

Approved Budget

2017/2018

May 9, 2017

Dear Board Member:

In preparation for the 63rd Annual General Meeting of the Nova Scotia School Boards Association, you will find an NSSBA Budget Package and the Audited Financial Statements.

We are pleased to provide this package for your information. If you have any questions or require clarification about a particular part of the budget or the Financial Statements please feel free to contact Karen Budden, Finance & Office Manager at 491-2853 or kbudden@nssba.ca.



Karen Budden
Finance & Office Manager

**Nova Scotia School Boards Association
Financial Statements
For the year ended March 31, 2017**

**Nova Scotia School Boards Association
Financial Statements
For the year ended March 31, 2017**

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Management's Report

Management's Responsibility for the Financial Statements

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Board of Directors are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities through the Board. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly. The Board also discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, McNeil Porter Héту, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Nova Scotia School Boards Association and meet when required. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements

On behalf of the Board:

Director

Director



McNeil Porter Héту
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Independent Auditor's Report

To the members of Nova Scotia School Boards Association:

We have audited the accompanying financial statements of Nova Scotia School Boards Association, which comprise the statement of financial position as at March 31, 2017 and the statement of operations and accumulated surplus, and the statement of cash flows for the year ended March 31, 2017, and the summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Nova Scotia School Boards Association as at March 31, 2017 and the results of its operations and its cash flows for the year ended March 31, 2017 in accordance with Canadian public sector accounting standards.

McNeil Porter Héту

Licensed Public Accountants, Nova Scotia, Canada

May 6, 2017
Dartmouth, Nova Scotia

**Nova Scotia School Boards Association
Statement of Financial Position
As At March 31, 2017**

| | | 2017 \$ | 2016 \$ |
|--|-------------------------|-------------------|-------------------|
| | | <u> </u> | <u> </u> |
| | Financial assets | | |
| Cash and bank | | 113,303 | 59,031 |
| Short term investments | note 3 | 400,000 | 400,000 |
| Accounts receivable | | 71,826 | 49,991 |
| Recoverable expenses | note 4 | --- | 36,134 |
| Accrued interest receivable | | 1,173 | 2,333 |
| Refundable taxes | note 5 | 111,972 | 85,179 |
| | | <u>698,274</u> | <u>632,668</u> |
| | Liabilities | | |
| Accounts payable and accruals | | 54,807 | 35,105 |
| Inspiring Communities | note 6 | 105,906 | 44,935 |
| | | <u>160,713</u> | <u>80,040</u> |
| Net financial assets | | <u>537,561</u> | <u>552,628</u> |
| Prepaid expenses | | 17,015 | 1,313 |
| Tangible capital assets | note 7 | 19,477 | 19,628 |
| Non-financial assets | | <u>36,492</u> | <u>20,941</u> |
| Accumulated surplus | note 8 | <u>574,053</u> | <u>573,569</u> |
| Contingencies and contractual obligations | note 12 | | |
| Economic dependence | note 13 | | |
| Retirement, post-employment, compensated absences and termination benefits | note 14 | | |

On behalf of the Board:

Director

Director

The accompanying notes are an integral part of these financial statements.

Nova Scotia School Boards Association
Statement of Operations and Accumulated Surplus
For the year ended March 31, 2017

| | Unaudited Budget 2017 | 2017 | 2016 |
|---|--------------------------|----------------|----------------|
| | \$ | \$ | \$ |
| Member school boards fees | 536,875 | 537,500 | 456,875 |
| Group insurance administration | 40,505 | 40,505 | 40,505 |
| Conference and seminars | 12,000 | 16,554 | 35,409 |
| Pension plan administration | 24,750 | 24,750 | 24,750 |
| Sales tax rebates | 15,000 | 26,793 | 14,509 |
| Rent | 13,032 | 13,032 | 13,032 |
| Administration fees | 35,000 | 43,873 | 10,136 |
| Interest | 1,200 | 2,685 | 3,264 |
| Revenue | 678,362 | 705,692 | 598,480 |
| Administration | 590,481 | 542,713 | 440,188 |
| Governance | 70,000 | 60,862 | 65,506 |
| Committees | 67,100 | 28,615 | 27,074 |
| Expenses (see attached schedule) | 727,581 | 632,190 | 532,768 |
| Annual surplus (deficit) | (49,219) | 73,502 | 65,712 |
| Accumulated surplus, beginning of year | 573,569 | 573,569 | 162,445 |
| Received for funds | | | |
| Governance action plan | --- | --- | 371,055 |
| Disbursed from funds | | | |
| Governance action plan | --- | (73,018) | (10,634) |
| Board member development fund | --- | --- | (15,009) |
| Accumulated surplus, end of year | 524,350 | 574,053 | 573,569 |

The accompanying notes are an integral part of these financial statements.

**Nova Scotia School Boards Association
Statement of Cash Flows
For the year ended March 31, 2017**

| | <u>2017</u> | <u>2016</u> |
|--|-----------------------|------------------------|
| | \$ | \$ |
| Cash Flows from Operations | | |
| <i>Increase:</i> | | |
| Member fees and other receipts | 551,799 | 453,900 |
| Interest | 3,845 | 2,756 |
| Net restricted funds transactions | — | 345,412 |
| <i>Decrease:</i> | | |
| Governance, administration and committees | (419,560) | (734,976) |
| Net restricted funds transactions | (73,018) | — |
| <i>Increase (decrease) from operations</i> | <u>63,066</u> | <u>67,092</u> |
| Cash Flows from Investing Activities | | |
| <i>Decrease:</i> | | |
| Leasehold, furniture and equipment purchases | (8,794) | (11,276) |
| <i>Increase (decrease) from investing</i> | <u>(8,794)</u> | <u>(11,276)</u> |
| | | |
| Increase (decrease) in cash and cash equivalents | <u>54,272</u> | <u>55,816</u> |
| Change in Cash and Cash Equivalents | | |
| Cash and bank | 59,031 | 53,215 |
| Short term investments | 400,000 | 350,000 |
| <i>Cash and cash equivalents, beginning of year</i> | <u>459,031</u> | <u>403,215</u> |
| Cash and bank | 113,303 | 59,031 |
| Short term investments | 400,000 | 400,000 |
| <i>Cash and cash equivalents, end of year</i> | <u>513,303</u> | <u>459,031</u> |
| | | |
| Increase (decrease) in cash and cash equivalents | <u>54,272</u> | <u>55,816</u> |

The accompanying notes are an integral part of these financial statements.

**Nova Scotia School Boards Association
Notes to the Financial Statements
For the year ended March 31, 2017**

1. *Governing statutes and nature of operations*

The Nova Scotia School Boards Association is incorporated under the Nova Scotia School Boards Association Act. The objectives of the Association are:

- > to provide a forum for the exchange of views and information on matters of mutual interest among the boards holding membership in the Association;
- > to provide a common voice for the member boards in presentations to the provincial government, department of education, royal commissions, and other authorities or organizations concerned with education; and
- > to co-operate with the provincial and municipal governments and with other organizations in the furtherance of education.

2. *Summary of significant accounting policies*

Basis of presentation

These financial statements are prepared in conformity with Canadian generally accepted accounting principles as recommended by the Public Sector Accounting Board excluding PS 4200 as required by the Minister of Finance for the Province of Nova Scotia.

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditures during the year. Significant areas of estimation include assumptions used in estimating amortization of tangible capital assets and provisions for accrued liabilities. Actual results could differ from these estimates.

Revenues

Revenues are recorded on the accrual basis. The main components of revenue are fees paid by member school boards and various service fees.

Expenses

Expenses are recorded on the accrual basis and reported by category on the statement of operations and accumulated surplus with a more detailed presentation provided by the schedule of expenses.

Financial assets

Cash and bank, short term investments and accrued interest are recorded at cost, which approximates market value. Accounts receivable are recorded at principal amount less valuation allowances.

**Nova Scotia School Boards Association
Notes to the Financial Statements
For the year ended March 31, 2017**

2. Summary of significant accounting policies (continued)

Liabilities

Accounts payable and accruals are amounts due in one year or less. Liabilities are recorded at cost which approximates market value.

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. If the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

Non financial assets

Tangible capital assets have useful lives extending beyond the accounting period, are held for use in the production and supply of goods and services, and are not intended for sale in the ordinary course of operations. Tangible capital assets are recorded at gross historical cost (or estimated cost when the actual cost is unknown) and include all costs directly attributable to the acquisition, construction, development, and installation of the tangible capital asset, except interest. Tangible capital assets consist of furniture, equipment and computers.

Prepaid expenses are cash disbursements for goods or services, other than tangible capital assets and inventories of supplies, that will provide economic benefits in one or more future periods. The prepaid amount is recognized as an expense in the year the good or service is used or consumed.

3. Short term investments

The Association holds funds in trust on behalf of Computers for Schools Nova Scotia. These funds are invested in short term deposits and will be transferred to Computers for Schools at their Board's request.

| | 2017 |
|------------------------------------|-------------|
| | \$ |
| Total term deposits | 450,000 |
| In Trust for Computers for Schools | 50,000 |
| Short term investments | 400,000 |

4. Recoverable expenses

| | 2017 | 2016 |
|------------------------|-------------|-------------|
| | \$ | \$ |
| Pension plan expenses | --- | 24,172 |
| MEB Committee expenses | --- | 11,962 |
| | --- | 36,134 |

Recoverable expenses outstanding from 2016 have been invoiced and collected. All recoverable expenses incurred during 2017 have been invoiced and any outstanding amounts are included in the accounts receivable balance.

Nova Scotia School Boards Association
Notes to the Financial Statements
For the year ended March 31, 2017

5. Refundable taxes

A not for profit organization that receives government funding in excess of 40% of its total revenue is entitled to a 50% rebate for HST paid on purchases. A claim for the rebate for the period January 1, 2011 to December 31, 2014 was initially rejected. This claim is currently under review by the appeals division of the Canada Revenue Agency. Further claims have been deferred pending the decision of the appeals division. The amount reported includes the amount claimed and an estimate of the amount for the period January 1, 2015 to March 31, 2017.

6. Inspiring Communities

On January 13, 2016 the Association entered into an agreement with the Department of Education and Early Childhood Development (EECD) to manage the development of a provincial collective impact study. EECD will fund the project with quarterly installments and the association will receive an administration fee calculated as 15% of the project cost. Inspiring Communities was created to support collaborative efforts to address complex social issues in Nova Scotia's communities. They engage directly with local organizations and residents to understand the challenges they're facing and to identify innovative solutions for overcoming them. Their work is all about finding new ways of coming together to help facilitate action that will lead to positive social impact and to remove barriers preventing our communities from thriving. Their work is a priority of eight social policy Ministers and Deputy Ministers: Education and Early Childhood Development; Labour and Advanced Education; Communities, Culture and Heritage; Health and Wellness; Community Services; Seniors; Justice; and, Aboriginal Affairs. They recognize that working collaboratively - both within government and in communities - is needed to come up with new solutions to complex problems that cannot be addressed by one department or sector on its own. Dedicated staff include Annika Voltan, Director, and Sarah Mathewson, Research and Evaluation Analyst.

7. Tangible capital assets

| | | | 2017 | 2016 |
|------------------------------------|------|----------------------------------|------------|------------|
| | | | \$ | \$ |
| | Rate | Accumulated Cost Amortization | Book Value | Book Value |
| Equipment, furniture and computers | 5 yr | 361,477 | 342,000 | 19,477 |
| | | | 19,628 | 19,628 |

8. Accumulated surplus

Externally restricted funds

Governance action plan

During a previous fiscal period, the Association received, on behalf of several litigants, a settlement in respect of a lengthy dispute with the Nova Scotia Teachers Union. The Association received authority from the Department of Education to disburse these funds over a three year period in support of the Governance Action Plan as recommended by the Auditor General.

Internally restricted funds

Legal expense reserve

The Association has appropriated \$20,000 from general funds to hold as a reserve for unexpected legal costs that may arise between budget periods.

Dues stabilization fund

The dues stabilization fund was established to control dues required to fund annual fluctuations in surpluses and deficits. The Association imposed a maximum balance of \$100,000 on this fund.

| | | 2017 | 2016 |
|----------------------------|--|---------|---------|
| | | \$ | \$ |
| Governance action plan | | 287,403 | 360,421 |
| Legal expense reserve | | 20,000 | 20,000 |
| Dues stabilization fund | | 100,000 | 100,000 |
| Invested in capital assets | | 19,477 | 19,628 |
| General funds | | 147,173 | 73,520 |
| | | 574,053 | 573,569 |

**Nova Scotia School Boards Association
Notes to the Financial Statements
For the year ended March 31, 2017**

9. Pension fund

The Nova Scotia School Boards Association Pension Plan provides pension benefits for the non-teaching employees of participating Boards of the Nova Scotia School Boards Association including the Association's employees.

A pension plan is a reporting entity separate from a sponsor and the plan participants. As such, these financial statements do not reflect information about the pension plan, including net assets available for benefits and the pension obligations.

10. Bank line of credit

The Association has access to a line of credit of \$75,000, secured by the assets of the Association and bearing interest at prime.

11. Lease commitment

On March 1, 2011, the association entered into a 10 year lease agreement for new office premises. Monthly lease payments are \$5,931 plus applicable taxes.

12. Contingencies and contractual obligations

The Nova Scotia School Boards Association entered into agreements with the Minister of Industry representing the Government of Canada for the financial support of the Computers for Schools program in Nova Scotia. Computers for Schools supports the collection and refurbishment of surplus federal and donated private sector computers and their delivery, ready-to-use, to schools, libraries and other not-for-profit learning organizations. The Computers for Schools program involves partnerships with a network of not-for-profit organizations, federal departments, provincial and territorial governments, the private sector, school boards and the voluntary sector throughout Canada.

While the Nova Scotia School Boards Association has representation on the Computers for Schools Nova Scotia Board, the program is run independently from the Association. As the signatory to the agreements with the Minister of Industry, the Nova Scotia School Boards Association has assumed all financial and other risks associated with the terms and conditions of the agreements.

13. Economic dependence

The major source of funding for the Association is the Department of Education of the Province of Nova Scotia through the School Boards of Nova Scotia. Individual School Boards may opt out of membership. The fees paid by the School Boards are subject to the approval of the Department of Education of the province of Nova Scotia.

14. Retirement, post-employment, compensated absences and termination benefits

The Association is not responsible for any material retirement, post-employment, compensated absences or termination benefits.

**Nova Scotia School Boards Association
Schedule of Expenses
For the year ended March 31, 2017**

| | Unaudited Budget 2017 | 2017 | 2016 |
|--|--------------------------|----------------|----------------|
| | \$ | \$ | \$ |
| Administration | | | |
| Amortization | — | 9,341 | 8,945 |
| Audit | 10,000 | 9,976 | 9,976 |
| Central purchasing | 2,000 | 1,517 | 1,521 |
| Consulting | 50,000 | 11,138 | 1,569 |
| Equipment lease and maintenance | 12,000 | 6,234 | 2,802 |
| Grants and membership fees | 1,265 | 1,265 | 1,265 |
| Insurance | 6,000 | 3,987 | 3,812 |
| Legal fees | — | 2,742 | 727 |
| Office occupancy | 73,809 | 78,708 | 75,169 |
| Office supplies | 4,000 | 11,094 | 3,174 |
| Planning and promotion | 20,000 | 4,206 | 5,906 |
| Postage and shipping | 500 | 592 | 240 |
| Research material | 1,200 | 531 | 1,495 |
| Salaries, benefits and executive director compensation | 391,707 | 371,070 | 302,839 |
| Special projects | — | — | 49 |
| Sundry | 4,000 | 9,021 | 5,194 |
| Telephone | 14,000 | 21,291 | 15,505 |
| | <u>590,481</u> | <u>542,713</u> | <u>440,188</u> |
| Governance | | | |
| Board of directors and executive committee | 40,000 | 30,011 | 37,209 |
| Canadian School Boards Association | 30,000 | 30,851 | 28,297 |
| | <u>70,000</u> | <u>60,862</u> | <u>65,506</u> |
| Committees | | | |
| External | 13,000 | 5,275 | 11,752 |
| Leaders advisory | 3,000 | 1,844 | 1,827 |
| Self-assessment and professional development | 36,100 | 10,423 | — |
| Standing | 15,000 | 11,073 | 13,495 |
| | <u>67,100</u> | <u>28,615</u> | <u>27,074</u> |
| Expenses | <u>727,581</u> | <u>632,190</u> | <u>532,768</u> |

NSSBA Draft Budget 2017/2018
 Approved by the Board of Directors March 3, 2017

| | Audited March 31, 2016 | Audited March 31, 2017 | 2017/2018 Budget |
|---|---------------------------|---------------------------|---------------------|
| REVENUE: | | | |
| 1 Membership Dues | 456,875 | 456,875 | 492,906 |
| 2 EECD Grants | | 80,625 | |
| 3 Group Insurance Administration | 40,505 | 40,505 | 40,505 |
| 4 Pension Plan Administration | 24,750 | 24,750 | 24,750 |
| 5 Conference & Seminars | 35,409 | 16,555 | 12,000 |
| 6 Interest | 3,264 | 2,685 | 1,000 |
| 7 Inspiring Communities Admin Fee | 10,136 | 31,639 | 31,000 |
| 8 Rent Revenue | 13,032 | 13,032 | 13,032 |
| 9 Surplus/Deficit at Beginning of Year | - | 49,266 | 124,523 |
| 10 HST Recovery | 14,509 | 15,000 | 15,000 |
| 11 Mikmaq Education | | 12,234 | |
| TOTAL REVENUE | 598,480 | 743,166 | 754,716 |
| EXPENSES: | | | |
| 12 Central Purchasing | 1,521 | 4,037 | 2,000 |
| 13 Communications /Publications/Advertising | 5,906 | 8,558 | 20,000 |
| 14 Leaders Advisory Committee | 1,827 | 1,844 | 3,000 |
| 15 Legal Fund - Boards | 727 | 223 | 40,000 |
| 16 NSSBA Governance | 37,209 | 25,541 | 39,000 |
| 17 NSSBA Standing Committees | 13,495 | 11,433 | 15,000 |
| 18 School Board PD | | 10,423 | |
| 19 External Committees | 11,752 | 4,333 | 10,000 |
| 20 CSBA | 28,297 | 30,851 | 35,400 |
| 21 Audit Fees | 9,976 | 9,976 | 10,000 |
| 22 Directors and Officers, Property, Crime,& Liability Ins. | 3,812 | 3,987 | 6,000 |
| 23 Equipment Expense | 13,316 | 14,062 | 12,046 |
| 24 Grants & Membership Fees | 1,265 | 1,265 | 1,265 |
| 25 Occupancy Costs | 75,169 | 79,375 | 78,000 |
| 26 Office Administration Costs | 3,174 | 6,136 | 6,372 |
| 27 Postage & Shipping | 240 | 592 | 1,000 |
| 28 Staff Professional Development | 1,841 | 3,589 | 6,100 |
| 29 Research Material | 1,495 | 530 | 1,200 |
| 30 Management Consulting | | 9,038 | 22,103 |
| 31 Staff Salaries & ED Contract | 270,559 | 330,721 | 369,935 |
| 32 Staff Benefits | 30,151 | 36,799 | 47,295 |
| 33 Sundry | 5,194 | 4,035 | 6,000 |
| 34 Telephone | 15,505 | 21,291 | 23,000 |
| TOTAL EXPENSES | 532,431 | 618,642 | 754,716 |
| Excess(Expenditures) Revenue for the Year | 66,049 | 124,523 | - |

NSSBA Budget Notes

Revenue:

1. Membership Dues

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 456,875 | 492,906 | 36,031 |

In 2016/17 the Membership Dues stayed the same as 2015/2016. The NSSBA Board of Directors approved a total dues increase of \$36,031.

2. EECD Grant

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 80,625 | -0- | (80,625) |

In 2016/2017 EECD gave a onetime Grant to the NSSBA.

3. Group Insurance Administration

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 40,505 | 40,505 | -0- |

The Employee Benefits Committee passed a motion that the NSSBA apply an administrative charge of 1/3 of 1% against the premiums collected by Blue Cross under the Employee Benefit Program for the purpose of defraying annual administration costs. In addition to the administrative support agreement Johnson Incorporated pays an administrative fee for Home-Auto premiums.

4. Pension Plan Administration

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 24,750 | 24,750 | -0- |

This fee is charged to the NSSBA Pension Plan for Non-Teaching staff of school boards to help offset office administration and salary costs.

5. Conferences & Seminars

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| <i>16,555</i> | <i>12,000</i> | <i>(4,555)</i> |

It was agreed by the board of directors that any revenue from the AGM, Fall Conference & Spring Conference would appear on this line. The amount showing is from the AGM 2016 and Fall conference 2016.

6. Interest

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| <i>2,685</i> | <i>1,000</i> | <i>(1,685)</i> |

This item reflects interest on short term GIC investments.

7. Inspiring Communities Admin Fee

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| <i>31,639</i> | <i>31,000</i> | <i>(639)</i> |

Inspiring Communities was created to support collaborative efforts to address complex social issues in Nova Scotia's communities. They engage directly with local organizations and residents to understand the challenges they're facing and to identify innovative solutions for overcoming them. Their work is all about finding new ways of coming together to help facilitate action that will lead to positive social impact and to remove barriers preventing our communities from thriving.

Their work is a priority of eight social policy Ministers and Deputy Ministers: Education and Early Childhood Development; Labour and Advanced Education; Communities, Culture and Heritage; Health and Wellness; Community Services; Seniors; Justice; and, Aboriginal Affairs. They recognize that working collaboratively - both within government and in communities - is needed to come up with new solutions to complex problems that cannot be addressed by one department or sector on its own.

NSSBA oversees the administration of this program and the fee is reflected above.

8. Rent Revenue

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 13,032 | 13,032 | -0- |

Rent revenue from the Nova Scotia Educational Leadership Consortium.

9. Surplus/Deficit at the Beginning of the Year

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 49,266 | 124,523 | 75,257 |

It is a practice of the NSSBA to carry forward the surplus from the year before.

10. HST Recovery

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 15,000 | 15,000 | -0- |

NSSBA is entitled to a 50% rebate for HST paid on purchases.

11. Mikmaq Education

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 12,234 | -0- | (12,234) |

Expenses:

12. Central Purchasing

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 4,037 | 2,000 | (2,037) |

This expense item covers the cost of meetings for the Central Purchasing Committee. In 2016/2017 NSSBA paid for legal to review the provincial RFP for fuel to ensure that school boards interest were properly represented.

13. Communications / Publications/ Advertising

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 8,558 | 20,000 | 11,442 |

This budget line is used to assist in carry out some of the Associations Priorities.

14. Leaders Advisory Committee

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 1,844 | 3,000 | 1,156 |

15. Legal Fund - Boards

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 223 | 40,000 | 39,777 |

In support of the South Shore Regional School Board's Court of Appeal in relation to a court decision on School Review. NSSBA filed a motion to intervene on behalf of all school boards, the motion was approved. The matter is ongoing and will carry forward into 2017/2018.

16. NSSBA Governance

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 25,541 | 39,000 | 13,459 |

The following items are included in this Budget line:

| | |
|-------------------------------|--------|
| Presidents Honorarium: | 5,040 |
| Board of Directors Meetings: | 27,000 |
| Executive Committee Meetings: | 6,960 |

Total \$39,000

The increase is to allow for an additional BOD meeting between March and the AGM.

17. Standing Committees

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 11,433 | 15,000 | 3,567 |

Standing Committees:

| | |
|---|-----------------|
| Education Committee Meetings | 5,800 |
| Elections & Resolutions Committee Mtg | 1,300 |
| Communications Committee | 3,000 |
| Attendance to special meetings & visits to the boards | 4,900 |
| Total | \$15,000 |

18. School Board PD

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 10,423 | 0 | (10,423) |

This Budget line was used to provide PD to Board Chairs and Vice Chairs in the Spring

19. External Committees and Conferences

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 4,333 | 10,000 | 5,667 |

To cover the NSSBA Board of Directors and Staff involvement on committees to which direct expenses and/or per diem charges for elected members are charged. There are significant savings to this line as a decision was made to have more staff involvement on external committees.

20. CSBA

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 30,851 | 35,400 | 4,549 |

The \$35,400 Budget for 2017/2018 will cover Membership Dues for a full year as well as Travel Cost for the President & Executive Director to attend meetings and conferences.

21. Audit Fees

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 9,976 | 10,000 | 24 |

22. Directors and Officers Insurance, Property, Crime, & Liability

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 3,987 | 6,000 | 2,013 |

Insurance coverage for the activities of NSSBA Directors & Officers pertaining to NSSBA operations.

23. Equipment Expense

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 14,062 | 12,046 | (2,016) |

Budget includes the following:

| | |
|----------------------------------|--------|
| Depreciation | 5,172 |
| Equipment Maintenance & Supplies | 1,046 |
| Equipment Purchases under \$200 | 600 |
| Computer Consulting | 3,000 |
| Equipment Leases | 2,228 |
| | 12,046 |

24. Grants & Membership Fees

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 1,265 | 1,265 | 0 |

Educational Leadership Consortium Membership

25. Occupancy Costs

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 79,375 | 78,000 | (1,375) |

This line includes rent, parking and storage room rental.

26. Office Administration Costs

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 6,136 | 6,372 | 236 |

This budget line includes cost of stationery and office supplies.

27. Postage & Shipping

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 592 | 1,000 | 408 |

28. Staff Professional Development

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 3,589 | 6,100 | 2,511 |

It is agreed that the association and the employee share the desire to improve professional standards. The PD budget is based on allocation in the policy and procedure manual for Staff.

29. Research Material

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 530 | 1,200 | 670 |

This item covers the cost of material for the NSSBA resource collection.

30. Management Consulting

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 9,038 | 22,103 | 13,065 |

This line covers the cost of the work for the funding review committee and Student Travel Policy

31. Staff Salaries & ED Contract

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 330,721 | 369,935 | 39,214 |

This figure includes salaries for four full time employees, with no cost of living increase. Executive Director's salary is in accordance with the contract approved by the board of directors.

32. Staff Benefits

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 36,799 | 47,295 | 10,496 |

This figure provides for benefits (CPP, EI, pension and group insurance) for four employees.

The 2017/18 budget Includes:

| | |
|-------------------|-----------|
| Co Paid Pension | 20,256.03 |
| Employer CPP/UIC | 15,461.25 |
| Employer Grp Ins. | 11,577.73 |

33. Sundry

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 4,035 | 6,000 | 1,965 |

Petty cash, repairs, water, coffee supplies, plus any NSSBA office expense not covered under other categories.

34. Telephone

| <i>Actual 2016/17</i> \$ | <i>Budget 2017/18</i> \$ | <i>Increase(Decrease)</i> \$ |
|-----------------------------|-----------------------------|---------------------------------|
| 21,291 | 23,000 | 1,709 |

This item includes the cost of phone system, fax, and cell phones and Internet e-mail.

