



2026—2029

STRATEGIC ACTION PLAN

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Introduction

Since first introducing a three-year Strategic Action Plan (SAP) for 2024-2027, the OSSTF/FEESO Provincial Executive has, once again, reimagined the SAP to present a rolling three-year plan that will be renewed annually to give purpose and direction to our work while allowing our union to respond to the immediate challenges facing our members, our students, and Ontario's publicly funded education system, from Early Learning to University. A progress report will be presented at every Provincial Council meeting and an updated Strategic Action Plan each year for consideration by the membership at the Annual Meeting of the Provincial Assembly (AMPA).

The Strategic Action Plan is divided into two sections: the Preamble, showing priorities and actions, and the Chart, showing annual costing. The Preamble to the SAP lays out priorities, strategies, and actions to provide focus to our collective work throughout the three-year term, while rooting these plans in a longer-term vision for our union and our sector. Much of this work is integrated within the regular operations of OSSTF/FEESO, supported by staff and organizational resources, and funded through the core OSSTF/FEESO budget. Where there are new and unique initiatives tied to the SAP that require new funding in the upcoming fiscal year, that projected cost will be included in a Chart showing SAP costs for the next fiscal year, for the consideration of AMPA.

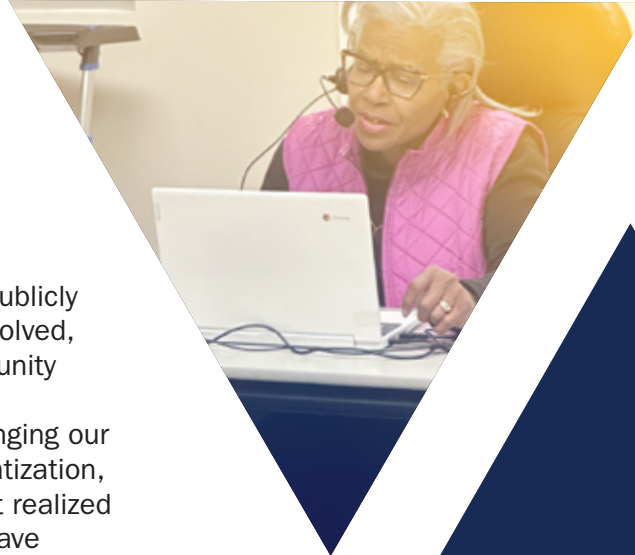


Collective Purpose for Collective Action

For more than a century, OSSTF/FEESO has protected its members and championed the cause of publicly funded education. As the challenges our members face and the threats to public education have evolved, so too have our structures and approaches to member protection, member mobilization, and community engagement. Our evolution has not occurred in isolation. The global political landscape has shifted fundamentally as the world digested seismic changes in technology and geo-political conflict challenging our values and shifting public beliefs: now rooted in neoliberalism which emphasizes deregulation, privatization, and unrestricted competition for the delivery of services. Further, as the Canadian labour movement realized its own strength through waves of strikes from the 1940s to the 1970s, successive governments have sought a compromise that would ensure labour peace through a regulated collective bargaining and health and safety regime. This regime imposed statutory requirements on unions to represent members through a system of disciplined collective bargaining that included mediation and arbitration. Finally, OSSTF/FEESO's evolving composition to an education union that includes members from early years education to University, representing a vibrant mix of education workers, teachers, and occasional teachers, offers unique opportunities to advocate broadly on behalf of public education and public educators.

More recently, we have seen shocks to Ontario's education system, including the imposition of the School Boards' Collective Bargaining Act in 2013, and the election of a populist Conservative government in 2018 that immediately froze provincial funding to Ontario's publicly funded universities creating a funding crisis that only worsens with each passing year. Ontario's Conservative government has stripped \$6.3B out of the public education system since being elected and has put incredible strain on education workers in a public system that is already underfunded and overstretched. These cuts negatively affect students, workers, parents, and caregivers across the province, but they have a much-magnified impact on people from isolated, marginalized, and equity-seeking communities. In a manner reminiscent of the Harris Government of the 1990s, the Ford Government is championing a pro-privatization agenda that puts corporate interests ahead of the common good, common sense, and common people. This strategy is simple: create a crisis in publicly funded education and public health care to break public confidence in public services and manufacture an appetite for private alternatives.

This strategic action plan seeks to enhance and grow the robust suite of services OSSTF/FEESO provides to members including member protection, collective bargaining, and union training, including for new members, while emphasizing the imperative of organizing members, building solidarity across the sector, and engaging the communities we serve. This Strategic Action Plan is both a call to action and a roadmap for progressive change. It calls upon our union to engage in an impactful communications and outreach strategy to influence decision-makers, garner media coverage, and mobilize public support for publicly funded education in



classrooms, campuses, and communities across Ontario. This work must be integrated with OSSTF/FEESO's Action Plan to Support Equity, Anti-Racism, and Anti-Oppression, which serves as a blueprint for our union's efforts to dismantle racism and oppression and to create equity, inclusion, and a sense of belonging, both internally and externally.

This Strategic Action Plan is built on three independent but interrelated pillars:

- Promote & Protect Public Education
- Defend & Support Members
- Mobilize Members & Communities



Pillar 1: Promote & Protect Public Education

Public education has long been a cornerstone of our society and is fundamental to maintaining Ontario's competitive position on an increasingly complex global stage. OSSTF/FEESO has, since our inception, made protecting public education a key part of our mandate. Political priorities in Ontario are ever changing, impacted by forces within and well beyond Ontario. We currently find ourselves in a deepening affordability crisis as more and more Ontarians struggle to afford basic necessities, including food and housing, and thousands of Ontarians are worried about the future of work as global trade policies, particularly that of the United States, takes its toll on Ontario's manufacturing, agricultural, and resource sectors. For us, this means that while education and educators consistently poll positively with Ontarians, public services, including education, are far from front-of-mind for many folks.

This Strategic Action Plan takes a long-range view and a multi-pronged approach to this problem. It seeks to position us to bargain school board collective agreements in the short term, working in concert with other education unions, and to continue supporting the post-secondary sector, even as it suffers the devastating effects of years of underfunding. This plan seeks to build relationships with labour, particularly in the public sector, to ensure that both politicians and the public understand the intrinsic and economic value of public services. In order to engage our communities in support of public education we must both broaden and deepen relationships, ensuring that OSSTF/FEESO is able to use its resources and political clout to support the families whom we serve, and to call upon them to join us in protecting Ontario's public education system.

Looking forward, this plan seeks to prepare us for subsequent rounds of bargaining by creating structures that encourage unions and grassroots members to collaborate and build our strength through deep and prolonged organizing efforts. This will put us in a stronger position both to bargain and to meaningfully impact the political landscape. The plan aspires to build our political acumen within our membership and with the political parties. This will position OSSTF/FEESO not just to influence the next provincial election but to work with whichever government is elected to ensure that education is a priority issue and that every political party understands and champions the benefits of a strong public education system and the positive social outcomes it produces.



Pillar 2: Defend & Support Members

Protecting members is at the core of OSSTF/FEESO's mandate and is central to everything we do; it is a moral imperative as well as a statutory requirement. Member protection takes on many forms and evolves over time as the legal, political, and social landscape changes; these can be more or less legalistic depending on the situation. Defending and supporting members is obvious in the bargaining and contract maintenance work we do in our provincial and local offices but also has significant elements of health and safety and human rights.

This strategic action plan creates the conditions for improvements in working conditions for all members regardless of job class or employer. As we prepare for bargaining with school boards and continue to bargain with employers in Districts 34 and 35, the plan seeks to engage, train, and organize members to collectively win improvements in working conditions, protect our students and demand respect. Together, we will unlock the power of our membership to pressurize the bargaining process. This plan leverages research and calls for member organizing within and between unions on our campuses to demand real improvements to workload and job security.

This action plan recognizes the prevalence of violence and mental health issues in our workplaces and builds upon the work already done including the Safe at School Policy Paper and provides union-created resources to assist members in exercising their rights. It also calls on the government and employers to live up to their responsibility to provide safe and healthy workplaces. Additionally, this plan expands the work done with respect to discrimination in employer discipline, advancing our equity work and demanding employers live up to their obligations.

Organizing members is at the core of this plan. The power of our union lies, as it always has, with our 60,000 members. Unlocking this power requires us to organize for a common cause. While there is much that differentiates our members with respect to geography and job class, culture and creed, and politics, and perspective, there are unshakeable commonalities that we can and must organize around: protecting public education for future generations; creating safe, stable, and manageable working conditions; and securing fair pay and respect for the work we do.

Worksite level organizing is the key to this level of member mobilization, and this plan builds on the outpouring of organizing we saw around the central bargaining survey. The plan equips bargaining leaders and worksite organizers with the tools they need to mobilize our members like never before in support of collective bargaining. Beyond school board bargaining, the plan provides the training and tools needed to organize campuses in preparation for future rounds of bargaining.



Pillar 3: Mobilize Members & Communities

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This plan looks beyond our own union and advances relationships within the education sector and across public services, calling for solidarity and demanding investment in our public services as an investment in the future of Ontario. We fundamentally reject the notion that the privatization of public services has a place in a democratic and equitable society. This plan seeks to build on existing expertise by providing resources for grassroots training that will connect our members with workers across the province.

Moreover, this plan recognizes that for us to be successful in protecting our members, our students, and public education, we must engage with our broader communities. At their essence, the threats our schools and campuses face reflect the threats we all face, namely, inadequate resources stemming from a grossly unfair distribution of the wealth of Ontario. By engaging with and supporting community groups and partners, we can push back in unison against the neoliberal agenda.



Table of Priorities and Actions

PRIORITY A: BUILDING BARGAINING POWER			
Strategy	Pillar 1: Promote & Protect Public Education	Pillar 2: Defend & Support Members	Pillar 3: Mobilize Members & Communities
Engaging within and beyond the education sector. Empower frontline members to drive the bargaining process and pressurize the bargaining environment. Continue to make high quality union training accessible to members through various channels and platforms. Support locals in engaging with and training new members. Build capacity and train locals on digital organizing and member mapping.	<u>ACTION 1.1: ONGOING-2027</u> Establish a collective bargaining coalition of unions with members covered under the School Board Collective Bargaining Act to coordinate bargaining and public relations strategies. <u>ACTION 1.2: 2026-2027</u> Engage a communications and campaign firm to launch “Common Front” public –relations campaign. <u>ACTION 1.3: ONGOING-2027</u> Engage a Public Opinion Polling firm to jointly manage opinion research and gauge public support.	<u>ACTION 2.1: ONGOING-2026</u> The Provincial Executive, staff, and local leaders will work together to build a nimble and effective organizing structure, following the snowflake model, with a particular focus on integrating multi-BU worksites and engaging members in smaller sites through live and digital means. <u>ACTION 2.2: 2027-2028</u> Review the 2026 round of bargaining. <u>ACTION 2.3: 2027-2028</u> Jointly debrief with education affiliates with members covered under the School Board Collective Bargaining Act. <u>ACTION 2.4: 2027-2028</u> Begin preparation for the next round of bargaining, striving to build upon multi-lateral cooperation with other affiliates. <u>ACTION 2.5: 2026-2027</u> Develop training and resources to support local leaders in engaging members in inclusive and meaningful ways.	<u>ACTION 3.1: ONGOING</u> Leverage survey results and pre-bargaining landscape to engage digitally with membership and the public on bargaining issues. <u>ACTION 3.2: ONGOING-2026</u> Work with allies to rollout lawn and window sign campaign in select, high visibility areas. <u>ACTION 3.3: ONGOING-2026</u> Townhalls, videos, and member training on the bargaining process, particularly targeting newer members. <u>ACTION 3.4: 2026-2028</u> Create a “Best Practices” resource collating New Member engagement activities and strategies used across the province to help provide leaders with new and tried and true ideas. <u>Action 3.4: 2026-2027</u> Create Action Network training teams comprised of provincial staff and local experts and expand pilot program to entire province.

PRIORITY B: PUSHBACK ON UNDERFUNDING AND PROTECT LOCAL DEMOCRACY

Strategy	Pillar 1: Promote & Protect Public Education	Pillar 2: Defend & Support Members	Pillar 3: Mobilize Members & Communities
Continue to fight for funding and local democracy, transparency, and accountability within school boards. Continue to fight for funding and to keep affordable and high quality post-secondary education on the public agenda.	<u>ACTION 1.1: ONGOING-2027</u> Member, community, and public mobilization advocating for local and democratic control in public education. <u>ACTION 1.2: 2026-2027</u> Work with stakeholder unions to highlight the impacts of underfunding and propose sustainable funding model for post-secondary education. <u>ACTION 1.3: 2026-2027</u> Host a D35 Lobby Day targeting relevant ministers and MPPs. <u>ACTION 1.4: ONGOING</u> Work with OPSBA and the rest of the CTA, OPC, political parties, and other affiliates to highlight the work of trustees and the importance of local governance through social media and public townhalls. <u>ACTION 1.5: 2027-2029</u> Use an organizing model to train and promote more local lobbying for local topics with an impact on education.	<u>ACTION 2.1: 2026-2027</u> Staff and D35 locals to craft language protecting job security in coming rounds of bargaining. <u>ACTION 2.2: 2026-2027</u> The Protective Services Division and legal counsel, as well as local leaders will devise bargaining tactics, information infrastructure, lobbying, and communications that anticipate changes in the SBCBA and the relative importance of the parties at the bargaining tables.	<u>ACTION 3.1: 2026-2027</u> Leverage the results of the OSSTF/FEESO university workload study to support local actions (digital and on-the-ground) about the importance of support workers. <u>ACTION 3.2: 2026-2027</u> Provide training, resources, and a targeted effort to strengthen School Councils, including member participation.

PRIORITY C: STRENGTHEN ONTARIO'S LABOUR COALITION

Strategy	Pillar 1: Promote & Protect Public Education	Pillar 2: Defend & Support Members	Pillar 3: Mobilize Members & Communities
Provide grassroots training to frontline members to transform the organizing culture of OSSTF/FEESO.	<u>ACTION 1.1: ONGOING</u> Continue coalition building with public sector unions and allies in defence of public services. <u>ACTION 1.2: 2026-2027</u> Create an in-house workgroup to liaise with partners on the defence of public services.	<u>ACTION 2.1 2026-2027</u> Establish Labour Council Caucuses within OSSTF/FEESO to coordinate Labour Council initiatives and coalition work related to public education.	<u>ACTION 3.1: 2026-2027</u> Work with other unions to host annual and local grassroots training such as Labor Notes Troublemakers School. <u>ACTION 3.2: 2026-2029</u> Work with Labor Notes and Ontario coalition partners to bring more grassroots training opportunities to Ontario. <u>ACTION 3.3: 2027-2028</u> Leverage collective resources and power to foster a homegrown organization to engage with Labor Notes with an eye to hosting a "Labour North" Conference in 2028.

PRIORITY D: END WORKPLACE VIOLENCE

Strategy	Pillar 1: Promote & Protect Public Education	Pillar 2: Defend & Support Members	Pillar 3: Mobilize Members & Communities
Lobby for the implementation of the recommendations of the Safe at School Policy Paper. Raise member and public awareness about conditions in schools and the solutions required to make Ontario's schools and campuses safe to work and learn.		<u>ACTION 2.1: ONGOING</u> Lobby for an education specific regulation under the Occupational Health and Safety Act (OSHA) <u>ACTION 2.2: 2026-2027</u> Produce paper and digital 'wallet cards' on workers' rights under OSHA including the right to refuse unsafe work. <u>ACTION 2.3: 2026-2029</u> Lobby the government to provide training on mental and psychosocial health. <u>ACTION 2.4: 2026-2027</u> Develop training for local health and safety representatives on why racism/discrimination is a workplace hazard and how to engage with the employer on this issue.	<u>ACTION 3.1: 2027-2029</u> Work with community partners to advocate for meaningful community building and grassroots funding to communities. <u>ACTION 3.2: 2026-2027</u> Engage with locals to strengthen political action efforts and build communication networks to support cooperation between locals, union allies, and community groups.

PRIORITY E: PREPARING FOR ONTARIO ELECTION 2029

Strategy	Pillar 1: Promote & Protect Public Education	Pillar 2: Defend & Support Members	Pillar 3: Mobilize Members & Communities
Lobby for the implementation of the recommendations of the Safe at School Policy Paper. Raise member and public awareness about conditions in schools and the solutions required to make Ontario's schools and campuses safe to work and learn.	<u>ACTION 1.1: 2026-2028</u> Lobby and educate political parties on ways to leverage public education in building a globally competitive Ontario. <u>ACTION 1.2: 2027-2029</u> Lobby political parties to amend the SBCBA to facilitate a more balanced and collaborative approach to bargaining, including protecting local bargaining. <u>ACTION 1.3 2027-2028</u> Update lobbying materials and create a comprehensive lobbying roadmap including coordinated lobbying with union and community allies.		<u>ACTION 3.1: 2026-2029</u> Provide political training to members through UTA, ULA, and other means to support and encourage participation in local electoral districts and in political party conventions. <u>ACTION 3.2: 2027-2028</u> Train and assist members in local candidate selection processes to ensure a viable and competitive slate of candidates in 2029. <u>ACTION 3.3: 2027-2029</u> Relaunch the BSSC campaign as "Stronger Communities, Better Schools/Campuses" to engage the public in protecting public education as a cornerstone of our communities.

PRIORITY F: EXPANSION OF DATA COLLECTION ON EMPLOYER DISCIPLINE PILOT

Strategy	Pillar 1: Promote & Protect Public Education	Pillar 2: Defend & Support Members	Pillar 3: Mobilize Members & Communities
Building on the success of the pilot program that was launched with 6 bargaining units in 2024 then expanded to 9 in 2025, expand the pilot to include all BUs by 2028.		<u>ACTION 2.1: 2026-2027</u> Expand the pilot by a few units in each year starting with those who use U-Link when filing grievances. <u>ACTION 2.2: 2027-2028</u> Continue to socialize the project and the importance of data collection through training opportunities and town halls.	

Chart

SAP COSTING FOR 2026-2027

Strategic Action Plan costs are reflected in existing budget accounts or the Member Protection Account, except for those reflected below, which will appear in the 2026-2027 General Account.

Only new and unique General Account expenditures tied to the Strategic Action Plan for 2026-2027 are reflected here.

Priorities	Pillar 1: Promote & Protect Public Education	Pillar 2: Defend & Support Members	Pillar 3: Mobilize Members & Communities
Priority A: Building bargaining power			Local Digital Training: \$150,000 Action Network Team Support: \$25,000
Priority B: Pushback on underfunding and protect local democracy	D35 Lobby Day: \$10,000 Townhalls/Awareness: \$50,000		
Priority C: Strengthen Ontario's labour coalition		Labour Council Caucus: \$5,000	Launch annual Labor Notes conference: \$10,000
Priority D: End workplace violence		Digital wallet cards: \$10,000	
Priority E: Preparing for Ontario Election 2029			
Priority F: Expansion of data collection for Employer Discipline Pilot			
Total: \$260,000	\$60,000	\$15,000	\$185,000

January 2026



Ontario Secondary School Teachers' Federation

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