



Ontario
College of
Teachers

Ordre des enseignantes
et des enseignants
de l'Ontario

2026 Budget

Council
December 11, 2025



Strategic Plan – Purpose, Goals and Enablers

We serve the public interest by regulating the teaching profession to protect students.

Accountable and agile processes to certify educators to teach in Ontario classrooms.

Teachers who are informed of, and held accountable to, professional standards.

PUBLIC INTEREST

Efficient and proportionate responses to alleged and actual misconduct, incompetence, and incapacity.

A clear and independent role in the education system.

A regulatory model that strives to be free from barriers to truth and reconciliation, and equity, diversity, inclusion, and access.

The collection, analysis, and responsible sharing of data to improve decision-making.

Responsive client service for all stakeholders.

Table of Contents

1	2026 Executive Summary
3	Financial & Operational Risk Scenarios
4	Statement of Financial Objectives
5	College Membership Summary
7	2026 Sources of Revenue
8	2026 Proposed Budget
9	Budget Highlights



2026 Executive Summary

Strategic Investments and Operational Priorities for the College

In 2026, the College is committed to advancing its vision of regulating the teaching profession to protect students by investing in key operational priorities, optimizing resources, and supporting its long-term strategic direction (2024-2028). The following summary outlines the main focus areas, staffing requests, and strategic initiatives that are pivotal to sustaining and enhancing the College's core functions.

Key Budget and Staffing Priorities Financial Sustainability

The College's 2026 budget maintains the annual membership fee at \$200, supplemented by a strategic reserve draw to manage operating and capital pressures. Core functions – such as licensing teachers, accrediting education programs, approving additional qualification courses, and investigating complaints – remain fully funded. A continued emphasis on maintaining a healthy cash reserve and minimizing fee increases underpins the College's cautious fiscal approach.

Strategic Staffing Investments

- **Communications:** An additional Senior Communications Officer is proposed to meet the growing demand for timely and strategic messaging, supporting both internal and external stakeholders. This investment will strengthen communication consistency, reduce risk of burnout, and safeguard the College's reputation.

- **Facilities:** The addition of a Facilities Associate will ensure effective management of the College's increasingly complex post-COVID hybrid workspace, enhancing service delivery, safety, and compliance.
- **Investigations and Professional Conduct:** To address rising case volumes, new positions are requested: 2 Intake Coordinators, 3 Investigators, and 1 Senior Investigator. This expansion is expected to improve investigative capacity, accelerate file closures, and better manage lower-level complaints, reducing overall caseload accumulation and mitigating staff workload risks.
- **Information Technology:** The College seeks to enhance IT leadership with a Manager of Enterprise Strategy and Governance and introduce an AI Practitioner role. These positions will advance digital transformation, support secure and agile operations, and embed responsible use of artificial intelligence in regulatory processes.
- **Registrar's Office:** Continued investment in project management will provide capacity to oversee more than 40 projects, support effective change management, and ensure the successful delivery of strategic goals as well as priority initiatives within our core operations.

Department Mandates and Strategic Focus

- **Corporate Services:** Supports all College units through business services, facilities, communications, event planning, and maintaining compliance with standards such as AODA.
- **Membership Services:** Awards qualifications, maintains teacher records, ensures public register accuracy, and supports applicants and members.
- **Investigations and Professional Conduct:** Protects public interest by investigating and prosecuting professional misconduct and incompetence, ensuring efficient responses and fair processes.
- **Information Technology:** Maintains reliable, secure infrastructure, drives digital transformation and automation, and safeguards data integrity.
- **Office of the Registrar:** Leads executive and financial operations, risk management, talent development, human resources, and project portfolio management.
- **Policy, Governance and Tribunals:** Upholds governance frameworks, legislative support, and ensures fair hearings through discipline and appeals committees.
- **Standards of Practice and Accreditation:** Accredits teacher education and ongoing professional learning programs and sets ethical and professional standards.

Risks and Mitigation

- Aligning the staffing complement with evolving business needs will help sustain high-quality service, support staff well-being, and proactively meet growing demands across the College.
- Strategic investments in IT and AI governance are critical to keep pace with technological change, data security, and regulatory compliance.
- Enhancements in communications and facilities management will reduce reputational and operational risks in a dynamic, hybrid environment.
- Enhanced project execution will optimize resource allocation, supporting the successful delivery of strategic initiatives and strengthening our institutional reputation.

The 2026 plan positions the College to respond proactively to sector challenges, deliver core mandates with excellence, and realize its strategic vision through targeted investments in people, technology, and operational capacity. To ensure financial sustainability, the Audit and Finance subcommittee recommends holding the membership fee at \$200 while utilizing a draw from reserves to support operating and capital budget needs. This approach prioritizes sustainable funding, preserves a healthy cash reserve, and minimizes the impact on membership fees.

Financial & Operational Risk Scenarios

RISK	RESPONSE
Information Technology Security	Maintain and enhance robust cybersecurity measures and audits.
Workload Demands	Optimize resource allocation to meet work objectives.
Regulatory Changes	Stay updated with regulatory changes and adapt accordingly. Engage in proactive sector dialogue to inform regulatory decision makers.
Trends in Teaching	Conduct sector analysis and respond within our mandate. Facilitate sector wide consultative session(s) to seek input.
Stakeholder Engagement	Develop effective stakeholder engagement strategies and assess the effectiveness of initiatives.
Pace of Technological Change	Stay updated with technological advancements and adjust the College technological road map.
Regulatory Compliance Challenges	Ensure strict adherence to laws and regulations. Monitor compliance with legal requirements and consult with legal counsel on evolving circumstances and developing trends.
Workplace Cohesion	Foster a positive organizational culture and address cultural issues proactively.
Catastrophic Disruptions & Environmental Risks	Update operational contingency plans in an effort to proactively respond to workplace disruptions.

Statement of Financial Objectives

Services will be appropriately funded to:

1. Remain in compliance with legislative requirements	The <i>Ontario College of Teachers Act</i> establishes the responsibilities and obligations of the College. The financial plans of the College will provide adequate resources in this regard.
2. Provide good member service	Members of the College deserve a high standard of service from their professional body. Applicants to the profession should also be impressed with excellent service. In establishing financial plans, excellence in member services will be observed as a primary principle.
3. Adhere to principles of economy, efficiency and effectiveness	The College’s financial plans will be built on policy and procedures, which will ensure that the College is employing the best methods to achieve economy, efficiency and effectiveness in its operation.
4. Set fees as required to remain fiscally prudent	The College will strive to minimize member fees and set reasonable fees for special services.
5. Ensure stability and independence	The College will engage in sound asset management and prepare to respond to unexpected risks.

College Membership Summary

The College membership numbers will remain relatively flat over the next two years. The 2026 revenue forecast is budgeted on a membership base of 228,120. Current membership trends and assumptions are outlined as follows.

New members by source

The College’s main source of new members are from Ontario graduate programs, with a much smaller percentage coming from out-of-province and international applicants. Overall the two year trend line reflects relatively flat enrollment.

Membership Composition	Forecast 2025	Forecast 2026
All Ontario graduates	5,312	5,443
4-Semester programs (current year grads)	4,345	4,521
4-Semester programs (previous year grads)	401	344
Other/non-consecutive programs *	553	526
Labour mobility	400	400
International	913	950
Total new members	6,612	6,741

* Other programs are comprised of concurrent degrees, multi-session programs and a small number of part-time and legacy one-year program graduates

Internationally educated teachers contribute to membership growth in greater proportions than in previous years. New members from other Canadian provinces have returned to pre-pandemic levels and remain stable.

Forecasted Ontario graduates are based on no significant increases in available seats in initial teacher education programs.

Membership change

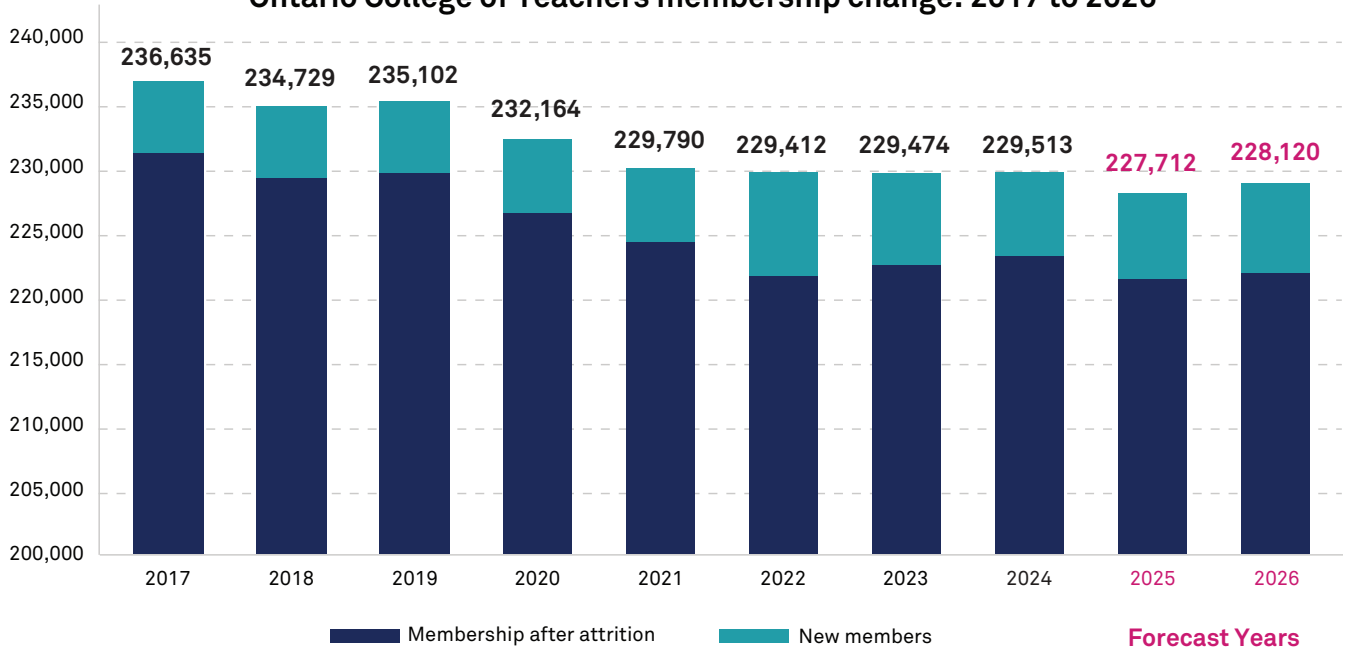
Each year, the College experiences attrition when members retire or otherwise choose to discontinue their membership.

Membership increases when the number of new members is greater than the number of members lost through attrition.

Membership is maintained when new members replace those lost through attrition.

Membership declines when there are not enough new members to replace those lost through attrition.

Ontario College of Teachers membership change: 2017 to 2026



Member attrition will continue to erode membership annually at a slow but steady rate of <1% per year. Forecasting has already accounted for anticipated increases through immigration of internationally educated teachers. Further membership increases can only be achieved through an increase in the number of graduates from Ontario teacher education programs.

Retirements as a source of member attrition

The number of teachers expected to retire over the next two years continues to average 5,000 per annum. Most retirees do not maintain their College memberships.

2026 Sources of Revenue

Sources of Revenue	2024 Actual	2025 Budget	2026 Budget	Increase/ (Decrease)
Annual Membership Fees	45,902,696	45,542,400	45,624,000	81,600
Other Fees	2,741,696	1,601,980	1,625,640	23,660
Advertising Revenue	261,664	304,500	304,500	0
Investment & Other Income	2,321,643	1,600,000	1,750,000	150,000
Total Revenue	51,227,699	49,048,880	49,304,140	255,260

Annual membership fees

The annual membership fee of \$200 multiplied by the number of members (228,120), is the basis for revenue.

College revenue and fluctuates from year to year with no major variance. Also included in other fees is a \$20,000 allotment for in-service accreditation program offerings.

Other fees

The College charges fees for member and applicant services. The most significant include registration, evaluation and reinstatement fees.

Advertising revenue – website

The College charges vendors to advertise in our digital newsletter for members.

Registration fees are paid by all first-time applicants to the College and evaluation fees are paid by those educated outside Canada. Evaluation fee revenue and reinstatement fee revenue are expected to increase slightly based on forecasts. The variety of miscellaneous fees for transcripts, certified copies of records and certificates of registration and qualification represent less than \$75,000 of the overall

Investment and other income

The College invests funds not immediately required for operations in short-term investments as approved by College bylaws emphasizing a conservative approach focusing on liquidity and preservation of principal. The rates of return on College investments are expected to adjust slightly over the next fiscal period.

College fee history

1997 - 2001	2002	2003 - 2008	2009 - 2011	2012 - 2013	2014 - 2019	2020 - 2022	2023 - 2026
\$90	\$104	\$139	\$120	\$138	\$150	\$170	\$200

2026 Proposed Budget

Statement of Operations	2024 Actual	2025 Budget	2026 Budget	Increase/ (Decrease)
Revenue				
Annual Membership Fees	45,902,696	45,542,400	45,624,000	81,600
Other Fees	2,741,696	1,601,980	1,625,640	23,660
Advertising Revenue	261,664	304,500	304,500	0
Investment & Other Income	2,321,643	1,600,000	1,750,000	150,000
Total Revenue	51,227,699	49,048,880	49,304,140	255,260
Expenses				
Employee Compensation	28,633,230	31,722,455	35,123,394	3,400,939
Membership Services Department	141,604	139,500	430,596	291,096
Investigations and Professional Conduct Standards of Practice and Accreditation	2,845,942	5,069,315	4,298,686	(770,629)
Office of the Registrar	1,154,398	1,300,900	1,492,000	191,100
Information Technology	4,830,119	5,701,500	6,401,500	700,000
Policy, Governance and Tribunals	1,383,030	1,786,254	1,507,000	(279,254)
Corporate Services	1,016,953	1,254,000	1,295,500	41,500
Occupancy Costs 101 Bloor West	1,676,461	1,950,000	1,635,200	(314,800)
Amortization	3,326,928	2,728,000	2,351,000	(377,000)
Total Expenses	45,415,043	52,253,674	55,136,626	2,882,952
Gross Surplus / (Deficit)	5,812,656	(3,204,794)	(5,832,486)	-
Add: Amortization, (Non-Cash Item)	3,326,928	2,728,000	2,351,000	
Less: Capital Expenditures	812,803	1,373,950	885,000	
Net Surplus / (Deficit)	8,326,781	(1,850,744)	(4,366,486)	

Budget Highlights

Summary of year-over-year net changes

Revenue

Annual Membership Fees

\$81,600

Reflects a revenue adjustment related to an increase in volume equivalent to 408 members.

Other Fees

\$23,660

Reflects a minor increase in forecasted registrations reflecting volume estimates and experience.

Investment Income & Other Income

\$150,000

Reflects forecasted returns on investments in 2026 as market rates change based on economic factors.

Net Increase in Revenue

\$255,260

Expenses

Employee Compensation

\$3,400,939

Represents new staffing salaries to address workload pressures in Membership Services, Investigations and Professional Conduct, Office of the Registrar, and Information Technology \$1,454,923.

Also reflected are 2026 salary grid and incentive pay adjustments and inflation adjustments based on the Toronto Consumer Price Index (CPI) of 2.0%, and a temporary help and short-term disability allocation \$1,250,414. Vacancy savings have been factored in (\$397,246), and

employee benefit adjustments for employer health tax, pension plans, and benefit premiums equal \$1,030,348. The training and professional development budget has increased by \$62,500 to reflect training initiatives.

Policy, Governance and Tribunals

(\$279,254)

The Tribunals unit has reduced program requests to reflect case cost projections. Conversely, the Policy and Research budget request increase is largely attributed to an increase in legal costs.

Membership Services

\$291,096

The department requires a 4 person pool of client assistants to manage increasing workload demands.

Office of the Registrar

\$191,100

The major cost driver update reflects the transfer of the research budget from the Policy, Governance and Tribunals department for member surveys and educational research.

Investigations and Professional Conduct

(\$770,629)

The majority of the 2026 budget adjustment reflects reductions to legal expense related to case costs based on spending experience.

Information Technology

\$700,000

The budget increase reflects costs related to the migration of the data centre to the cloud complementing the College's disaster recovery practices.

Corporate Services

\$41,500

Corporate Services adjusted the facilities repairs and onsite hosting budget to reflect service demand.

Occupancy Costs

(\$314,800)

Represents a decrease in occupancy expense based on mortgage payment adjustments and operating cost reductions.

Amortization

(\$377,000)

Represents an adjustment to the amortization schedule for 2026 related to amortizing software, furniture, and computer equipment.

Net Increase Expense

\$2,882,952



**Ontario
College of
Teachers**

Ontario's Teaching Regulator

For additional information:

Ontario College of Teachers
101 Bloor St. West
Toronto ON M5S 0A1

Telephone: 416.961.8800
Fax: 416.961.8822
Toll-free in Canada and U.S.A.:
1.888.534.2222
Email: info@oct.ca
oct.ca