

**COLLEGE OF MEDICAL RADIATION AND IMAGING  
TECHNOLOGISTS OF ONTARIO**

FINANCIAL STATEMENTS

DECEMBER 31, 2023

**HILBORN**<sub>LLP</sub>



## **Independent Auditor's Report**

To the Council of the College of Medical Radiation and Imaging Technologists of Ontario

### **Opinion**

We have audited the financial statements of the College of Medical Radiation and Imaging Technologists of Ontario (the "College"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Information**

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the annual report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The annual report is expected to be made available to us after the date of our auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

In preparing the financial statements, management is responsible for assessing the ability of the College to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of the College.



## Independent Auditor's Report (continued)

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 internal control of the College.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

A handwritten signature in cursive script that reads "Hilborn LLP".

Toronto, Ontario  
March 22, 2024

Chartered Professional Accountants  
Licensed Public Accountants

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Statement of Financial Position

December 31	2023 \$	2022 \$
<b>ASSETS</b>		
Current assets		
Cash	416,766	425,269
Investments (note 3)	742,067	929,251
Prepaid expenses	41,427	35,632
	<b>1,200,260</b>	<b>1,390,152</b>
Long-term investments (note 3)	1,860,000	1,770,000
Capital assets (note 4)	176,685	205,143
Intangible assets (note 5)	212,979	254,546
	<b>2,249,664</b>	<b>2,229,689</b>
	<b>3,449,924</b>	<b>3,619,841</b>
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities (note 6)	371,286	416,405
Deferred registration fees	2,877,423	2,773,416
	<b>3,248,709</b>	<b>3,189,821</b>
Deferred lease incentives (note 7)	96,084	112,098
	<b>3,344,793</b>	<b>3,301,919</b>
<b>NET ASSETS</b>		
Invested in capital and intangible assets	389,664	459,689
Unrestricted	(284,533)	(141,767)
	<b>105,131</b>	<b>317,922</b>
	<b>3,449,924</b>	<b>3,619,841</b>

The accompanying notes are an integral part of these financial statements

Approved on behalf of the Council:

Chair

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*Amanda Lee*

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Vice-Chair

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*Ribeiro*

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# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Statement of Operations

Year ended December 31	2023 \$	2022 \$
Revenues		
Registration fees	5,658,196	5,451,569
Investment income	119,370	53,610
	<b>5,777,566</b>	<b>5,505,179</b>
Expenses		
Human resources (note 8)	3,924,659	3,433,274
Operating	607,722	613,891
Rent (note 7)	379,242	366,824
Communications and legal	536,914	664,531
Committee meetings	220,773	239,617
Education and quality assurance	185,699	199,641
Amortization - capital assets	59,057	60,841
Amortization - intangible assets	76,291	98,502
	<b>5,990,357</b>	<b>5,677,121</b>
Excess of expenses over revenues for year	<b>(212,791)</b>	<b>(171,942)</b>

The accompanying notes are an integral part of these financial statements

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Statement of Changes in Net Assets

Year ended December 31

	<b>Invested in capital and intangible assets \$</b>	<b>Unrestricted \$</b>	<b>2023 Total \$</b>
Balance, beginning of year	459,689	(141,767)	<b>317,922</b>
Excess of expenses over revenues for year	-	(212,791)	<b>(212,791)</b>
Amortization of capital assets	(59,057)	59,057	-
Amortization of intangible assets	(76,291)	76,291	-
Purchase of capital assets	30,599	(30,599)	-
Purchase of intangible assets	34,724	(34,724)	-
Balance, end of year	<u>389,664</u>	<u>(284,533)</u>	<u><b>105,131</b></u>

  

	<b>Invested in capital and intangible assets \$</b>	<b>Unrestricted \$</b>	<b>2022 Total \$</b>
Balance, beginning of year	504,200	(14,336)	489,864
Excess of expenses over revenues for year	-	(171,942)	(171,942)
Amortization of capital assets	(60,841)	60,841	-
Amortization of intangible assets	(98,502)	98,502	-
Purchase of capital assets	33,037	(33,037)	-
Purchase of intangible assets	81,795	(81,795)	-
Balance, end of year	<u>459,689</u>	<u>(141,767)</u>	<u>317,922</u>

The accompanying notes are an integral part of these financial statements

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Statement of Cash Flows

Year ended December 31	2023 \$	2022 \$
Cash flows from operating activities		
Excess of expenses over revenues for year	(212,791)	(171,942)
Adjustments to determine net cash provided by (used in) operating activities		
Amortization - capital assets	59,057	60,841
Amortization - intangible assets	76,291	98,502
Amortization of deferred lease incentives	(16,014)	(16,014)
	<u>(93,457)</u>	<u>(28,613)</u>
Change in non-cash working capital items		
Decrease (increase) in prepaid expenses	(5,795)	43,098
Increase (decrease) in accounts payable and accrued liabilities	(45,119)	100,089
Increase in deferred registration fees	104,007	69,039
	<u>(40,364)</u>	<u>183,613</u>
Cash flows from investing activities		
Purchase of investments	(2,440,568)	(3,247,126)
Proceeds from disposal of investments	2,537,752	3,001,023
Purchase of capital assets	(30,599)	(33,037)
Purchase of intangible assets	(34,724)	(81,795)
	<u>31,861</u>	<u>(360,935)</u>
Net change in cash	(8,503)	(177,322)
Cash, beginning of year	<u>425,269</u>	<u>602,591</u>
Cash, end of year	<u><u>416,766</u></u>	<u><u>425,269</u></u>

The accompanying notes are an integral part of these financial statements

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

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## Notes to Financial Statements

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December 31, 2023

### **Nature and description of the organization**

The College of Medical Radiation and Imaging Technologists of Ontario ("CMRITO") regulates medical radiation and imaging technologists in Ontario. Health professions in Ontario are governed under the *Regulated Health Professions Act, 1991* (RHPA) and individual health profession Acts (for the CMRITO, the *Medical Radiation and Imaging Technology Act, 2017*).

This legislative framework establishes health regulatory colleges, which regulate the professions in the public interest. CMRITO does this by establishing standards of practice for the profession and setting entry to practice requirements for medical radiation and imaging technologists. Additionally, it ensures the continued competence of its registrants through a quality assurance program and addresses concerns from the public through a complaints and discipline process.

CMRITO is a not-for-profit organization, as described in Section 149(1)(l) of the Income Tax Act, and therefore is not subject to income taxes.

### **1. Significant accounting policies**

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

#### **(a) Revenue recognition**

##### **Registration fees**

Registration fees are recognized as revenue in the fiscal year to which they relate. Registration fees received in advance of the fiscal year to which they relate are recorded as deferred registration fees.

##### **Investment income**

Investment income, recognized on an accrual basis, comprises interest from cash and investments.

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Notes to Financial Statements (continued)

December 31, 2023

### 1. Significant accounting policies (continued)

#### (b) Capital assets

The costs of capital assets are capitalized upon meeting the criteria for recognition as a capital asset, otherwise, costs are expensed as incurred. The cost of a capital asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Capital assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon commencement of the utilization of the assets, on a straight-line basis at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Office equipment	10 years
Computer equipment	3 years

Amortization of leasehold improvements is provided for on a straight-line basis over the remaining term of the respective lease.

A capital asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the capital asset to its fair value. Any impairment of the capital asset is recognized in income in the year in which the impairment occurs.

An impairment loss is not reversed if the fair value of the capital asset subsequently increases.

#### (c) Intangible assets

The costs of intangible assets are capitalized upon meeting the criteria for recognition as an intangible asset, otherwise, costs are expensed as incurred. The cost of an intangible asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Intangible assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon commencement of the utilization of the assets, on a straight-line basis at a rate designed to amortize the cost of the intangible assets over their estimated useful lives. The annual amortization rate is as follows:

Computer software	5 years
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# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

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## Notes to Financial Statements (continued)

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December 31, 2023

1. **Significant accounting policies (continued)**

(c) **Intangible assets (continued)**

An intangible asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the intangible asset to its fair value. Any impairment of the intangible asset is recognized in income in the year in which the impairment occurs.

An impairment loss is not reversed if the fair value of the intangible asset subsequently increases.

(d) **Deferred lease incentives**

Lease incentives include free rent benefits and tenant inducements received in cash for purposes other than capital in nature.

Lease incentives are amortized to income on a straight-line basis over the terms of the respective lease.

(e) **Financial instruments**

**Measurement of financial assets and liabilities**

The College initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The College subsequently measures all of its financial assets and financial liabilities at amortized cost.

Amortized cost is the amount at which a financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and minus any reduction for impairment.

Financial assets measured at amortized cost include cash and investments.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Notes to Financial Statements (continued)

December 31, 2023

### 1. Significant accounting policies (continued)

#### (e) Financial instruments (continued)

##### Impairment

At the end of each year, the College assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. Objective evidence of impairment includes observable data that comes to the attention of the College, including but not limited to the following events: significant financial difficulty of the issuer; a breach of contract, such as a default or delinquency in interest or principal payments; and bankruptcy or other financial reorganization proceedings.

When there is an indication of impairment, the College determines whether a significant adverse change has occurred during the year in the expected timing or amount of future cash flows from the financial asset.

When the College identifies a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it reduces the carrying amount of the financial asset to the greater of the following:

- the present value of the cash flows expected to be generated by holding the financial asset discounted using a current market rate of interest appropriate to the financial asset; and
- the amount that could be realized by selling the financial asset at the statement of financial position date.

Any impairment of the financial asset is recognized in income in the year in which the impairment occurs.

When the extent of impairment of a previously written-down financial asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, but not in excess of the impairment loss. The amount of the reversal is recognized in income in the year the reversal occurs.

#### (f) Pension plan

The College is an employer member of the Healthcare of Ontario Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan. Sufficient information is not available to the College to use defined benefit plan accounting, therefore the College accounts for the Plan as a defined contribution pension plan. The College expenses pension contributions when made.

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Notes to Financial Statements (continued)

December 31, 2023

### 1. Significant accounting policies (continued)

#### (g) Management estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the current year. Actual results may differ from these estimates, the impact of which would be recorded in future years.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

### 2. Financial instrument risk management

The College is exposed to various risks through its financial instruments. The following analysis provides a measure of the College's risk exposure and concentrations.

The financial instruments of the College and the nature of the risks to which those instruments may be subject, are as follows:

Financial instrument	Risks				
	Credit	Liquidity	Market risk		
Currency			Interest rate	Other price	
Cash	X			X	
Investments	X			X	
Accounts payable and accrued liabilities		X			

#### Credit risk

The College is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, or if there is a concentration of transactions carried out with the same party, or if there is a concentration of financial obligations which have similar economic characteristics that could be similarly affected by changes in economic conditions, such that the College could incur a financial loss.

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Notes to Financial Statements (continued)

December 31, 2023

### 2. Financial instrument risk management (continued)

#### Credit risk (continued)

The maximum exposure of the College to credit risk is as follows:

	2023 \$	2022 \$
Cash	416,766	425,269
Investments	2,602,067	2,699,251
	<u>3,018,833</u>	<u>3,124,520</u>

The College reduces its exposure to the credit risk of cash by maintaining balances with a Canadian financial institution.

The College manages its exposure to the credit risk of investments through their investment policy which restricts the types of eligible investments.

#### Liquidity risk

Liquidity risk is the risk that the College will not be able to meet a demand for cash or fund its obligations as they come due.

The liquidity of the College is monitored by management to ensure sufficient cash is available to meet liabilities as they become due.

#### Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

#### Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The College is not exposed to currency risk.

#### Interest rate risk

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

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## Notes to Financial Statements (continued)

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December 31, 2023

### 2. Financial instrument risk management (continued)

#### Market risk (continued)

#### Other price risk

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar instruments traded in the market.

The College is not exposed to other price risk.

#### Changes in risk

There have been no significant changes in the risk profile of the financial instruments of the College from that of the prior year.

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Notes to Financial Statements (continued)

December 31, 2023

### 3. Investments

	2023 \$	2022 \$
Broker cash	-	207,242
High-rate interest savings account	80,597	415,716
Guaranteed investment certificates	2,521,470	2,076,293
	<u>2,602,067</u>	<u>2,699,251</u>

The guaranteed investment certificates have effective interest rates ranging from 1.96% to 5.85% (2022 - 1.90% to 4.94%) and maturity dates ranging from January 2024 to July 2026 (2022 - February 2023 to January 2024).

In accordance with the reserves policy of the College, amended September 16, 2021, the Council of the College has restricted investments for the purposes of funding unforeseen expenditures arising from the operations of the College and special projects.

In the current year, investments in the amount of \$1,860,000 (2022 - \$1,770,000) have been restricted. Restricted investments are presented as long-term investments.

The restriction is subject to the direction of the Council upon the recommendation of the Finance and Audit Committee.

	2023 \$	2022 \$
Classified as:		
Current	742,067	929,251
Long-term	1,860,000	1,770,000
	<u>2,602,067</u>	<u>2,699,251</u>

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Notes to Financial Statements (continued)

December 31, 2023

### 4. Capital assets

	Cost \$	Accumulated Amortization \$	2023 Net Book Value \$
Office equipment	368,735	204,058	164,677
Computer equipment	197,915	185,907	12,008
Leasehold improvements	431,256	431,256	-
	<u>997,906</u>	<u>821,221</u>	<u>176,685</u>

	Cost \$	Accumulated Amortization \$	2022 Net Book Value \$
Office equipment	368,735	168,136	200,599
Computer equipment	188,118	183,574	4,544
Leasehold improvements	431,256	431,256	-
	<u>988,109</u>	<u>782,966</u>	<u>205,143</u>

During the year, capital assets with a net book value of nil (cost and accumulated amortization both of \$20,802) were disposed of for no gain or loss.

### 5. Intangible assets

	Cost \$	Accumulated Amortization \$	2023 Net Book Value \$
Computer software	885,934	672,955	212,979

	Cost \$	Accumulated Amortization \$	2022 Net Book Value \$
Computer software	862,010	607,464	254,546

During the year, intangible assets with a net book value of nil (cost and accumulated amortization both of \$10,800) were disposed of for no gain or loss.

During the prior year, intangible assets with a net book value of nil (cost and accumulated amortization both of \$218,152) were disposed of for no gain or loss.

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

## Notes to Financial Statements (continued)

December 31, 2023

### 6. Accounts payable and accrued liabilities

	2023 \$	2022 \$
Trade payables and accrued liabilities	160,673	143,764
Accrued liabilities - complaints and discipline	73,609	162,707
Government remittances payable	137,004	109,934
	<u>371,286</u>	<u>416,405</u>

### 7. Deferred lease incentives

	Cost \$	Accumulated Amortization \$	2023 Net Book Value \$
Tenant inducements	88,061	35,224	52,837
Free rent benefits	72,079	28,832	43,247
	<u>160,140</u>	<u>64,056</u>	<u>96,084</u>

  

	Cost \$	Accumulated Amortization \$	2022 Net Book Value \$
Tenant inducements	88,061	26,418	61,643
Free rent benefits	72,079	21,624	50,455
	<u>160,140</u>	<u>48,042</u>	<u>112,098</u>

Effective October 29, 2018, the College extended its office premises lease for a ten year term commencing January 1, 2020 and expiring December 31, 2029.

Amortization of lease incentives in the amount of \$16,014 (2022 - \$16,014) was credited to rent expense in the current year.

### 8. Pension plan

Employees of the College are members of the Plan, which is a multi-employer defined benefit pension plan. Plan members will receive retirement benefits based on the member's contributory service, the highest average annualized earnings during any consecutive five-year period, and the most recent three-year average year's maximum pensionable earnings. As at December 31, 2023, the Plan is 115% funded. Contributions to the Plan made during the year ended December 31, 2023 by the College on behalf of its employees amounted to \$298,609 (2022 - \$274,709) and are recorded in human resources expense in the statement of operations. Employees' contributions to the Plan in 2023 were \$237,039 (2022 - \$218,023).

# COLLEGE OF MEDICAL RADIATION AND IMAGING TECHNOLOGISTS OF ONTARIO

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## Notes to Financial Statements (continued)

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December 31, 2023

9. **Commitment**

The College is committed to lease its office premises until December 31, 2029. The future annual lease payments, including an estimate of premises common area expenses, are as follows:

	<u>\$</u>
2024	403,311
2025	411,318
2026	411,318
2027	411,318
2028	411,318
2029	411,318
	<u>2,459,901</u>

# HILBORN

LISTENERS. THINKERS. DOERS.