

	2027 Budget	
REVENUES		
Physician annual fees	26,007,700	
Accreditation program ^{Note 1}	5,627,007	
Practice readiness fees	4,755,739	
Investment income	2,961,000	
Professional corporation fees	2,360,000	
Physician registration fees	2,126,000	
Grant funding	1,380,252	
Credit card administration fees	424,000	
Competence assessment fees	385,000	
Penalties to members	347,000	
Certificates	250,000	
Continuing competence fees	221,500	
Recovery of investigation and hearing expenditures	199,400	
Miscellaneous	129,200	
Physician assistant fees	43,100	
Total Revenues	47,216,898	
EXPENDITURES		
		<i>% of Total Expenditures</i>
Corporate services	5,465,234	10%
Information management and privacy	4,719,046	8%
Office of the Registrar	3,889,260	7%
People and culture	2,289,230	4%
Communications	1,634,039	3%
Governance	1,226,062	2%
Amortization of equipment and leasehold improvements	1,007,000	2%
<i>CPSA Activities:</i>		
Professional conduct and hearings director office	10,324,986	18%
Registration	8,180,595	15%
Accreditation program ^{Note 1}	6,027,993	11%
Continuing competence	5,527,975	10%
Analytics, innovation and research	5,326,863	10%
Total Expenditures	55,618,284	100%
Excess of expenditures over revenues before development costs and other items	8,401,386	
Development Costs ^{Note 2}	1,304,700	
Excess of expenditures over revenues before other items	9,706,086	
Other income		
Fair value change in investments	658,000	
Excess of expenditures over revenues for the year	9,048,086	

Note 1: The net program activity of accreditation revenues less operating expenses will continue to remain internally restricted.

Note 2: Development costs consist of a Digital Transformation Initiative to modernize accreditation workflows, a financial management system modernization to replace aging infrastructure, and strategic planning initiatives.