



Setting the Standard for Great Teaching
Fixer la norme pour un enseignement de qualité

Memo

Date: October 31, 2019
To: Members of Council
From: Diane Ballantyne
Chair, Finance Committee
Subject: Report of the Finance Committee

Committee Meeting Date

Since the last report to Council, the Finance Committee met on October 23, 2019.

Summary of Discussions

1. Council Budget Session Debrief

The Finance Committee invested time reviewing the budget session transcript, which outlined a number of questions and answers related to the 2020 budget proposal. There was also a review of Council member questions received after the budget briefing. All feedback was instructional and was organized into themes for the purpose of informing the final 2020 budget recommendation and reporting back to Council. The Finance Committee is revising the budget input process for 2021 to encourage increased committee input. The committee passed a motion endorsing a \$20 fee increase as a recommendation for Council consideration.

2. Review of Accreditation Fees

The Finance Committee reviewed options to adjust the fees for initial accreditation, renewal of accreditation and the addition to program change review process. The specific sections under review in the bylaw include:

23.10 That the application fee for the initial accreditation of programs of professional education and additions to programs of professional education be based on a one-time travel cost of \$231.81 per person, and a daily per diem of \$222.90 per person for the number of days needed to conduct a review.

23.11 That the renewal fee for application for the accreditation of programs of professional education shall be based on a one-time travel cost of \$231.81 per person, and a daily per diem of \$222.90 per person for the number of days needed to conduct a site visit.

The committee option analysis and review focused on updating the fee structure to reflect inflationary pressures. Two options were considered relating to (1) updating the fees by inflation since inception back to 2004, or (2) updating the fees by inflation retroactive to 2014. A motion carried supporting a fee increase retroactive to fee inception back to 2004 for a total increase to newly recommend fees of \$315.17 for travel and \$303.06 for the related per diem.

3. 2020 Finance Committee Dates

The committee reviewed and set meeting dates for the 2020 fiscal period.

Motions Referred to Council

The Finance Committee approved the following motion:

That Council approve the proposed 2020 College budget including an annual membership fee increase to \$170 effective January 1, 2020;

Duties/Mandate of the Finance Committee

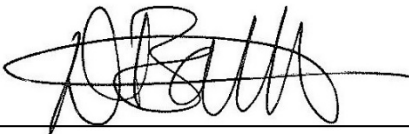
The Finance Committee reviews and reports to Council regarding the financial affairs and position of the College, and recommends an annual budget to Council. The Finance Committee also functions as the Audit Committee of the College, and makes recommendations to Council with respect to the appointment of the auditor and approval of the annual audited financial statements.

Future Committee Meeting Date

The next meeting is scheduled for December 11, 2019.

Committee Members

Diane Ballantyne, OCT (Chair)
Colleen Landers (Vice-Chair)
Nicola Powadiuk, OCT
Vincent Rinaldo, OCT
Nicole van Woudenberg, OCT



Diane Ballantyne

Ontario College of Teachers
2020 Budget



Ontario College of Teachers
2020 Budget

Council Meeting: December 5, 2019

Ontario College of Teachers

2020 Budget

Statement of Operations

| | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|--|-------------------|--------------------|--------------------|--------------------|--------------------------|
| Revenue | | | | | |
| 1 Annual Membership Fees | 35,209,392 | 35,001,900 | 35,489,770 | 39,543,870 | 13.0% |
| 2 Other Fees | 1,931,822 | 1,284,700 | 1,256,500 | 1,884,010 | 46.6% |
| 3 Advertising Revenue - Magazine | 710,756 | 936,000 | 895,500 | 775,000 | -17.2% |
| 4 Advertising Revenue - Website | 89,780 | 122,000 | 102,320 | 80,000 | -34.4% |
| 5 External Project Funding | 109,831 | 49,000 | 49,000 | 0 | -100.0% |
| 6 Investment and Other Income | 452,891 | 286,000 | 310,000 | 320,000 | 11.9% |
| Total Revenue | 38,504,472 | 37,679,600 | 38,103,090 | 42,602,880 | 13.1% |
| Expenses | | | | | |
| 7 Employee Compensation | 21,278,554 | 22,364,070 | 22,325,040 | 23,255,316 | 4.0% |
| 8 Council and Committees | 933,490 | 810,870 | 778,510 | 810,870 | 0.0% |
| 9 Membership Services Department | 50,357 | 66,000 | 56,229 | 66,000 | 0.0% |
| 10 Investigations and Hearings | 4,132,265 | 4,790,420 | 4,540,340 | 4,790,420 | 0.0% |
| 11 Standards of Practice and Accreditation | 472,125 | 700,200 | 522,958 | 700,200 | 0.0% |
| 12 Office of the Registrar and Finance | 645,380 | 698,000 | 642,770 | 698,000 | 0.0% |
| 13 Corporate and Council Services | 6,978,298 | 7,830,500 | 7,299,775 | 8,333,750 | 6.4% |
| 14 Council Elections | 220,047 | 0 | 0 | 105,000 | 100.0% |
| 15 Public Awareness Initiative | 0 | 0 | 0 | 0 | 0.0% |
| 16 Occupancy Costs 101 Bloor West | 1,922,116 | 2,146,300 | 2,021,100 | 2,146,300 | 0.0% |
| 17 Amortization | 2,217,056 | 2,713,042 | 2,740,211 | 3,216,378 | 18.6% |
| Total Expenses | 38,849,687 | 42,119,402 | 40,926,933 | 44,122,234 | 4.8% |
| Operating Surplus (Deficit) | (345,215) | (4,439,802) | (2,823,843) | (1,519,354) | |

Ontario College of Teachers

2020 Budget

| 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|----------------|----------------|------------------|----------------|--------------------------|
|----------------|----------------|------------------|----------------|--------------------------|

Revenue

| | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| 1 Annual Membership Fees | 35,209,392 | 35,001,900 | 35,489,770 | 39,543,870 | 13.0% |
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ANNUAL MEMBERSHIP FEES

Revenue is based on an annual fee of \$170 multiplied by 232,611 members in 2020.

OTHER FEES

The College charges other fees for member and applicant services, the largest of which are registration, evaluation and reinstatement fees.

ADVERTISING REVENUE - MAGAZINE

Professionally Speaking/Pour parler profession, the quarterly College magazine for members, generates advertising revenue that helps to offset related publication costs.

ADVERTISING REVENUE - WEBSITE

The College obtains revenue from the sale of advertising on its website and in its electronic newsletters.

EXTERNAL PROJECT FUNDING

From time to time the College receives funds from outside partners to pursue projects of mutual benefit.

INVESTMENT AND OTHER INCOME

The College collects the majority of its fee income in the first quarter of the year and invests funds not immediately required for operations in short-term investments as approved by College bylaws.

Ontario College of Teachers

2020 Budget

| Employee Compensation | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|------------------------------------|-------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|
| 7.1 | Salaries | 16,715,433 | 17,369,198 | 17,369,198 | 18,163,166 | 4.6% |
| 7.2 | Benefits | 4,259,278 | 4,660,242 | 4,660,242 | 4,757,520 | 2.1% |
| 7.3 | Training & Professional Development | <u>303,843</u> | <u>334,630</u> | <u>295,600</u> | <u>334,630</u> | 0.0% |
| Total Employee Compensation | | 21,278,554 | 22,364,070 | 22,325,040 | 23,255,316 | 4.0% |

SALARIES

The salaries budget is based on 180.5 full-time positions and provides for temporary help requirements, short-term disability, overtime and parental leave.

BENEFITS

Statutory benefits include Canada Pension Plan, Employment Insurance and Employer Health Tax. Pension benefits include the employer matching provisions for Ontario Teachers' Pension Plan, Ontario Municipal Employees Retirement System and matching funds for those who have elected to stay in the Standard Life group RRSP plan. Group life and health benefits include basic life, dependent life, long-term disability, drug plan, dental care, health care spending account and the employee assistance plan.

TRAINING AND PROFESSIONAL DEVELOPMENT

This allocation provides for job-related skills training and other professional development opportunities.

| Council and Committees | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|-------------------------------------|-------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 8.1 | Elected Council Members | 658,988 | 520,370 | 492,900 | 520,370 | 0.0% |
| 8.2 | Chair of Council | <u>274,501</u> | <u>290,500</u> | <u>285,610</u> | <u>290,500</u> | 0.0% |
| Total Council and Committees | | 933,490 | 810,870 | 778,510 | 810,870 | 0.0% |

COUNCIL MEMBERS

This allocation provides for elected Council members attending Council and Committee meetings. Per diem and travel costs for appointed Council members are recovered from the Ministry of Education.

CHAIR OF COUNCIL

This allocation provides for the salary compensation, accommodation, and travel costs for the Chair of Council.

Ontario College of Teachers

2020 Budget

| Membership Services Department | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|---|------------------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 9.1 | Membership Services Administration | 21,923 | 30,800 | 27,075 | 30,800 | 0.0% |
| 9.2 | Membership Services Evaluation | 8,551 | 9,900 | 8,135 | 9,900 | 0.0% |
| 9.3 | Membership Client Services | 10,447 | 8,800 | 8,219 | 8,800 | 0.0% |
| 9.4 | Membership Services Records | <u>9,436</u> | <u>16,500</u> | <u>12,800</u> | <u>16,500</u> | 0.0% |
| Total Membership Services Department | | 50,357 | 66,000 | 56,229 | 66,000 | 0.0% |

MEMBERSHIP SERVICES DEPARTMENT

This allocation provides for director consulting resources, meeting, travel and administrative costs as well as other costs associated with the department such as translation of foreign applications and other related documents.

| Investigations and Hearings | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|--|--|------------------|------------------|------------------|------------------|--------------------------|
| 10.1 | I&H Administration | 10,200 | 21,200 | 14,200 | 96,200 | 353.8% |
| 10.2 | Intake & Hearings Activities | 31,865 | 75,000 | 61,500 | - | -100.0% |
| 10.3 | Investigation Activities | 117,017 | 75,000 | 75,000 | 100,000 | 33.3% |
| 10.4 | Investigation Panels | 97,067 | 90,200 | 90,200 | 90,200 | 0.0% |
| 10.5 | Discipline Activities - Professional Conduct | 3,227,913 | 3,377,420 | 3,351,200 | 3,377,420 | 0.0% |
| 10.6 | Discipline Panels - Tribunals | 390,962 | 656,100 | 583,230 | 656,100 | 0.0% |
| 10.7 | Fitness to Practise Activities - PC | 232,886 | 432,900 | 316,710 | 407,900 | -5.8% |
| 10.8 | Fitness to Practise Panels - Tribunals | 24,355 | 62,600 | 48,300 | 62,600 | 0.0% |
| Total Investigations and Hearings | | 4,132,265 | 4,790,420 | 4,540,340 | 4,790,420 | 0.0% |

ADMINISTRATION

This allocation provides for director consulting resources, meeting, travel and administrative costs. For 2020, \$75,000 has been transferred in from the Intake and Hearing Activities cost centre to consolidate administrative costs under one cost centre.

INVESTIGATIONS

Provides for panel meeting costs, general counsel, training, expert opinions and costs associated with panel deliberations. Also provides for other consultants, interpretation services, travel, meetings and materials costs.

DISCIPLINE

This allocation provides for discipline activities, panel meeting costs, prosecution counsel, independent counsel, court reporters, witness expenses, expert opinions, individual interpreter costs and transcriptions of hearing proceedings.

FITNESS TO PRACTISE

This allocation provides for fitness to practice activities, prosecution counsel, independent counsel, court reporters, witness costs, expert opinions, individual interpreter costs and transcriptions of hearing proceedings.

Ontario College of Teachers

2020 Budget

| Standards of Practice & Education | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % |
|-----------------------------------|-----------------------------------|----------------|----------------|------------------|----------------|-------------------|
| 11.1 | Administration | 30,134 | 62,900 | 47,858 | 62,900 | 0.0% |
| 11.2 | Accreditation | 162,200 | 216,360 | 175,300 | 216,360 | 0.0% |
| 11.3 | Standards of Practice & Education | 279,791 | 420,940 | 299,800 | 420,940 | 0.0% |
| Total SPA Department | | 472,125 | 700,200 | 522,958 | 700,200 | 0.0% |

ADMINISTRATION

This allocation provides for director consulting resources, meeting, travel and administrative costs.

ACCREDITATION

The College conducts periodic reviews of accredited programs in accordance with regulation requirements and as requested by providers for new programs.

STANDARDS OF PRACTICE AND EDUCATION

This allocation provides for supply teacher costs, meetings, and travel costs associated with development, implementation and integration of the *Ethical Standards for the Teaching Profession* and *Standards of Practice for the Teaching Profession* within initial in-service teacher education to support professional practice.

Ontario College of Teachers

2020 Budget

| Office of the Registrar & Finance | | 2018 | 2019 | 2019 | 2020 | 2020 vs 2019 |
|--|---|----------------|----------------|----------------|----------------|--------------|
| | | Actual | Budget | Forecast | Budget | % Change |
| 12.1 | Registrar | 37,363 | 45,000 | 42,170 | 45,000 | 0.0% |
| 12.2 | Deputy Registrar | 48,881 | 50,000 | 48,700 | 50,000 | 0.0% |
| 12.3 | Revenue Collection Fees | 349,198 | 406,000 | 395,400 | 406,000 | 0.0% |
| 12.4 | Accounting Services & Professional Fees | 140,678 | 117,000 | 82,000 | 117,000 | 0.0% |
| 12.5 | Insurance | <u>69,260</u> | <u>80,000</u> | <u>74,500</u> | <u>80,000</u> | 0.0% |
| Total Office of the Registrar & Finance | | 645,380 | 698,000 | 642,770 | 698,000 | 0.0% |

OFFICE OF THE REGISTRAR

This allocation provides for Registrar and Deputy Registrar consulting resources, meeting, travel and administrative costs.

REVENUE COLLECTION FEES

This allocation provides for service fees associated with fee collection via credit card and online banking transactions. Also provided for in this line is the cost of printing and mailing letters of suspension for non-payment of fees to those members who do not respond to e-mail notifications.

ACCOUNTING SERVICES AND PROFESSIONAL FEES

This allocation provides for annual audit fees, consulting services associated with accounting systems, payroll service provider fees, and bank service fees.

INSURANCE

Provides for general insurance coverage including owner's liability and property insurance for College office premises, directors' and officers' liability, cyber liability and employment practices liability.

Ontario College of Teachers

2020 Budget

| Corporate and Council Services | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|---------------------------------------|------------------------------|------------------------|------------------------|--------------------------|------------------------|----------------------------------|
| 13.1 | Administration | 23,893 | 36,500 | 31,100 | 36,500 | 0.0% |
| 13.2 | Transition to Teaching Study | 48,623 | 49,000 | 47,700 | - | -100.0% |
| 13.3 | Human Resources | 184,281 | 164,800 | 164,750 | 164,800 | 0.0% |
| 13.4 | Projects & Programs | - | 30,000 | 22,500 | 50,250 | 67.5% |
| Total | | 256,797 | 280,300 | 266,050 | 251,550 | -10.3% |

ADMINISTRATION

This allocation provides for director consulting resources, meeting, travel and administrative costs.

TRANSITION TO TEACHING STUDY

This allocation provides for activities in a multi-year longitudinal study of the transition to teaching of Ontario faculty of education graduates as well as teachers educated elsewhere and newly certified in Ontario.

HUMAN RESOURCES

This allocation provides resources for staff recruitment, language assessment, consultant support for salary surveys, legal and other professional services incurred with regard to employee relations matters.

PROJECTS & PROGRAMS

This allocation provides resources for leading and managing projects and activities in support of organization-wide deliverables. Project work includes the coordination of College staff and resources to enable the development and launch and operationalization of new or one-time initiatives. Also included in the budget is funding for the Transition to Teaching Study.

Ontario College of Teachers

2020 Budget

| Communications | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|-----------------------------|--|------------------|------------------|------------------|------------------|--------------------------|
| 13.41 | Magazine | 1,612,277 | 1,789,155 | 1,755,800 | 1,789,155 | 0.0% |
| 13.42 | Web Advertising Costs | - | - | - | - | 0.0% |
| 13.43 | Cert of Qualification and Registration | 532,363 | 475,000 | 475,000 | 62,250 | -86.9% |
| 13.44 | Communication Services | 375,304 | 324,500 | 398,450 | 334,500 | 3.1% |
| 13.45 | Communication Products | 615,286 | 543,145 | 543,145 | 533,145 | -1.8% |
| 13.46 | Paper and Ink | 26,792 | 30,000 | 26,500 | 30,000 | 0.0% |
| 13.47 | Stationery and Office Supplies | 63,066 | 75,000 | 65,200 | 95,000 | 26.7% |
| 13.48 | Postage | 60,535 | 60,500 | 60,500 | 75,500 | 24.8% |
| 13.49 | Office Equipment and Copier Leases | <u>90,810</u> | <u>105,000</u> | <u>95,100</u> | <u>70,000</u> | -33.3% |
| Total Communications | | 3,376,435 | 3,402,300 | 3,419,695 | 2,989,550 | -12.1% |

MAGAZINE

The College uses this official publication to communicate all regulatory developments including: notice of Council and annual meetings, annual reports, notices of nomination and election, findings and orders, Council decisions, bylaw amendments, professional advisories, regulatory amendments and fee notices.

WEB ADVERTISING COSTS

These costs are sales commissions and ad preparation costs for the sale of advertising on the College's website and electronic newsletter, *Your College and You*.

CERTIFICATES OF QUALIFICATION AND REGISTRATION

New and renewing members receive a Certificate of Qualification and Registration, which includes an updated record of their qualifications, along with a membership wallet card. This budget line provides for design, production and limited postage.

COMMUNICATION SERVICES

This allocation provides for advertising, media relations, travel, and translation services.

COMMUNICATION PRODUCTS

This allocation provides for design and printing of member and parent communication products including: video production, design of the online annual report, the reprinting of standards of practice and other printed and digital communications products as required.

PAPER AND INK

This allocation provides for all paper supplies for forms and documents produced by the College.

STATIONERY AND OFFICE SUPPLIES

This allocation provides for all printed letterhead, envelopes and other stationery items. Also provides for office supplies.

Ontario College of Teachers

2020 Budget

POSTAGE

This allocation provides for general day-to-day postage and courier services.

OFFICE EQUIPMENT AND COPIER LEASES

This allocation provides for production centre copiers and mailing equipment, as well as walk-up copiers located in each community hub and per copy charges on copier equipment.

| Policy and Research | | 2018 | 2019 | 2019 | 2020 | 2020 vs 2019 |
|----------------------------------|-------------------------|----------------|------------------|----------------|------------------|--------------|
| | | Actual | Budget | Forecast | Budget | % Change |
| 13.51 | Policy Unit Activities | 354,540 | 559,600 | 401,100 | 539,350 | -3.6% |
| 13.52 | External Relations | 356,377 | 356,000 | 356,000 | 356,000 | 0.0% |
| 13.53 | Registration Appeals | 35,274 | 45,000 | 41,100 | 45,000 | 0.0% |
| 13.54 | Accreditation Appeal | - | 5,000 | 5,000 | 5,000 | 0.0% |
| 13.55 | Margaret Wilson Library | 104,578 | 103,000 | 103,000 | 103,000 | 0.0% |
| Total Policy and Research | | 850,768 | 1,068,600 | 906,200 | 1,048,350 | -1.9% |

POLICY UNIT ACTIVITIES

This allocation includes provisions for administrative legal advice, consulting, support to the annual general meeting of members as well as Council, Executive, Steering, Nomination, Election, Quality Assurance, Registration Appeals, Accreditation Appeal and ad hoc committees that are appointed from time to time.

EXTERNAL RELATIONS

This allocation provides for activities that communicate the College mandate and programs to the public, members, external stakeholders and prospective teachers.

REGISTRATION APPEALS

This allocation provides for legal costs associated with Registration Appeals hearings.

ACCREDITATION APPEALS

Provides for legal and support costs associated with Accreditation Appeal hearings.

MARGARET WILSON LIBRARY

The Margaret Wilson library supports ongoing member professional development, as well as the work of College staff in research and development of materials to support the College, Council and its committees.

Ontario College of Teachers

2020 Budget

| Business Services | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|--------------------------------|---------------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 13.61 | Cell Phones | 12,695 | 9,000 | 9,800 | 9,000 | 0.0% |
| 13.62 | Archives and Records | 38,546 | 26,000 | 26,000 | 26,000 | 0.0% |
| 13.63 | Equipment Rental and Repair | 54,398 | 40,000 | 40,000 | 40,000 | 0.0% |
| 13.64 | Other (misc.) | 712 | 1,500 | 850 | 1,500 | 0.0% |
| 13.65 | Catering Operations | 35,334 | 37,400 | 37,400 | 37,400 | 0.0% |
| 13.66 | Occupancy Costs - Other | 10,689 | 18,000 | 12,500 | 18,000 | 0.0% |
| 13.67 | Catering, Cell Phones, Other | 59,430 | 65,900 | 60,550 | 65,900 | 0.0% |
| 13.68 | Facility Maintenance and Repair | <u>347,266</u> | <u>351,100</u> | <u>351,100</u> | <u>351,100</u> | 0.0% |
| Total Business Services | | 499,640 | 483,000 | 477,650 | 483,000 | 0.0% |

ARCHIVES AND RECORDS

This allocation provides for the costs of College record retention and archiving activity, primarily off-site storage.

EQUIPMENT RENTAL AND REPAIR

This allocation provides for office equipment rentals, repairs and minor equipment purchases.

OCCUPANCY COSTS

This allocation provides for building cleaning costs.

CATERING, CELL PHONES, OTHER

This allocation includes catering not chargeable to committees or program budgets, and a provision for miscellaneous services.

FACILITY MAINTENANCE AND REPAIR

Provides for service contracts, repairs, systems furniture relocation, supplies and all items associated with occupying the premises.

Ontario College of Teachers

2020 Budget

| Information Services | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|-----------------------------------|------------------------------------|------------------|------------------|------------------|------------------|--------------------------|
| 13.71 | Technical Consulting | 288,337 | 515,300 | 417,300 | 515,300 | 0.0% |
| 13.72 | IT Contract Labour | 615,491 | 999,800 | 839,980 | 1,764,800 | 76.5% |
| 13.73 | Information Services General | 218,295 | 269,400 | 239,400 | 269,400 | 0.0% |
| 13.74 | Software and Maintenance | 537,480 | 505,000 | 438,000 | 705,000 | 39.6% |
| 13.75 | Minor Hardware, Supplies, Services | 240,484 | 190,500 | 190,500 | 190,500 | 0.0% |
| 13.76 | Telecommunications | <u>94,572</u> | <u>116,300</u> | <u>105,000</u> | <u>116,300</u> | 0.0% |
| Total Information Services | | 1,994,658 | 2,596,300 | 2,230,180 | 3,561,300 | 37.2% |

TECHNICAL CONSULTING

This allocation provides for technical consulting associated with the security, efficiency and overall design of College information systems.

IT CONTRACT LABOUR

This allocation provides for external contract staff to work on College computer applications including the College Registry System, AIMS (Accreditation Information Management System) and iStar (Investigations Scanning Tracking and Reporting).

INFORMATION SERVICES GENERAL

This allocation provides for ongoing core services such as Internet access, security monitoring, remote access, remote office connectivity, and business continuity.

SOFTWARE AND MAINTENANCE

This allocation provides for acquisition of specialized software for College-wide productivity and annual licenses and maintenance for acquired software.

MINOR HARDWARE, SUPPLIES, SERVICES

Provides for minor computer and printer related supplies and repairs and includes maintenance on certain equipment and minor equipment purchases.

TELECOMMUNICATIONS

This allocation provides for all external telephone lines, long distance and toll-free charges, cell phones, and the Interactive Voice Response system for members to interact with the College.

Ontario College of Teachers

2020 Budget

| Miscellaneous | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|---------------|--------------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 14. | Council Elections | 220,047 | - | - | 105,000 | 100.0% |
| 15. | Public Awareness Initiative | - | - | - | - | 0.0% |
| 16. | Occupancy Costs 101 Bloor West | 1,922,116 | 2,146,300 | 2,021,100 | 2,146,300 | 0.0% |
| 17. | Amortization | 2,217,056 | 2,713,042 | 2,740,211 | 3,216,378 | 18.6% |

COUNCIL ELECTIONS

This allocation provides for the periodic election of 23 of 37 Council members. The budget includes planned expense for election related communications, outreach and voter participation objectives, and system modifications to the voting application.

PUBLIC AWARENESS INITIATIVE

This is a Council mandated project arising from College Object 10, from the Independent Review recommendation number one and consequent Council motions. No funding is contemplated for 2020.

OCCUPANCY COSTS 101 BLOOR STREET WEST

This allocation provides for occupancy costs for 101 Bloor Street West including property tax, heat, light, power, maintenance and cleaning and interest on the mortgage.

AMORTIZATION

This allocation provides for amortization on the fixed assets of the College

Ontario College of Teachers

2020 Budget

| | 2020 Restricted Cash Scenario | 2020 Budget |
|---|-------------------------------|-------------|
| 1. Deficit for the 2019 Fiscal Period | (1,519,354) | |
| 2. Add back: amortization which is not a cash expense | 3,216,378 | |
| 3. Surplus before capital | | 1,697,024 |
| 4. Subtract Capital Budget - Non IT | | (400,000) |
| 5. Subtract Capital Budget - IT | | (300,000) |
| 6. 2020 net surplus on a cash basis | | 997,024 |

NET SURPLUS (DEFICIT) BROUGHT FORWARD

The bottom line of the Statement of Operations brought forward from page 2.

ADD BACK AMORTIZATION

Reverse out non-cash expense, line 17 from page 2.

GENERAL CAPITAL EXPENDITURES

Subtract cash cost of capital purchases of non-technology items.

INFORMATION TECHNOLOGY CAPITAL EXPENDITURES

Subtract cash cost of capital purchases of technology items.

NET SURPLUS (DEFICIT) ON A CASH BASIS

Line 6 indicates a surplus position on a cash basis for 2020.

Ontario College of Teachers 2020 Budget



Ontario College of Teachers 2020 Budget

Council Meeting: December 6, 2019

Ontario College of Teachers

2020 Budget

Statement of Operations

| 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|----------------|----------------|------------------|----------------|--------------------------|
|----------------|----------------|------------------|----------------|--------------------------|

Revenue

| | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| 1 Annual Membership Fees | 35,209,392 | 35,001,900 | 35,489,770 | 39,543,870 | 13.0% |
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| Total Revenue | 38,504,472 | 37,679,600 | 38,103,090 | 42,602,880 | 13.1% |

Expenses

| | | | | | |
|--|-------------------|--------------------|--------------------|--------------------|-------------|
| 7 Employee Compensation | 21,278,554 | 22,364,070 | 22,325,040 | 23,255,316 | 4.0% |
| 8 Council and Committees | 933,490 | 810,870 | 778,510 | 810,870 | 0.0% |
| 9 Membership Services Department | 50,357 | 66,000 | 56,229 | 66,000 | 0.0% |
| 10 Investigations and Hearings | 4,132,265 | 4,790,420 | 4,540,340 | 4,790,420 | 0.0% |
| 11 Standards of Practice and Accreditation | 472,125 | 700,200 | 522,958 | 700,200 | 0.0% |
| 12 Office of the Registrar and Finance | 645,380 | 698,000 | 642,770 | 698,000 | 0.0% |
| 13 Corporate and Council Services | 6,978,298 | 7,830,500 | 7,299,775 | 8,333,750 | 6.4% |
| 14 Council Elections | 220,047 | 0 | 0 | 105,000 | 100.0% |
| 15 Public Awareness Initiative | 0 | 0 | 0 | 0 | 0.0% |
| 16 Occupancy Costs 101 Bloor West | 1,922,116 | 2,146,300 | 2,021,100 | 2,146,300 | 0.0% |
| 17 Amortization | 2,217,056 | 2,713,042 | 2,740,211 | 3,216,378 | 18.6% |
| Total Expenses | 38,849,687 | 42,119,402 | 40,926,933 | 44,122,234 | 4.8% |
| Operating Surplus (Deficit) | (345,215) | (4,439,802) | (2,823,843) | (1,519,354) | |

Ontario College of Teachers

2020 Budget

| 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|----------------|----------------|------------------|----------------|--------------------------|
|----------------|----------------|------------------|----------------|--------------------------|

Revenue

| | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| 1 Annual Membership Fees | 35,209,392 | 35,001,900 | 35,489,770 | 39,543,870 | 13.0% |
| 2 Other Fees | 1,931,822 | 1,284,700 | 1,256,500 | 1,884,010 | 46.6% |
| 3 Advertising Revenue - Magazine | 710,756 | 936,000 | 895,500 | 775,000 | -17.2% |
| 4 Advertising Revenue - Website | 89,780 | 122,000 | 102,320 | 80,000 | -34.4% |
| 5 External Project Funding | 109,831 | 49,000 | 49,000 | 0 | -100.0% |
| 6 Investment and Other Income | 452,891 | 286,000 | 310,000 | 320,000 | 11.9% |
| Total Revenue | 38,504,472 | 37,679,600 | 38,103,090 | 42,602,880 | 13.1% |

ANNUAL MEMBERSHIP FEES

Revenue is based on an annual fee of \$170 multiplied by 232,611 members in 2020.

OTHER FEES

The College charges other fees for member and applicant services, the largest of which are registration, evaluation and reinstatement fees.

ADVERTISING REVENUE - MAGAZINE

Professionally Speaking/Pour parler profession, the quarterly College magazine for members, generates advertising revenue that helps to offset related publication costs.

ADVERTISING REVENUE - WEBSITE

The College obtains revenue from the sale of advertising on its website and in its electronic newsletters.

EXTERNAL PROJECT FUNDING

From time to time the College receives funds from outside partners to pursue projects of mutual benefit.

INVESTMENT AND OTHER INCOME

The College collects the majority of its fee income in the first quarter of the year and invests funds not immediately required for operations in short-term investments as approved by College bylaws.

Ontario College of Teachers

2020 Budget

| Employee Compensation | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|------------------------------------|-------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|
| 7.1 | Salaries | 16,715,433 | 17,369,198 | 17,369,198 | 18,163,166 | 4.6% |
| 7.2 | Benefits | 4,259,278 | 4,660,242 | 4,660,242 | 4,757,520 | 2.1% |
| 7.3 | Training & Professional Development | <u>303,843</u> | <u>334,630</u> | <u>295,600</u> | <u>334,630</u> | 0.0% |
| Total Employee Compensation | | 21,278,554 | 22,364,070 | 22,325,040 | 23,255,316 | 4.0% |

SALARIES

The salaries budget is based on 180.5 full-time positions and provides for temporary help requirements, short-term disability, overtime and parental leave.

BENEFITS

Statutory benefits include Canada Pension Plan, Employment Insurance and Employer Health Tax. Pension benefits include the employer matching provisions for Ontario Teachers' Pension Plan, Ontario Municipal Employees Retirement System and matching funds for those who have elected to stay in the Standard Life group RRSP plan. Group life and health benefits include basic life, dependent life, long-term disability, drug plan, dental care, health care spending account and the employee assistance plan.

TRAINING AND PROFESSIONAL DEVELOPMENT

This allocation provides for job-related skills training and other professional development opportunities.

| Council and Committees | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|-------------------------------------|-------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 8.1 | Elected Council Members | 658,988 | 520,370 | 492,900 | 520,370 | 0.0% |
| 8.2 | Chair of Council | <u>274,501</u> | <u>290,500</u> | <u>285,610</u> | <u>290,500</u> | 0.0% |
| Total Council and Committees | | 933,490 | 810,870 | 778,510 | 810,870 | 0.0% |

COUNCIL MEMBERS

This allocation provides for elected Council members attending Council and Committee meetings. Per diem and travel costs for appointed Council members are recovered from the Ministry of Education.

CHAIR OF COUNCIL

This allocation provides for the salary compensation, accommodation, and travel costs for the Chair of Council.

Ontario College of Teachers

2020 Budget

| Membership Services Department | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|---|------------------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 9.1 | Membership Services Administration | 21,923 | 30,800 | 27,075 | 30,800 | 0.0% |
| 9.2 | Membership Services Evaluation | 8,551 | 9,900 | 8,135 | 9,900 | 0.0% |
| 9.3 | Membership Client Services | 10,447 | 8,800 | 8,219 | 8,800 | 0.0% |
| 9.4 | Membership Services Records | <u>9,436</u> | <u>16,500</u> | <u>12,800</u> | <u>16,500</u> | 0.0% |
| Total Membership Services Department | | 50,357 | 66,000 | 56,229 | 66,000 | 0.0% |

MEMBERSHIP SERVICES DEPARTMENT

This allocation provides for director consulting resources, meeting, travel and administrative costs as well as other costs associated with the department such as translation of foreign applications and other related documents.

| Investigations and Hearings | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|--|--|------------------|------------------|------------------|------------------|--------------------------|
| 10.1 | I&H Administration | 10,200 | 21,200 | 14,200 | 96,200 | 353.8% |
| 10.2 | Intake & Hearings Activities | 31,865 | 75,000 | 61,500 | - | -100.0% |
| 10.3 | Investigation Activities | 117,017 | 75,000 | 75,000 | 100,000 | 33.3% |
| 10.4 | Investigation Panels | 97,067 | 90,200 | 90,200 | 90,200 | 0.0% |
| 10.5 | Discipline Activities - Professional Conduct | 3,227,913 | 3,377,420 | 3,351,200 | 3,377,420 | 0.0% |
| 10.6 | Discipline Panels - Tribunals | 390,962 | 656,100 | 583,230 | 656,100 | 0.0% |
| 10.7 | Fitness to Practise Activities - PC | 232,886 | 432,900 | 316,710 | 407,900 | -5.8% |
| 10.8 | Fitness to Practise Panels - Tribunals | 24,355 | 62,600 | 48,300 | 62,600 | 0.0% |
| Total Investigations and Hearings | | 4,132,265 | 4,790,420 | 4,540,340 | 4,790,420 | 0.0% |

ADMINISTRATION

This allocation provides for director consulting resources, meeting, travel and administrative costs.

INVESTIGATIONS

Provides for panel meeting costs, general counsel, training, expert opinions and costs associated with panel deliberations. Also provides for other consultants, interpretation services, travel, meetings and materials costs.

DISCIPLINE

This allocation provides for discipline activities, panel meeting costs, prosecution counsel, independent counsel, court reporters, witness expenses, expert opinions, individual interpreter costs and transcriptions of hearing proceedings.

FITNESS TO PRACTISE

This allocation provides for fitness to practice activities, prosecution counsel, independent counsel, court reporters, witness costs, expert opinions, individual interpreter costs and transcriptions of hearing proceedings.

Ontario College of Teachers

2020 Budget

| Standards of Practice & Education | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % |
|-----------------------------------|-----------------------------------|----------------|----------------|------------------|----------------|-------------------|
| 11.1 | Administration | 30,134 | 62,900 | 47,858 | 62,900 | 0.0% |
| 11.2 | Accreditation | 162,200 | 216,360 | 175,300 | 216,360 | 0.0% |
| 11.3 | Standards of Practice & Education | 279,791 | 420,940 | 299,800 | 420,940 | 0.0% |
| Total SPA Department | | 472,125 | 700,200 | 522,958 | 700,200 | 0.0% |

ADMINISTRATION

This allocation provides for director consulting resources, meeting, travel and administrative costs.

ACCREDITATION

The College conducts periodic reviews of accredited programs in accordance with regulation requirements and as requested by providers for new programs.

STANDARDS OF PRACTICE AND EDUCATION

This allocation provides for supply teacher costs, meetings, and travel costs associated with development, implementation and integration of the *Ethical Standards for the Teaching Profession* and *Standards of Practice for the Teaching Profession* within initial in-service teacher education to support professional practice.

Ontario College of Teachers

2020 Budget

| Office of the Registrar & Finance | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|--|---|------------------------|------------------------|--------------------------|------------------------|----------------------------------|
| 12.1 | Registrar | 37,363 | 45,000 | 42,170 | 45,000 | 0.0% |
| 12.2 | Deputy Register | 48,881 | 50,000 | 48,700 | 50,000 | 0.0% |
| 12.3 | Revenue Collection Fees | 349,198 | 406,000 | 395,400 | 406,000 | 0.0% |
| 12.4 | Accounting Services & Professional Fees | 140,678 | 117,000 | 82,000 | 117,000 | 0.0% |
| 12.5 | Insurance | <u>69,260</u> | <u>80,000</u> | <u>74,500</u> | <u>80,000</u> | 0.0% |
| Total Office of the Registrar & Finance | | 645,380 | 698,000 | 642,770 | 698,000 | 0.0% |

OFFICE OF THE REGISTRAR

This allocation provides for Registrar and Deputy Registrar consulting resources, meeting, travel and administrative costs.

REVENUE COLLECTION FEES

This allocation provides for service fees associated with fee collection via credit card and online banking transactions. Also provided for in this line is the cost of printing and mailing letters of suspension for non-payment of fees to those members who do not respond to e-mail notifications.

ACCOUNTING SERVICES AND PROFESSIONAL FEES

This allocation provides for annual audit fees, consulting services associated with accounting systems, payroll service provider fees, and bank service fees.

INSURANCE

Provides for general insurance coverage including owner's liability and property insurance for College office premises, directors' and officers' liability, cyber liability and employment practices liability.

Ontario College of Teachers

2020 Budget

| Corporate and Council Services | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|---------------------------------------|------------------------------|------------------------|------------------------|--------------------------|------------------------|----------------------------------|
| 13.1 | Administration | 23,893 | 36,500 | 31,100 | 36,500 | 0.0% |
| 13.2 | Transition to Teaching Study | 48,623 | 49,000 | 47,700 | - | -100.0% |
| 13.3 | Human Resources | 184,281 | 164,800 | 164,750 | 164,800 | 0.0% |
| 13.4 | Projects & Programs | - | 30,000 | 22,500 | 50,250 | 67.5% |
| Total | | 256,797 | 280,300 | 266,050 | 251,550 | -10.3% |

ADMINISTRATION

This allocation provides for director consulting resources, meeting, travel and administrative costs.

TRANSITION TO TEACHING STUDY

This allocation provides for activities in a multi-year longitudinal study of the transition to teaching of Ontario faculty of education graduates as well as teachers educated elsewhere and newly certified in Ontario.

HUMAN RESOURCES

This allocation provides resources for staff recruitment, language assessment, consultant support for salary surveys, legal and other professional services incurred with regard to employee relations matters.

PROJECTS & PROGRAMS

This allocation provides resources for leading and managing projects and activities in support of organization-wide deliverables. Project work includes the coordination of College staff and resources to enable the development and launch and operationalization of new or one-time initiatives. Also included in the budget is funding for the Transition to Teaching Study.

Ontario College of Teachers

2020 Budget

| Communications | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|-----------------------------|--|------------------|------------------|------------------|------------------|--------------------------|
| 13.41 | Magazine | 1,612,277 | 1,789,155 | 1,755,800 | 1,789,155 | 0.0% |
| 13.42 | Web Advertising Costs | - | - | - | - | 0.0% |
| 13.43 | Cert of Qualification and Registration | 532,363 | 475,000 | 475,000 | 62,250 | -86.9% |
| 13.44 | Communication Services | 375,304 | 324,500 | 398,450 | 334,500 | 3.1% |
| 13.45 | Communication Products | 615,286 | 543,145 | 543,145 | 533,145 | -1.8% |
| 13.46 | Paper and Ink | 26,792 | 30,000 | 26,500 | 30,000 | 0.0% |
| 13.47 | Stationery and Office Supplies | 63,066 | 75,000 | 65,200 | 95,000 | 26.7% |
| 13.48 | Postage | 60,535 | 60,500 | 60,500 | 75,500 | 24.8% |
| 13.49 | Office Equipment and Copier Leases | <u>90,810</u> | <u>105,000</u> | <u>95,100</u> | <u>70,000</u> | -33.3% |
| Total Communications | | 3,376,435 | 3,402,300 | 3,419,695 | 2,989,550 | -12.1% |

MAGAZINE

The College uses this official publication to communicate all regulatory developments including: notice of Council and annual meetings, annual reports, notices of nomination and election, findings and orders, Council decisions, bylaw amendments, professional advisories, regulatory amendments and fee notices.

WEB ADVERTISING COSTS

These costs are sales commissions and ad preparation costs for the sale of advertising on the College's website and electronic newsletter, *Your College and You*.

CERTIFICATES OF QUALIFICATION AND REGISTRATION

New and renewing members receive a Certificate of Qualification and Registration, which includes an updated record of their qualifications, along with a membership wallet card. This budget line provides for design, production and limited postage.

COMMUNICATION SERVICES

This allocation provides for advertising, media relations, travel, and translation services.

COMMUNICATION PRODUCTS

This allocation provides for design and printing of member and parent communication products including: video production, design of the online annual report, the reprinting of standards of practice and other printed and digital communications products as required.

PAPER AND INK

This allocation provides for all paper supplies for forms and documents produced by the College.

STATIONERY AND OFFICE SUPPLIES

This allocation provides for all printed letterhead, envelopes and other stationery items. Also provides for office supplies.

Ontario College of Teachers

2020 Budget

POSTAGE

This allocation provides for general day-to-day postage and courier services.

OFFICE EQUIPMENT AND COPIER LEASES

This allocation provides for production centre copiers and mailing equipment, as well as walk-up copiers located in each community hub and per copy charges on copier equipment.

| Policy and Research | | 2018 | 2019 | 2019 | 2020 | 2020 vs 2019 |
|----------------------------------|-------------------------|----------------|------------------|----------------|------------------|--------------|
| | | Actual | Budget | Forecast | Budget | % Change |
| 13.51 | Policy Unit Activities | 354,540 | 559,600 | 401,100 | 539,350 | -3.6% |
| 13.52 | External Relations | 356,377 | 356,000 | 356,000 | 356,000 | 0.0% |
| 13.53 | Registration Appeals | 35,274 | 45,000 | 41,100 | 45,000 | 0.0% |
| 13.54 | Accreditation Appeal | - | 5,000 | 5,000 | 5,000 | 0.0% |
| 13.55 | Margaret Wilson Library | 104,578 | 103,000 | 103,000 | 103,000 | 0.0% |
| Total Policy and Research | | 850,768 | 1,068,600 | 906,200 | 1,048,350 | -1.9% |

POLICY UNIT ACTIVITIES

This allocation includes provisions for administrative legal advice, consulting, support to the annual general meeting of members as well as Council, Executive, Steering, Nomination, Election, Quality Assurance, Registration Appeals, Accreditation Appeal and ad hoc committees that are appointed from time to time.

EXTERNAL RELATIONS

This allocation provides for activities that communicate the College mandate and programs to the public, members, external stakeholders and prospective teachers.

REGISTRATION APPEALS

This allocation provides for legal costs associated with Registration Appeals hearings.

ACCREDITATION APPEALS

Provides for legal and support costs associated with Accreditation Appeal hearings.

MARGARET WILSON LIBRARY

The Margaret Wilson library supports ongoing member professional development, as well as the work of College staff in research and development of materials to support the College, Council and its committees.

Ontario College of Teachers

2020 Budget

| Business Services | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|--------------------------------|---------------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 13.61 | Cell Phones | 12,695 | 9,000 | 9,800 | 9,000 | 0.0% |
| 13.62 | Archives and Records | 38,546 | 26,000 | 26,000 | 26,000 | 0.0% |
| 13.63 | Equipment Rental and Repair | 54,398 | 40,000 | 40,000 | 40,000 | 0.0% |
| 13.64 | Other (misc.) | 712 | 1,500 | 850 | 1,500 | 0.0% |
| 13.65 | Catering Operations | 35,334 | 37,400 | 37,400 | 37,400 | 0.0% |
| 13.66 | Occupancy Costs - Other | 10,689 | 18,000 | 12,500 | 18,000 | 0.0% |
| 13.67 | Catering, Cell Phones, Other | 59,430 | 65,900 | 60,550 | 65,900 | 0.0% |
| 13.68 | Facility Maintenance and Repair | <u>347,266</u> | <u>351,100</u> | <u>351,100</u> | <u>351,100</u> | 0.0% |
| Total Business Services | | 499,640 | 483,000 | 477,650 | 483,000 | 0.0% |

ARCHIVES AND RECORDS

This allocation provides for the costs of College record retention and archiving activity, primarily off-site storage.

EQUIPMENT RENTAL AND REPAIR

This allocation provides for office equipment rentals, repairs and minor equipment purchases.

OCCUPANCY COSTS

This allocation provides for building cleaning costs.

CATERING, CELL PHONES, OTHER

This allocation includes catering not chargeable to committees or program budgets, and a provision for miscellaneous services.

FACILITY MAINTENANCE AND REPAIR

Provides for service contracts, repairs, systems furniture relocation, supplies and all items associated with occupying the premises.

Ontario College of Teachers

2020 Budget

| Information Services | | 2018 | 2019 | 2019 | 2020 | 2020 vs 2019 |
|-----------------------------------|------------------------------------|------------------|------------------|------------------|------------------|--------------|
| | | Actual | Budget | Forecast | Budget | % Change |
| 13.71 | Technical Consulting | 288,337 | 515,300 | 417,300 | 515,300 | 0.0% |
| 13.72 | IT Contract Labour | 615,491 | 999,800 | 839,980 | 1,764,800 | 76.5% |
| 13.73 | Information Services General | 218,295 | 269,400 | 239,400 | 269,400 | 0.0% |
| 13.74 | Software and Maintenance | 537,480 | 505,000 | 438,000 | 705,000 | 39.6% |
| 13.75 | Minor Hardware, Supplies, Services | 240,484 | 190,500 | 190,500 | 190,500 | 0.0% |
| 13.76 | Telecommunications | <u>94,572</u> | <u>116,300</u> | <u>105,000</u> | <u>116,300</u> | 0.0% |
| Total Information Services | | 1,994,658 | 2,596,300 | 2,230,180 | 3,561,300 | 37.2% |

TECHNICAL CONSULTING

This allocation provides for technical consulting associated with the security, efficiency and overall design of College information systems.

IT CONTRACT LABOUR

This allocation provides for external contract staff to work on College computer applications including the College Registry System, AIMS (Accreditation Information Management System) and iStar (Investigations Scanning Tracking and Reporting).

INFORMATION SERVICES GENERAL

This allocation provides for ongoing core services such as Internet access, security monitoring, remote access, remote office connectivity, and business continuity.

SOFTWARE AND MAINTENANCE

This allocation provides for acquisition of specialized software for College-wide productivity and annual licenses and maintenance for acquired software.

MINOR HARDWARE, SUPPLIES, SERVICES

Provides for minor computer and printer related supplies and repairs and includes maintenance on certain equipment and minor equipment purchases.

TELECOMMUNICATIONS

This allocation provides for all external telephone lines, long distance and toll-free charges, cell phones, and the Interactive Voice Response system for members to interact with the College.

Ontario College of Teachers

2020 Budget

| Miscellaneous | | 2018 Actual | 2019 Budget | 2019 Forecast | 2020 Budget | 2020 vs 2019 % Change |
|---------------|--------------------------------|----------------|----------------|------------------|----------------|--------------------------|
| 14. | Council Elections | 220,047 | - | - | 105,000 | 100.0% |
| 15. | Public Awareness Initiative | - | - | - | - | 0.0% |
| 16. | Occupancy Costs 101 Bloor West | 1,922,116 | 2,146,300 | 2,021,100 | 2,146,300 | 0.0% |
| 17. | Amortization | 2,217,056 | 2,713,042 | 2,740,211 | 3,216,378 | 18.6% |

COUNCIL ELECTIONS

This allocation provides for the periodic election of 23 of 37 Council members. The budget includes planned expense for election related communications, outreach and voter participation objectives, and system modifications to the voting application.

PUBLIC AWARENESS INITIATIVE

This is a Council mandated project arising from College Object 10, from the Independent Review recommendation number one and consequent Council motions. No funding is contemplated for 2020.

OCCUPANCY COSTS 101 BLOOR STREET WEST

This allocation provides for occupancy costs for 101 Bloor Street West including property tax, heat, light, power, maintenance and cleaning and interest on the mortgage.

AMORTIZATION

This allocation provides for amortization on the fixed assets of the College

Ontario College of Teachers

2020 Budget

| | 2020 Restricted Cash Scenario | 2020 Budget |
|---|-------------------------------|-------------|
| 1. Deficit for the 2019 Fiscal Period | (1,519,354) | |
| 2. Add back: amortization which is not a cash expense | 3,216,378 | |
| 3. Surplus before capital | | 1,697,024 |
| 4. Subtract Capital Budget - Non IT | | (400,000) |
| 5. Subtract Capital Budget - IT | | (300,000) |
| 6. 2020 net surplus on a cash basis | | 997,024 |

NET SURPLUS (DEFICIT) BROUGHT FORWARD

The bottom line of the Statement of Operations brought forward from page 2.

ADD BACK AMORTIZATION

Reverse out non-cash expense, line 17 from page 2.

GENERAL CAPITAL EXPENDITURES

Subtract cash cost of capital purchases of non-technology items.

INFORMATION TECHNOLOGY CAPITAL EXPENDITURES

Subtract cash cost of capital purchases of technology items.

NET SURPLUS (DEFICIT) ON A CASH BASIS

Line 6 indicates a surplus position on a cash basis for 2020.

