



2023-2024 Annual Renewal Fee

Background

Dear Registered Denturists,

I am writing to let you know that the fees for the upcoming annual renewal in March has been set by the CDO Council. I wanted to take the opportunity to provide some background information regarding the setting of the fees and shed some light on the CDO's decision-making processes.

The CDO Council has formally passed a motion to provide and continue its fee relief program for its fourth consecutive year into the 2023-2024 renewal year with a \$200 fee relief. The renewal fees will be set at \$1700.00 + HST. The fee relief will continue to be temporary in nature at this time.

At the December 2022 Council meeting, CDO Council received from College Staff a briefing note that summarized the renewal fees set by Council since 2013, what the total amount including HST would be to Denturists, and how that affected the College's operating budget with either a deficit or surplus. As well, Council was provided with a fee comparison of Ontario regulatory bodies (health and non-health) that included data on the relative size of the profession, size of staff complement, size of operating budgets, and staff to registrant ratios.

Council was reminded that due to the pandemic, the CDO initiated a fee relief program of 50%, 50%, and 35% respectively, funded directly from the CDO unrestricted net reserves. This resulted in three years of operating deficits. To our knowledge, no other health professions regulator in Ontario provided a fee relief after its initial year in 2020 and at most provided flexible payment options in 2021. This was made possible due to the balance that Council struck in order to provide Denturists with much needed fee relief due to the ordered stoppage of work in parallel with its ongoing review of its financial performance.

Since taking the helm at CDO in an acting capacity in 2022, I ordered a review of CDO's finances, fiscal policies, and fiscal performance in light of this once in a generation event. This post-pandemic audit, so to speak, was a great opportunity to review how the CDO did in the face of severe economic disturbance to its operating budget.

At its June 2022 meeting, Council, under the guidance of an independent third-party accounting firm – Hilborn LLP, reviewed its Surplus Retention Policy and recommended slight changes to ensure the fiscal viability of the CDO. While it was noted that CDO had performed well during the pandemic due to operational efficiencies realized, it was not best practice to continue running deficit budgets.

All of this is to say that the CDO, since early 2022, has been intently focused on its fiscal performance and how this translates to the renewal fee – at no other time in recent history has the CDO focused on its fiscal performance as intently. The CDO Staff and its Council are working tirelessly to ensure that every fee dollar it collects is spent with maximum value and efficiency to carry out its regulatory functions.

While there is clear and transparent justification of the current renewal fees, it is part of my routine process as leader of the CDO to continually find new ways to make the operations of the CDO more efficient, leaner, and future oriented. I understand on a personal level that the renewal fees are

substantial to Denturists, but also understand the untenable situation placed on similar sized regulators that rely solely on its membership base to fund its operating costs – economies of scale directly work against the Denturism profession. It becomes apparent that smaller regulators must work harder to find ways to stretch its dollars – while fulfilling the identical statutory duties as regulators with 10,000+ registrant bases (e.g., CDHO, RCDSO).

It is in this vein that CDO Council has embarked on a strategic journey to leverage regulatory partnerships in order to substantially save on costs. While it is a bit early to share in detail what this initiative may be, once we are able to provide more concrete information later this year, it may yield significant dividends to the profession in the coming years.

It is important to note that the CDO has not increased its fees since it was first set in 2013 – this represents 10 years of static fees. While there is wildly differing opinions on the fees since 2013, it also represents 10 years of the CDO absorbing CPI increases of approximately 2% prior to COVID. As well, the CDO is proposing the continuation of its fee relief program in the face of 6.4% inflation in the Toronto Area. Many regulators are raising their fees in 2023 to combat inflationary pressures. The CDO is proposing a fee relief instead. All of this is due to the credit of Council and College Staff continually finding ways to reduce its expenditures and build those cost savings into its routine processes.

While the CDO was headed in the direction of potentially exploring a sustainable financial model that may have resulted in a reduction of fees in 2018/2019, the pandemic and subsequent fee relief program set the CDO into a different trajectory. The fee reduction that may have been discussed is definitively surpassed by the sheer dollar amount of relief provided by the fee relief program.

The information and documentation that Council uses in its decision making framework is all publicly available on the CDO website found in the Council Meeting Packages. I trust that upon review of the same information provided to Council Members, you too would ask the same questions and make similar decisions if placed in their roles.

I apologize for the length of this letter – I understand that the topic of fee renewals can be sometimes contentious – but it does not have to be when the decisions and factors surrounding the fee is made in a public forum in a transparent manner with proper fact-based supporting evidence. It is in this spirit that the CDO Council has once again recommitted to examining the fees next year as it did the past two years.

I trust that this provides some context surrounding the setting of the renewal fees and that we can continue to work hand in hand to the betterment of all patients!

Yours sincerely,



Roderick Tom-Ying
Registrar & CEO

Questions?

If you have any questions, please feel free to contact the College at:

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