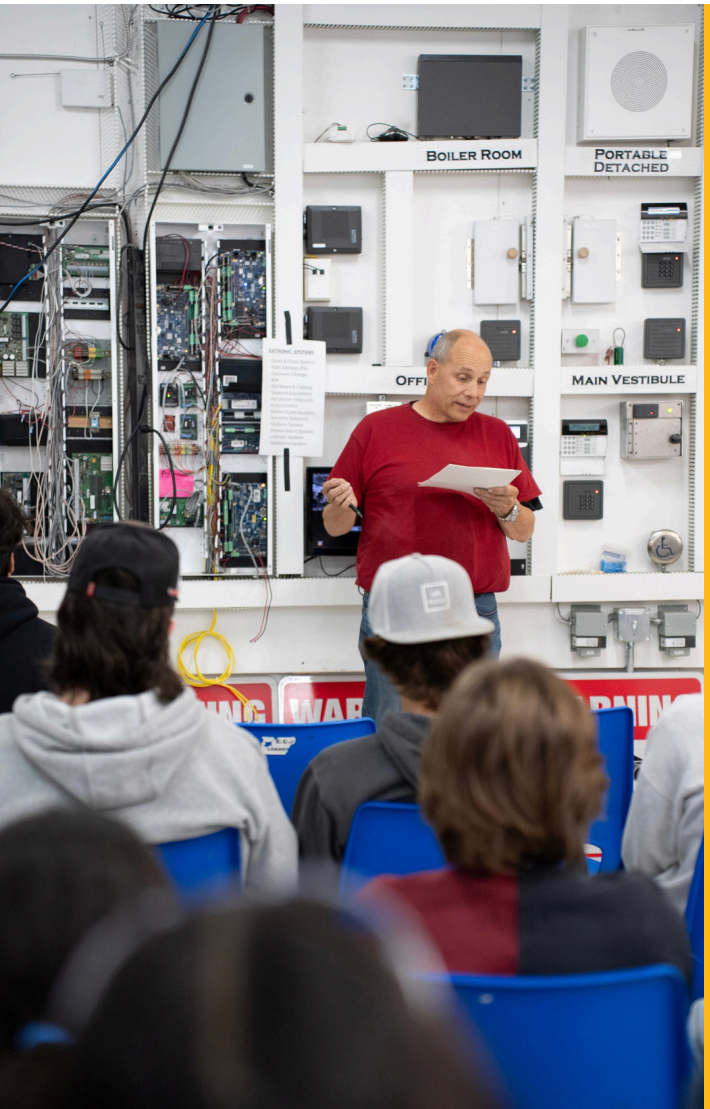
Division wide mandatory safety training establishes a consistent baseline of knowledge so that all employees can recognize hazards, understand their responsibilities for health and safety, and respond appropriately to incidents and emergencies.

Core learning includes new employee health and safety orientation; emergency preparedness and response; incident, injury, and hazard reporting; violence and harassment prevention, referred to within the division as Respect in the Workplace; psychological health and safety awareness; anaphylaxis and emergency medication awareness; and reviews of relevant administrative procedures and safety responsibilities.



Role Specific and Risk Based Training

Role specific and risk based training is tailored to employees' responsibilities and the hazards they may encounter. Division leaders receive instruction on OHS responsibilities, hazard assessment and control, incident investigation, emergency preparedness and response, and psychological safety. Facility Services staff receive task- and equipment-specific training to ensure that jobs are performed safely. Additional training includes hazard assessments, working alone, personal protective equipment, first aid and AED awareness, WHMIS and CSTS training, and safe vehicle or equipment operation. School-based employees receive training on emergency procedures, student-specific health and safety needs, anaphylaxis response, training to support safe environments in specialized programs such as CTF/S, Respect in the Workplace, and Non-Violent Crisis Intervention. This targeted approach ensures that training is meaningful and reflects actual work activities and risk exposure.



Leadership Capacity and Administrator Support

OHS training equips principals, managers, and supervisors to fulfill their workplace health and safety responsibilities by clarifying accountability, strengthening their ability to recognize and address emerging risks, and supporting consistent implementation of Division procedures.

Training also builds leadership capacity for emergency preparedness and incident response, while practical tools, including templates, checklists, and ongoing consultation help leaders apply safety requirements effectively within their schools and departments.

Training Delivery and Accessibility

OHS training is delivered through flexible and accessible formats, including online learning modules, in-person workshops, annual site-based orientation, professional development sessions, toolbox talks, and team-based safety discussions. Targeted instruction is also provided following incidents, procedural changes, or the identification of new hazards, with refresher training offered for higher-risk activities. This blended approach supports consistent access across the Division while allowing training to respond to changing operational needs.

Participation and Measurable Results

Participation and outcomes are monitored through our online OHS management software (Public School Works). In addition to participation, metrics may include the number of sessions offered; employee completion rates; and participation by administrators, supervisors, and specialized employee groups.

Additional indicators such as recurring safety gaps identified through inspections, investigations, or audits, as well as COR Audit observations related to training and competency help assess whether learning is improving workplace health and safety practices.





Certificate of Recognition (COR)

ECSD has maintained its Certificate of Recognition (COR) for many years, reflecting a strong and sustained commitment to occupational health and safety. The OHS team continues to strengthen this foundation through ongoing improvements in ergonomics, comprehensive job hazard assessments, staff safety education, and practical resources that support safe workplaces across the Division.

This work has also evolved beyond a traditional safety program toward an integrated approach to employee well-being, incorporating psychological health and safety, mental health supports, wellness resources, and proactive communication. Through collaboration with senior leaders and departments across ECSD, the OHS team helps embed physical and psychological safety into the Division's culture while supporting employees in the important work they do for students and families.

Continuous Improvement

Continuous improvement priorities include strengthening the tracking and reporting of training completion, expanding the reach of the Employee and Family Assistance Program (EFAP), refreshing mandatory modules to reflect legislative and procedural changes, and expanding role specific learning for higher risk work.

The division will also continue to build the capacity of principals, managers, and supervisors; use incident trends, investigation findings, hazard assessments, and audit findings to identify emerging learning needs; and increase access to concise, practical resources such as checklists and short refresher modules.

Beginning Teachers

Supporting beginning teachers remains an important focus for Human Resources as Edmonton Catholic Schools continues to welcome new educators to the Division. Over the past three years, more than 800 teachers have been hired, representing approximately one-third of the teaching workforce. Human Resources supports beginning teachers from recruitment through onboarding and early career growth by providing networking opportunities, application support, individualized guidance, and ongoing connections that help build confidence and a sense of belonging.

Collaborative Approaches to Teacher Success

Feedback and insights are gathered from beginning teachers to better understand their experiences and evolving needs. In collaboration with Learning Services, Student Services, Religious Education, and school leaders, these insights help inform and strengthen supports that respond to the unique needs of beginning teachers.

Through intentional recruitment, meaningful relationships, and ongoing collaboration, Human Resources helps create a faith-filled community where beginning teachers can grow professionally, deepen their vocation as Catholic educators, and contribute to positive outcomes for students and school communities.



Today's beginning teacher may be tomorrow's mentor, consultant, assistant-principal, principal, or system leader.
Recruitment brings people to ECSD.
Retention allows their story to come full circle.

Expanding Access to Professional Learning

Over the last year, Human Resource Services delivered over 35 professional learning sessions supporting employees across all employee groups. Learning opportunities focused on high impact competencies including leadership, communication, facilitation, collaboration, critical thinking, conflict resolution, feedback, recognition, wellness, mental health, and personal effectiveness. Over 450 employees participated in professional learning opportunities, reflecting the division's commitment to ensuring staff have access to relevant, practical, and timely development experiences.

Professional learning was accessible through multiple delivery methods, including in-person workshops, virtual learning, and self-directed online modules. Employees also completed role specific and essential training programs, including onboarding and Catholic formation, in collaboration with departments such as Learning Services and Religious Education. Additional training included Commit to Kids, Respect in the Workplace, and Occupational Health and Safety training, ensuring all staff have access to the knowledge, resources, and support they need to feel confident and well equipped to perform their roles effectively.

A Culture of Continuous Learning

- 30+ hours of professional development delivered
- 200+ total participants across SHINE professional development sessions
- 20+ hours of dedicated leadership development program sessions
- 8 new mentor-mentee relationships established
- 50+ hours configuring new online learning platform



SHINE - Building Leadership Capacity

Human Resource Services continued to strengthen leadership capacity through the SHINE Leadership Development Framework, providing structured learning pathways for department employees at different stages of their leadership journey. The SHINE Aspiring Leader and SHINE Team Leader programs engaged over 20 participants in cohort-based learning focused on self-awareness, communication, emotional intelligence, collaboration, strategic thinking, and servant leadership. These programs support succession planning by developing future leaders while strengthening leadership effectiveness across the division.

In addition to formal leadership programming, department leaders participated in targeted professional learning designed to enhance their ability to lead teams, navigate change, support employee development, and foster high-performing workplace cultures. Through these initiatives, Human Resource Services is building a sustainable leadership pipeline and equipping leaders with the skills necessary to meet both current and future organizational needs.



"I particularly liked how [the aspiring leader program] exposed me to a long-term vision. Instead of focusing only on immediate deliverables, those help to facilitate a vision-alignment collaboration with the team, analyze and anticipate risks, and connect the work to broader organizational goals"

- Aspiring Leader graduate

"Through the leadership program and professional development opportunities, I became more intentional in how I communicate and engage with colleagues and stakeholders . . . I was able to adapt my approach to better connect with others, build stronger working relationships, and gain support for initiatives and projects."

- Aspiring Leader graduate

"I believe each of the 5 elements of the SHINE framework are very important as a leader. Being a supervisor, I found Honor Yourself the most valuable attribute to learn and grow. Showing appreciation, empathy and compassion at day to day work to team members and to ALL of them is vital to success."

- Team Leader graduate

Demonstrating Impact and Organizational Readiness



Building a Stronger Organization

The Division's investment in employee learning and development contributes directly to workforce capability, employee engagement, and organizational sustainability. Learning opportunities support employees in achieving professional goals, adapting to changing workplace requirements, and developing the competencies needed to contribute effectively within their teams and school communities.

By providing equitable access to professional learning and leadership development opportunities, Human Resource Services continues to support succession planning, strengthen organizational capacity, and prepare employees to meet emerging challenges with confidence. This commitment to continuous learning ensures the Division remains well-positioned to support excellence in service, leadership, and student success.

When it comes to professional development, the Systems Excellence Survey overall results have increased in the following areas:

- My principal/supervisor provides me with feedback to help me improve my work.
- My school/department focuses on continuous improvement through evidence-based decision-making.
- School/department-provided professional learning or training opportunities are useful to me.

Building Confidence Through Consistency

Human Resource Services helps ensure the consistent application of collective agreements, terms and conditions of employment, administrative procedures, and legislative requirements across the Division. Employee Relations Advisors, Employee Health Services Advisors, and the Leave Coordinator provide guidance to staff and leaders that promotes fair, consistent, and process aligned decision making.

This work includes supporting the interpretation of collective agreement provisions, helping employees and leaders navigate leave processes, and clarifying roles, responsibilities, timelines, and communication expectations. Through this guidance, Human Resource Services helps foster confidence in Division processes and practices.

Encouraging Growth and Accountability

Human Resource Services also collaborates with leaders to clarify performance expectations and develop improvement plans that align with job responsibilities, administrative procedures, collective agreements, and established Division processes.



Partnering to Support Success

The Human Resource Services team plays an important role in ensuring that supports and services are in place to manage conflict effectively across the division. Employee Relations Advisors support respectful and healthy workplaces by providing guidance, coaching, and intervention when workplace issues arise or when conflict begins to affect relationships, communication, or day-to-day operations. Their work includes coaching leaders and employees through difficult conversations, mediating discussions, interpreting collective agreements and administrative procedures, working with unions on sensitive workplace matters, and supporting respectful problem-solving before concerns escalate.

When matters require a more formal response, Employee Relations supports investigations, grievances, and complaint processes to ensure that issues are addressed fairly, consistently, and in accordance with division procedures.

Through their work, Employee Relations Advisors support early resolution, reduce the likelihood that conflict will escalate, and help maintain positive working relationships. They also provide training, consultation, and ongoing support to administrators and supervisors so they are better equipped to manage workplace challenges in a respectful, consistent, and proactive manner.

Provides guidance on how to apply collective agreement provisions, particularly when interpretations differ.

Clarifying performance expectations and supporting the development of improvement plans that align with job descriptions, administrative procedures, collective agreements, and established processes.





Resolving Concerns with Care

Employee Health Services Advisors also support by helping to address conflict or concerns that may arise during illness, injury, disability, accommodation, medical leave, or return-to-work processes.

Employee Health Services Advisors work collaboratively with employees, supervisors, healthcare providers, Human Resources Business Partners, and Employee Relations to promote clear communication, shared understanding, and coordinated supports. Their work helps reduce misunderstandings, support employees through complex situations, and promote positive outcomes for employees and schools.

Provide clear guidance on medical leave processes, including roles, responsibilities, timelines, and expectations for ongoing communication throughout the leave period.

Guide employees through appropriate leave processes, ensuring compliance with applicable collective agreement provisions, terms and conditions of employment, and all applicable legislation.

Joy in the Journey Ahead



As we look ahead, Human Resources remains committed to supporting the people who bring the Division's mission to life each day. Guided by our Catholic faith and the values that shape Edmonton Catholic Schools, we will continue to invest in professional learning, workplace safety, employee well-being, and continuous improvement to ensure employees have the resources, knowledge, and support they need to succeed.

Through collaboration, responsive service, and the ongoing enhancement of policies, practices, and supports, the Human Resources team strives to foster a workplace culture where employees feel valued, empowered, and connected.

Together, we will continue building organizational capacity, supporting employee growth, and creating the conditions for success that enable staff, students, families, and school communities to flourish.

Core Values

Dignity and Respect
Honesty
Loyalty
Fairness
Personal and Communal Growth



"As each one has received a gift,
use it to serve one another."
1 Peter 4:10

EDMONTON CATHOLIC SCHOOLS
9405 50 Street NW | Edmonton, AB T6B 2T4 | T: 780-441-6000

BOARD OF TRUSTEES MEMO

Date: October 28, 2026

To: The Board of Trustees

From: Sandra Palazzo, Board Chair

Re: **October 2026 Board Chair Report on #ECSDfaithinspires**

As we reflect on the month of October, gratitude is a fitting theme. Gratitude for the gift of Catholic education, for the people who bring our faith to life in our schools each day, and for the opportunity we have as Trustees to serve our students, families, and communities.

This month, our Board joined in celebrating Catholic Education Week, an opportunity to recognize the important role Catholic education plays in shaping not only the minds of our students, but also their hearts. Rooted in faith, our schools are places where young people are encouraged to discover their God-given gifts, grow in compassion, and understand what it means to live a life of service to others.

As part of these celebrations, our Board was pleased to share the message of Catholic Education Sunday with our local parishes. Our relationship with the Church is foundational to who we are as a Catholic school division, and we are grateful for the continued support, prayers, and partnership of our parish communities. Together, we share in the responsibility of nurturing the faith of the young people entrusted to our care.

October also provided an opportunity for our Board to step away from the demands of governance and come together in faith and reflection. During our Board retreat, we explored the life and teachings of St. Francis of Assisi, reflecting on how his example of humility, simplicity, compassion, and service translates to our own calling as Catholic school Trustees.

St. Francis reminds us that leadership is not about position or recognition, but about how we serve others. His life challenges us to listen with humility, approach our responsibilities with compassion, and remain grounded in the values that guide our decisions. These are meaningful lessons in trusteeship, where our work must always be rooted in faith and centred on the students and families we are privileged to serve.

As we look ahead, we carry these reflections with us, mindful that gratitude is more than something we express; it is something we demonstrate through our actions, our relationships, and our commitment to Catholic education.

On behalf of the Board of Trustees, thank you to our staff, families, clergy, and parish communities for the many ways you contribute to the strength and spirit of Edmonton Catholic Schools. We are truly blessed to be part of a community united in faith, hope, and a shared commitment to our students.

Attached is a summary of meetings, events, and activities undertaken in my role as Board Chair since my last report. This summary does not include those meetings and events that I attended as a Trustee representing my Ward.

Recommendation:
That the Board of Trustees acknowledges receipt of the **October 2026 Board Chair Report on #ECSDfaithinspires** for information purposes.

Board Chair Report on #ECSDfaithinspires – October 2026

Summary of Meetings, Events, and Activities

Meetings and Events:

- Attended Red Mass and Dinner with Board of Trustees, and Chief Superintendent
- Attended Optimal Learning Workshop with Board of Trustees
- Attended Kevin Carr Christian Leadership Award Lunch with Board of Trustees, and Chief Superintendent
- Attended School-Parish Meeting with Board of Trustees, and Chief Superintendent
- Attended ASBA Ministerial Engagement with the Ministry of Education and Childcare and Chief Superintendent
- Attended National Internment Commemoration Day
- Attended Student Voice with Chief Superintendent and Board of Trustees
- Attended Faith Retreat with Board of Trustees, and Chief Superintendent
- Attended Mural reveal at St. Francis of Assisi Catholic Elementary School with Board of Trustees
- Attended Edmonton Catholic Schools' Ukrainian Bilingual Opening Liturgy with Board of Trustees, and Chief Superintendent
- Attended Grand Opening and Blessing of St. Carlo Acutis with Board of Trustees, and Chief Superintendent
- Attended Edmonton Catholic Schools' Annual Leadership Academy with Board of Trustees, and Chief Superintendent
- Attended Mass at Lumen Christi with Archbishop Stephen Hero, Board of Trustees, and Chief Superintendent
- Attended No Stone Left Alone: A Dance to Remember Gala and Fundraiser with Board of Trustees
- Attended Archbishop's Dinner with Board of Trustees and Chief Superintendent
- Attended Edmonton Catholic Schools Ukrainian Bilingual Parent Society AGM
- Attended Edmonton Catholic Schools' Foundation meeting
- Attended virtual meeting with Metro Chairs
- Attended virtual meeting with ASBA and Board Chairs
- Attended virtual meetings and briefings with Chief Superintendent, Administration, and Board of Trustees
- Attended virtual agenda setting meetings with Vice-Chair
- Attended Public, Governance, and Audit and Finance meetings with the Board of Trustees

Activities:

- Participated in Engagement on Student Supports with Board of Trustees, and Chief Superintendent
- Participated in Governance Workshop with Consultant Jordan Tinney,Board of Trustees, and Chief Superintendent
- Addressed numerous media requests
- Attended to correspondence and emails

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BOARD OF TRUSTEES MEMO

Date: October 28, 2026

To: Board of Trustees

From: Lynnette Anderson, Chief Superintendent

Re: Chief Superintendent's Report on #ECSDfaithinspires – October 2026

Background:

The 2026-2027 school year brings new journeys for Edmonton Catholic Schools. Our Division theme for the year, Rooted in Joy, will see our schools exploring how the foundation of our faith, God's great love for us, nurtures the deep roots of a life of joy for all. This new school year also brings a new Three-year Education Plan 2026-2029 to guide our growth and improvement. The goals of this plan are grounded in creating the conditions for optimal learning for all students and are brought into focus through the Division Priorities of *Learning and Living Our Faith, Nurturing Student Well-being*, and *Excellent Learning Experiences*. I wish to highlight some of my activities as Chief Superintendent alongside some of the happenings in our Division as they relate to the framework of our Division Priorities.

Learning And Living Our Faith

- We were pleased to celebrate the Grand Opening of St. Carlo Acutis Catholic High School this month. Archbishop Hero presided over a Liturgy of the Word and blessed the facility.
- Schools across the Division celebrated Catholic Education Week through learning activities and celebrations. An excellent example of an activity is a Living Rosary.
- In collaboration with the Catholic Archdiocese of Edmonton and STAR Catholic Schools, we launched *The Mass Revealed*, a new video series designed to help students and families discover the meaning behind the prayers, symbols, traditions, and celebrations of a Catholic Mass.
- Thanksgiving Celebrations were held in our schools as our students and staff lift up their hearts in gratitude for our God's gracious gifts in their lives.
- Our Division joined Canadians in prayer for those impacted by the tragedy at Canadian Forces Base Wainwright.

Nurturing Student Well-being

- Indigenous Learning Services offers students a variety of wellbeing and academic activities each month. This month, students had the opportunity to participate in the monthly Engineering Futures STEM Program. The monthly Mistatim Culture/Land-Based Equine Program at 5 Freedoms Ranch engaged students from across the Division. Additional support included student faith-day sessions, Knowledge Keeper teachings for Religion classes, and support for self-identified students at their first Gathering Circle. Other programming includes an Indigenous Science Nature Walk for Grade 9 students, a Pathways Cultural Learning Day, Indigenous Student Legal Careers Day, Tobacco Teaching and Harvest, and Braided Journeys Cultural Learning Days.

Excellent Learning Experiences

- What a wonderful week of stories, learning, and connection we experienced during Read In Week. Thank you to the many guest readers who joined our schools and shared their love of reading. This year's theme, Let Stories Soar, came to life through the stories they shared, the conversations they sparked, and the time they spent with students.
- Our Division hosted a delegation from Switzerland that was interested in exploring our Inclusive Education practices. They toured Joan Carr Catholic School. They received overview of our Division and then detail on our great work.
- We welcomed Prime Minister Mark Carney to St. Francis Xavier High School. During the visit, he walked his old hallways and signed his high school yearbook, referencing the school's charism, Caritas Christi ("Love of Christ"). As Prime Minister Carney reflected on his time at St. Francis Xavier, we couldn't help but think about the students creating their own stories in our schools today.
- October is Hispanic Canadian Heritage Month, a time to celebrate the rich cultures, histories, and contributions of Hispanic communities. Schools participated in a variety of activities to enhance student learning.

Recommendation:

That the Board of Trustees acknowledges receipt of the **Chief Superintendent's Report on #ECSDfaithinspires – October 2026** for information purposes.