

# College of Dental Technicians of British Columbia



## Annual Report

April 1, 2016 - March 31, 2017

IT IS THE DUTY OF THIS COLLEGE AT ALL TIMES TO SERVE AND PROTECT THE PUBLIC, AND TO DISCHARGE ITS RESPONSIBILITIES UNDER ALL ENACTMENTS IN THE PUBLIC INTEREST.

### OBJECTS OF THE COLLEGE

- To superintend the practice of the profession;
- To govern its registrants according to this *Act*\*, the Regulations, and the Bylaws of the College;
- To establish the conditions or requirements for registration of a person as a member of the College;
- To establish, monitor, and enforce standards of practice to enhance the quality of practice and reduce incompetent, impaired, or unethical practice amongst registrants;
- To establish and maintain a continuing competency program to promote high practice standards amongst registrants;
- To establish, for a College designated under section 12(2)(h), a patient relations program to seek to prevent professional misconduct of a sexual nature;
- To establish, monitor, and enforce standards of professional ethics amongst registrants;
- To require registrants to provide to an individual access to the individual's health care records in appropriate circumstances;
- To inform individuals of their rights under this *Act*\*, the *Freedom of Information and Protection of Privacy Act*;
- To administer the affairs of the College and perform its duties and exercise its powers under this *Act*\*, or other enactments;
- In the course of performing its duties and exercising its powers under this *Act*\*, or other enactments, to promote and enhance the following:
  - Collaborative relations with other colleges established under this *Act*\*, regional health boards, designated under the Health Authorities Act and other entities in the Provincial health system, post-secondary education institutions and the government;
  - Interprofessional collaborative practice between its registrants and persons practicing another health profession;
  - The ability of its registrants to respond and adapt to changes in practice environments, advances in technology and other emerging issues.

\* the *Health Professions Act*





# COLLEGE OF DENTAL TECHNICIANS OF BRITISH COLUMBIA

## Report for the Year Ended March 31, 2017

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The College of Dental Technicians of BC (CDTBC) has the delegated authority under BC legislation to govern dental technology practitioners in the public interest. CDTBC's mandate at all times is to serve and protect the public.

This report describes the College's work and activities from April 1, 2016 to March 31, 2017.

## Mission

CDTBC's mission is to ensure that dental patients are receiving safe and informed care by appropriately regulating those who provide dental technology services and fabricate dental appliances.

## Vision: the future we choose

CDTBC is a trusted regulator, promoting excellence and professionalism in dental technicians.

## Values

CDTBC principles that guide our behaviour:

- We act in a fair, objective and impartial manner.
- We are transparent in our communication and regulatory decisions.
- We are accessible, respectful and inclusive.



# Strategic Plan of Priorities

During the strategic planning session held in December 2015, CDTBC identified several priority areas during the strategic planning process. The Board decided to focus the College's resources on six specific areas over a three-year period. A full copy of CDTBC Strategic Plan of Priorities can be found on the website.

## **Improve Relationships with Dentists**

CDTBC seeks to build our relationship with the College of Dental Surgeons, the BC Dental Association, as well as dentists themselves so that patients are aware of their options when choosing where and by whom their dental appliance is fabricated.

## **Improve National Standardization**

CDTBC seeks to actively work with the Canadian Alliance of Dental Technology Regulators (CADTR) towards developing common exam standards and administration processes as well as pan-Canadian education standards.

## **Increase Scope of Regulation**

CDTBC will review the scope of what and who we regulate, as well as how we update our regulations to ensure it is effective in keeping the public safe.

## **Leverage Shared Resources**

CDTBC will continue to work with other regulatory Colleges and the DTABC to find ways of reducing day-to-day administration and overhead costs while increasing peer-to-peer learning.

## **Improve Staff Capacity and Continuity**

CDTBC will explore opportunities to develop staff members to take on greater responsibilities, utilize technology to improve organizational memory and optimize staff time, and develop a Deputy Registrar position.

## **Improve Relationship with Association**

CDTBC will work with DTABC towards educating our registrants about the benefits of our unique roles and continue to build and strengthen our respective organizations to ensure that we deliver on our mandates with excellence.

# CHAIR'S REPORT



I feel honoured to have been re-elected to the College Board by the registrants and to have been re-elected Chair by the members of the Board. There are several long-term projects that the Board has undertaken in the last two to three years that I am looking forward to continuing to be involved with over the next couple of years.

Looking back at the last year, the College finalized and presented proposed amendments to the regulation of dental technology in BC, including a modified scope of practice for dental technicians. This proposal was the result of meetings with the Dental Technicians Association of BC and the other stakeholders, both regulatory and professional, to address the changes in technology and how the practice of dental technology has changed over the last 20 years.

The CDTBC's involvement in the BC Health Regulators (BCHR) has been a great benefit in expanding the knowledge of the College Board Members in how much we have in common with the other health regulators and the common challenges a lot of Colleges face. I look forward to being able to attend and participate more with the BCHR in future.

The CDT of BC is part of the Canadian Alliance of Dental Technology Regulators (CADTR), and I attended the annual meeting of the group in Toronto in August of 2016. This is the second year I have been involved with the CADTR, and like the BCHR meetings, getting the chance to meet and talk with other regulators across the country is a great experience.

The CADTR has applied for federal funding to support a Foreign Qualifications Recognition project with the goal of developing a common application process for all foreign workers with dental technology training or experience looking to move to Canada. This would allow for the development of a national exam and hopefully the accreditation of educational programs in future.

Respectfully Submitted by:

*Angus Barrie, RDT*  
*Chair of the Board*

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Provincial Representatives of the Canadian Alliance of Dental Technology Regulators - (October 2015)



(Left to Right) Glenn Hildebrandt, RDT(NB); Bob Westlake, RDT(AB); Raymond Hache, t.d.(PQ); Kris Viczko, RDT(SK); Judy Rigby, ON; Martin Mueller, RDT(NS); Linda Carbone, PQ; Ronald Revell, RDT(BC); Gary Wakelam, RDT(AB); Angus Barrie, RDT (BC)

# REGISTRAR'S REPORT

As I was reviewing the College's work over the past year for information to include in this year's annual report, I thought it was worth noting that the College is embarking on its third decade of regulating the profession under the *Health Professions Act*. For over 20 years the Board has taken its responsibility to regulate the practice of dental technology in the public interest very seriously. I am pleased to be able to report that this continues to be evident with our current slate of Board Members. I am delighted to work with an excellent staff, and a dedicated group of elected registrants and appointed public members who serve on the Board as we strive to meet this important mandate.

I also consider it a privilege to work collaboratively with the other 22 health professions as a member of the BC Health Regulators (BCHR), which was first registered as an organization under the *Societies Act* in 2014. We are one of the smaller Colleges in BC, and the BCHR has been a valuable resource as a forum where Registrars share their extensive expertise in professional regulation. We have benefited from participating in its ongoing public awareness campaign, and both staff and Board Members have attended several educational events organized by the BCHR on trends in regulation that we could not afford to hold on our own.

During the past year, the BCHR conducted a survey of the group to determine if there was interest in exploring the possible benefits of having a shared office space, and collaborating on other common regulatory functions. Many of the Colleges agreed that we should look for ways to make more efficient use of the limited resources that we each have. We are now moving forward with finding a suitable location for a common "College campus" with shared meeting rooms, central reception area, and other shared facilities as the first stage of this process. We may also consider collaborating on other operational processes that we all deal with independently now, but which could benefit from economies of scale.

In our ongoing effort to keep operational costs under control, the Board approved bylaw amendments this year to allow for an online Board election process. Along with reducing the costs associated with running the College elections, there was an expectation that by simplifying the voting process, we would see an increase in the number of ballots submitted. While we were successful in greatly reducing the election expenses, the voter response remained low. Hopefully, as we move forward with the election in the spring of 2018, we will see a greater number of votes cast.



With consideration of our identified strategic priorities, and with a focus on the College's purpose, the Board decided to eliminate the reference library at the office and disburse the various materials. While the collection of magazines and books, some of which back to the mid-1900s, may be interesting to some, most of the information is no longer relevant and is seldom, if ever used. In addition, the Board recognized that it is not the responsibility of the College to provide Continuing Education materials.

On March 1, 2017, the Registrars from all 23 Health Colleges, along with the Ministry of Health and the First Nations Health Authority (FNHA), signed a Declaration of Commitment to advance cultural safety and humility among regulated health professionals in BC. This declaration was made as a first step towards meeting the objective of improving health outcomes for First Nations and Aboriginal people in British Columbia. The Colleges will now be consulting with FNHA to determine how to put this commitment into actions. Further information on cultural safety and humility can be found on the FNHA website at: [www.fnha.ca/wellness/cultural-humility](http://www.fnha.ca/wellness/cultural-humility).

We have learned over the past few years that professional regulation around the world is changing, and the traditional Canadian model of self-regulation is becoming more unique each year. Many jurisdictions are establishing larger, multi-discipline bodies to regulate groups of professions. Right-touch regulation and regulating with a focus on taking pro-active steps to reduce harms before they occur are becoming more predominant in many countries around the globe.

The regulatory systems and styles of the past may no longer be the best option to fulfill our duty to protect the public. As a College, we must prepare to take advantage of opportunities, and face the challenges that lie ahead, to ensure that dental technology practice in BC remains safe, professional, and sustainable.

Respectfully Submitted by:  
*Ronald Revell, RDT*  
*Registrar / CEO*

# COLLEGE STRUCTURE

## LEGISLATIVE BASE

The role of the College and its authority and powers are set out in the *Health Professions Act*, the Regulations and the College Bylaws. The Bylaws provide a framework for the organizational structure of the College and set out the various responsibilities of members of the Board, Committees, staff, and individual registrants. Patients who receive dental technology services in BC rely on the College to ensure that its registrants are competent and practice in an ethical and professional manner.

## INTERNAL ORGANIZATION

### The Board and Board Members

CDTBC is governed by a nine-member Board that includes six elected professional members and three public members appointed by the Minister of Health. Board members have the primary responsibility to govern, control and administer the affairs of the College in accordance with the Health Professions Act, the Regulation and the Bylaws.

### Staff and Others

The College staff includes the Registrar, Manager of Finance and Registration, Registrar's Assistant, and an Inspector. The College also contracts works with a number of other individuals who assist with exam invigilation, marking of practical exams assignments, or in other support positions when appropriate. Consultants and outside contractors are also required from time to time, including an independent auditor, legal counsel, IT experts, and various other support personnel as needed.

### Registrar

The Registrar is the chief executive officer of the College and is appointed by the Board. He is the public representative of the College on the regulation of the profession and is ultimately responsible for the day-to-day administration of the affairs of the College. The Registrar is also responsible for providing and managing the staff needed to support the work of the Board and each of its Committees. The Registrar acts as a liaison for the Board with the staff and all other persons who provide services to the College.

### Manager of Finance and Registration

The Manager of Finance and Registration reports to the Registrar and is responsible for the daily management of the College's accounting and financial system, processing registration applications, and maintaining our registration records and database. Additional duties include providing some administrative support to the Board and Finance Committee, as well as managing the Continuing Education program.

### Registrar's Assistant

The Registrar's Assistant provides administrative support to the Registrar including preparing correspondence, responding to requests for information, conducting background research, and taking minutes at various College meetings. The Registrar's Assistant also assists with the administration of the registration examinations, scheduling the Registrar's meetings, and making travel arrangements as necessary.

### Inspector

The College Inspector is appointed by the Inquiry Committee and conducts routine inspections of dental laboratories throughout the Province as a means of ensuring registrants are complying with the Act, Regulation, and Bylaws of the College. Inspections are coordinated by the Registrar on both a random and an "as needed" basis. The Inspector submits a report on each inspection to the Registrar and these reports may be forwarded to the Inquiry Committee for further investigation if necessary.

# COLLEGE STRUCTURE

## STAFF AND OFFICE HOURS

<b>Staff:</b>	Ronald Revell, RDT	Registrar / CEO	rrevell@cdtbc.ca
	Susan Still	Manager, Finance and Registration	sstill@cdtbc.ca
	Wincy Ranson	Registrar's Assistant	wranson@cdtbc.ca
<b>Auxiliary:</b>	Greg Tamkin, RDT	Examination Invigilator	(Practical Examinations)
	Ken Izumi, RDT	Inspector/Examination Invigilator	(Practical Examinations)
	Office Hours	9:00 a.m. - 5:00 p.m.	(Monday to Friday)
	Telephone	604-278-8324	
	Facsimile	604-278-8325	
	Email Inquires	info@cdtbc.ca	

## RECORDS

The office maintains records as follows:

- Register – including name, registration class, business address, business telephone number, any limits or conditions on the registration, and cancellation or suspension of every person granted registration
- Individual active registrant records - including copies of application forms, records relating to the attainment of registrant status, renewal applications, quality assurance records, correspondence, etc.
- Archived registrant records - all registrant records for individuals who are removed from the Register
- Financial records
- Board & Committee Meeting Minutes
- General information files pertaining to:
  - Registration requirements in other jurisdictions
  - Other regulatory bodies, communications, publications
  - Liaison groups, consultant services
  - Related legislation
  - Registrant examination results
  - Inspection records

# **BOARD AND COMMITTEE MEMBERSHIP**

FOR THE PERIOD ENDING MARCH 31, 2017

## **COLLEGE BOARD**

### **Elected Members**

Angus Barrie, RDT (Chair)  
Bryan Bowie, RDT (Non-practicing) (Vice-Chair)  
Dave Carney, RDT  
Fred Leak, Assistant  
Anil Kumar, RDT  
Avi Tutelman, RDT

### **Appointed Public Members**

Emily Chan, CPA, CA  
Dr. Michael Curry, MD, LLB, JD, CCFP  
Pawanjit Joshi, BA, LLB

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### **Inquiry Committee**

Anil Kumar, RDT (Chair)  
Dave Carney, RDT  
Dr. Michael Curry, MD, LLB, JD, CCFP  
Pawanjit Joshi, BA, LLB  
Fred Leak, Assistant

### **Registration Committee**

Angus Barrie, RDT (Chair)  
Bryan Bowie, RDT  
Emily Chan, CPA, CA  
Dr. Michael Curry, MD, LLB, JD, CCFP  
Avi Tutelman, RDT

### **Finance Committee**

Emily Chan, CPA, CA  
Bryan Bowie, RDT  
Fred Leak, Assistant

### **Discipline Committee**

Avi Tutelman, RDT (Chair)  
Emily Chan, CPA, CA  
*3 RDTs as needed*

### **Quality Assurance Committee**

Bryan Bowie, RDT (Chair)  
Angus Barrie, RDT  
Dr. Michael Curry, MD, LLB, JD, CCFP  
Emily Chan, CPA, CA

### **Association Liaison Committee**

Angus Barrie, RDT  
Dr. Michael Curry, MD, LLB, JD, CCFP  
Anil Kumar, RDT

### **PLA Committee**

Dave Carney, RDT  
Pawanjit Joshi, BA, LLB  
Avi Tutelman, RDT

### **Exam Review Panel \***

Dave Carney, RDT  
Pawanjit Joshi, BA, LLB  
1 RDT as needed

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\* If Needed

# BOARD AND COMMITTEE MEETING EXPENSES

## SCHEDULE OF BOARD AND COMMITTEE MEETING EXPENSES

<b>YEAR ENDED MARCH 31, 2017</b>	<b>2017</b>	<b>2016</b>
Board	\$ 15,023	\$ 16,641
Quality Assurance	100	201
Finance Committee	789	1,921
Inquiry Committee	35	1,633
Registration Committee	969	1,084
Other Committees & Directed Activities	150	409
	<b><u>\$ 17,066</u></b>	<b><u>\$ 22,089</u></b>

	<b>BOARD</b>	<b>COMMITTEE</b>	<b>TOTAL</b>	<b>TOTAL</b>
E. Chan	\$ 1,159	\$ 459	\$ 1,618	\$ 1,294
A. Tutelman	917	236	1,153	1,110
P. Joshi	294	50	344	533
T. Roche	–	75	75	200
D. Carney	937	218	1,155	1,641
A. Barrie	1,922	136	2,058	1,461
A. Kumar	1,121	–	1,121	1,527
B. Bowie	2,192	200	2,392	3,824
H. Grigg	–	–	–	658
F. Leak	2,735	175	2,910	3,521
F. Lando	–	–	–	119
M. Curry	593	101	694	729
Other Expenses	3,153	393	3,546	5,472
	<b><u>\$ 15,023</u></b>	<b><u>\$ 2,043</u></b>	<b><u>\$ 17,066</u></b>	<b><u>\$ 22,089</u></b>

Amounts paid to Board and Committee members include the cost of travel to attend meetings.

# COMMITTEE REPORTS

The Chairs of each of the College's Committees are required by statute to submit a written report of their specific activities to the Board. The following reports were submitted at the end of the fiscal year, March 31, 2017.

## INQUIRY COMMITTEE

The Inquiry Committee deals with all complaints regarding registrants according to the authority of section 33 of the *Health Professions Act* and monitors the routine inspection program. The Registrar provided staff support for the Committee.

The Committee did not meet this past year as the College did not receive any complaints. However, the College, along with the College of Denturists, did participate in an unauthorized practice investigation that was lead by the College of Dental Surgeons of BC. The case was concluded when the BC Supreme Court granted a permanent injunction against the offending individual to cease and never resume his unauthorized practice.

*Anil Kumar, RDT*

Chair, Inquiry Committee

## REGISTRATION COMMITTEE

The Registration Committee is responsible for all matters related to applications for registration as authorized by section 11 of the Bylaws. The Committee operates under the established Terms of Reference as approved by the Board. The Registrar provided staff support for the Committee during this period.

The Committee held two in-person meetings over the past year. During these meetings, the Committee:

- \* reviewed and made changes to the RDT application for internationally-educated dental technology applicants, exempting them from the requirement to submit a notarized copy of their education documents with the submission of the credential evaluation report available through the International Credential Evaluation Services due to redundancy;
- \* approved three applications from internationally–educated dental technology applicants;
- \* approved four requests for an additional attempt at the registration examinations after failing a third attempt pursuant to Bylaw section 34.

The Registration Committee continues to work with the Canadian Alliance of Dental Technology Regulators in the development of a national licensure examination and update Practical Examination procedures to ensure transparency and fairness.

*Angus Barrie, RDT*

Chair, Registration Committee

## PRIOR LEARNING ASSESSMENT COMMITTEE

The PLA Committee oversees all aspects of the College's Prior Learning Assessment Program. The PLA program provides a way for those who do not have a formal education in dental technology to demonstrate that they satisfy the training and experience requirements of Bylaw 29. (2), and therefore are eligible to apply for registration as a Dental Technician.

The Committee held two teleconferences this past year to review and approve three new applicants. Furthermore, four PLA applicants were approved to challenge the PLA Eligibility Exam, resulting in three additional applicants who are approved to challenge the licensure examinations.

*Dave Carney, RDT*

Chair, Prior Learning Assessment Committee

## QUALITY ASSURANCE COMMITTEE

The Quality Assurance Committee is responsible for establishing and administering a quality assurance program, and administers the continuing education program of the Board as authorized by the Bylaws (section 14). The Committee operates under Terms of Reference that have been approved by the Board. The Registrar provided staff support for the Committee during this period.

The Committee did not physically meet during the past year; however, with the end of a Continuing Education Cycle, the members did consider one special request for an exemption from the CE requirement due to hardship. Discussion regarding the special request was conducted electronically.

The beginning of the new Continuing Education Cycle also signals the start of the College's new Quality Assurance Program that was introduced at our last Annual General Meeting. The new program adds the current CE hour requirement by giving Registered Dental Technicians an opportunity to analyze their individual strengths and areas of improvement through a Self-Assessment Tool.

*Bryan Bowie, RDT*

Chair, Quality Assurance Committee

## FINANCE COMMITTEE

The Finance Committee oversees the College's system of financial administration and advises the Board on various financial matters as authorized by section 15 of the Bylaws. The Committee operates under the established Terms of Reference approved by the Board. The Registrar and the Manager of Finance provided staff support for the Finance Committee during this period.

I was pleased to be appointed as the new Committee Chair, being a public member and holding the CPA, CA designation. As in previous years, the Committee held three teleconferences that focused on reviewing the unaudited quarterly statements. The in-person meeting scheduled in April focused on reviewing the proposed operation and capital budgets for the following year.

*Emily Chan, CPA, CA*

Chair, Finance Committee

## ASSOCIATION LIAISON COMMITTEE

The Association Liaison Committee is an ad hoc committee that meets with representatives of the Dental Technicians' Association (DTABC), usually once or twice each year. Due to some scheduling conflicts, the Committee was not able to meet this year. The two organizations have however remained in communication and continue to work towards identifying and addressing emerging opportunities and challenges facing the profession from the perspectives of their differing mandates.

Over the last few years, the College has had the opportunity to go and speak to students entering the dental technology programs in BC about the College and professional regulation. One new initiative we began this year at both Vancouver Community College and CDI College, was to share that presentation time with a representative from the Association. Renata Cecconi, the DTABC's Director of Communications and Member Services and myself now have the opportunity to meet and educate these students about the different purposes and goals of our two organizations as they start their professional careers.

*Ronald Revell, RDT*

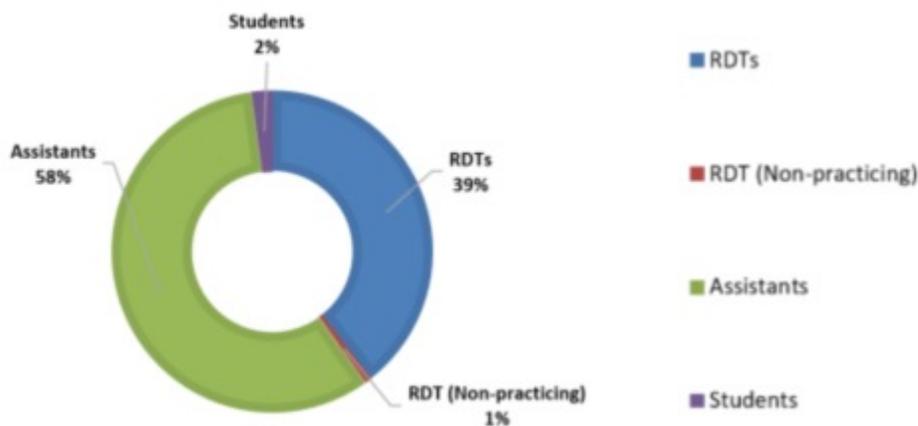
Registrar / CEO

# ANNUAL ACTIVITIES and STATISTICS

## REGISTRATIONS

Requirements for registration in each class are set out in the Bylaws. The College loses and gains Assistant registrants throughout the year on an ongoing and generally unpredictable basis. Dental Technician registrations usually increase slightly after the practical exam period, and a certain number of registrants drop off the Register annually for a wide variety of reasons. The chart below provides a picture of the changes during this period.

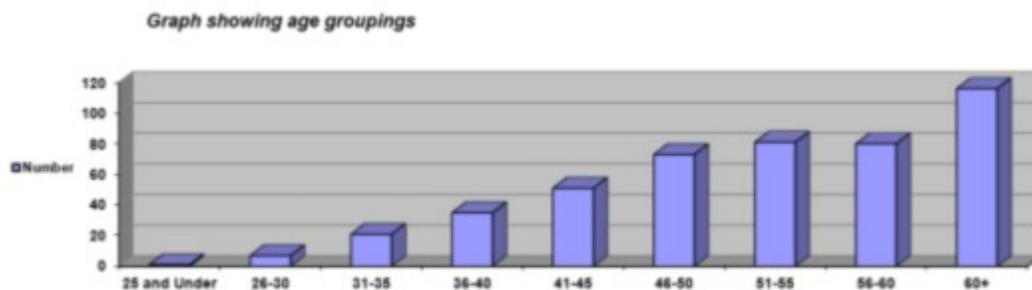
**REGISTRATIONS BY REGISTRATION CLASS  
(BASED ON 1001 REGISTRANTS)**



## Number of Registrants removed from the Register at the end of the fiscal period

Registered Dental Technicians	-14
Dental Technician Assistants	-46

## AGE DEMOGRAPHICS

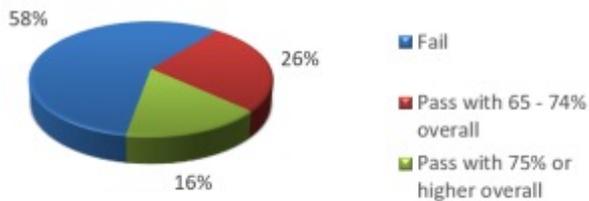


*Information current to July 2015*

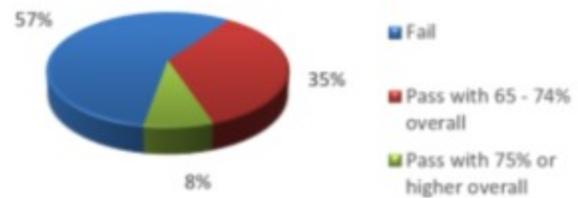
## EXAMINATIONS

The College's authority regarding examinations is set out in sections 19 (1) (j) and 20 of the *Health Professions Act*, and section 11 (3) of the Bylaws. Theory and practical exams test for entry-level competency in the profession.

2016 JURISPRUDENCE EXAM RESULTS FOR 38 CANDIDATES

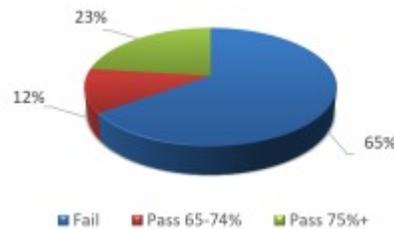


2016 THEORY EXAM RESULTS FOR 37 CANDIDATES



**11 Candidates approved for the Practical Exams**

## 2016 PRACTICAL EXAM RESULTS FOR 26 CANDIDATES

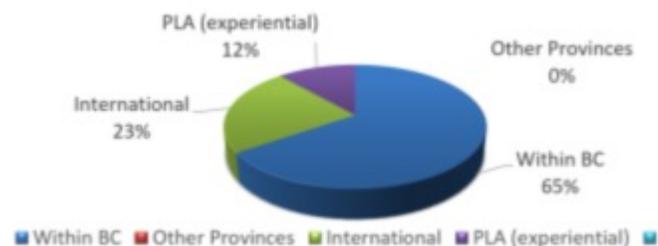


**9 Candidates approved for Registration**



CDTBC Board Chair presenting the 2016 Practical Exam Award to Mr. J. S. Kim

## WHERE OUR APPLICANTS RECEIVE THEIR EDUCATION (Total 23)



# FINANCIAL HIGHLIGHTS

The following statements are highlights of the College's financial position as at March 31, 2017 taken from the full audited financial statements, which are available from the College office upon request, and are posted on the College's website at [www.cdtbc.ca](http://www.cdtbc.ca).

## **STATEMENT OF FINANCIAL POSITION**

<b>AS AT MARCH 31, 2017</b>	<b>2017</b>	<b>2016</b>
<b>ASSETS</b>		
CURRENT ASSETS		
Cash and term deposits	\$ 845,342	\$ 810,742
Prepaid expenses	<u>11,676</u>	<u>6,677</u>
	857,018	817,419
TERM DEPOSIT RESTRICTED	149,796	148,255
CAPITAL ASSETS (Note 3)	<u>85,756</u>	<u>98,638</u>
	<u>\$ 1,092,570</u>	<u>\$ 1,064,312</u>
<b>LIABILITIES</b>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 6,999	\$ 6,874
Deferred revenue (Note 4)	452,968	454,445
Deferred rental benefit	<u>1,227</u>	<u>1,227</u>
	461,194	462,546
DEFERRED RENTAL BENEFIT	-	1,227
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 6)	<u>4,460</u>	<u>8,920</u>
	465,654	472,693
COMMITMENTS (Note 8)		
<b>NET ASSETS</b>		
INVESTED IN CAPITAL ASSETS	81,296	89,718
DISCIPLINE LEGAL RESERVE	149,796	148,255
UNRESTRICTED	<u>395,824</u>	<u>353,646</u>
	<u>626,916</u>	<u>591,619</u>
	<u>\$ 1,092,570</u>	<u>\$ 1,064,312</u>

# FINANCIAL HIGHLIGHTS

## STATEMENT OF REVENUE AND EXPENSES

**YEAR ENDED MARCH 31, 2017** **2017** **2016**

### REVENUE

License and registration fees	\$ 479,951	\$ 496,659
Examination fees	27,550	20,250
Interest	7,248	8,395
Amortization of deferred contributions relating to capital assets	5,035	4,460
Fines and hearing fees	4,460	3,286
Other	1,122	809
	<u>525,366</u>	<u>533,859</u>

### EXPENSES

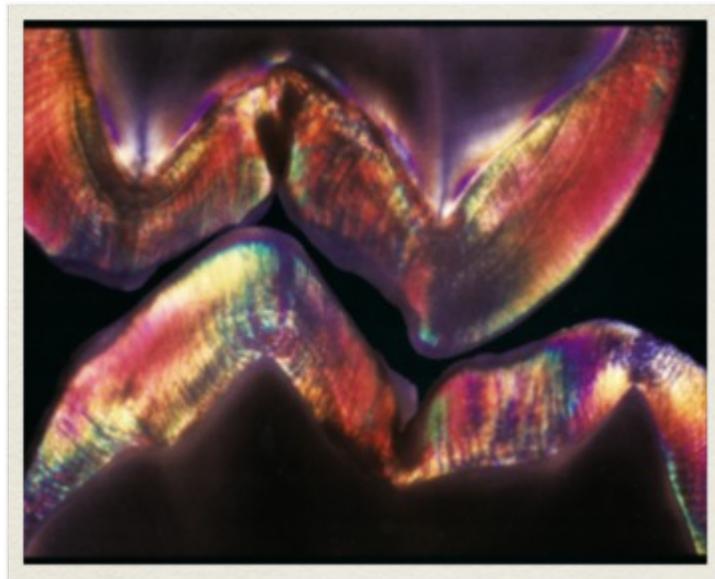
Salaries and benefits	238,458	241,290
Rent	72,577	73,336
Amortization	33,818	24,512
Examination	22,273	24,808
Board and Committee meetings (Schedule)	17,066	22,089
Liaison activities	15,025	12,230
Repairs and maintenance	14,182	15,528
Legal and accounting	12,967	16,217
Inspections	11,994	4,318
Bank charges and credit card processing	10,130	8,892
Office supplies	7,951	7,586
Telephone, fax and internet	7,334	6,482
Staff and member	6,292	6,259
Insurance	4,990	4,848
Public education	4,000	5,000
Office equipment lease	2,556	1,698
Registrant communications	2,502	3,501
Registrar	2,302	1,690
Annual report and meeting	1,569	3,117
Consulting	1,140	14,642
Resource materials	406	1,171
Awards and scholarships	256	1,103
Benefits administration and WCB	206	175
Staff and member education	75	1,359
Promotional activities	-	187
	<u>490,069</u>	<u>502,038</u>

**EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES** **\$ 35,297** **\$ 31,821**  
**FOR THE YEAR**



**COLLEGE OF DENTAL TECHNICIANS OF BC  
N208 – 5811 COONEY ROAD  
RICHMOND, BC  
V6X 3M1**

**PHONE: 604-278-8324  
FAX: 604-278-8325  
TOLL FREE: 1-877-666-8324  
WEBSITE: WWW.CDTBC.CA**



*Image: cross section of upper and lower natural teeth  
© Claude Sieber*

**Consider a Dental Profession on the Artistic Edge**