



Alberta College of  
Speech-Language Pathologists  
and Audiologists

*Hear. Speak. Connect.*

# 2019 Annual Business Plan and Budget

November 24, 2018

## Part I – Introduction and Background

### **1.1 Message from ACSLPA Council and Registrar & CEO**

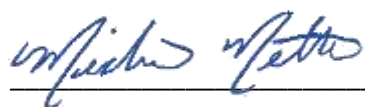
ACSLPA exists to serve the public interest through the regulation of professional speech-language pathologists and audiologists in Alberta. ACSLPA's regulatory work includes setting admission standards for the professions, considering applications for regulated membership and issuing practice permits, 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 2019 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 SLP's 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 including 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 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 1,800 members.

## 1.3 2018-2020 Strategic Plan

The 2019 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 2019 Business Plan Assumptions**

The 2019 Business Plan is underpinned by two important and related assumptions that will impact on the resources available to the College in 2019. These are membership growth and revenue. The starting values for the assumptions are

Membership as of Dec 31, 2017 = 1,756

2018 Forecast Total Revenue = \$1,084,195 (forecast based on Oct 31, 2018 YTD)

### 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. In 2017, we saw a sharp decrease in application numbers which resulted in a growth of only 2.8%. This slowing of membership growth in 2016 and 2017 may indicate a trend toward slower growth overall.

For the initial period of 2018, new registrant numbers are more closely aligned with the 2016 new member numbers. This could signal a small increase in growth for 2018 over 2017 (and may also indicate that the sharp decline in 2017 was an anomalously small growth year).

The forecast in membership growth used for the 2019 budget assumes that ACSLPA will grow by 3% in 2018 (ending the year with 1761 members) and that growth will be consistent at 3% in 2019 as well.

*NB: Because this report has been prepared and approved well before the end of 2018, a forecast of growth for the year is necessary to predict membership numbers for 2019.*

## Revenue

More than 95% of ACLSPA's revenues are derived from dues and fees paid by members. For 2019, the Council has decided to discontinue the "Early Bird Discount" to members who renew on or before November 1. Other than the discontinuation of the discount, all fees for 2019 will remain substantially unchanged from 2018.

## 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).

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 (May 2015-2018) and a six-month period (December 2017 – May 2018). The resulting averages were 1.5% and 2.2% respectively, and a value of 2.5% has been used for budgeting purposes to recognize that inflation has been accelerating in the more recent months, which may continue into 2019.

## Part II – Planned 2019 Business Activities

### 2.1 Member Services and Outreach (5100)

#### 2.1.1 Member Recognition (5140)

Awards Event	Awards will be given to outstanding members based on existing nomination and selection criteria.  The event will be held in conjunction with Members Forum.
Thankyou recognition for volunteers	All members who volunteer with the College through the year will receive a small gift card and thank you note.  A recognition event may be added to the awards event to acknowledge particularly noteworthy volunteer work.

#### 2.1.2 Professional Development (5155)

Sponsor member-directed PD events (PD Fund)	The PD Fund, which has been underutilized in most prior years, will be discontinued. Money will be moved to the sponsorship budget and going forward ACSLPA will sponsor events that advance our purposes instead of funding PD.
Webinars	Webinars on regulatory and professional practice topics will be provided to members. Content and availability will depend on need and interest.  Webinars on at least 2 topics will be provided by ACSLPA staff and at least 1 will be provided by an outside individual or organization.
Audiology and SLP practice support and advice – one on one	R. Aud. and R. SLP. staff will support members and the public by fielding questions and providing advice by phone, email, and in person.
Audiology and SLP practice support and advice – group engagement	R. Aud. and R. SLP. staff will meet regularly with peer and stakeholder groups on professional and practice issues. Groups engaged will include as a minimum <ul style="list-style-type: none"> <li>• AHS professional practice leads,</li> <li>• department leaders at the U of A Communications Sciences and Disorders department,</li> </ul> members practicing in education settings where larger groups are available

### 2.1.3 ACSLPA Conference (5165)

2019 ACSLPA Conference	<p>A 1-day event in Calgary with 4-5 streams offering a range of quarter-day and half-day sessions.</p> <p>A new venue will be selected for 2018 that provides a balance of comfort and economy.</p> <p>Target attendance fee will be between \$180-\$230.</p> <p>Conference will be planned on a “break-even” basis with attendance fees covering conference costs.</p>
2020 ACSLPA Conference	<p>Planning for a 1-day conference in Edmonton will begin in the fall of 2019.</p>

### 2.1.4 Sponsorships and Donations (5180)

AMSCAR	<p>A worked booth will promote the professions to medical students at the Alberta Medical Students’ Conference and Retreat (AMSCAR).</p>
IRSM	<p>The Institute for Reconstructive Sciences in Medicine (IRSM) Conference will be one of the PD Fund recipients.</p>
Other	<p>Smaller sponsorship for 1-2 additional events will be available.</p>

### 2.1.5 Outreach (5175)

Outreach with members	<p>Education for members on Bill 21 compliance will be delivered to members in the first quarter.</p> <p>Activities and materials to promote awareness of the professions will be available to members for Speech and Hearing Month (May Month) and throughout the year.</p> <p>Facebook posts will continue to be used primarily to share items of “public interest.”</p> <p>ACSLPA will publish quarterly articles on Professional Practice, Continuing Competence, and Professional Conduct.</p> <p>All newly registered or reinstated members will receive a “welcome” phone call by R. Aud. or R. SLP. staff.</p> <p>All newly registered or reinstated members will be invited to an online continuing competence program orientation session.</p>
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<p>Outreach with public</p>	<p>Resources and support for the public to ensure Bill 21 compliance will be rolled out in the first quarter.</p> <p>Activities and materials to promote awareness of the professions will be available to members to share with the public.</p> <p>Information sheets on “public interest” items will be available for download/printing on the website.</p> <p>Booths will be worked at 2 teachers conventions to engage educators and elevate awareness of the role of members in education settings.</p>
<p>Outreach with stakeholders</p>	<p>Staff will partner with the OASIS student’s group at the U of A to promote awareness of the professions during Speech and Hearing Month.</p> <p>Presentations will be delivered to U of A students on the Code of Ethics and Entering the Workforce.</p> <p>Work may begin with U of A Faculty of Rehab Medicine towards promoting the development of a new Alberta-based audiology program.</p> <p>The professions will be represented on the MacEwan University’s Therapist Assistant Program steering committee.</p> <p>The OASIS student’s group conference will be attended by staff to provide registration information and resources to students.</p> <p>Ad-hoc engagement will be provided to the Norquest College stakeholder group on the creation of a new Assistants program.</p> <p>An R. SLP. and R. Aud. will participate in the U of A <i>Interprofessional Pathway Launch</i> to promote awareness of the professions to healthcare students in a range of departments.</p>



## 2.2 Governance (5300)

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

Regular Council meetings	There will be 5 regularly scheduled Council meetings, held roughly in January, April, June, September, and November.  Council Orientation for new and returning members will be provided the evening before the January meeting.
Council retreat	A cost-effective 1.5-day retreat in March will provide an opportunity for in-depth training and Council discussions.
Regular meetings of Governance, Audit, & Nominating Committees	Work plans for the year will be developed for each committee and meetings will be scheduled to accommodate the work plan.
Adopt portions of the CAASPR ESDC project.	As CAASPR's 3-year ESDC project closes in 2019, Council will make decisions on which portions to adopt for Alberta and how they will be implemented.
New policy structure to improve governance / operations effectiveness	A new policy structure will be adopted that enhances Council's governance role and gives staff latitude in the operations role.
Registrar's annual 360-degree performance review	Will be conducted in accordance with established process, with support of an independent advisor to ensure anonymity and full participation.
Annual Members Forum	Members will be engaged in matters relevant to them, along with staff and Council, at an in-person forum or forums. The event will be broadcast live if possible.

### 2.2.2 Council Honoraria (5315)

Council honoraria	Council will receive honoraria for meeting attendance/participation according to approved policy.
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### 2.2.3 External Representation & Travel (5320)

<p>Engagement with the Alberta Federation of Regulated Health Professionals</p>	<p>Engagement will include:</p> <ul style="list-style-type: none"> <li>• Registrar/CEO as a member of the Board of Directors</li> <li>• Registrar/CEO as an active member/contributor on Legislative &amp; Regulatory Affairs Committee</li> <li>• Participation in surveys</li> <li>• Contributions to discussions threads</li> </ul> <p>Regular attendance by appropriate individuals at the Registration Interest Group, Complaints Process Working Group, &amp; Hearings Director Interest Group</p>
<p>Engagement with CAASPR</p>	<p>Engagement will include:</p> <ul style="list-style-type: none"> <li>• Registrar/CEO as Chair of the Board of Directors and Registrar’s Committee (2 hrs / week)</li> <li>• Registrar/CEO as defacto CAASPR Executive Director (10 hrs / week)</li> <li>• Administrative staff support to the CAASPR Chair/defacto ED (2 hrs / week)</li> <li>• President as member of Board of Directors</li> <li>• Deputy Registrar &amp; Registration Coordinator as members of the Registration Support Services Network</li> </ul> <p>Special work, to be determined, to finalize ESDC project and implement in Alberta as directed by Council.</p>
<p>Engagement with U of A</p>	<p>Engagement will include:</p> <ul style="list-style-type: none"> <li>• Registrar/CEO attending regular CSD Department Council meetings</li> <li>• Registrar/CEO attending Rehab Med Faculty Council meetings</li> <li>• Ad-hoc engagement with CSD and Rehab Med leadership as-needed</li> <li>• Deputy Registrar as Adjunct Professor, Faculty of Rehabilitation Medicine</li> </ul> <p>DPP as liaison with OASIS students’ group</p>
<p>Speech and Audiology Canada</p>	<p>Existing relationships and collaboration will be maintained and strengthened through participation by the Deputy Registrar, DPP, and Audiology Practice Advisor, on working groups and committees.</p>

Pan-Canadian Alliance	<p>Engagement will include:</p> <ul style="list-style-type: none"> <li>• DPP attending regular PCA meetings</li> <li>• Possible contributions of staff and volunteer time to Speech and Hearing Month event planning</li> <li>• Participation in Speech and Hearing Month activities</li> </ul> <p>Vice President as member of the PCA board.</p>
Alberta Health Services	<p>DPP and/or Audiology Practice Lead will attend regular Professional Practice Council meetings</p> <p>DPP and/or Audiology Practice Lead will have regularly scheduled meetings with the Professional Practice Leads for Aud. and SLP</p>
Other major employers	<p>ACSLPA will look for avenues to routinely engage with major employers (e.g., school boards)</p>

#### 2.2.4 Strategic Plan, Current – 2018 through 2020 (5350)

Operations Plan and Reporting	<p>Work on the operations plan started in 2018 will be completed.</p> <p>Work on effective reporting to Council and stakeholders will continue.</p>
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#### 2.2.5 Strategic Plan, Future Development (5355)

No action in 2019	<p>Work on the 2021-2024 strategic plan won't begin until 2020.</p>
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#### 2.2.6 Organizational Development (5365)

Enhancing ACSLPA's capacity to fulfill its mandate	<p>Staff, Council, and select volunteers will have opportunities to attend conferences and engage with experts on topics including regulation of professions and governance.</p> <p>Much of the effort in this area will be directed towards Bill 21 compliance.</p>
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## 2.2.7 External Membership Dues (5385)

CAASPR	Membership and participation continued
SAC	Membership and participation continued
AFRHP	Membership and participation continued
PCA	Membership and participation continued
CACUP	Membership continued
CNAR	Membership continued
CSAE	Membership continued

## 2.3 Regulatory (5500)

### 2.3.1 Legislative Review (no code)

Revised ACSLPA Regulation	<p>ACSLPA's Regulations have not been updated since 2002 despite ongoing efforts with the Government since 2007. ACSLPA will continue to push for much needed updates and revisions to the Regulations in 2019.</p> <p>If the Government agrees to proceed with Regulation amendments, a vigorous round of member and stakeholder engagement will consume a considerable amount of staff and volunteer effort.</p>
Participation with the Alberta Federation of Regulated Health Professions	<p>The Registrar is a member of the AFRHP Legislative and Regulatory Affairs Committee, which spends time each year working with the Federation members and the Ministry of Health to advance needed changes to legislation of health professionals in Alberta.</p>

### 2.3.2 Complaints Investigations (5505)

Complaints and Investigations	<p>Policy and process updates work started in 2018 will be substantially completed.</p> <p>All complaints received after July 2018 (new or continuing in 2019) will be processed within Health Professions Act timelines.</p> <p>Digitization of conduct records will be completed, improving retention and retrieval.</p> <p>Policies, processes, templates, and other measures will be put in place or updated to ensure Bill 21 compliance.</p>
Support	<p>Website enhancements will make professional conduct and complaints information and supports more accessible to members and the public.</p> <p>A committee will be created as a resource to support and enhance professional conduct policies and processes.</p> <p>Learnings from 2018 will be translated into resources for members and other branches of ACSLPA (i.e. Registration and Continuing Competence).</p> <p>Outreach and member engagement on professional conduct issues will be initiated.</p>

### 2.3.3 Complaint Hearings and Appeals (5515)

Hearings and Complaint Reviews	<p>Policy and process updates work started in 2018 will be substantially completed.</p> <p>All referrals to hearing will be processed within Health Professions Act timelines.</p> <p>Digitization of discipline records will be completed, improving retention and retrieval.</p> <p>Policies, processes, templates, and other measures will be put in place or updated to ensure Bill 21 compliance.</p>
Hearing Tribunal and Complaint Review Committee Roster	<p>Succession planning started in 2018 will continue to be implemented.</p> <p>Enhanced training will be provided to Roster members.</p>

#### 2.3.4 Continuing Competence (5525)

Continuing Competence Program - Audit	<p>Enhancements to the Audit process started in 2018 will be completed.</p> <p>10% of members will be selected for random audit.</p> <p>Decisions will be made about continuing random selection for audit or risk-based selection.</p> <p>Competence Committee will meet in-person and virtually to complete competence audits.</p>
Continuing Competence Program - Support	<p>Information and forms for members will be updated to be simpler and easier to follow.</p> <p>Members will receive in-person and virtual support in completing CCP requirements.</p> <p>Competence committee to work toward development of online learning modules for members.</p> <p>Committee members and staff will attend a continuing competence forum/training event sponsored by the AFRHP.</p>

#### 2.3.5 Enforcement & Titles (5535)

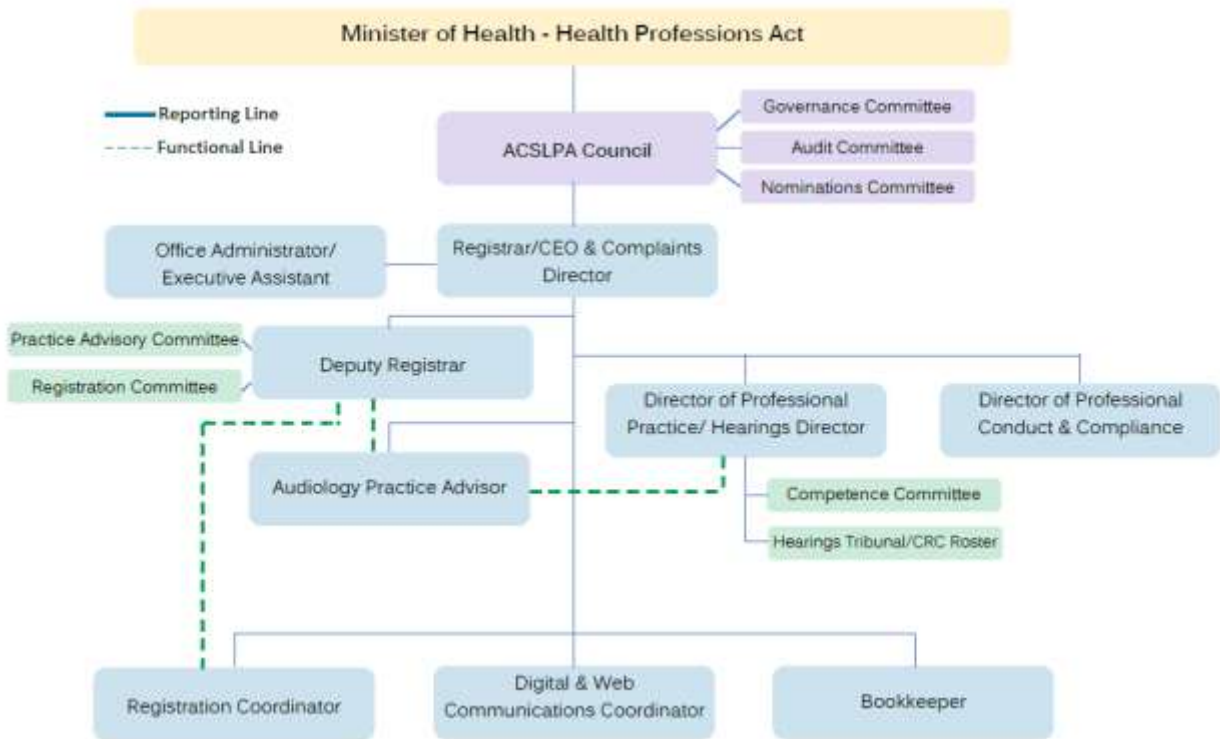
Enforcement of protected titles and restricted activities	<p>Policies and processes will be developed.</p> <p>Compliance work will begin with known or suspected violators.</p>
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#### 2.3.6 Registration (5545)

Registration Committee	<p>Succession planning, orientation, and training of new committee members that was started in 2018 will be substantially completed.</p>
Registration Process	<p>A new 2019 workplan will be developed.</p> <p>Updates will be made to ensure Bill 21 compliance.</p> <p>A review of current ACSLPA registration practices and requirements for Canadian and American applicants will be completed.</p> <p>Decisions will be made on which portions of the CAASPR centralization project will be adopted and how.</p> <p>Preparations for a national entry-to-practice exam in fall of 2020 will be initiated.</p> <p>ACSLPA will likely implement an MOU to streamline interprovincial practice and telepractice.</p>

2.4 Employees (6000)

Staffing/Contractor Levels	Will be maintained at August 2018 levels
Salaries	A nominal cost of living increase will be provided to employees.
Employee Benefits	Will be maintained at 2018 levels. Short-term disability will be investigated for 2020.
Human Resources	Review of Human resource policies and processes will be completed.
OH&S	OH&S Compliance will be maintained and enhanced through continuous improvement.



## 2.5 Corporate Services (6100)

Contract Services	<p>An accounting firm will be retained to assist in updating financial controls and financial management policies and processes.</p> <p>Contract services will be retained to provide advice on Bill 21 compliance.</p>
IT Infrastructure	<p>Existing hardware and software systems will be sustained with minor tweaks to enhance security, functionality, and effectiveness.</p> <p>Workstations purchased in 2016 will be retired and replaced.</p>
Leased office space	<p>ACSLPA will look to increase office space or utilize office space differently to ensure all employees have a work station.</p>
IT Hardware, Software, and Support	<p>ACSLPA will continue to use third-party “managed services” support to ensure the safety, security, and efficiency of our IT and data infrastructure.</p>
Data retention/retrieval	<p>Work will continue in improving policies and processes for both digital and hard-copy records</p>
Printing and Publications	<p>Hard-copy Annual Reports will be available free of charge to any members who request one. Availability will be promoted to members.</p> <p>Statutory notices will be sent by registered mail when appropriate, in addition to email (current process).</p> <p>Some important messages will be printed and mailed to members in addition to online/email availability, including messages pertaining to Bill 21 compliance.</p>



**2.6 Special Projects**

**2.6.1 Member Database upgrade (1500)**

Complete work started in 2018	The following features will come on-line: <ul style="list-style-type: none"><li>• Ensure Bill 21 compliance for application, renewal, and conduct files and records.</li><li>• Ensure Bill 21 compliance for the public member register.</li><li>• “Find a Practitioner” with advanced search capabilities</li><li>• Enhanced member experience for members renewing, updating information, or submitting CCP</li><li>• Mobile-native functionality</li><li>• Enhanced security and functionality for staff</li></ul> Conduct module to improve process and record keeping in complaints / investigations / discipline
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**2.6.2 Website Relaunch (1500)**

Launch new ACSLPA website to replace 2013 site	The new website will have the following features: <ul style="list-style-type: none"><li>• Ensure Bill 21 compliance for resources and support, application, renewal, and conduct pages.</li><li>• Ensure Bill 21 compliance for the public member register.</li><li>• Modern appearance and functionality</li><li>• Mobile-native features</li><li>• Intuitive navigation to bring visitors to their destination seamlessly</li><li>• Cleaned-up information and records</li><li>• Secure “rooms” to store committee materials online with login access (i.e. more Virtual Boardrooms)</li><li>• Advanced event registration capability for webinars, conference, etc.</li><li>• Search Engine Optimization (SEO)</li><li>• Members-only secure access area</li></ul> A public-facing area with resources/info directed to public
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2.6.3 Implementation of Advanced Authorization to Order Videofluoroscopic Swallowing Studies (1500)

Make training modules and exam available online.	Training modules and the certification exam will be available online.  If advanced authorization legislation is not passed in 2019, the modules may be made available to members for PD purposes.
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2.6.4 Complete the implementation of Bill 21 – Protecting the Public from Sexual Abuse and Sexual Misconduct by Health Professionals

	Much of the resource of the College will be directed towards this effort from January 1 to March 31. This will be the subject of a stand-alone plan.
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## **Part III – 2019 Budget Overview**

The 2019 Budget allocates resources according to the 2019 Business Activities described in Part II. A breakdown of the 2019 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 \$1,182,000 for 2018.

This is up by \$137,800 from the 2018 budget, or 13.2%. Approximately \$67,000 of this increase comes from the elimination of the \$50 early bird discount that was approved by Council at the June 2018 Council meeting. (The discount was a legacy from ACSLPA's pre-2002 days as a society and has been targeted by Council for eventual elimination since 2013). The remainder of the increase comes from membership growth in 2018 and 2019.

\$1,133,200 (approximately 96%) of revenues will come from member and applicant dues and fees. The remainder comes from modest interest returns on ACSLPA's investments, advertising revenue, and a very small amount from miscellaneous sources.

Regular membership dues will remain at \$650 in 2019 for the 10<sup>th</sup> year in a row, except for the elimination of the early bird discount which was previously available to all members who renewed before November 2<sup>nd</sup>.

### **3.2 Spending**

The budget for 2018 call for spending of \$1,217,893, which is up \$210,001 from the 2018 budget of \$1,007,892. The increase in spending is focused in 4 main areas;

- (1) Salary and benefits for the Director of Professional Conduct (approved by Council in June 2018),
- (2) Increased spending on legal and investigative services necessary to support a fully functioning and effective Conduct process,
- (3) Increased depreciation costs from capital spending in 2018 (necessary upgrades to member database) and 2019 (completion of member database upgrade, new ACSLPA website, online course and exam for advanced authorization).
- (4) Increased rental costs to adjust for larger number of employees.

This will result in a budgeted excess of spending over revenues (deficit) of \$35,648 which will be covered by drawing down the reserves, which are forecast to sit at approximately \$1.8 to \$1.9 million at the end of 2018.

Although the draw on reserves is a relatively new experience for ACSLPA, which has posted relatively large surpluses in past years, the small draw on the reserves is actually beneficial to the College because we have received advice that our reserves may be a bit large for our organization and because the additional spending in the targeted areas allows us to be a better, more effective regulator.

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

The most significant risk to revenues would come from a sudden decrease in membership growth. This is considered to be a low risk. The Alberta economy is currently fairly stable, having adjusted to the “new normal” of lower oil and gas revenues, and current government spending is expected to remain fairly stable well into 2019. Because most member dues are paid at renewal season (before January 1, 2019) the impacts would be known early in the year, allowing time to adjust plans through the year as necessary to mitigate impacts.

The most significant potential for increased revenues would be from interest, which is forecast at 2%, but could be higher depending on how ACSLPA’s investments perform.

The most significant risks with respect to spending would be unexpected legal costs, which could come from either unusual investigation costs or a legal challenge. ACSLPA Council has previously set aside \$100,000 of the reserve specifically to address this risk, and ACSLPA’s other reserves remain available for use as a buffer against this risk.

The next most significant risk with respect to spending would be project overruns on the member database upgrade or website redevelopment. This risk will be managed by either opting out of optional “a-la-cart” features or deferring some phases of the project(s) to future years.

### **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 between \$1.8 and \$1.9 million by the end of 2019. This follows several years in which revenue has exceeded expenses by substantial amounts and these funds were placed into reserves. This sum represents approximately 1.5 years of operating expenses.

ACSLPA’s reserves are currently managed according to an ultra-conservative policy that ensures the security and stability of the reserves over time.

# **Appendix A**

## **ACSLPA 2019 Budget**

Appendix A – ACSLPA 2010 Budget

Ordinary Income/Expense	2021 Forecast	2020 Forecast	2019 Budget	2018 Budget	2018 YTD (Aug 25)	2017 Actual
<b>Income</b>						
4100 - Advertising Revenue	11,000	11,000	12,000	11,000	9,850	12,500
4300 - Registration Revenue	1,213,960	1,172,908	1,133,245	998,428	1,010,215	960,449
4400 - Interest Revenue	34,000	34,000	36,000	34,000	2,666	18,862
4800 - Other Revenue	1,000	1,000	1,000	1,000	586	1,363
<b>Total Ordinary Income</b>	<b>1,259,960</b>	<b>1,218,908</b>	<b>1,182,245</b>	<b>1,044,428</b>	<b>1,023,318</b>	<b>993,174</b>
<b>Expense</b>						
5100 - Member Services / Outreach	23,200	21,200	17,200	27,700	15,500	11,272
5300 - Governance	97,700	103,723	75,765	82,665	44,360	73,155
5500 - Regulatory	13,000	13,000	31,000	14,500	9,999	1,442
6000 - Salaries & Benefits	800,122	784,433	769,052	631,297	419,638	596,229
6100 - Corporate Services	318,635	314,392	324,876	251,730	142,533	191,531
<b>Total Ordinary Expenses</b>	<b>1,252,657</b>	<b>1,236,748</b>	<b>1,217,893</b>	<b>1,007,892</b>	<b>632,029</b>	<b>873,629</b>
<b>Ordinary Income vs Expenses</b>	<b>7,303</b>	<b>-17,840</b>	<b>-35,648</b>	<b>36,536</b>	<b>391,289</b>	<b>119,545</b>

<b>Other Income/Expense</b>	<b>2021 Forecast</b>	<b>2020 Forecast</b>	<b>2019 Budget</b>	<b>2018 Budget</b>	<b>2018 YTD (Aug 25)</b>	<b>2017 Actual</b>
<b>Capital Spending</b>						
<b>1500 - Capital</b>	10,000	10,000	*70,000	47,500	6,209	16,056
<b>Annual Conference</b>	-	-	-	-		2,118
<b>4510 - Revenue</b>	80,000	80,000	80,000	-	-	106,875
<b>5115 - Expenses</b>	80,000	80,000	80,000	-	-	104,757
<b>Government Grants - Special Projects</b>			** (3,004)	-		(2,575)
<b>9000 - Revenue</b>			**6,381	-		7,000
<b>9200 - Expenses</b>			9,385			5,575

\* Breakdown is as follows:

    \$20,000 for completion of member database

    \$10,000 for replacement of aging hardware and equipment

    \$20,000 for new ACSLPA website

    \$20,000 for advanced authorization – online materials and online exam

\*\* Forecast as of Sept 1, 2018. Reimbursement will be received in fall of 2018.