

EDMONTON PUBLIC SCHOOLS

May 24, 2011

TO: Board of Trustees

FROM: Trustee D. Colburn, ASBA Issues and Resolutions Committee
Trustee S. Hoffman, Chair, ASBA Issues and Resolutions Committee
Trustee C. Johnner, ASBA Issues and Resolutions Committee

SUBJECT: Issues, Budget and Bylaws Bulletin for the 2011 ASBA Spring General Meeting

RESOURCE
STAFF: Anne Sherwood

RECOMMENDATION

1. That Board support for Motion 1B/SGM11: ASBA Budget 2011-2012, as outlined in Attachment I pages vii and vii a), be approved.
2. That Board support for Motion 2A/SGM11: Proposed Bylaw Amendment Bylaw 4.5(a) and (b) – Election of the Board of Directors, as outlined in Attachment I pages 37 to 38a, be approved.
3. That Board support for Motion 3A/SGM11: Proposed Bylaw Amendment Bylaw 9.5– Representation and Voting at General Meetings, as outlined in Attachment I pages 39 to 40a, be approved.

* * * * *

Attached is the Issues, Budget and Bylaws Bulletin 2011 for the upcoming ASBA Spring General Meeting in Red Deer which contains the motions that will be voted on at the Association's business session on Monday, June 6, 2011 at 9:00 a.m.

The Board's ASBA Issues and Resolutions Committee reviewed the proposed motions and has provided its recommendations on the page facing each of the proposed motions in Attachment I.

In accordance with the ASBA Bylaws, all resolutions shall be determined under a double majority voting method. Unless another Board member is designated in writing prior to the general meeting, the bylaws assume that the Board Chair shall have the power to cast the board's vote. Therefore, the Board must adopt a position on each of the proposed resolutions prior to the meeting. Voting on emergent items, other parliamentary motions and amendments to motions made on the floor will be determined by a majority of votes cast based on a one-board-one-vote rule. This will require the Board Chair to determine the Board's position on these matters in consultation with the Trustees present at the general meeting.

AS:mmf

Attachment #1 - ASBA Issues, Budget and Bylaws Bulletin 2011

Issues, Budget and Bylaws Bulletin 2011

Please bring this bulletin with you to the business session of the Spring General Meeting on June 6, 2011 at the Capri Center, Red Deer, Alberta. Please review the Rules of Procedure before the meeting.

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Rules of Procedure

In order to expedite the resolutions process at general meetings, it is necessary to approve certain rules of procedure.

Some of these may be specific parliamentary procedures, as in Robert's Rules of Order, while others are less formal and reside with each individual in the interests of courtesy, cooperation, and respect for all concerned as well as for the business at hand.

Procedural Steps

1. The proposed motion shall be read by the chair who will immediately ask for a mover and a seconder.
2. As soon as the proposed motion has been moved and seconded, the chair shall call upon the mover to speak to the motion.
3. The chair shall ask if any delegate wishes to speak against the proposed motion. If no delegate so wishes, the question will be immediately called.
4. If there is evidence of opposition, debate shall subsequently continue until the question is called in the usual manner. The mover will have the right to be the final speaker in the debate.
5. A delegate wishing to speak to a motion shall first obtain recognition by the chair and clearly announce his/her name and school jurisdiction represented.

6. A delegate wishing to speak to a motion shall limit remarks to a maximum of two minutes.
7. Any delegate speaking to a motion shall be allowed to speak as often as the chair, in his or her discretion, will permit.
8. Guests shall be permitted to speak at the discretion of the general meeting delegates, but not be permitted to move or second a motion, or vote.

Amendments

9. A delegate may, at any time during the debate on a motion, move an amendment to the motion, providing it is relevant to, and deals with, the same subject matter as the original motion. A motion to amend must be seconded.
10. An amendment of a substantive nature to a motion shall be submitted in writing on a specific form requiring the number of the resolution it is proposed to amend, the amendment, the motion as it will read when amended, the proposer's and seconder's name, and their respective school jurisdictions.
11. Amendments of a minor editorial nature may be handled by the process of general consent outlined in Robert's Rules of Order.

Voting

12. Voting shall be conducted according to the Alberta School Boards Association Bylaws. For ease of reference, Bylaw 9, Sections 3 through 12 are set out as follows:

- 9(3) Each registered delegate shall be entitled to all rights and privileges of the General Meeting other than the right to vote by ballot which right shall be as set out in Sections 6 to 12 herein. It shall be assumed that the board chair of each Full member board shall have the power to cast the vote to which each Full member board is entitled, unless another trustee for that board is designated, in writing, to the Executive Director, prior to any General Meeting or Special General Meeting, or in an emergency situation, by the Full member board at the General Meeting or Special General Meeting.
- 9(4) The Executive Director shall, subject to such directions as may be given from time to time by the Board of Directors, make all necessary arrangements for registration of delegates and for voting as may be necessary.
- 9(5) At the general meeting voting shall be by secret ballot for election of the president and the vice-president.

- 9(6) At any General Meeting of the Association, including a Special General Meeting, all resolutions shall be determined under the double majority voting method, as follows:
- (a) Sixty (60) percent or more of Full member boards who are in attendance, who cast a vote, and who vote in the affirmative, based upon one vote per Full member board; and
 - (b) Full member boards who are in attendance, who cast a vote, and who vote in the affirmative, represent 60 percent or more of the students registered, for the most recently reported period, with the Full member boards who voted in the affirmative.
- 9(7) The total number of votes cast in favour of any resolution and/or opposed to any resolution shall be calculated in accordance with the double majority rule specified herein.
- 9(8) For the purposes of Section 6(b) of Bylaw No. 9, the percentage of students enrolled in any Full member board shall be determined utilizing the total student enrollment figures reported to the Association as set out under Bylaw No. 10.

9(9) At any General or Special meeting, for the purposes of Section 6(b) of Bylaw No. 9, the percentage of students to be allocated to each Full member board in attendance will be determined by dividing the number of students enrolled in each Full member board by the total number of students enrolled in all Full member boards in attendance, resulting in a percentage (rounded to the nearest 0.1 percent).

9(10) When a mail-in ballot is used to amend the Bylaws, as provided for in Bylaw No. 11, Section 1, the vote shall be by ballot following the double majority voting method, as follows:

- (a) Sixty (60) percent or more of Full member boards who cast a vote and who vote in the affirmative, based upon one vote per Full member board; and
- (b) Full member boards who cast a vote and who vote in the affirmative, represent 60 percent or more of the students registered, for the most recently reported period, with the Full member boards who voted in the affirmative.

The percentage of students will be determined by dividing the number of students enrolled in

each Full member board, by the number of students enrolled in all Full member boards, resulting in a percentage, (rounded to the nearest 0.1 percent).

9(11) The double majority voting method shall apply to votes on all resolutions made at any General Meeting, including a Special General Meeting, with the exception of:

- (a) Voting for the President and Vice-President, which vote will be cast as provided for under Bylaw No. 4, Section 1; and
- (b) Votes on parliamentary motions and amendments to motions will follow the one vote/Full member board rule and shall be determined by a majority of the votes cast, unless otherwise required by Robert's Rules of Order.

9(12) A balloting committee shall be appointed at the opening of every general meeting. It shall be the duty of the balloting committee to conduct the ballot voting.

Budget

13. With respect to the budget, the following excerpts from the Alberta School Boards Association Bylaw 10(1)(b) shall apply:

- (i) Voting on the budget, other than amendments to the budget, will follow the double majority voting method.
- (ii) Voting on amendments to the budget will follow the one-vote-per-Full-member-board rule, and shall be determined by a majority of the votes cast.
- (iii) Notwithstanding any provisions to the contrary in these Bylaws, or in the rules of procedure governing disposal of resolutions, the budget shall be open to amendment until adopted.

Elections

14. With respect to the election of the president and vice-president, the following excerpt from Bylaw 4(1) shall apply:
- 4(1) ...voting shall be by secret ballot on the basis of one vote per Full member board in attendance. The candidate receiving the largest number of votes will be the successful candidate.

Bylaw Amendments

15. With respect to amendment of the Bylaws, the following excerpts from Bylaw 11(1) and (2) shall apply:
- 11(1) Substantial amendments to these Bylaws may only be made and/or approved at a Spring General Meeting, unless otherwise permitted by the

Board of Directors.

Amendments of a housekeeping nature to these Bylaws may be made by a mail-in ballot. The vote, in either case, shall be by ballot following the double majority method, as outlined in Bylaw No. 9.

- 11(2) An amendment to these Bylaws shall take effect on the day following the conclusion of the Spring General Meeting at which such amendment is made, unless an effective date other than the close of the Spring General Meeting is so specified in the resolution.

Extraordinary and Emergent Resolutions

16. Adoption of extraordinary or emergent resolutions shall be governed by the following excerpts from the Alberta School Boards Association Board of Directors' Governance Policy 10 – Association Policy Development Process, sections 3 and 4:

10(3) Extraordinary Policy Positions

A position shall be accepted for consideration as an Extraordinary Policy Position if:

- 3.1 The position arises out of the business of the General Meeting,
- 3.2 Consideration of the position is supported by a

two-thirds majority of voting Full member Boards, and

- 3.3 The mover makes available the wording of the position to all delegates.

10(4) Emergent Policy Positions

- 4.1 Emergent positions submitted by the membership for consideration at a General Meeting shall be submitted to a committee of the Board of Directors by 4:00 p.m. on the twenty-eighth (28) day prior to the first business day of a General Meeting.

A committee of the Board of Directors shall assess each emergent position to determine its compliance with the principles for Association policy. A committee of the Board of Directors shall:

- 4.1.1 Reject positions that address issues which have arisen prior to the deadline for submission of regular policy positions; and
- 4.1.2 Cause to be announced, immediately after the emergent position has been placed on the floor of the General Meeting, rationale for

and decisions reached regarding compliance of the proposed emergent resolution with the principles for Association policy.

- 4.2 Emergent positions arising after the deadline for submission of emergent issues will be addressed by the Policy Development Advisory Committee with a recommendation to the Executive Committee for disposition.

- 4.3 If the criteria defining an emergent position is not met, the matter may still be considered as an emergent position by the assembly if:

4.3.1 Consideration of the position is supported by a two-thirds majority of voting Full member Boards, and

4.3.2 The mover makes available the wording of the policy position to all delegates.

Disposition of Outstanding Policy Positions

17. Disposition of outstanding policy positions shall be as outlined in Board of Directors' Governance Policy 10 – Association Policy Development Process, section 5:

10(5) Positions not dealt with by the scheduled time of adjournment on the last day of the General Meeting shall be referred automatically to the Board of Directors for such action as the Board is at liberty to take in accordance with Bylaw 7(2)(g). However, these outstanding issues must be included on the

agenda of the next general meeting.

Other Motion Proceedings

18. Other motion proceedings will be governed by Robert's Rules of Order and the Alberta School Boards Association Bylaws and Governance Process Policies.

Motion 1B/SGM11: ASBA Budget 2011-2012

BE IT RESOLVED that the Alberta School Boards Association adopt the budget appended hereto for the period September 1, 2011 to August 31, 2012.

Sponsor: ASBA Board of Directors

1B/SGM11: ASBA Budget 2011-2012

RECOMMENDATION: Support

Rationale:

The proposed budget reflects a \$483,920 or 9.4% increase from the previous year which will largely be offset by increased fee for service revenues of approximately \$461,930 based on increased hourly rates for all services.

The proposed membership fee will increase by 1%. The Board's membership fee for 2011-2012 will be approximately \$198,562 based on 2010-11 student enrolment of 80,400. Pages 4 through 10 of the Bulletin provide information on the budget considerations, assumptions, and the member input received on the strategic priorities used to develop the proposed budget.



Proposed Budget 2011-2012

Alberta School Boards Association Proposed Budget – 2011/2012

The ASBA Board of Directors



Jacquie Hansen
President



Cheryl Smith
Vice-President



Sharilyn Anderson
Zone 1 Director



Mary Martin
Calgary Catholic Schools



Johnette Lemke
Zone 2/3 Director



Lynn Ferguson
Calgary Board of Education



Lisa Brower
Zone 2/3 Director



Dave Colburn
Edmonton Public Schools



Keith Warren
Zone 4 Director



Becky Kallal
Edmonton Catholic Schools



Anne-Marie Boucher
Zone 5 Director



Karen Bartsch
Zone 6 Director

Alberta School Boards Association

Proposed Budget – 2011/2012

Budget Considerations

There are a number of factors taken into consideration when preparing the budget for the Association.

- The budget must be balanced
- Reasonable increases in membership fees
- Appropriate increases in other fees (registrations, fee for service rates)
- Sustaining a level of service previously approved by the membership
- Sustaining active involvement in committee and task force work (e.g. First Nations, Métis and Inuit task force, ASBA Transformation initiative, PDAC, student centered learning, School Board funding task force, ASBA Setting the Direction follow up (Provincial Advisory Committee for Action on Inclusion), student achievement, English language learners, early learning initiative, transportation, infrastructure, safe and caring schools, drug awareness and Alberta student wellness initiative)
- Development of new services
- Trustee development for the year
- Current cost of required expenses: annual lease, insurance, subscriptions, memberships, telecommunications
- Appropriate compensation levels and working conditions for staff
- Appropriate compensation levels for trustees serving on the ASBA Board of Directors, committees and task forces
- Appropriate expense reimbursement for trustees and staff working on Association business (e.g. setting of the annual mileage rate)
- Work on Association policy
- ASBA mandate and strategic priorities

Alberta School Boards Association

Proposed Budget – 2011-2012

Budget Assumptions

- The budget will be balanced
- Reasonable increases will be proposed for membership fees, fee for service rates and registration fees based on the projection of costs for the 2011-2012 year. If necessary, there can be a transfer from the building or operating reserve to balance the budget and meet projected expense levels. Options for fee increases and transfers from the building surplus will be a part of the March budget discussions.
- Past experience and the annual all in consumer price index for Alberta at December 2011 (1.0%) will be used to project expenses. However, to minimize the increase on fees charged back to school boards expenses will be reviewed in detail to identify any potential savings.
- The annual lease rate is \$20/sq ft. ASBA entered into a ten year lease agreement for the current location beginning April 15, 2010 to April 14, 2020. Lease rates are \$20/sq ft for the first five years and \$22/sq ft for the last five years. Parking is \$220/stall/month subject to market changes. Building operating costs are projected to be \$13.93/sq ft.
- Interest revenue will be based on current rates.
- Staffing levels will remain the same through 2011-2012 except for member services where the number of association lawyers will increase to 6 upon the return of the seconded lawyer from Alberta Education. This increase will be covered through an increase in fee for service hours and will enable ASBA to meet the increased demand for legal services in house.
- The proposed increase for staff salaries is 3% based on economic indicators. Benefit costs will increase by 3% due to the increase in salaries plus an additional projected rate increase equal to 2.96%. Pension rates will increase

Alberta School Boards Association

Proposed Budget – 2011-2012

to 9.91% up to the YMPE (Yearly Maximum Pensionable Earnings – CPP Max) and 13.74% above the YMPE. The contribution rate for the Registered SiPP will remain at 5%.

- There was a proposed increase to the per diem rate however the increase was considered by the Board at their March meeting and a decision was made to keep per diems the same for 2011-2012 to keep costs down in the budget.
- There will be a proposed increase to the honorarium rates for the position of Vice-President (currently \$10,350) and President (currently \$20,700) however the increase was considered by the Board at their March meeting and a decision was made to keep honorariums the same for 2011-2012 to keep costs down in the budget.
- Canada Revenue Agency did not change mileage rates in 2011 therefore the mileage rate will remain at .49/km (average of CRA rate)
- Current memberships (NSBA, Law Society of Alberta, Canadian Bar Association, Certified Management Accountants, North American Association of Educational Negotiators, Chamber of Commerce, Canadian Education Society, etc) will be renewed. Also, while ASBA has given notice of withdrawal from CSBA, the CSBA bylaws require a full membership year's notice and therefore ASBA will be a member and will be required to pay membership fees to August 31, 2012.
- Insurance is adequate and will be renewed at current levels. Current insurance coverage includes employed lawyers liability, general liability, property, bond and crime, group accident and directors and officers.
- There will be no direct recovery of travel type expenses from school districts using fee for service. Where possible video conferencing will be used to provide services to school boards.

Alberta School Boards Association

Proposed Budget – 2011-2012

Member Input

In November each year, the ASBA Board of Directors asks school boards for input into the strategic plan.

For the 2011-2014 strategic planning session, input was received from 15 school boards. The ASBA Board of Directors considered this input at their strategic planning session in January and items included in the strategic plan are incorporated into the budget using available resources (people and dollars).

Member boards highlighted a number of areas they believed were important including:

- Many boards expressed their continued support for the strategic priorities contained in the 2010-2013 strategic plan.
- Boards identified two provincial initiatives that needed to be in the 2011-2014 strategic plan: Inspiring Action and the new Education Act. Also, boards wanted to ensure school board involvement in the development and implementation of the subsequent regulations related to the new Education Act.
- Boards believed that the education needs of all students needed to be addressed in the strategic plan (i.e.: ELL, 21st Century Learners, etc).
- Boards want ASBA to continue to offer resources on public engagement.
- School Boards want research priorities to be proactive.
- Effective partnerships continue to be important.
- The provision of legal services continues to be valued as well as the development of sample policies for new or pervasive issues.
- Continue to make research on the education of First Nations, Métis and Inuit students a priority.
- Continue to develop trustee professional development opportunities provincially and deliver at zone level or locally. (i.e.: understanding the New Education Act).
- Support individual School Boards with Collective Bargaining beyond 2012.

Alberta School Boards Association

Proposed Budget – 2011-2012

- Continue to make Action on Inclusion (Setting the Direction) a top priority in the plan.
- Boards highlighted the importance of incorporating a strategy and specific plans of action to advocate for adequate, stable, predictable funding to meet the needs of students in ECS to grade 12.
- Boards identified adequate funding as a concern for meeting the needs of 21st Century Learners because the cost of purchasing new technologies and ever-greening old technologies continues to increase.
- Include a strategic priority to “mobilize the people of Alberta to make the case with the Provincial Government for adequate and sustainable funding for 21 century education without depending in any way on fundraising on the part of the parents”.
- The strategic plan needs to continue to address the issues around costly capital plans and transportation.
- Strengthen supports for and awareness of the importance of the mental, nutritional and physical health of students in order to create healthy, active students and positively impact learning outcomes.
- Work to revise infrastructure funding to more equitably address the infrastructure needs of school with low enrolment and alleviate the associated school closure pressures.
- Strengthen supports for schools in acknowledging and addressing discrimination, harassment, intimidation and bullying.

Alberta School Boards Association

Proposed Budget – 2011-2012

Strategic Priorities

Strategic priorities describe the most important priorities that ASBA must accomplish in order to succeed at a point in time. Strategic priorities focus the resources of the ASBA on its Mandate and “Doing the Right Things, Well, at the Right Time”.

The strategic priorities from the 2011-2014 Strategic Plan are included below for your information.

Strategic Priority A: ASBA provides leadership and support to school boards in their provision of successful learning opportunities for all students with the intent of meeting the needs of the whole child.

Strategic Priority B: ASBA provides leadership and support that will enable school boards to understand and implement effective governance that is informed by their public’s views and values.

Strategic Priority C: ASBA provides leadership in advocating on behalf of school boards and supports boards in their advocacy efforts.

Strategic Priority D: ASBA provides leadership and support to position school boards to respond strategically to evolving initiatives in transforming public education in Alberta.

For a more detailed look at the ASBA Strategic Plan go to www.asba.ab.ca.

Alberta School Boards Association

Proposed Budget – 2011-2012

The Proposed 2011-2012 Budget

Budget assumptions are presented to the ASBA Board of Directors in February for their consideration and approval. Based on the final budget assumptions approved by the Board, a draft budget with various options is prepared and presented to the Board in March. The Board reviews the draft budget, makes decisions on a number of options and approves a draft budget that is presented to the membership at Zones and the Spring General Meeting. The membership votes on the draft budget at the Spring General Meeting in June.

The ASBA Board of Directors has approved the attached budget for presentation to the membership.

Dollars in the 2011-2012 budget provide the resources necessary to sustain current service levels for legal, labour, educational and communication services and trustee development activities. Resources will also be used to carry out initiatives identified in the 2011-2014 strategic plan. In 2011-2012, support based on research will be made available to school boards in relation to their evolving governance practices. ASBA will provide leadership and support to position school boards to respond strategically to evolving initiatives in transforming public education in Alberta. Included in this is providing support to school boards in responding to proposed legislation, regulations and policy in furthering the interests of school boards as they promote the interest of students.

Task forces have been established in a number of areas including, but not limited to, community engagement, Municipal Government partnerships, wrap around services and transformation plus work continues on developing and/or implementing the infrastructure, transportation and high school completion advocacy plans. In addition, ASBA will provide support to school boards in communicating the need for the Government of Alberta to provide adequate, stable, and predictable funding for public education.

First Nation, Métis and Inuit initiatives continue and research projects will look at the areas of student health and wellbeing, emerging competencies in the education of 21st century learners and early intervention/school preparedness/early learning.

In the 2011-2012 school year, ASBA will make resources and support available to school boards to enhance community engagement in public education. ASBA will advance the interests of school boards as the approach to teacher bargaining evolves and building key partnerships continues to be important in all the work ASBA does throughout the strategic plan.

The 2011-2012 proposed budget is \$483,920 (9.4%) higher than the previous year.

Alberta School Boards Association

Proposed Budget – 2011-2012

	2011/2012 Budget	2010/2011 Budget	2009/2010 Actual
Revenue			
Membership Fees	\$ 2,892,079	\$ 2,863,446	\$ 2,863,445
Service Revenue (FFS, ASEBP)	1,959,495	1,497,565	1,242,205
Other Revenue (Grant, Interest, Misc)	155,773	127,872	258,331
Trustee Development - Reg/Grants	598,850	626,100	469,794
Transfer from Building Reserve	30,455	37,750	-
Total Operating Revenue	\$ 5,636,653	\$ 5,152,733	\$ 4,833,775
Expenditures			
Member Services	\$ 2,419,953	\$ 2,086,895	\$ 1,842,410
Executive, Corporate & Communication Services	1,722,549	1,655,146	1,656,312
Governance	500,585	434,407	522,971
Rental/Office Costs	533,075	513,157	365,396
Trustee Development Costs	350,491	363,128	309,706
Depreciation	110,000	100,000	109,854
Total Operating Expenditures	\$ 5,636,653	\$ 5,152,733	\$ 4,806,649
Total Budget Surplus (Deficit)	\$ -	\$ (0)	\$ 27,126

Alberta School Boards Association

Proposed Budget – 2011-2012

		2011/2012	2010/2011	2009/2010
		Budget	Budget	Actual
Revenue				
1	Membership Fees	\$ 2,892,079	\$ 2,863,446	\$ 2,863,445
2	Fee for Service Revenue	1,921,400	1,459,470	1,204,110
3	Interest Income	58,773	43,872	48,346
4	ASEBP	38,095	38,095	38,095
5	Trustee Development - Reg/Grants	598,850	626,100	469,794
6	Trustee Development Grant	80,000	80,000	80,000
7	Emergency Planning Grant	-	-	125,000
8	Miscellaneous Revenue	17,000	4,000	4,985
9	Transfer from Reserves	30,455	37,749	-
Total Revenue		\$ 5,636,653	\$ 5,152,733	\$ 4,833,775

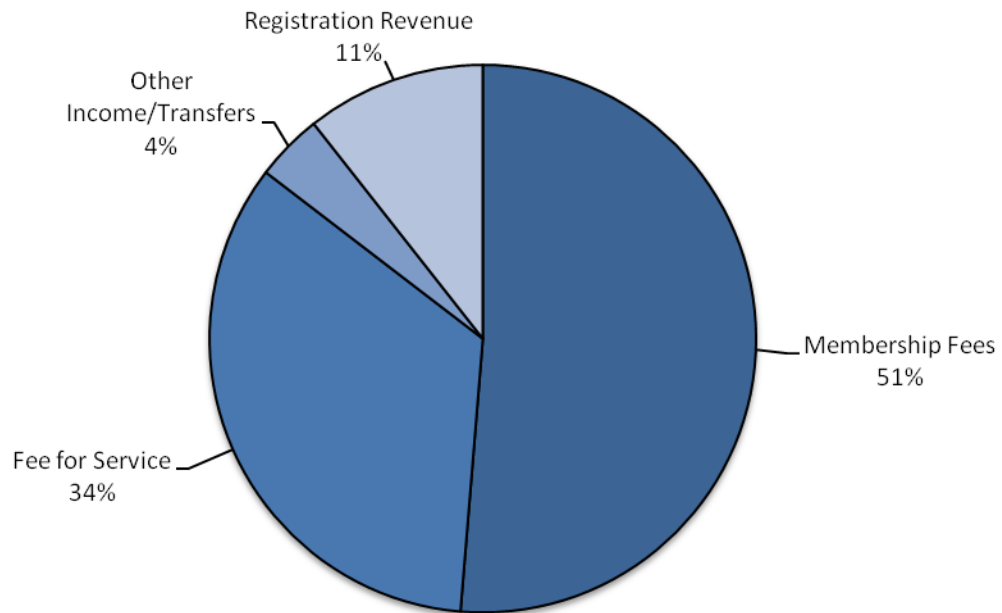
Notes:

- Proposed 1% increase in membership fees = Increase of \$28,633
- Approximately 8,091 hrs (2010-2011 budget - 6886 hrs, 2009-2010 actual - 5949.5 hrs) @ \$250/hr for Legal Services (increased 11% from \$225/hr), \$210/hr for Educational Services (increased 5% from \$200/hr) and \$200/hr for Labour and Communication Services (increased 14% from \$176/hr).
Total increase in Fee for Service = \$461,930
- Interest income calculated at 2010-2011 expected rates of return. Increase = \$14,901
- ASEBP - no change
- \$25 increase in registration fees. Budget includes FGM, SGM, 2 workshops/seminars to be developed and a Leadership Conference
- No increase projected in grant dollars for 2011-2012
- No grants projected
- Miscellaneous revenue - small contingency plus subscription revenue = \$13,000
- Transfer from building reserve
- The rate of interest on overdue accounts will be assessed at 2%/mth.

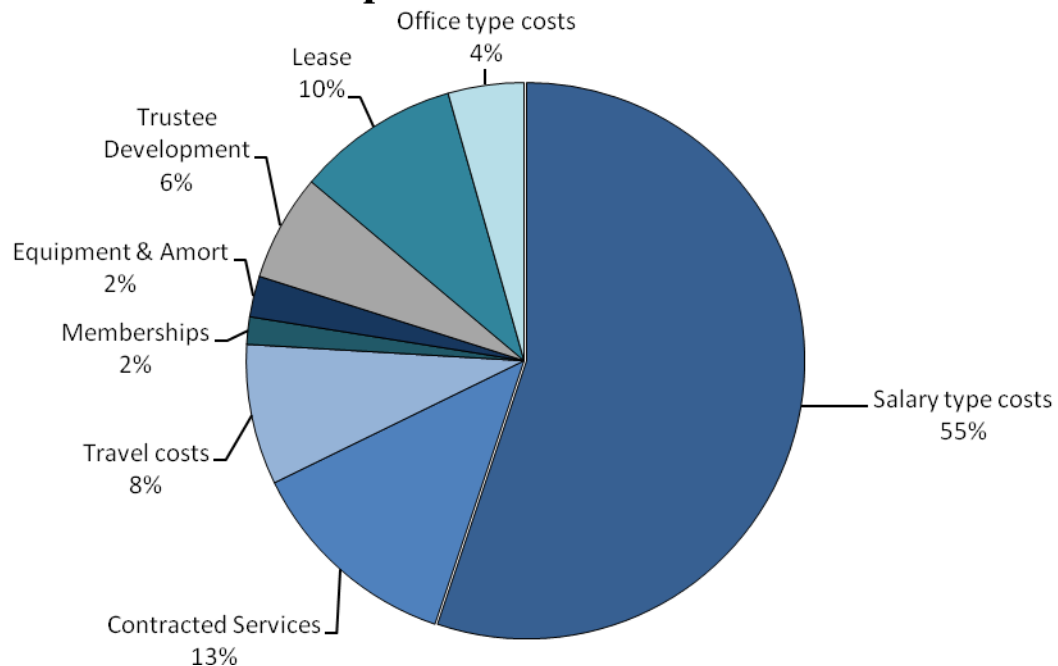
Note: Overall budget increase = 9.4% (\$483,920)

Alberta School Boards Association Proposed Budget – 2011-2012

Revenue Distribution



Expense Distribution



Alberta School Boards Association

Proposed Budget – 2011-2012

	2011/2012	2010/2011	2009/2010
	Budget	Budget	Actual
Member Services			
Total Salaries	\$ 1,544,310	\$ 1,341,786	\$ 1,128,544
Benefits	285,014	241,239	159,138
Casual Labour	46,000	32,000	28,364
Insurance	30,681	27,224	20,932
Contracted Services	317,364	268,786	318,635
Travel	59,750	51,000	51,844
Meals & Accommodation	42,500	42,000	30,084
Conferences	15,000	6,000	5,496
Staff Development	1,500	1,500	-
Catering	3,450	3,450	1,591
Memberships	20,048	17,411	38,775
Library & Subscriptions	37,336	30,500	35,597
Insurance Partnerships	13,000	20,000	12,198
Legal Action Costs	2,500	2,500	8,767
Miscellaneous	1,500	1,500	2,445
Total Expenditures	\$ 2,419,953	\$ 2,086,895	\$ 1,842,410

Notes for Member Services

Services to individual boards include:

- ♦ Legal Services
- ♦ Labour relations and human resources
- ♦ Emergency planning and pandemic
- ♦ Policy development and reviews
- ♦ Governance frameworks
- ♦ Executive searches
- ♦ Superintendent and board evaluations
- ♦ Strategic planning

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Member Services continued:

Fee for service revenue generated in 2009-2010: \$1,204,110 (65% of department costs)

- ♦ Legal (FFS = \$802,452 – 3821 hrs)
- ♦ Labour (FFS = \$94,424 – 536 hrs)
- ♦ Educational Services (FFS = \$303,000 – 1515 hrs)

Member Services also provides services to the Association for the benefit of all boards including:

- ♦ Executing Association policy/directives for action and reporting outcomes
- ♦ The development and implementation of strategic initiatives (based on strategic priorities set by the ASBA Board of Directors)
- ♦ Strategic plan reporting (tracking completion of strategic initiatives)
- ♦ Research on and analysis of educational issues and challenges (e.g. student health and wellbeing, emerging competencies in the education of 21st century learners, emergency preparedness and pandemic, drug awareness, early literacy/numeracy, high school completion, funding shortfalls in Alberta's public education system, Alberta's school building deficit, school fees and fundraising)
- ♦ The "Board Learning Centre" – online learning modules specifically designed for school trustees
- ♦ Developing a framework document for Governance as Leadership
- ♦ Policy process
- ♦ Presenting issue forums and seminars
- ♦ Exploring new member services
- ♦ Trustee development

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Member Services continued:

Overall, the 2011-2012 budget for Member Services is \$333,058 (16%) higher than 2010-2011.

Factors contributing to changes in the Member Services budget include:

- ♦ Salaries and benefits have increased by \$246,300 (16%) this year over last year's budget. A market survey was conducted in 2010 for legal staff and salaries were adjusted to bring them in to line with market rates in an effort to retain and recruit lawyers and therefore starting salaries were higher than amounts allocated in the 2010-2011 budget. The increase projected in the 2011-2012 budget is 3% over 2010-2011 actuals. ASEBP benefits are projected to increase by 2.96%.

Staffing levels - positions included in 2011-2012 budget (14.4FTE):

- ♦ 6 lawyers
- ♦ 1 director – Educational Services (Contracted Services)
- ♦ 3 negotiators/special initiative (i.e.: advocacy priorities, emergency planning and pandemic)/human resource specialists
- ♦ 1 policy and research analyst
- ♦ 2 legal secretaries
- ♦ 1 administrative assistant
- ♦ ~.4fte labour analyst (continued as a part-time, casual position)

Contracted services are used by the Association to meet the demand for educational services and are contracted on an as needed basis. Contracted services are also used for committee and task force work. Contracted service expenses were increased (\$48,578) to more accurately reflect actual costs incurred in this area (see below). Expenses incurred in the provision of educational services through contracted services are covered by fee for service revenue.

Contracted Services:

- ♦ 2007-2008 actual = \$378,853
- ♦ 2008-2009 actual = \$311,342
- ♦ 2009-2010 actual = \$318,635
- ♦ 2010-2011 budget = \$268,786
- ♦ 2011-2012 budget = \$317,364

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Member Services continued:

Casual labour expenses are projected to increase by \$14,000. It is anticipated that the demand for labour information will increase in 2011-2012 with the expiration of the five year labour deal. The labour analyst position is currently filled on a casual basis so dollars allocated for this work were increased to reflect the increased demand for information.

Other costs were increased by \$72,758 or 15%.

Employer contribution rates for LAPP will be 9.49% (2011) and 9.91% (2012-estimated) of salary up to the YMPE and 13.13% (2011) and 13.74% (2012 - estimated) over the YMPE up to the maximum salary cap.

Increases in benefit costs are due to paying higher employer pension contributions and ASEBP benefit premiums on higher salaries plus increased contribution rates.

ASBA will continue to use the services of the Edmonton law firm, Reynolds Mirth Richards & Farmer LLP, to complement the services provided by our excellent legal team improving overall turn-around time on school board requests for legal services.

Library and subscription costs were increased to reflect actual costs incurred for purchasing these items. Actual costs for 2009-2010 were \$35,597. Subscription costs were increased (\$6,836) to more accurately reflect actual costs plus a 1% increase for inflation and a 5% contractual increase for Quicklaw. Subscription and library expenses include legal publications such as Quicklaw, Province of Alberta, Buttersworth, Canadian Law Book, Carswell, CAPSLE, the Arnet Report and various other educational resources.

Insurance partnerships are costs incurred by ASBA to participate in the administration and governance of the insurance and pension programs including the registered Supplemental Integrated Pension Plan (SiPP), the Alberta School Boards Insurance Exchange (ASBIE), the Alberta School Employee Benefit Plan (ASEBP) and the Public Institutional Consumers Association (PICA). Direct costs are forecasted to be \$13,000 (reduced by \$7,000) in the 2011-2012 budget. These are now established programs and costs should remain consistent in 2011-2012.

Insurance costs are related to the purchase of the employed lawyer's liability policy. Insurance costs have increased (\$3,457) as the employed lawyer's liability policy now covers 6 lawyers with the return of the seconded lawyer from Alberta Education.

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Member Services continued:

Travel, meals and accommodation are costs related to the provision of labour and educational services across the province. Travel, meals and accommodation costs were increased (\$9,250) because labour work is projected to increase in 2011-2012. The Association will continue to make use of the video conference capabilities to reduce travel costs wherever possible.

The mileage rate is \$0.49/km (average of recommended rate published by the Canada Revenue Agency in January 2011).

Memberships include the Law Society of Alberta (6 lawyers), the Canadian Bar Association (6 lawyers), North American Association of Educational Negotiators, Canadian Education Association, AAMD&C, Alberta Chamber of Commerce, American Association of School Administrators and Education Law Association. Memberships increased (\$2,638) due to a normal increase in these costs and because the lawyer seconded to Alberta Education returns to ASBA in 2011-2012 increasing memberships costs for the Law Society of Alberta and the Canadian Bar Association (these costs are currently being recovered through Alberta Education).

Alberta School Boards Association

Proposed Budget – 2011-2012

	2011/2012 Budget	2010/2011 Budget	2009/2010 Actual
Executive, Corporate and Communication Services			
Total Salaries	\$ 870,555	\$ 817,197	\$ 845,103
Benefits	206,811	190,259	236,305
Casual Labour	5,677	3,000	3,055
Contracted Services	344,748	324,800	321,487
Graphic Design	1,500	1,500	-
Writers	1,000	1,000	-
Publications Production	5,262	5,262	2,204
Travel	38,003	53,307	30,462
Meals & Accommodation	42,040	43,325	36,623
Conferences	10,000	9,300	9,389
Memberships	9,055	9,055	6,034
Promotional Materials	2,500	2,500	-
Bank & Interest Charges	5,410	3,600	3,682
Miscellaneous	10,155	8,817	10,651
Printing	500	500	90
Postage	5,000	6,000	1,273
Courier & Delivery	5,600	5,600	3,086
Telephone	54,531	48,000	52,943
Staff Development	3,500	3,500	1,340
Equipment Costs	19,953	21,352	19,549
Stationery Supplies	38,536	38,536	26,572
Subscriptions	11,741	12,121	8,313
Meeting Supplies/Catering	6,181	6,152	8,301
Election Materials	-	20,000	-
Staff Planning/Functions	17,410	13,508	22,912
Insurance	6,882	6,956	6,938
Total Expenditures	\$ 1,722,549	\$ 1,655,146	\$ 1,656,312

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Executive, Corporate and Communication Services

Executive, Corporate and Communication Services include:

- ♦ Executive Director responsibilities (See Strategic Plan, Role of Executive Director)
- ♦ Support for the President, Vice President and Board of Directors
- ♦ Development and implementation of strategic initiatives (based on strategic priorities set by the Board of Directors)
- ♦ Executing policies/directives for action and reporting outcomes
- ♦ Government relations
- ♦ Advocacy (Priorities include First Nations, Métis and Inuit education, early intervention/school preparedness/early learning, high school completion, transportation, infrastructure and adequate, stable and predictable funding for public education)
- ♦ Relationships and partnerships
- ♦ The communications function
- ♦ The annual report
- ♦ Legal newsletter
- ♦ Legal conferences
- ♦ ASBA website - see www.asba.ab.ca - has up-to-date research and information
- ♦ Trustee development (annual meetings, conferences, issue forums, workshops, seminars)
- ♦ General meeting preparation and administration
- ♦ Policy advisory
- ♦ Communications now
- ♦ Issue monitoring and action
- ♦ Key message development
- ♦ Media relations
- ♦ Public relations, community engagement
- ♦ Communication services
- ♦ Member surveys
- ♦ Hot news
- ♦ Increasing trustee awareness
- ♦ Exploring new member services

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Executive, Corporate and Communication Services continued:

- ♦ Development and communication of budget
- ♦ Human resources, accounting and internal computer services
- ♦ Administration relating to zone chair and board chair meetings
- ♦ Administration relating to the strategic planning session
- ♦ Identifying, developing and managing cooperative insurance and pension programs to benefit school boards. Insurance, pension and benefit programs include ASBIE, SiPP and ASEBP. Also, some costs are still being incurred for the windup of Alarie and PICA.
 - The Alberta School Boards Insurance Exchange (ASBIE) – an insurance program tailored to meet the needs of school boards.
 - The Registered Supplemental Integrated Pension Plan (SiPP) – a supplemental pension plan option for senior jurisdictional employees.
 - The Alberta School Employee Benefit Plan (ASEBP) – an employee benefit program specifically designed to meet the health benefit needs of Alberta's education sector.
 - The Public Institutional Consumers Association (PICA) – a consortium advancing the interest of our members with regard to energy utility matters (currently winding down).
- ♦ Matters relating to CSBA

The 2011-2012 budget for these services has increased by \$67,403 (4%):

Changes in the Executive, Corporate and Communication Services budget include:

- ♦ Salary and benefit costs have increased by \$69,911 (6.9%) this year over last year's budget. The projected salary increase for staff is 3%. The projected salary increase for the Executive Director is 4.3% (AAWEI) as per the terms specified in the current contract. Also, a Director position was moved back from .8FTE to 1FTE as the current workload requires a full time person.
- ♦ Employer contribution rates for LAPP will be 9.49% (2011) and 9.91% (2012-estimated) of salary up to the YMPE and 13.13% (2011) and 13.74% (2012) over the YMPE up to the maximum salary cap.
- ♦ Executive Director participation in the Registered SiPP (\$7,300), Non Registered SERP current and past service cost plus net actuarial loss on accrued benefit obligation (\$28,000).

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Executive, Corporate and Communication Services continued:

- ♦ Projected increase in contracted service costs of \$19,948 (6.0%). Increases are from increased computer services (hours), accounting and audit fees. The annual membership survey will not be conducted in 2011-2012 resulting in a cost saving of \$25,250.
- ♦ All other costs have been reduced by \$25,133 (8%). Association staff continue to look for efficiencies to reduce office costs.
- ♦ Election costs of \$20,000 have been removed from this year's budget as they are only incurred during election years.

Positions included in the 2011-2012 budget (~9 FTE):

Executive Director

- ♦ Executive Director - 2011-2012 Salary = \$206,623 (4.3% increase based on the AAWEI). Benefit allowance = \$3,300

ASBA Compensation Policy – Executive Director

“The ASBA Board believes the ASBA should have the ability to attract and retain an Executive Director with the background and relevant experience necessary to perform the duties associated with the expectations of the membership.

Therefore the board believes the Executive Director should be fairly compensated according to the nonprofit sector. Fair compensation will be determined in the following manner:

- a) An independent consultant will be retained by the Board of Directors to provide comparators. This will be done at a minimum of every three years.
- b) There will be a minimum of 10 comparators to be determined by the board and/or a committee of the board.
- c) At market survey time the Executive Director compensation shall fall within the 50th-60th percentile of the comparators total cash compensation depending on relevant experience and performance.
- d) Annual compensation increases between market surveys will be a combination of a 3% annual increase based on satisfactory performance and the economic indicator of the Alberta Average Weekly Earning Index.”

The Board recognizes that salary is determined through negotiations but will use this policy as the direction for the negotiations.

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Executive, Corporate and Communication Services continued:

Other Positions:

- ♦ ~3 Directors (Corporate Services, Finance and Administrative Services(.85FTE), Communications)
- ♦ 1 Receptionist and Administrative Assistant
- ♦ 1 Executive Administrative Assistant
- ♦ ~2 Administrative Assistants (1 admin asst is at .9285FTE)
- ♦ 1 Policy Coordinator/Administrative

Casual labour costs cover key positions (e.g. receptionist) for vacation/sick time and additional administrative help. Casual labour is projected to increase (\$2,677) for 2011-2012 to cover vacation and sick time.

Insurance costs cover the directors and officers liability policy and property and general liability insurance (ASBIE). These are projected to remain essentially the same for 2011-2012.

Travel, meals and accommodations are costs incurred to travel to zone meetings, member board meetings, general meetings, CSBA and NSBA and have been decreased by \$16,589 to more accurately reflect actual costs incurred for these items. The mileage rate is \$0.49/km (average of recommended rate published by the Canada Revenue Agency in January 2011).

Equipment costs are annual costs for in-house photocopiers, fax machines, printers, network repairs. These have been projected using actual costs from previous years and have been reduced by \$1,399.

Staff function costs relate to the staff planning/staff meetings/other staff related office costs. These costs were increased by \$3,902 to reflect actual costs incurred for these meetings.

Conference of choice benefit for staff officers has been frozen for an additional year (savings = \$26,000). There is an amount allocated to conferences to send staff to courses, conferences or events that will increase area expertise (Legal seminars, pension courses) or as a representative of the ASBA. Costs have increased by \$700.

Miscellaneous expense is a combined allocation from four departments (Communications, Finance, Executive Office and Corporate Services). These costs have been held to 2009-2010 levels. Examples of costs included in miscellaneous expenses are: Capital Health – Staff Flu Shot Program, dish soap, carpet cleaning, replacement of glasses and dishes, small donations, etc.

Alberta School Boards Association

Proposed Budget – 2011-2012

	2011/2012		2010/2011		2009/2010	
	Budget		Budget		Actual	
Governance						
CPP Costs	\$	8,000	\$	8,000	\$	7,039
Per Diem		89,394		92,865		92,419
Honoraria		10,350		10,350		10,350
Contracted Services		36,250		26,250		60,349
Insurance		1,390		1,390		1,319
Travel		74,814		62,744		80,030
Meals & Accommodation		46,761		51,141		65,353
Conferences (Registration costs)		20,000		6,000		5,953
Conference of Choice (Registration costs)		10,000		-		9,551
Equipment Rental		4,100		250		4,066
CSBA/NSBA Membership		57,259		57,259		48,553
Catering		47,382		19,800		46,913
Meeting Rooms		1,250		2,823		978
Promotional Material		-		-		115
Telecommunications		-		-		145
Office Supplies		-		-		1,339
Miscellaneous		1,000		2,500		875
Total Expenditures	\$	407,951	\$	341,372	\$	435,347
President						
Per Diem	\$	24,540	\$	22,161	\$	25,280
Honoraria		20,700		20,700		20,700
Travel		19,560		23,686		19,366
Meals & Accommodation		17,890		20,138		17,713
Telecommunications		250		750		575
Memberships		3,395		2,400		2,141
Miscellaneous		300		200		284
Conferences		6,000		3,000		1,565
Total Expenditures	\$	92,635	\$	93,035	\$	87,624
Total Expenditures - Governance	\$	500,585	\$	434,407	\$	522,971

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Governance

Governance includes Board of Directors' meetings, executive and policy committee meetings, strategic planning, leadership retreat (conference) and the Executive Director's compensation and evaluation. Governance also includes compensation for representation on internal task forces or external committees and attendance at zone and board chair meetings. These costs are included in per diems.

Governance activities include:

- ♦ Strategic planning – leadership in the development and promotion of strategic priorities
- ♦ Policy process (PDAC)
- ♦ Advocacy – Priorities include First Nations, Métis and Inuit education, early intervention/school preparedness/early learning, high school completion, transportation, infrastructure and adequate, stable and predictable funding for public education.
- ♦ Board roles and task forces (budget, policy (PDAC), political advocacy, school board funding task force, executive director compensation and evaluation, fiscal accountability, ASEBP, school board to school board relationships, wrap around services task force, transformation initiative (including governance), First Nations, Métis and Inuit task force, infrastructure, school board-municipal government relationships and partnerships, “Action on Inclusion”, education trends, community engagement, ASBA relationship building with non-teaching staff, Arts in Education, English language learners, Alberta student wellness initiative and early learning initiative)
- ♦ Board chair/zone meetings
- ♦ Committee representation (e.g. Curriculum Policy Advisory Committee (CPAC), Action on Curriculum Working Groups, English as a Second Language Advisory, Teacher Education Advisory Committee, Funding Framework, High School Flexibility Pilot Project, Society for Safe and Caring Schools and Communities, drug awareness, children and poverty, etc.)
- ♦ Communication (media/public/member) – President
- ♦ Organizational environment (e.g. political advocacy and governance)
- ♦ Relationships
- ♦ Election
- ♦ Community engagement and trustee awareness
- ♦ Member board satisfaction
- ♦ Budget
- ♦ CSBA

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Governance continued:

The ASBA Board of Directors:

- ♦ The ASBA Board is made up of six Zone Directors (1, 2/3, 2/3, 4, 5, 6) and four Metro Directors (Edmonton Public, Edmonton Catholic, Calgary Public, Calgary Catholic) and a President and Vice President (elected every 18 months by member boards at a general meeting).

Costs in governance are \$66,179 (15%) higher in the 2011-2012 budget.

Honorariums:

- ♦ President - \$20,700 (no change) – last increase was 2009-2010
- ♦ Vice President - \$10,350 (no change) – last increase was 2009-2010

Per Diems – There is no proposed increase in the per diem rate of \$160 (daily rate paid to attend ASBA board meetings, task force meetings, and some committee meetings). Per diems are also paid to trustees participating in committee or task force work for ASBA.

The Board of Directors discussed the per diem and honorarium rates (a comparative review was done and presented for their information) and decided that even though there was justification to increase these items, given the current economic climate this was not the right time, and voted to leave per diems and honorariums the same for 2011-2012. The budget for per diems has also been reduced by \$1,092.

The strategic planning session was put back in the budget in 2011-2012 (Cost ~ \$35,500). The Board of Directors agreed this was important work for the Association from the review of where we have been (what's been accomplished) to where we need to go and helps build relationships and facilitate teamwork.

The Board of Directors also reviewed and approved a work plan that reduced their meeting days from 10 meetings per year to 7 meetings per year. The 7 meetings per year will be expanded to deal with the additional work required. Overall board costs will be reduced (Savings ~ \$16,267).

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for Governance continued:

Travel, meal and accommodation costs have been increased by \$1,316. A number of items are impacting travel, meals and accommodation expenses. Firstly, actuals from prior years were used to estimate 2011-2012 budget. This figure was then adjusted for the additional costs from bringing the strategic planning session back into the budget and the reduction in meeting days from 10 meetings per year to 7 meetings per year (but an increase in time for the remaining 7 meetings). The Board of Directors has also committed to using video conferencing for task force and committee meetings when appropriate which will help meet the budget for travel costs.

Conference and Conference of Choice benefits have been put back in to the budget using actual costs per person but the conference of choice has been approved at a fixed amount with a modified schedule. Conference of choice will be made available to those Directors who are not eligible to attend the CSBA or NSBA conference in 2011-2012 and will be fixed at \$2,000 including conference, travel and per diem costs. While conference costs have increased this year over last year's budget (\$27,000) the annual savings from the modified schedule and fixed amount is \$26,000.

Established Rates:

- ♦ Travel - \$0.49/km (follows the average recommended rate published by the Canada Revenue Agency in January 2011)
- ♦ Meals - \$10/meal or by receipt (must be reasonable)
- ♦ Accommodation - by receipt

Catering costs have been adjusted to actuals plus a 1% increase (increase = \$27,582). This is the cost of catering for Board of Directors' meetings, strategic planning, leadership retreat and ASBA task force meetings.

Equipment Rental costs have been adjusted to actuals plus a 1% increase (increase = \$3,850). This is the cost of projectors, screens and other equipment needed for meetings held at hotels like the leadership retreat and strategic planning.

Insurance – Group Accident and Life Insurance (Board of Directors only)

Alberta School Boards Association

Proposed Budget – 2011-2012

	2011/2012	2010/2011	2009/2010
	Budget	Budget	Actual
Rental/Office Costs			
Office Rent	\$ 614,213	\$ 584,379	\$ 412,926
Rental Recovery	(81,138)	(71,222)	(47,530)
Total Expenditures	\$ 533,075	\$ 513,157	\$ 365,396
General Meeting and Function Costs			
Fall General Meeting	\$ 156,610	\$ 146,620	\$ 134,817
Spring General Meeting	119,606	111,483	113,498
Trustee Development	74,275	105,025	61,391
Total Expenditures	\$ 350,491	\$ 363,128	\$ 309,706

Notes for Rental/Office Costs

The building budget is \$19,918 higher than 2010-2011. This increase is due to a projected 5 percent increase on the operating and property tax component of the lease payment. The current rate is \$13.27 per square foot. Monthly lease rates are fixed for five years and are \$20 per square foot. Actual operating costs at August 31, 2010 were \$13.27 per square foot and generally increase by 5 percent per year. The rental recovery represents space leased to our educational partners at cost allowing us to recover a portion of our annual lease costs.

Lease Details:

- ♦ Square footage leased - 15,759
- ♦ Per square foot rental rate (rates are at the lower end of market rates for Edmonton and area):
 - ♦ From April 2010 to April 2015 - \$20 per square foot
 - ♦ From April 2015 to April 2020 - \$22 per square foot
- ♦ Estimated operating costs/property taxes per square foot - \$13.93 per square foot (up 5%)
- ♦ Storage - \$156.25 per month

Alberta School Boards Association

Proposed Budget – 2011-2012

Notes for General Meeting and Function Costs

Expenses are lower in the 2011-2012 budget (\$12,637). In this budget, the revenues and expenses for MELRA and the Trustee Orientation Workshop (held only during election years) have been removed. For the 2011-2012 year, functions included in the budget are FGM, SGM, two trustee development workshops and a leadership conference.

The budget for general meeting and function costs includes:

- ♦ Keynote speakers
- ♦ Contracted services (brochure development, facilitators, parliamentarian)
- ♦ Room rental
- ♦ Equipment rental
- ♦ Catering costs (meals, coffee breaks, refreshments)
- ♦ External program costs
- ♦ External printing costs
- ♦ Travel, meals and accommodations for speakers and facilitators
- ♦ Honorariums

There are a number of internal costs which are not allocated to self supporting functions in the budget but are contained elsewhere in the budget including internal staff resources. Association staff are responsible for event planning which involves arranging the venue, meals, speakers, facilitators, bands, special events, travel arrangements, materials, trustee packages, brochures, nametags, awards, registrations, surveys, invoicing and payment processing. The cost of photocopying and supplies are also included elsewhere in the budget. Lastly, regularly we rely on the immense skills and talents of our internal staff resources and ask them to prepare and present sessions at conferences and workshops (legal, educational services, communications).

Alberta School Boards Association

Proposed Membership Fees

September 1, 2011 to August 31, 2012

Zone	Jurisdiction	Total Students*	Proposed Membership Fees
23	Aspen View Regional Division #19	3,018	\$26,737
4	Battle River Regional Division #31	6,537	\$45,408
23	Black Gold Regional Division #18	8,895	\$56,807
23	Buffalo Trail PS Regional Division #28	4,441	\$35,279
5	Calgary RCSSD #1	45,716	\$145,159
5	Calgary Board of Education	102,668	\$230,851
5	Canadian Rockies R.D. #12	2,024	\$20,255
4	Chinook's Edge School Division #73	10,735	\$65,704
5	Christ the Redeemer Catholic S.R.D. #3	8,009	\$52,522
4	Clearview School Division #71	2,573	\$23,837
23	East Central Alberta CSSRD #16	2,731	\$24,867
23	East Central Francophone Ed. Region #3	693	\$11,525
23	Edmonton Catholic Separate School District #7	33,642	\$118,889
23	Edmonton School District #7	80,400	\$198,562
23	Elk Island Catholic Separate RD #41	5,509	\$40,442
23	Elk Island Public Schools R.D. #14	16,315	\$81,199
23	Evergreen CSRD #2	3,616	\$30,638
5	Foothills School Division #38	7,314	\$49,164
23	Fort McMurray RCSSD #32	4,435	\$35,250
23	Fort McMurray Public School District #2833	5,178	\$38,839
1	Fort Vermilion School Division #52	3,335	\$28,811
5	Golden Hills School Division #75	6,423	\$44,857
1	Grande Prairie RCSSD #28	3,782	\$31,726
1	Grande Prairie Public School District #2357	6,723	\$46,308
23	Grande Yellowhead Public School Division #77	4,846	\$37,237
6	Grasslands Regional Division #6	3,437	\$29,471
23	Greater N. Central Francophone Ed. Region #2	2,514	\$23,453
23	Greater St. Albert Catholic R.D. #29	6,410	\$44,799
5	Gr. Southern Francophone Public Ed. Region No. 4	1,292	\$15,477
5	Gr. Southern Franc. Sep. Catholic Ed. Region No. 4	856	\$12,627
1	High Prairie School Division #48	3,227	\$28,100
1	Holy Family Catholic Regional Division #37	2,252	\$21,741
6	Holy Spirit RCSRD #4	4,567	\$35,888

Alberta School Boards Association

Proposed Membership Fees

September 1, 2011 to August 31, 2012

Zone	Jurisdiction	Total Students*	Proposed Membership Fees
6	Horizon School Division #67	3,570	\$30,341
23	Lakeland RCSSD #150	1,926	\$19,610
6	Lethbridge School District #51	8,363	\$54,233
23	Living Waters CRD #42	1,660	\$17,877
6	Livingstone Range School Division #68	3,764	\$31,610
23	Lloydminster Public S.D. #99	2,381	\$22,583
23	Lloydminster RCSSD #89	1,227	\$15,049
6	Medicine Hat CSRD #20	2,702	\$24,678
6	Medicine Hat School District #76	6,645	\$45,931
23	Northern Gateway Regional Division #10	5,193	\$38,912
23	Northern Lights School Division #69	5,756	\$41,638
1	Northland School Division #61	2,789	\$25,244
1	Northwest Francophone Ed. Region #1	333	\$8,915
6	Palliser Regional Division #26	6,579	\$45,611
23	Parkland School Division #70	9,514	\$59,802
1	Peace River School Division #10	3,162	\$27,680
1	Peace Wapiti School Division #76	5,551	\$40,645
23	Pembina Hills Regional Division #7	6,109	\$43,342
5	Prairie Land Regional Division #25	1,488	\$16,753
6	Prairie Rose School Division #8	3,603	\$30,559
4	Red Deer Catholic Regional Division #39	6,712	\$46,257
4	Red Deer Public Schools	9,803	\$61,194
5	Rocky View School Division #41	17,300	\$83,345
23	St. Albert PSSD #6	6,608	\$45,749
23	St. Paul Education Regional Division #1	3,934	\$32,719
23	St. Thomas Aquinas RCSR #38	2,698	\$24,649
23	Sturgeon School Division #24	4,397	\$35,069
6	Westwind School Division #74	4,317	\$34,677
4	Wetaskiwin Regional Division #11	3,962	\$32,901
4	Wild Rose School Division #66	5,176	\$38,832
4	Wolf Creek School Division #72	7,155	\$48,396
23	Yellowknife Education District #1	1,868	\$19,233
23	Yellowknife Catholic Schools	1,314	\$15,622
	Totals	561,672	\$2,892,080

*Note: Student totals were compiled from a report on Student Population for the 2010/2011 school year published by Alberta Education. Student registration information is as of Jan 28, 2011. These will be updated with the most current available information as per bylaw #10.

ASBA Budget:

Frequently Asked Questions

Question: What factors are considered when setting the budget?

Answer: There are a number of factors taken into consideration when preparing the budget for the association:

- ♦ strategic priorities identified in the strategic plan. What can we accomplish with the resources (dollars, people) we have? Is there anything critically important that we need to fund that will add additional dollars to the budget?
- ♦ work on association policy
- ♦ the budget is balanced
- ♦ budget assumptions approved by Board
- ♦ reasonable increases in membership and other fees
- ♦ sustaining a level of service previously approved by the membership
- ♦ sustaining an active involvement in committee and task force work (i.e.: transformation initiative, Action on Inclusion, responding to the Education Act, community engagement, high school completion, transportation, infrastructure, First Nations, Métis and Inuit task force, English language learning, early learning initiative, Safe and Caring Schools, drug awareness, Alberta Student Wellness initiative, school board funding, education trends, wrap around services, municipal government partnerships)
- ♦ trustee development for the year

How is ASBA governed? Who sets ASBA policy?

School boards set the policies that guide the work of the association and the ASBA Board of Directors in its decision-making. Generally, school boards make decisions about association policy at the Fall General Meeting. Policy may also be discussed at the Spring General Meeting. The association's governance handbook is posted on the ASBA website at <http://www.asba.ab.ca/policies/policies-bylaws.asp>

Because general meetings occur only twice a year, school boards have authorized the ASBA Board of Directors to direct the business and affairs of the association with the exception of the following decision which rests exclusively with school boards attending a general meeting:

- ♦ Electing the president and vice-president
- ♦ Setting the association's annual budget
- ♦ Assessing membership fees
- ♦ Amending bylaws and requesting amendments to the constitution
- ♦ Setting policies and directives for action

Between general meetings, the ASBA Board of Directors may adopt interim policy positions; however these are subject to ratification by school boards at the next general meeting.

ASBA Budget: Frequently Asked Questions

- ♦ current expense levels for items like our lease, insurance, memberships, subscriptions, telecommunications, etc.
 - ♦ appropriate compensation levels and working conditions for staff
 - ♦ appropriate compensation levels for trustees serving on the ASBA Board of Directors, committees and task forces
 - ♦ appropriate expense reimbursement for trustees and staff working on association business (i.e.: setting of mileage rate)
-

Question: What is the status of the Association's reserves?

Answer: The association reserves are reported annually in the audited financial statements which are posted on the ASBA website. Interest income earned on association reserves is used to balance the annual budget and reduces fees to members. Last year, association reserves earned \$48,346 in interest.

Reserves at August 31, 2010 totaled \$3,316,436.

This is comprised of two reserve funds set up by the Board of Directors:

- ♦ the building reserve fund (\$600,000). This fund is being used, on an as needed basis, to address the increase in rental costs to the association from the increase in rates. It is being used to balance the 2010-2011 and 2011-2012 budget. The current board does not wish to deplete this fund completely but would like to leave a fund for future boards when the new lease expires so that there are options available at that time.
- ♦ the capital asset replacement reserve fund (\$584,837). This reserve is replenished each

Who governs the ASBA?

A 12 member board of directors governs the association, made up of:

- ♦ President – elected by the entire membership (one vote per full member board in attendance)
- ♦ Vice-President – elected by the entire membership (one vote per full member board in attendance)
- ♦ Six zone directors – elected by the Zone
- ♦ Four metro board representatives – elected by each metro board (Calgary Catholic, Calgary Public, Edmonton Catholic, Edmonton Public)
- ♦ The President, the Vice-President, the Zone directors and the Metro directors are elected for terms of approximately 18 months and are eligible for re-election for one successive term of approximately 18 months

ASBA Budget: Frequently Asked Questions

year by the amortization expense (the annual expense from depreciating assets) in an effort to always have the available funds to replace those assets when they are fully amortized (used up). The fund is used to purchase capital assets like computer equipment, computer software, network equipment, projectors, video conferencing equipment, printers, photocopiers, furniture or leasehold improvements.

and, the capital fund (\$216,280) and operating fund (\$1,915,319). The capital fund is not a cash reserve but the net book value of our capital assets.

The operating fund currently has approximately 4 months of operating expenses. The operating fund is used to sustain cash flow until we receive membership fees in late October, early November; for fee for service costs until we collect receivables; as a contingency fund in case there is an event which requires a cash outflow like the tripartite negotiations or the arbitrated settlement; and as a wind down fund in the event it is necessary.

Question: Do we make a profit on events?

Answer: Association policy is that all events must make a profit. Association events are expected to produce revenue that is in turn used for other association initiatives. However, when we account for the allocation of internal resources (i.e.: staff time) we break even or have a small surplus on association events. In the budget, direct expenses are allocated to functions like the cost of catering and contracted services (facilitator and speaker costs). There are a number of internal costs which are not allocated to self supporting functions in the budget but are contained elsewhere in the budget including internal staff resources. Association staff are responsible for event planning which involves arranging a venue, meals,

What services are available through the ASBA?

Through the ASBA, school boards may...

1. Hire, on a fee for service basis, ASBA lawyers, labour relations, educational and communication consultants for help with complex local issues.

2010-2011 fee for service rates:

- ♦ Communications \$176/hr
- ♦ Education Services \$200/hr
- ♦ Labour Services \$176/hr
- ♦ Legal Services \$225/hr

2. Join employee benefit, insurance and pension plans developed to respond to the unique needs of an educational setting

The Alberta School Employee Benefit Plan

The Alberta School Boards' Insurance Exchange

The Supplemental integrated Pension Plan

3. Receive specialized research and information to help them do their work locally
4. Learn from and network with school trustees
5. Access various trustee development opportunities
6. Subscribe to the school law newsletter – a newsletter written for the education community and discusses timely legal news in plain language for educators.

ASBA Budget: Frequently Asked Questions

speakers, facilitators, bands, special events, travel arrangements, materials, trustee packages, brochures, nametags, awards, registrations, surveys, invoicing and payment processing. The cost of photocopying and supplies are also included elsewhere in the budget. Lastly, regularly we rely on the immense skills and talents of our internal staff resources and ask them to prepare and present sessions at our conferences and workshops (legal, educational services, communications).

Question: When does our current lease expire, what is the current lease rate and what are current market rates?

Answer: The current lease expires in April 2020. Following a thorough review of the available rental and building options and costs, the Board of Directors voted to renew the lease in April 2010 at the current location for ten years at \$20 per square foot for the first five years and \$22 per square foot for the last five years. The negotiated rates are at the lower end of market rates for Edmonton and area. Current operating and property costs are an additional \$13.27 per square foot.

Question: When calculating membership fees, where do the student enrolment numbers come from?

Answer: Alberta Education releases a report each year on Student Population by Grade, School and Authority –

<http://www.education.alberta.ca/departments/stats/students.aspx>

In the membership fee calculation, student enrolments are taken from the most current report.

At the Spring General Meeting, the membership approves the overall association budget and the membership fee increase for the year.

What about the financial health of the Association?

On January 15th, **Joseph Man**, a partner with Collins Barrow Edmonton LLP, presented the ASBA's 2009-2010 audited financial statements to the ASBA Board of Directors.

Collins Barrow gave the ASBA a clean audit report. Man told the board that the ASBA is in a healthy position – it is carrying no debt and ended the year with an overall surplus of \$27,130. This is made up of an operating surplus of \$57,619 (operating revenues totaled \$4.363 million and operating expenditures totaled \$4.306 million); a surplus from self supporting functions of \$31,018 and a deficit from other revenue and expenses of \$61,507. The association's assets, liabilities and fund balances totaled \$4.152 million. The ASBA audited financial statements are available at www.asba.ab.ca.

ASBA Budget: Frequently Asked Questions

Question: How does the membership get input into the budget?

Answer: Each year in November school boards are asked for their input into the ASBA strategic plan. In January, the Board of Directors has their strategic planning session and this input becomes a part of the strategic planning process for the association. Resources in the budget are then allocated to the initiatives included in the strategic plan.

Resources are also directed to carrying out association policy – the work done by the membership at general meetings.

At the Spring General Meeting, the membership approves the overall association budget and the membership fee increase for the year.

Question: Who approves the draft budget that is presented to the membership at the Spring General Meeting?

Answer: The ASBA Board of Directors approves budget assumptions in February. From these, the ASBA administration prepares a draft budget with various options. This is presented to the Board of Directors for their consideration in March. The Board of Directors reviews the draft budget, discusses and approves various scenarios, and lastly approves a draft budget they believe would be acceptable to the membership.

Question: When is the budget distributed to the members?

Answer: The draft budget is sent out 60 days prior to the Spring General Meeting in the Issues, Budget and Bylaw Bulletin. Also, budget presentations are made to each of the zones prior to the Spring General Meeting.

Get the public involved in public education

Enhancing school boards' connections with their local communities is a strategic focus for the ASBA. Resources are available on the ASBA website at

<http://www.asba.ab.ca/public-engage-tools11.asp>

Policy advisories

The ASBA prepares policy advisories on issues for members to use as guidelines as they develop or revise existing policies. These advisories are not policies in themselves, but rather include points that boards may wish to consider in drafting policies to fit their own particular circumstances. On the ASBA website are policy advisories for Anaphylaxis, School fees and fundraising at <http://www.asba.ab.ca/services/developing-policy.asp>

Walk a mile in my shoes:

ASBA SGM 2011 - Connecting with the disconnected and hard-to-reach is central to school boards' work. Speakers from the Hutterite, Aboriginal and high risk youth communities will give trustees the chance to "walk a mile" in their shoes.

Research - The ASBA conducts quantitative and qualitative research about emerging issues in education and topics of interest to school boards. Research reports are on the ASBA website at:

<http://www.asba.ab.ca/perspectives/research-papers.asp>

Motion 2A / SGM11: Proposed Bylaw Amendment

Bylaw 4.5(a) and (b) – Election of the Board of Directors

BE IT RESOLVED that the Alberta School Boards Association amend Bylaw No. 4.5(a) and (b) as indicated in the proposed bylaw appended hereto in order to update the years that illustrate the pattern in which elections of the Board of Directors shall be held.

Background

This is a housekeeping motion to update the years that illustrate the 18-month pattern for the election of the Board of Directors.

Sponsored by Grande Yellowhead Public School Division No 77

Motion 2A/SGM11: Proposed Bylaw Amendment

Bylaw 4.5(a) and (b) – Election of the Board of Directors

CURRENT	PROPOSED
<p>Bylaw No. 4.5(a) and (b) – Election of the Board of Directors</p> <p>5. Election of the other Directors shall be for approximately 18-month terms.</p> <p>(a) Elections shall be held approximately every 18 months following the pattern of November 2005, June 2007, November 2008, June 2010 for:</p> <p>(i) one from the Edmonton School District No. 7 plus an alternate Director;</p> <p>(ii) one from the Calgary RCSSD No. 1 plus an alternate Director;</p> <p>(iii) one from Zone No. 4 plus an alternate Director;</p> <p>(iv) one from Zone No. 6 plus an alternate Director; and</p> <p>(v) one from Zone No. 2/3 plus an alternate Director.</p> <p>(b) Elections shall be held approximately every 18 months following the pattern of June 2006, November 2007, June 2009, and November 2010 for:</p> <p>(i) one from the Edmonton RCSSD No. 7 plus an alternate Director;</p> <p>(ii) one from the Calgary School District No. 19 plus an alternate Director;</p> <p>(iii) one from Zone No. 1 plus an alternate Director;</p> <p>(iv) one from Zone No. 2/3 plus an alternate Director; and</p> <p>(v) one from Zone No. 5 plus an alternate Director.</p>	<p>Bylaw No. 4.5(a) and (b) – Election of the Board of Directors</p> <p>5. Election of the other Directors shall be for approximately 18-month terms.</p> <p>(a) Elections shall be held approximately every 18 months following the pattern of <u>November 2011, June 2013, November 2014, June 2016</u> for:</p> <p>(i) one from the Edmonton School District No. 7 plus an alternate Director;</p> <p>(ii) one from the Calgary RCSSD No. 1 plus an alternate Director;</p> <p>(iii) one from Zone No. 4 plus an alternate Director;</p> <p>(iv) one from Zone No. 6 plus an alternate Director; and</p> <p>(v) one from Zone No. 2/3 plus an alternate Director.</p> <p>(b) Elections shall be held approximately every 18 months following the pattern of <u>June 2012, November 2013, June 2015, and November 2016</u> for:</p> <p>(i) one from the Edmonton RCSSD No. 7 plus an alternate Director;</p> <p>(ii) one from the Calgary School District No. 19 plus an alternate Director;</p> <p>(iii) one from Zone No. 1 plus an alternate Director;</p> <p>(iv) one from Zone No. 2/3 plus an alternate Director; and</p> <p>(v) one from Zone No. 5 plus an alternate Director.</p>

2A/SGM11: Bylaw No. 4.5 (a) and (b) – Election of the Board of Directors

RECOMMENDATION: Support

Rationale:

The proposed amendment simply updates the years used to illustrate the 18 month pattern for the election of the Board of Directors. Each Director holds the position for an 18 month term with approximately half the Directors elected in a cycle beginning November 2005 proposed to be updated to November 2011 and the other half in a cycle beginning June 2006 proposed to be updated to June 2012.

Motion 3A / SGM11: Proposed Bylaw Amendment

Bylaw 9.5 – Representation and Voting at General Meetings

BE IT RESOLVED that the Alberta School Boards Association amend Bylaw No. 9.5 as indicated in the proposed bylaw appended hereto to clarify the methods of voting at general meetings.

Background

Current ASBA bylaws provide for the election of President and Vice-President to be conducted by secret ballot. The method of voting for other resolutions is not clearly specified.

Presently, votes are cast for resolutions and a final result is announced, but there is no indication how individual boards have voted for resolutions.

Normal votes taken by school boards are taken in a public manner so that the vote of each trustee is evident. This encourages accountability by individual trustees.

Similarly, identification of the votes of individual boards is consistent with board practices under the School Act and consistent with democratic accountability.

Sponsored by Red Deer Public School District No. 104

Motion 3A/SGM11:
Proposed Bylaw Amendment

Bylaw 9.5 – Representation and Voting at General Meetings

CURRENT	PROPOSED
<p>Bylaw No. 9.5 – Representation and Voting at General Meetings</p> <p>4. At the general meeting voting shall be by secret ballot for election of the president and the vice-president.</p>	<p>Bylaw No. 9.5 – Representation and Voting at General Meetings</p> <p>5. At the general meeting voting shall be by secret ballot for election of the president and the vice-president. <u>Voting on all other questions shall be done openly so that it is clear how each board has cast its ballot.</u></p>

3A/SGM11: Bylaw No. 9.5 – Representation and Voting at General Meetings

RECOMMENDATION: **Support**

Rationale:

The proposed amendment clarifies that votes cast for resolutions other than for the election of President and Vice-President shall be done openly so that it is clear how each board has its ballot. This change models the transparency expected of all Boards under the School Act in their decision making.

Appendix A: Current Membership Fees and Student Enrollment

September 1, 2010 to August 31, 2011

Zone	Jurisdiction	Total Students*	Membership Fees
23	Aspen View Regional Division #19	3,018	\$26,502
4	Battle River Regional Division #31	6,537	\$44,956
23	Black Gold Regional Division #18	8,895	\$56,222
23	Buffalo Trail PS Regional Division #28	4,441	\$34,944
5	Calgary RCSSD #1	45,716	\$143,547
5	Calgary Board of Education	102,668	\$228,243
5	Canadian Rockies R. D. #12	2,024	\$20,095
4	Chinook's Edge School Division #73	10,735	\$65,016
5	Christ the Redeemer Catholic S.R.D. #3	8,009	\$51,987
4	Clearview School Division #71	2,573	\$23,635
23	East Central Alberta CSSRD #16	2,731	\$24,653
23	E. Central Francophone Ed. Region #3	693	\$11,466
23	Edmonton Catholic Separate School District #7	33,642	\$117,583
23	Edmonton School District #7	80,400	\$196,330
23	Elk Island Catholic Separate RD #41	5,509	\$40,047
23	Elk Island Public Schools R. D. #14	16,315	\$80,331
23	Evergreen CSRD #2	3,616	\$30,358
5	Foothills School Division #38	7,314	\$48,668
23	Fort McMurray RCSSD #32	4,435	\$34,916
23	Fort McMurray Public School District #2833	5,178	\$38,463
1	Fort Vermilion School Division #52	3,335	\$28,552
5	Golden Hills School Division #75	6,423	\$44,411
1	Grande Prairie RCSSD #28	3,782	\$31,433
1	Grande Prairie Public School District #2357	6,723	\$45,845
23	Grande Yellowhead Public School Division #77	4,846	\$36,879
6	Grasslands Regional Division #6	3,437	\$29,204
23	Greater N. Central Francophone Ed. Region #2	2,514	\$23,256
23	Greater St. Albert Catholic R. D. #29	6,410	\$44,354
5	Gr. Southern Francophone Public Ed. Region No. 4	1,292	\$15,372
5	Gr. Southern Franc. Separate Catholic Ed. Region No. 4	856	\$12,556
1	High Prairie School Division #48	3,227	\$27,849
1	Holy Family Catholic Regional Division #37	2,252	\$21,564
6	Holy Spirit RCSRD #4	4,567	\$35,546

Appendix A: Current Membership Fees and Student Enrollment

September 1, 2010 to August 31, 2011

Zone	Jurisdiction	Total Students*	Membership Fees
6	Horizon School Division #67	3,570	\$30,064
23	Lakeland RCSSD #150	1,926	\$19,457
6	Lethbridge School District #51	8,363	\$53,678
23	Living Waters CRD #42	1,660	\$17,744
6	Livingstone Range School Div. #68	3,764	\$31,318
23	Lloydminster Public S. D. #99	2,381	\$22,396
23	Lloydminster RCSSD #89	1,227	\$14,949
6	Medicine Hat CSRD #20	2,702	\$24,467
6	Medicine Hat School District #76	6,645	\$45,472
23	Northern Gateway Regional Division #10	5,193	\$38,535
23	Northern Lights School Division #69	5,756	\$41,229
1	Northland School Division #61	2,789	\$25,026
1	Northwest Francophone Ed. Region #1	333	\$8,886
6	Palliser Regional Division #26	6,579	\$45,157
23	Parkland School Division #70	9,514	\$59,182
1	Peace River School Division #10	3,162	\$27,434
1	Peace Wapiti School Division #76	5,551	\$40,248
23	Pembina Hills Regional Division #7	6,109	\$42,914
5	Prairie Land Regional Division #25	1,488	\$16,634
6	Prairie Rose School Division #8	3,603	\$30,279
4	Red Deer Catholic Regional Division #39	6,712	\$45,795
4	Red Deer Public Schools	9,803	\$60,558
5	Rocky View School Division #41	17,300	\$82,452
23	St. Albert PSSD #6	6,608	\$45,293
23	St. Paul Education Regional Division #1	3,934	\$32,415
23	St. Thomas Aquinas RCSR #38	2,698	\$24,438
23	Sturgeon School Division #24	4,397	\$34,737
6	Westwind School Division #74	4,317	\$34,350
4	Wetaskiwin Regional Division #11	3,962	\$32,594
4	Wild Rose School Division #66	5,176	\$38,456
4	Wolf Creek School Division #72	7,155	\$47,909
23	Yellowknife Education District #1	1,868	\$19,085
23	Yellowknife Catholic Schools	1,314	\$15,516
Totals		561,672	\$2,863,446

*Note: Student totals were compiled from a report on Student Population for the 2010/2011 school year published by Alberta Education. Student registration information is as of Jan 28, 2011. These will be updated with the most current available information as per bylaw #10.

Appendix B: Membership Fee Formula

Each member board shall pay a basic fee (BF) in the amount of \$6,500 plus a fee on a per student basis (PSF) to the Association. The fee shall be calculated as follows:

$$\text{Member Board Fee} = \text{Fee on a Per Student Basis} + \text{Basic Fee}$$

The fee on a per student basis (PSF) is calculated by using the aggregate total of weighted enrolments (WE) of all member boards as the denominator in the formula. Once the PSF has been calculated, it is applied to the weighted enrolment figures on a board by board basis to arrive at the per student component of the annual membership fee. The basic fee is added in to arrive at the total Member Board Fee (MBF).

The calculations are made as follows:

1. Calculate weighted enrolment (WE) for each member board.

$$\text{WE} = [(C1 \times S1) + (C2 \times S2) + (C3 \times S3) + (C4 \times S4) + (C5 \times S5)]$$

2. Add together the WEs of each member board to arrive at the aggregate weighted enrolment (AGWE).

$$\text{AGWE} = \text{WE1} + \text{WE2} + \text{WE3} \dots \text{WE}_n$$

3. Use the AGWE as the denominator in the following formula to arrive at the Per Student Fee (PSF).

$$\text{PSF} = \frac{\text{MAF} - (\text{MB} \times \text{BF})}{\text{AGWE}}$$

4. The PSF is then applied to the following formula to determine the Member Board Fee on an individual basis.

$$\text{MBF} = (\text{PSF} \times \text{WE}) + \text{BF}$$

(continued)

Appendix B: Membership Fee Formula Abbreviations

BF Basic Fee (\$6,500)

PSF Per Student Fee

MB Number of Member Boards

MAF Total Membership Annual Fees (Budget line item)

MBF Individual Member Board Fee

WE Weighted Enrolment

AGWE Aggregate Total of Weighted Enrolments (all member boards)

C1 Per student weight (1.0000) for the first 750 students

C2 Per student weight (.9000) for 751 to 4,000 students

C3 Per student weight (.6666) for 4,001 to 12,000 students

C4 Per student weight (.3000) for 12,001 to 50,000 students

C5 Per student weight (.2000) for any students in excess of 50,000

S1 Number of students in first category (to 750)

S2 Number of students in second category (751 - 4,000)

S3 Number of students in third category (4,001 - 12,000)

S4 Number of students in fourth category (12,001 - 50,000)

S5 Number of students in fifth category (in excess of 50,000)

Appendix C: Audited Financial Statements

Financial Statements of
ALBERTA SCHOOL BOARDS ASSOCIATION
August 31, 2010



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AUDITORS' REPORT

To the Members of
Alberta School Boards Association

We have audited the balance sheet of Alberta School Boards Association as at August 31, 2010 and the statements of revenues, expenditures and fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at August 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Edmonton, Canada
November 5, 2010

Collins Barrow Edmonton LLP
Chartered Accountants

ALBERTA SCHOOL BOARDS ASSOCIATION

Financial Statements

Year ended August 31, 2010

Financial Statements

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ALBERTA SCHOOL BOARDS ASSOCIATION

Balance Sheet

August 31, 2010

	Operating Fund	Capital Fund	Reserve Fund	2010 Total	2009 Total
ASSETS					
Current assets:					
Cash (Note 2):					
Unrestricted	\$ 1,501,937	\$ ---	\$ 584,837	\$ 2,086,774	\$ 2,150,743
Restricted	---	---	---	---	100,000
	1,501,937	---	584,837	2,086,774	2,250,743
Accounts receivable	550,007	---	---	550,007	452,549
Prepaid expenses	126,915	---	---	126,915	102,142
Investments (Note 2)	388,062	---	---	388,062	---
Advances to PICA Electrical Aggregation Program (Note 5)	180,258	---	---	180,258	---
	2,747,179	---	584,837	3,332,016	2,805,434
Investments (Note 2)	3,259	---	600,000	603,529	963,800
Advances to PICA Electrical Aggregation Program (Note 5)	---	---	---	---	180,258
Membership	250	---	---	250	250
Capital assets (Note 6)	---	\$ 216,280	---	216,280	295,979
	<u>\$ 2,750,958</u>	<u>\$ 216,280</u>	<u>\$ 1,184,837</u>	<u>\$ 4,152,075</u>	<u>\$ 4,245,721</u>
LIABILITIES AND FUND BALANCES					
Current liabilities:					
Accounts payable and accrued liabilities	\$ 550,339	\$ ---	\$ ---	\$ 550,339	\$ 541,558
Due to Legal Trust Account (Note 2)	---	---	---	---	100,000
	550,339	---	---	550,339	641,558
Deferred contribution (Note 4)	80,000	---	---	80,000	180,000
Deferred rental income	---	---	---	---	343
Deferred tenant allowance	---	---	---	---	11,814
Pension obligation (Note 7)	205,300	---	---	205,300	122,700
Fund balances	1,915,319	216,280	1,184,837	3,316,436	3,289,306
	<u>\$ 2,750,958</u>	<u>\$ 216,280</u>	<u>\$ 1,184,837</u>	<u>\$ 4,152,075</u>	<u>\$ 4,245,721</u>

Commitment (Note 11)

Approved on behalf of the Board:

Director

Director

See accompanying notes to the financial statements.

ALBERTA SCHOOL BOARDS ASSOCIATION

Statement of Revenues, Expenditures and Fund Balances

August 31, 2010

	Operating Fund	Capital Fund	Reserve Fund	2010 Total	2009 Total
Operating Revenue					
(Schedule A)	\$ 4,363,166	\$ ---	\$ ---	\$ 4,363,166	\$ 4,309,176
Expenditures					
Operating (Schedule B)	3,782,576	---	---	3,782,576	3,649,843
Governance and task force	522,971	---	---	522,971	583,233
	4,305,547	---	---	4,305,547	4,233,076
Excess of operating revenues over operating expenses	57,619	---	---	57,619	76,100
Self-Supporting Functions					
General meetings and Seminars:					
Revenue	469,794	---	---	469,794	489,895
Direct expense	(309,693)	---	---	(309,693)	(441,487)
Salary & benefit allocation (Note 9)	(129,083)	---	---	(129,083)	(122,622)
	31,018	---	---	31,018	(74,214)
Other revenue (Expense)					
Investment income (Note 2)	48,346	---	---	48,346	106,950
Amortization of capital assets	---	(121,668)	---	(121,668)	(120,236)
Amortization of deferred tenant allowance	---	11,815	---	11,815	23,625
	48,346	(109,853)	---	(61,507)	10,339
Excess of revenues over expenditures (expenditures over revenues)	136,983	(109,853)	---	27,130	12,225
Fund balances, beginning of year	1,900,004	284,165	1,105,137	3, 289,306	3,277,081
Fund transfers to (from):					
Operating Fund	---	---	---	---	---
Capital Fund	---	41,968	(41,968)	---	---
Reserve Fund	(121,668)	---	121,668	---	---
	(121,668)	41,968	79,700	---	---
Fund balances, end of year	\$ 1,915,319	\$ 216,280	\$ 1,184,837	\$ 3,316,436	\$ 3,289,306

See accompanying notes to the financial statements.

ALBERTA SCHOOL BOARDS ASSOCIATION

Statement of Cash Flows

August 31, 2010

	2010	2009
Cash provided by (Used in):		
Operations		
Excess of revenues over expenditures	\$ 27,130	\$ 12,225
Items not involving cash:		
Amortization of capital assets	121,668	120,236
Amortization of deferred tenant allowance	(11,815)	(23,625)
Decrease (increase) in fair market value of investments	7,757	(12,558)
Change in non-cash operating working capital:		
Decrease in restricted cash	100,000	65,129
Decrease(increase) in accounts receivable	(97,458)	26,588
Decrease in prepaid expenses	(24,773)	(18,763)
Increase (decrease) in accounts payable and accrued liabilities	(8,781)	(80,233)
Increase in pension obligation	82,600	27,300
Decrease in due to Board Learning Centre	---	(45,129)
Decrease in due to AADAC Steering Committee	---	(20,000)
Increase in due to legal trust account	(100,000)	---
Increase (decrease) in deferred revenue	(100,343)	180,343
Increase in advance to PICA Electrical Aggregation program	---	(9,351)
	<u>13,547</u>	<u>222,162</u>
Investments:		
Increase in investments	(35,548)	(31,214)
Purchase of capital assets	(41,968)	(56,655)
	<u>(77,516)</u>	<u>(87,869)</u>
Increase (decrease) in unrestricted cash	(63,969)	134,293
Unrestricted cash, beginning of year	<u>2,150,743</u>	<u>2,016,450</u>
Unrestricted cash, end of year	<u>\$ 2,086,774</u>	<u>\$ 2,150,473</u>

See accompanying notes to the financial statements.

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

Alberta School Boards Association (the "Association") is incorporated under the Alberta School Boards Association Act. Its principal activity is to further the interest of public education within the Province of Alberta. The Association is a non-taxable organization.

1. Significant accounting policies:

Basis of Accounting

The Alberta School Boards Association follows the restricted fund method of accounting for contributions and maintains an Operating Fund, a Capital Fund and a Reserve Fund.

The Operating Fund is used to finance the daily operations of the Association. This fund reports unrestricted resources and restricted operating revenue.

The Capital Fund reports the assets, liabilities, revenues and expenses related to the Association's capital assets.

The Reserve Fund is used to maintain reserves for contingencies, repairs, maintenance and replacement of equipment and rental expenses as designated by the Board of Directors and consists of the capital asset reserve and the rental offset reserve.

The Alberta School Employee Benefit Plan (the "Plan") is sponsored through a Deed of Trust jointly by the Alberta School Boards Association and the Alberta Teachers' Association. Separate financial statements are prepared for the Plan.

Financial Assets and Financial Liabilities

The Association has implemented the recommendations of the Canadian Institute of Chartered Accountants (CICA) Handbook Section 3855 "Financial Instruments - Recognition and Measurement" and Section 3861 "Financial Instruments - Disclosure and Presentation". Under these standards, all financial instruments are required to be measured at fair value on initial recognition. Measurement in subsequent periods is dependent upon the classification of the financial instrument as held-for-trading, held-to-maturity, available-for-sale, loans and receivables, or other financial liabilities. The held-for-trading classification is applied when an entity is "trading" in an instrument or alternatively the standard permits that any financial instrument be irrevocably designated as held-for-trading. The held-for-maturity classification is applied only if the asset has specified characteristics and the entity has the ability and intent to hold the asset until maturity. An asset can be classified as available-for-sale when it has not been classified as held-for-trading or held-to-maturity. Transaction costs are expensed as incurred for financial instruments classified or designated as held-for-trading. For other financial instruments, transaction costs are capitalized on initial recognition.

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

1. Significant Accounting Policies (Continued)

Financial Assets and Financial Liabilities (Continued)

Financial assets and financial liabilities classified as held-for-trading are measured at fair value with changes in those fair values recognized in the Statement of Revenues, Expenditures and Fund Balances. Financial assets classified as held-to-maturity, loans and receivables, or other financial liabilities are measured at amortized cost using the effective interest method of amortization.

The Association has classified its significant financial assets and financial liabilities as follows:

- Cash, consolidated cash investment trust fund, bonds and guaranteed investment certificates are classified as held-for-trading;
- Accounts receivable and advances to PICA Electrical Aggregation Program are classified as loans and receivables; and
- Accounts payable and accrued liabilities are classified as other financial liabilities.

The Association has a comprehensive risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The risks that arise from transacting financial instruments include credit risk, liquidity risk and price risk. Price risk arises from changes in interest rates, foreign currency exchange rates and market prices. The Association does not use derivative financial instruments to alter the effects of these risks. The Association invests surplus funds in guaranteed investment certificates and other similar investments.

The Association's accounts receivable are substantially comprised of amounts due from members of the Association. Funds on deposit are maintained with Schedule 1 financial institutions. Accordingly, the Association is not exposed to significant credit risk. The Association has no long-term debt which eliminates liquidity and price risk.

The CICA Handbook Section 3862 and 3863 on disclosures and presentation of financial statements are optional for not-for-profit organizations. Alternatively, the Association has elected to follow the provisions of Section 3861, "Financial Instruments - Disclosure and Presentation".

Capital Assets

Capital assets are recorded at cost less accumulated amortization. Capital assets are amortized on the straight-line basis over their estimated useful lives as follows:

Furniture	10 years
Office equipment	5 years
Leasehold improvements	over lease term

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

1. Significant Accounting Policies (Continued)

Deferred Tenant Allowance

Deferred tenant allowance is recorded when received and amortized to revenue over the term of the lease.

Revenue Recognition

Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Investment income is recognized as revenue of the Operating Fund when earned.

Employee Future Benefits

The Association participates in three pension plans. The Association participates in the Local Authorities Pension Plan ("LAPP") and a registered Supplemental Integrated Pension Plan ("SiPP"). These plans are multi-employer defined benefit pension plans that provide pensions for the Association's participating employees, based on years of service, final average earnings and age.

LAPP and registered SiPP contributions are accounted for using defined contribution accounting, wherein contributions for current and past service pension benefits are recorded as expenditures in the year in which they become due.

LAPP and registered SiPP costs included in these financial statements consist of the amount of employer contributions required for its employees during the year, based on rates which are expected to provide for benefits payable under the pension plan. The Association's portion of the pension plans' deficit or surplus is not recorded by the Association.

The Association also has a non-registered Supplementary Executive Retirement Plan ("SERP"), which is a defined benefit pension plan, (effective September 1, 2004). It is designed to provide designated employees with benefits that supplement the Local Authorities Pension Plan.

The actual determination of the accrued benefit obligation for pension benefits uses the projected accrued benefit cost method with proration on service and incorporates management's best estimate of salary escalation, retirement ages of employees and other actuarial factors.

For the purposes of calculating the expected return on plan assets, those assets are valued at fair value. There are currently no plan assets.

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

1. Significant Accounting Policies (Continued)

Employee Future Benefits (Continued)

Actuarial gains (losses) arise from the difference between actual long-term rate of return on plan assets for a period and the expected long-term rate of return on plan assets for that period or from changes in actuarial assumptions used to determine the accrued benefit obligation. The average remaining service period of the active employees covered by the pension plan is two years.

Past service costs arising from plan initiation are deferred and amortized on a straight-line basis over the remaining service period of employees active at the date of initiation.

Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates. The significant estimates used by management include valuation of accounts receivable, accrued pension obligation, useful lives for the amortization of capital assets and fair value of financial instruments.

2. Cash and Investments

	<u>2010</u>	<u>2009</u>
Unrestricted cash:		
Consolidated Cash Investment Trust Fund	<u>\$ 2,086,774</u>	<u>\$ 2,150,743</u>

The Consolidated Cash Investment Trust Fund of the Province of Alberta is a demand account managed by Alberta Treasury with the objective of providing competitive interest income to depositors while maintaining security and liquidity of depositors' capital. The portfolio is comprised of high quality short-term fixed income securities with a maximum term of maturity of five years. Interest is earned on the daily cash balance and the average rate of earnings of the Fund varies depending on prevailing market interest rates.

Cash includes restricted amounts designated for use in projects and accordingly, are not available for operating purposes. The legal trust account was closed during the year.

	<u>2010</u>	<u>2009</u>
Restricted cash:		
Funds held in trust	<u>\$ ---</u>	<u>\$ 100,000</u>

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

2. Cash and Investments (Continued)

	<u>2010</u>	<u>2009</u>
Investments:		
Guaranteed investment certificates, bearing interest at 1.90%, maturing October 2011	\$ 100,227	\$ 98,384
Cashable Guaranteed Investment Certificates bearing Interest at 1.90% to 4.05%, maturing September 2010 to August 2011	388,062	125,048
Bonds:		
Term deposits and provincial government and provincial government backed bonds, bearing yield rates of 1.05% to 4.75%, due October 2011 to September 2015	<u>503,302</u>	<u>740,368</u>
	991,591	963,800
Less: current portion	<u>(388,062)</u>	<u>---</u>
	<u>\$ 603,529</u>	<u>\$ 963,800</u>

Investment income is comprised of the following:

	<u>2010</u>	<u>2009</u>
Increase (decrease) of fair market value of investments	\$ (7,757)	\$ 12,558
Interest	<u>56,103</u>	<u>94,392</u>
	<u>\$ 48,346</u>	<u>\$ 106,950</u>

The Association does not use derivative instruments to alter the effects of interest or market risks.

3. Available Credit Facilities

The Association has a demand operating loan available for use, up to a maximum of \$150,000, bearing interest at prime rate and is unsecured. As at August 31, 2010 no amounts have been drawn against the available operating loan (2009 - \$nil).

4. Deferred Contribution

Deferred contribution is comprised of \$80,000 (2009 -\$180,000) Education Support Grant from Alberta Education. The grant is received in the fiscal year but related expenses have not been incurred.

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

5. Advances to PICA Electrical Aggregation Program

The Association has entered into a consortium (the Public Institutional Consumers Association - "PICA") with the Provincial Healthcare Association and the Public Colleges and Technical Institutes of Alberta to advance the interest of their members with regard to energy utility matters. PICA makes representations at hearings of the Energy Utilities Board ("EUB"). Typically, these representations incur costs and the EUB has the discretion to order the applicant to reimburse the consortium for these costs if the intervention is in the public interest. Since its inception, PICA has had all costs of its interventions reimbursed.

Subsequent to year end, the Association received \$160,000 and expects to receive the remaining balance in fiscal 2011. Accordingly, the amount has been classified as a current asset.

6. Capital Assets

	2010			2009
	Cost	Accumulated Amortization	Net	Net
Furniture	\$ 300,713	\$ 215,638	\$ 85,075	\$ 106,399
Office equipment	520,964	393,262	127,702	146,236
Leasehold improvements	365,138	361,635	3,503	43,344
	<u>\$ 1,186,815</u>	<u>\$ 970,535</u>	<u>\$ 216,280</u>	<u>\$ 295,979</u>

7. Employee Future Benefits

- (i) The Association participates in the Local Authorities Pension Plan ("LAPP") which is a multi-employer defined benefit plan. The pension expense recorded in these financial statements is equal to the annual contributions of \$168,716 for the year ended August 31, 2010 (2009 - \$180,907). At December 31, 2009, LAPP reported a deficit of \$3,998,614 (2009 - \$4,413,971).

The Association participates in a registered Supplementary Integrated Pension Plan ("SiPP") which is also a multi-employer defined benefit plan. The pension expense recorded in these financial statements is equal to the annual contributions of \$6,111 for the year ended August 31, 2010 (2009 - \$6,019).

- (ii) The Association also has a non-registered Supplementary Executive Retirement Plan ("SERP"), which is a defined benefit plan for designated employees. The benefits are based on years of service and the employee's final average earnings. The cost of this program is not currently being funded.

The Association accrues its obligations under employee defined benefit plans as the employees render the services necessary to earn the pension.

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

7. Employee Future Benefits (Continued)

The Association measures its accrued benefit obligations and fair value of plan assets, if any, for accounting purposes as at August 31 each year. The actuarial valuation of the plan was done at December 31, 2009.

Defined benefit plan obligations are as follows:

	<u>2010</u>	<u>2009</u>
Accrued benefit obligation:		
Balance, beginning of year	\$ 122,700	\$ 95,400
Current service cost	11,800	5,400
Interest cost	14,200	7,900
Net actuarial loss on accrued benefit obligation	<u>56,600</u>	<u>14,000</u>
	<u><u>\$ 205,300</u></u>	<u><u>\$ 122,700</u></u>

There are no defined benefit plan assets.

Reconciliation of the funded status of the benefit plans to the amounts recorded in the financial statements:

	<u>2010</u>	<u>2009</u>
Pension obligation	<u>\$ 257,800</u>	<u>\$ 199,200</u>
Plan deficit	<u>(257,800)</u>	<u>(199,200)</u>
Experience losses	<u>52,500</u>	<u>76,500</u>
Accrued benefit obligation	<u><u>\$ 205,300</u></u>	<u><u>\$ 122,700</u></u>

The significant actuarial assumptions adopted in measuring the Association's accrued benefit obligations are as follows:

	<u>2010</u>	<u>2009</u>
Accrued benefit obligation as of August 31:		
Discount rate	6.00%	6.75%
Rate of compensation increase	4.00%	4.00%

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

8. Alberta School Boards Insurance Exchange

The Association exercises control over Alberta School Boards Insurance Exchange ("ASBIE") by virtue of its ability to appoint the members of ASBIE's Board of Directors. ASBIE was formed under the Reciprocal Insurance Exchange Agreement for Municipalities in the Province of Alberta by way of various municipalities subscribing to the agreement. ASBIE commenced operations on January 1, 2003.

There were no related party transactions between the Association and ASBIE during the year.

The net assets and results from operations of ASBIE are not included in the statements of the Association. A financial summary of ASBIE for the periods ended August 31 is as follows:

	2010 (Unaudited)	2009 (Unaudited)
Assets	\$ 5,845,871	\$ 4,902,909
Liabilities	(4,101,696)	(3,369,817)
Net assets	<u>\$ 1,744,175</u>	<u>\$ 1,533,092</u>
Revenue	\$ 2,490,173	\$ 2,040,031
Expenditures	(2,279,090)	(1,618,569)
Excess of revenue of expenses	<u>\$ 211,083</u>	<u>\$ 421,462</u>

9. Salary and Benefit Internal Allocation

Direct salary and benefit costs have been allocated from the various departments to self-supporting functions expense based on an estimate of time incurred by the departments' areas, at the following proportion of the total salary and benefits costs of each department:

Corporate Services	11.0%
Finance	6.2%
Communications	29.0%
Executive Office	1.7%
Association Affairs	6.6%
Member Services	1.1%

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

10. Supplementary Integrated Pension Plan

The Association exercises control over the Registered Supplementary Integrated Pension Plan ("SiPP") by virtue of its ability to appoint the members of SiPP's Governance Board. SiPP is a registered pension plan subject to pension legislation and is registered with Alberta Finance and the Canada Revenue Agency. SiPP commenced operations on January 1, 2004. The fiscal year for SiPP is January 1 to December 31.

The Association pays expenses on behalf of SiPP and invoices the plan to recover these expenses.

The net assets and results from operations of SiPP are not included in the statements of the Association. A financial summary of SiPP for the periods ended August 31 is as follows:

	<u>2010</u> (Unaudited)	<u>2009</u> (Unaudited)
Assets	\$ 2,758,588	\$ 2,099,114
Liabilities	<u>(2,370,108)</u>	<u>(1,903,418)</u>
Net assets	<u>\$ 388,480</u>	<u>\$ 195,696</u>
Revenue	\$ 99,075	\$ 92,462
Expenditures	<u>(99,075)</u>	<u>(92,462)</u>
Net income	<u>\$ ---</u>	<u>\$ ---</u>

11. Commitments

The Association leases its office premises under a long-term operating lease. The minimum annual lease commitments for the next five years are as follows:

2011	\$ 315,180
2012	315,180
2013	315,180
2014	315,180
2015	<u>315,180</u>
	<u>\$ 1,575,900</u>

Under the terms of the premises lease that expires April 2020, the Association is also responsible for its proportionate share of operating costs.

ALBERTA SCHOOL BOARDS ASSOCIATION

Notes to the Financial Statements

August 31, 2010

12. Capital Disclosures

Capital Disclosures establishes standards for the disclosure of information related to an entity's objectives, policies and processes for managing capital.

The organization's capital is comprised of its operating fund, capital fund and reserve fund. As at August 31, 2010 the organization's net assets totaled \$3,316,436 (2009 - \$3,289,306) as presented on the balance sheet.

The organization is not subject to externally imposed requirements on its capital.

The organization's objectives when managing its capital are to maintain flexibility between:

- enabling it to operate efficiently;
- providing liquidity for growth opportunities;
- generating predictable cash flows for continuing operations;
- having funds available to internally finance major capital expenditures and replacements thereby not requiring financing from outside parties;
- having funds available for cyclical expenditures (i.e. expenditures not recurring annually); having funds available for unexpected increases in expenditures or decreases in revenues; and
- providing a constant and predictable membership fee structure

ALBERTA SCHOOL BOARDS ASSOCIATION

Schedule A - Operating Fund Revenues

Year ended August 31, 2010

	<u>2010</u>	<u>2009</u>
Memberships	\$ 2,863,445	\$ 2,753,313
Fee for service	1,204,110	1,275,948
Emergency planning	125,000	125,000
Trustee development grant	80,000	78,000
Alberta School Employee Benefit Plan service fee	38,095	38,095
Rental income	47,530	35,024
Miscellaneous	4,986	3,796
	<u>\$ 4,363,166</u>	<u>\$ 4,309,176</u>

Schedule B - Operating Fund Expenditures

Year ended August 31, 2010

	<u>2010</u>	<u>2009</u>
Member services	\$ 1,764,901	\$ 1,840,137
Association affairs	467,530	444,350
Executive Director	590,806	564,509
Finance and administration	485,433	419,269
Communications	262,242	191,374
Corporate services	211,664	190,204
	<u>\$ 3,782,576</u>	<u>\$ 3,649,843</u>

Appendix D: Disposition of Motions



ALBERTA SCHOOL BOARDS ASSOCIATION 2011 SPRING GENERAL MEETING

JUNE 6, 2011

DISPOSITION OF MOTIONS

Motion (#)	MOTION TITLE	Page	Carried (✓)	Defeated (✓)	Other: Amended, Postponed Referred, Withdrawn, etc.
PROPOSED BUDGET AND BYLAW AMENDMENTS					
1B/SGM11	ASBA Budget 2011-2012	vii			
2A/SGM11	Bylaw 4.5(a) and (b) – Election of the Board of Directors	37			
3A/SGM11	Bylaw 9.5 – Representation and Voting at General Meetings	39			
2011 PROPOSED EMERGENT ISSUES					
4EM/SGM11					
5EM/SGM11					
6EM/SGM11					

Amendment Form

Amendment to Issue No. _____

Moved by:

School Jurisdiction:

Seconded by:

School Jurisdiction:

Amendment Form

Amendment to Issue No. _____

Moved by:

School Jurisdiction:

Seconded by:

School Jurisdiction:
