



Alberta College of  
Speech-Language Pathologists  
and Audiologists

*Hear. Speak. Connect.*

# 2018 Annual Business Plan and Budget

Approved Nov 2017

## **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 raised against our members, 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, 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 2018 Annual Business Plan and Budget is intended to help interested members and stakeholders learn more about ACSLPA’s strategic direction and priorities for the year. The business plan has been prepared by staff and approved and endorsed by the ACSLPA Council. It describes what we intend to achieve in terms of initiating the 2018 - 2020 Strategic Plan, the final wrap-up of the 2015-2017 Strategic Plan, ongoing operations that sustain and enhance the College, and the delivery of member services.

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Joanne Fodchuk, R.SLP  
President

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Michael Neth, P. Eng.  
Registrar & CEO

## 1.2 ACLSPA Organizational Overview

ACSLPA is created by and empowered by the Health Professions Act (HPA) and 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 governing Council that consists of eight professional SLP's and Audiologists selected by members of the college through an election process, and three members appointed by the Government of Alberta to represent the public whom the College serves. The College has three full-time employees who are the *Registrar/CEO*, the *Deputy Registrar*, and the *Director of Professional Practice*. It also has four part-time employees including three administrative staff and the *Audiology Practice Advisor*. There are three standing committees of volunteers which are the Registration Committee, Competence Committee, and the Hearings Tribunal/Complaints Review Committee. Ad-hoc committees and taskforces are called as needed in the course of business.

Almost all of ACSLPA's revenue comes from dues and fees paid by its roughly 1,700 members.

## 1.3 2018-2020 Strategic Plan

The 2018 Business Plan and Budget are significantly informed by the 2018-2020 Strategic Plan. The Strategic Plan can be found elsewhere, but a summary of some of the main takeaways that inform the business plan is reproduced here.

### 2018-2020 Target

Improve organizational effectiveness by increasing our relevance both to members and to the public.

### Contextual Considerations

In achieving our 2018-2020 target, ACSLPA will be guided by the following in all of its decision-making and planning;

- ACSLPA will remain focused on meeting its regulatory requirements and obligations under the Health Professions Act;
- Member fees will be maintained at current rates unless a clear case for change can be made that includes value for the money spent and clear benefits to members and the public;
- Mechanisms will be available that enable members to provide input and feedback to ACSLPA on initiatives that impact their practice and, ultimately, their professions;
- The long-term sustainability and continuity of the College will be preserved and enhanced.
- Goals and targets will be adopted that can be accomplished within the human and fiscal resources limitations that are available.

### Goals

In order to achieve the 2018-2020 target, ACSLPA will work to accomplish a number of specific goals. These are:

1. The college will support members in their professional practice.
2. Information about members' areas of practice and the services that members can provide will be easily accessible to the public to enable informed decisions about care.
3. Members will have easy access to the relevant professional information they need to serve the public.
4. Structural elements of the College, including clear and accessible documentation of decisions, by-laws, policies, and procedures will serve to increase sustainability, business continuity and enhance capacity going forward.

#### **1.4 2018 Business Plan Assumptions**

The 2018 Business Plan is underpinned by two important and related assumptions that will impact on the resources available to the College in 2018. These are membership growth and revenue. The starting values for the assumptions are

Membership as of Dec 31, 2016 = 1713

2016 Revenue = \$983,319

##### Membership Growth

For the period 2011-2015, ACSLPA's membership grew at a sustained rate of about 5% each year. This growth pattern appears to have changed in 2016 when an unusually high number of members did not renew for 2017 (54 vs the average of 32 for the preceding 4 years). In 2017, we've seen a sharp decrease in application numbers which are down almost 30% in the first 8 months of the year as compared to the average. These two factors combined indicate that ACSLPA may have entered a period of slower membership growth.

The forecast in membership growth used for the 2018 budget assumes that ACSLPA will grow by only 2.6% in 2017 (ending the year with 1758 members) and that growth will slow even further in 2018 to only 1%.

*NB: Because this report has been prepared and approved well before the end of 2017, a forecast of growth for the year is necessary to predict membership numbers for 2018.*

##### Revenue

More than 95% of ACSLPA's revenues are derived from dues and fees paid by members. For 2018, it is assumed that the ACSLPA fee schedule for dues and other fees will remain substantially unchanged from 2017, with only some minor adjustments that are intended to be revenue/cost neutral. This being the case, the budgeted revenue for 2018 is only 2.3% higher than the forecast revenue for 2017 in keeping with low membership growth.

If membership growth trends below the forecasted growth, ACSLPA staff and Council will work together to decide which spending to curtail throughout the course of the year or if other financial resources, including reserves, should be used. If membership growth exceeds the forecasts, staff and Council will work together to decide which priorities can most benefit from additional funds

##### Inflation

The Consumer Price Index (CPI) has been used to forecast inflationary pressures on ACSLPA's expenses for 2018 rather than the Core Consumer Price Index (CPIX). As a small organization, and giving consideration to our cost centers, the CPIX values exclude too many sections that do impact the College such as energy, food, and intercity travel.

Looking at the CPI values for Edmonton or Alberta on a monthly basis shows a great deal of volatility, meaning that benchmarking inflation to the July CPI or the August CPI could make a significant difference in forecasts. Rather than peg increases to the CPI for a specific month, CPI for Edmonton was looked at over a 3-year period (June 2014-2017) and a six-month period (January – June 2017). The resulting averages were 1.43% and 1.67% respectively, and a value of 1.7% has been used for budgeting purposes as a safe but slightly conservative value.

## **Part II – 2018 Business Activities**

### **2.1 Member Services and Outreach (5100)**

#### **2.1.1 Member Recognition (5140)**

Each year, ACSLPA recognizes the excellent work of a few selected members through an awards gala held in conjunction with the annual conference. In 2018, there will be no annual conference (see section 2.6.1 Annual Conference for more information). Without the conference to draw people together there won't be enough "critical mass" of interest or revenue to support an awards gala in 2018 but we still desire to recognize member excellence in some way. We are planning to provide awards recipients in 2018 with the usual awards and either a small, intimate awards event or a virtual event that honors our awards recipients.

ACSLPA also recognizes members each who have volunteered with the College in a small way with thank-you cards and small gift cards.

#### **2.1.2 PD Fund (5155)**

ACSLPA supports professional development for our members each year by sponsoring employer PD events. We have scaled that support back by 20% in 2018 due to low uptake in prior years, and will decide whether to continue this initiative in 2019 at the lower amount, restore it to its usual level with a renewed strategy to engage employers, or discontinue the initiative entirely.

#### **2.1.3 ACSLPA Conference (5165)**

Although the annual conference is typically targeted as a revenue/cost neutral event, ACSLPA has historically budgeted some money each year to offset some of the costs, thereby lowering the cost for attendees marginally. As there will be no conference in 2018 (see section 2.6.1 Annual Conference) there is no need to plan for conference support for this year.

#### **2.1.4 Sponsorships and Donations (5180)**

In most years, ACSLPA makes several smaller sponsorships or donations to worthy events that support the SLP/Aud community and serve to elevate awareness of the College and its members. 2018 is an exception to the rule because we will only be supporting two events. ACSLPA will be the title sponsor for the Speech-Language and Audiology Canada (SAC) biannual conference, which will attract large numbers of ACSLPA members and practitioners from across Canada. We will also be a silver sponsor at the Alberta Medical Student Conference and Retreat (AMSCAR), which provides us with an excellent opportunity to engage directly with future medical practitioners and elevate their awareness of our professions which they will carry with them for throughout careers.

#### **2.1.5 Outreach (new budget code req'd)**

Throughout the year, ACSLPA works to engage with members, the public, and stakeholders on various matters, which may include raising the profile of our professions, sharing news on the good work of our members, or increasing public awareness of specific diagnosis, treatment, or care initiatives. We often do this in conjunction with groups like

the Pan-Canadian Alliance of Speech Language and Audiology Organizations (PCA), Speech-Language and Audiology Canada (SAC), and others. In past years, we have tried to do these outreach exercises without the expenditure of any resources other than our time and this sometimes shows in the effectiveness of our outreach efforts. For 2018 we are setting aside a small sum to support our outreach which may cover costs for outside help, social media or communications supports, printing of materials for circulation, or other small budget items.

This focus on outreach will help to support the 2018-2020 Strategic Plan, specifically Goals 1, 2, and 3.

## 2.2 Governance (5300)

### 2.2.1 Council Meetings & Annual Members Forum (5310)

The Council has an active 2018 schedule ahead of them that includes the following:

- 5 regularly scheduled Council meetings
- Council orientation
- Regular meetings of the Governance, Audit, and Nominations committees
- Ad-hoc and working group meetings

These events often require travel and accommodation for out of town councilors, food, and sometimes consultant support. We will use reasonably priced accommodations, ride sharing, and phone/video conference whenever possible to keep cost as low as possible.

In addition to Council's normal duties of monitoring the regulatory, financial, operational and strategic progress, some other Council priorities in 2018 will be;

- Selecting a new auditor as part of a normal and timely transition,
- Considering changes to registration standards and requirements as part of ACSLPA's internal efforts and in conjunction with efforts by our pan-Canadian regulatory partners (see section 2.3.6, Registration for more information).
- Considering and approving changes to other regulatory processes
- Considering and approving new regulations that will go to the Government for proclamation,
- Continuing work begun in 2017 to update some of the bylaws that are underperforming or need of update since their 2015 adoption,
- Considering and approving a new policy structure and new policies that will enhance operational effectiveness,
- Better succession planning for Council from year to year to improve new-councilor effectiveness and knowledge transfer.
- Continuing to develop strategies and processes to manage the relationship with the Registrar/CEO and achieve the best possible balance of diligence and trust.

Also planned for 2018 is a one or one-and-a-half-day Council retreat, which gives Council and senior staff a unique opportunity to roll up their sleeves on in-depth discussions about the direction of the College, or to receive training, that is not otherwise possible given the packed agendas at the five regular Council meetings. The Council Retreat helps to support the 2018-2020 Strategic Plan, specifically Goal 4.

Because there will be no annual conference (see section 2.6.1, Annual Conference for more information) there won't be enough "critical mass" of interest to support a typical Annual Members Forum in 2018 but we continue to value the input and engagement that the forum provides to members and the College. We are planning to provide a different style of member engagement for 2018 which could involve a combination of in-person town-halls (in centers where we can find enough member interest) and virtual town halls. We've included for technological and audio-visual support for these events. Robust and meaningful engagement with members through these events will support the 2018-2020 Strategic Plan, specifically Goals 1 and 3.

#### 2.2.2 Council Honoraria (5315)

According to ACSLPA policy, Council members are eligible to claim an honorarium for each Council meeting attended. The amount spent in this area varies from year to year depending on (a) how active the Council is and (b) how many councilors claim the honorarium.

#### 2.2.3 External Representation & Travel (5320)

ACSLPA is very active in working with and engaging stakeholders, including the Government of Alberta, the University of Alberta, other post-secondary universities and colleges in Alberta, the Canadian Alliance of Audiology and Speech-Language Pathology Regulators (CAASPR), the Pan-Canadian Alliance of Speech Language and Audiology Organizations (PCA), Speech-Language and Audiology Canada (SAC), the Alberta Federation of Regulated Health Professions (AFRHP), other regulatory colleges, and others. Costs to meet with these groups are always kept to a minimum by meeting by phone/video conference when possible, but each year ACSLPA employees, Council representatives, and sometimes other volunteers, do travel either locally or interprovincially to attend meetings when in-person attendance provides the best value.

A major effort in this area will be to continue working with CAASPR on our significant, 3 year, pan-Canadian project to increase standardization and consistency for registration and mobility.

#### 2.2.4 Strategic Plan, Current (5350)

Many elements of the 2018-2020 Strategic Plan are addressed in other areas of the business plan, but specific plans are being put in place to engage third-party advice and assistance in the areas of human resources/succession planning (Goal 4), communication and outreach with members and the public (Goals 1, 2, and 3), and technology supports and digital media (Goals 1, 2, 3, and 4).

Our aims in engaging third-parties will be to (a) build staff capacity and knowledge so that we can "do it ourselves" going forward, (b) build understanding and plans for next efforts in accomplishing the strategic plan goals which will inform the 2019 and 2020 business plans.

#### 2.2.5 Strategic Plan, Future Development (5355)

There will be no work done in 2018 towards the development of a future strategic plan, since it will be the first year of the 2018-2020 Strategic Plan. Some ground-work may start in 2019 for the next strategic plan.

## 2.2.6 Organizational Development (5365)

Consistent with ACSLPA's vision of leadership in regulating audiologists and speech-language pathologists, the concept of organizational development is about enabling ACSLPA to anticipate future needs and prepare for them in advance so that the organization can be proactive to a changing environment instead of reactive.

To this end, ACSLPA staff, key council members, and some key volunteers will engage with and learn from regulatory and not-for-profit experts and peers. The opportunities may include participation at relevant conferences or specialized training, and may require travel.

## 2.2.7 External Membership Dues (5385)

ACSLPA is a member of a number of external organizations, including the Canadian Alliance of Audiology and Speech-Language Pathology Regulators (CAASPR), the Pan-Canadian Alliance of Speech Language and Audiology Organizations (PCA), Speech-Language and Audiology Canada (SAC), the Alberta Federation of Regulated Health Professions (AFRHP), the Council for Accreditation of Canadian University Programs in Audiology and Speech-Language Pathology (CACUP), and others.

Being a member of these organizations involves a financial commitment and a time commitment from ACSLPA staff, Council, and volunteers throughout the year. They provide value by giving ACSLPA an opportunity to engage with, learn from, and participate in larger initiatives with, likeminded organizations. These engagements support all four Strategic Plan 2018-2020 goals.

## 2.3 Regulatory (5500)

### 2.3.1 Legislative Review (no code)

2018 should see a revised ACSLPA Regulation (the Speech Language Pathologists and Audiologists Profession Regulation) proclaimed by the Legislature. This will bring to a close a two-year effort begun in 2016. Effort in 2018 will focus on building member awareness of and support for regulation amendments that have been proposed, soliciting stakeholder feedback, and working with Council and the Government to have the regulations approved.

### 2.3.2 Complaint Hearings & Appeals (5150)

It is expected that after a long hiatus, ACSLPA will likely have a hearing or hearings in 2018 (the last hearing was held in 2014). The Hearings Director will continue work begun in 2017 to ensure that our Hearing Tribunal (HT) and Complaints Review Committee (CRC) processes are up to current standards. Work will also continue on ensuring that the HT and CRC members are trained and prepared to be effective in their roles, and will continue implementation of a roster succession plan begun in 2017. These efforts support our need to uphold the Health Professions Act as well as the 2018-2020 Strategic Plan, specifically Goal 4.

### 2.3.3 Complaints Investigations (5505)

It is expected that we will receive between six and ten complaints in 2018. This continues a recent trend of increased complaints after a lull in 2015-2016. Work begun in 2017 to

ensure that our complaints investigations process is timely and effective will continue, with an emphasis on reducing the time it takes to initiate and complete investigations. ACSLPA will use a third-party investigative firm whenever possible to conduct investigations to ensure the investigations are conducted skillfully and quickly.

#### 2.3.4 Continuing Competence (5525)

All ACSLPA members must complete robust Continuing Competence Program (CCP) requirements each year. Monitoring member compliance and supporting their success with the CCP is time and effort intensive. Work will begin in 2018 to ensure that the processes and human supports for the CCP are effective in achieving the program's purpose. This will include first and foremost an increased emphasis on supporting members in their continuing competence efforts because competent practitioners are best able to support the public and succeed in their practices.

Beyond encouraging and supporting members, there will also be discussions and likely changes implemented around appropriate enforcement of CCP non-compliance, moving towards a risk-based selection of members who will be audited by the Continuing Competence Committee, and succession planning for committee members. These efforts support our need to uphold the Health Professions Act as well as the 2018-2020 Strategic Plan, specifically Goals 1 and 4.

#### 2.3.5 Enforcement & Titles (5535)

Towards the end of 2016 and the beginning of 2017 ACSLPA launched a very successful pilot title enforcement effort that involved seeking out potential violators who were using protected SLP and Audiology titles, advising them of the protected status of the title, and encouraging voluntary compliance. In about 6 months we engaged with 32 individuals and organizations and achieved compliance in all cases. This effort ended 2017 when one of our key staff left before the pilot could be properly "operationalized". In 2018 we will resume title enforcement and make it an ongoing operational part of ACSLPA's regulatory efforts, with documentation and succession planning to ensure its continuity into the future. These efforts support our need to uphold the Health Professions Act as well as the 2018-2020 Strategic Plan, specifically Goals 1, 2, and 4.

#### 2.3.6 Registration (5545)

Consistent with 2017, we are expecting a general decrease in the number of applications received in 2018 compared to prior years (~ 80 in 2018 vs ~ 125 in 2015). We are also expecting a larger number of people not to renew in 2018 (~60 vs ~40 in 2015). The cause of this trend is not yet known and cannot be attributed yet to any particular source despite extensive efforts to do so. The current leading theory is that as the economies of other provinces grow relative to Alberta's, fewer people are making the choice to migrate to Alberta for opportunities. (It is worth noting that in a "normal" year, 2/3 of new ACSLPA members have come from somewhere outside of Alberta).

A review of our Registration processes has found that while they are reasonably effective, there is room for our processes and communications around registration to be improved. An ambitious work plan for a revitalized and refocused Registration Committee, developed in 2017, will be put into action and succession planning for Committee members will begin. Tweaks to existing registration processes and documentation for many registration and renewal requirements, begun in 2017, will continue. Of particular

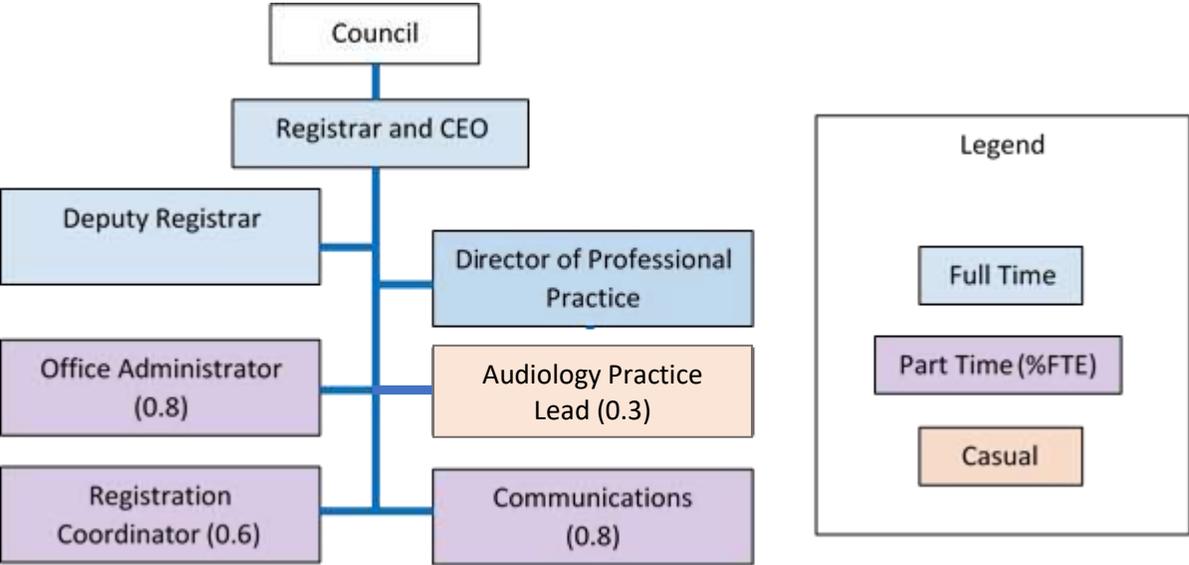
interest will be finishing up a review and implementing changes to our “title Doctor” authorization requirements and processes, and tightening up requirements for members who are either returning to active practice after a long hiatus or who are unable to keep up their currency hours.

Also in 2018, CAASPR’s ongoing project to improve consistency and mobility between jurisdictions will start to impact our Registration requirements. One of the first impacts will be consideration, and likely adoption, of a new and improved pan-Canadian standard for English language competency. Another significant change will be consideration, and likely adoption, of a pan-Canadian competency profile which will inform entry-to-practice requirements for new applicants.

**2.4 Employees (6000)**

ACSLPA undertook a major expansion to staffing in 2017 in order to support growth and provide better services to members and the public. Those changes took us from 4.3 FTE to 5.5 FTE and necessitated a renovation and investment in new workstations.

There are no proposed changes to staffing levels in 2018. We will continue to employ 7 employees working the equivalent of 5.5 FTE. The staff organization will continue to be;



An extensive overhaul of employee benefits in 2017 has resulted in all-new benefits plans and benefits providers from 2016. These changes were done to improve service and access for employees as well as reduce administrative burdens on the organization to provide the benefits. All changes made were cost-neutral to the organization. Having just completed this work, there are no changes planned for employee benefits 2018, although we will investigate providing short-term disability coverage for employees (a known gap) and pursue that when the timing is right.

There will be an emphasis in 2018 on completing full adoption of OH&S compliance efforts initiated in 2017 as well as revising and flushing out our human resources policies and processes.

## 2.5 Corporate Services (6100)

Running a professional regulatory organization takes a lot of other resources including phone lines, a website, cleaning and janitorial services, utilities, leased space, confidential shredding, IT services and equipment, stationary, bookkeeping, accounting and professional services, and many more.

In 2017 we completed an overhaul of our entire IT infrastructure (phones, servers, computers, internet) as part of a modernization effort. All services were either changed to new providers or upgraded at cost-neutral to ACSLPA so the only costs incurred were for new hardware and equipment. Having just completed this effort, there will be no significant changes to our IT infrastructure in 2018.

We also completed a significant renovation in 2017, funded by the landlord and negotiated into the five-year lease we signed in 2017. Having just completed the renovation, there are no significant changes to our physical space or infrastructure in 2018.

In terms of IT support, we will be moving to a “managed services” model with our IT support vendor. Up until now we have been working on a “break-fix” model where we pay the IT vendor on an hourly basis to come in and help us every time something quits working the way we expect it to. The benefit of moving to managed services is that the IT vendor will pro-actively monitor the health, security, and effectiveness of our various hardware and software, and will ideally intervene before issues have a chance to impact us significantly. We anticipate that this move will improve our security and decrease down-times for employees.

2018 will also see a significant effort in improving our data retention/retrieval policies and processes for both digital and hard-copy records.

## 2.6 Special Projects

### 2.6.1 Annual Conference (4510 and 5115)

There will be no ACSLPA Annual Conference in 2018. The decision not to hold a conference was made by Council in 2016 after giving consideration to the fact the Speech-Language and Audiology Canada (SAC) would be holding their bi-annual Canadian conference in Edmonton in the spring of 2018. It was believed that with many members choosing to attend the national conference, an ACSLPA conference may not attract the critical mass of attendees and revenue necessary to be viable.

Planning for a 2019 conference will begin in 2018. Other features of the conference, including the Annual Members Forum and Awards Gala will continue in a modified form in 2018 as described in sections 2.1.1 Member Recognition, and 2.2.1 Council Meetings & Annual Members Forum.

### 2.6.2 Member Database upgrade (1500)

Softworks, the provider of ACSLPA’s member database, has released a new Version 6 of the software. Version 6 provides a much more user friendly, intuitive, and accessible member interface that should significantly improve the member experience at the time of registration or annual renewal. The public who access our member database through the online register will have a better experience also, as well as enjoy a new “Find a Practitioner” feature that will help match up members who want to promote their services to potential clients who might be looking for them.

Version 6 is also very mobile friendly, which will improve access for members and the public.

From the staff side, Version 6 is considerably more streamlined and powerful than Version 5. It should improve efficiency and give us access to information about members (individually and in aggregate) that will improve our ability to make timely and appropriate decisions.

These features all support the 2018-2020 Strategic Plan.

### 2.6.3 Implementation of Advanced Authorization to Order Videofluoroscopic Swallowing Studies (9200)

Some work remains to be completed from the 2015-2017 Strategic Plan to finalize the Advanced Authorization project. The project includes making training modules and a certification exam available to members online. The training modules themselves will be significantly complete by the end of 2017 but making them available online will require further effort in 2018.

### **Part III – 2018 Budget Overview**

The 2018 Budget allocates resources according to the 2018 Business Activities described in Part II. It generally contemplates a balanced budget with only a small surplus, no increases in membership dues, or renewal fees, and a moderate increase in application fees.

A full breakdown of the 2018 ACLSPA Budget is provided as a table in Appendix A.

#### **3.1 Revenue Forecast**

Based on the assumptions stated in Part 1 of the 2018 Business Plan, revenues are forecast to be \$1,044,428 for 2018 and this is the basis for the 2018 budget.

This is up by \$52,926 from the current 2017 revenue forecast, or 5.3%. Approximately \$30,00 of this increase comes from the decrease in the early bird discount approved by Council at the September 2017 Council meeting (the discount was reduced from \$70 down to \$50). Approximately 95% of revenues will come from member dues and fees. The budget includes for a small uptick in interest revenue due to rising interest rates.

A full breakdown of ACSLPA fees for 2018 is included in Appendix B.

Membership dues will remain at \$650 (discounted to \$600 for members who renew before the early bird deadline). The fee schedule includes for a significant change in how dues are calculated for members who register or return to active practice part-way through the year. Historically, these individuals have paid a pro-rated registration fee based on the quarter in which they register or return to active practice. The pro-rating scale used previously meant that members returning to active practice in December paid \$350/month to practice compared to those who returned to active practice in January who only paid \$64/month to practice. Members registering for the first time partway through the year experienced a similar issue. The new fee schedule will improve fairness by charging a flat monthly fee for registration regardless of what time of year they arrive or return to active practice. This change is forecast to decrease revenue by up to \$6,000.

Application fees will increase from their historical value of \$150 to a new price of \$220. This is forecast to bring in about \$6,000 in additional revenue to offset the lost revenue described above.

ACSLPA has until now provided departing members with a partial refund of dues if they resign their membership within the first six months of the year. This refund will not be offered in 2018 to save administrative overhead. This refund was only paid out three times in 2017.

#### **3.2 Spending Forecast**

Based on the plans described in the 2018 Business Activities, the budget for 2018 is \$ 1,009,892, which should result in a forecast surplus of \$34,536 for the year. This compares to \$968,505 budgeted for 2017 with a \$47,345 budgeted surplus.

There are two significant changes to the budgeting assumptions made in 2018 compared to other years.

The first is that the budget for hearings and appeals is reduced for 2018 by \$30,000 compared to historical budgets. The plan for 2018 is for \$100,000 of unrestricted assets to be converted to restricted assets for the purpose of paying for costs related to hearings, complaints reviews, and appeals. Any hearing, complaint review, or appeal costs will be paid in 2018 from this restricted fund and we will budget in 2019 to “pay the fund back” all dollars spent. We will do this going forward into future years, paying for hearings from the restricted fund in year one, paying back

from the operating budget the following year. This plan was discussed in general terms in 2016 with the Council and received favorable feedback but this is the first implementation of those discussions.

The second is that starting in 2018 ACSLPA will include depreciation in the annual budget. Depreciation is always considered and reported by the auditors in our annual financial audit and always appears on the bottom line of profit or loss for the year. In many years the amount has exceeded \$30,000, but this amount has not appeared in the budget previously. For 2018, the budget includes \$34,100 for depreciation.

Spending “below the line” on non-operational items will be limited to two areas.

Capital expenditures of \$47,500 are budgeted. This is to cover the upgrade to Version 6 of our database and small “break-fix” expenditures for equipment around the office. If the project leaves any money left over, possible upgrades to our boardroom video-conference equipment, our AV projector, or some small tweaks to our website would consume the remaining funds. Capital expenses will be depreciated according to ACSLPA’s depreciation policies.

\$12,000 is budgeted to be spent from reserves to complete the Advanced Authorization to Order Videofluoroscopic Swallowing Studies. The money will cover the costs of making training modules and exams available online to members who want the advanced authorization. The modules and exams have been developed in 2017 but are not available for members.

### **3.3 Contingencies for High/Low Outcomes and a Discussion of Risk**

The 2018 Budget has been prepared based on a planned scenario that sees membership growth of 2.6% in 2017 and 1% in 2018, and corresponding growth in revenues.

With a budgeted surplus of \$34,536, a balanced budget is still possible even if membership experiences a small contraction of 1-2%. If this situation arises, staff and Council will work to decide if the business plan or budget need to be revised significantly through the year, or if additional financial resources (namely, the reserves) should be used to preserve plans.

Should ACSLPA membership grow by more than expected, staff and the Council will work to decide where the additional funds can be used to bolster services to the public and to members in 2018. ACSLPA’s reserves remain very healthy and there is no need to add significantly to reserves in 2018 so the aim will be to find a useful purpose for any unplanned surplus should one arise.

### **3.4 Restricted and Unrestricted Funds**

ACSLPA’s total restricted and unrestricted funds (excluding operating revenue and operating budget expenses) is forecast to sit at \$1,800,000 by the end of 2017. This follows several years in which revenue has exceeded expenses by substantial amounts and these funds were placed into reserves. This sum represents approximately 1.7 years of operating expenses.

Surplus revenues from 2016 of \$160,000 were placed into the reserves. This was to be the last year that large surpluses would be added to reserves without a plan for why the money is necessary and how it will one day be spent to serve the needs of the College. The 2018 Business Plan and Budget does not include for any significant surpluses, and should an unexpected surplus arise the aim will be to find a useful purpose for those additional funds rather than add them to the reserves.

ACSLPA's reserves are currently managed according to an ultra-conservative policy that ensures the security and stability of the reserves over time. There is essentially no risk to the reserves at this time.

# **Appendix A**

## **ACSLPA 2018 Budget**

Appendix A – ACSLPA 2018 Budget

<b>Operating Budget</b>	<b>2020 Forecast</b>	<b>2019 Forecast</b>	<b>2018 Budget</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2016 Total (Actual)</b>
<b>Income</b>						
4100 - Advertising Revenue	11,000	11,000	11,000	11,000	11,400	11,775
4300 - Registration Revenue	1,038,764	1,018,396	998,428	977,400	963,042	939,972
4400 - Interest Revenue	34,000	34,000	34,000	26,250	14,628	30,519
4800 - Other Revenue	1,000	1,000	1,000	1,200	2,431	1,053
<b>Total Ordinary Income</b>	<b>1,084,764</b>	<b>1,064,396</b>	<b>1,044,428</b>	<b>1,015,850</b>	<b>991,501</b>	<b>983,319</b>
<b>Expense</b>						
5100 - Member Services / Outreach	24,200	24,200	27,700	23,200	18,575	18,993
5300 - Governance	103,616	97,631	84,665	112,200	71,962	66,384
5500 - Regulatory	13,000	13,000	14,500	55,750	6,458	2,872
6000 - Salaries & Benefits	663,256	647,079	631,297	591,700	552,368	432,973
6100 - Corporate Services	269,842	255,683	251,730	185,655	191,418	252,296
<b>Total Ordinary Expenses</b>	<b>1,073,914</b>	<b>1,037,593</b>	<b>1,009,892</b>	<b>968,505</b>	<b>840,781</b>	<b>773,518</b>
<b>Ordinary Income vs Expenses</b>	<b>10,850</b>	<b>26,804</b>	<b>34,536</b>	<b>47,345</b>	<b>150,720</b>	<b>209,801</b>

<b>Other Income/Expense</b>	<b>2020 Forecast</b>	<b>2019 Forecast</b>	<b>2018 Budget</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2016 Total (Actual)</b>
<b>Capital Spending</b>						
<b>1500 - Capital</b>	60,000	2,000	47,500	-	20,000	13,129
<b>Annual Conference</b>	-	-	-	-	(1,280)	(3,448)
<b>4510 - Revenue</b>	80,000	80,000	-	105,000	89,970	73,910
<b>5115 - Expenses</b>	80,000	80,000	-	105,000	91,250	77,358
<b>Projects and Grants</b>			(12,000)	-	-	(26,893)
<b>9000 - Revenue</b>			-	-	-	9,352
<b>9200 - Expenses</b>			12,000	-	-	36,245
<b>Reserves</b>						
	1,866,232	1,756,276	1,855,383	1,729,472	1,832,847	1,682,127

## **Appendix B**

### **ACSLPA 2018 FEE SCHEDULE**



## 2018 ACSLPA FEE SCHEDULE

### INITIAL APPLICATION

1. Administration Fee (non-refundable)	Applicable Fees
Initial Application Fee (first-time registrants)	\$220.00
Reinstatement Fee (former registrants)	\$220.00

2. Registration Fee	Applicable Fees
New Members/Reinstating Members	\$55 X number of months remaining in the year of registration; must be registered for the month in which employment commences
Non-Practicing to Practicing*	\$45 X number of months remaining in the year of registration; must be registered for the month in which employment commences
<p><b>*Note: Note: Applications to change status to Registered must be made well in advance of requiring a practice permit. Status change requests should be made in writing and include applicable fees – please allow a minimum of two weeks to process. A signed copy of the ACSLPA Professional Liability Insurance Requirements – 2018 must also accompany all requests for Registered status. Non-Practicing members must verify that they meet current qualification hours requirements to change to Registered status.</b></p>	

### RENEWAL

General Registration Renewal – To obtain a Practice Permit for 2018	Applicable Fees
General Registration ( <i>Renewed online between 12 AM MST November 2, 2017 and 11:59 PM MST December 1, 2017</i> )	\$650.00
Early Bird Discount: \$70 ( <i>Renewed online before 11:59 PM MST November 1, 2017</i> )	\$600.00
Administration Fee for Renewal After Deadline: \$100 ( <i>Renewed online after 12 AM MST December 2, 2017</i> )	\$750.00
Non-Practicing Renewal – Does not receive a Practice Permit for 2018	Applicable Fees
Non-Practicing Renewal ( <i>Renewed online after 12 AM MST November 2, 2017</i> )	\$175.00
Early Bird Discount: \$50 ( <i>Renewed online before 11:59 PM MST November 1, 2017</i> )	\$125.00
Honourary Renewal – Does not receive a Practice Permit for 2018	No Charge

**PLEASE SEE OVER...**

**Note: Registration/membership for all renewal categories will be cancelled if not received on or before December 31, 2017; cancelled registrations/memberships will be subject to a \$150.00 Reinstatement Fee.**

**It is against the law to work in Alberta without a current practice permit. You cannot work in Alberta in 2018 with a practice permit that expired on or before December 31, 2017.**

<b>Registered to Non-Practicing Membership Category (including Honourary)</b>	<b>Applicable Refund</b>
Prior to March 31, 2018 (must submit refund request in writing)	\$150.00 refund
Prior to June 30, 2018 (must submit refund request in writing)	\$75.00 refund
After June 30, 2018	No refund

**OTHER FEES**

- |  |                |
|--|----------------|
| <b>1. NSF cheque</b>   | <b>\$30.00</b> |
| <b>2. Non-member documentation fee</b><br>(\$30.00 per request including the first twenty-five pages,<br>and \$1.00 per page thereafter) | <b>\$30.00</b> |
| <b>3. Replacement of Income Tax Receipt (years prior to 2011)</b>  | <b>\$30.00</b> |