



Ontario
College of
Teachers

Ordre des enseignantes
et des enseignants
de l'Ontario

2025 Budget

College Council
December 12, 2024



Strategic Plan - Purpose, Goals and Enablers

We serve the public interest by regulating the teaching profession to protect students.

Accountable and agile processes to certify educators to teach in Ontario classrooms.

Teachers who are informed of, and held accountable to, professional standards.



Efficient and proportionate responses to alleged and actual misconduct, incompetence, and incapacity.

A clear and independent role in the education system.

A regulatory model that strives to be free from barriers to truth and reconciliation, and equity, diversity, inclusion, and access.

The collection, analysis, and responsible sharing of data to improve decision-making.

Responsive client service for all stakeholders.

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Executive Summary

We serve the public interest by regulating the teaching profession to protect students.

The 2025 Budget supports the College’s vision of regulating the teaching profession to protect students with investments that advance the College’s priorities and long-term objectives.

Earlier this year, the Council updated the College’s strategic direction for 2024-2028, which in turn, will modernize College operations.

2025 Financial Plan

The 2025 budget includes core funding for licensing teachers, accrediting teacher education programs, reviewing and approving additional qualifications courses, and investigating and resolving complaints. Funding has been supplemented in the Investigations and Professional Conduct and Information Technology portfolios to address key work pressures and operational success objectives.

Investigations and Professional Conduct

caseload funding. 2025 funding requests address understaffing and bring staff caseloads for the Intake and Investigations units back to the expected range, following significant increases in case volume. The College’s strategic priorities include “efficient and proportionate responses to alleged and actual misconduct, incompetence, and incapacity.” Five additional Investigators and a Manager of Intake & Analytics will address the unprecedented high volume of cases and improve the College’s responsiveness and timeliness with respect to Intake and Investigations processes.

Information Technology (IT) funding. A solid foundation for scalable growth, quality enhancement, business intelligence, and operational excellence is key to success. As the College continues building its capacity in the areas of IT security, AI, cloud computing, software quality and project management, three IT positions for 2025 – including an Infrastructure Analyst, Quality Assurance Analyst and a Project Lead/Product Owner – will support these efforts. IT is also investing \$1.3 million in capital projects to replace aging hardware, and to invest in software upgrades and security monitoring.

Revenue sources are expected to remain stable with a slight change in membership for 2025. The College’s 2025 budget request will be funded from annual revenue sources and a reserve draw of \$1,850,744.

After reviewing the College’s financial position, the Audit and Finance Committee is recommending maintaining the membership fee at \$200 in combination with a draw from reserve to fund the operating and capital budget pressures. The financial focus on sustainability and risk aversion will include funding programs, maintaining a healthy cash reserve, and minimizing the impact of fee increases.

Financial & Operational Risk Scenarios

RISK	RESPONSE
<p>The risk associated with the pace of changes to legislation and regulations that impact operations and ability to carry out core functions of mandate.</p>	<p>Monitoring the legislative change and assessing the ability to implement internal processes and systems in a timely and effective manner.</p> <p>A flexible budget allows for intentional use of secondees and contract staff to target resources (personnel) responsively and on a temporary as-needed basis.</p>
<p>The risks related to an IT system catastrophic failure or breach related to spyware and software virus infiltration leading to a major business impact and financial consequence.</p>	<p>A systematic review of the College’s infrastructure and security practices and protocol is underway. Additionally the College has cyber security insurance to manage risk.</p>
<p>The risk associated with property loss or damage.</p>	<p>The College insures against property loss or damage for full replacement value, mitigating against significant financial impacts.</p>
<p>The risk associated with legal action taken against the College’s Directors, Officers and Council, committee and roster members.</p>	<p>Directors, Officers, and Council members can access general liability coverage up to \$5 million during a policy year. An excess limit up to \$1 million per year is available to Council members above and beyond our regular coverage.</p>
<p>The risk associated with the complexity of managing a 130-person governance structure.</p>	<p>Anticipating committee needs in the future and leveraging the competency matrix to build capacity within rosters and committees to assure continuity.</p>

Statement of Financial Objectives

Services will be appropriately funded to:

1. Remain in compliance with legislative requirements

The *Ontario College of Teachers Act* establishes the responsibilities and obligations of the College. The financial plans of the College will provide adequate resources in this regard.

2. Provide good member service

The College members deserve a high standard of service from their professional body. Applicants to the profession should also be impressed with excellent service. In establishing financial plans, excellence in member services will be observed as a primary principle.

3. Adhere to principles of economy, efficiency and effectiveness

The College’s financial plans will be built on policy and procedures, which will ensure that the College is employing the best methods to achieve economy, efficiency and effectiveness in its operation.

4. Set fees as required to remain fiscally prudent

The College will strive to minimize member fees and set reasonable fees for special services.

5. Ensure stability and independence

The College will engage in sound asset management and prepare to respond to unexpected risks.

College Membership Summary

The Ontario College of Teachers membership numbers will remain relatively flat over the next two years. The 2025 revenue forecast is budgeted on a membership base of 227,712. Current membership trends and assumptions are outlined as follows.

New members by source

The College’s main source of new members are from Ontario new graduate programs, with a much smaller percentage coming from out-of-province and international applicants. Overall the two year trend line reflects relatively flat enrollment.

Membership Composition	Forecast 2024	Forecast 2025
All Ontario graduates	4,926	5,312
4-Semester programs (current year grads)	4,005	4,345
4-Semester programs (previous year grads)	360	401
Other/non-consecutive programs *	561	566
Labour mobility	400	400
International	900	900
Total new members	6,226	6,612
Total College membership	228,400	227,712

* Other programs are comprised of concurrent degrees, multi-session programs and a small number of part-time and legacy one-year program graduates

Internationally educated teachers contribute to membership growth in greater proportions than in previous years. New members from other Canadian provinces have returned to pre-pandemic levels and remain stable.

Forecasted Ontario graduates are based on no significant increases in available seats in initial teacher education programs.

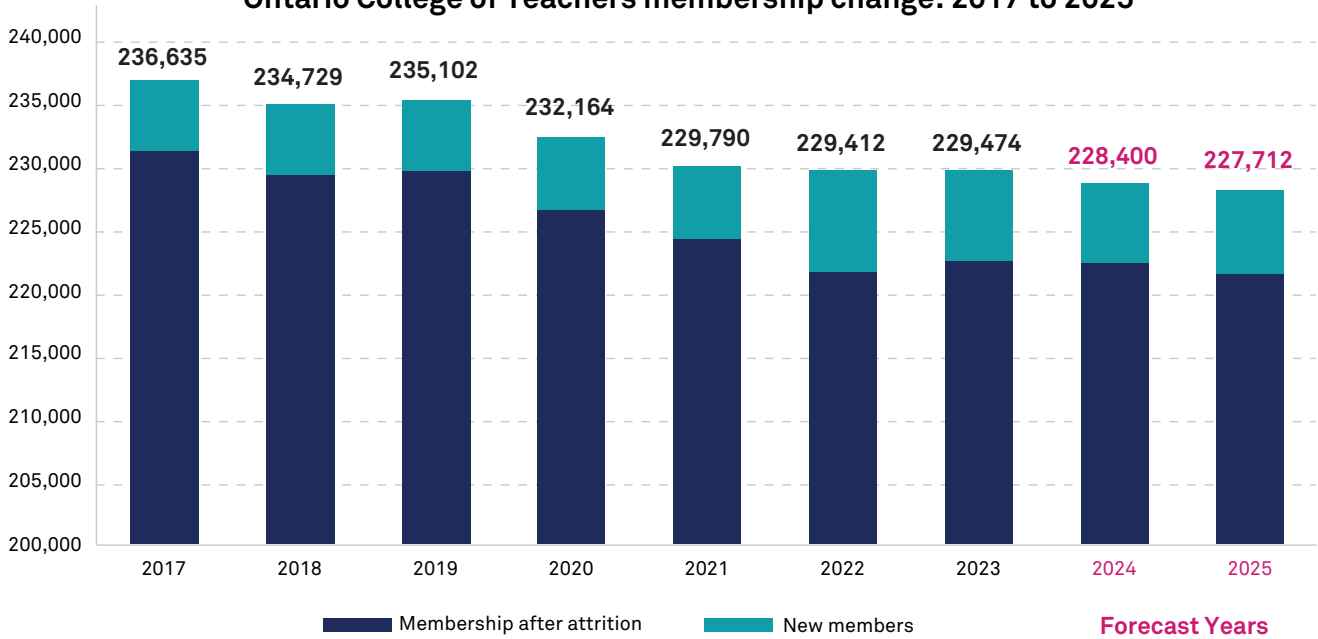
Membership change

Each year, the College experiences attrition when members retire or otherwise choose to discontinue their membership.

- Membership is maintained when new members replace those lost through attrition.

- Membership increases when the number of new members is greater than the number of members lost through attrition.
- Membership declines when there are not enough new members to replace those lost through attrition.

Ontario College of Teachers membership change: 2017 to 2025



Member attrition will continue to erode membership annually at a slow but steady rate of <1% per year. Forecasting has already accounted for anticipated increases through immigration of internationally educated teachers. Further membership increases can only be achieved through an increase in the number of graduates from Ontario teacher education programs.

Retirements as a source of member attrition

The number of teachers expected to retire over the next two years continues to average 5,000 per annum. Most retirees do not maintain their College memberships.

2025 Sources of Revenue

Sources of Revenue	2023 Actual	2024 Budget	2025 Forecast	Increase / (Decrease)
Annual Membership Fees	45,929,071	45,680,000	45,542,400	(137,600)
Other Fees	2,302,277	1,547,940	1,601,980	54,040
Advertising Revenue	283,212	304,500	304,500	0
Investment & Other Income	1,924,813	750,000	1,600,000	850,000
Total Revenue	50,439,373	48,282,440	49,048,880	766,440

Annual membership fees

The annual membership fee of \$200 multiplied by the number of members (227,712), is the basis for revenue.

College revenue and fluctuates from year to year with no major variance. Also included in other fees is a \$20,000 allotment for in-service accreditation program offerings.

Other fees

The College charges fees for member and applicant services. The most significant include registration, evaluation and reinstatement fees.

Advertising revenue – website

The College charges vendors to advertise in our digital newsletter for members.

Registration fees are paid by all first-time applicants to the College and evaluation fees are paid by those educated outside Canada. Evaluation fee revenue and reinstatement fee revenue are expected to increase slightly based on forecasts. The variety of miscellaneous fees for transcripts, certified copies of records and certificates of registration and qualification represent less than \$75,000 of the overall

Investment and other income

The College invests funds not immediately required for operations in short-term investments as approved by College bylaws emphasizing a conservative approach focusing on liquidity and preservation of principal. The rates of return on College investments are expected to adjust downwards over the next fiscal period.

College fee history

1997 - 2001	2002	2003 - 2008	2009 - 2011	2012 - 2013	2014 - 2019	2020 - 2022	2023 - 2025
\$90	\$104	\$139	\$120	\$138	\$150	\$170	\$200

2025 Budget

Ontario College of Teachers

Statement of Operations	2023 Actual	2024 Budget	2025 Budget	Increase/ (Decrease)
Revenue				
Annual Membership Fees	45,929,071	45,680,000	45,542,400	(137,600)
Other Fees	2,302,277	1,547,940	1,601,980	54,040
Advertising Revenue	283,212	304,500	304,500	0
External Project Funding	0	0	0	0
Investment & Other Income	1,924,813	750,000	1,600,000	850,000
Total Revenue	50,439,373	48,282,440	49,048,880	766,440
Expenses				
Employee Compensation	26,127,313	29,438,053	31,722,455	2,284,402
Membership Services Department	71,545	66,000	139,500	73,500
Investigations and Professional Conduct	3,751,170	4,931,829	5,069,315	137,486
Standards of Practice and Accreditation	262,604	692,300	601,750	(90,550)
Office of the Registrar	4,963,054	6,303,700	7,002,400	698,700
Policy, Governance and Tribunals	1,194,121	1,670,025	1,786,254	116,229
Corporate Services	895,824	1,421,140	1,254,000	(167,140)
Occupancy Costs 101 Bloor West	1,690,339	2,128,600	1,950,000	(178,600)
Amortization	4,211,546	3,641,102	2,728,000	(913,102)
Total Expenses	43,167,516	50,292,749	52,253,674	1,960,925
Gross Surplus/(Deficit)	7,271,857	(2,010,309)	(3,204,794)	-
Add: Amortization, (Non-Cash Item)	4,211,546	3,641,102	2,728,000	
Less: Capital Expenditures	2,722,839	1,630,793	1,373,950	
Net Surplus/(Deficit) for the College	8,760,564	0	(1,850,744)	

Budget Highlights

Summary of year-over-year net changes

Revenue

Annual Membership Fees

(\$137,600)

Reflects a revenue adjustment related to a decrease in volume equivalent to 688 members.

Other Fees

\$54,040

Reflects a minor increase in forecasted registrations reflecting volume estimates and experience.

Investment Income & Other Income

\$850,000

Reflects forecasted returns on investments in 2025 as market rates change based on economic factors.

Net Increase in Revenue

\$766,440

Expenses

Employee Compensation

\$2,284,402

Represents new staffing to address workload pressures in Investigations and Professional Conduct and Information Technology \$902,636. Also reflected are 2025 salary grid and incentive pay adjustments and inflation adjustments based on the Toronto Consumer Price Index (CPI) of 3.26%, and a temporary help and short-term disability allocation \$1,375,023. Vacancy savings have been factored in (\$363,077), and employee benefit adjustments for employer health tax, pension plans, and benefit premiums equal \$468,907. The training and professional development budget has increased by \$27,570 to reflect training initiatives.

Policy Governance and Tribunals

\$116,229

The department's administrative costs have been reduced to reflect experience, (\$2,000). Council budget allocations have been recalibrated to reflect the projected number of governance meetings and activities based on virtual attendance being the norm as per the College bylaws (\$25,000). The Tribunals unit has reduced program requests by (\$34,250) to reflect case cost projections. Conversely, the Policy and Research budget request was increased by \$52,479 largely attributed to an increase in legal costs and the Project and Programs unit increased the project budget by \$125,000 related to the Focus on Teaching Study.

Membership Services

\$73,500

The department requires 3 contract staff to work on data analytics, process mapping, and a learning platform project.

Standards of Practice and Accreditation

(\$90,550)

The department has realigned budgets to reflect actual spending with several cost reductions related to administrative costs, accreditation, and standards of practice and education costs.

Office of the Registrar

\$698,700

The HR budget allocation for training and workshops has been increased by \$201,500 to reflect a compensation review study, Equity, Diversity, and Inclusion (EDI) training, and specialized recruitment services. The IT budget allocation of \$497,200 reflects an increase in temporary contract staff to address work pressures related to a variety of projects including *Accessibility for Ontarians with Disabilities Act* (AODA), Math Proficiency Test (MPT), and to modernize the College Online Application portal.

Investigations and Professional Conduct

\$137,486

The department increases reflect staffing requirements to bolster the temporary workforce for investigative services to address high volumes and lagging timelines equivalent to \$650,675. Offsets include adjustments to investigative activities and panels, discipline activities and professional conduct program costs based on demand forecasts (\$513,189).

Corporate Services

(\$167,140)

The Corporate Services budget reflects a collection of reductions to administration and communication services reflecting an ongoing shift to more online presence (\$142,140) and a reduction to facilities costs reflecting spending patterns (\$25,000).

Occupancy Costs

(\$178,600)

Represents a decrease in occupancy expense based on mortgage payment adjustments and operating cost reductions.

Amortization

(\$913,102)

Represents an adjustment to the amortization schedule for 2025 related to amortizing software, furniture, and computer equipment.

Net Increase Expense

\$1,960,925



**Ontario
College of
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Ontario's Teaching Regulator

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