



Alberta College of
Speech-Language Pathologists
and Audiologists

Hear. Speak. Connect.

2020 Annual Business Plan and Budget

Approved November 23, 2019;

Published January 27, 2020

Part I – Introduction and Background

1.1 Message from ACSLPA Council and Registrar & CEO

ACSLPA exists to serve the public interest through the regulation of professional speech-language pathologists and audiologists in Alberta. ACSLPA's regulatory work includes setting admission standards for the professions, considering applications for regulated membership and issuing practice permits, creating and enforcing a Code of Ethics and Standards of Practice, investigating complaints of unprofessional conduct, creating guidelines and practice documents, enforcing continuing competence standards, and more.

ACSLPA's members enjoy the privilege of self-regulation, meaning that ACSLPA's regulation comes from professional members of the college itself who are obligated to the public and to each other to uphold the public interest. Self-regulation is accomplished through the volunteer work of professional members on the ACSLPA Council, Registration Committee, Hearings Tribunal and Complaints Review roster, Continuing Competence Committee, and various taskforces and working groups who meet throughout the year. It is also accomplished through the individual efforts of professional members in their practice who uphold the public interest through their work and their commitment to professional practice each day.

Our 2020 Annual Business Plan and Budget is intended to help interested members and stakeholders learn more about ACSLPA's direction and priorities for the year. The business plan has been prepared by staff and approved and endorsed by the ACSLPA Council.



Joanne Fodchuk, R.SLP
President



Michael Neth, P. Eng.
Registrar & CEO

1.2 ACLSPA Organizational Overview

ACSLPA is created by and empowered by the Health Professions Act (HPA). The College regulates two distinct but closely related professions; audiology and speech-language pathology.

The college is a dynamic professional regulatory organization. It deals with both the challenges and opportunities of a not-for profit organization as well as the duties and obligations of a regulator.

ACSLPA is governed by a Council that consists of

- nine regulated SLPs and Audiologists selected by members of the college through an election process, and
- three public members appointed by the Government of Alberta to represent the public whom the College serves.

The College staff consists of

- four full-time employees who are the *Registrar/CEO*, the *Deputy Registrar*, the *Director of Professional Practice*, and the *Director of Professional Conduct and Compliance*.
- three part-time employees who are the *Registration Coordinator*, the *Digital and Web Communications Coordinator*, and the *Office and Executive Admin Assistant*, and
- two contractors including the *Audiology Practice Advisor* and the *Bookkeeper*.

There are four standing committees of volunteers which are

- Registration Committee,
- Competence Committee,
- Hearings Tribunal/Complaints Review Roster, and
- Practice Advisory Committee

Ad-hoc committees, workgroups, and taskforces are called as needed in the course of business.

Almost all ACSLPA's revenue comes from dues and fees paid by its roughly 1,900 members.

1.3 2020 Business Plan Overview

In addition to "business as usual" and incremental improvements to our operations, the 2020 Business Plan and Budget provides for 8 areas of special effort. These are, in order of priority:

- 1) Adopting a "right-touch regulation" philosophy and approach across all regulatory functions.
- 2) Ensuring full compliance with and implementation of the Fair Registration Practices Act, which was introduced to the Legislature in June of 2019 and proclaimed in July of the same year.
- 3) Ensuring that a full suite of modern and effective policies and processes exist to support professional conduct which includes the areas of Complaints, Investigations, Hearings, and Appeals.
- 4) Ensuring that our Continuing Competence Program is delivering meaningful results to members, the public, and the College that are proportionate to the effort that goes into the program.

- 5) Updating and modernizing our many key college documents as required to ensure that they provide a meaningful and useful resource to members and the College. Key college documents include standards of practice, the code of ethics, guidelines, advisory statements, protocols, and position statements.
- 6) Ensuring that ACSLPA has effective and appropriate workspaces for our employees, volunteers, and visitors given our current organizational size and operational needs.
- 7) Developing a strategy for working and engaging collaboratively with CHAPA and hearing-aid practitioners in a way that is constructive and beneficial to members of both professions and to the public.
- 8) Developing a strategy for working and engaging collaboratively with therapy assistants in a way that is constructive and beneficial to members, assistants, and the public.
- 9) Advocating for much-needed updates to ACSLPA's governing regulations in hopes that they will be taken up by government and proclaimed by the Legislature.

For 2020, the Business Plan and Budget are presented in an all-new format. In previous years the document has been structured in a budget-item by budget-item sequence. This year, the report is structured by *function* and *functional area* within the College. This will provide better context for where money and effort are being spent and what is expected to be achieved throughout the year. This structure lays the foundations for improved functional reporting at ACSLPA based on business needs.

1.4 2020 Business Plan Assumptions

Membership Growth

Approximately 95% of ACSLPA's operating revenue comes from registration and renewal fees paid by applicants and members. Changes in the total number of dues-paying members therefore has a significant impact on income. With the Government of Alberta implementing freezes and cutbacks for health care, education, social services, and other areas, the 2020 ACSLPA budget assumes an overall membership growth of 0% between 2019 and 2020. This does not mean that there will be no new members but rather that the number of new members will be approximately equal to the number of departing members.

Membership Dues

With a large percentage of ACSLPA members potentially facing wage freezes, rollbacks, or income uncertainty, members should be relieved that there will be no change to membership dues for 2020.

Legislative Environment

ACSLPA's operations and budget can be significantly impacted by changes to our governing legislation. The Business Plan and Budget includes for all known upcoming changes to our

legislation. Any sudden and unforeseen changes to legislation could have a significant impact on the outcomes of the year and our ability to deliver on the plan presented here.

Part II – Planned Business Activities & Costs by Function and Area

The total budgeted expense for ACSLPA’s operational activities in 2020 is \$1,305,650.

2.1 Function: Governance (1)

Function Budget: \$101,500

I. Functional Area: Council (100)

Area Budget: \$40,000

The Council of ACSLPA fulfills leadership and adjudicative roles. In its leadership role, the Council is the governing body of the College. In its adjudicative role, the Council hears appeals from the registration and conduct areas of the College. The work of the Council is supported and enabled by the CEO and staff.

In 2020, the work of the Council will include:

- Orientation for new and returning council members
- Nomination and election of Council members
- Five (5) regular Council meetings (full day)
- Off-site strategic planning session to develop the 2021-2023 Strat Plan (1.5 days)
- Registrar & CEO performance and compensation reviews
- Governance and Audit committee meetings as required

Elected Council members will receive honoraria for attendance at meetings in accordance with policy. The Council has some discretionary funds available to it for consultants, contractors, special training, or facilitators.

Particular areas of special focus for 2020 will include:

- Review Council composition and candidate selection process to assure conformance with current best practices for regulatory colleges.

II. Functional Area: Rules (110)

Area Budget: \$34,500

Rules are the set of directives or principles that govern the conduct of regulated members in their professional practice. ACSLPA has legislated obligation to make regulations and bylaws, to establish, maintain, and enforce standards of practice and a code of ethics, and to provide direction to regulated members in their practice. This work relies predominantly on the Registrar, Deputy Registrar and Director of Professional Practice and is informed by the Director of Professional Conduct and the Audiology Practice Advisor.

In 2020, the routine work in the Regulation functional area will include:

- Ongoing incremental improvements and/or updates to the ACSLPA Bylaws as required

Particular areas of special focus for 2020 will include:

- Updating ACSLPA’s extensive suite of guidelines, advisory statements, and position statements (key college documents). This will require significant consultant and facilitation fees.
- Making targeted updates to ACSLPA Standards of Practice in response to updates to key college documents.

III. Functional Area: Affiliations (120)

Area Budget: \$27,000

ACSLPA is enabled through its affiliations with other organizations that have similar interests and needs. Working in association with others allows for harmonization of requirements, mutual assistance (particularly on complex regulatory matters), and sharing of costs and workload on issues of common concern. Affiliations also allow ACSLPA to expand its influence and elevate members in their professional practice beyond what would be possible “going-it alone”.

ACSLPA’s most significant affiliations in terms of cost and time are with the Canadian Alliance of Speech and Audiology Regulators (CAASPR) and the Alberta Federation of Regulated Health Professionals. (AFRHP). ACSLPA has a seat on the Board of Directors of both of these organizations and so plays an active role in their governance and in directing their operations. Other organizations include the University of Alberta Communications and Sciences Disorders (CSD) Department, the Pan-Canadian Alliance of Speech and Audiology Associations (PCA), the Canadian Society of Association Executives (CSAE), the Canadian National Alliance of Regulators (CNAR), and Speech and Audiology Canada (SAC). ACSLPA is a member of these organizations and participation with them provides strategic insights that can inform ACSLPA’s decision-making.

Affiliations with other organizations relies predominantly on the CEO and staff with the exception of CAASPR and PCA which include Council-appointed representatives.

In 2020, the most important efforts through association with others will be towards:

- Working with CAASPR to:
 - harmonize some registration requirements across provincial jurisdictions to the extent that is reasonable given differing legislation and college needs,
 - improve CAASPR’s organizational sustainability and good governance
- Working with the AFRHP to:
 - address issues of common concern with implementation of new and existing health professional regulation,
 - advocating with government for improvements to the common provisions of the Health Professions Act and the individual regulations that govern each profession

The primary costs of working in association are staff and volunteer time, membership dues, and travel/meeting costs.

2.2 Function: Regulatory (2)

Function Budget: \$101,100

I. Functional Area: Registration & Renewal (200)

Area Budget: \$19,500

One of the key pillars of ACSLPA's regulatory mandate is to establish, maintain, and enforce registration and renewal standards for the professions. The Registration and Renewal functional area requires the legislated authority of the Council, the Registrar and the Registration Committee at various points. Primary areas of focus include establishing appropriate requirements, administering fair processes and decision-making, enabling interprovincial mobility, assessing the qualifications of internationally trained applicants, ensuring currency requirements are met, and maintaining the member register. Many of the Registrar's responsibilities have been delegated to the Deputy Registrar and Registration Coordinator

In 2020, the routine work in Registration & Renewal will include:

- Processing roughly 100 applications for registration and 1800 applications for renewal
- Processing status changes, reinstatements, retirements, and cancellations
- Finalizing full implementation of the member database and member register (started in 2018)
- Outreach and engagement with University of Alberta faculty and students on registration requirements and preparation for professional practice

Particular areas of special focus for 2020 will include:

- Ensuring ACSLPA is fully compliant with the new Fair Registration Practices Act that is expected to be proclaimed by the Legislature in late 2019 or early 2020; namely re-working existing registration policies and developing new policies, consistent with the Act.
- Preparing for implementation of the Canadian Entry to Practice Exam for SLPs and Audiologists as well as the creation of a provisional registration membership category (subject to proclamation of ACSLPA's proposed amended regulations)
- Republishing admissions and renewal requirements in the form of a user-friendly "Handbook", consistent with new and revised policies for applicants and members.
- Implementing the Memorandum of Understanding (MOU) on Interjurisdictional Practice with British Columbia and possibly expanding the MOU to include Saskatchewan.
- Revisiting supervised practice tools and expectations for a) supervisors of new applicants from non-Canadian and unaccredited American programs, and b) for supervisors of non-practicing members re-entering practice.
- Launching the advanced practice educational modules and exam for SLPs interested in obtaining authorization to refer for ionizing radiation for the purposes of Videofluoroscopic Swallowing Studies (VFSS). Type of launch will be dependent on whether regulation amendments are put through by government.

II. Functional Area: Complaints & Investigations (210)

Area Budget: \$40,500

One of the key pillars of ACSLPA's regulatory mandate is to receive and investigate complaints against members for unprofessional (unskilled or unethical) practice. The Complaints and Investigations functional area requires the legislated authority of the Complaints Director and Investigator(s) at various points. Primary areas of focus include establishing and communicating appropriate processes, conducting investigations, administering fair and impartial processes and decision-making, identifying opportunities for improvement in other regulatory areas and supporting their adoption, and elevating general awareness of professional conduct among members and the public.

In 2020, the routine work in Complaints & Investigations will include:

- Receiving and investigating complaints against members
- Ensuring that all complaints are processed expeditiously, meeting as a minimum all statutory maximum timelines and beating the historical average of 14 months from initiation to completion
- Elevating awareness of professional conduct among members and the public

Particular areas of special focus for 2020 will include:

- Ensuring ACSLPA is fully compliant with the Act to Protect Patients from Sexual Abuse and Sexual misconduct, which came into force in 2019
- Ensuring that a full suite of policies and processes exist to document ACSLPA's existing professional conduct processes
- Addressing the stress associated with being the subject of a complaint and communicating to members that the complaints process will protect members who act in good faith in the public interest.

III. Functional Area: Hearings & Appeals (220)

Area Budget: \$17,500

As a part of ACSLPA's key pillar to receive and investigate complaints against members for unprofessional (unskilled or unethical) practice, ACSLPA also administers hearings, appeals, and complaint reviews. Hearings are called for the purpose of making a determination on whether a member has engaged in unprofessional conduct. Appeals and complaint reviews exist as a check on other conduct processes to ensure that they have been conducted fairly and have resulted in outcomes that are appropriate in the circumstances. The Hearings & Appeals functional area requires the legislated authority of the Hearings Director, Complaints Review Committees, Hearing Tribunals, and Council at various points. Development of policy and process is the responsibility of the Director of Professional Conduct. Primary areas of focus include establishing and communicating appropriate processes, administering fair and impartial processes and decision-making, assessing the qualifications of internationally trained applicants, identifying opportunities for improvement in other regulatory areas and supporting their adoption, and elevating general awareness of professional conduct among members and the public.

In 2020, the routine work in Hearings & Appeals will include:

- Receiving requests and applications for hearings, appeals, and complaint reviews as needed (in 2019 there were 2).
- Ensuring that all requests and applications are processed expeditiously, meeting as a minimum all statutory timelines

Particular areas of special focus for 2020 will include:

- Ensuring ACSLPA is fully compliant with the Act to Protect Patients from Sexual Abuse and Sexual misconduct, which came into force in 2019
- Ensuring that a full suite of policies and processes exist to document ACSLPA's existing professional conduct processes

IV. Functional Area: Title Enforcement (230)

Area Budget: \$10,150

Certain titles are protected under the Health Professions Act and these act as an important quality signal to professionals, employers, and the public. ACSLPA has the authority to investigate inappropriate title use and apply to the courts for injunctive relief if necessary.

In 2020, the routine work in Title Enforcement will include:

- Receiving complaints against individuals and companies for inappropriate use of reserved SLP and audiology titles.
- Identifying non-compliant title use through self-initiated searches.

A particular area of special focus for 2020 will include:

- Taking strong action against clinics that are misusing protected audiology titles, which may include legal action as necessary.

V. Functional Area: Continuing Competence (240)

Area Budget: \$13,450

One of the key pillars of ACSLPA's regulatory mandate is to establish, maintain and enforce a continuing competence program. The Continuing Competence functional area is the responsibility of the Director of Professional Practice and the Continuing Competence Committee with ongoing support from the Audiology Practice Advisor. Primary areas of focus include establishing and communicating the requirements of the continuing competence program, administering fair and impartial processes and decision-making, conducting an annual audit of participation by members in the program, remediating deficient participation in the program, and elevating general awareness of the importance of continuing competence among members and the public.

In 2020, the routine work in the Continuing Competence functional area will include:

- Assisting approximately 1800 members to participate effectively in the Continuing Competence Program by responding to enquires and facilitating access to the online tools.
- Ongoing updates to continuing competence program information on the website to improve member understanding and compliance
- Auditing and preparing individual findings letters for each audited member
- Assisting members to improve deficient submissions when deficiencies are identified

Particular areas of special focus for 2020 will include:

- Developing a concrete plan to improve meaningful member participation in the Continuing Competence Program and/or rebalancing the program so that amount of

effort it requires (staff and member effort) is proportionate to the benefits that it can provide.

- Increasing audits to approximately 360 member submissions (20% of members) and establishing a mechanism to ensure each member is audited at least once every 5 years.
- Establishing an electronic audit process using the new member database.
- Updates to the Self-Assessment Tool in the member portal to improve its effectiveness and usability.

2.3 Function: Member Support & Outreach (3)

Function Budget: \$37,500

I. Functional Area: Professional Development (300)

Area Budget: \$13,300

The purpose of professional development is to support members in continual learning. Professional development aims to provide opportunities to members to increase their clinical and professional knowledge and ties into continuing competence. The Professional Development functional area is the responsibility of the Director of Professional Practice with ongoing support from the Audiology Practice Advisor.

In 2020, the routine work in Professional Development will include:

- Development of a new professional development program that will include offering online PD sessions to members.

II. Functional Area: Outreach & Support (310)

Area Budget: \$21,000

Outreach & Support is a broad category that includes supporting members in their practice and providing outreach (e.g., education, partnering, engagements) with members, stakeholders and the public. Practice questions range from simple to extremely complex issues which require significant research and investment of time and efforts. The Outreach & Support functional area is the responsibility of the Director of Professional Practice with ongoing support from the Audiology Practice Advisor, Deputy Registrar and Communications Coordinator.

In 2020, the routine work in Outreach & Support will include:

- Practice support to members via telephone and email. Approximately 1200 questions are responded to annually.
- Support to the public and other professionals via the telephone and email.
- Updates to the website with information for members and the public
- Offering new ACSLPA members an orientation to the Continuing Competence Program
- Routine posts to social media for the purpose of engaging members and others (e.g., Facebook)
- Partnering with the Organization of Alberta Students in Speech (OASIS) for Speech and Hearing Month
- Speech and Hearing Month awareness and activities
- An annual members' forum

- Consultation, participation and relationship development with the University of Alberta, employers and other similar partners
- Posting of events and job postings on the website
- Annual presentations for CSD graduate students at the University of Alberta

Particular areas of special focus for 2020 will include:

- Direct engagement of members by ACSLPA staff through speaking engagements, site visits, and webinars. The Registrar, Deputy Registrar, and Directors will advertise and promote their availability to travel to where members are to engage with them on issues that are important to them.
- Additional direct engagement of SLP students at the University of Alberta in a range of professional topics to better equip them for success as practicing professionals and to better familiarize them with the role of ACSLPA as a public agency.
- Development of a longer-term plan for member engagement.

III. Functional Area: Symposium/Conference (320)

Area Budget: \$0

The Symposium/Conference will be on hiatus for 2020. This change has been made due to; low member enrolment for the 2019 Symposium, the relatively high cost in terms of cash and staff time, and frequent member feedback that the traditional symposium/conference format does not meet their current needs.

Symposium/Conference may return in the future if deemed beneficial.

IV. Functional Area: Volunteer Recognition (330)

Area Budget: \$3,200

ACSLPA has traditionally had a member recognition program where members are nominated and selected to receive awards. This model was very association-like and has been challenged by member indifference in recent years. Starting in 2020, ACSLPA will move away from member recognition and toward volunteer recognition. A robust volunteer recognition program will support members to become engaged with and volunteer for their college. The Volunteer Recognition functional area is the responsibility of the Director of Professional Practice.

In 2020, the routine work in Professional Development will include:

- Continuation of the Honours of the College award
- Discontinuation of the Horizon and Student awards

Particular areas of special focus for 2020 will include:

- Development and implementation of a comprehensive plan for volunteer recognition

I. Functional Area: Administration (400)**Area Budget: \$290,600**

The Administration functional area encompasses all of the overhead costs required to support ACSLPA except salaries and wages. This includes everything from paper and postage to contract professional services and IT security. The Administration area is the responsibility of the CEO with ongoing support of all staff.

In 2020, the routine work in Administration will include:

- Providing operational support and resources for all regulatory, governance, and member support/outreach activities.
- Bookkeeping and annual financial audits
- Continuous improvement for HR and Financial Management policies and processes
- Continuous improvement to website and member portal
- Continuous improvement to information technology systems and data privacy/security

Particular areas of special focus for 2020 will include:

- ACSLPA has outgrown its space (which we've occupied since 2003) with as many as 9 employees and contractors sometimes trying to work and meet in space configured optimally for 5-6 employees. We will be moving to a larger space in the first half of 2020.
- Encryption work for IT systems started in 2019 will be completed with encrypted email and encrypted password vault
- The "Find a Practitioner" work started in 2019 will be completed and will go live on the ACSLPA website.

Capital expenditures are depreciated in accordance with ACSLPA policies and good accounting practices. The Administration budget includes for the accumulated depreciation of capital expenses made in 2020 and in previous years.

II. Functional Area: Salaries, Wages & Benefits (410)**Area Budget: \$774,950**

Salaries, wages & benefits are by far ACSLPA's largest cost center. The reason for this is that we provide services to people (members, the public, stakeholders, etc.) and the bulk of those services are provided by staff. ACSLPA does not have significant materials, facilities, or product costs because, unlike other businesses, our materials and products are mainly ideas and words (written, spoken, or otherwise). The Salaries, Wages, and Benefits functional area is the responsibility of the CEO with ongoing support from the bookkeeper.

Employee attraction and retention are significant considerations for ACSLPA. We require

- specialized knowledge (administrative law, professional regulation, and professional practice),
- conscientious workers (privacy, security, and accuracy are all critically important), and
- staff who can wear many "hats" because each employee covers multiple areas of responsibility.

As a small organization we do not have many avenues for advancement within the organization, and do not provide a pension (which normally provides a significant attraction and retention incentive in some sectors). ACSLPA's salaries, wages and benefits are structured with these factors in mind as well as the need to ensure responsible and prudent use of member dues.

The budget for salaries, wages and benefits includes for

- Registrar & CEO (1 FTE)
- Deputy Registrar (1 FTE)
- Director of Professional Practice (1 FTE)
- Director of Professional Conduct (1 FTE)
- Registration Coordinator and Hearings Director (0.6 FTE)
- Communications Coordinator and Conference Planner (0.8 FTE)
- Office Administration and Executive Assistant (1.0 FTE)

In 2019 the Office Administration and Executive Assistant position was 0.8 FTE, but it will be upgraded to 1.0 FTE with no change to the overall budget for Salaries and Benefits. There will be no summer intern hired in 2020 (ACSLPA has had summer students in 2018 and 2019).

In 2019, employee benefits accounted for approximately 11.5% of the total Salaries, Wages, and Benefits costs.

In keeping with the current financial climate in Alberta, for 2020 ACSLPA will be implementing a wage freeze but will make small changes to the benefits program to ensure it continues to achieve its aims.

2.5 Capital Spending

Function Budget: \$26,500

Capital spending is part of the 2020 budget but is not part of the operating costs of the budget. Capital expenditures will be depreciated in accordance with ACSLPA policies and good accounting practices, and are recognized as "accumulated depreciation" within the Administrative Budget.

For 2020, ACSLPA will continue its ongoing practice of replacing out old hardware (3-4 years generally) with newer hardware. This helps to ensure the security and compatibility of our hardware and our IT systems generally, and allows us to plan orderly transitions instead of scrambling to replace equipment that fails suddenly and unexpectedly.

The capital budget includes for office furniture. The move to new offices will likely necessitate furniture changes to suit the different office configuration and larger space.

Part III – Planned Revenue and Sources of Funding

3.1 Total Ordinary Income (Revenue)

Forecast Revenue: \$1,169,450

I. Revenue Source: Advertising

Forecast Revenue: \$14,500

ACSLPA administers a job board (for a nominal fee) for employers who would like to post positions for regulated SLPs and Audiologists. We also occasionally post some advertisements on our website if the purpose of the advertiser is well aligned to ACSLPA's aims (i.e. high-quality PD offerings for members, high-quality research from a recognized research organization). The revenue for this item is assumed to be unchanged from 2019.

II. Revenue Source: Applications, Registrations & Renewals

Forecast Revenue: \$1,095,650

Roughly 90% of ACSLPA's revenue comes from application, registration, and renewal fees.

After many years of consistent membership growth at roughly 5%/year, ACSLPA's growth pattern has seen a significant reduction since 2017. Although growth has continued in the past 3 years it has been at a much slower pace, with 2019 showing the slowest growth yet. With talk of government austerity and a possible recession ahead, the following assumption has been made;

- (a) Membership growth will stagnate and settle in at no net growth from 2019 to 2020.

With this assumption, the revenue forecast for applications, registrations and renewals is unchanged from 2019.

III. Revenue Source: Interest & Investment Income

Forecast Revenue: \$58,300

With between roughly \$3 million to \$2 million "in the bank" in 2020 (the amount decreases roughly linearly throughout the year), ACSLPA earns interest and investment income. The amount is pretty steady at 1.75% from the high-interest savings account and 2% from the investment portfolio and should be reasonably secure from market upsets or downturns.

ACSLPA's investment portfolio could experience gains or losses depending on the performance of the investment. No allowance has been made for potential gains or losses in the value of the investment portfolio.

I. Funding Source: Reserves**Amount: \$136,200**

The budgeted cost to deliver the 2020 Business Plan exceeds forecast revenues by \$136,200. With no other sources of funding on the horizon, the intent is to draw this amount from ACSLPA's reserves, which were roughly \$1.9 million at the end of August 2019. Three primary factors were considered before making the decision to draw on reserves.

(1) Do we have sufficient reserves to draw upon?

The answer to this question is "yes". ACSLPA has been advised by our auditors that we can either be drawing them down or putting them to some purpose. This would represent a drawdown of 8.2% of the total value of the reserves.

(2) The reserves are a legacy built up in previous years; is this legacy being put to good use?

The answer to this question is "yes". Breaking down the amount by area:

- \$34,500 is planned in the budget to be spent on "Rules". This includes updating key college documents including guidelines and advisory statements that we know are sought be members (when they are relevant and current) and help ensure the public receives competence, high-quality services. The expected lifespan of key college documents is 5-10 years.
- \$49,900 is planned in the budget to be spent on "Accumulated Depreciation", meaning capital expenses from 2020 and prior years. This includes;
 - the 2019 website upgrade (5-year expected lifespan)
 - the 2019 member portal and database upgrade (5-year expected lifespan)
 - office furniture to (10-15 year lifespan)
 - necessary computer hardware updates (6-year lifespan)
- \$20,000 (approximately) continued build-out of a fully functioning professional conduct (complaints) system as we move more fully into complaint reviews, hearings, and appeals.

(3) Is this the right time?

The answer to this question is "yes". Membership growth and fees increases would typically be relied upon to cover operating costs, however 2020 is expected to be rare year; membership is expected to stop growing for what is likely the first time in the history of the college, members are faced with the prospect of government austerity not seen in 20 years, and there is the potential for the first significant global recession in over 10 years. If the reserves can be seen as a "rainy day fund" it would seem 2020 could fit the definition.

Part IV – Contingencies and Discussion of Risk

A Business Plan and Budget is an educated guess of what the future will hold. Many factors may change the course of 2020 for the better or the worse.

Membership numbers are a significant area of uncertainty. ACSLPA's membership may ultimately end up growing or contracting in 2020. We will have a good sense of the overall direction by January 1 (the end of renewal) and if the reality at that time indicates a different course for 2020 we can make adjustments at that time.

The value of investment portfolio may grow (as it has in 2019 by approximately \$99,000 by the end of August) or contract (as it did in 2018 when it was reduced by roughly \$100,000). In any event, the portfolio is invested conservatively and managed expertly, and is large enough that we can afford to weather a possible decline. On the other hand, if it gains in value those gains will offset the need to draw down the reserves.

Not all plans are likely to proceed. In particular, the decision to spend \$25,000 to draft amended regulations will be subject to a decision by the government of whether they would accept such work in the first place.