



Budget and Bylaws Bulletin Spring General Meeting 2019

Please bring this bulletin with you to the business session of the ASBA Spring General Meeting on June 3, 2019, at the Cambridge Hotel & Conference Centre, Red Deer. Please review the Rules of Procedure in advance of the meeting. An electronic copy of this document is available on the ASBA website.

This SGM Budget and Bylaws Bulletin was prepared by the 2019 ASBA Policy Development Advisory Committee:

Lorrie Jess, ASBA President
Trina Boymook, ASBA Vice-President, Chair
Cheryl Dumont, Zone 2/3 Director
Daryl Scott, Zone 4 Director
Bradley Toone, Zone 6 Director

For more information contact:
Alberta School Boards Association
Suite 1200, 9925 – 109 Street
Edmonton, AB T5K 2J8
Telephone: 780.482.7311
www.asba.ab.ca

Table of Contents

Executive Summary.....	6
DRAFT SGM 2019 Order Paper – June 3, 2019.....	8
Rules of Procedure.....	10
Procedural Steps.....	10
Amendments.....	10
Voting.....	11
Budget.....	12
Bylaw Amendments.....	12
Emergent and Extraordinary Resolutions.....	12
Disposition of Outstanding Policy Positions.....	13
Other Motion Proceedings.....	13
Fall General Meeting 2018 Draft Minutes.....	14
ASBA Proposed Budget 2019-2020.....	25
Budget Discussion and Analysis.....	26
Introduction.....	26
The Strategic Plan.....	26
Highlights of New and Ongoing Initiatives.....	27
Moving Forward.....	30
Revenue.....	31
Membership Revenue.....	31
Fee for Service Revenue.....	31
Registration Revenue.....	32
Grant/Other Revenue.....	32
Expenditures.....	33
Associations Operations and Member Services.....	33
Staffing and Contracted Services.....	33
Other Association Operations and Member Services Expenditures.....	34
Governance.....	34
General Meetings and Trustee Education.....	34
Lease/Common Area Maintenance (CAM)/Property Taxes.....	35
Depreciation.....	35
Reserves.....	35
Proposed Budget 2019/2020 Summary, Schedules & Appendices.....	37

Proposed Budget 2019-2020 Summary	38
Schedule 1 – Revenues and Expenditures	39
Schedule 2 – Association Operations and Member Services	40
Schedule 3 – Governance	40
Schedule 4 – General Meetings and Trustee Education.....	41
Schedule 5 – Lease/CAM/Property Taxes.....	41
Schedule 6 – Reserves.....	41
Budget Appendix A – Membership Fees.....	42
Budget Appendix B – Membership Fee Formula	44
Membership Fee Calculations	44
Membership Fee Formula Abbreviations	44
Budget Appendix C: Frequently Asked Questions – ASBA 2019-2020 Budget.....	46
1/SGM2019: 2019-2020 ASBA Budget Approval.....	49
Proposed ASBA Bylaw Amendments	50
2/SGM2019: Amendment to Bylaw 5: Board of Director Members (clause 5.6.2.).....	51
3/SGM2019: Amendment to Bylaw 15: Zones of the Association (clause 15.2.5.).....	52
4/SGM2019: Amendment to Bylaw 15: Zones of the Association (clause 15.4.).....	53
5/SGM2019: Amendments to Bylaws 2, 7, and 8 regarding Member Entitlements, Executive Duties, and Board of Directors Powers and Duties (clauses 2.1., 7.1.1. and 8.1.)	55
6/SGM2019: Amendment to Bylaw 13: Association Budget and Membership Fees (clause 13.2.)	59
7/SGM2019: Amendments to Bylaws 3, 5, and 15 to Establish Zone 10: Rural Caucus of Alberta School Boards (RCASB).....	61
Appendix A: Disposition of Motions	65
Appendix B: Amendment Form	66
Appendix C: DRAFT ASBA 2017-2020 Strategic Plan (Updated March 2019).....	67
Introduction	67
1 Communication, Information and Education	68
2 Viability, Credibility and Sustainability	69
3 Fiscally Sound Services.....	70
4 Amplify Awareness and Engagement	71
Appendix D: ASBA Bylaws – revised June 2018	72
Bylaw 1: Definitions and Interpretation	74
Bylaw 2: Entitlement of Full and Associate Members	76
Bylaw 3: Board of Directors and Executive Committee Composition	77

Bylaw 4: Honourary President	77
Bylaw 5: Board of Directors Members.....	77
Bylaw 6: Representation and Voting at Board of Directors Meetings and at Executive Committee Meetings	80
Bylaw 7: Executive Duties	80
Bylaw 8: Board of Directors Powers and Duties	81
Bylaw 9: Board of Directors Meetings	82
Bylaw 10: General Meetings	82
Bylaw 11: Special General Meetings.....	82
Bylaw 12: Representation and Voting at General Meetings	83
Bylaw 13: Association Budget and Membership Fees	84
Bylaw 14: Amendments to the Bylaws	85
Bylaw 15: Zones of the Association	85
Bylaw 16: Expense Disclosure	87
SCHEDULE A: FORMING BYLAWS FOR ZONES 1, 2/3, 4, 5 AND 6.....	88
Appendix E: Governance Policy 8 – Committees of the Board of Directors (EXCERPT)	91
Appendix F: Governance Policy 10 – Association Policy Development Process	93

Executive Summary

This Budget and Bylaws Bulletin outlines the information required for the Business Session of the ASBA Spring General Meeting on June 3, 2019.

There are two types of motions that will take place during the Business Session: procedural motions and substantive motions that consider approval of the 2019-2020 ASBA Budget and amendments to ASBA Bylaws.

Procedural Motions

Procedural motions address how the business meeting will be conducted ([Rules of Procedure](#)); set the Order Paper; and approve the [draft minutes](#) of the 2018 Fall General Meeting. A [draft Order Paper](#) has been provided for **your information only** and will be finalized during the procedural motions part of the Business Session. As set out in Bylaw 12, procedural or parliamentary motions will be determined by a simple majority (fifty percent plus 1) to be adopted.

Substantive Motions

Substantive motions for consideration at the 2019 ASBA Spring General Meeting will include the Approval of the 2019-2020 ASBA Budget and six proposed Bylaw Amendments. As set out in Bylaw 12, substantive motions are considered under the double majority method, in which the approval of sixty percent of school boards representing sixty percent of the student population is required to carry a motion.

Budget Motion

[1/SGM2019](#) 2019-2020 ASBA Budget Approval

ASBA Bylaw 13 requires that the membership adopt the budget at the Spring General Meeting of the year prior to the fiscal year for which it is established. This Budget and Bylaws Bulletin presents the budget, analysis, and fees assessed to Member Boards as in compliance with Bylaw 13. A [draft ASBA Strategic Plan \(updated March 2019\)](#) has been included in this Bulletin for information only. Please note that at the time of circulation of this Bulletin, the draft Strategic Plan has not been finalized by the Board of Directors, but was approved for circulation in order to provide Member Boards with the context that established the budget elements.

Bylaw Amendments

There are two categories of proposed bylaw amendments, three housekeeping amendments sponsored by the Board of Directors and three member sponsored amendments to ASBA Bylaws. The current ASBA Bylaws are provided in [Appendix D](#).

1. Housekeeping Bylaw Amendments

As part of their responsibility under Governance Policy 8.3.2.11, the Policy Development Advisory Committee completed a review of the current ASBA Bylaws and identified three

clauses that required updating. These housekeeping amendments were accepted by the Board of Directors at their March meeting and are presented as the following items:

[2/SGM2019](#) Amendment to Bylaw 5: Board of Director Members (clause 5.6.2)

[3/SGM2019](#) Amendment to Bylaw 15: Zones of the Association (clause 15.2.5)

[4/SGM2019](#) Amendment to Bylaw 15: Zones of the Association (clause 15.4)

2. Member Sponsored Bylaw Amendments

Three proposed bylaw amendments were submitted by Member Boards and have been provided in this Bulletin in compliance with ASBA Bylaw 14: Amendments to ASBA Bylaws. The Policy Development Advisory Committee's role in the process was to review matters from a parliamentary procedures perspective and to identify if additional changes to the Bylaws were required to accommodate the proposed amendments. These member sponsored Bylaw amendments were accepted by the Board of Directors at their March meeting and are presented as the following items:

[5/SGM2019](#) Amendments to Bylaws 2, 7, and 8 regarding Member Entitlements, Executive Duties, and Board of Directors Powers and Duties (clauses 2.1., 7.1.1. and 8.1.)

[6/SGM2019](#) Amendment to Bylaw 13: Association Budget and Membership Fees (clause 13.2.)

[7/SGM2019](#) Amendments to Bylaws 3, 5, and 15 to Establish Zone 10: Rural Caucus of Alberta School Boards (RCASB)

DRAFT SGM 2019 Order Paper – June 3, 2019

- 8:30 a.m. **1. Welcome and opening ceremony**
- 9:00 a.m. **2. Association business meeting**
- Call to order
 - President’s message
 - CEO’s message and update
 - Envisioned future
- 3. Procedural motions**
- Approval of Rules of Procedure
 - Appointment of Balloting Committee
 - Acceptance of emergent issues
 - Adoption of order paper
 - Approval of draft minutes of FGM held on November 19, 2018
- 4. Presentation of ASBA 2019-2020 Budget**
- 1/SGM2019: Approval of 2019-2020 ASBA Budget
- 5. Housekeeping bylaw amendments**
- 2/SGM2019 Amendment to Bylaw 5: Board of Directors Members (clause 5.6.2.)
 - 3/SGM2019 Amendment to Bylaw 15: Zones of the Association (clause 15.2.5.)
 - 4/SGM2019 Amendment to Bylaw 15: Zones of the Association (clause 15.4.)
- 6. Member sponsored bylaw amendments**
- 5/SGM2019 Amendments to Bylaws 2, 7 and 8 regarding Member Entitlements, Executive Duties, and Board of Directors Powers and Duties (clauses 2.1., 7.1.1. and 8.1.)
 - 6/SGM2019 Amendment to Bylaw 13: Association Budget and Membership Fees (clause 13.2.)
 - 7/SGM2019 Amendments to Bylaws 3, 5 and 15 to Establish Zone 10: Rural Caucus of Alberta School Boards (RCASB)

7. Proposed emergent issues

Only occurs if emergent motions are introduced during the procedural motions and the membership has voted to accept addition of the emergent motion to the Order Paper.

12:00 p.m. **Recess association business for lunch**

1:15 p.m. **Reconvene association business**

8. Adjournment

Please note: this draft Order Paper is provided for information only and is not final until adopted by the Assembly during the Business Session.

Rules of Procedure

In order to expedite the resolutions process at general meetings, it is necessary to approve certain rules of procedure. Some of these may be specific parliamentary procedures, as in *Robert's Rules of Order*, while others are less formal and reside with each individual in the interests of courtesy, cooperation, and respect for all concerned as well as for the business at hand.

Procedural Steps

1. The proposed motion shall be read by the chair who will immediately ask for a mover and a seconder.
2. As soon as the proposed motion has been moved and seconded, the chair shall call upon the mover to speak to the motion. The mover shall have three minutes to speak.
3. The chair shall ask if any delegate wishes to speak against the proposed motion. If no delegate so wishes, the question will be immediately called.
4. If there is evidence of opposition, debate shall subsequently continue until the question is called in the usual manner. The mover will have the right to be the final speaker in the debate and shall have three minutes to close.
5. A delegate wishing to speak to a motion shall first obtain recognition by the chair and clearly announce his/her name and school jurisdiction represented.
6. A delegate wishing to speak to a motion shall limit remarks to a maximum of two minutes.
7. Any delegate speaking to a motion shall be allowed to speak as often as the chair, in his or her discretion, will permit.
8. Guests shall be permitted to speak at the discretion of the general meeting delegates, but not be permitted to move or second a motion, or vote.

Amendments

9. A delegate may, at any time during the debate on a motion, move an amendment to the motion, providing it is relevant to, and deals with, the same subject matter as the original motion. A motion to amend must be seconded. The mover shall have three minutes to introduce the amendment.
10. An amendment of a substantive nature to a motion shall be submitted in writing on a specific form requiring the number of the resolution it is proposed to amend, the amendment, the motion as it will read when amended, the mover and seconder's names, and their respective school jurisdictions.

11. Amendments of a minor editorial nature may be handled by the process of unanimous consent outlined in *Robert's Rules of Order*.

Voting

12. Voting shall be conducted according to the Alberta School Boards Association Bylaws. For ease of reference, Bylaw 12.3 is set out as follows:

- 12.3.1 *The Chair of each Full Member Board has the power to cast the vote to which each Full Member is entitled, unless another Trustee for that Board is designated, in writing, to the Executive Director, prior to the General Meeting, or in an emergency situation, by the Full Member Board at the General Meeting.*
- 12.3.2 *Unless otherwise required by these Bylaws or the approved rules of procedure governing disposal of resolutions, all Substantive Motions will be determined under the double majority voting method, as follows:*
 - 12.3.2.1 *Sixty percent or more of Full Member Boards who are in attendance, who cast a vote, and who vote in the affirmative, based upon one vote per Full Member Board; and*
 - 12.3.2.2 *Full Member Boards who are in attendance, who cast a vote, and who vote in the affirmative, represent 60 percent or more of the Students registered for the most recently reported period with Full Member Boards who voted in the affirmative.*
- 12.3.3 *For the purposes of Section 12.3.2.2, the percentage of Students enrolled in a Full Member Board shall be determined by:*
 - 12.3.3.1 *Utilizing the total student enrollment figures for the most recent reporting period, as published by Alberta Education; and*
 - 12.3.3.2 *Dividing the number of students enrolled in each Full Member Board by the total number of students enrolled in all Full Member Boards in attendance, who cast a vote, resulting in a percentage (rounded to the nearest 0.1 percent).*
- 12.3.4 *Results of the voting on Substantive Motions shall indicate how each Board cast its ballot.*
- 12.3.5 *Parliamentary motions and amendments to motions will be determined on the basis of one vote per Full Member Board and by a majority of the votes cast, unless otherwise required by Robert's Rules of Order or the approved rules of procedure governing disposal of resolutions.*

Budget

13. With respect to the budget, the following excerpt from the Alberta School Boards Association Bylaw 13.3 shall apply:

13.3 Notwithstanding any provisions to the contrary in these Bylaws, or in the approved rules of procedure governing disposal of resolutions, the budget shall be open to amendment until adopted.

Bylaw Amendments

14. Amendment of the Bylaws shall be governed by the following excerpts from Bylaw 14:

14.1 Amendments to these Bylaws shall be made at a General Meeting, normally at the Spring General Meeting unless otherwise permitted by the Board of Directors.

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

14.3 At least sixty days Written Notice of any Bylaw amendment shall be provided to each Full Member.

Emergent and Extraordinary Resolutions

15. Adoption of emergent or extraordinary resolutions shall be governed by the following excerpts from Board of Directors' Governance Policy 10 – Association Policy Development Process:

10.1. Emergent Position Statements

10.1.1. Emergent position statements submitted by the membership for consideration at a General Meeting shall be submitted to the Policy Development Advisory Committee (PDAC) by 4:00 p.m. on the thirty-fifth (35) day prior to the first business day of a General Meeting.

10.1.2. The Policy Development Advisory Committee (PDAC) shall assess each emergent position to determine its compliance with the principles for Association policy.

PDAC shall:

10.1.2.1. Reject positions that address issues which have arisen prior to the deadline for submission of regular position statements; and

10.1.2.2. Cause to be announced, immediately after the emergent position statement has been placed on the floor of the General Meeting, rationale for and decisions reached

regarding compliance of the proposed emergent resolution with the principles for Association position statement development.

10.1.3. Emergent positions arising after the deadline for submission of emergent issues will be addressed by PDAC with a recommendation to the Executive Committee for disposition.

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

10.1.4.1. Consideration of the position is supported by a two-thirds majority of voting Full Member Boards, and

10.1.4.2. The mover makes available the wording of the position statement to all delegates.

10.2. Extraordinary Positions

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

10.2.1. The position arises out of the business of the General Meeting,

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

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

Disposition of Outstanding Policy Positions

16. Disposition of outstanding policy positions shall be as outlined in Board of Directors' Governance Policy 10 – Association Policy Development Process, section 10.3:

10.3. Disposition of Outstanding Position Statements

10.3.1. Positions not dealt with by the scheduled time of adjournment on the last day of the General Meeting shall be referred automatically to the Board of Directors for such action as the Board is at liberty to take in accordance with Bylaw 8.2.7.

10.3.2. These outstanding issues must be included on the agenda of the next general meeting.

Other Motion Proceedings

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

ASBA Fall General Meeting November 19, 2018 The Westin Edmonton Hotel 10135 – 100 Street, Edmonton, Alberta

Draft Minutes

The quorum was present.

President L. Jess called the meeting to order at 9:00 a.m.

President L. Jess addressed the assembly and acknowledged the meeting was convened on Treaty 6 and Treaty 7 land.

President L. Jess introduced the ASBA board of directors to the assembly.

New ASBA CEO Dr. Vivian Abboud was introduced. Dr. Abboud addressed the assembly.

Nancy Pynch-Worthylake, Executive Director, CSBA, was introduced. She brought greetings on behalf of the CSBA President, Laurie French.

ATA Vice-President Jenny Regal was introduced. She brought greetings to the assembly.

The President acknowledged the ASBA Zone Chairs, Education Partners, and other guests present.

President L. Jess welcomed Trina Boymook, Vice-President and Chair of the Policy Development Advisory Committee (PDAC). T. Boymook assumed the Chair position at 9:22 a.m. The Chair welcomed everyone to the business portion of the FGM and introduced the working party:

- Tammy Henkel, Director for Zone 1, member of PDAC
- Cheryl Dumont, Director for Zone 2/3, member of PDAC
- Lorrie Jess, ASBA President
- Valeria Palladino, Interim CEO
- Becky Kallal, Parliamentarian

The Chair reminded the membership of the meeting rules and procedures. A voting test was performed.

PROCEDURAL MOTIONS

Note: Procedural motions required a simple majority, i.e. 50%+1.

MOTION

Moved by B. Toone, ASBA Director

Seconded by J. Tuininga, ASBA Director

BE IT RESOLVED THAT

“The Rules of Procedure be adopted as presented in the FGM 2018 Policies Bulletin.”

CARRIED

(Y: 97%/N: 3%)

According to the Bylaw 12.4, a balloting committee had to be appointed at an opening of every general meeting. The Chair read the list of the proposed members of the Balloting Committee as follows:

Nieta World, Balloting Committee Chair

Shawn Russell, Associate Superintendent Corporate Services, Chinooks Edge School Division No 73

Tahra Sabir, Secretary Treasurer, Golden Hills School Division No. 75

Rhian Schroeder, Assistant Superintendent Business, Grasslands Regional Division No. 6

Dexter Durfey, Secretary Treasurer, Palliser Regional Schools

Tracy Meunier, Secretary Treasurer, Pembina Hills Public Schools

Bruce Buruma, Corporate Secretary, Red Deer Public Schools

Ed Latka, Secretary Treasurer, St. Thomas Aquinas RC Schools

MOTION

Moved by M. Tkach, ASBA Director

Seconded by T. Hurdman, ASBA Director

BE IT RESOLVED THAT

“In accordance with Bylaw 12, Section 12.4, the Balloting Committee be appointed as read.”

CARRIED

(Y: 100%)

Determination of adding Emergent/Extraordinary Issues to the Order Paper

Parliamentarian B. Kallal spoke on the definition of emergent or extraordinary resolutions, their deadlines of October 19, 2018. She informed the assembly that PDAC received two emergent

and or extraordinary resolutions after the deadline. B. Kallal advised that the emergent and or extraordinary resolutions deemed by the Policy Development Advisory Committee (PDAC) to have met the criteria of an emergent issue required a simple majority to be added to the Order Paper. Those that did not meet the criteria would require a 2/3 majority vote to be added.

The Chair informed the assembly that the next resolution met the PDAC's requirement of an emergent and or extraordinary issue. Therefore, a simple majority vote of 50%+1 was required to add this item to the Order Paper.

MOTION – simple majority

Moved by Buffalo Trail Public Schools

Seconded by Wetaskiwin Regional Public Schools

BE IT RESOLVED THAT

“Resolution 10/FGM2018 (ASBA urges Alberta Education to provide funding to support the upcoming Mandatory Entry Level Training (MELT) program and further ASBA urges Alberta Transportation to consolidate S-Endorsement with MELT to avoid repetitive instructions) be added to the Order Paper as an Emergent Issue.”

CARRIED

(Y: 95%/N: 5%)

The Chair informed the assembly that the next resolution did not meet the PDAC's requirement of an emergent and or extraordinary issue. Therefore, two thirds majority was required to add this item to the Order Paper.

MOTION – 2/3 majority

Moved by Northern Lights School Division

Seconded by Peace Wapity School Division

BE IT RESOLVED THAT

“Resolution 11/FGM2018 (Alberta Government require and allocate funds for all school buses with external cameras) be added to the Order Paper as an Emergent Issue.”

CARRIED

(Y: 67%/N: 33%)

Adoption of Order Paper

MOTION – simple majority

Moved by C. Williams, ASBA Director

Seconded by C. Peacocke, ASBA Director

BE IT RESOLVED THAT

“The Order Paper be accepted as amended.”

CARRIED

(Y: 100%)

Approval of minutes of the SGM 2018

MOTION – simple majority

Moved by D. Engel, ASBA Director

Seconded by C. Dumont, ASBA Director

BE IT RESOLVED THAT

“The Minutes of the Spring General Meeting 2018 be approved as circulated.”

CARRIED

(Y: 98%/N: 2%)

BUSINESS ARISING FROM THE MINUTES

A resolution was passed at the SGM 2018 for the ASBA Board of Directors to review the reserves and better explain these funds to the membership at the FGM 2018.

T. Boymook, Vice-President, provided a report to the members and took the questions from the floor. V. Palladino, Interim CEO, supplemented in answering the questions from the floor.

The meeting recessed at 10:15 a.m. for a facilitated generative discussion. The guests left the room.

President L. Jess called the meeting to order at 1:02 p.m.

ASBA DIRECTOR RECOGNITION

The following ASBA Directors of the Board were recognized as they completed their terms:

- Jennifer Tuininga, Zone 2/3 Director
- Cathy Peacocke, Zone 4 Director

T. Boymook resumed the Chair position at 1:13 p.m.

POSITION STATEMENTS AMENDMENTS

Note: Position Statement amendments required a double majority: 60% of Boards/60% of students to pass.

MOTION 1/FGM2018 – double majority

Moved by T. Henkel, ASBA Director

Seconded by T. Hurdman, ASBA Director

WHEREAS according to Board Governance Policy 10, the Association policy positions are to be reviewed a minimum of every five (5) years to either reaffirm, amend or delete existing policy in order to give maximum emphasis to the needs and/or concerns of the membership; and

WHEREAS the Block Funding Program referenced in Position Statement 8.10 is no longer a viable option; and

WHEREAS Bill 206 as referenced in Position Statement 11.3 did not receive Royal Assent; and

WHEREAS funding for the Alberta Initiative for School Improvement (AIS) referenced in Position Statement 13.5 ended in 2013;

THEREFORE, BE IT RESOLVED THAT

“Position Statements 8.10, 11.3 and 13.5 of the *ASBA Position Statements* be deleted in their entirety.”

CARRIED
(98% of Boards/99.47% of students)

MOTION 2/FGM2018 – double majority

Moved by T. Henkel, ASBA Director

Seconded by M. Tkach, ASBA Director

WHEREAS Board Governance Policy 8 requires that PDAC ensure Bylaws, Association policy positions and, Board of Directors governance policies are current and relevant; and

WHEREAS the name of the report referenced in Position Statement 5.1 is “Alberta’s Commission on Learning (ACOL) Report”; and the consultations on initiatives that directly resulted from the ACOL Report have concluded; and

WHEREAS the name of the report referenced in Position Statement 7.7 is *Standards for Special Education, Amended 2004*; and

WHEREAS the “Integrated Occupational Program” referenced in Position Statement 17.2 is no longer applicable; and

WHEREAS Position Statement 21.4 uses the term marijuana and the preferred terminology when referring to marijuana and its related products is cannabis;

THEREFORE BE IT RESOLVED THAT

“Position Statement 5.1 be amended to replace “Learning Commission Report” with “Alberta’s Commission on Learning (ACOL) Report” and remove the sentences “*The ASBA president and designates shall participate fully in any discussion and development of implementation plans for all of the areas addressed in the report, reflecting the views of the membership. Any final implementation plans be subject to ratification by the ASBA membership.*”

Position Statement 7.7 be amended to replace “Standards document June 2004” with “Standards for Special Education, Amended June 2004.”

Position Statement 17.2 be amended to remove the words “e.g. the Integrated Occupational Program”.

Position Statement 21.4 be amended to replace “marijuana” with “cannabis”.

CARRIED
(97% of Boards/98.24% of students)

MOTION 3/FGM2018 – double majority

Moved by C. Dumont, ASBA Director

Seconded by J. Tuininga, ASBA Director

WHEREAS the Position Statements on Association Operations provide guidance to the Association members and staff; and

WHEREAS the Position Statements need to allow for flexibility to accommodate emergent situations;

THEREFORE BE IT RESOLVED THAT

“Position Statement 2.3 – Association business session on page 7 of the *ASBA Position Statements* be amended to read the following:

The Association’s business session will be held on the first full day of all ASBA general meetings.”

AMENDMENT – simple majority

Moved by A. Adams, Fort McMurray Public Schools

Seconded by P. Galenzoski, Fort McMurray Catholic Schools

BE IT RESOLVED THAT

““Position Statement 2.3 – Association business session on page 7 of the *ASBA Position Statements* be amended to read the following:

The Association’s business session will **begin no later than 9:00 a.m.** on the first full day of all ASBA general meetings.”

DEFEATED
(Y: 17%/N: 83%)

The vote on the main motion was taken. The motion was **CARRIED** with the following result:
(97% of Boards/98.76% of students)

MOTION 4FGM2018 – double majority
Moved by C. Dumont, ASBA Director
Seconded by M. Janz, ASBA Director

WHEREAS the Board Governance Policy 8 provides that PDAC ensures Bylaws, Association policy positions and Board of Directors governance policies are current and relevant; and

WHEREAS the Alberta Initiative for School Improvement ended in 2013;

THEREFORE BE IT RESOLVED THAT

“ASBA Position Statement 7.3 – Funding on pages 14-15 of the *ASBA Position Statements* be amended to delete the reference to AISI; and
The wording of Statement 7.3 be amended to provide further clarity, as presented.

7.3 Funding
Targeted Funding

Targeted operational funding should be minimized.

Continued but increased targeted funding is supported for:

- The Class-Size Initiative (CSI) funding including upward adjustment to address annual enrollment increases for growing school divisions.

Base Funding

There are a number of areas where financial support for programs is deemed by Alberta Education to be covered under base funding which includes the per-pupil allocation at the elementary level and the CEUs earned at the high school level. Some of the areas which are deemed by Alberta Education to be supported by base funding include, but are not limited to:

- technology,
- mild and moderate special education funding,
- enhanced counselling services,
- programs designed to reduce substance abuse by students including the Drug Abuse Resistance Education (DARE) program,
- school library funding,
- early intervention initiatives,
- second language education, and
- school liaison officers.

Funding for Differential Factors

Alberta Education’s funding allocation formula provides funds additional to the base funding. Some of these additional allocations are targeted and therefore must be spent on the identified area. Other additional allocations are not targeted, which means Alberta Education provides additional targeted funding for identified programs or initiatives such as small schools by necessity, CTS; and leaves the Board flexibility as to how the non-targeted funds are expended.

Funds which are not considered part of base and are not targeted are referred to as additional funding for differential factors by Alberta Education. ASBA positions in regard to funding which is neither targeted nor part of the base are as follows:

- Enhanced funding for small schools by necessity should be provided so small high schools can provide students with access to at least a minimum acceptable program and which allows graduates to attend any post-secondary institution in Alberta.
- Outreach funding should recognize operating costs and market rates should be increased.
- Grades 1-12 severe special needs category to allow for funding decision of student programs that are consistent with program unit funds that are available to ECS students.”

CARRIED
(100% of Boards)

MOTION 5FGM2018 – double majority
Moved by C. Dumont, ASBA Director
Seconded by M. Janz, ASBA Director

WHEREAS the Board Governance Policy 8 provides that PDAC ensures Bylaws, Association policy positions and Board of Directors governance policies are current and relevant; and

WHEREAS to date, the Alberta Government has completed three phases of Public-Private Partnerships for school construction without establishing the task force referenced in Position Statement 8.6;

THEREFORE BE IT RESOLVED THAT

“The following section in Position 8.6 be deleted:

Public-Public and Private-Public Partnerships

The provincial government should establish a task force to study the potential for partnerships involving public-public and public-private and the merits and disadvantages of such arrangements.”

CARRIED
(100% of Boards)

MOTION 6FGM2018 – double majority
Moved by C. Dumont, ASBA Director
Seconded by C. Peacocke, ASBA Director

WHEREAS the Board Governance Policy 8 provides that PDAC ensures Bylaws, Association policy positions and Board of Directors governance policies are current and relevant; and

WHEREAS the Association adopted new foundational statements in 2017 with the mission of “Excellence in education through exceptional board governance”;

THEREFORE BE IT RESOLVED THAT

“Association Position Statement 14.1: *Provincial committees* on page 32 of the *ASBA Position Statements* be amended as presented.

14.1 Provincial committees

The Alberta School Boards Association should have equitable representation on all provincial committees, which have under discussion, matters affecting the administration, operation and governance of Alberta schools.”

CARRIED
(100% of Boards)

Tammy Henkel assumed the Chair position at 1:52 p.m.

PROPOSED POSITION STATEMENTS

Note: Position Statement amendments required a double majority: 60% of Boards/60% of students to pass.

MOTION 7FGM2018 – double majority

Moved by Christ the Redeemer Catholic Schools

Seconded by Grasslands Public Schools

BE IT RESOLVED THAT

“ASBA urges Alberta Education to provide greater leadership in the area of English Language Learning (ELL) by dedicating more attention and personnel to the areas of ELL curriculum development and implementation, instruction, and assessment.”

AMENDMENT – simple majority

Moved by Calgary Board of Education

Seconded by Christ the Redeemer Catholic Schools

BE IT RESOLVED THAT

“Motion 7FGM2018 be amended to read the following:

ASBA urges Alberta Education to provide greater **support** in the area of English Language Learning (ELL) by dedicating more attention and personnel to the areas of ELL curriculum development and implementation, instruction, and assessment **as requested by boards.**”

CARRIED
(Y: 90%/N: 10%)

The vote on the amended main motion was taken. The motion was **CARRIED** with the following result:

(90% of Boards/91.46% of students)

MOTION 8FGM2018 – double majority
Moved by St. Albert Public Schools
Seconded by Christ the Redeemer Catholic Schools

BE IT RESOLVED THAT

“The Alberta Government adequately fund programming for students who are English Language Learners (ELL) by:

- Reinstating the maximum length of funding support to seven years, and
- Increasing the current funding allocation rate.”

CARRIED
(76% of Boards/83.18% of students)

MOTION 9FGM2018 – double majority
Moved by Edmonton Public Schools and Greater St. Albert Catholic Schools
Seconded by Calgary Board of Education

BE IT RESOLVED THAT

“Dedicated funding for accredited mental health professional available in schools be increased to best meet students’ mental health needs in a timely and accessible manner for all Alberta students through cross-ministerial collaboration between the Ministries of Health, Education, and Infrastructure.”

CARRIED
(95% of Boards/97.43% of students)

MOTION 10FGM2018 – double majority
Moved by Buffalo Trail Public Schools
Seconded by Wetaskiwin Regional Public Schools

BE IT RESOLVED THAT

“ASBA urges Alberta Education to provide funding to support the upcoming Mandatory Entry Level Training (MELT) program.

We further request that ASBA urges Alberta Transportation to allow current S-Endorsement instructors including those employed by school boards the opportunity to become certified MELT instructors and that the S-Endorsement be combined with the MELT program to consolidate and streamline the program to avoid repetitive subject matter being instructed.”

CARRIED

(98% of Boards/96.36% of students)

T. Boymook resumed the Chair position.

MOTION 11FGM2018 – double majority
Moved by Northern Lights Public Schools
Seconded by Peace Wapiti School Division

BE IT RESOLVED THAT

“The Alberta Government requires that and allocates additional funds for all Alberta school buses to be outfitted with external cameras in order to identify and help convict motorists that dangerously disregard the red flashing lights on our school buses.”

CARRIED

(94% of Boards/94.29% of students)

WRAP UP MESSAGE

T. Boymook spoke to the assembly on the future of the school boards, their autonomy and importance for the success of Alberta students. Emerging national trends in centralizing local school boards into a single administrative or advisory body in some parts of the country were concerning. In order to increase awareness of the value of locally elected school boards and help the ASBA advocacy efforts in this regard the school boards would receive a questionnaire in the near future. The members’ answers would shape the ASBA advocacy efforts.

ADJOURNMENT

L. Jess resumed the role of the Chair at 3:03 p.m.

With no additional business, the Association Business Meeting was adjourned at 3:04 p.m.

ASBA Proposed Budget 2019-2020

For presentation to the membership at SGM 2019

Budget Discussion and Analysis

Introduction

In support of the Association's vision, as well as the draft [Strategic Plan 2019-2020 \(updated March 2019\)](#), this budget demonstrates that ASBA can deliver on our shared envisioned future of achieving *excellence in education through exceptional school board governance* while streamlining services and maintaining current membership fees. This budget reflects a **0% increase** to membership fees for the 2019/20 fiscal year. Through ongoing discussions, the Board of Directors recognized that ASBA is poised to offer exceptional education services without an increase to membership fees. It is ASBA's intention to have no membership fee increases for the next three years.

Updating the 2017-2020 Strategic Plan has been an exciting, long term, grass roots project that started with members. ASBA has been listening and compiling data through the different events offered to members. In 2019 the Executive Committee traveled around the province to zone meetings to share the ASBA work and the operational envisioned future. All the information has helped to inform the Board of Directors who met in February for strategic planning. The updated resulting plan has been reviewed again by the Board of Directors, in March, and now we are seeking our members' input by April 6, 2019.

The Strategic Plan

In the updated Strategic Plan, goals one, two, and three remain unchanged, with the addition of a new goal four. The proposed 2019/20 budget allows the following four strategic goals to be pursued and advanced:

1. Delivering relevant, effective and timely communication, information, and education to empower school boards;
2. Bolstering the viability, credibility, and sustainability of the Association and school boards;
3. Providing services that are delivered in a fiscally sound manner and deploy resources in alignment with Association priorities; and
4. The ASBA is the top-of-mind contact and resource on education and school board governance in Alberta.

This ambitious Strategic Plan offers more for less; it is a Strategic Plan that is efficient and effective. The addition of goal four positions ASBA as a thought leader to whom trustees or school boards can turn first, when they have questions or need support in their roles.

With this budget, ASBA can offer enhanced in-person and online education services; timely and relevant information; and deliver innovative professional development. These offerings will, in turn, position school boards to take on the challenge that is exceptional school board

governance, and demonstrate widely why a system of locally-elected boards is integral to student success in our province.

Furthermore, our engagement strategy will allow ASBA to connect and create synergies with different stakeholders in different and innovative ways.

Highlights of New and Ongoing Initiatives

Focus on advocacy

In response to members' requests for advocacy, and with a clear and strategic direction, ASBA has a renewed and targeted focus on advocacy, with the support of a new Advocacy Committee. The Advocacy Committee is taking a multi-pronged approach that involves an ongoing roadmap with three components that include the president level, the operational level and the Committee level. Topics of advocacy are fluid and ongoing. Over the course of the 2019/2020 year, ASBA has been developing – and will continue to develop – tools for school board use. These advocacy efforts are intended to increase the voice of ASBA and empower our Boards to engage in advocacy efforts at the local level. Further, the ASBA is working to develop political champions and organizational advocates by engaging elected officials, and continue to foster relationships with agencies, associations, and all orders of government.

To do this, ASBA has been actively advocating members' priorities, in addition to advocating around emerging issues to government and other key decision makers, while leveraging local and regional voices to increase awareness and understanding about education issues. ASBA won't stop at local and regional levels and will also continue to connect and collaborate with inter-provincial counterparts and national organizations on key issues related to the important role of school boards and the importance of maintaining democracy in education. This will ensure school boards bring the voice of the public to publicly funded education for the benefit of all students.

More partnerships and updated professional development

ASBA is supporting and suggesting certain local initiatives and pilot projects that bring trustees and the learning community together. More conferences with different educational partners will allow ASBA to become the number one choice for trustee professional development. Moreover, by adding conferences that involve students, we are positioned to raise awareness regarding the most urgent priorities for our youth. We are also making intentional connections to the professional development work happening at the zone levels, at the board levels, and with educational professional development providers.

The Learning Centre (TLC)

The Learning Centre will be entering its third year of production with the beginning of the 2019-2020 school year, and we have great plans for its development and implementation. We continue to add self-standing online courses which are designed to be accessed on demand, and to address specific outcomes in direct connection to governance needs. The most important advantage of these courses is the fact that they be accessed anytime, anywhere, and

from any device. While totally independent, these courses now offer the chance for discussion posting. Trustees enrolled in these courses can follow a posting thread or start their own, as other trustees can view and interact in asynchronous ways. As a result, we believe that we have created a user-friendly tool for members to engage in a way that works with their lifestyles. We are also planning to launch some instructor-led online courses in this new year. These will be courses accessible during a set time schedule, which will offer the opportunity to interact with a subject matter expert (SME) during live online classes, chats, and discussion postings. We are also planning to offer a series of webinars, which will then be hosted in their recorded versions on TLC. This will offer additional resources to trustees as they continue on their learning journey to become exceptional governance experts.

Another great feature ASBA will provide towards the end of 2020, is the launch of an interactive platform link in TLC to host a space for trustees or boards to communicate with each other, ask questions, and seek support through the use of social digital technologies. This feature will allow us to be more responsive to trustees and boards' questions and concerns.

Internal and external communications

ASBA's leadership team is committed to fostering connections and continuing to instill confidence in ASBA leadership. To increase awareness of ASBA's services and expertise, the public portion of the ASBA website has been expanded. Now, the awards section, as well as the services section including advocacy, consulting, and programs are available to public stakeholders. Members will continue to benefit from proprietary access to advocacy materials, toolkits, and other documents trustees can use to increase their advocacy and governance capacity. These, and other enhancements will allow ASBA to be recognized as a leader in the fields of education and governance; and as a strong advocate for locally-elected school boards in our province.

In order to highlight its commitment to transparency and responsiveness, ASBA is working hard to streamline and tailor its communications with various stakeholders by providing specific, targeted information so different groups can get the information they need, when they need it. ASBA is also improving its communications services with the goal of becoming the main source for facilitating information sharing with, and amongst, all member boards. The newsletter now includes President's, CEO's, and Board Directors' updates. The Executive Committee continues to keep members informed regarding any and all new developments regarding government relations and advocacy.

Enhanced education consulting capacity

No increase to fee-for-service rates is proposed for educational and communication services. In addition, ASBA will continue to cover travel time and expenses for these services.

For 2019/20, we are excited to have more offerings, including expanding and bringing more seasoned consultants on board and are exploring offering some services in French.

Over the course of the 2019/2020 year, ASBA is excited to enhance the promotion of its skilled education consultants and their services through a range of services including advocacy and policy development and review specifically related to the new Teacher Growth, Supervision, and Evaluation Policy coming into effect in September 2019, as well as Superintendent appointment and re-appointment, and Indigenous Relations services.

Education consultants continue to be available to provide counsel and advice to the members with respect to governance, policy, superintendent recruitment and evaluation, and board evaluation. We are excited to be able to provide our members with excellent services in a responsive and forward-thinking manner.

Access to legal services at an even more discounted rate:

Through the agreement negotiated with Brownlee LLP, members have access to quality legal services which are expert, timely, meaningful, and affordable. ASBA is excited to announce it has secured an even deeper discount from Brownlee LLP for legal services. Brownlee LLP will increase its ASBA discount from 10% to 12% on all new board governance/code of conduct related files in 2019. Please also note that ASBA offers governance and code of conduct consulting through its educational consultants.

Enhanced research

As outlined in the revised Strategic Plan, ASBA will provide scans, research and updates so members can increase their knowledge of trends in education. ASBA's talented staff continue to work hard to ensure quality service that is meaningful and accessible.

Given the lack of this type of research, we are delving deeper into the research and environmental scans that demonstrate the impact of good governance on student learning. This research will help us provide evidence and support trustees in their roles, and will allow ASBA to lead provincially and nationally.

Access to grants and sponsorship/revenue generating services

ASBA is making a commitment to being more aggressive in seeking out and applying for grants and sponsorships, as well as raising awareness about access to these. In addition, these increased revenue streams will alleviate pressure of membership fees and allow ASBA to continue to offer services at competitive prices.

Government relations

ASBA has made a concerted effort to ensure we are advocating to the appropriate level of government, be it municipal, provincial or federal. ASBA wants its members' voices to impact government policies and legislation in a timely manner. To this end, ASBA can provide advice to member boards as they are advocating to government regarding local issues that matter to them.

Moving Forward

We are pleased to announce that the presented budget will not incur an operating deficit as the TLC costs were designed to be subsidized through the sustainability reserve fund for the first three years. It is a budget that allows ASBA to position itself as a responsive and nimble organization that serves its members efficiently and effectively.

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 2019/20 proposed budget, the 2018/19 budget, and 2017/18 actuals are supplied as schedules to this discussion. Appendices provide breakdowns on staff allocation changes; the membership fee currently paid by each school board; and, how those fees are calculated. Finally, a Glossary of Terms has been attached to provide definitions for the terms used throughout this document.

The discussion and analysis which follows is ordered to match the financials included in the [Proposed Budget 2019-2020 Summary](#) and [Schedules 1-6](#).

Revenue

Operating revenue in the proposed 2019/20 budget totals approximately \$4.5 million and comes in the form of:

- Membership revenue;
- Fee for Service revenue;
- Registration revenue; and
- Grant/other revenue.

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

Membership Revenue

Membership revenue in the proposed 2019/20 budget totals approximately \$3.1 million. To provide the school boards with more clarity in the annual amounts owing, ASBA will no longer be updating the charges in the spring. The entire years charge will be calculated using the prior year's enrolment figures. The current year enrolment figures will only be used for the next school year.

The proposed budget contains no increase to membership fees. Instead, it maintains the 2018/19 membership revenue. Additional information on membership revenue may be found in [Budget Appendix A – Membership Fees](#) and [Appendix B – Membership Fee Formula](#).

Fee for Service Revenue

Service revenue in the proposed 2019/20 budget totals \$471,175 and is generated through fee for service work.

The Association will continue to offer direct services to school boards in education and communications on a fee-for-service basis. School boards utilizing these services are not charged for travel (neither time nor direct costs), nor for other expenses such as photocopying, materials and other disbursements. Rates were not increased in the 2019-2020 budget.

In 2018-2019, consistent with the strategic goal to “Provide services that are delivered in a fiscally sound manner and deploy resources in alignment with Association priorities”, all services were reviewed. Decisions were made to eliminate services that were not sustainable. Changes in this budget propose consulting services move towards self-sufficiency while maintaining good value and performance for school boards who access these services.

Services	Proposed hourly rate
Communication	\$210
Education	\$250

The proposed rates remain competitive, particularly when the specialized expertise and experience of ASBA staff and consultants are taken into account and the fact that no other costs are charged is considered.

Registration Revenue

Registration revenue in the proposed 2019/20 budget totals \$600,500.

The Association's vision of "Excellence in education through exceptional school board governance", and mission "Leading the betterment of education by serving locally-elected school boards in their role of establishing the conditions for student success", guide the establishment of enhanced education offerings for trustees. This is further reflected in the strategic goal of "Deliver(ing) relevant, effective and timely communication, and information to empower school boards".

The proposed budget anticipates continued trustee education offerings provided at the Fall and Spring General Meetings, as well as one additional professional development event to be held during the year, and various other educational opportunities currently under development.

Grant/Other Revenue

Grants and other revenue in the proposed 2019/20 budget total \$293,150, and represents the recognition of grants received in prior years; interest income; revenue provided by ASEBP, and miscellaneous revenue.

Grants

Grant revenue included in the proposed budget totals \$192,172. Please note this is not new grant revenue but is the deferred amount from grants that were received in prior years. This will allow for work to continue with the Indigenous Advisory Circle and the Closing the Gap in First Nations, Métis and Inuit Student Success.

Interest Income

Interest income in the proposed budget totals \$62,882 and has been calculated at the expected rates of return for the period.

ASEBP Revenue

An additional component of revenue included in the proposed budget is \$38,095 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 2019/20 budget total approximately \$4.6 million, and come in the form of:

- Association Operations and Member Services;
- Governance;
- General Meetings/Trustee Education;
- Lease/Common Area Maintenance/Property Taxes; and
- Depreciation.

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

Associations Operations and Member Services

Association operations and member services (AO&MS) expenditures in the proposed budget total approximately \$3.5 million, 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 and Contracted Services

Staffing and contracted services costs included in the proposed budget total approximately \$3.2 million.

ASBA is staffed to enable the successful implementation of the strategic plan while ensuring resources are used as effectively and efficiently as possible.

Organizational structure changes, a 1% cost of living adjustment, and movement within the grid are reflected in the proposed budget amounts for staff costs. Included in staff costs are salaries and benefits, staff training and development, and professional association fees. The proposed budget allocation supports a staff complement that will allow the Association to move forward with the 2017-2020 strategic goals and objectives.

Complementing staff resources, the Association accesses a variety of contracted services to fulfil core business functions. The contracted services have increased in the 2019-2020 budget mainly due to the expected cost related to the learning management system put in place for The Learning Centre. The cost of the learning management system is approximately \$250,000 for 2019/2020.

Other Association Operations and Member Services 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 approximately \$317,000 in the proposed budget.

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

Governance

Governance expenditures included in the proposed budget total \$361,067, 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 and catering, and miscellaneous.

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

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

General Meetings and Trustee Education

Direct expenses associated with General Meetings and trustee education offerings total \$410,000 in the proposed 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 anticipates continued trustee education offerings provided at the Fall and Spring General Meetings; as well as hosting the CSBA Congress in 2020.

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

Lease/Common Area Maintenance (CAM)/Property Taxes

Lease/CAM/property tax expenditures included in the proposed budget total \$258,258, which includes \$81,102 in rental recovery from partners (ASCA, CASS, and ASBOA) who share the Association's office space.

The Association is contractually obligated by a leasing arrangement for the current office space at current lease rates until 2028.

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

Depreciation

Depreciation included in the proposed budget totals \$57,077, 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 a number of reserves as required by policy and as recommended by the Association's external auditors. Continuing to fund operational budget deficits by drawing down reserves is not sustainable in light of these requirements.

Governance Policy 7 notes the following with respect to reserve funds:

14. Budget Development – Association Reserve Funds
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.

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

- 14.1 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.
- 14.2 Sustainability Fund – any balance over the three months operating expenditures will be moved to a sustainability fund, which may be used for special initiatives, for research and development of new business opportunities that will help and support school board work, and in the event necessary, to help cover some of the potential wind down costs of the Association. The sustainability fund can be funded up to a maximum of \$2.0 million.

- 14.3 Any funds over the maximum approved funding of the operating and sustainability fund will be transferred to the building fund to subsidize costs to members in the annual budget.
- 14.4 Building Reserve – as part of the budgeting process, may be used to subsidize the cost of annual rental payments until the fund is depleted to \$300,000, at which level it will then be maintained to provide part of a down payment in the event the Board of Directors decides to purchase or build at the expiry of the current lease.
- 14.5 Capital Asset Reserve – the reserve will be used to replace existing capital assets like computer equipment, photocopiers, phone systems, furniture and fixtures, and leasehold improvements. Each year an amount will be transferred to the capital asset reserve equal to the annual amortization of existing capital assets which will ensure the dollars are available to replace those assets at the end of their useful life.

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

Proposed Budget 2019/2020
Summary, Schedules & Appendices

Proposed Budget 2019-2020 Summary

	2019/2020 Budget	2018/2019 Budget	2017/2018 Actual	Percentage Change
Revenue				
Membership Revenue	\$ 3,109,442	\$ 3,109,442	\$ 2,933,968	0%
Service Revenue	471,175	759,175	1,330,161	-38%
Registration Revenue (General Mtgs/Trustee Education)	600,500	711,875	750,650	-16%
Grant/Other Revenue	293,150	206,277	110,323	42%
Total Operating Revenue (Schedule 1)	\$ 4,474,267	\$ 4,786,769	\$ 5,125,103	
Expenditures				
Association Operations & Member Services (Schedule 2)	\$ 3,490,321	\$ 3,531,955	\$ 3,809,189	-1%
Governance (Schedule 3)	361,067	363,506	206,420	-1%
General Meetings/Trustee Education (Schedule 4)	410,000	476,613	507,834	-14%
Lease/CAM/Property Taxes (Schedule 5)	258,258	586,104	566,627	-56%
Depreciation	57,077	75,000	57,077	-24%
Total Operating Expenditures (Schedule 1)	\$ 4,576,723	\$ 5,033,178	\$ 5,147,147	
Total Budget Surplus (Deficit)	\$ (102,457)	\$ (246,409)	\$ (22,045)	
Transfer from Sustainability Reserves (TLC)	102,457	246,409	-	
Total Budget Surplus (Deficit) after Transfer	\$ -	\$ -	\$ (22,045)	

* Schedules 1 - 6 following include analysis over significant variance in 2019/2020 budget compared to 2018/2019

Schedule 1 – Revenues and Expenditures

	2019/2020 Budget	2018/2019 Budget	2017/2018 Actual	Percentage Change
Revenue				
Membership Revenue	\$ 3,109,442	\$ 3,109,442	\$ 2,933,436	0%
Fee For Service Revenue	471,175	759,175	1,247,161	-38% Note 1
Registration Revenue (General Mtgs/Trustee Education)	600,500	711,875	750,650	-16% Note 2
Grant/Other Revenue				
Grants	192,172	102,300	89,020	88% Note 3
Interest Income	62,882	62,882	60,141	0%
ASEBP	38,095	38,095	38,095	0%
Miscellaneous	-	3,000	6,600	-100%
Total Revenue	\$ 4,474,267	\$ 4,786,769	\$ 5,125,103	
Expenditures				
Staffing Costs	\$ 2,269,107	\$ 2,659,031	\$ 3,004,431	-15% Note 4
Contracted Services	914,850	612,224	593,288	49% Note 5
B of D's and Trustees - Remuneration, Training, Confere	148,534	147,807	98,405	0%
Travel (FFS, Contractor, Staff, BofD's, Trustees)	269,623	245,586	118,869	10%
Memberships and Subscriptions	90,296	76,946	90,120	17%
Administration-Services and Supplies	117,393	108,967	64,188	8%
Insurance	19,437	19,437	36,239	0%
Meeting Supplies and Catering	14,847	19,413	10,069	-24%
General Meeting and Trustee Education	410,000	476,613	507,834	-14% Note 2
Lease/CAM/Prop Taxes	258,258	586,104	566,627	-56% Note 6
Miscellaneous	7,300	6,050	-	21%
Depreciation	57,077	75,000	57,077	-24%
Total Expenditures	\$ 4,576,723	\$ 5,033,178	\$ 5,147,148	
Total Budget Surplus (Deficit)	\$ (102,457)	\$ (246,409)	\$ (22,045)	
Transfer from Sustainability Reserves (TLC)	\$ 102,457	\$ 246,409	\$ -	
Total Budget Surplus (Deficit) after Transfer	\$ -	\$ -	\$ (22,045)	

* Variances over 10% with a minimum \$50,000 change have been analyzed further. See notes below:

Note 1 - Decrease caused by staff reorganization

Note 2 - Decrease caused by removal of 2020 winter leadership academy

Note 3 - Increase caused by recognition of deferred grants received in prior years

Note 4 - Decrease caused by staff reorganization

Note 5 - Increase caused by online learning management system and FNMI costs due to grant conclusion

Note 6 - Decrease caused by reduction in lease space and cost occupied by ASBA

Schedule 2 – Association Operations and Member Services

	2019/2020 Budget	2018/2019 Budget	2017/2018 Actual	Percentage Change
Expenditures				
Staffing Costs				
Salaries and Benefits	\$ 2,269,107	\$ 2,608,883	\$ 3,003,601	-13% Note 1
Staff Training and Development	31,850	39,675	11,015	-20%
Professional Association Memberships	6,000	10,473	22,246	-43%
Contracted Services	866,100	562,300	592,983	54% Note 2
Travel (FFS, Contractor, Staff)	118,609	131,420	57,938	-10%
Administration - Services and Supplies	117,393	108,967	63,566	
Memberships and Subscriptions	57,221	45,446	99,729	26%
Insurance	12,540	12,540	30,218	0%
Meeting Supplies and Catering	5,250	7,250	3,943	-28%
Election Materials	-	-	-	0%
Miscellaneous	6,250	5,000	14,329	25%
Total Expenditures	\$ 3,490,321	\$ 3,531,954	\$ 3,899,569	

* Variances over 10% with a minimum \$35,000 change have been analyzed further. See notes below:

Note 1 - Decrease caused by staff reorganization

Note 2 - Increase caused by online learning management system and FNMI costs due to grant conclusion

Schedule 3 – Governance

	2019/2020 Budget	2018/2019 Budget	2017/2018 Actual	Percentage Change
Expenditures				
B of D's and Trustees - Remuneration, Training, Conferences				
Per Diems	98,879	90,151	64,293	10% Note 1
Honoraria - President	18,816	18,816	14,809	0%
Honoraria - Vice President	12,544	12,544	14,809	0%
Board Development/Conferences	18,295	26,295	4,493	-30% Note 2
Contracted Services	48,750	49,924	305	-2%
Travel (BofD's/Trustees/Contractors)	113,164	114,166	60,931	-1%
CSBA Membership	33,075	31,500	30,660	5%
Insurance	6,897	6,897	6,021	0%
Meeting Supplies and Catering	9,597	12,163	6,126	-21%
Supplies and Materials	-	-	622	0%
Miscellaneous	1,050	1,050	3,350	0%
Total Expenditures	\$ 361,067	\$ 363,506	\$ 206,420	

* Variances over 10% with a minimum \$5,000 change have been analyzed further. See notes below:

Note 1 - Increase caused by additional governance meetings with assumption all in person and new task forces

Note 2 - Decrease caused by reduction in board development allocation

Schedule 4 – General Meetings and Trustee Education

	2019/2020 Budget	2018/2019 Budget	2017/2018 Actual	Percentage Change	
Expenditures					
Fall General Meeting	\$ 200,000	\$ 182,400	\$ 507,834	10%	Note 1
Spring General Meeting	150,000	140,825	-	7%	Note 2
Trustee Education Sessions	60,000	153,388	-	-61%	Note 3
Total Expenditures	\$ 410,000	\$ 476,613	\$ 507,834		

* Variances over 10% with a minimum \$4,000 change have been analyzed further. See notes below:

Note 1 - Increase caused by expected increase in cost of contracted speakers

Note 2 - Increase caused by expected increase in cost of rental and catering

Note 3 - Decrease caused by removal of 2020 winter leadership academy

Schedule 5 – Lease/CAM/Property Taxes

	2019/2020 Budget	2018/2019 Budget	2017/2018 Actual	Percentage Change	
Expenditures					
Lease/CAM/Property Taxes	\$ 339,360	\$ 679,809	\$ 632,457	-50%	Note 1
Rental Recovery	(81,102)	(93,705)	(65,830)	-13%	Note 2
Total Expenditures	\$ 258,258	\$ 586,104	\$ 566,627		

* Variances over 10% with a minimum \$2,000 change have been analyzed further. See notes below:

Note 1 - Decrease caused by reduction in lease space and cost occupied by ASBA

Note 2 - Decrease caused by reduction in overall lease cost

Schedule 6 – Reserves

	Operating Reserve	Sustainability Reserve	Building Reserve	Capital Asset Reserve
Reserves at March 31, 2019	\$ 1,500,000 Note 1	\$ 1,897,543 Note 2	\$ 1,115,660 Note 3	\$ 653,219 Note 4

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

Note 2 - Sustainability Reserve to be used for special initiatives for new business opportunities up to a maximum of \$2 Million

Note 3 - Building Reserve to be used to subsidize annual rent until depleted to \$300,000

Note 4 - Capital Asset Reserve to be used to replace capital assets

Budget Appendix A – Membership Fees

Jurisdiction	Total Students	2018-2019 Current Membership Fee	2019-2020 Proposed Membership Fee
Aspen View Public School Division # 78	2,791	\$24,805.40	\$24,805.40
Battle River Regional Division #31	6,082	\$42,107.64	\$42,107.64
Black Gold Regional Division #18	11,825	\$68,857.63	\$68,857.63
Buffalo Trail PS Regional Division #28	3,992	\$32,359.41	\$32,359.41
Calgary RCSSD #1	56,727	\$158,737.02	\$158,737.02
Calgary Board of Education	122,762	\$251,027.27	\$251,027.27
Canadian Rockies R. D. #12	2,259	\$21,458.16	\$21,458.16
Chinook's Edge School Division #73	11,041	\$65,209.90	\$65,209.90
Christ the Redeemer Catholic S.R.D. #3	9,978	\$60,255.42	\$60,255.42
Clearview School Division #71	2,383	\$22,240.81	\$22,240.81
East Central Alberta CSSRD #16	2,408	\$22,394.55	\$22,394.55
E. Central Francophone Ed. Region #3	1,234	\$15,015.24	\$15,015.24
Edmonton Catholic Separate School District #7	42,950	\$134,558.61	\$134,558.61
Edmonton School District #7	102,142	\$222,208.84	\$222,208.84
Elk Island Catholic Separate RD #41	7,866	\$50,416.35	\$50,416.35
Elk Island Public Schools R. D. #14	17,250	\$80,681.29	\$80,681.29
Evergreen CSRD #2	4,266	\$33,645.20	\$33,645.20
Foothills School Division #38	8,003	\$51,052.25	\$51,052.25
Fort McMurray RCSSD #32	6,451	\$43,826.68	\$43,826.68
Fort McMurray Public School District #2833	5,984	\$41,653.42	\$41,653.42
Fort Vermilion School Division #52	3,554	\$29,606.15	\$29,606.15
Golden Hills School Division #75	7,164	\$47,145.97	\$47,145.97
Grande Prairie RCSSD #28	5,384	\$38,858.23	\$38,858.23
Grande Prairie Public School District #2357	8,246	\$52,184.31	\$52,184.31
Grande Yellowhead Public School Division #77	4,562	\$35,028.82	\$35,028.82
Grasslands Regional Division #6	3,763	\$30,919.89	\$30,919.89
Greater N. Central Francophone Ed. Region #2	3,425	\$28,795.54	\$28,795.54
Greater St. Albert RCSSD	5,789	\$40,744.98	\$40,744.98
High Prairie School Division #48	3,196	\$27,349.03	\$27,349.03
Holy Family Catholic Regional Division #37	2,076	\$20,305.14	\$20,305.14
Holy Spirit RCSRD #4	5,075	\$37,418.71	\$37,418.71
Horizon School Division #67	3,539	\$29,508.31	\$29,508.31
Lakeland RCSSD #150	2,551	\$23,296.00	\$23,296.00
Lethbridge School District #51	11,467	\$67,194.49	\$67,194.49

Living Waters CRD #42	2,073	\$20,291.17	\$20,291.17
Livingstone Range School Div. #68	3,601	\$29,899.64	\$29,899.64
Lloydminster Public S. D. #99	2,964	\$25,895.53	\$25,895.53
Lloydminster RCSSD #89	2,447	\$22,639.13	\$22,639.13
Medicine Hat Catholic Board of Education	2,566	\$23,386.84	\$23,386.84
Medicine Hat Public School District #76	7,434	\$48,403.81	\$48,403.81
Northern Gateway Regional Division #10	4,904	\$36,622.08	\$36,622.08
Northern Lights School Division #69	6,178	\$42,554.87	\$42,554.87
Northland School Division #61	1,989	\$19,760.08	\$19,760.08
Northwest Francophone Ed. Region #1	441	\$9,809.20	\$9,809.20
Palliser Regional Division #26	8,487	\$53,309.37	\$53,309.37
Parkland School Division #70	11,276	\$66,300.03	\$66,300.03
Peace River School Division #10	3,050	\$26,433.60	\$26,433.60
Peace Wapiti School Division #76	6,113	\$42,254.39	\$42,254.39
Pembina Hills Regional Division #7	7,187	\$47,250.79	\$47,250.79
Prairie Land Regional Division #25	1,352	\$15,755.97	\$15,755.97
Prairie Rose School Division #8	3,391	\$28,578.91	\$28,578.91
Red Deer Catholic Regional Division #39	10,240	\$61,478.32	\$61,478.32
Red Deer Public Schools	11,089	\$65,433.52	\$65,433.52
Rocky View School Division #41	24,681	\$96,257.50	\$96,257.50
Southern Francophone Education Region #4	3,460	\$29,012.17	\$29,012.17
St. Albert Public School District	8,627	\$53,959.25	\$53,959.25
St. Paul Education Regional Division #1	3,828	\$31,325.19	\$31,325.19
St. Thomas Aquinas RCSR #38	4,317	\$33,882.79	\$33,882.79
Sturgeon School Division #24	5,332	\$38,613.65	\$38,613.65
Westwind School Division #74	4,557	\$35,000.87	\$35,000.87
Wetaskiwin Regional Division #11	3,946	\$32,065.91	\$32,065.91
Wild Rose School Division #66	4,791	\$36,090.99	\$36,090.99
Wolf Creek School Division #72	7,701	\$49,647.67	\$49,647.67
Yellowknife Education District #1	2,131	\$20,654.54	\$20,654.54
Yellowknife Catholic Schools	1,393	\$16,007.54	\$16,007.54
Totals	669,731	\$3,109,442.00	\$3,109,442.00

*Note: Student totals were compiled from a report on Student Population for the 2018-2019 school year provided by Alberta Education. Student registration information is as of September 2018 (as reported at January 23, 2019). These are updated with the most current available information as per bylaw #13.

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)

Will there be an increase in membership fees?

No. In fact, we are proposing a 0% increase in membership fees for the next three years.

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

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

How are school boards billed for their membership fees?

In prior years, ASBA would charge 75% of the fees in the fall, based on the prior year enrolment figures. We would then update the charges the following spring for the current year enrolment figures published in January.

Moving forward, ASBA will no longer update the charges in the spring. The entire year's charge will be calculated using the prior year's enrolment figures. The current year enrolment figures will only be used for the next school year.

What are fee for service rates now?

The rates included in the proposed budget are \$250 for educational services and \$210 for communications services.

These rates continue to provide value to the school boards, particularly when the specialized expertise and experience of ASBA staff and consultants are considered. Also, school boards utilizing these services are not charged for travel and subsistence (neither time nor direct costs or meals and hotel), nor for other expenses such as photocopying, materials, and other disbursements.

How are event registration fees calculated and what are they for 2019-2020?

Registration fees are calculated on a recovery model based on the direct and indirect costs associated with holding the event. In the past, the total cost of operating some ASBA leadership events has not been fully recovered.

Association policy is that all events should be profit-generating to ensure we have sufficient dollars to cover indirect costs such as staffing and overhead allocated to that event.

In the budget, only direct expenses are allocated specifically to General Meetings and Trustee Education expenses. These are expenses like the cost of catering and contracted services (facilitator and speaker costs). There are a number of internal costs which are not allocated to General Meetings and Trustee Education but are contained elsewhere in the budget. An example of this is an allocation of the salary paid to employees working on the event.

As we look to enhance the opportunities available to trustees, we are looking to ensure these events are cost neutral, after considering both the direct and indirect costs, so they are self-sustaining. This will be part of what determines registration fees moving forward.

When is the budget distributed to the members?

The draft budget is sent out 60 days prior to the Spring General Meeting in the Budget and Bylaw Bulletin in accordance with ASBA Bylaws.

Will there be a cost for trustees to attend PD or is this included in the budget?

It has been the case historically that ASBA has charged for its PD offerings. In order for us to move forward, we will continue to do that, as it will become an important stream of revenue. But it's critical that we understand that by virtue of being able to use technology to deliver these services, we will see those registration costs decrease. All of the costs associated with attending PD will also in time go down. These are offerings that you can engage in from your kitchen table, at your leisure. Webinars will be captured and you will have the chance to attend them in live settings and/or as recorded assets on TLC.

What are the key value adds you feel ASBA offers?

We believe ASBA's strengths are diversity and choice; and, balance and voice. ASBA is the one association that represents all public, separate and francophone school boards. ASBA's board is excited about the opportunities that will be available in the near future, as ASBA's plans to offer online modules and courses that no other associations in Canada are offering. We know about the threats facing school boards across the country. And the only way to face those challenges is to do it together. ASBA can bring strength in numbers like no other school board or school board association in Alberta can. As well, ASBA wants to provide expertise, resources and services in a way that school boards see ASBA as a top of mind resource.

Why is there a decrease in the fee for service revenue for 2019/2020 budget?

The fee for service in the 2019/2020 budget reflects a more accurate valuation of the revenue expected to be earned from our current consultants. As ASBA continues to expand their consultant group, more value will be provided to our members which will in turn grow our fee for service revenue in the future.

Why have the salaries and benefits decreased in the 2019/2020 budget?

Over the past year, ASBA has taken advantage of the change in staff. This allowed us to restructure and become more efficient in our operations. Our organizational structure is now set up to provide better services to our members with no increase in membership fees. In addition, we are providing staffing efficiencies and effectiveness that puts the right people in the right positions, in a way that meets the organizational needs.

Why have the cost of contracted services increased in the 2019/2020 budget?

The main cause of the increase in contracted services is associated with the cost of the learning management system used for TLC. The expectation is by the 2020/2021 budget, TLC will be operating in a cost recovery model.

Why is there a decrease in the lease costs in the 2019/2020 budget?

ASBA modified its lease in October of 2018. The modifications included a reduction in lease space from 15,759 square feet to 10,227. We were also able to negotiate a reduced charge per square foot from \$22 to \$16. The reduction in lease costs will allow us to be more efficient in serving our members with no membership fee increase.

When will the ASBA Strategic Plan be finalized?

The updating of the Strategic Plan has been part of an iterative process as we collect information and learn, through stakeholder input, about the organizational needs for the future. In their February 2019 strategic planning session, the Board of Directors met to update the Strategic Plan. This updated Plan was approved in principle by the Board of Directors and was used to inform the proposed ASBA Budget for 2019-2020. At the time of circulation of this Spring Budget and Bylaws Bulletin, this draft updated Strategic Plan has been provided to member boards for their review and input.

The Board of Directors will consider that member input to further refine the Strategic Plan, which will be finalized at their May meeting. The ASBA 2017-2020 Strategic Plan (Updated May 2019) will be shared with members at SGM 2019 and will guide ASBA's future operations.

1/SGM2019: 2019-2020 ASBA Budget Approval

Sponsored by ASBA Board of Directors

WHEREAS the [ASBA Proposed Budget 2019-2020](#) was circulated to Member Boards on April 4, 2019, within the sixty (60) notification requirement described in ASBA Bylaw 13.4.; and

WHEREAS ASBA Bylaw 13.2. provides that the Association budget shall be adopted at the Spring General Meeting of the year prior to the fiscal year for which it is established; and

WHEREAS ASBA Bylaw 13.3. provides that notwithstanding any provisions to the contrary in these Bylaws, or in the approved rules of procedure governing disposal of resolutions, the budget shall be open to amendment until adopted;

THEREFORE, BE IT RESOLVED THAT

The Alberta School Boards Association adopts the budget for the period September 1, 2019 to August 31, 2020, as presented.

Background

The ASBA Proposed Budget 2019-2020 is provided on pages 25-48 of this Spring General Meeting Budget and Bylaws Bulletin.

Proposed ASBA Bylaw Amendments

2/SGM2019: Amendment to Bylaw 5: Board of Director Members (clause 5.6.2.)

Sponsored by ASBA Board of Directors

WHEREAS Governance Policy 8.3.2.11. requires that the Policy Development Advisory Committee reviews the ASBA Bylaws and makes recommended housekeeping amendments to ensure currency; and

WHEREAS amendments to ASBA Bylaws are addressed through a Substantive Motion, requiring a double majority of the membership for approval; and

WHEREAS this proposed bylaw amendment has been circulated to ASBA members as required in ASBA Bylaw 14: Amendments to the Bylaws;

THEREFORE BE IT RESOLVED THAT

Bylaw 5 Board of Directors Members, clause 5.6.2 be struck in its entirety and replaced with the following:

- 5.6.2. If a vacancy occurs in the office of Vice-President, notwithstanding any provisions in these Bylaws governing the election of a Vice-President, the Board of Directors shall fill the vacancy from among its members until a by-election can be held at a General Meeting.

Background

The Policy Development Advisory Committee has completed a review of ASBA Bylaws and identified sections that require housekeeping amendments. This amendment to bylaw 5.6.2 corrects a clerical error that occurred when the original clause was ratified. There is no change to the substance of the bylaw.

Current Bylaw	Amended Bylaw
5: Board of Directors Members	
5.6.2. If a vacancy occurs in the office of Vice-President, notwithstanding any provisions in these Bylaws governing the election of a Vice-President, the Board of Directors shall: 5.6.2.1. Fill the vacancy from among its members until 5.6.2.2. A by-election can be held at a General Meeting.	5.6.2. If a vacancy occurs in the office of Vice-President, notwithstanding any provisions in these Bylaws governing the election of a Vice-President, the Board of Directors shall fill the vacancy from among its members until a by-election can be held at a General Meeting

3/SGM2019: Amendment to Bylaw 15: Zones of the Association (clause 15.2.5.)

Sponsored by ASBA Board of Directors

WHEREAS Governance Policy 8.3.2.11. requires that the Policy Development Advisory Committee reviews the ASBA Bylaws and makes recommended housekeeping amendments to ensure currency; and

WHEREAS amendments to ASBA Bylaws are addressed through a Substantive Motion, requiring a double majority of the membership for approval; and

WHEREAS this proposed bylaw amendment has been circulated to ASBA members as required in Bylaw 14: Amendments to the Bylaws;

THEREFORE BE IT RESOLVED THAT

Bylaw 15: Zones of the Association, clause 15.2.5. Zone 6, the bullet containing Medicine Hat School District No. 76 be struck in its entirety and replaced with the following:

- Medicine Hat Public School District No. 76

Background

The Policy Development Advisory Committee has completed a review of ASBA Bylaws and identified sections that require housekeeping amendments. This amendment to Bylaw 15.2.5. updates the clause to use the new legal name of the District, as approved in Ministerial Order 023/2018.

Current Bylaw	Amended Bylaw
Bylaw 15: Zones of the Association	
15.2.5. Zone 6 <ul style="list-style-type: none">• Medicine Hat School District No. 76	15.2.5. Zone 6 <ul style="list-style-type: none">• Medicine Hat Public School District No. 76

4/SGM2019: Amendment to Bylaw 15: Zones of the Association (clause 15.4.)

Sponsored by ASBA Board of Directors

WHEREAS Governance Policy 8.3.2.11. requires that the Policy Development Advisory Committee (PDAC) reviews the ASBA Bylaws and make recommended housekeeping amendments to ensure currency; and

WHEREAS amendments to ASBA Bylaws are addressed through a Substantive Motion, requiring a double majority of the membership for approval; and

WHEREAS this proposed bylaw amendment has been circulated to ASBA members as required in Bylaw 14: Amendments to the Bylaws;

THEREFORE BE IT RESOLVED THAT

Bylaw 15: Zones of the Association, clause 15.4. be struck in its entirety and replaced with the following:

- 15.4. The objects of the geographic Zones shall be to:
 - 15.4.1. Work in cooperation for the mutual benefit of all members of the Alberta School Boards Association;
 - 15.4.2. Consider matters relating to education and school administration which are of particular interest to their areas;
 - 15.4.3. Encourage better understanding between Boards and the public;
 - 15.4.4. Work for continued improvement in the educational system; and
 - 15.4.5. Make recommendations to the Alberta School Boards Association.

Background

The Policy Development Advisory Committee has completed a review of ASBA Bylaws and identified sections that require housekeeping amendments. This amendment to clause 15.4. is a clerical change intended to more clearly identify the objects (purpose) of ASBA Zones. There is no change to substance of the Bylaw.

Current Bylaw	Amended Bylaw
Bylaw 15: Zones of the Association	
<p>15.4. The objects of the geographic Zones shall be to work in cooperation for the mutual benefit of all members of the Alberta School Boards Association, consider matters relating to education and school administration which are of particular interest to their areas, encourage better understanding between Boards and the public, work for continued improvement in the educational system, and make recommendations to the Alberta School Boards Association.</p>	<p>15.4. The objects of the geographic Zones shall be to:</p> <ul style="list-style-type: none"> 15.4.1. Work in cooperation for the mutual benefit of all members of the Alberta School Boards Association; 15.4.2. Consider matters relating to education and school administration which are of particular interest to their areas; 15.4.3. Encourage better understanding between Boards and the public; 15.4.4. Work for continued improvement in the educational system; and 15.4.5. Make recommendations to the Alberta School Boards Association.

5/SGM2019: Amendments to Bylaws 2, 7, and 8 regarding Member Entitlements, Executive Duties, and Board of Directors Powers and Duties (clauses 2.1., 7.1.1. and 8.1.)

Sponsored by Edmonton Catholic Separate School District No. 7

WHEREAS the purpose of the ASBA is to effectively represent the interests of its members including public, separate and francophone boards of education, for the betterment of students and the educational system of Alberta; and

WHEREAS the vision of the ASBA is excellence in education through exceptional board governance; and

WHEREAS ASBA values public education governed by locally elected public, separate and francophone school boards, its work being informed by its core values, including;

- Building understanding by:
 - Respecting and reflecting diverse interests in the common goal of governing for excellence
 - Creating opportunities for unique perspectives to be shared and common interests to be explored
- Collaboration by:
 - Engaging school boards, shareholders, and partners
 - Encouraging teamwork and cooperation; and

WHEREAS the Directors and officers of the ASBA have a fiduciary responsibility to effectively represent the interest of all member and associate member boards at all times so as to avoid any position that may benefit the interests of any one or more full or associate members to the detriment of others;

THEREFORE BE IT RESOLVED THAT

Bylaw 2: Entitlement of Full and Associate Members be amended by replacing section 2.1. with the following:

2.1. Full Members are entitled to:

2.1.1. Fair, effective, and respectful representation of their interests by the Association, Board of Directors, Directors, Alternative Directors, President, Vice-President, Executive Director and officers of the Association. The Association, Board of Directors, Directors, Alternative Directors, President, Vice-President, Executive Director and officers of the Association recognize and acknowledge the diverse nature of interests of all Members and shall, at all times, represent those interests so as to

avoid any position that may benefit the interest of any one or more Full Members to the detriment of others.

- 2.2.2. Association communications materials except those designated as confidential to specific audiences;
- 2.2.3. Direct services from Association personnel at fees established annually by the Association;
- 2.2.4. Access to Association conferences and workshops at a conference rate established by the Association; and
- 2.2.5. Unrestricted participation in the business affairs of the Association.

BE IT FURTHER RESOLVED THAT

Bylaw 7: Executive Duties be amended by replacing section 7.1.1. with the following:

- 7.1.1. Provide leadership to the Association, Board of Directors, and Executive Committee in such a manner as to effectively represent the interests of all Full Members, including Public, Separate and Francophone Boards.

BE IT FINALLY RESOLVED THAT

Bylaw 8: Board of Directors Powers and Duties be amended by replacing section 8.1. with the following:

- 8.1 The business and affairs of the Association shall be under the direction and control of the Board of Directors, which may exercise all the powers of the Association which are not required by the Alberta School Boards Association Act, or by these Bylaws, to be exercised by the Association in a General Meeting in such a manner as to effectively represent the interests of all Full Members, including Public, Separate and Francophone Boards.

Background

While it is understood that various associations of school board trustees contribute to the education framework in Alberta and these associations have their unique objectives and constituencies; the ASBA is an Association and representative of all publicly funded locally elected public, separate and francophone school boards.

Therefore, its representation of the interests of its members must reflect a broad perspective that advances the collective interests while not undermining the authority of any of its members.

Current Bylaw	Amended Bylaw
Bylaw 2: Entitlement of Full and Associate Members	
<p>2.1. Full Members are entitled to:</p> <p>2.2.1. Association communications materials except those designated as confidential to specific audiences;</p> <p>2.2.2. Direct services from Association personnel at fees established annually by the Association;</p> <p>2.2.3. Access to Association conferences and workshops at a conference rate established by the Association; and</p> <p>2.2.4. Unrestricted participation in the business affairs of the Association.</p>	<p>2.1. Full Members are entitled to:</p> <p>2.1.1. Fair, effective, and respectful representation of their interests by the Association, Board of Directors, Directors, Alternative Directors, President, Vice-President, Executive Director and officers of the Association. The Association, Board of Directors, Directors, Alternative Directors, President, Vice-President, Executive Director and officers of the Association recognize and acknowledge the diverse nature of interests of all Members and shall, at all times, represent those interests so as to avoid any position that may benefit the interest of any one or more Full Members to the detriment of others.</p> <p>2.2.2. Association communications materials except those designated as confidential to specific audiences;</p> <p>2.2.3. Direct services from Association personnel at fees established annually by the Association;</p> <p>2.2.4. Access to Association conferences and workshops at a conference rate established by the Association; and</p> <p>2.2.5. Unrestricted participation in the business affairs of the Association.</p>
Bylaw 7: Executive Duties	
<p>7.1.1. Provide leadership to the Association, Board of Directors and Executive Committee.</p>	<p>7.1.1. Provide leadership to the Association, Board of Directors, and Executive Committee in such a manner as to effectively represent the interests of all Full Members, including Public, Separate and Francophone Boards.</p>
Bylaw 8: Board of Directors Powers and Duties	

Current Bylaw	Amended Bylaw
<p>8.1. The business and affairs of the Association shall be under the direction and control of the Board of Directors, which may exercise all the powers of the Association which are not required by the Alberta School Boards Association Act, or by these Bylaws, to be exercised by the Association in a General Meeting.</p>	<p>8.1. The business and affairs of the Association shall be under the direction and control of the Board of Directors, which may exercise all the powers of the Association which are not required by the Alberta School Boards Association Act, or by these Bylaws, to be exercised by the Association in a General Meeting in such a manner as to effectively represent the interests of all Full Members, including Public, Separate and Francophone Boards.</p>

6/SGM2019: Amendment to Bylaw 13: Association Budget and Membership Fees (clause 13.2.)

Sponsored by Grande Prairie Public School District #2357

WHEREAS the constructive approval of the annual ASBA Budget is important and plays a large role in the governance of our organization and while it is still important to balance the need for input from the Assembly as it is important and critical to good democracy; and

WHEREAS these proposed bylaw amendments have been circulated to ASBA members as required in Bylaw 14: Amendments to the Bylaws

THEREFORE BE IT RESOLVED THAT

Bylaw 13: Association Budget and Membership Fees be amended by adding the following after 13.2.:

- 13.2.1. A budget that proposes an increase or decrease to the ASBA budget from the prior year, which is the same or less percentage as that of any increase or decrease made to the Provincial Education budget related to operational dollars in that year's budget, shall be presented for information only to the Assembly and is not subject to debate and does not require a vote of the Assembly for its adoption.
- 13.2.2. A proposed budget that does not meet the requirements of 13.2.1 shall be open to amendment until adopted by a vote of the Assembly.

Background

The ASBA spends a considerable amount of time investing in consultation with the Zones in preparation of the Budget for the upcoming year. There is ample opportunity for input and discussion around issues pertaining to the impending Budget. With this in mind, it is still critical that the overall Assembly have a voice in affecting fundamental changes or directions pertaining the fiscal future of our organization. There has been a recent and consistent pattern by the Assembly where the Budget has been used as a tool to impose a principal or direction that may be secondary to the Budget. Although this can be relevant, this needs to be balanced with the trust we endow upon our Executive to develop a Budget in collaboration with the Zones and ultimately with the Assembly.

We believe the proposed amendments balance this trust, while still respecting the will of Assembly to impose a new fiscal approach to the future. It is reasonable to expect that Boards would support their organization to the extent of the Instructional Grant increase. For this reason, a Budget for Information is reasonable. Directions beyond this should be subject to enquiry and votes.

We feel this balance will help to provide certainty to the Executive, while appreciating the notion that changing environments could impose directions from the floor that reflect new philosophies.

Current Bylaw	Amended Bylaw
Bylaw 13: Association Budget and Membership Fees	
<p>13.2. The Association budget shall be adopted at the Spring General Meeting of the year prior to the fiscal year for which it is established.</p>	<p>13.2. The Association budget shall be adopted at the Spring General Meeting of the year prior to the fiscal year for which it is established.</p> <p>13.2.1. A budget that proposes an increase or decrease to the ASBA budget from the prior year, which is the same or less percentage as that of any increase or decrease made to the Provincial Education budget related to operational dollars in that year’s budget, shall be presented for information only to the Assembly and is not subject to debate and does not require a vote of the Assembly for its adoption.</p> <p>13.2.2. A proposed budget that does not meet the requirements of 13.2.1 shall be open to amendment until adopted by a vote of the Assembly.</p>

7/SGM2019: Amendments to Bylaws 3, 5, and 15 to Establish Zone 10: Rural Caucus of Alberta School Boards (RCASB)

Sponsored by Chinook's Edge School Division No. 73

WHEREAS Rural Caucus of Alberta School Boards (RCASB) was established in 2015 to work together on understanding and solving issues around rural transportation; and

WHEREAS in November of 2016 the group of approximately 25 rural boards expanded from the topic of transportation to also discuss the topics of mental health and funding; and

WHEREAS now having grown to over 40 rural school boards, the group identifies issues impacting rural Alberta students and works towards solutions that they can confidently bring to the Minister for consideration; and

WHEREAS these amendments to Bylaw 15: Zones of the Association, Bylaw 3: Board of Directors and Executive Committee Composition, and Bylaw 5: Board of Directors Members, would establish the Rural Caucus of Alberta School Boards as Zone 10 of the ASBA, wherein the RCASB would operate under the same parameters as Zone 7 (Alberta Catholic School Trustees' Association), Zone 8 (Public School Boards Association of Alberta), and Zone 9 (Federation des conseils scolaires francophones de l'Alberta); and

WHEREAS these proposed bylaw amendments have been circulated to ASBA members as required in Bylaw 14: Amendments to the Bylaws

THEREFORE BE IT RESOLVED THAT

Bylaw 15: Zones of the Association be amended to add the following after 15.9.2:

15.10. Zone 10

15.10.1. Zone 10 of the Alberta School Boards Association shall be open to those boards in the Province of Alberta and the Northwest Territories of Canada who consider themselves to be mostly rural in nature.

15.10.2. Zone 10 shall be known as the Rural Caucus of Alberta School Boards (RCASB).

BE IT FURTHER RESOLVED THAT:

Bylaw 3: Board of Directors and Executive Committee Composition be amended by adding the following after 3.3.3.:

3.3.4. Rural Caucus of Alberta School Boards (Zone 10).

BE IT FINALLY RESOLVED THAT

Bylaw 5: Board of Directors Members, clause 5.1.4. be amended by replacing the second and third bullets with the following:

- Appointed representatives of the Alberta Catholic School Trustees' Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), the Federation des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9), and the Rural Caucus of Alberta School Boards (Zone 10) who attend Board of Directors meetings as observers; or
 - The President or Vice-President of the Alberta Catholic School Trustees' Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), the Federation des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9), and the Rural Caucus of Alberta School Boards (Zone 10).
-

Background

Chinook's Edge School Division No. 73 is requesting that ASBA membership consider establishing the Rural Caucus of Alberta School Boards as Zone 10 under the umbrella of the Alberta School Boards Association (ASBA), with the same entitlements as the current Zones 7, 8, and 9.

Chinook's Edge School Division No. 73 believes that RCASB's participation as an Observer at the ASBA Board of Directors meetings would enable a better flow of communication back to the rural school boards. Inclusion at the ASBA Board of Directors table would allow RCASB to act as a resource for the ASBA board when they are making decisions.

The goal of the RCASB is to have open and honest dialog between boards that will lead to learning and a better understanding of each other's challenges and needs. By discussing best practices and collaborating on solutions, they feel they are better prepared to not only save resources, but also ensure high quality and equitable educational opportunities to better support Alberta's children regardless of geography.

Initially established in 2015 to discuss rural transportation issues, the RCSAB expanded their scope in 2016 to include mental health and funding. In 2017, the Rural Caucus of Alberta School Boards was formalized, and RCASB continues to be a place where rural school boards can have authentic conversations as a group to better understand the different issues that we all deal with in rural Alberta.

Membership in the RCASB is open to those boards who consider themselves to be mostly rural in nature. The RCASB now represents over 40 rural school boards that include: Aspen View Public School Division No. 78, Battle River School Division No. 31, Buffalo Trail Public Schools,

Canadian Rockies Public Schools, Chinook’s Edge School Division, Christ the Redeemer Catholic Schools, Clearview School Division, Conseil scolaire Centre-Nord, Conseil scolaire FrancoSud, East Central Alberta Catholic Schools, East Central Francophone Education, Elk Island Catholic Schools, Elk Island Public Schools, Evergreen Catholic, Foothills School Division, Fort Vermillion School Division, Golden Hills School Division, Grande Yellowhead Public School Division, Grasslands Regional School Division, Greater St. Albert RC School Division, High Prairie School Division, Holy Family Catholic Regional Division, Horizon School Division, Livingstone Range School Division, Northern Gateway Public Schools, Northern Lights School Division, Northland School Division, Northwest Francophone Education, Palliser Regional Schools, Parkland School Division, Peace River School Division, Peace Wapiti School Division, Pembina Hills Public Schools, Prairie Land Regional Division, Prairie Rose School Division, Red Deer Catholic Regional Division, St. Paul Education Regional Division, St. Thomas Aquinas RC School Division, Sturgeon Public School Division, Wetaskiwin Regional Public Schools, Wild Rose School Division, and Wolf Creek School Division.

Current Bylaw	New Bylaw
Bylaw 15: Zones of the Association	
	<p>15.10. Zone 10</p> <p>15.10.1. Zone 10 of the Alberta School Boards Association shall be open to those boards in the Province of Alberta and the Northwest Territories of Canada who consider themselves to be mostly rural in nature.</p> <p>15.10.2. Zone 10 shall be known as the Rural Caucus of Alberta School Boards (RCASB).</p>
Bylaw 3: Board of Directors and Executive Committee Composition	
	3.3.4. Rural Caucus of Alberta School Boards (Zone 10).
Current Bylaw	Amended New Bylaw
Bylaw 5: Board of Directors Members	
<p>5.1.4. An individual occupying any of the following positions shall not be eligible to concurrently hold the position of President, Vice-President, Director, or Alternate Director:</p> <ul style="list-style-type: none"> • Zone Chair/Vice-Chair; • Appointed representatives of the Alberta Catholic School Trustees’ 	<p>5.1.4. An individual occupying any of the following positions shall not be eligible to concurrently hold the position of President, Vice-President, Director, or Alternate Director:</p> <ul style="list-style-type: none"> • Zone Chair/Vice-Chair; • Appointed representatives of the Alberta Catholic School Trustees’

<p>Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), and the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9) who attend Board of Directors meetings as observers; or</p> <ul style="list-style-type: none"> • The President or Vice-President of the Alberta Catholic School Trustees' Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), and the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9). 	<p>Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), and the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9), and the Rural Caucus of Alberta School Boards (Zone 10) who attend Board of Directors meetings as observers; or</p> <ul style="list-style-type: none"> • The President or Vice-President of the Alberta Catholic School Trustees' Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), and the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9), and the Rural Caucus of Alberta School Boards (Zone 10).
--	--

Appendix A: Disposition of Motions

2019 SPRING GENERAL MEETING SUBSTANTIVE MOTIONS

Motion No.	Motion Title	Carried	Defeated	Other: Amended, Postponed Referred, Withdrawn, etc.
1/SGM2019	2019-2020 ASBA Budget Approval			
Proposed Bylaw Amendments				
2/SGM2019	Amendment to Bylaw 5: Board of Director Members (clause 5.6.2.)			
3/SGM2019	Amendment to Bylaw 15: Zones of the Association (clause 15.2.5.)			
4/SGM2019	Amendment to Bylaw 15: Zones of the Association (clause 15.4.)			
5/SGM2019	Amendments to Bylaws 3, 5, and 15 regarding Member Entitlements, Executive Duties, and Board of Directors Powers and Duties (clauses 2.1., 7.1.1., and 8.1.)			
6/SGM2019	Amendment to Bylaw 13: Association Budget and Membership Fees (clause 13.2.)			
7/SGM2019	Amendments to Bylaws 3, 5, and 15 to Establish Zone 10: Rural Caucus of Alberta School Boards (RCASB)			

Appendix B: Amendment Form

PLEASE PROVIDE A COPY OF THE AMENDMENT TO THE TECHNICAL TABLE TO ENSURE THE CORRECT WORDING IS PLACED BEFORE THE ASSEMBLY FOR CONSIDERATION.

Amendment to Motion No. _____

Moved by:

School Jurisdiction:

Seconded by:

School Jurisdiction:

Appendix C: DRAFT ASBA 2017-2020 Strategic Plan (Updated March 2019)

Introduction

Updating the 2017-2020 Strategic Plan has been an exciting, long term, grass roots project that started with members. ASBA has been listening and compiling data through the different events offered to members. In 2019 the Executive Committee traveled around the province to zone meetings to share the ASBA work and the operational envisioned future. All the information has helped to inform the Board of Directors who met in February for strategic planning. The updated resulting plan has been reviewed again by the Board of Directors, in March, and now we are seeking our members' input by April 6, 2019.

The Strategic Plan

In the updated Strategic Plan, goals one, two and three remain unchanged, with the addition of goal four. All four goals align to the ASBA's vision for success and its mission of how to work towards that success:

- **Vision:** Excellence in education through exceptional school board governance.
- **Mission:** Leading the betterment of education by serving locally-elected school boards in their role of establishing the conditions for student success.

1 Communication, Information and Education

Goal 1: Deliver relevant, effective and timely communication, information, and education to empower school boards.

1.1 Objectives

- Provide development/education offerings that enhance the professionalism of Trustees and their ability to fulfill their governance role as proficiently as possible
- Develop policy positions and templates for use by Boards
- Provide political, legal and environmental scans, research and updates
- Facilitate the sharing of best practices amongst boards
- Provide ready access to written resources and archived Association submissions, papers, and other work

1.2 Strategies to Achieve Objectives

	Strategy	Desired Result
A	Use the Spring General Meeting and Fall General Meeting to build member-to-member connections.	Member boards receive value from the time they spend at ASBA general meetings.
B	Provide trustees with issue-specific background to support good decision making and issue response.	Trustees have accurate information regarding relevant issues in a timely manner.
C	Create a digital library of board governance resources and practices.	Individual boards are able to review their own governance practices and compare to other practices.
D	Spearhead the creation of a common platform for trustees to communicate with one another.	Online ASBA portal allows trustees to communicate with one another.
E	Create a vehicle to share updates of new process and methods in education.	Boards create policies that empower change in their region.
F	Leverage zone-based discussions on education-related topics to increase collaboration amongst member boards at each zone	Information and ideas are shared within zones and between zones and ASBA that supports changes resulting from provincial or local decisions.
G	Updated relevant information is regularly posted on the ASBA website.	Members can get access to ASBA curated information on demand.

2 Viability, Credibility and Sustainability

Goal 2: Bolster the viability, credibility and sustainability of the Association and school boards.

2.1 Objectives

- Create increased awareness and profile of the Association and locally-elected Boards with key stakeholders, funders, and the public
- Ensure that committee and task force involvement and representation is evaluated, prioritized, and rationalized
- Recruit and retain appropriate staff complement to allow the Association to achieve its goals and objectives by examining the organizational structure

2.2 Strategies to Achieve Objectives

	Strategy	Desired Result
A	Promote ASBA's work in support of internal and external communication.	Promote perception of a culture of transparency within ASBA.
B	Support capacity for all member boards by offering a wide range of services.	School boards across Alberta access a suite of customizable services adapted to local needs.
C	Maintain or grow internal capacity to serve members.	Staff vacancies are filled in a timely way. ASBA is a great place to work for staff.
D	Revisit whether ASBA may benefit from reinvigorating the urban, metro, and rural caucuses.	ASBA brokers meetings of school boards in similar environments that may have similar challenges.

3 Fiscally Sound Services

Goal 3: Provide services that are delivered in a fiscally sound manner and deploy resources in alignment with Association priorities.

3.1 Objectives

- Implement a fee and cost structure for fee for service offerings to establish a fiscally viable approach
- Ensure quality service that is meaningful and accessible
- Utilize alternate service delivery modes that take advantage of technology

3.2 Strategies to Achieve Objectives

	Strategy	Desired Result
A	Remain responsive to the changing needs of member boards and the services they require from ASBA.	ASBA's service mix is reviewed and updated to remain current and responsive for members.
B	Ensure that ASBA bylaws and policies support the needs of member boards.	All bylaws and policies are reviewed by the board.
C	Be transparent with members and other stakeholders.	ASBA financial information will be made available to members and stakeholders through a secure portal.
D	Make efficient use of membership fees and other sources of revenue.	Current practices and programs are reviewed to identify where efficiencies can be found, which services remain in demand, and which services are no longer required.

4 Amplify Awareness and Engagement

Goal 4: ASBA is the top-of-mind contact and resource on education and School Board governance in Alberta.

Note: this goal is new as of 2019

4.1 Objectives

- Ensure appropriate resources and tools in advancing the advocacy interests of the Association
- Actively advocate Members' and the education sector's priorities to government and other key decision-makers.
- Foster relationships with agencies, associations, and all orders of government.
- Develop political champions and organizational advocates by engaging elected officials.
- Build on existing relationships with our Indigenous communities and educational partners to strengthen connections and influence.
- Connect and collaborate with inter-provincial counterparts and national organizations.
- Leverage local and regional voices to increase awareness and understanding about education issues, our Members, and ASBA.

4.2 Strategies to Achieve Objectives

	Strategy	Desired Result
A	Nurture a stronger relationship with Alberta Education.	Define roles of school boards, ASBA, and the Government of Alberta. Understand each other's roles and position on issues of the day.
B	Advocate for ASBA and education more broadly with all orders of government.	ASBA is consulted on government-led changes that broadly affect Alberta's primary and secondary school sectors.
C	Continue to build the Indigenous Advisory Circle.	Grow the connection and respect between Alberta's Indigenous people and the education sector.
D	Increase ASBA and school boards visibility with the public of Alberta.	Broaden knowledge and understanding of ASBA and School Boards in Alberta.
E	Develop a broad, multi-sectoral ASBA communications strategy.	ASBA is well known and respected in Alberta and is a trusted source of education-related information. The public looks to ASBA's website as a source of well-curated relevant information.



ASBA BYLAWS

June 2018

Bylaw 1: Definitions and Interpretation

1. Definitions and Interpretation

- 1.1. In these Bylaws, unless the context otherwise requires:
 - 1.1.1. “Alternate Director” means a representative of a Zone or Metro Board who shall fill the position of Director in the event of the Director’s absence or inability to act.
 - 1.1.2. “Associate Member” of the Association means:
 - 1.1.2.1. Elected First Nations boards of education under the auspices of band councils; or
 - 1.1.2.2. Métis boards of education that operate school buildings, in respect of whom the Association has received the membership fee as invoiced for the current membership year or received evidence of intention to pay satisfactory to the Board of Directors.
 - 1.1.3. “Association” or “The Association” means the Alberta School Boards Association.
 - 1.1.4. “Board” means the board of trustees of a school district, school division, or regional division, the regional authority of a Francophone education region, or an official trustee as defined in the School Act.
 - 1.1.5. “Board of Directors” means the Board of Directors of the Association, established pursuant to the provisions of these Bylaws.
 - 1.1.6. “Director” means a member of the Association’s Board of Directors who represents a Zone or Metro Board.
 - 1.1.7. “Full Member” of the Association means:
 - 1.1.7.1. A board of trustees of a school district, school division, or regional division, or the regional authority of a Francophone education region that has publicly elected members according to the Local Authorities Election Act or in the case of Lloydminster the Local Government Election Act, and that is an operating board as defined in the Alberta School Boards Association Act; or
 - 1.1.7.2. A board of trustees of a publicly supported school system in the City of Yellowknife, Northwest Territories, in respect of whom the Association has received the membership fee as invoiced for the current membership year or received evidence of intention to pay satisfactory to the Board of Directors.
 - 1.1.8. “General Election” means an election held for all Boards in accordance with the Local Authorities Election Act.
 - 1.1.9. “General Meeting” means one of the Association’s biannual meetings; either the Spring General Meeting or the Fall General Meeting.
 - 1.1.10. “Metro Board” means any one of the four public or separate school boards in the cities of Calgary or Edmonton with Full Member status.

- 1.1.11. “Minister of Education” means the Minister of Education for the Province of Alberta.
- 1.1.12. “President” means President of the Association and Chair of the Board of Directors.
- 1.1.13. “School Act” means the School Act being Chapter S-3 of the Revised Statutes of Alberta, 2000 as amended from time to time or any successor legislation hereinafter enacted.
- 1.1.14. “Special General Meeting” means a meeting of the Association called by the Board of Directors, or by the President, pursuant to the provisions of these Bylaws. Unless the context otherwise requires, provisions in these Bylaws that apply to a General Meeting also apply to a Special General Meeting.
- 1.1.15. “Student” means any person enrolled in a Full Member jurisdiction as reported by Alberta Education.
- 1.1.16. “Substantive Motion” means a motion before the membership at a General Meeting, and includes motions relating to the Association budget, Bylaws, and policy positions.
- 1.1.17. “Trustee” means a member of a Board with Full Member status, or an official trustee as defined in the School Act.
- 1.1.18. “Vice-President” means Vice-President of the Association and Vice-Chair of the Board of Directors.
- 1.1.19. “Written Notice” means notice of a meeting that:
 - 1.1.19.1. Specifies the purpose, date, time and place of the meetings, and
 - 1.1.19.2. Is delivered by any electronic means or post, meeting required timelines, exclusive of the day on which the notice is sent or mailed and exclusive of the day for which notice is given.
- 1.1.20. “Zone” means a subset of all Boards established on a geographical or other basis pursuant to the provisions of these Bylaws.

1.2. In these Bylaws the singular includes the plural and the plural includes the singular.

Bylaw 2: Entitlement of Full and Associate Members

2. Entitlement of Full and Associate Members

- 2.1. Full Members are entitled to:
 - 2.1.1. Association communications materials except those designated as confidential to specific audiences;
 - 2.1.2. Direct services from Association personnel at fees established annually by the Association;
 - 2.1.3. Access to Association conferences and workshops at a conference rate established by the Association; and
 - 2.1.4. Unrestricted participation in the business affairs of the Association.
- 2.2. Associate Members are entitled to:
 - 2.2.1. Association communication materials except those designated as confidential to specific audiences;
 - 2.2.2. Direct services from Association personnel at fees established annually by the Association;
 - 2.2.3. Access to Association conferences and workshops at a conference rate established by the Association; and
 - 2.2.4. Attendance as guests at General Meetings at the General Meeting rate established for Full Members.
- 2.3. In the case of either Full Members or Associate Members, if within ninety (90) days of the membership fee invoice date, neither of the following has been received by the Association:
 - 2.3.1. Payment of the membership fee; nor
 - 2.3.2. Evidence of intention to pay satisfactory to the Board of Directors, the member ceases to be a Full Member in good standing or Associate Member in good standing, and shall not be entitled to any entitlement of a Full Member or Associate Member noted in these Bylaws until the member has been brought into good standing and reinstated by the Board of Directors.

Bylaw 3: Board of Directors and Executive Committee Composition

3. Board of Directors and Executive Committee Composition

- 3.1. The Association's Board of Directors shall consist of:
 - 3.1.1. The President;
 - 3.1.2. The Vice-President;
 - 3.1.3. One Director representing each geographic Zone, excepting where any such Zone is made up of more than 20 Boards, then that Zone shall be represented by two Directors; and
 - 3.1.4. One Director from each Metro Board.
- 3.2. The Executive Committee of the Board of Directors shall consist of the:
 - 3.2.1. President;
 - 3.2.2. Vice President; and
 - 3.2.3. Executive Director (non-voting).
- 3.3. One representative from each of the following organizations may attend non- confidential aspects of Board of Directors meetings as non-voting observers and at the expense of their respective organization:
 - 3.3.1. Alberta Catholic School Trustees' Association (Zone 7);
 - 3.3.2. Public School Boards Association of Alberta (Zone 8); and,
 - 3.3.3. Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities) (Zone 9).

Bylaw 4: Honourary President

4. Honourary President

- 4.1. The Minister of Education shall be the honorary president of the Association.

Bylaw 5: Board of Directors Members

5. Board of Directors Members

- 5.1. Eligibility
 - 5.1.1. Every candidate for or occupant of the office of President, Vice- President, Director or Alternate Director shall be a Trustee of a Full Member Board.
 - 5.1.2. Any member of the Board of Directors ceasing to be a Trustee shall vacate his/her office, which shall be filled in accordance with provisions in these Bylaws.
 - 5.1.3. An individual in receipt of the nomination for a publicly elected provincial or federal office, or who currently occupies a publicly elected provincial or federal office shall

not be eligible to concurrently hold the position of President, Vice-President, Director or Alternate Director.

5.1.4. An individual occupying any of the following positions shall not be eligible to concurrently hold the position of President, Vice-President, Director, or Alternate Director:

- Zone Chair/Vice-Chair;
- Appointed representatives of the Alberta Catholic School Trustees' Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), and the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9) who attend Board of Directors meetings as observers; or
- The President or Vice-President of the Alberta Catholic School Trustees' Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), and the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9).

5.2. Term

5.2.1. The President, Vice-President, and Directors shall be elected for a two year term and shall be eligible for re-election for one successive term of two years. The President, Vice-President, and Directors may be elected to a previously held position for more than two terms provided such re- election occurs at least one term following conclusion of the first two terms.

5.2.2. Director terms shall commence every November of even-numbered years for one Director and one Alternate Director for:

- Calgary RCSSD No. 1;
- Edmonton School District No. 7;
- Zone 2/3;
- Zone 4; and
- Zone 6.

5.2.3. Director terms shall commence every November of odd-numbered years for one Director and one Alternate Director for:

- Calgary School District No. 19;
- Edmonton RCSSD No. 7;
- Zone 1;
- Zone 2/3; and
- Zone 5.

5.3. President and Vice President Elections

5.3.1. Election of the President and the Vice-President shall take place at a General Meeting of the Association, normally at the Fall General Meeting immediately

following a General Election, and two years following (i.e. November of odd-numbered years).

- 5.3.2. Nominations shall be made from the floor and shall require a seconder.
 - 5.3.3. Voting shall be by secret ballot on the basis of one vote per Full Member Board in attendance.
 - 5.3.4. The candidate receiving a simple majority of votes will be the successful candidate. Announcement of results shall be limited to identifying the successful candidate.
 - 5.3.5. The President and Vice-President shall take office at the conclusion of the General Meeting at which they are elected.
 - 5.3.6. Notwithstanding Bylaw 5.1.1 and 5.1.2, in the year of a General Election, if the President and/or Vice-President does not run for the office of trustee or is defeated in the General Election, the President and/or Vice- President may complete his/her term of office through to the election of the new President and/or Vice-President at the General Meeting.
- 5.4. Director Elections
- 5.4.1. Election of the Directors shall be completed and confirmed in writing to the Executive Director of the Association before the opening of the General Meeting specified in these Bylaws. Members so elected shall take office at the conclusion of the General Meeting.
 - 5.4.2. If a member of the Board of Directors is subsequently elected President or Vice-President, then his/her office as a member of the Board of Directors shall be filled by the Alternate Director, until such time as a new Director is elected.
- 5.5. Leaves of Absence
- 5.5.1. Any member of the Board of Directors seeking a publicly elected provincial or federal office, including the nomination for, shall take a leave of absence from the Board of Directors.
 - 5.5.2. The Board of Directors shall have the authority to grant leaves of absence to its members, including determination of conditions and length, subject to provisions contained in these Bylaws.
- 5.6. Vacancy
- 5.6.1. If a vacancy occurs in the office of President, it shall be filled automatically by the Vice-President.
 - 5.6.2. If a vacancy occurs in the office of Vice-President, notwithstanding any provisions in these Bylaws governing the election of a Vice-President, the Board of Directors shall:
 - 5.6.2.1. Fill the vacancy from among its members until
 - 5.6.2.2. A by-election can be held at a General Meeting.
 - 5.6.3. If a vacancy occurs in the office of Directors, the Metro Board or Zone shall arrange to fill the vacancy.

- 5.6.4. If a Metro Board or Zone fails to appoint a Director to the Board of Directors in accordance with the requirements of these Bylaws, then the Board of Directors may arrange to fill the vacancy.
- 5.6.5. In the event a Director fails to attend three consecutive meetings without giving due and timely notice as to the cause of non-attendance, the Board of Directors may declare the seat vacant and may arrange to fill the vacancy.
- 5.6.6. Any Trustee who fills a vacancy in the office of President, Vice-President, or Director shall be deemed to have completed a term if they served in that capacity for more than twelve months.

Bylaw 6: Representation and Voting at Board of Directors Meetings and at Executive Committee Meetings

- 6. Representation and Voting at Board of Directors Meetings and at Executive Committee Meetings
 - 6.1. At Board of Directors meetings:
 - 6.1.1. The President, Vice-President, and all Directors each carry one vote.
 - 6.1.2. Quorum is seven voting members of the Board of Directors.
 - 6.1.3. A majority vote of the members present, including the Chair, shall decide all questions unless otherwise required by these Bylaws.
 - 6.1.4. In the event of a tie vote, the question is lost.
 - 6.1.5. Each Director's vote shall be recorded when a recorded vote is requested by any Director prior to the vote being taken.
 - 6.2. An Alternate Director who attends a Board of Directors meeting in the place of a Director shall be entitled to vote.
 - 6.3. In the event that both the Director and the Alternate Director are unable to attend a meeting of the Board of Directors, the chair of the Zone or Metro Board that the Director represents may attend that meeting of the Board of Directors and shall be entitled to vote.
 - 6.4. At Executive Committee meetings where consensus is not possible, the President shall determine the course of action to be taken.

Bylaw 7: Executive Duties

- 7. Executive Duties
 - 7.1. The President shall:
 - 7.1.1. Provide leadership to the Association, Board of Directors and Executive Committee.
 - 7.1.2. Be accountable to the Board of Directors and to the membership.
 - 7.1.3. Preside at all meetings of the Board of Directors and the Executive Committee.
 - 7.1.4. Open and preside at all conferences or General Meetings of the Association.

- 7.1.5. Act as the primary spokesperson for the Association.
- 7.1.6. Submit or cause to be submitted to each General Meeting a report of the Board of Directors as to financial standing and general business of the Association.
- 7.2. The President is (*ex officio*) a member of all committees.
- 7.3. The Vice-President shall take the place of the President in the event of the President's absence or inability to preside.

Bylaw 8: Board of Directors Powers and Duties

8. Board of Directors Powers and Duties

- 8.1. The business and affairs of the Association shall be under the direction and control of the Board of Directors, which may exercise all the powers of the Association which are not required by the Alberta School Boards Association Act, or by these Bylaws, to be exercised by the Association in a General Meeting.
- 8.2. Without limiting the generality of the foregoing, the Board of Directors:
 - 8.2.1. Shall appoint an Executive Director as Chief Executive Officer of the Association, establish terms of employment and salary, prescribe duties, and monitor and evaluate performance;
 - 8.2.2. May delegate any or all of its powers to the Executive Director, the Executive Committee established pursuant to these Bylaws, or a committee appointed by it;
 - 8.2.3. May appoint either from its own members or others such special committees as it may from time to time deem advisable and prescribe their duties and functions;
 - 8.2.4. Shall pay the reasonable expenses of its members and others;
 - 8.2.5. Shall pay a per diem allowance, as determined by the Association's budget, to its members and others;
 - 8.2.6. Shall make provision for the payment of honoraria, as determined by the Association's budget, to Board of Directors members;
 - 8.2.7. May adopt policy positions on matters which arise between General Meetings and shall submit these for ratification at the next General Meeting;
 - 8.2.8. Shall designate a newly-created board to belong to a Zone, on an interim basis. Final designation to which Zone such Board shall belong shall occur at the next General Meeting following the date of creation of such Board;
 - 8.2.9. Shall engage in strategic planning activities which establish and review short- and long-range plans to guide the Association's business and affairs;
 - 8.2.10. Shall communicate and support the Association's position on issues, policies, and practices to appropriate internal and external publics;
 - 8.2.11. Shall have the authority to grant honorary life memberships in the Association, which shall not entail the payment of fees by the recipient;

- 8.2.12. Shall delegate to the Executive Director responsibility for the establishment of fair salaries and reasonable working conditions for Association staff and contractors.

Bylaw 9: Board of Directors Meetings

9. Board of Directors Meetings

- 9.1. Regular meetings of the Board of Directors shall be held at such time and place as may be set by resolution of the Board of Directors.
- 9.2. Special meetings of the Board of Directors may be called by providing a written statement to the Executive Director detailing the business in respect of which the meeting is desired by:
 - 9.2.1. The Executive Committee; or
 - 9.2.2. A majority of voting members of the Board of Directors.
- 9.3. Upon request for a special meeting of the Board of Directors, the Executive Director shall call such meeting by providing:
 - 9.3.1. Eight days Written Notice to each voting member of the Board of Directors; or
 - 9.3.2. Oral or fewer than eight days Written Notice following receipt of written consent or waiver from each voting member of the Board of Directors.
- 9.4. Meetings of the Board of Directors are open to Full Members of the Association unless a majority of voting members of the Board of Directors elect to hold part of the meeting in camera.

Bylaw 10: General Meetings

10. General Meetings

- 10.1. Two General Meetings of the Association shall be held each year.
- 10.2. Unless otherwise directed by the Board of Directors:
 - 10.2.1. The Spring General Meeting shall be held during the first full week of June; and
 - 10.2.2. The Fall General Meeting shall be held during the third full week in November.
- 10.3. The location of the General Meeting shall be determined by the Board of Directors.
- 10.4. At least thirty days Written Notice of any General Meeting shall be provided to each Full Member and Associate Member.

Bylaw 11: Special General Meetings

11. Special General Meetings

- 11.1. Special General Meetings of the Association to deal with high priority or emergent issues that require urgent direction/action and which have significant implications for Boards shall be held:

- 11.1.1. Following an affirmative vote of seven voting members of the Board of Directors at a duly constituted meeting of the Board of Directors; or
 - 11.1.2. At the call of the President, either on their own determination of such a need, or as the result of the President being notified of by a group of Members representing not less than 40 percent of the current number of non-Metro Full Member Boards and not less than 40 percent of the current number of Full Member Metro Boards. This Special General Meeting to be called in accordance with the time frame indicated by the requesting Boards while remaining in compliance with Bylaw 11.2 below.
- 11.2. At least three business days Written Notice of any Special General Meeting shall be provided to each Full Member. Such notice shall provide background detail to enable Boards to prepare for the Special General Meeting.

Bylaw 12: Representation and Voting at General Meetings

12. Representation and Voting at General Meetings

- 12.1. The Executive Director shall, subject to direction from the Board of Directors, make all necessary arrangements for registration of delegates and for voting as may be necessary.
- 12.2. Attendance
 - 12.2.1. Any Trustee, upon completion of registration, shall be entitled to attend a General Meeting.
 - 12.2.2. It is the duty of all delegates, including members of the Board of Directors, to register prior to attending a General Meeting.
- 12.3. Voting
 - 12.3.1. The Chair of each Full Member Board has the power to cast the vote to which each Full Member is entitled, unless another Trustee for that Board is designated, in writing, to the Executive Director, prior to the General Meeting, or in an emergency situation, by the Full Member Board at the General Meeting.
 - 12.3.2. Unless otherwise required by these Bylaws or the approved rules of procedure governing disposal of resolutions, all Substantive Motions will be determined under the double majority voting method, as follows:
 - 12.3.2.1. Sixty percent or more of Full Member Boards who are in attendance, who cast a vote, and who vote in the affirmative, based upon one vote per Full Member Board; and
 - 12.3.2.2. Full Member Boards who are in attendance, who cast a vote, and who vote in the affirmative, represent 60 percent or more of the Students registered for the most recently reported period with Full Member Boards who voted in the affirmative.
 - 12.3.3. For the purposes of Section 12.3.2.2, the percentage of Students enrolled in a Full Member Board shall be determined by:

- 12.3.3.1. Utilizing the total student enrollment figures for the most recent reporting period, as published by Alberta Education; and
 - 12.3.3.2. Dividing the number of students enrolled in each Full Member Board by the total number of students enrolled in all Full Member Boards in attendance, who cast a vote, resulting in a percentage (rounded to the nearest 0.1 percent).
 - 12.3.4. Results of the voting on Substantive Motions shall indicate how each Board cast its ballot.
 - 12.3.5. Parliamentary motions and amendments to motions will be determined on the basis of one vote per Full Member Board and by a majority of the votes cast, unless otherwise required by Robert's Rules of Order or the approved rules of procedure governing disposal of resolutions.
- 12.4. A balloting committee shall be appointed at the opening of every General Meeting. It is the duty of the balloting committee to conduct the ballot voting.

Bylaw 13: Association Budget and Membership Fees

13. Association Budget and Membership Fees

- 13.1. The fiscal year of the Association shall be September 1 to August 31.
- 13.2. The Association budget shall be adopted at the Spring General Meeting of the year prior to the fiscal year for which it is established.
- 13.3. Notwithstanding any provisions to the contrary in these Bylaws, or in the approved rules of procedure governing disposal of resolutions, the budget shall be open to amendment until adopted.
- 13.4. The Association budget, including analysis and fees assessed to Member Boards shall be presented in writing to Full Member Boards at least sixty days prior to the day the Spring General Meeting is to commence.
- 13.5. The fees assessment included in the budget shall be comprised of the:
 - 13.5.1. Formula for determining the annual fees including the basic fee and the weight rate per student enrolment;
 - 13.5.2. Total annual fees payable by each Full Member Board;
 - 13.5.3. Number of students used in the calculation of fees payable by a Board which shall be the total student enrollment reported to Alberta Education in the most recent reporting period;
 - 13.5.4. Annual fees payable for any Full Member Board which shall not exceed ten percent of the total annual Full Member membership fees; and
 - 13.5.5. Annual fees payable for each Associate Member which shall be \$500 less than the basic membership fee for Full Member Boards.

Bylaw 14: Amendments to the Bylaws

14. Amendments to the Bylaws

- 14.1. Amendments to these Bylaws shall be made at a General Meeting, normally at the Spring General Meeting unless otherwise permitted by the Board of Directors.
- 14.2. An amendment to these Bylaws shall take effect on the day following the conclusion of the Spring General Meeting at which such amendment is made, unless an effective date other than the close of the Spring General Meeting is specified in the resolution.
- 14.3. At least sixty days Written Notice of any Bylaw amendment shall be provided to each Full Member.

Bylaw 15: Zones of the Association

15. Zones of the Association

- 15.1. All Full Member Boards shall belong to a Zone of the Association.
- 15.2. Subject to the provisions of these Bylaws, for the purpose of the formation of geographic Zones of the Association, the Province shall be divided as follows and each geographic Zone shall consist of designated Boards as follows.
 - 15.2.1. Zone 1
 - Fort Vermilion School Division No. 52
 - Grande Prairie Roman Catholic Separate School District No. 28
 - Grande Prairie School District No. 2357
 - High Prairie School Division No. 48
 - Holy Family Catholic Regional Division No. 37
 - Northland School Division No. 61
 - Peace River School Division No. 10
 - Peace Wapiti School Division No. 76
 - Northwest Francophone Education Region No. 1
 - 15.2.2. Zone 2/3
 - Aspen View Public School Division No. 78
 - Black Gold Regional Division No. 18
 - Buffalo Trail Public Schools Regional Division No. 28
 - East Central Alberta Catholic Separate Schools Regional Division No. 16
 - East Central Francophone Education Region No. 3
 - Edmonton Catholic Separate School District No. 7
 - Edmonton School District No. 7
 - Elk Island Catholic Separate Regional Division No. 41
 - Elk Island Public Schools Regional Division No. 14
 - Evergreen Catholic Separate Regional Division No. 2
 - Fort McMurray Public School District No. 2833
 - Fort McMurray Roman Catholic Separate School District No. 32
 - Grande Yellowhead Public School Division No. 77
 - Greater North Central Francophone Education Region No. 2

- Greater St. Albert Roman Catholic Separate School District No. 734
- Lakeland Roman Catholic Separate School District No. 150
- Living Waters Catholic Regional Division No. 42
- Lloydminster Public School Division No. 99
- Lloydminster Roman Catholic Separate School Division No. 89
- Northern Gateway Regional Division No. 10
- Northern Lights School Division No. 69
- Parkland School Division No. 70
- Pembina Hills Regional Division No. 7
- St. Albert Public School District No. 5565
- St. Paul Education Regional Division No. 1
- St. Thomas Aquinas Roman Catholic Separate Regional Division No. 38
- Sturgeon School Division No. 24
- Yellowknife Education District No. 1
- Yellowknife Separate Education District No. 2

15.2.3. Zone 4

- Battle River Regional Division No. 31
- Chinook's Edge School Division No. 73
- Clearview School Division No. 71
- Red Deer Catholic Regional Division No. 39
- Red Deer Public School District No. 104
- Wetaskiwin Regional Division No. 11
- Wild Rose School Division No. 66
- Wolf Creek School Division No. 72

15.2.4. Zone 5

- Calgary Roman Catholic Separate School District No. 1
- Calgary School District No. 19
- Canadian Rockies Regional Division No. 12
- Christ the Redeemer Catholic Separate Regional Division No. 3
- Foothills School Division No. 38
- Golden Hills School Division No. 75
- Prairie Land Regional Division No. 25
- Rocky View School Division No. 41
- Southern Francophone Education Region No. 4

15.2.5. Zone 6

- Grasslands Regional Division No. 6
- Holy Spirit Roman Catholic Separate Regional Division No. 4
- Horizon School Division No. 67
- Lethbridge School District No. 51
- Livingstone Range School Division No. 68
- Medicine Hat Catholic Separate Regional Division No. 20
- Medicine Hat School District No. 76
- Palliser Regional Division No. 26
- Prairie Rose School Division No. 8
- Westwind School Division No. 74

- 15.3. Each geographic Zone numbered 1, 2/3, 4, 5, or 6 shall be governed by these Bylaws and Schedule A of the Alberta School Boards Association Bylaws, together with such other Bylaws established by the Zone which are not inconsistent with the Bylaws of the Association.
- 15.4. The objects of the geographic Zones shall be to work in cooperation for the mutual benefit of all members of the Alberta School Boards Association, to consider matters relating to education and school administration which are of particular interest to their areas, to encourage better understanding between Boards and the public, to work for continued improvement in the educational system, and to make recommendations to the Alberta School Boards Association.
- 15.5. The Executive Committee of the Board of Directors will meet annually with Zone Chairs to assist each other in communication of advocacy at the zone and provincial level and to promote the mission and strategic plan of the provincial organization.
- 15.6. The Board of Directors will collaborate with Zone Chairs annually to support a policy process for bringing policy proposals forward to the provincial level.
- 15.7. Zone 7
 - 15.7.1. Zone 7 of the Alberta School Boards Association shall be open to all Roman Catholic boards in the Province of Alberta and the Northwest Territories of Canada.
 - 15.7.2. Zone 7 shall be known as the Alberta Catholic School Trustees' Association.
- 15.8. Zone 8
 - 15.8.1. Zone 8 of the Alberta School Boards Association shall be open to all public boards, other than Roman Catholics, in the Province of Alberta and the Northwest Territories of Canada.
 - 15.8.2. Zone 8 shall be known as the Public School Boards' Association of Alberta.
- 15.9. Zone 9
 - 15.9.1. Zone 9 of the Alberta School Boards Association shall be open to all Francophone authorities in the Province of Alberta and the Northwest Territories of Canada.
 - 15.9.2. Zone 9 shall be known as the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities).

Bylaw 16: Expense Disclosure

16. Expense Disclosure

- 16.1. A public reporting process of placing expense reports online will take effect January 1, 2016, for the ASBA President, Vice-President, Board of Directors and Executive Director.

SCHEDULE A: FORMING BYLAWS FOR ZONES 1, 2/3, 4, 5 AND 6

(As referred to in Bylaw 15.3)

Bylaw A1: Membership

- A1.1 Membership in Zones shall be determined by Bylaw 15 of the Alberta School Boards Association.

Bylaw A2: Finance

- A2.1 Each Zone may set membership fees and vary same from time to time; the same to be in such sum as is necessary to cover operating expenses and such projects as may be undertaken by the Zone.

Bylaw A3: Meetings

- A3.1 Each Zone shall hold an annual meeting:
- a. During a 30-day period preceding the Fall General Meeting of the Alberta School Boards Association, such period ending eight clear days prior to the opening date of the Fall General Meeting;
 - b. In case of exceptional circumstances, the Executive Committee of the Board of Directors may arrange with a Zone to hold its annual meeting on a date falling outside the 30-day period.
- A3.2 Zones shall hold a meeting during the 30-day period immediately preceding the relevant General Meeting to elect the Zone Director(s) to the Board of Directors in accordance with Bylaw 5.2.
- A3.3 Other meetings of the Zones may be held in accordance with provisions hereinafter set out in Bylaw A7.
- A3.4 Any Trustee of a member board of the Zone may attend the annual or other meeting of the Zone and take part in the business of the meeting.

Bylaw A4: Voting

- A4.1 Voting for the election of the Zone Director(s) and alternate(s) to the Board of Directors of the Alberta School Boards Association shall be by secret ballot on the basis of one vote per Full Member Board. The boards of the cities of Edmonton and Calgary shall be excluded from voting for Zone Directors and the Zone Director's Alternate to the Board of Directors of the Alberta School Boards Association.

- A4.2 Voting on ordinary business or motions at annual Zone meetings shall be based upon one vote per Full Member Board in attendance, unless otherwise provided for in the Zone Bylaws.
- A4.3 Voting for Zone Chair or Vice-Chair shall be by secret ballot on the basis of one vote per Full Member Board. The election for Chair shall take place before the election for Vice-Chair.

Bylaw A5: Alberta School Boards Association Board of Directors

- A5.1 Each Zone shall elect its Director(s) and Alternate Director(s) to the Board of Directors of the Alberta School Boards Association at such time and for such terms as the Bylaws of the Association may provide.
- A5.2 The Alternate Director shall attend, participate and vote only when the Director is absent.
- A5.3 A Trustee elected to the Board of Directors of the Alberta School Boards Association shall be a trustee of a member board of the Zone other than the boards of the cities of Calgary and Edmonton.

Bylaw A6: Zone Executive

- A6.1 A member of the Zone Executive shall be a trustee of a Full Member Board of the Zone.
- A6.2 The Zone Executive shall consist of:
 - a. A Chair and Vice-Chair to be elected at large at an annual meeting, either annually or biennially;
 - b. One board representative to Zone to be elected annually by each board in the Zone; and
 - c. The Zone Director(s) or Alternate(s) representing the Zone.
- A6.3 The position of Zone Chair or Vice-Chair shall not be held by:
 - a. The ASBA President, Vice-President, Zone or Metro Director, or alternate; or
 - b. The President or Vice-President of the Alberta Catholic School Trustees' Association (Zone 7), the Public School Boards Association of Alberta (Zone 8), and the Fédération des conseils scolaires francophones de l'Alberta (Federation of Francophone School Authorities – Zone 9).
- A6.4 A majority of the members of the Zone Executive shall constitute a quorum.

- A6.5 Any Zone Director ceasing to be a trustee shall vacate his/her office, which shall be filled in accordance with provisions hereinafter set out in these Bylaws.
- A6.6 If the office of Chair becomes vacant, it shall be automatically filled by the Vice- Chair.
- A6.7 If a vacancy occurs among the Directors the board or boards represented may elect a new director to fill the vacancy.

Bylaw A7: Duties and Powers of the Zone Executive

- A7.1 The business and affairs of the Zone shall be managed by and be under the direction of the Zone Executive.
- A7.2 Without limiting the generality of the foregoing, the Zone Executive shall:
 - a. Appoint a Secretary-Treasurer who shall hold office until his/her successor is appointed;
 - b. Appoint such standing committees as it may deem necessary;
 - c. Appoint such delegates as may be required to represent the Zone;
 - d. Appoint, either from its own members or others, such special committees as it may from time to time deem advisable and prescribe their duties and functions;
 - e. Meet when necessary as determined by the Chair or by a majority of the members;
 - f. Forward minutes of all meetings to member boards of the Zone and to the Alberta School Boards Association;
 - g. Arrange such other meetings of the Zone as are deemed necessary to fulfill its objectives; and
 - h. Arrange to fill by election from the Zone membership a vacancy occurring during the unexpired term of office of Vice-Chair at a meeting of the Zone providing the membership of the Zone is given ten clear days' notice of the intent.

Bylaw A8: Bylaws

- A8.1 The Zone may establish such other Bylaws for the conduct of its affairs not inconsistent with the Bylaws of the Alberta School Boards Association

Appendix E: Governance Policy 8 – Committees of the Board of Directors (EXCERPT)

Standing Committees

Consistent with provisions in Bylaw 8, the Board of Directors has established the following standing committees with the noted purpose, powers and duties, membership and meetings.

8.2 Policy Development Advisory Committee (PDAC)

8.2.1 Purpose

- 8.2.1.1 To ensure Bylaws, Association policy positions and Board of Directors governance policies are current and relevant.

8.2.2 Powers and Duties

- 8.2.2.1 Request all member boards to identify proposed Association policy positions affecting education in their jurisdictions.
- 8.2.2.2 Request member boards to submit their proposed Association policy positions together with appropriate background research information, to their respective geographical Zones.
- 8.2.2.3 Review proposed Association policy positions from Zones and
 - 8.2.2.3.1 Request additional background or clarification when warranted;
 - 8.2.2.3.2 Ensure consistent format;
 - 8.2.2.3.3 Amalgamate overlapping proposals; and
 - 8.2.2.3.4 Determine reclassification as a request for consideration or action or issue if warranted.
- 8.2.2.4 Present proposed Association position statements to the Board of Directors for review and circulation to Boards and Zones.
- 8.2.2.5 Provide for legal review of proposed Association position statements, if required.
- 8.2.2.6 Review responses from Boards and Zones and formulate Association position statement wording for consideration at a General Meeting.
- 8.2.2.7 Assess emergent Association policy positions or requests for consideration or action submitted to both SGM and FGM and determine compliance with the principles for Association policy development as outlined in Governance Policy 10.
- 8.2.2.8 Chair the Business Sessions of the Spring and Fall General Meetings.
- 8.2.2.9 Ensure Association policy positions taken by the ASBA Board of Directors between General Meetings and requests for consideration or action, if necessary, are placed before the assembly for their consideration as position statements at the next General Meeting.

- 8.2.2.10 Notify all Boards of their opportunity to submit proposed bylaw amendments for consideration at the Spring General Meeting.
- 8.2.2.11 Review the ASBA Bylaws and make recommended housekeeping amendments to ensure currency.
- 8.2.2.12 Review issues submitted by individual Boards or Zones for consideration by the Board of Directors and make recommendations to the Board of Directors for the disposition of issues, including:
 - 8.2.2.12.1 Issues to be dealt with by the Board of Directors;
 - 8.2.2.12.2 Issues to be forwarded to the Board of Directors as proposed Association policy positions;
 - 8.2.2.12.3 Broad based issues recommended to the Board of Directors to be examined as a major theme to be considered by the membership at a General Meeting (which is not anticipated to result in an immediate position statement);
 - 8.2.2.12.4 Issues to be actioned through the development of a report or study;
 - 8.2.2.12.5 Information to be considered as part of the Board of Directors strategic planning process;
 - 8.2.2.12.6 Issues to be examined/discussed at the Zone level;
 - 8.2.2.12.7 Any other action the Committee deems appropriate.
- 8.2.3 Membership
 - 8.2.3.1 Vice-President (Chair).
 - 8.2.3.2 At least two (2) Board of Directors members.
- 8.2.4 Meetings
 - 8.2.4.1 As required at the call of the Chair.
- 8.2.5 Reporting
 - 8.2.5.1 Provide recommendations and updates to the Board of Directors as required.

Appendix F: Governance Policy 10 – Association Policy Development Process

Desired outcomes of the Association’s policy process:

- Provides timely communication and action which serve the interests and perceived needs of members;
- Unifies the members around collective action;
- Elegant in its simplicity (takes into consideration all complexity surrounding the process, with a result that is understandable; not simplistic);
- Issues focused rather than process/parliamentary procedures focused.

10.1. Development Principles

The following principles shall guide the development, adoption, and attendant actions on Association policy positions placed before the General Meeting.

- 10.1.1. Positions are to clearly define the belief, need, or concern to be addressed by the General Meeting.
- 10.1.2. Positions are to be consistent with the vision, mission, values, bylaws and the needs of the Association, thereby making the Association’s positions both sound and consistent.
- 10.1.3. Where the substance of a position would alter or contradict an Association position in effect, amendment to or deletion of the policy is to be an integral part of the Association policy position.
- 10.1.4. Association policy positions are defined as “guidelines for future discretionary action.” These statements serve to guide:
 - 10.1.4.1. The ASBA President, when making representations to the Minister and other organizations;
 - 10.1.4.2. The Board of Directors in identifying and selecting alternative modes of action within the parameters given;
 - 10.1.4.3. Those who represent the Association on external committees; and
 - 10.1.4.4. Trustees when addressing a current issue, whether at a forum, task force, or other structure.
- 10.1.5. Association position statements allow the membership to steer the Association in desired directions.
- 10.1.6. Association position statements are to be reviewed a minimum of every five (5) years to either reaffirm, amend or delete existing statements in order to give maximum emphasis to the needs and/or concerns of the membership.
- 10.1.7. Association position statements can also seek to delete existing position statements.
- 10.1.8. Updates on Association policy work undertaken by the Board of Directors are to be given at all Zone meetings. As well, opportunities for input are to be provided.

10.2. Regular Position Statements

- 10.2.1. Notwithstanding Bylaw 8.2.7, regular position statements will normally be considered at the Fall General Meeting.
- 10.2.2. The Policy Development Advisory Committee shall request all member boards to identify proposed Association position statements affecting education. The call for proposed Association position statements will be made annually to develop position statements for consideration at the Fall General Meeting.
- 10.2.3. Member boards shall submit their proposed Association position statements, together with appropriate background research information, to their respective geographical zones.
- 10.2.4. Geographical zones may forward up to three proposed Association positions sponsored by a Board or the Zone to the Association. Suggested amendments to existing position statement will be in addition to the above limits. (Zone 2/3 – maximum of six.)
- 10.2.5. The Board of Directors, or the Policy Development Advisory Committee, shall:
 - 10.2.5.1. Review the proposals from the Zones;
 - 10.2.5.2. Request additional background or clarification when warranted;
 - 10.2.5.3. Ensure consistent format;
 - 10.2.5.4. Amalgamate overlapping proposals;
 - 10.2.5.5. Determine reclassification as a request for consideration or action or issue, if warranted.
- 10.2.6. The proposed position statements (additions, deletions, amendments, reaffirmations) will be reviewed by the Board of Directors or the Policy Development Advisory Committee and then circulated to Boards and Zones for review and response.
- 10.2.7. Zone responses to the draft position statements shall be sent to the Board of Directors, or the Policy Development Advisory Committee, to be reviewed to ensure the draft positions reflect the intent of the Zones.
- 10.2.8. The Board of Directors, or the Policy Development Advisory Committee, shall review responses from the Zones and is responsible for the final wording of policy positions to be presented for consideration to the Fall General Meeting. The Board of Directors shall place these statements before the membership, normally at the Fall General Meeting.
- 10.2.9. In accordance with item 2.2, a timeline outlining the annual process will be provided with the call for proposed Association policy positions.

10.3. Emergent Position Statements

- 10.3.1. Emergent position statements submitted by the membership for consideration at a General Meeting shall be submitted to the Policy Development Advisory Committee (PDAC) by 4:00 p.m. on the thirty-fifth (35) day prior to the first business day of a General Meeting.
- 10.3.2. The Policy Development Advisory Committee (PDAC) shall assess each emergent position to determine its compliance with the principles for Association policy.

PDAC shall:

- 10.3.2.1. Reject positions that address issues which have arisen prior to the deadline for submission of regular position statements; and
- 10.3.2.2. Cause to be announced, immediately after the emergent position statement has been placed on the floor of the General Meeting, rationale for and decisions reached regarding compliance of the proposed emergent resolution with the principles for Association position statement development.
- 10.3.3. Emergent positions arising after the deadline for submission of emergent issues will be addressed by PDAC with a recommendation to the Executive Committee for disposition.
- 10.3.4. If the criteria defining an emergent position is not met, the matter may still be considered as an emergent position by the assembly if:
 - 10.3.4.1. Consideration of the position is supported by a two-thirds majority of voting Full Member Boards, and
 - 10.3.4.2. The mover makes available the wording of the position statement to all delegates.
- 10.4. Extraordinary Positions
 - A position shall be accepted for consideration as an Extraordinary Position if:
 - 10.4.1. The position arises out of the business of the General Meeting,
 - 10.4.2. Consideration of the position is supported by a two-thirds majority of voting Full member Boards, and
 - 10.4.3. The mover makes available the wording of the position to all delegates.
- 10.5. Disposition of Outstanding Position Statements
 - 10.5.1. Positions not dealt with by the scheduled time of adjournment on the last day of the General Meeting shall be referred automatically to the Board of Directors for such action as the Board is at liberty to take in accordance with Bylaw 8.2.7.
 - 10.5.2. These outstanding issues must be included on the agenda of the next general meeting.