

DATE: May 26, 2020

TO: Board of Trustees

FROM: Trustee Sherry Adams, ASBA Issues and Resolutions Committee
Trustee Shelagh Dunn, Vice-Chair
Trustee Trisha Estabrooks, ASBA Issues and Resolutions Committee
Trustee Michael Janz, ASBA Issues and Resolutions Committee

SUBJECT: Recommendations on voting in advance of the ASBA Spring General Meeting (SGM)

ORIGINATOR: Karen Mills, Director Board and Superintendent Relations

REFERENCE: [Trustees' Handbook](#), Section 6.2 ASBA Issues and Resolutions Committee

ISSUE

Each year, the Alberta School Boards Association (ASBA) holds general meetings in the fall and spring. Annually, prior to the ASBA Spring General Meeting SGM, the ASBA Issues and Resolution Committee brings forward a recommendation with regard to disposition of motions and the vote on the proposed budget.

BACKGROUND

Due to restrictions in the ASBA Bylaws, the association cannot cancel or postpone the SGM beyond August 31, 2020. The ASBA Spring General Meeting will be held virtually on June 1, 2020, due to COVID-19 and restrictions on large gatherings. There will be no registration fee for this meeting.

RELATED FACTS

- ASBA's Bylaws do not address virtual meetings and, under normal circumstances, the Board of Directors would not be calling a General Meeting by electronic means. However, given these unprecedented times the Board of Directors sees no other viable option and is convinced the Association's interests are best served by proceeding with a virtual SGM. In doing so, the Board is relying on its authority to determine the "location" of the General Meeting; however, the first order of business at the SGM will be a motion calling on the assembly to ratify the Board's decision to proceed by electronic means.
- Given that the meeting will be held online, the agenda has been significantly streamlined. The primary intent of the upcoming Spring General Meeting will be to set the budget for the coming year.

RECOMMENDATION

That Edmonton Public Schools trustees attending the ASBA Spring General Meeting support the proposed ASBA 2020-2021 budget.

CONSIDERATIONS and ANALYSIS

ASBA is presenting a budget with a proposed three per cent decrease in membership fees in 2020-2021. This three per cent decrease in membership fees will not result in a deficit, due to efficiencies found and process improvements over the last year and a half. It will also reflect no changes to the base event registration fees and fee-for-service rates. In addition, a motion has been passed that if ASBA ends the

fiscal year with a surplus, the surplus will be used to decrease the event registration fees for the following year. This resulted in a 50 per cent reduction in registration fees for ASBA's 2019 Fall General Meeting.

Operating revenue in the proposed 2020-2021 budget totals approximately \$4.3 million, sourced through membership, service, event registration, grant and other revenue.

The ASBA budget proposes that \$100,000 be set aside for advocacy initiatives. ASBA is committed to continuing to support the First Nations, Métis and Inuit initiatives as they did over this past year. This budget also accounts for 10 Advocacy Committee meetings.

The proposed budget includes offering professional development to ASBA zones at no cost. It also includes funds set aside to continue to host Board chairs meetings. These meetings support further collaboration and professional development among ASBA members. ASBA continues to update The Learning Centre (TLC) and has set aside \$50,000 for the development of new content.

OPTIONS

Based on the information provided in this report, the following options are considered most appropriate:

1. Approve the recommendation as presented
2. Request changes to the recommendation and provide feedback

NEXT STEPS

Edmonton Public Schools Board of Trustee delegates to the ASBA SGM will vote according to the direction set forth through this motion.

ATTACHMENTS and APPENDICES

ATTACHMENT I Excerpt from the ASBA Budget & Bylaws Bulletin 2020

TE:km

ASBA Proposed Budget 2020/2021

For presentation to Members

Budget Discussion and Analysis

Introduction

ASBA is pleased to present the 2020/2021 proposed annual budget. This budget demonstrates that ASBA continues to be a thought leader and a leading voice for education in Alberta, specifically the one voice representing the diverse and unique needs of our members. It also recognizes the fiscal and complex reality that our members are facing. We want to reassure our members that we are ready to face these challenges together.

This budget was based on ASBA's recently developed 2020-2023 draft Strategic Plan. ASBA's Board of Directors has reviewed and provided feedback on the draft Strategic Plan, with ASBA seeking members input throughout development, starting in the fall of 2019 up until April 6, 2020. The ASBA Board of Directors will approve the draft Strategic Plan during their April 9, 2020, meeting.

Our budget is broken down into three focused areas:

- Membership and Event Fees
- Advocacy
- Professional Development

Our first area of focus is Membership and Event Fees. This budget proposes a **3% decrease to membership fees** in 2020/2021. ASBA will continue to offer the same level of exceptional education services and advocacy measures while decreasing membership fees. This 3% decrease in membership fees will not incur a deficit. This is due to finding efficiencies and improving processes over the last year and a half. It will also reflect no changes to the base event registration fees and fee-for-service rates. In addition, a motion has been passed that if ASBA ends the fiscal year with a surplus, the surplus will be used to decrease the event registration fees for the following year. This resulted in a 50% reduction in registration fees for ASBA's 2019 Fall General Meeting.

Our second area of focus is Advocacy. This budget proposes \$100,000 dollars specifically set aside for advocacy initiatives. We will continue to support our First Nations, Metis, and Inuit initiatives as we have this past year. This budget also accounts for 10 Advocacy committee meetings.

Our third area of focus is Professional Development. This budget includes offering professional development to ASBA zones at no cost. It also includes funds set aside to continue to host Board chairs meetings. These meetings are vital to support further collaboration and professional development among our members. We continue to update The Learning Centre (TLC) and have set aside \$50,000 dollars for the development of new content. This platform will continue to be provided to trustees at no cost.

As mentioned earlier, the presented budget will not incur a deficit. The information that follows focuses on key elements of the budget which have the most significant impact on revenue and expenditures and provides additional context and information. Financial statements which provide figures of the 2020/2021 proposed budget, the 2019/2020 budget, and 2018/19 actuals are supplied as schedules to this discussion.

The discussion and analysis which follows is ordered to match the financials included in the [Proposed Budget 2020/2021 Summary](#) and [Schedules 1-6](#)

Revenue

Operating revenue in the proposed 2020/2021 budget totals approximately \$4.3 million dollars, and comes in the form of:

- Membership
- Service
- Event Registration
- Grant and Other revenue

[Schedule 1](#) notes the figures associated with operating revenue.

Membership Revenue

Membership revenue in the proposed 2020/2021 budget totals approximately \$3 million dollars.

The proposed budget includes a 3% DECREASE in membership fees. ASBA understands the current fiscal challenges facing our members and want to provide support through a reduction of membership fees. Due to the efficiencies and processes set up by ASBA, this reduction can be provided without incurring a deficit or affecting the high-quality work of ASBA.

Service Revenue

Service revenue in the proposed 2020/2021 budget totals \$500,000 dollars and is generated through fee-for-service work.

ASBA will continue to offer services to school boards in education and communications, on a fee-for-service basis. School boards using these services are not charged for travel, or for other expenses such as photocopying, materials and other disbursements. Rates for these services were not increased in this budget.

The fee-for-service revenue is up slightly in this new budget. ASBA is mindful that school boards may be reducing their spending on consulting services due to their fiscal realities. ASBA's rates remain below market value, especially considering the specialized expertise and experience of ASBA staff and consultants.

Event Registration Revenue

Registration revenue in the proposed 2020/2021 budget totals \$570,475 dollars.

The proposed budget anticipates continued professional development at the Fall and Spring General Meetings. The slight decrease in registration revenue is a result of estimated lower attendance at general meetings due to the new fiscal reality.

ASBA ended the 2018/19 fiscal year with an operating surplus. The Board of Directors decided to use this surplus to provide a 50% discount for members at ASBA events in 2019/2020. Given that this reduction was well-received by members, this process will continue. ASBA is committed to not increase its reserves through operating surpluses. This is another example of ASBA supporting our members through reduced costs along with the proposed 3% reduction in membership fees.

Grant and Other Revenue

Grants and other revenue in the proposed 2019/2020 budget total \$178,595 dollars and represent the current year portion of grants and sponsorships; interest income; revenue provided by ASEBP and miscellaneous revenue.

Grants and sponsorships

Grant and sponsorship revenue included in this budget is decreased from what was budgeted in 2019/2020. The reason for the decrease is ASBA had several outstanding grants that were all recognized as revenue during the 2018/2019 fiscal year. Currently, there are no significant grants that ASBA has applied for.

ASBA leadership is focused on building strategic partnerships and are looking at the development of a complete sponsorship program and marketing initiative. We believe that through this process we will increase revenue, enabling us to provide enhanced services for our members.

Investment Income

Interest income in the proposed budget totals \$100,000 dollars and has been calculated at the expected rates of return for the period and principal balances. ASBA has been very strategic with investments and cash management. By allowing a larger principal balance to remain in our investments, we have seen a larger return.

ASEBP Revenue

The proposed budget includes \$38,095 dollars provided by the Alberta School Employee Benefits Plan (ASEBP) to ASBA, as a party to the Deed of Trust, to support administration and other activities.

Expenditures

Operating expenditures in the proposed 2020/2021 budget total approximately \$4.25 million dollars, and come in the form of:

- Association Operations & Member Services
- Governance
- General Meetings/Trustee Education
- Lease/CAM/Property Taxes
- Depreciation

[Schedules 1-5](#) note various figures associated with operating expenditures.

Associations Operations & Member Services

Association operations & member services (AO&MS) expenditures in the proposed budget total approximately \$3.2 million dollars, distributed into categories of staffing and contracted services, and other AO&MS expenditures.

[Schedule 2](#) provides the figures associated with Association operations and member services expenditures.

Staffing & Contracted Services

Staffing costs in the proposed 2020/2021 budget total \$2,269,107 dollars which is made up of salaries and benefits, and memberships if required. This is slightly less than the 2019/2020 budgeted staffing costs of \$2,306,957 dollars due to the change in our staff from the time the previous budget was created. This is consistent with our message that we can reduce membership fees without decreasing our staff numbers.

ASBA is staffed to enable the successful support, services, and advocacy measures for our members while ensuring resources are used as effectively and efficiently as possible. Staff were reorganized during 2018/2019 to ensure they were being used to their maximum potential.

Our staffing cost is budgeted to decrease by 1% or \$29,000 dollars. In addition to the ASBA staff complement, the Association contracts some services to fulfill core business functions. The cost of contracted services has decreased in the 2020/21 budget. The main reason for this is that TLC will no longer require significant contracted services. We brought several contracted services in house, such as our bookkeeping, which led to further savings. We also consistently review our contracts to ensure we receive the best rates

The contracted services include an additional \$100,000 dollars specifically set aside for advocacy initiatives. We know that in 2020/2021 advocacy for our members continues to be a high priority; ASBA plans on bringing forward even more initiatives in the upcoming year.

Other AO&MS Expenditures

Additional expense categories which fall under Association operations and member services include travel; administration – services and supplies; memberships and subscriptions; insurance; meeting supplies and catering; and miscellaneous expenditures, which total \$167,500 dollars in the proposed budget.

This is a decrease from the prior year mainly caused by new processes, which limit these expenses. ASBA also found efficiencies within our organization's operations.

[Schedule 2](#) provides figures associated with Association operations and member services expenditures.

Governance

Governance expenditures included in this budget total \$307,455 dollars, and include Board of Director and Trustee remuneration, training and conferences; contracted services; travel; the Association's membership in the Canadian School Boards Association; insurance; meeting supplies & catering; and miscellaneous.

The decrease of \$54,000 dollars is mainly due to efficiencies with travel and virtual conferencing, and contracted services.

In the proposed budget:

- The per diem rate remains at \$168/day;
- The annual honorarium for the President and Vice-President remains unchanged as follows:
 - President: \$18,816
 - Vice-President: \$12,544
- Travel rates for the Board remains the same;
- Reduced travel costs based on an expected increase in Video Conference (VC) meetings.

Current per diem rates were last increased 1% in 2016. ASBA has reviewed what individual school boards pay as per diem to their trustees and government per diem rates. ASBA's per diem rate is significantly below the average. While we are not proposing a change to our per diems or honorariums for 2020-2021, we recognize it is something that will have to be revisited in the upcoming year.

[Schedule 3](#) provides figures associated with governance expenditures.

General Meetings & Trustee Education

Direct expenses associated with ASBA's General Meetings and trustee education offerings total \$385,000 dollars in this budget. These expenditures are covered by registration revenue, however the total cost, which includes allocation of staff time and overhead costs, is not directly charged to the events.

The proposed budget for general meetings and trustee education presents a slight decrease as we received better rates moving ASBA's Fall General Meeting to a new location starting in Fall of 2020.

We also ask for our members to be flexible with our events in the upcoming year given the recent COVID-19 outbreak.

[Schedule 4](#) provides figures associated with general meetings & trustee education offerings expenditures.

Lease/CAM/Property Taxes

Lease and common area maintenance, property tax expenditures included in the proposed budget total \$308,278 dollars, which includes \$54,607 dollars in rental recovery from partners (ASCA, CASS and ASBOA) who share the Association's office space.

The decrease in rental recovery is due to our partners needing less space than expected. ASBA required more space than originally planned. Also, the amount is increased from 2019/2020 as parking rates for

tenants of the building were increased. The Association is obligated by a leasing contract for the current office space at current lease rates until 2028.

[Schedule 5](#) provides figures associated with lease/common area maintenance (CAM)/ property tax expenditures.

Depreciation

Depreciation included in the proposed budget totals \$60,000 dollars and reflects the expensing over a period of years of the cost of capital assets based on the estimated useful life of the assets.

Reserves

As a not-for-profit corporation incorporated under the *Alberta School Boards Association Act*, the Association maintains several reserves as required by policy and as recommended by the Association's external auditors. ASBA has made it a priority to not increase our reserves past the level they are currently at. This has led to our member initiative where we are supplementing our event registration fees for members through surpluses from prior years such that our reserves do not increase.

Governance Policy 7, as summarized below, notes the following with respect to reserve funds:

7.14. Budget Development – Association Reserve Funds

7.14.1. Early each year, the Board of Directors approves budget assumptions upon which budget options are prepared. The Board then determines which budget option will be presented to the membership.

7.14.2. Regarding the Association's reserve funds, the Board of Directors has approved the following:

7.14.2.1. Operating Reserve – the Association will keep a reasonable and adequate operating reserve to fund the monthly business operations of the Association. The operating reserve will be made up of three months operating expenditures.

7.14.2.2. Initiative and Sustainability Reserve – any balance over the three months operating expenditures will be moved to the Initiatives and sustainability reserve, which may be used for special initiatives, for research and development of new business opportunities that will help and support school board work. The sustainability fund can be funded up to a maximum of \$2.0 million.

7.14.2.3. Any funds over the maximum approved funding of the operating and sustainability fund will be transferred to the Investment reserve.

7.14.2.4. Investment Reserve – as part of the budgeting process, may be used to for new investment opportunities that may earn the organization a return, capital asset replacements, or to subsidize the cost of annual rental payments in years of a deficit.

7.14.2.5. Capital Asset Reserve – the reserve will be used to hold the current value of capital assets owned by the organization

Additional detail regarding the Association's reserves is provided in [Schedule 6](#).

Proposed Budget 2020/2021 Summary, Schedules & Appendices

Proposed Budget 2020/2021 Summary

	2020/2021 Budget	2019/2020 Budget	2018/2019 Actual	Percentage Change
Revenue				
Membership	\$ 3,016,159	\$ 3,109,442	\$ 3,109,442	-3%
Service	500,000	471,175	420,725	6%
Event Registration (FGM/SGM/Other)	570,475	600,500	593,688	-5%
Grant and Other Revenue	178,595	293,150	359,794	-39%
Total Operating Revenue (Schedule 1)	\$ 4,265,229	\$ 4,474,267	\$ 4,483,649	
Expenditures				
Association Operations & Member Services (Schedule 2)	\$ 3,188,607	\$ 3,490,321	\$ 2,818,805	-9%
Governance (Schedule 3)	307,455	361,067	273,261	-15%
General Meetings/Trustee Education (Schedule 4)	385,000	410,000	405,346	-6%
Lease/CAM/Property Taxes (Schedule 5)	308,278	258,258	412,191	19%
Depreciation	60,000	57,077	49,164	5%
Total Operating Expenditures (Schedule 1)	\$ 4,249,340	\$ 4,576,723	\$ 3,958,766	-7%
Total Budget Surplus (Deficit)	\$ 15,889	\$ (102,457)	\$ 524,883	
Transfer from Reserves (If required)		102,457	-	
Total Budget Surplus (Deficit) after Transfer	\$ 15,889	\$ 0	\$ 524,883	
* Schedules 1 - 6 following include analysis over significant variance in 2020/2021 budget compared to 2019/2020				

Schedule 1 – Revenues & Expenditures

	2020/2021 Budget	2019/2020 Budget	2018/2019 Actual	Percentage Change
Revenue				
Membership Fees	\$ 3,016,159	\$ 3,109,442	\$ 3,109,442	-3%
Fee For Service	500,000	471,175	420,725	6%
Event Registration (FGM/SGM/Other)	570,475	600,500	593,688	-5%
Grant/Other Revenue				
Grants and Sponsorships	35,000	192,172	198,018	-82% Note 1
Interest Income	100,000	62,882	113,764	59%
ASEBP	38,095	38,095	38,095	0%
Miscellaneous	5,500	-	9,917	
Total Revenue	\$ 4,265,229	\$ 4,474,267	\$ 4,483,649	-1%
Expenditures				
Staffing Costs	\$ 2,269,107	\$ 2,306,957	\$ 1,998,958	-2%
Contracted Services	787,500	877,000	725,884	-10% Note 2
B of D's and Trustees - Remuneration, Training, Conferences	142,860	148,534	118,940	-4%
Travel (FFS, Contractor, Staff, BofD's, Trustees)	111,000	269,623	86,637	-59% Note 3
Memberships and Subscriptions	75,075	90,296	65,532	-17%
Administration-Services and Supplies	67,000	117,393	55,271	-43% Note 4
Insurance	27,000	19,437	28,325	39%
Meeting Supplies and Catering	12,500	14,847	12,070	-16%
General Meeting and Trustee Education	385,000	410,000	405,346	-6%
Lease/CAM/Prop Taxes	308,278	258,258	412,191	19% Note 5
Miscellaneous	4,020	7,300	450	-45%
Depreciation	60,000	57,077	49,164	5%
Total Expenditures	\$ 4,249,340	\$ 4,576,723	\$ 3,958,766	-7%
Total Budget Surplus (Deficit)	\$ 15,889	\$ (102,457)	\$ 524,883	
Transfer from Reserves		\$ 102,457	\$ -	
Total Budget Surplus (Deficit) after Transfer	\$ 15,889	\$ 0	\$ 524,883	

* Variances from the previous budget over 10% and a minimum \$50,000 variance have been analyzed further. See notes below:

Note 1 - Decrease caused by outstanding grants being recognized in 2018/2019 year end

Note 2 - Decrease caused by contracted services transferred internal (Example: bookkeeping) and successful RFPs

Note 3 - Decrease caused by new travel processes set in place that and less travel due to VC

Note 4 - Decrease caused by new processes and controls surrounding ordering and reduced subscriptions

Note 5 - Increase caused by parking price increase and less lease space used by partners than expected

Schedule 2 – Association Operations & Member Services

	2020/2021 Budget	2019/2020 Budget	2018/2019 Actual	Percentage Change
Expenditures				
Staffing Costs				
Salaries and Benefits	\$ 2,240,107	\$ 2,269,107	\$ 1,961,880	-1%
Staff Training and Development	22,500	31,850	32,630	-29%
Professional Association Memberships	6,500	6,000	4,448	8%
Contracted Services	752,000	866,100	683,412	-13% Note 1
Travel (FFS, Contractor, Staff)	36,000	118,609	23,918	-70% Note 2
Administration - Services and Supplies	66,500	117,393	55,271	-43% Note 3
Memberships and Subscriptions	42,000	57,221	34,068	-27%
Insurance	20,000	12,540	22,728	
Meeting Supplies and Catering	-	5,250	-	-100%
Election Materials	-	-	-	
Miscellaneous	3,000	6,250	450	-52%
Total Expenditures	\$ 3,188,607	\$ 3,490,321	\$ 2,818,805	

* Variances from the previous budget over 10% and a minimum \$35,000 variance have been analyzed further. See notes below:

Note 1 - Decrease caused by contracted services transferred internal (Example: bookkeeping) and successful RFPs

Note 2 - Decrease caused by new travel processes set in place that and less travel due to VC

Note 3 - Decrease caused by new processes and controls surrounding ordering and reduced subscriptions

Schedule 3 – Governance

	2020/2021 Budget	2019/2020 Budget	2018/2019 Actual	Percentage Change
Expenditures				
B of D's and Trustees - Remuneration, Training, Conferences				
Per Diems	97,500	98,879	75,180	-1%
Honoraria - President	18,816	18,816	18,816	0%
Honoraria - Vice President	12,544	12,544	12,544	0%
Board Development/Conferences	14,000	18,295	12,400	-23%
Contracted Services	35,500	48,750	42,472	-27% Note 1
Travel	75,000	113,164	62,719	-34% Note 2
CSBA Membership	33,075	33,075	31,464	0%
Insurance	7,000	6,897	5,597	1%
Meeting Supplies and Catering	12,500	9,597	12,070	30%
Supplies and Materials	500	-	-	100%
Miscellaneous	1,020	1,050	-	-3%
Total Expenditures	\$ 307,455	\$ 361,067	\$ 273,261	

* Variances from the previous budget over 10% and a minimum \$5,000 variance have been analyzed further. See notes below:

Note 1 - Decrease caused by less expected Board Contracted services now that ASBA executive team is in place

Note 2 - Decrease caused by new travel processes set in place and more VC meetings

Schedule 4 – General Meetings & Trustee Education

	2020/2021 Budget	2019/2020 Budget	2018/2019 Actual	Percentage Change
Expenditures				
Fall General Meeting	\$ 175,000	\$ 200,000	\$ 160,058	-13% Note 1
Spring General Meeting	125,000	150,000	116,661	-17% Note 2
Other Meetings	85,000	60,000	128,627	42% Note 3
Total Expenditures	\$ 385,000	\$ 410,000	\$ 405,346	

Note 1 - Decrease due to expected change in costs with new hosting location and expected lower attendance

Note 2 - Decrease to reflect updated costs with new hotel owner and expected lower attendance

Note 3 - Increase to reflect cause of cost of Youth Summit which is ran at a cost recovery

Schedule 5 – Lease/CAM/Property Taxes

	2020/2021 Budget	2019/2020 Budget	2018/2019 Actual	Percentage Change
Expenditures				
Lease/CAM/Property Taxes	\$ 362,885	\$ 339,360	\$ 477,619	7% Note 1
Rental Recovery	(54,607)	(81,102)	(65,428)	-33% Note 2
Total Expenditures	\$ 308,278	\$ 258,258	\$ 412,191	

Note 1 - Increase caused by increase in parking rate in September 2019

Note 2 - Decrease caused by finalized lease space used by our partners being less than expectations in 2019/2020

Schedule 6 – Reserves

	Operating Reserve	Initiatives and Sustainability Reserve	Investment Reserve	Capital Asset Reserve
Estimated Reserve Balance	\$ 1,500,000 Note 1	\$ 2,000,000 Note 2	\$ 1,726,022 Note 3	\$ 86,000 Note 4

Note 1 - Operating Reserve to hold 3 months of operating expenditures estimated to be \$1.5 Million

Note 2 - Initiative and Sustainability Reserve to be used for special initiatives for members, funded up to a maximum of \$2 Million

Note 3 - Investment Reserve to be used for new investment opportunities, capital asset investments, and to subsidize annual rent if required

Note 4 - Capital Asset Reserve to hold current value of capital assets

Budget Appendix A – Membership Fees

Jurisdiction	Total Students	2019 - 2020 Current Membership Fee	2020 - 2021 Proposed Membership Fee
Aspen View Public School Division # 78	2,756	\$24,805.40	\$23,804.48
Battle River Regional Division #31	5,957	\$42,107.64	\$40,012.58
Black Gold Regional Division #18	12,242	\$68,857.63	\$67,415.95
Buffalo Trail PS Regional Division #28	3,973	\$32,359.41	\$31,129.87
Calgary RCSSD #1	57,917	\$158,737.02	\$153,709.85
Calgary Board of Education	125,566	\$251,027.27	\$244,140.99
Canadian Rockies R. D. #12	2,177	\$21,458.16	\$20,322.25
Chinook's Edge School Division #73	11,093	\$65,209.90	\$62,891.05
Christ the Redeemer Catholic S.R.D. #3	9,705	\$60,255.42	\$56,708.58
Clearview School Division #71	2,386	\$22,240.81	\$21,578.79
East Central Alberta CSSRD #16	2,363	\$22,394.55	\$21,445.12
E. Central Francophone Ed. Region #3	891	\$15,015.24	\$12,589.15
Edmonton Catholic Separate School District #7	44,170	\$134,558.61	\$131,439.59
Edmonton School District #7	105,430	\$222,208.84	\$217,225.53
Elk Island Catholic Separate RD #41	7,980	\$50,416.35	\$49,022.27
Elk Island Public Schools R. D. #14	17,485	\$80,681.29	\$77,929.49
Evergreen CSRD #2	4,316	\$33,645.20	\$32,700.55
Foothills School Division #38	8,104	\$51,052.25	\$49,577.02
Fort McMurray RCSSD #32	6,694	\$43,826.68	\$43,294.30
Fort McMurray Public School District #2833	6,349	\$41,653.42	\$41,757.03
Fort Vermilion School Division #52	3,745	\$29,606.15	\$29,759.70
Golden Hills School Division #75	7,296	\$47,145.97	\$45,974.48
Grande Prairie RCSSD #28	5,581	\$38,858.23	\$38,334.95
Grande Prairie Public School District #2357	8,301	\$52,184.31	\$50,452.59
Grande Yellowhead Public School Division #77	4,608	\$35,028.82	\$33,997.20
Grasslands Regional Division #6	3,820	\$30,919.89	\$30,207.51
Greater N. Central Francophone Ed. Region #2	3,796	\$28,795.54	\$30,060.47
Greater St. Albert RCSSD	5,711	\$40,744.98	\$38,916.44
High Prairie School Division #48	3,114	\$27,349.03	\$25,963.33
Holy Family Catholic Regional Division #37	2,067	\$20,305.14	\$19,660.56
Holy Spirit RCSRD #4	5,128	\$37,418.71	\$36,316.46
Horizon School Division #67	3,501	\$29,508.31	\$28,289.28
Lakeland RCSSD #150	2,591	\$23,296.00	\$22,815.29
Lethbridge School District #51	11,801	\$67,194.49	\$66,045.78
Living Waters CRD #42	1,984	\$20,291.17	\$19,165.96
Livingstone Range School Div. #68	3,666	\$29,899.64	\$29,278.47

Lloydminster Public S. D. #99	2,959	\$25,895.53	\$25,027.61
Lloydminster RCSSD #89	1,700	\$22,639.13	\$17,454.92
Medicine Hat Catholic Board of Education	2,653	\$23,386.84	\$23,189.58
Medicine Hat School District #76	7,414	\$48,403.81	\$46,502.50
Northern Gateway Regional Division #10	5,026	\$36,622.08	\$35,861.97
Northern Lights School Division #69	6,090	\$42,554.87	\$40,600.75
Northland School Division #61	1,987	\$19,760.08	\$19,179.33
Northwest Francophone Ed. Region #1	488	\$9,809.20	\$9,989.17
Palliser Regional Division #26	8,670	\$53,309.37	\$52,096.80
Parkland School Division #70	11,622	\$66,300.03	\$65,250.42
Peace River School Division #10	3,068	\$26,433.60	\$25,682.62
Peace Wapiti School Division #76	6,096	\$42,254.39	\$40,627.48
Pembina Hills Regional Division #7	6,680	\$47,250.79	\$43,227.46
Prairie Land Regional Division #25	1,378	\$15,755.97	\$15,516.63
Prairie Rose School Division #8	3,342	\$28,578.91	\$27,333.50
Red Deer Catholic Regional Division #39	10,378	\$61,478.32	\$59,709.59
Red Deer Public Schools	11,195	\$65,433.52	\$63,345.55
Rocky View School Division #41	25,659	\$96,257.50	\$94,324.73
Southern Francophone Education Region #4	3,703	\$29,012.17	\$29,505.72
St. Albert Public School District	8,933	\$53,959.25	\$53,266.45
St. Paul Education Regional Division #1	3,873	\$31,325.19	\$30,528.33
St. Thomas Aquinas RCSR #38	4,450	\$33,882.79	\$33,295.41
Sturgeon School Division #24	5,312	\$38,613.65	\$37,138.56
Westwind School Division #74	4,589	\$35,000.87	\$33,917.00
Wetaskiwin Regional Division #11	3,892	\$32,065.91	\$30,641.96
Wild Rose School Division #66	4,724	\$36,090.99	\$34,518.53
Wolf Creek School Division #72	7,812	\$49,647.67	\$48,273.69
Yellowknife Education District #1	2,149	\$20,654.54	\$20,155.15
Yellowknife Catholic Schools	1,469	\$16,007.54	\$16,064.70
Totals	681,574	\$3,109,442.00	\$3,016,159.00

Budget Appendix B – Membership Fee Formula

Each member board shall pay a basic fee (BF) in the amount of \$6,727.50 plus a fee on a per student basis (PSF) to the Association. The fee shall be calculated as follows:

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

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

Membership Fee Calculations

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

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

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

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

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

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

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

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

Membership Fee Formula Abbreviations

BF	Basic Fee (\$6,727.50)
PSF	Per Student Fee
MB	Number of Member Boards
MAF	Total Membership Annual Fees (Budget line item)
MBF	Individual Member Board Fee
WE	Weighted Enrolment
AGWE	Aggregate Total of Weighted Enrolments (all member boards)
C1	Per student weight (1.0000) for the first 750 students
C2	Per student weight (.9000) for 751 to 4,000 students
C3	Per student weight (.6666) for 4,001 to 12,000 students
C4	Per student weight (.3000) for 12,001 to 50,000 students
C5	Per student weight (.2000) for any students in excess of 50,000
S1	Number of students in first category (to 750)
S2	Number of students in second category (751 – 4,000)

- S3 Number of students in third category (4,001 – 12,000)
- S4 Number of students in fourth category (12,001 – 50,000)
- S5 Number of students in fifth category (in excess of 50,000)