

PC #117/2024-2025



2024-2027

Strategic Action Plan

Updated: June 2025

Background

The OSSTF/FEESO Provincial Executive proudly presents a newly reimagined Strategic Action Plan to set a bold vision for our union, public education, and Ontario.


At AMPA 2019, OSSTF/FEESO Members adopted our first annual Strategic Action Plan to guide our response to the challenges facing our Members under the then newly re-elected Ford government.

In response to six years of devastating cuts to public education funding and divisive politics, our union must define priorities and adopt a plan to accomplish them.

We must develop a plan that is rooted in our core values, identifies our priorities, and reflects our work while presenting a bold and forward-looking plan for collective action. We must also adopt a planning timeline to guide us through the next provincial election and our next round of central bargaining.

The Provincial Executive has worked with staff to draft this three-year Strategic Action Plan, with input and feedback from our Committee Chairs and Provincial Council, for presentation at the Annual Meeting of the Provincial Assembly.





OSSTF/FEESO is committed to protecting and engaging Members, influencing decision makers, and shaping public opinion about the work of our Members and the value of public education.

Introduction: Collective Purpose for Collective Action

Since 2018, the Ford government has undermined publicly funded education, public services, and workers' rights across Ontario. A real dollar per-student funding cut of \$1,500 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 the corporate interests of Ford's well-heeled friends ahead of the common good, common sense, and common people. His 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 provides a guide for finding a collective purpose, rallying our collective resources, and taking collective action to defeat the privatization agenda.

OSSTF/FEESO is committed to working with and within our communities to champion our world-class system of publicly funded education and to promote and protect the crucial role Members play in building, maintaining, and evolving it. This Strategic Action Plan is a call to action and a manual for progressive change. It calls upon our union to engage 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 belonging, both internally and externally.

Our plan is built on three independent but interrelated pillars:

1. Promote & Protect Public Education
2. Defend & Support Members
3. Mobilize Members & Engage Communities



**1.
Promote
& Protect
Public Education**



**2.
Defend
& Support
Members**



**3.
Mobilize Members
& Engage
Communities**



1. Promote & Protect Public Education

Pillar 1: Promote & Protect Public Education

Defending publicly funded education is central to the mission and mandate of OSSTF/FEESO. Our union will adopt a proactive strategy to advance a publicly focused campaign designed to transform deep public support for publicly funded education into substantial and sustainable investment in Ontario's public education system, from kindergarten through to post-graduate studies. To do this, we need to make publicly funded education a ballot box question in the next Ontario General Election, and we must call upon voters to hold the Ford government accountable for its shameful attack on our cherished public services, like publicly funded education.

In the most concrete and immediate ways, our union's negotiation and Member protection work represents the frontline defence of publicly funded education and our Members' vital role in supporting and advancing public education in Ontario. This work is not simply about defending our current educational system but giving vision to its future. It is also about working throughout our union, and with the other education unions in Ontario, to leverage our strongest tools for change—those that are protected legally and contractually—to mount a defence of publicly funded education in Ontario. This work at the bargaining table fits hand-in-glove with our legislative work, where we engage in media relations, public relations, and government relations to apply public pressure for increased government support for publicly funded education. This work ties directly to OSSTF/FEESO's provincial, national, and international solidarity work to promote and protect public education in Canada and worldwide.

As such, our union's external campaign work is designed to build internal mobilizing capacity, galvanize public support, and strengthen our union's negotiating position to establish the 2026 round of collective bargaining as a means to promote and protect public education across Ontario.

Strategy A: Pressurizing Public Support for Public Education Funding

Throughout 2024–2025, OSSTF/FEESO will roll out a provincially-coordinated, but locally-focused, campaign to apply local pressure on the Ontario Government to increase funding for public education—from kindergarten to university. At its crux, this pre-election campaign is designed to grow public support and secure backing from local school boards and university boards of governors for OSSTF/FEESO’s core campaign objectives for the next Ontario Election.

OSSTF/FEESO will reach out to public education unions, student groups, and allies across the sector to launch a member and public-facing campaign calling on local school boards and university boards of governors to present and pass resolutions in support of increased public funding for education, and to call upon the Ontario Government to close the funding gap at all levels of education.

The campaign demands will address the educational funding gap and related policy objectives. It will be accompanied by a suite of materials directed at campaign organizers and community supporters. The campaign will be amplified by local media advertising and public events designed to generate media coverage and editorial endorsement.

Dedicated Member and community organizers will be engaged to build local capacity and support Districts and Bargaining Units by helping secure OSSTF/FEESO campaign funding, develop local campaign plans, and coordinate outreach events. OSSTF/FEESO provincial office staff will provide additional support through the development to customized, local campaign materials, advertising, and media outreach. Throughout the campaign, OSSTF/FEESO Districts and Bargaining Units will be encouraged to share tactics and celebrate local victories as we work together to build momentum for this campaign in the lead-up to the next provincial and trustee elections.

Campaign actions will serve to educate the public about government underfunding, build our member and community supporter lists, and demonstrate broad-based community support for our demands. This campaign will also position OSSTF/FEESO as the defender of public education among students, parents, and the broader community. We will work with sympathetic local school board trustees and members of university boards of governors to present our petitions while applying pressure to less sympathetic representatives. Local and provincial campaign actions will be widely advertised to local media outlets.

OSSTF/FEESO will track campaign progress across the province, share victories, and build campaign momentum. This campaign will lay a year-long foundation for organizing for the next provincial election and the 2026 trustee elections by highlighting candidate positions on our priorities during our voter outreach strategy.

OSSTF/FEESO will coordinate campaign actions and work alongside other public sector unions and allied organizations working to defend Ontario's public services from cuts and privatization.

Actions & Implementation

- Action 1:** Launch province-wide, locally-focused, campaign to close the funding gap for public education (2024–2025).
- Action 2:** Engage member and community organizers to organize and support local participation in the province-wide campaign (2024–2025).
- Action 3:** Launch a local media campaign to raise public awareness and galvanize public support (2024–2025).
- Action 4:** Organize local events and actions to put pressure on local school boards and university boards of governors (2024–2025).

Strategy B: Mobilizing to Defeat the Conservatives in the next Ontario Election

OSSTF/FEESO will launch a multi-faceted campaign to defeat the Ford Conservatives in the next Ontario Election and to elect an education-friendly government that makes bold and concrete commitments to invest in publicly funded education.

The campaign will begin with an Election Readiness strategy that will give sharp focus to our public relations, media relations, and government relations work in a manner that is closely aligned with the electoral cycle. This campaign will strive to boost public support for publicly funded education, expose the Tory track record of education cuts, secure commitments for OSSTF/FEESO's educational priorities, and inspire voters to cast their ballots for candidates who have pledged to make educational investment a key priority in the 2025 Ontario Election, and in trustee elections on October 26, 2026. In the event of an early, snap election, this action plan, timelines, and strategy will be adjusted accordingly.

As a cornerstone of our election campaign, OSSTF/FEESO will develop a comprehensive and inclusive **Education Platform for Ontario** that will be used to shape public discourse and secure election commitments from parties and candidates.

To support our classroom, campus, and community organizing, we will launch a high-impact public relations campaign to undermine Ford's privatization narrative and restore confidence in publicly funded education and other vital public services. This campaign will include issues-based and action-oriented social media campaigns to boost online engagement and grow our database of supporters who can amplify and socialize our pro-education agenda.

However, we cannot do it alone. The protection of public education must be framed in the broader discourse around the protection of public services to have an impact at the ballot box.

Therefore, OSSTF/FEESO will work with the OFL and local labour councils to build a broad-based coalition of public service unions and allies to highlight the impact of the Ford government's attack on public services through cuts, underfunding, and privatization. The campaign will bring together the unions, community groups, and grassroots coalitions that have pushed back against the Ford agenda to demonstrate to voters that Ontarians cannot afford another Ford government. This campaign will remind voters of recent government scandals, including the Green Belt, Ontario Place, private health clinics, "tutoring vouchers," and many others. We will work with like-minded unions to coordinate strategies, messaging, and actions leading up to the next Ontario Election, while seeking union buy-in to build a provincial war chest for a high impact media campaign.

Drawing off the strategies and recommendations of the **Organizing for Better Schools, Stronger Communities Work Group**, we will organize our Membership to engage in an intensive community outreach campaign to build alliances and inspire collective action to promote and protect public education in Ontario. This will include close alliances with First Nations, Métis, Inuit, and equity-seeking communities. It will also involve province-wide training and targeted resources to empower a diverse cadre of grassroots organizers to build capacity within our Districts and mobilize our Members within the communities in which they live and work. In part, this will be achieved by putting boots on the ground by engaging campaign organizers for Member mobilization, community organizing, and voter outreach during the provincial and trustee elections.

During the writ period, we will use public opinion research and detailed electoral analysis to identify swing ridings where concentrated campaign efforts will be most damaging to Conservative candidates. Working with our allies in the education sector, the broader labour movement, and progressive community groups, we aim to drive soft Tory supporters, switchers, and undecided voters towards progressive candidates who have made clear and concrete commitments to support publicly funded education.

Actions & Implementation

- Action 1:** Deployment of training and resources for local Member and community organizing (2024–2025).
- Action 2:** Consultations for developing the education platform (2024–2025).
- Action 3:** Lobby political parties and candidates to adopt our education platform (2024–2025).
- Action 4:** Build a broad-based coalition to launch a campaign to block the re-election of a Conservative Government (2024–2025).
- Action 5:** Engage member and election-focused organizers for the Election campaign (2025).
- Action 6:** Conduct public opinion research to identify vulnerable PC ridings and switcher voters (2025).
- Action 7:** Host election training for Member and community organizing (2025).
- Action 8:** Member, community, and public mobilization for the provincial and trustee elections (2025)

Strategy C: Post-Election Strategy for a Pro-Education Ontario

If a snap election is called in Ontario, in advance of the scheduled date of June 4, 2026, the outstanding campaign actions and resources will be adapted and allocated to a post-election campaign strategy designed to put our union in the strongest possible position for a pivotal round of bargaining.

Regardless of the outcome of the next Ontario Election, OSSTF/FEESO will immediately launch a campaign to put pressure on the new government to commit to a pro-education plan for Ontario. Immediately following the election, we will reach out to the government and opposition parties, to call for commitments for new public investment and related public policy during the new legislative cycle.

Shortly after the new cabinet is announced and the first throne speech is held, OSSTF/FEESO will host a province-wide lobby event at Queen's Park to discuss the future of education funding in the province and to present our vision for publicly funded education.

Strategy D: Broadening International Coalitions

OSSTF/FEESO has established an international reputation as an advocate and ally for publicly funded education and human rights worldwide. As international travel has resumed after the global pandemic, we have been able to review the many international coalitions and programs we participate in, and we have begun the work of developing criteria for our union's collaboration with allies abroad.

We will continue to establish our connections with international work done by the Canadian Teachers' Federation (CTF), Education International (EI), the Trinational Coalition in Defense of Public Education, The Initiative for Democratic Education in the Americas (IDEA Network), International Lesbian, Gay, Bisexual, Trans, and Intersex Association (ILGA), and the Privatization in Education and Human Rights Consortium (PEHRC), and determine where our participation can further enhance our partnership and solidarity with allied international education unions.

In 2023-2024, we increased the funds available for international meetings and events to allow members to join international delegations to gain insight and develop experience that will benefit our union.

In 2024-2025, we will receive and implement the recommendations derived from the review of OSSTF/FEESO's international solidarity and coalition work to give focus to our resources.

Actions & Implementation

- Action 1:** Receive recommendations for the review of international solidarity and coalitions (2023-2024).
- Action 2:** Implement recommendations of the review (2024-2025).
- Action 3:** Enhance member participation in OSSTF/FEESO delegations for international meetings and events (ongoing).



2. Defend & Support Members

Pillar 2: Defend & Support Members

Much of OSSTF/FEESO's strategy, staff time, and other resources are dedicated to contract negotiation, contract maintenance and member protection. Indeed, this work is central to our union's fundamental mission.

In negotiating Members' terms and conditions of employment and defending and protecting our Members by enforcing those bargained terms, OSSTF/FEESO embodies the collective action and solidarity that is at the heart of labour unionism. We represent and support our Members in their workplaces—schools, campuses, or communities—to ensure their work is valued and they are treated with dignity, fairness, and respect. Through collective strength and solidarity, we lift each and every Member up.

The work done in negotiation, contract maintenance, and Member protection is as innovative, flexible, and responsive as any of our union's outward-facing work, because it must be adapted to every workplace, every employer, and every Member. It includes our ongoing data collection on discipline and other work to identify differential, unfair, and discriminatory treatment of our Members. Similarly, our commitment to conducting equity audits of our collective agreements and bargaining equity language will entrench and enshrine rights and protections for all our Members. This work is infused with our union's commitment to equity, anti-racism, and anti-oppression, because it responds directly and individually to the diverse needs of our Members by extending the protection and support, we offer to all aspects of Members' rights in employment, be they enshrined in human rights law, labour law, or the collective agreement.

What's more, this work is not limited to the defence of our Members under current and existing rights because our union is committed to advancing the rights and interests of its members through advocacy for progressive changes to the laws and regulations that shape the public education landscape and impact members both individually and collectively.

Strategy A: Building Towards Bargaining 2026

Almost before the ink dries on our union's unprecedented path to resolve the 2022 round of bargaining, we are already planning for negotiations for our next collective agreement. Strategic collective bargaining requires a comprehensive approach that involves careful planning, communication, and collaboration. Immediately upon the conclusion of every round of negotiations, OSSTF/FEESO undertakes extensive preparation for the next round of collective bargaining. To ensure our bargaining positions reflect the needs and interests of the Membership, OSSTF/FEESO will conduct a comprehensive survey of Members, one that is informed by our Protective Services Committee and staff, as well as the localized expertise of our Bargaining Unit leaders and available for Members.

To support our bargaining goals, we will engage education sector stakeholders in an informational and lobbying campaign to build awareness of the working and learning conditions in Ontario's public schools. This will raise public awareness of these realities and generate greater understanding of Members' interests and increase support for our bargaining goals.

Actions & Implementation

- Action 1:** Analysis of 2022 Round of Collective Bargaining (2024–2025).
- Action 2:** Review internal governance structures, Protective Services Committee role and responsibilities to strengthen support for the next round of collective bargaining (2024–2025).
- Action 3:** Ongoing monitoring of collective agreement implementation and policy, procedure and legislative changes impacting publicly funded education (2024–2026).
- Action 4:** Consultations and member engagement through surveys and other communication to develop the bargaining brief (2025–2026).
- Action 5:** Information and advocacy to raise awareness of the conditions in Ontario's public schools (2025–2026).
- Action 6:** Development of bargaining brief and negotiations strategy (2025–2026).

Strategy B: Reimagining Union Leadership Training

Local leaders are the foundation of our efforts to defend and support members, a foundation strengthened by ensuring that the training provided to members is strategic, progressive, multi-faceted, and intentionally connected to OSSTF/FEESO priorities. Careful planning around training opportunities ensures that our union can continue to develop local capacity and provide the networking opportunities necessary for leaders to achieve their full potential.

OSSTF/FEESO must have a purposeful union training plan that offers a broad spectrum of training on various topics for the targeted audience and builds progressively as part of an overall union training plan. Provincial Office will examine the feasibility of providing individual members with a personal record of their workshop selections over the years so that they can easily access a list of training they have already received to help accumulate skills and grow their leadership potential.

Responding to the OSSTF/FEESO Membership's desire for expanded leadership development opportunities, the annual President's Symposium will evolve into a **Union Leadership Academy** offering leadership training to a broader group of local leaders. The Union Leadership Academy will be designed to elevate the skills of local leaders from all levels of skill or experience with general and advanced training opportunities.

Based on the results of an ongoing union training review, the in-person Union Leadership Academy will be integrated with the online training offerings of the Union Training Academy based on the needs and interests of members. Eventually, courses will be organized into various leadership modules that allow members to work towards personal training milestones.

Actions & Implementation

- Action 1:** Review of union training (ongoing).
- Action 2:** Launch of Union Leadership Academy (Summer 2024).
- Action 3:** Review the Equity Mentorship Program (2024–2025).
- Action 4:** Review the Union Training Academy (2024–2025).
- Action 5:** Examination of learning management software for delivery of online Union Training Academy (2026–2027).
- Action 6:** Organize courses into Union Leadership Modules (2026–2027).



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3.

Mobilize Members & Engage Communities

Pillar 3: Mobilize Members & Engage Communities

The **Organizing for Better Schools, Stronger Communities Strategic Action Plan** has given OSSTF/FEESO a visionary leap forward in ensuring our union develops deeper engagement within our Membership and stronger ties into the communities we call home. Almost every aspect of our union's core work—from communications and political action to educational services and Member protection—is about empowering our Members for action, building a vibrant culture of trade unionism, and leveraging our collective capacity for change.

Integrated through this work is a commitment to equity, anti-racism, and anti-oppression—internally and externally.

In 2021, our union made a conscious shift in our organizing model to broaden our mobilizing and engagement capacity to build solid and sustained ties within our communities. In 2022, we launched the Organizing for Better Schools, Stronger Communities Work Group and began crafting a strategy to grow our influence through allyship, solidarity, and collective action.

At our core, Members of OSSTF/FEESO must be leading discussions, building alliances, and entering coalitions with public education stakeholders to build a progressive consensus on the need to strengthen public services. While we pursue new partners in the fight for publicly funded education, we must work alongside our local leaders and Members to identify communities in all regions our Districts call home. Our worksites will offer unique networks and pathways to outreach to diverse communities. In addition, the Membership will be key in connecting us and providing perspective on the challenges faced by various communities due to Ford's privatization agenda.

Worksite organizing is imperative to this. No worksite is the same as the other. With each unique worksite in mind, we can address systemic issues of publicly funded education by localizing the response and building the power of our Members. Every Member has a role in this, and we must strengthen our Members' resolve and the communities that depend on us to support students. We must build resources provincially and regionally to build collective Member and community power.

Strategy A: Engaging Members to Build Capacity and Community Power

After the pandemic, many unions must build back local organizing capacity—OSSTF/FEESO is no exception. Throughout this Strategic Action Plan, OSSTF/FEESO provincial office will work with District and Bargaining Unit leadership to build local capacity. Local organizers will be engaged to provide support for provincial campaigns and to support local issue-based campaigns and priorities.

OSSTF/FEESO's Organizing for Better Schools, Stronger Communities Work Group has taken inspiration from the revolutionary web of trade unionists, known as the Bargaining for the Common Good Network, to call upon our union to help forge a labour-community alliance to develop a long-term vision and plan of action for the structural changes in our communities and to use union bargaining as a critical moment in a broader campaign to win that change.

Building off the pre-election petition campaign, OSSTF/FEESO will launch a new halo campaign to earn credibility for our union and support for our cause by generating a positive association and establishing shared values with the communities in which our members live and work. Under the moniker “Better Schools, Stronger Communities,” we will work to inspire the community to fight alongside us for a better, collective future. This campaign will be designed to build a shared vision for publicly funded education that is shaped by diverse community and union priorities. This campaign will begin with the development of resources for Districts and the implementation of locally-focused organizing plans to create broad-based grassroots coalitions rooted in community and oriented towards action.

Our campaign to defeat the Conservative government in the next Ontario Election cannot be won alone. Our success hinges upon working directly with community allies and fostering deeper relationships with stakeholders who have direct and indirect relationships with publicly funded education. We are bound to other key issues such as truth and reconciliation, food security, anti-racism, affordable housing, gender expression and identity, disability justice, income inequality, publicly funded healthcare and a just transition to sustainability.

Actions & Implementation

Action 1: Provide training and resources to local political action committees on member engagement and advocacy (ongoing).

- Action 2:** Expanded resources for community outreach and organizing for regional engagement for Districts/Bargaining Units to access (Summer 2024).
- Action 3:** Deepen community engagement by hosting various listening circles, town halls and organizing meetings to intake and develop a shared vision (Fall 2024).
- Action 4:** Launch the Better Schools, Stronger Communities halo campaign to build a network of broad-based local coalitions representing Members and community allies (Winter 2025).
- Action 5:** Support community direct actions as directed by locally established coalitions (ongoing).

Strategy B: Transforming Member Engagement

To deepen direct Member engagement, OSSTF/FEESO will introduce a powerful new suite of communications tools designed to move members and supporters from inspiration to action.

The backbone of the new system will be a robust and flexible database of Members and supporters that will integrate with various social media platforms to tailor outreach campaign strategies to Member engagement. By listening and learning from Members and supporters, OSSTF/FEESO will be better able to drive impactful engagement campaigns using personalized email and text-based communication strategies.

A professional agency will be hired to completely redesign the main organizational website to drive engagement among our Membership, the media, decision-makers, and the general public while giving overall profile to the needs and priorities of our Members. The new site will be user-friendly, mobile-friendly, flexible, and easy to update. It will also be visually stimulating, accessible, and action-oriented. Throughout the development of the new OSSTF/FEESO website, input from Members and local leaders on the utility and useability of the current OSSTF/FEESO website will be incorporated into the content and functionality of our new site.

A suite of new online action tools will be launched to supercharge internal and public campaigns, including new social media, email, and text-based tools. These tools will allow Members and supporters to target updated and maintained lists of municipal, provincial, and national politicians. These tools will be integrated into the OSSTF/FEESO website and managed in-house. Once the new database and online tools have been piloted provincially, customization of the database and action tools for use by Districts and Bargaining Units will be explored.

Actions & Implementation

- Action 1:** Adopt a powerful new database tool for engaging Members and community supporters (2024–2025).
- Action 2:** Survey the Membership and leadership on the website (2024–2025).
- Action 3:** Redesign the main OSSTF/FEESO website (2024–2026).
- Action 4:** Integrate new online action tools, like text and email campaigns, into the website (2025–2026).
- Action 5:** Customize membership database and action tool functionality for Districts and Bargaining Units (2026–2027).

Conclusion

The 2024–2027 OSSTF/FEESO Strategic Action Plan details our union’s plan to inspire collective purpose for collective action, and it defines our goals, strategies, and tactics for building better schools and stronger communities across the province.

Each of the three pillars of this plan represents independent but interrelated aspects of our union’s service to our Members, our sector, and our province. The projects and initiatives introduced in this plan are accompanied by annual costing and a multi-year implementation plan. They are designed to advance and augment the important work of the Provincial Executive, staff, and members, day in and day out.

Embedded in this plan is an understanding and awareness that:

- **Member mobilization is our source of power:** Enduring change starts at the grassroots and comes from the leadership and action of our local leaders and Members in classrooms and campuses throughout Ontario.
- **Social solidarity is our source of strength:** Solidarity within our Membership, across communities, and among domestic and international unions help to define our collective purpose and amplify our collective action.

This plan is a living document. Over its term, the Provincial Office will provide regular reports to the Provincial Executive and Provincial Council, with annual progress reports presented to the Annual Meeting of the Provincial Assembly. This process will encourage feedback, flexibility, and responsiveness to emerging issues.

OSSTF/FEESO’s Provincial Office will work with Districts and Bargaining Units to incorporate this Strategic Action Plan into local and provincial planning for Member outreach, community organizing, and public campaigns.





Progress Report: June 2025

Strategic Action Plan (SAP)—Progress Report

Reporting Period: September 2024–June 2025

PILLAR 1: PROMOTE & PROTECT PUBLIC EDUCATION

Strategy A: Pressurizing Public Support for Public Education Funding

SAP Action	Progress to Date*	Future Actions
ACTION 1 Launch province-wide, locally-focused, campaign to close the funding gap for public education. (2024-2025).	<ul style="list-style-type: none"> • Developed plan for local campaign organizing in each region. • Launched petition campaign directed at local school boards and university boards of governors. • Integrated online petition into public digital campaign. 	<ul style="list-style-type: none"> • <u>Completed.</u>
ACTION 2 Engage Members and community organizers to organize and support local participation in the province-wide campaign. (2024-2025).	<ul style="list-style-type: none"> • Hired and trained 6 regional organizers for a term running from August 2024 to June 2025. • Assigned each organizer to specific OSSTF Regions and Districts. • Organized Regional Training sessions: Fall/ Winter 2024/2025 	<ul style="list-style-type: none"> • Outreach and organizing with Districts and Bargaining Units to build local mobilizing capacity: Ongoing.
ACTION 3 Launch a local media campaign to raise awareness and galvanize public support. (2024-2025).	<ul style="list-style-type: none"> • Engaged Point Blank Creative to design and oversee the implementation of a campaign plan, microsite, digital assets, and campaign tools. • Hosted internal focus groups sessions with OSSTF/FEESO staff, PE members, and new regional organizers. • Conducted polling research to test campaign messaging. • Launched phase 1 of the #FordHigh campaign, with a campaign microsite and digital media promotion. • Launched Phase 2 of the #FordHigh campaign, with a video trailer, official release event. 	<ul style="list-style-type: none"> • Completed.

ACTION 4

Organize local events and actions to put pressure on local school boards and university boards of governors. (2024-2025).

- Launched local coalition and campaign to respond to D28 Renfrew County school bus crisis.
- Launched D26 member campaign to protect credit-integrity directed at the Upper Canada District School Board: Winter 2024
- Regional organizers worked with Districts and Bargaining Units to identify local issues and partners.
- Local Strategic Organizing Action Plan Funding was made available to DBUs to implement specific actions in each region and Regional Organizers worked with Local leadership and Organizing Leads to develop Local Strategic Organizing Action Plans.
- Regional campaigning on local issues: ongoing.

PILLAR 1: PROMOTE & PROTECT PUBLIC EDUCATION

Strategy B: Mobilizing to Defeat the Conservatives in the Next Ontario Election

SAP Action	Progress to Date*	Future Actions
ACTION 1 Deployment of training and resources for local Member and community organizing.(2024–2025).	<ul style="list-style-type: none"> • Developed election readiness plan and timeline based on a June 2026 Ontario Election, with a condensed plan for a snap election. • Developed and distributed election readiness resources and training for Districts and Bargaining Units. 	<ul style="list-style-type: none"> • Completed.
ACTION 2 Consultations for developing the education platform. (2024–2025).	<ul style="list-style-type: none"> • OSSTF/FEESO Education Platform for snap election developed in May 2024 and submitted to each provincial party. • Platform consultations with participants at CPAC Conference November 2024 • Published a public-facing Election Platform and party comparison. 	<ul style="list-style-type: none"> • Completed.
ACTION 3 Lobby political parties and candidates to adopt our education platform (2024–2025).	<ul style="list-style-type: none"> • Meetings with Opposition party platform development teams were conducted in Summer 2024 and ongoing. • Working with education affiliates through the OTF to host education suites at opposition party policy conferences. • Maintained regular communication with each Opposition party on platform development and election priorities. 	<ul style="list-style-type: none"> • Completed.

ACTION 4

Build a broad-based coalition to launch a campaign to block the re-election of a Conservative Government.
(2024–2025).

- Collaborated with labour unions and labour councils, through the Ontario Federation of Labour, to share and coordinate Election campaign research, priorities, and strategies.
- Helped establish a broad coalition campaign, under the banner “Ontario Forward”, to expose Conservative corruption and cuts to public services.
- Hosted public focus group sessions to test Conservative voter support for the Ford government in Summer 2024.
- “Ontario Forward” ran a hard-hitting mainstream media and social media advertising campaign between Fall 2024 until the writ drop aimed at driving down support for the Ford Conservatives.

- Completed.

ACTION 5

Engage member and community organizers for the Election campaign.
(2025–2026).

- Deployed regional organizers and CPA staff to support Districts and Bargaining Units in rolling out issues-based and Get-Out-The-Vote campaigns aimed at local members and supporters.
- Assigned organizers to support Districts and Bargaining Units in mobilizing Members in Priority Ridings and for local Get-Out-The-Vote initiatives.

- Completed.

ACTION 6

Conduct public opinion research to identify vulnerable PC ridings and switcher voters.
(2025–2026).

- Collaborating with other education unions on public opinion polling to identify key election issues and demographic trends.
- Worked with other labour unions on coordinated voter engagement strategies.

- Completed.

ACTION 7 Host election training for Member and community organizing. (2025–2026).	<ul style="list-style-type: none"> • Conducted election training and voter engagement strategies for local presidents and regional organizing leads. 	<ul style="list-style-type: none"> • Completed.
ACTION 8 Member, community, and public mobilization for the provincial and trustee elections. (2025–2026).	<ul style="list-style-type: none"> • Provided organizing staff to support locally-directed voter campaigns in the Milton, Lambton-Kent-Middlesex, and Bay of Quinte byelections. • Preparation for the next general election in Ontario. • Local Pre-Election Funding for DBUs to implement specific actions in each region. • Continued with public-facing campaign leading up to the Ontario election. • Launched province-wide issues-based and Get-Out-The-Vote” campaigns in all districts and regions, with significant member-focused campaign efforts directed at identified priority ridings where Conservative candidates can be blocked or defeated. 	<ul style="list-style-type: none"> • Continue member, community, and public mobilization for trustee elections in fall 2026.

PILLAR 1: PROMOTE & PROTECT PUBLIC EDUCATION

Strategy C: Post-Election Strategy for a Pro-Education Ontario

SAP Action	Progress to Date*	Future Actions
ACTION 1 Shortly after the new cabinet is announced and the first throne speech is held, OSSTF/FEESO will host a province-wide lobby event at Queen’s Park to discuss the future of education funding in the province and to present our vision for publicly funded education.	<ul style="list-style-type: none">• Outreach to Premier Ford, new ministers and opposition party critics.• Released a new provincial government relations toolkit to assist in the development of MPP profiles, local goal setting, and local lobbying strategies.• <u>DBUs were supported in hosting local lobbying meetings during the May “Constituency Week” 2025, under the theme “Organizing to Fix Public Education.”</u>	<ul style="list-style-type: none">• Tracking and analysis of government and opposition party bills, policies, and announcements: ongoing.

PILLAR 1: PROMOTE & PROTECT PUBLIC EDUCATION

Strategy D: Broadening International Coalitions

SAP Action	Progress to Date*	Future Actions
ACTION 1 Receive recommendations for the review of international solidarity and coalitions. (2023–2024).	<ul style="list-style-type: none"> • Review completed on engaging more members in international coalitions. • Budget created for 2023/2024 to increase member participation in international coalition work. 	<ul style="list-style-type: none"> • Completed.
ACTION 2 Implement recommendations of the review. (2024–2025).	<ul style="list-style-type: none"> • Creation of guidelines for participant commitments for international delegations on behalf of OSSTF/FEESO. 	<ul style="list-style-type: none"> • Ongoing.
ACTION 3 Enhance member participation in OSSTF/FEESO delegations for international meetings and events. (ongoing).	<ul style="list-style-type: none"> • Expansion of member participation in international delegations, such as CTF Women’s Symposium, CBTU, ILGA, Trinational Conference in Defence of Public Education. 	<ul style="list-style-type: none"> • Completed.

PILLAR 2: DEFEND & SUPPORT MEMBERS

Strategy A: Building Towards Bargaining 2026

SAP Action	Progress to Date*	Future Actions
ACTION 1 Analysis of 2022 round of collective bargaining. (2024-2025).	<ul style="list-style-type: none"> Reviewed with members of the Protective Services Committee – September Meeting. Internal Review with PE and Staff – Fall 2024. Developed survey to local leaders. <u>Survey distributed to Presidents and Chief Negotiators.</u> 	<ul style="list-style-type: none"> <u>Completed.</u>
ACTION 2 Review internal governance structures, Protective Services Committee role and responsibilities to strengthen support for the next round of collective bargaining. (2024-2025).	<ul style="list-style-type: none"> Changes made to PSC and the Central Bargaining Advisory Work Groups (CBAWGs) make up and mandates at AMPA 2024. Reviewed PSC and CBAWGs structures with members of PSC and members of CBAWGs not on PSC. Review of Negotiations Priorities and Objectives process. DBU to call for applications for new designated members of PSC and the CBAWGs issued. DBU with application for remaining Members of the new CBAWG – Spring 2025 PE appointed 14 members to each CBAWG. 	<ul style="list-style-type: none"> Completed.
ACTION 3 Ongoing monitoring of collective agreement implementation and policy, procedure and legislative changes impacting publicly funded education. (2024-2026).	<ul style="list-style-type: none"> Protective Services Field Secretaries assisting local leaders on implementation issues. Issues brought to OSSTF/FEESO's attention are being raised in regular meetings with the Employer Bargaining Agents. Submissions and lobbying on legislation and funding are ongoing. 	<ul style="list-style-type: none"> On going.

ACTION 4

Consultations and Member engagement through surveys and other communication to develop the bargaining brief. (2025–2026).

- Development of the Membership Priority and Central/Local Split surveys.
- Draft Surveys shared with Collective Bargaining Advisory Work Groups for feedback.
- Point Blank hired to administer membership priorities survey and analysis.
- Initial internal discussions about pre-bargaining member outreach strategies.

- Roll out of membership priorities survey with membership education and outreach strategy: Fall 2025.

ACTION 5:

Information and advocacy to raise awareness of the conditions in Ontario's public schools. (2025–2026).

- Hired Stratcom to design and oversee the implementation of a school violence campaign plan.
- Hosted media conference to release survey and focus group data on school violence in June 2024.
- Launched OSSTF/FEESO SaferSchools.ca campaign microsite.
- Released a Safe at School policy paper with recommendations to address school violence and hosted a Safe at School Summit: January 2025
- Continue to respond to local and emerging issues, like heat stress, crumbling infrastructure, and other working conditions in schools and on campuses: ongoing.
- Launched phase 2 of Safer Schools campaign with digital assets throughout Winter and Spring 2025.

- Ongoing.

ACTION 6:

Development of bargaining brief and negotiations strategy. (2025–2026).

- Development of 18-month pre-bargaining timeline.
- Initial internal discussions about pre-bargaining member outreach strategies.
- Bargaining related union training for leaders and members: in development.

- Discussions with other education sector unions: ongoing.
- Staff to be assigned sections of the brief to begin draft.

PILLAR 2: DEFEND & SUPPORT MEMBERS

Strategy B: Reimagining Union Leadership Training

SAP Action	Progress to Date*	Future Actions
ACTION 1 Review of union training. (ongoing).	<ul style="list-style-type: none"> Internal review of all union training is ongoing. 	<ul style="list-style-type: none"> Broader program review and recommendations: <u>Fall 2025</u>.
ACTION 2 Launch of Union Leadership Academy. (Summer 2024).	<ul style="list-style-type: none"> Launched in Summer 2024. Feedback from the ULA 2024 survey collected. ULA steering committee reviewed survey results and is in the process of implementing suggestions for improved experience. <u>ULA 2025 underwent another transformation with an expanded format including all participants over a two day training event.</u> 	<ul style="list-style-type: none"> Completed.
ACTION 3 Review the Equity Mentorship Program. (2024–2025).	<ul style="list-style-type: none"> Introduced changes to the design and structure of EMP Cohort 2. <u>Equity Mentorship Program review and recommendations were presented in Spring 2025.</u> 	<ul style="list-style-type: none"> <u>Implementation of program changes: ongoing.</u>
ACTION 4 Review the Union Training Academy. (2024–2025).	<ul style="list-style-type: none"> Efforts to review patterns and trends on UTA course offerings are underway. 	<ul style="list-style-type: none"> Broader program review and recommendations: <u>Fall 2025</u>.
ACTION 5 Examination of learning management software for delivery of online Union Training Academy. (2026–2027).	<ul style="list-style-type: none"> Researched and identified commonly used learning management software. Internal review of IT needs and capability related to different learning management software. 	<ul style="list-style-type: none"> Acquire learning management software, conduct training, and develop pilot courses. <p>New Costs: Budget 2025-2026: \$70,000</p>
ACTION 6 Organize courses into Union Leadership Modules. (2026–2027).	<ul style="list-style-type: none"> In progress. 	<ul style="list-style-type: none"> In development.

PILLAR 3: MOBILIZE MEMBERS & ENGAGE COMMUNITIES

Strategy A: Engaging Members to Build Capacity and Community Power

SAP Action	Progress to Date*	Future Actions
ACTION 1 Provide training and resources to local political action committees on member engagement and advocacy. (ongoing).	<ul style="list-style-type: none"> • Hosted inaugural Organizing Institute in March 2024. • Identified Local Organizing Leads for each OSSTF Region and District. • Hosted Local Organizing Leads training in Fall 2024. • Hosted Regional Organizing Institutes from Fall 2024 through Winter 2025. 	<ul style="list-style-type: none"> • In development.
ACTION 2 Expanded resources for community outreach and organizing for regional engagement for Districts/Bargaining Units to access. (Summer 2024).	<ul style="list-style-type: none"> • Launched OSSTF/FEESO Organizing Network for regional leads and organizing initiatives in March 2024. • Introduced funding for Districts and Bargaining Units to use for local member and community organizing. 	<ul style="list-style-type: none"> • In development.
ACTION 3 Deepen community engagement by hosting various listening circles, town halls and organizing meetings to intake and develop a shared vision. (Fall 2024).	<ul style="list-style-type: none"> • Development of local strategic action plans with D/BUs to bring together members, parents, students, and community groups in progress. • Conducted series of local organizing meetings in coordination with OSSTF/FEESO Organizing Networks throughout Winter 2025 	<ul style="list-style-type: none"> • <u>Completed.</u>
ACTION 4 Launch the Better Schools, Stronger Communities halo campaign to build a network of broad-based local coalitions representing members and community allies. (Winter 2025).	<ul style="list-style-type: none"> • In progress. 	<ul style="list-style-type: none"> • Share Better Schools, Stronger Communities messaging at major events, including Toronto Pride and Caribbean Festival

ACTION 5:

Support community direct actions as directed by locally established coalitions. (ongoing).

- Engaged Regional Organizers with Regional Organizing Networks to scale local actions with identified solidarity partners and education affiliates

- Establish a new community organizing fund, called “Regional Campaigns to Expose Underfunding”.
- This fund will support province-led pop-up campaigns to respond to emerging local issues, such as heat stress, bus crisis, outsourcing, crumbling infrastructure, budget cuts, etc.

New Costs: Budget 2025-2026:
\$50,000

PILLAR 3: MOBILIZE MEMBERS & ENGAGE COMMUNITIES

Strategy B: TRANSFORMING MEMBER ENGAGEMENT

SAP Action	Progress to Date*	Future Actions
ACTION 1 Adopt a powerful new database tool for engaging Members and community supporters. (2024–2025).	<ul style="list-style-type: none"> • Adopted Action Network as the primary campaign and outreach database. • Transitioned all supporter data from MailChimp. • Testing of campaign and engagement tools. 	<ul style="list-style-type: none"> • Completed.
ACTION 2 Survey the membership and leadership on the website. (2024–2025).	<ul style="list-style-type: none"> • Internal resource analysis and needs assessment in progress. 	<ul style="list-style-type: none"> • Membership survey: Fall 2025.
ACTION 3 Redesign the main OSSTF/FEESO website. (2024–2026).	<ul style="list-style-type: none"> • <u>The RFI for a web development strategy was issued in Spring 2025. The call for submissions is currently open. Responses will be evaluated and detailed proposals and timelines will be developed with the selected firm for the launch of a comprehensive new OSSTF/FEESO website in 2026.</u> 	<ul style="list-style-type: none"> • Partner with an industry-leading web strategy team to develop a comprehensive OSSTF/FEESO website and member service platform. • The MyOSSTF service portal will serve as a one-stop hub for online information, communication, online service delivery, and campaign activities. • This portal will feature capabilities for event registration and hosting, e-commerce, online collaboration, training, voting, and omni-channel support: 2025-2026. <p>New Costs: Budget 2025-2026: \$100,000</p>

ACTION 4 Integrate new online action tools, like text and email campaigns, into the website. (2025–2026).	<ul style="list-style-type: none"> Expanded Action Network subscription to include Action Builder, incorporating in-house action tools for text and email campaigns. 	<ul style="list-style-type: none"> Pilot new digital campaign tools with OSSTF/FEESO Districts to develop local campaign capacity: <u>Ongoing.</u> New Costs: Budget 2025-2026: \$125,000
ACTION 5 Customize membership database and action tool functionality for Districts and Bargaining Units. (2026–2027).	<ul style="list-style-type: none"> <u>A proposed pilot project to launch local Action Network sub-networks in five OSSTF/FEESO Districts was approved in Spring 2025 and is currently at the implementation stage.</u> 	<ul style="list-style-type: none"> <u>Implement Action Network pilot project in five Districts: Spring 2025-Winter 2026.</u> Extend new services to all Districts: 2026-2027.

Strategic Action Plan – Costing

General Account 2025-2026

SAP costs are accounted for through existing budget accounts or the Member Protection Account, except for those reflected above, which will appear in the 2025-2026 General Account.

New General Account expenditures for the Strategic Action Plan for 2025-2026 total: \$345,000.

Adopted: AMPA 2024
Revised: AMPA 2025
Updated: June 2025



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