



148th Board Meeting

Date: Friday, April 24th, 2026, 9:00 AM to 3:15 PM

[YouTube Live Stream](#)

Agenda	Speaker	Action	Time
1. Call to Order	Chair		1 min
2. Opening Remarks 2.1. Land Acknowledgement 2.2. New Director Introduction	Chair		3 mins
3. Approval of Agenda	Chair	Motion	2 mins
4. Conflict of Interest Declaration 4.1. 2026 COI Declarations	Chair		2 mins
5. Consent Agenda 5.1. 147 th Board Meeting Minutes 5.1.1. Appendix 1 – Status Updates on Board Action Items 5.2. Executive Committee 5.3. Discipline Committee 5.4. Fitness to Practice Committee 5.5. ICRC Committee 5.6. Patient Relations Committee 5.7. Quality Assurance Committee 5.8. Registration Committee 5.9. Recruitment Committee 5.10. By-Laws and Policy Review Committee	Chair	Motion	5 mins
<p>A consent agenda is a bundle of items that is voted on, without discussion, as a package. It differentiates between routine matters not needing explanation and more complex issues requiring further discussion. Any Director may request to the Chair that an item be removed for discussion. To test whether an item should be included in the consent agenda, ask:</p> <ol style="list-style-type: none"> 1. Is this item self-explanatory and uncontroversial? Or does it contain an issue that warrants board discussion? 2. Is this item for information only? Or is it needed for another meeting agenda issue? 			
6. Governance 6.1. Rise and Report for April 23 rd Board workshop 6.2. January 23 rd Board meeting evaluation 6.3. Committee Slate 6.4. Accountability Reports 6.4.1. CPMF Updates 6.4.2. 2024-2025 Annual Report 6.4.3. OFC Report	Chair Chair Chair L. Cheng A. Patrick S. Mohammed	Information Discussion Motion Information	10 mins 10 mins 5 mins 15 mins
7. Board Education 7.1. Finance Training for the Board	Registrar	Presentation	45 mins
10:40 AM Energy Break (15 minutes)			
8. Financial Matters 8.1. Financial and Monitoring Reports	Registrar	Information	15 mins



8.1.1. Operating 8.1.2. Strategic 8.1.3. Investments 8.1.4. Cash Flow 8.2. 2026-2027 Operating Budget	Registrar	Motion	20 mins
9. Regulatory Programs 9.1. CADTR Credential and Assessment Services	S. Mohammed	Information	15 mins
10. Strategic Plan 10.1. Strategic Dashboard 10.2. E – Communications Strategy 10.3. RE – Equity, Diversity and Inclusion	L. Cheng A. Patrick A. Patrick	Information Motion Information	10 mins 15 mins 15 mins
12:25 PM Lunch Break (45 minutes)			
10.4 PE – Prior Learning Assessment and Recognition	E. Acquah	Presentation	45 mins
11. Registrar's Update 11.1. Registrar's Report 11.1.1. Letter to Minister Jones on Registration Regulation 11.1.2. BMO Investment Portfolio 11.2. CDTO Dashboard 11.3. Communications Dashboard	Registrar	Information	20 mins
2:15 PM Energy Break (15 minutes)			
12. In-Camera Session Pursuant to Section 7(2)(b) of the HPPC, financial or personal or other matters may be disclosed of such nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public.	Chair	Motion	45 mins
13. Closing Remarks Next Meeting Dates: June 19 th – Board meeting	Chair	Information	1 min
14. Meeting Adjournment	Chair	Motion	1 min

CDTO Land Acknowledgement Statement

In this virtual space, we wish to acknowledge the land of the original people of Ontario.

For thousands of years the traditional land where the College is located has been the home of the Huron, Wyandot, the Seneca, Mississauga New Credit.

The College also acknowledges the over 40 Treaties and land agreements of Nations of Ontario including the Metis Nation.

We acknowledge the painful history of genocide and forced removal from this territory, and we honor and respect these nations as the traditional stewards of the land and water on which we share today. We honour the ancestors on those traditional lands we are on today.

The CDTO is committed towards Indigenous reconciliation and will actively support the health and wellness and inclusion of Indigenous People in all sectors of Ontario.

We stand in solidarity of murdered and missing indigenous women, girls, and two-spirited people.



Commonly Used Acronyms

ADT	Access to Dental Technology
ADTO	Association of Dental Technologists of Ontario
CADTR	Canadian Alliance of Dental Technology Regulators
CAS	Credential and Assessment Services
CDHO	College of Dental Hygienists of Ontario
CDO	College of Denturists of Ontario
CDTO	College of Dental Technologists of Ontario
CPMF	College Performance Measurement Framework
EDI	Equity, Diversity, and Inclusion
ESDC	Employment and Social Development Canada
GBC	George Brown College
MOH	Ministry of Health
PLAR	Prior Learning Assessment and Recognition
RCDSO	Royal College of Dental Surgeons of Ontario
RDT	Registered Dental Technologist
RHPA	Regulated Health Professions Act, 1991



Conflict of Interest Declarations

Board Director	Declared Affiliations and Roles
Shanice Fontaine, RDT	None
James (Jamie) Matera, RDT	None
Tayla McGuckin, Public Director	None
Mark Peters, RDT	None
Nawaz Pirani, Public Director	Director, Registration and Regulatory Programs, College of Chiropodists of Ontario
Dr. Rehan Siddiqui, Public Director	None
Vernu Sivakkolundu, Public Director	None
Susan St Louis, Public Director	None
William (Bill) Van Evans, RDT	Member of the Board of Integrative Medicine
Clark Wilson, RDT	None
Adela Witko, RDT	None
Franz Yagin, RDT	None

See the next page for details on conflict-of-interest definitions and declarations.



Conflict of Interest

By completing the Conflict-of-Interest declaration, all Directors of the Board understand that they:

- Have a duty to carry out their responsibilities in a manner that serves and protects the interest of the public.
- Must not engage in any activities or in decision-making concerning any matters where they have a direct or indirect personal or financial interest.
- Have a duty to uphold and further the intent of the Act to regulate the practice and profession of dental technology in Ontario, and not to represent the views of advocacy or special interest groups.

Directors of the Board recognize that a conflict of interest or an appearance of a conflict of interest:

- i. Could bring discredit to the College;
- ii. Could amount to a breach of the fiduciary obligation of the person to the College;
and
- iii. Could create liability for either the College or the person involved or both.

Declarations

Directors of the Board have disclosed the following conflicts of interest:

- Participation in other regulatory bodies or professional associations.
- Position at any educational institution for a dental technology program.
- Any other personal or professional relationships that could conflict with a Director's duties to the College.
- Close family members (e.g., spouse) or close associates (e.g., business partner) who stand to be affected financially by the Director's participation in a College decision.



147th Board Meeting Minutes

Date: January 23, 2026, 9:03 AM – 11:27 AM (Virtual)

Board of Directors

James (Jamie) Matera, RDT, Chair
William (Bill) Van Evans, RDT, Vice-Chair
Shanice Fontaine, RDT
Tayla McGuckin, Public
Mark Peters, RDT
Nawaz Pirani, Public
Dr. Rehan Siddiqui, Public
Clark Wilson, RDT
Adela Witko, RDT
Franz Yagin, RDT

Staff

Judith Rigby, Registrar & CEO
Leanne Cheng, Governance and Regulatory Affairs
Rose Far, Policy and Strategic Projects
Sonam Lhakyi, Registration QA coordinator
Safyia Mohammed, Registration and Administration
Ashney Patrick, Communications

Guests

Alan Clamp, Professional Standards Authority

Regrets

Jatinderpal Randhawa, Public
Vernu Sivakkolundu, Public

1. Call to Order

The Chair called the 147th Board meeting to order at 9:03 AM.

2. Opening Remarks

2.1. Land Acknowledgement

J. Rigby delivered the land acknowledgement and reflected on her visits to three countries in 2025, noting how each recognizes Indigenous and Aboriginal peoples. She emphasized their enduring role as stewards of the land and encouraged Directors to remain mindful and present in their connection to the natural world.

3. Approval of Agenda

MOTION: THAT the agenda be approved as presented.

MOVED BY: A. Witko and seconded by W. Van Evans

CARRIED

4. Conflict of Interest Declaration

There were no changes to the annual conflict of interest forms or declarations for the items to be discussed at the meeting.

5. Consent Agenda

MOTION: THAT the consent agenda be approved with the Discipline Committee report removed.

MOVED BY: M. Peters and seconded by F. Yagin

CARRIED



6. Election of Officers and Executive Committee Members

6.1 Process for Elections of Officers and Executive Committee Members

As per the College's By-Laws, the Registrar is responsible for supervising the Elections of Officers and Executive Committee. The Registrar informed Directors that nominations were received in advance but would also be taken from the floor. Nominees would have three minutes to address the Board before scrutineers distributed the ballots.

6.2 Nomination for Scrutineers

The Registrar called upon two of her Staff to support elections as scrutineers, Ashney Patrick and Leanne Cheng.

6.3 Nomination and Election of the Chair

The Board was informed that J. Matera had nominated themselves in advance of the meeting. No further nominations were received from the floor. J. Matera was elected as Chair of the Board of Directors by acclamation.

6.4 Nomination and Election of the Vice-Chair

The Board was informed that W. Van Evans nominated themselves in advance of the meeting. No further nominations were received from the floor. W. Van Evans was elected as Vice-Chair of the Board of Directors by acclamation.

6.5 Nomination and Election of Executive Committee Members

The Registrar informed the Board that following the election of the Chair and Vice-Chair, the Executive Committee requires two more Public Directors and one Elected Director to meet its composition. Elections for Public Directors will begin first.

The Board was informed that T. McGuckin nominated themselves in advance of the meeting. R. Siddiqui was nominated from the floor. T. McGuckin and R. Siddiqui were elected to the Executive Committee by acclamation.

The Board was informed that C. Wilson and A. Witko nominated themselves in advance of the meeting. No further nominations were received from the floor. Ballots were circulated after both nominees had the opportunity to address the Board for three minutes. C. Wilson was elected to the Executive Committee by a majority vote.

The Registrar informed the Board that the Executive Committee is composed of J. Matera as the Chair, W. Van Evans as the Vice-Chair, and Executive Committee members T. McGuckin, R. Siddiqui and A. Witko. She thanked the Board for their participation and congratulated those elected.

6.6 Motion for Destruction of Ballots

MOTION: THAT the ballots for the Elections of Officers and Executive Committee Members are destroyed.

MOVED BY: R. Siddiqui and seconded by C. Wilson

CARRIED



7. Governance

7.1 Committee Slate

The Executive Committee met during the break to review the Committee Slate and are recommending it to the Board for approval. This Slate was drafted using the Committee Competency Framework and considering Committee composition, continuity of members and balance in workload.

MOTION: THAT the 2026 Committee Slate be approved as presented.

MOVED BY: M. Peters and seconded by F. Yagin

CARRIED

7.2. 2025 Board Annual and Meeting Evaluation

The Board reviewed the December 5 meeting and 2025 annual Board evaluations, both reflecting strong performance. Highlights included timely materials, effective chairing, strong engagement, and solid governance and financial oversight. Areas for improvement included strengthening motion practices, promoting fuller participation, and encouraging advance review of materials. Opportunities for ongoing learning in governance and financial oversight were also noted.

8. Board Education

8.1 Right Touch Regulation

A. Clamp presented on Right-Touch Regulation, emphasizing that it is a continuous practice rather than a fixed endpoint. He highlighted the importance of collaboration across jurisdictions to share capacity and learning. He also underscored that regulation operates alongside other safeguards, and he encouraged the Board to consider how registrants can be supported in maintaining safe practice. The Board reflected on its progress in strengthening national alignment and the resulting benefits for labour mobility, consistent expectations, and public protection.

9. Registrar's Update

The Registrar thanked the Board for supporting recent international learning opportunities and highlighted the value of shared leadership among the Board, staff, and registrants in serving the public interest. She noted increased professional engagement through elections, committee participation, mentoring, and subject-matter expertise, and reaffirmed the College's focus on advancing its strategic and national priorities in 2026.

10. Closing Remarks

The Chair informed the public that the Board would now move in-camera. He thanked the public for attending the Board meeting and looks forward to seeing them at the next meeting on April 24.



MOTION: THAT the Board moves in-camera.

MOVED BY: N. Pirani and seconded by C. Wilson

CARRIED

11. In-Camera Session

12. Meeting Adjournment

MOTION: THAT the Board moves out of in-camera and adjourns the meeting at 11:27 AM.

MOVED BY: N. Pirani and seconded by C. Wilson

CARRIED

DRAFT



Status Updates on Board Decisions

There are currently no outstanding decisions.



EXECUTIVE COMMITTEE REPORT

April 24, 2026

Committee Members

James Matera, RDT (Chair)
William (Bill) Van Evans, RDT (Vice-Chair)
Tayla McGuckin, Public
Dr. Rehan Siddiqui, Public
Clark Wilson, RDT

Committee Mandate

The Executive Committee supports the Board in advancing the College's strategic objectives. Between Board meetings, the Executive Committee may exercise all the powers and duties of the Board with respect to any matter that requires immediate attention, other than the power to make, amend or revoke a regulation or By-law.

Meetings

The Executive Committee met twice on March 26, 2026 and March 31, 2026 since the last report to the Board on January 23, 2026.

For Action of the Board

1. 2026-2027 Operating Budget

The Committee reviewed the draft 2026-2027 Operating Budget and made several adjustments for a planned operating deficit budget. The Committee directed a reduction of \$20,000 in complaints and discipline budget, and \$10,000 in unauthorized practice. This decision was made recognizing that the College maintains a \$150,000 reserve for complaints and discipline that would support the College in unanticipated expenses. See Agenda Item 8.2, 2026-2027 Operating Budget.

2. CEO Performance Evaluation

The Committee received a report from the Registrar and CEO on their accomplishments over the past year and conducted the CEO Performance Evaluation. To be reported to the Board during Agenda Item 12, In-Camera Session.



For Information

1. Committee Orientation

The Committee received an extensive overview of its roles and responsibilities and key priorities for the upcoming year. The Committee also received a toolkit containing resources such as its terms of reference, and policies and legislation.

2. Financial and Monitoring Report

The Committee reviewed the financial and monitoring reports for operating, strategic initiatives, investment and cash flow. The Committee has no concerns with the reports and is not currently recommending any corrective actions.



DISCIPLINE COMMITTEE REPORT

April 24, 2026

Committee Members

Pursuant to the College By-Laws, every member of the Board is a member of the Discipline Committee.

Non-Board Committee Members

Manijeh Rezaeizadeh, RDT

Ovidiu Lauric, RDT

Committee Mandate

The Discipline Committee is responsible for determining whether registrants of the profession have committed professional misconduct and/or are incompetent. Matters are referred from the Inquiries, Complaints and Reports Committee to the Discipline Committee. The Discipline Committee conducts hearings, through panels selected by the Chair, in a fair and impartial manner. The panel provides reasonable and fair dispositions based exclusively on evidence admitted before it.

Meetings and Hearings

The Discipline Committee has not met since the last report to the Board on January 23, 2026.

For Action of the Board

None.

For Information

None.



FITNESS TO PRACTICE COMMITTEE REPORT

April 24, 2026

Committee Members

Every member of the Board is a member of the Fitness to Practice Committee.

Committee Mandate

The Fitness to Practice Committee hears allegations relating to registrants who may be incapacitated, by reason of physical or mental condition or disorder, and whose health condition or disorder may interfere with his or her ability to practice safely and in the interest of the public. A panel of the Fitness to Practice Committee adjudicates whether the registrant is, in fact, incapacitated and, if so, what terms, conditions or limitations are to be placed on their certificate of registration, including whether the registrant should be practicing at all.

Given the personal health information that is often at issue in such hearings, they are closed to the public.

Meetings and Hearings

The Fitness to Practice Committee has not met since the last report to the Board on January 23, 2026. To date, no hearings have been held by the Fitness to Practice Committee.

For Action of the Board

None.

For Information

None.



INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE REPORT

April 24, 2026

Committee Members

Adela Witko, RDT (Chair)

James Matera, RDT

Tayla McGuckin, Public

Jatinderpal Randhawa, Public

Clark Wilson, RDT

Manijeh Rezaeizadeh, RDT (non-Board Committee Member)

Committee Mandate

The Inquiries, Complaints and Reports Committee (ICRC) investigates formal complaints, Registrar's Reports, and referrals from the Quality Assurance Committee, for concerns regarding acts of professional misconduct, incompetence or incapacity. A panel of the ICRC makes decisions regarding matters before it that can include referring the matter to the Discipline Committee, requiring the registrant to appear before the panel to be cautioned, or to take no further action.

Meetings

The ICRC has not met since the last report to the Board on January 23, 2026.

For Action of the Board

None.

For Information

1. Formal Complaints

During this reporting period, no new complaints were received, and no complaints were carried forward.

2. Registrar's Reports

During this reporting period, no new Registrar's Reports were initiated, and none were carried forward.



3. Quality Assurance Committee Referral

During this reporting period, there was no new referral from the Quality Assurance Committee to the ICRC.

4. Health Professions Appeal and Review Board

The complainant or the registrant who is the subject of the complaint may request the Health Professions Appeal and Review Board (HPARB) to review a decision of a panel of the ICRC (unless the decision was a referral of an allegation of professional misconduct to the Discipline Committee or incompetence to the ICRC for incapacity proceedings) within 30 days of receiving the decision. HPARB has no right to review decisions made on Registrar's Reports.

During the reporting period, no new panel decisions were appealed to HPARB. HPARB has not rendered any decisions during this reporting period.



PATIENT RELATIONS COMMITTEE REPORT

April 24, 2026

Committee Members

Tayla McGuckin, Public (Chair)

Clark Wilson, RDT

Rehan Siddiqui, Public

Committee Mandate

The Patient Relations (PR) Committee promotes and enhances relationships between the College, its members, other health colleges, system partners, and the public. The Committee is responsible for the Patient Relations program, which must include measures for preventing and addressing the sexual abuse of patients, as well as the responsibilities related to Equity, Diversity, Inclusion, and Indigeneity (EDI-I).

Meetings

The PR Committee met on March 27, 2026, after the publishing of the materials for the January 23, 2026, Board meeting. An update on that meeting is below.

For Action of the Board

Motion to approve the Revised 2024-2027 Communications Strategy.

For Information

1. Communications Strategy

The Committee reviewed the proposed communications strategy and supported an approach that uses concise, accessible materials to clearly communicate key information to Board and Committee members, staff, and other intended audiences. Following discussion, the Committee approved the strategy and agreed it is ready to be brought forward to the Board for a motion to approve. The Committee also agreed that a consultant review is not required at this stage; however, if the Board raises questions or concerns, the strategy can be referred to a consultant at that time.



2. Mentorship Program

Staff provided an update on the mentorship program and noted that feedback gathered from student outreach indicated strong interest in mentorship opportunities, particularly in gaining practical exposure, industry guidance, and connections that could support future employment. The Committee then reviewed the proposed structure for the mentorship program, including a broader and more intentional matching approach, a range of mentor profiles, more accessible and ongoing opportunities for connection, and clearer expectations for both mentors and mentees. The Committee was supportive of the proposed structure and agreed with the overall direction, and was satisfied that the program framework can now be brought forward to the Outreach Task Force for presentation and further discussion. Next steps will include refining the program materials, developing clearer guidance and orientation resources for mentors and mentees, and confirming the processes for recruitment, matching, and ongoing program delivery.



QUALITY ASSURANCE COMMITTEE REPORT

April 24, 2026

Committee Members

William (Bill) Van Evans, Professional Member (Chair)

Shanice Fontaine, Professional Member

Mark Peters, Professional Member

Ovidiu Lauric, Professional Member (non-Board)

Nawaz Pirani, Public Member

Vernu Sivakkolundu, Public Member

Committee Mandate

The Quality Assurance Committee (QAC) is responsible for ensuring registrants provide quality service to the public by practicing according to the standards and policies of the College. The QAC oversees and implements the QA Program. The goal of the program is to promote continuing competence of dental technologists by encouraging them to continually upgrade their knowledge, skills and judgement throughout their professional careers.

Meetings

The QA Committee has not met since the last report to the Board on January 5, 2026.

For Action of the Board

None.

For Information

There are currently no items for information.



REGISTRATION COMMITTEE REPORT

April 24, 2026

Committee Members

Shanice Fontaine, RDT (Chair)

Nawaz Pirani, Public

Jatinderpal Randhawa, Public

Rehan Siddiqui, Public

Adela Witko, RDT

Franz Yagin, RDT

Committee Mandate

The Registration Committee is responsible for developing and implementing transparent, objective, impartial and fair registration policies and procedures. The Committee decides on the eligibility of applicants for registration referred to by the Registrar in an equitable and consistent manner for all applicants. It also reviews candidate requests for additional examination attempts under the College's Examination Regulation.

Meetings

The Registration Committee has not met since the last report to the Board on January 23, 2026.

For Action of the Board

None.

For Information

None.



RECRUITMENT COMMITTEE REPORT

April 24, 2026

Committee Members

Vernu Sivakkolundu, Public (Chair)

Mark Peters, RDT

Franz Yagin, RDT

Leanne Cheng, Staff

Committee Mandate

The Recruitment Committee is responsible for coordinating the recruitment process for Board and Committees from the Registrants of the College. The Committee decides on the appropriate number of interview questions, conducts interviews to determine the eligibility of applicants (elected and appointed), and recommends appointments for positions to the Board.

Meetings

The Recruitment Committee has not met since the last report to the Board on January 23, 2026.

For Action of the Board

None.

For Information

None.



BY-LAWS AND POLICY REVIEW COMMITTEE REPORT

April 24, 2026

Committee Members:

Nawaz Pirani, Public (Chair)

William (Bill) Van Evans, RDT

Franz Yagin, RDT

Committee Mandate

The By-Laws and Policy Review Committee is an ad-hoc Committee established pursuant to section 12.02 of the College's By-Laws. The Committee was appointed at the April 26, 2024 Board Meeting to support the modernization of the College's By-Laws and policies. This includes analyzing emerging governance modernization trends, writing or revising sections of the By-Law for consideration by the Board, and developing and revising governing and Board policies as necessary to support the By-Laws.

Meetings

The By-Laws and Policy Review Committee has not met since the last report to the Board on January 23, 2026.

For Action of the Board

None.

For Information

None.



Board Meeting Evaluation Summary – January 23, 2026

Score Distribution

Metric	Score
The agenda items and materials were appropriate to the Board's role, and were sufficient to allow me to participate.	4.44
Time was used effectively and discussions were focused.	4.56
I was satisfied with the opportunities that all of us had to participate in and contribute to the discussion and debate.	4.44
The Chair was effective in guiding the meeting and allowing all sides to be heard, while bringing matters to decision.	4.33
The Board education/training was effective at improving my ability to perform my role as a Board Director.	4.56

Feedback Summary

Strengths

- A. Clamp's presentation was well presented and provided valuable perspectives on regulation.
- Engagement during the meeting was strong, with clear alignment on next steps.
- The election process generated positive engagement, good feedback, and a sense of continuity.
- Reflections indicated that the Board is progressing along a track of continued improvements and goal setting.

Areas for Improvement

- Participants should be prepared to mute and unmute to improve transition and flow of meeting.

2026 Committee Slate - April 24 2026

Executive	James Matera, RDT (Chair)
	William Van Evans, RDT (Vice-Chair)
	Tayla McGuckin (Public)
	Dr. Rehan Siddiqui (Public)
	Clark Wilson, RDT

Quality Assurance	Shanice Fontaine, RDT
	Ovidiu Lauric, RDT (non-Board)
	Mark Peters, RDT
	Nawaz Pirani (Public)
	Vernu Sivakkolundu (Public)
	William (Bill) Van Evans, RDT

ICRC	James Matera, RDT
	Tayla McGuckin (Public)
	Manijeh Rezaeizadeh, RDT (non-Board)
	Susan St Louis (Public)
	Clark Wilson, RDT
	Adela Witko, RDT

Discipline	All of Board
	Ovidiu Lauric, RDT (non-Board)
	Manijeh Rezaeizadeh, RDT (non-Board)

Patient Relations	Tayla McGuckin (Public)
	Dr. Rehan Siddiqui (Public)
	Clark Wilson, RDT

Registration	Shanice Fontaine, RDT
	Nawaz Pirani (Public)
	Dr. Rehan Siddiqui (Public)
	Susan St Louis (Public)
	Adela Witko, RDT
	Franz Yagin, RDT

Recruitment	Leanne Cheng, Staff
	Mark Peters, RDT
	Vernu Sivakkolundu (Public)
	Franz Yagin, RDT

Fitness to Practice	All of Board
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College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

2025 College Performance Measurement Framework Updates

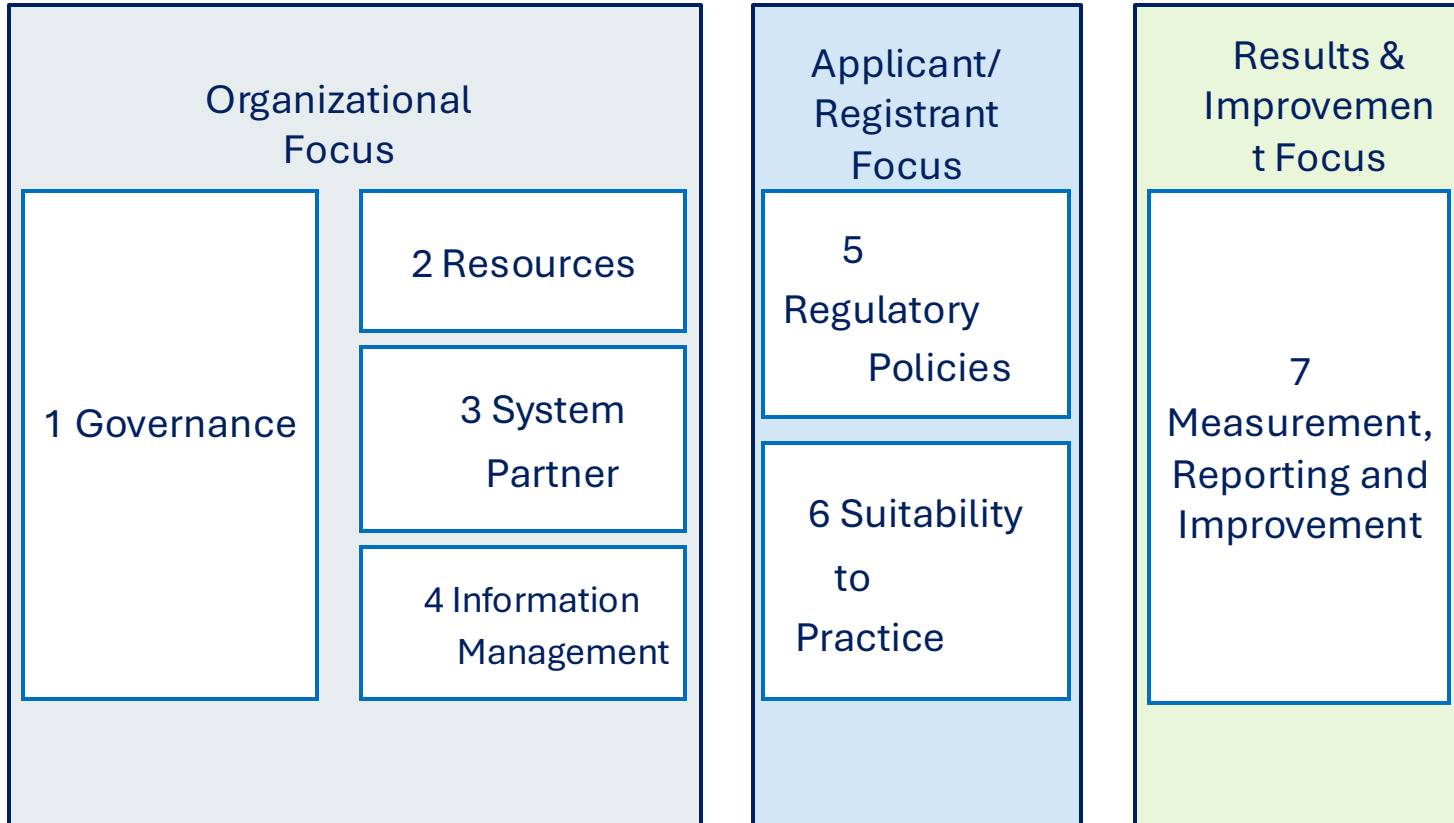
April 24, 2026

Background

- ▶ College Performance Measurement Framework (CPMF) was launched in 2020
- ▶ Developed by the Ministry of Health to answer: “how well are Colleges executing their mandate to act in the public interest?”
- ▶ Leads to stronger accountability and oversight, and College performance



Domains of the CPMF



CPMF Reporting Cycle

- ▶ Tool is reviewed and launched in the fall of the reporting year
- ▶ Colleges must complete and publish by March 31st
- ▶ CDTO Board delegated approval to the Executive Committee
- ▶ No reporting cycle in 2025 as tool is being redesigned

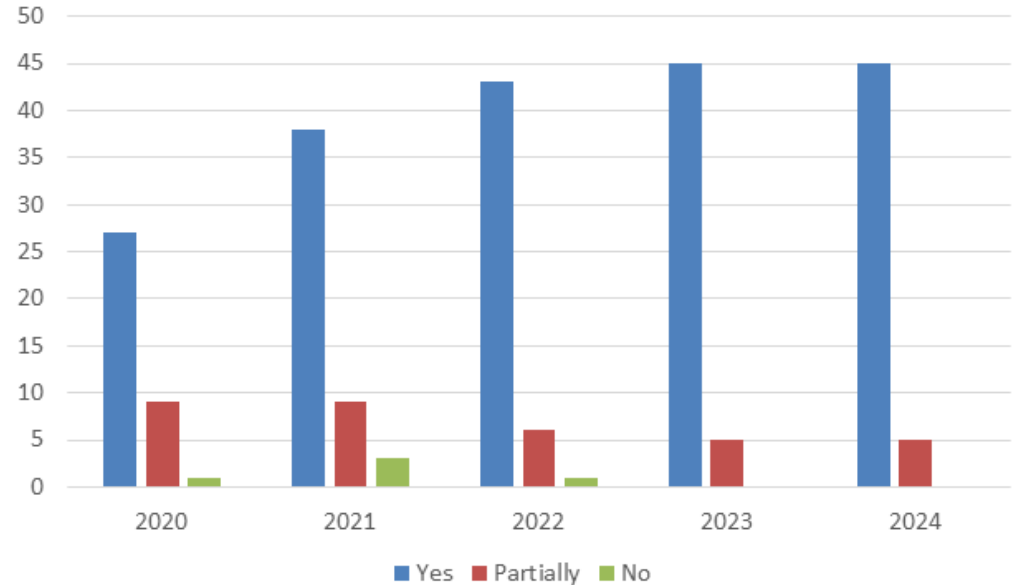


Overall Performance 2020-2024

There are 50 pieces of evidence across six domains

One domain, System Partners, does not have a "best practice" but Colleges report their key activities

CDTO meets forty-five of the fifty best practices of an excellent regulator



Benchmarked Evidence

- ▶ Eight pieces of evidence were identified as attributes of an excellent regulator that Colleges must meet
- ▶ If they are not met, Colleges must work towards meeting these benchmarks and provide an improvement plan
- ▶ In 2025, CDTO meets all benchmarked evidence



Focus Areas

Policies and processes that:

1. Promote Diversity, Equity, and Inclusion (DEI) and support these principles in registrant care.
2. Apply a right-touch, evidence-informed approach to determine when and how registrants are assessed.
3. Support all stages of the complaints process, ensuring complete intake, clear communication, access to supports, and defined next steps.
4. Set consistent criteria for disclosure, including examples of when and what information about concerns with individuals may be shared with system partners.





College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

2024-2025 Annual Report

April 24, 2026

What is an Annual Report

- Annual reports provide a clear summary of an organization's activities, financial performance, and future direction over the past year. They help system partners understand overall results, assess progress against goals, meet legal and regulatory requirements, and promote transparency, accountability, and confidence in the organization.



By the Numbers

492

total registrants
(468 general, 24 inactive)

8

new RDTs
in 2024-2025

77

practice advisory
inquiries

2

Closed Discipline Hearings

45/50

CPMF results show CDTO is acting in the public interest and performing strongly as an effective regulator.

5

Unauthorized Practice Investigation



Strategic Project Milestones

- CDTO advanced its strategic priority of reducing barriers to registration through the ADT Phase II Prior Learning Assessment and Recognition (PLAR) project. In collaboration with CADTR, the College completed the **PLAR environmental scan and literature review**, developed the **PLAR tool and scoring rubric**, and launched the **PLAR Pilot**. The Registration Committee also continued to monitor **CADTR credentialing, application, and assessment activity** under the MOU as part of fair-access registration oversight.

30

Expressions of interest of which 16 indicated that they want to practice in Ontario

2

key resources were developed following the environmental scan and literature review

687K

was not charged to Ontario RDTs funded by ESDC when we talk about strategic milestones



Governance Highlights

- Strengthened governance through Board training, evaluations, and workshops.
- Modernized governance with new policies and updated Election By-laws.
- Approved an EDI organizational and Board policy and continued EDI education.
- Maintained a Risk Register to monitor risks to the College, public, and profession.
- Narrowed risk oversight to **5 key risks**, discussed at a Board workshop.



Risk Assessment and EDI Highlights

- CDTO approved an EDI organizational and Board policy to integrate EDI principles across all aspects of the College's work.
- The College launched race-based data collection during the 2025 annual renewal cycle to evaluate representation and identify inequities.
- An Equity Impact Assessment tool was drafted to help staff and committees identify and mitigate equity risks in policies, programs, and decision-making.
- Ongoing EDI education was delivered for the Board and staff through workshops, webinars, and conferences.



Distribution and Engagement

Primary Audiences

System partners

GBC, ADTO, RCDSO, CADTR, MOH

Distribution and Engagement

Website news section

The Annual Report was published in the CDTO news section, where it received **14 views**.

Registrants

Distributing to registrants through newsletter, news post, and social media platforms

CDTO LinkedIn

CDTO LinkedIn post featuring the Annual Report reached **79 impressions** and performed strongly, with a **16.46% engagement rate** and an **11.39% click-through rate**.

Students

Student Voluntary List: 87

Bridge distribution

Send the report to system partners, registrants, and students with a short summary, direct link, and key highlights.





College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

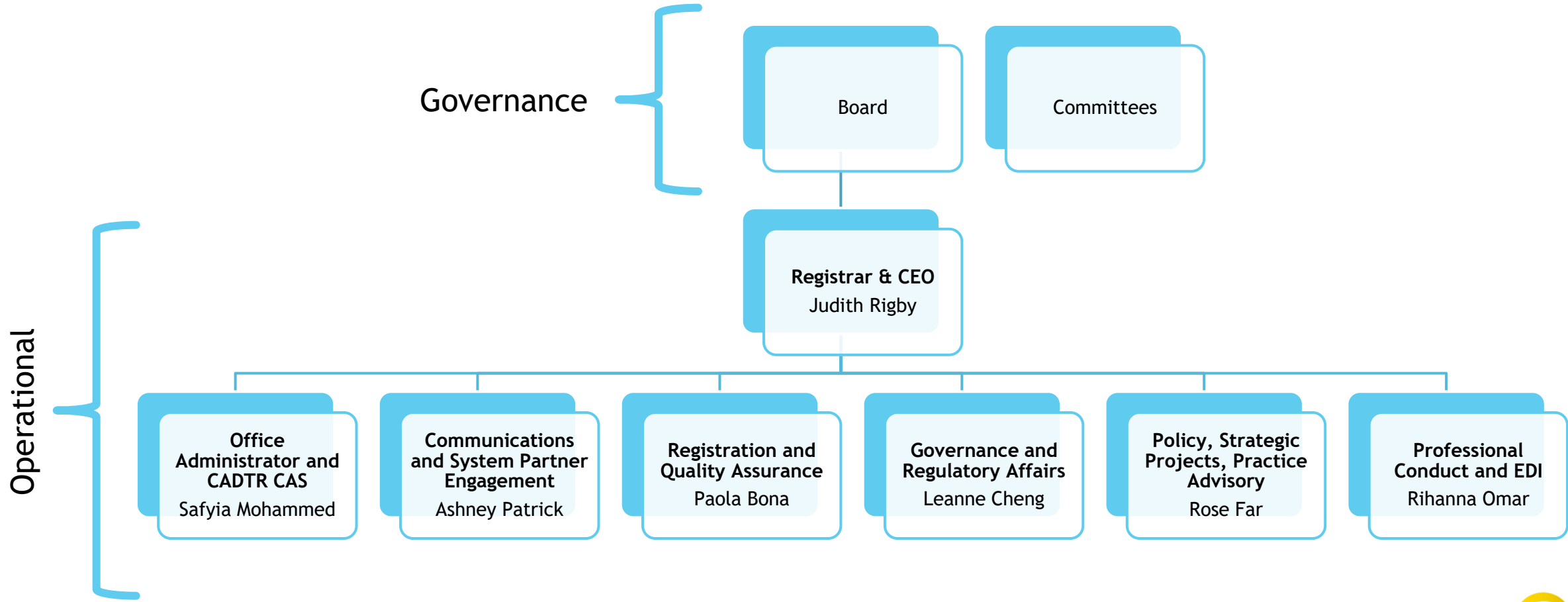
Finance Training for the Board

April 2026

WHAT IS GOOD FINANCIAL MANAGEMENT

- Financial management is the specialised process of managing money.
- Good **Financial Management** impacts **Financial Performance** which impacts **Financial Sustainability**.
- CDTOs current and future success to carry out its purpose depends on good financial management.
- Required for trust and reputation

WHO IS RESPONSIBLE?



BOARD RESPONSIBILITIES



DUTY OF PRUDENCE

The main fiduciary duties of board members



Duty of obedience



Duty of care



Duty of loyalty



Duty of prudence



Duty to disclose



Duty of confidentiality

ACTIVITY 1

FINANCIAL AWARENESS SELF-ASSESSMENT

Board Fundamentals

- ✓ Financial literacy is having the knowledge, skills and confidence to make responsible financial decisions.
- ✓ Regulatory compliance obligations – ONCA; RHPA
- ✓ Decision Making
 - Governance Policy
 - Board Policy
- ✓ Management, Oversight and Expertise



Financial Literacy – Financial Information

- ✓ **Financial information** is the underpinning of organizational health indicators.
 - ✓ Cash and non-cash
 - ✓ Measurable, objective, comparable over time and across organizations in the same sector
- ✓ **Key types** are current assets, total assets (what we own), total liabilities (what we owe), total revenues and total expenses, future commitments.
- ✓ **Key uses** are in planning, directing, monitoring and controlling the College's funds to make effective financial decisions.
- ✓ **Key documents** are financial statements, notes to financial statements, budgets, monitoring reports, variance analysis, investments, performance metrics (KPIs/financial ratios).



Financial Literacy – Financial Documents

- ✓ Budget – Operating and Strategic Initiatives Projects (SIP)
- ✓ Operating Monitoring Report
- ✓ SIP Monitoring Report
- ✓ Investments
- ✓ Cash Flow
- ✓ Audited Financial Statements
 - ✓ Statement of Financial Position
 - ✓ Statement of Changes in Net Assets
 - ✓ Statement of Operations
 - ✓ Statement of Cash Flows
 - ✓ Notes to the Financial Statements



Financial Literacy – Risk and Managing Risk

We can't control what we don't know. We can't eliminate 100% of financial risk.

Risk identification:

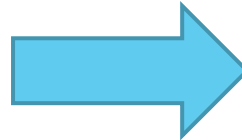
- ✓ Market risk - financial losses on investments due to overall market declines
- ✓ Credit risk – failure to repay a loan
- ✓ Liquidity risk – inability to meet short-term financial obligations
- ✓ Operational risk – internal processes, people, systems, external events

Risk mitigation:

- ✓ Internal controls – preventative and detective
- ✓ External verification



The Auditor's Report



- ▶ The opinion could be:
 - Unqualified (clean)
 - Qualified
 - Adverse
 - Disclaimer of opinion

- ▶ The College has always had an unqualified opinion



37 Main Street
Toronto, Ontario M4E 2V6
Tel. 416-600-6800
Fax. 416-600-9919
Web Page:
www.krienslarose.com

Page 1

INDEPENDENT AUDITOR'S REPORT

To the Board of
College of Dental Technologists of Ontario

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of College of Dental Technologists of Ontario (the "College"), which comprise the statement of financial position as at August 31, 2024, and the statements of changes in net assets, operations, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at August 31, 2024, and the results of its operations and its cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the annual report. Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The annual report is expected to be made available to us after the date of our auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.



The Audit Process:



- ▶ In advance of the audit, College staff provide the working papers and supporting documents to the auditor
- ▶ The auditor performs reviews and testing to ensure accuracy and fair presentation
- ▶ Financial statements are prepared
- ▶ The statements are presented to Executive Committee and the Board for approval.



Performance Evaluations

- ▶ Board
- ▶ CEO
- ▶ Auditor



College Financial Cycle

	January	February	March	April	May	June	July	August	September	October	November	December
MILESTONES		Annual Report (Summary of Financial Statements)		Annual Risk Review Annual Strategic Plan Review	Proposed Registration Fee increase consultation for 60 days if greater than CPI	Registration Renewal open			Start of new fiscal Sept 1 - Aug 31	Audit commences for prior year fiscal		Audited Financial Statements Auditor Evaluation
OPERATIONS (Ground Zero)	Annual report compilation	Annual report finalization / submission	Q2 financial monitoring reports Budget - Conduct environmental scan; Review and revise budget assumptions	Operating Budget - first draft complete with proposed fee increase	Publish fees for consultation if greater than CPI	Compile and present fee increase feedback Strategic Initiatives (SIP) draft budget Q3 financial monitoring reports			Finalizing Year- End FS Accrue costs for expenses incurred not paid; for open complaints / discipline cases; working paper preparation Start of new fiscal	Auditors commence review of trial balance, working paper files and documents	Finalize audited draft FS for EC review and Board approval	Q1 financial monitoring reports
EXECUTIVE COMMITTEE				Q1 and Q2 FS forecast review; recommend corrective actions if necessary Draft Budget Review and recommend to Board		Fee increase consultation feedback reviewed Recommendation for budget revision if necessary Budget finalization		Q3 FS forecast review; recommend corrective actions if necessary Financial policy review			Review draft audited FS and conduct management review with Auditor Complete Annual Auditor Evaluation CEO Performance criteria weightings	
BOARD OF DIRECTORS	Approve Annual Committee Reports			Review Q1 and Q2 financial monitoring report Strategic priorities monitoring		Approve Operating Budget, Fee increase and SIP budget Strategic priorities monitoring			Review Q3 financial monitoring report Strategic priorities monitoring		Conclude prior FY CEO performance evaluation	Approve Audited FS Strategic priorities monitoring



Resources

- A Guide to Financial Statements for Not-for Profit Organizations- Questions for Directors to Ask (published by The Canadian Institute of Chartered Accountants)
- Fiduciary Responsibilities of Board Members <https://board-room.org/blog/fiduciary-responsibility-of-board-members/>
- CDTO Annual Reports and Summary Financial Statements <https://cdto.ca/about-the-college/publications/>
- Audited Financial Statements (on request)



Questions?



College of Dental Technologists of Ontario
Management Report - Statement of Operations

Appendix 1

2025-2026

	Approved Budget	Actual	Projection*	Projection vs. Budget Variance		Actuals 2024-2025	Variance 25-26 vs 24-25	
	\$	\$	\$	\$	%		\$	\$
Revenues								
Registration ^{N1}	\$ 974,185	453,092	998,630	24,445	2.5%	982,778	15,852	1.6%
Examination	\$ 2,400	2,850	3,900	1,500	62.5%	1,902	1,998	105.0%
Investment income	\$ 42,083	1,881	42,669	586	1.4%	74,628	-31,959	-42.8%
TOTAL REVENUE	1,018,668	457,824	1,045,199	26,531	2.6%	1,059,308	-14,109	-1.3%
Expenses								
Registration ^{N2}	\$ 6,810	3,978	12,948	-6,138	-90.1%	6,834	-6,114	-89.5%
Examination ^{N3}	\$ 15,671	-158	26,200	-10,529	-67.2%	15,599	-10,601	-68.0%
Quality Assurance	\$ 11,361	512	9,662	1,699	15.0%	5,666	-3,996	-70.5%
Complaints, Discipline ^{N4}	\$ 48,580	-18,233	15,408	33,172	68.3%	-5,850	-21,258	363.4%
Unauthorized Practice	\$ 30,365	6	26,848	3,517	11.6%	951	-25,897	-2723.2%
Patient Relations	\$ 700	0	700	0	0.0%	150	-550	-366.7%
Administration	\$ 141,158	40,575	136,031	5,127	3.6%	136,411	380	0.3%
Governance	\$ 62,637	8,656	53,886	8,751	14.0%	35,023	-18,863	-53.9%
Human Resources ^{N5}	\$ 705,068	207,376	616,195	88,873	12.6%	655,538	39,343	6.0%
Communications (Publications)	\$ 7,984	3,571	7,250	734	9.2%	6,765	-485	-7.2%
Legislation & Policies	\$ 11,150	985	5,844	5,306	47.6%	7,255	1,411	19.5%
Total Expenses	1,041,483	247,269	910,972	130,511	12.5%	864,342	-46,630	-5.4%
Surplus/ (Deficit) from Operations	-22,815	210,555	134,227	157,042		194,966	32,521	16.7%

* Projections are based on actual results to January 31, 2026

Variance Explanations:
<u>Revenues</u>
N1 Favourable variance in Registration revenue due to higher intake of new registrants earlier in the fiscal year (19 anticipated vs. 15 budgeted).
<u>Expenses</u>
N2 Increase in Registration costs due to database changes for HPDB reporting and annual renewals.
N3 Examination CADTR CAS Service Agreement fee to be paid for 2025 and 2026 in the current fiscal year. 2027 fee expected to be approximately \$22K.
N4 Actual discipline case expenses lower than amount accrued at August 31, 2025. No complaints, Registrar's Reports or discipline cases at this time.
N5 Favourable variance due to leave of absence.

**COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO
STRATEGIC INITIATIVES ***

	Approved Budget 2015 - 2024	Balance - end of August 2024	Actual 2024-2025	Actual Sep 2025 - Jan 2026	FCST Feb- Aug 2026	FCST 2026- 2027	Balance
Database Modules - Project Manager	\$ 272,947	\$ 34,844	\$ -	\$ -		\$ 34,844	\$ (0)
Regulations and associated policies	\$ 32,488	\$ 13,365	\$ 5,556	\$ 339	\$ 7,470	\$ -	\$ (0)
Standards and Ethics	\$ 85,933	\$ 41,542	\$ -	\$ 11,234	\$ 18,478	\$ 11,830	\$ -
Quality Assurance - QAP Review	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ 2,000	\$ 6,000	\$ -
Regulatory Disruption	\$ 81,851	\$ 8,389	\$ -	\$ -	\$ 5,189	\$ 3,200	\$ -
Equity, Diversity, and Inclusion	\$ 41,808	\$ 31,315	\$ 17,882	\$ -	\$ 7,000	\$ 6,433	\$ -
Governance	\$ 16,100	\$ 2,735	\$ -	\$ -	\$ 2,735	\$ -	\$ -
Total*	\$ 736,018	\$ 140,191	\$ 23,438	\$ 11,573	\$ 42,873	\$ 62,307	\$ (0)

3% 2% 6% 8%

* To be funded from Internally Restricted for Strategic Initiatives

Notes:

1. Database - funds held to implement online QA, Complaints and revision to Registration modules, includes PM.
2. Registration Regulation draft amendments for the emergency class of registration, regulating a limited class of regulation, and expanding pathways to registration.
3. Phase 1 of Standards and Ethics project is completed phase 2 pending QAC review - Balance goes to Standards and Ethics -Phase 2 and Phase 3
4. Review and revise the QA program's Self and Peer Assessments. QA portal will be followed after completion of updating QA program and the budget is in the database.
5. Regulatory disruption focus is on awareness about unauthorized practice and complaint processes
6. Equity, Diversity, and Inclusion (EDI) is a Board-approved strategic domain, encompassing the EDI roadmap, Equity Impact Assessment (EIA), and EDI self-assessment.
7. Governance projects focus is on reviewing bylaws and board and governance policies.

Intended use of funds

Note 1

Project manager/communication for QA /discipline module or upgrade
--

Note 2

Legal and government relation to advance limited class, PLAR and J&E
--

Note 3

Pivotal Research + Honoraria for Consultation

Note 4

Review and Update/Revise the QA Program's Self and Peer Assessments. QA portal will be followed after completion of

Note 5

Awareness on unauthorized practice complaint processes.

Note 6

Legal fee for updating bylaws and board/governance policies

Note 7

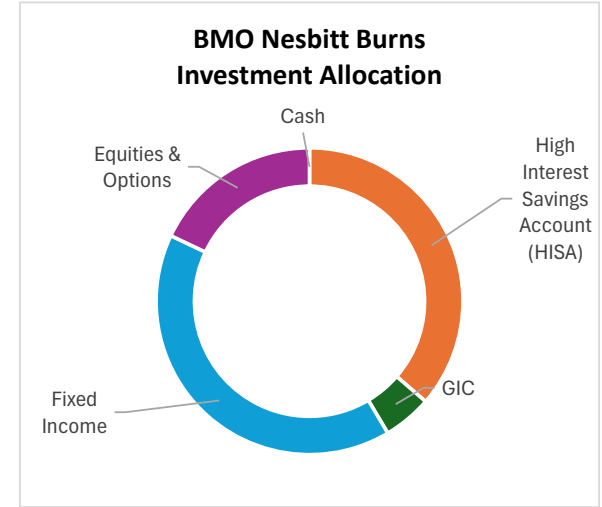
College of Dental Technologists of Ontario
Investment Monitoring
January 31, 2026

General Assumptions:

Funds invested as per the CDTO Investment Policy
Investments held at BMO Nesbitt Burns

Cash	Cost	% of Total	Market Value	Unrealized Gain/Loss	Assumptions
Operating Account (cash)	179,416	99.9%	179,416	-	Surplus cash transferred to BMO NB.
High Interest Savings Account (HISA)	146	0.1%	146	-	
	\$ 179,562	100%	\$ 179,562	\$ -	

Investments	Cost	% of Total	Market Value	Unrealized Gain/Loss
BMO Nesbitt Burns				
Cash	-	0%	-	-
High Interest Savings Account (HISA)	707,645	36%	707,645	-
GIC	100,000	5%	100,000	-
Fixed Income	789,586	41%	798,988	9,402
Equities & Options	350,000	18%	362,337	12,337
	\$ 1,947,231	100%	\$ 1,968,969	\$ 21,739



The College of Dental Technologists of Ontario
Cash Flow

	Actual						Forecast					
	01-Sep-25	01-Oct-25	01-Nov-25	01-Dec-25	01-Jan-26	01-Feb-26	01-Mar-26	01-Apr-26	01-May-26	01-Jun-26	01-Jul-26	01-Aug-26
Incoming funds:												
Registration / Examinations	183,630	18,393	5,291	14,810	12,677	9,590	25,600	326		841	144,196	817,108
CADTR	12,190			12,190			12,190			12,190		
ADT Phase II			2,118					1,641			1,641	
CSJ	16,406											
Admin												
Total Incoming	212,226	18,393	7,409	27,000	12,677	9,590	37,790	1,967	-	13,031	145,837	817,108
Outgoing funds:												
TD Merchant services	16,622	970	173	167	330	212	157	157	157	157	157	157
Operating expenses - HR	48,575	47,024	50,169	56,995	57,630	48,970	54,326	54,326	54,326	54,326	54,326	54,325
Operating expenses - Other	8,541	15,939	10,555	24,459	28,434	14,105	22,925	29,345	15,715	43,930	14,908	35,238
SIP	-	-	-	-	11,234	-	9,396	9,396	9,396	9,396	9,396	9,396
Total Outgoing	73,738	63,934	60,898	81,621	97,628	63,287	86,803	93,224	79,593	107,809	78,787	99,116
Net Cash	138,488	(45,541)	(53,489)	(54,622)	(84,951)	(53,697)	(49,014)	(91,257)	(79,593)	(94,778)	67,050	717,992
Opening cash BMO	749,530	888,017	842,477	788,988	174,366	179,416	215,718	256,705	255,448	265,855	171,076	238,126
Restricted cash (short-term) - HISA or RSTIC or GIC												
Chequing - minimum	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Transfer to NB Investment				-560,000	90,000	90,000	90,000	90,000	90,000	90,000		-700,000
Transfer (To)/From HISA												
Available Cash	\$ 853,017	\$ 807,477	\$ 753,988	\$ 139,366	\$ 144,416	\$ 180,718	\$ 221,705	\$ 220,448	\$ 230,855	\$ 136,076	\$ 203,126	\$ 221,118
Ending cash BMO	888,017	842,477	788,988	174,366	179,416	215,718	256,705	255,448	265,855	171,076	238,126	256,118



Board Report

Date: April 24, 2026

SUBJECT: 2026-2027 Operating Budget and Fee Schedule
PREPARED BY: Judith Rigby, Registrar and CEO

PURPOSE:

To seek approval for the recommendation from the Executive Committee to the Board to approve the 2026-2027 draft Operating budget and fee schedule.

PUBLIC INTEREST RATIONALE:

As prescribed by legislation, the mandate of the College is to act in the public interest by carrying out its regulatory functions: entry to practice, professional standards, quality assurance and enforcement. The Board has the overall responsibility to ensure the College will achieve its goals and does so by demonstrating leadership, accountability, integrity, stewardship, and transparency.

Responsible stewardship of the College's financial and human resources is a core principle of good governance and essential to achieving its mandate and objectives ethically and sustainably. Strategic and resource planning, performance monitoring, external compliance and reporting are necessary elements of responsible stewardship.

BACKGROUND:

In its oversight role of the organization, the Board sets the strategic direction, monitors organizational performance against financial and non-financial performance indicators and oversees the financial affairs of the College using an annual work plan. This workplan includes allocating resources annually for ongoing regulatory programs (Operating budget) and strategic projects (Strategic Initiatives budget) as necessary.

The College's annual workplan and financial reporting cycle is the fiscal period from September 1 to August 31.

INFORMATION & CONSIDERATIONS:

Each year management establishes the Operating budget, allocating financial and human resources necessary to carry out the College's regulatory functions, considering:

1. the general budget assumptions outlined in **Appendix 1** to ensure relevance.
2. the results of conducting an ongoing environmental scan of system partner pressures and Ministry of Health direction.
3. the Board risk assessment conducted in January 2025 and identification of decline in number of RDTs and College long-term sustainability as key risks.
4. completed strategic projects that are ready to implement operationally.
5. performance improvements committed in the College Performance Measurement Framework (CPMF).

The Strategic Initiatives Projects (SIP) budget is separate from the Operating budget and allocates resources for the strategic projects necessary to achieve the Board's strategic plan. It is also reviewed for currency and sufficiency.

2026-2027 Operating Budget and Fee Schedule

The general budget assumptions, presented in Appendix 1, are considered along with historical trends and risks identified when drafting the Operating budget.

Trends over the last **three years** are:

- Negative registrant growth of 8%.
- Average increase in new registrants of 73%.
- The initial fee proration policy, implemented in 2022-2023, shows timing of applications are skewed to Q3 and the average fee paid is 50% of the annual fee.
- Cumulative CPI increase in registrant fees of 8%, the annual CPI rate ranging from a low of 1.1% to a high of 5.7% due to COVID-19.
- Expenditure reductions from numerous continuous improvements (CI) have been allocated to high-risk high impact initiatives such as unauthorized practice (e.g., CI's - occupancy; national centralizing credential and competency assessment services for applicants; digital technology)

The Registrar and Chair attend the annual Program Advisory Committee meeting with GBC. At its last meeting the College was informed that the 2026 graduating class is 26 students, a decrease of 8 or 23.5% from the prior year (2025 – 34). The data shows that less than 50% of GBC graduates apply to CADTR in the year of graduation and only 15% apply to CDTO for registration. Although we have seen an increase in the number of new registrants graduated from GBC, they are from previous years' cohorts.

Management presented the Executive Committee with a deficit budget of \$-47,130, (2026 \$-22,815) after a CPI increase of 2.3% in fees. The main drivers of the deficit are due to an increase in expenses from:

- Human resources of approximately \$31,000 due to CPI increase.
- Examinations of approximately \$8,000 due to increase in 3rd party Credential and Assessment Services service agreement fee.

- Registration of approximately \$7,000 due to database support required for accountability reports to meet MOH and OFC requirements.

The total increase in expenses of \$54,870 is partially offset by an increase in revenues of \$30,975, \$8,000 from volume increase and \$22,975 from fee increases held to 2.3% (Appendix 2 Tab 2).

The Committee reviewed the draft 2026-2027 Operating Budget and made several adjustments resulting in a planned operating deficit budget of \$-17,130 (Appendix 2 Tab 1). The Committee directed a reduction of \$20,000 in complaints and discipline (C&D) budget, and \$10,000 in unauthorized practice. This decision for C&D was made recognizing that over the past 7 years the College has processed approximately 2 complaint matters and less than 1 discipline matter per year, costing on average \$30,400 per year against a budget of \$48,600. In addition, the College maintains a \$150,000 reserve for unanticipated complaints and discipline expenses incurred in each fiscal period.

2026-2027 Strategic Initiative Project (SIP) Budget (For information only)

Management continues to work on activities to achieve the deliverables set out for open strategic projects approved by the Board.

SIP funds are projected to be 100% exhausted by August 31, 2027. The SIP budget will be brought to the Committee at its next meeting.

NEXT STEPS:

The Committee has been asked to review the information and consider any options before making a recommendation to the Board.

DECISION(S) TO BE MADE:

The Executive Committee recommends to the Board, a:

1. Planned operating deficit budget of \$-17,130 for 2026-2027.
2. 2026-2027 Fee Schedule increased by CPI of 2.3%.

ATTACHMENTS:

Appendix 1: CDTO General Budget Assumptions
Appendix 2: Tab 1 2026-2027 Draft Operating Budget
Appendix 2: Tab 2 2026-2027 Revenue Schedule
Appendix 2: Tab 3 2026-2027 Fee Schedule

General Budget Assumptions

The Operating Budget is typically developed based on the following revenue and expense assumptions:

- Revenues and expenses are developed by department and expense type (e.g. legal) based on contractual obligations, planned activities, historical trends for the previous three to five years, and operating efficiencies.
 - CDTO By-laws and policies with financial implications such as the initial registration fee policy are considered.
 - All fees are increased on September 1st by the percentage change increase in the Consumer Price Index for goods and services (all items) in Canada as published by Statistics Canada, the month of which may vary from year to year.
 - The inactive registration fee is 50% of the general registration fee.
 - CDTO is HST exempt and operating expenses include applicable sales tax (PST/HST).
 - One-time strategic initiative projects are not funded by in-year revenue from operations.
-

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO
OPERATING BUDGET

	2026-2027	2025-2026	% Inc./Dec. over
	Draft	Approved	25/26 Total
	\$	\$	Rev./Exp. Budget
REVENUE			
Registration	1,005,160	974,185	3.0%
Examination	2,400	2,400	0.0%
Investment Income	41,663	42,083	0.0%
Total REVENUE	1,049,223	1,018,668	3.0%
EXPENSE			
Registration	13,530	6,810	0.7%
Examination	23,720	15,671	0.8%
Quality Assurance	16,803	11,361	0.5%
Complaints, Discipline	28,850	48,580	-1.9%
Unauthorized Practice	20,373	30,365	-1.0%
Patient Relations	1,200	700	0.0%
Administration (includes amortization)	141,816	141,158	0.1%
Governance	62,840	62,637	0.0%
Human Resources	736,243	705,068	3.1%
Communications	9,689	7,984	0.2%
Legislation & Policies	11,290	11,150	0.0%
Total EXPENSE	1,066,353	1,041,483	2.4%
Surplus/(Deficit) from Operations	\$ (17,130)	\$ (22,815)	0.6%

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO
BUDGET OVERVIEW - OPERATING

	2025 - 2026	2026 - 2027 DRAFT			
	Approved Budget	Draft Budget CPI 2.3% ATB	Variance to 2025-2026		
			% Inc./Dec. over 25/26 Total Rev./Exp. Budget	Budget CPI 2.3% \$	Budget CPI 2.3% %
REVENUE					
Registration	\$ 974,185	\$ 1,005,160	3.0%	\$ 30,975	3.2%
Examination	\$ 2,400	\$ 2,400	0.0%	\$ -	0.0%
Investment Income	\$ 42,083	\$ 41,663	0.0%	\$ (421)	-1.0%
Total REVENUE	\$ 1,018,668	\$ 1,049,223	2.9%	\$ 30,554	3.0%
EXPENSE					
Registration	\$ 6,810	\$ 13,530	0.6%	\$ (6,720)	-98.7%
Examination	\$ 15,671	\$ 23,720	0.8%	\$ (8,049)	-51.4%
Quality Assurance	\$ 11,361	\$ 16,803	0.5%	\$ (5,442)	-47.9%
Complaints, Discipline	\$ 48,580	\$ 28,850	-1.9%	\$ 19,730	40.6%
Unauthorized Practice	\$ 30,365	\$ 20,373	-1.0%	\$ 9,992	32.9%
Patient Relations	\$ 700	\$ 1,200	0.0%	\$ (500)	-71.4%
Administration (includes amortization)	\$ 141,158	\$ 141,816	0.1%	\$ (658)	-0.5%
Governance	\$ 62,637	\$ 62,840	0.0%	\$ (203)	100.0%
Human Resources	\$ 705,068	\$ 736,243	3.0%	\$ (31,175)	-4.4%
Communications	\$ 7,984	\$ 9,689	0.2%	\$ (1,705)	-21.4%
Legislation & Policies	\$ 11,150	\$ 11,290	0.0%	\$ (139)	-1.3%
			0.0%		
Total EXPENSE	\$ 1,041,483	\$ 1,066,353		\$ (24,869)	-2.4%
Excess of revenues over expenses before the following:	\$ (22,815)	\$ (17,130)		\$ 5,685	
Surplus/ (Deficit) from Operations	\$ (22,815)	\$ (17,130)	1%	\$ 5,685	0.0%

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

Revenue Trends

	2025-2026			2026-2027				
	Volume	Budget Fee (24/25 + 2.6%)	Budget Revenue	Volume	\$ Change Volume	Budget Fee (25/26 + 2.3%)	\$ Change Fee Increase	Budget Revenue
Registration								
Authorization Certificate	4	1561	\$ 6,244	5	\$ 1,561	1597	\$ 180	\$ 7,985
Application Processing Fee (GC)	15	150	\$ 2,250	14	\$ (150)	154	\$ 56	\$ 2,156
Application Processing Fee	0	129	\$ -	0	\$ -	132	\$ -	\$ -
General Certificate & RDT Stamp (Renewals)	447	2057	\$ 919,479	451	\$ 8,228	2105	\$ 21,648	\$ 949,355
General Certificate (September-November)	3	2057	\$ 6,171	3	\$ -	2105	\$ 144	\$ 6,315
General Certificate (December-February)	1	1543	\$ 1,543	3	\$ 3,086	1579	\$ 108	\$ 4,737
General Certificate (March-May)	10	1029	\$ 10,290	8	\$ (2,058)	1053	\$ 192	\$ 8,424
General Certificate (June-August)	1	515	\$ 515	0	\$ (515)	527	\$ -	\$ -
Inactive Certificate	21	1029	\$ 21,609	18	\$ (3,087)	1053	\$ 432	\$ 18,954
Transfer	8	326	\$ 2,608	10	\$ 652	334	\$ 80	\$ 3,340
Reinstatement	1	326	\$ 326	2	\$ 326	334	\$ 16	\$ 668
Late/Penalty	10	289	\$ 2,890	10	\$ -	296	\$ 70	\$ 2,960
Others	2	130	\$ 260	2	\$ -	133	\$ 6	\$ 266
			\$ 974,185		\$ 8,043		\$ 22,932	\$ 1,005,160
Registration Revenue			\$ 974,185		\$ 982,228		\$ 1,005,160	\$ 1,005,160
% Change in Registration Revenue					0.8%		2.3%	3.2%
Registration Examinations								
Application Processing Fee	1	150	\$ 150	4	\$ 450	150	\$ -	\$ 600
Jurisprudence & Ethics Exam	15	150	\$ 2,250	12	\$ (450)	150	\$ -	\$ 1,800
Appeals	-	526	\$ -	-	\$ -	539	\$ -	\$ -
			\$ 2,400		\$ -		\$ -	\$ 2,400
Registration Examination Revenue			\$ 2,400		\$ 2,400		\$ 2,400	\$ 2,400
% Change in Registration Examination Revenue			-26.2%		0.0%		0.0%	0.0%
Registration and Registration Examinations Revenue and %			\$ 976,585 5.6%		\$ 8,043 0.8%		\$ 22,932 2.3%	\$ 1,007,560 3.2%

**COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO
SCHEDULE 5 TO THE BY-LAWS**

Fees

Description	Fees 2025-26
Registration Examinations	
Examination Application Processing Fee (non-refundable)	\$ 150
Jurisprudence and Ethics	\$ 150
Appeal of Examination Results	\$ 539
Registration	
New Applicants	
New Application Evaluation & Processing Fee (non-refundable)	\$ 150
General Certificate of Registration (September-November)	\$ 2,105
General Certificate of Registration (December-February)	\$ 1,579
General Certificate of Registration (March-May)	\$ 1,053
General Certificate of Registration (June-August)	\$ 527
Members	
Renewals	
General Certificate of Registration	\$ 2,105
Inactive Certificate of Registration	\$ 1,053
Request to Transfer Class of Registration	
Transfer Application Processing Fee (non-refundable)	\$ 334
General Certificate of Registration	\$ 2,105
Inactive Certificate of Registration	\$ 1,053
Health Profession Corporation	
New Application Evaluation & Processing Fee (non-refundable)	\$ 147
Certificate of Authorization - First Year and Renewals	\$ 1,597
Other Fees	
Late Payment Penalty for every month of delay in fee payment effective September 1	\$ 296
Lifting of Suspension	\$ 334
Reinstatement	\$ 334
Replacement Wall Certificate (Certificate of Registration)	\$ 133
Statutory Committee Ordered Assessment	\$ 784
Recount of Election Ballots	\$ 672
File or Information Search	\$ 68
Letter of Professional Standing	\$ 133
Service charge for declined payments	\$ 68
Re-Direct Shipping & Handling	\$ 30
Administrative Fee for Notices (First Notice)	\$ 62
Administrative Fee for Notices (Subsequent Notices)	\$ 121
Notes to Schedule 5 to the By-Laws - Fees:	
<p>College By-Laws, Section 19.05 – Fee Increases: Each year each fee described in these By-Laws shall be increased by the percentage increase, if any, in the Consumer Price Index for goods and services in Canada as published by Statistics Canada or any successor organization.</p>	
<p>Re-Direct Shipping & Handling: To recover the costs of retrieving returned items and re-directing them to an alternate shipping address.</p>	
<p>Administration Fees for Notices: Administration Fees for Notices shall be applied when a notice is sent to an RDT who has failed to comply with a regulatory requirement. For example: updating place(s) of business, updating professional liability insurance information or submitting their CPD credits by the specified deadline.</p>	

Credential and Assessment Services Report

Since the launch of the Credential and Assessment Services (CAS) program and online applicant portal on February 1, 2021 to March 31, 2026, five hundred and thirty (530) applicants have created profiles to date. Of these one hundred and ninety-seven (197) candidates have met the credential and competency assessment requirements and have been issued a Certificate of Completion (CoC).

CADTR does not have any authority over provincial regulators and cannot require CoC candidates to apply for registration. However, to maintain competency currency, CoCs are valid for 15 months; currently twenty-two (22) have expired.

Applications by Route of Entry

There are five routes of entry for applicants on the online portal. The breakdown is as follows:

Route of Entry	# Applicants
Approved Programs (AP)	252
Dental Technology Education Evaluation (DTEE)	204
Referral Route (RR)	5
Letter of Credential and Assessment Standing (L-CAS)	40
Prior Learning Assessment and Recognition (PLAR) Pilot	29
Total	530

Certificates of Completion Issued

The information below is a compilation of the data collected from CADTR CAS and the Dental Technology Regulators (DTRs).

DTR	Registered Candidates	Total Expired	Total Not Yet Expired	Total CoCs
BCCOHP	22			
CDTA	41			
CDTO	71			
NSRDHDTD	3			
Total	137	22	38	197

By Route:

- Approved Program: 99 (72%)
- L-CAS: 18 (13%)
- DTEE: 18 (13%)
- Referral Route: 2 (2%)

Approved Program Route by Program and Graduation Year

Approve Program	2021	2022	2023*	2024	2025	2026	Total
George Brown College (GBC)							
Applications rec'd	21	12	0	6	15	3	57
CoCs issued**	26	15	2	5	1		49
Northern Alberta Institute of Technology (NAIT)							
Applications rec'd	16	17	12	14	12	1	72
CoCs issued**	6	14	9	14			43
Vancouver Community College (VCC)							
Applications rec'd	3	6	7	3	9		28
CoCs issued**	1	5	7	2			15
CDI							
Applications rec'd	1			1			2
CoCs issued**	1			1			2
Total CoCs Issued (2021-March 31, 2026)							109

*No graduating class for GBC in 2023 due to COVID-19

**Includes CoCs for previous graduating years in that year and LCAS, and RR

Recent Reporting Period (December 31, 2025-March 31, 2026)

Applications Initiated: 25

1. Approved Program: 11
2. L-CAS- None
3. DTEE- 12
4. Referral Route: None
5. PLAR (pilot) ended January 31, 2026. *There were 2 applications initiated in January and February 2026. At the ADT II Steering Committee meeting on February 12, 2026, Construct Measures reported 22 applicants currently in Step 3 (portfolio phase), with 14 confirming they will submit portfolios by the March 15 deadline.*

DTEE – PSCE Credentialing:

- 7 evaluations completed.
 - 1 Minor Gaps – Supplemental Pass
 - 1 Major Gaps

CoC: Forty-four (44) were issued on December 12, 2025.



Dental Technology Entry-to-Practice Assessment (DTETPA) – 2026

The DTETPA measures the competencies required for entry-to-practice in dental technology. It consists of two components:

1. Knowledge-Based Assessment (KBA)

- June 26, 2026: 13 registered to date.
- November 20, 2026: 0 candidates registered.

2. Performance-Based Assessment (PBA)

The PBA was conducted in two locations on the following dates:

- Alberta: October 31, 2026: 1 registered to date.
- Ontario: October 24, 2026: 1 registered to date.

Improvements Implemented:

- PBA Marker Training: 3-5-hour virtual training.
- Virtual lab tour and PBA Station Map provided to all candidates.



Strategic Plan: KPIs

Board Dashboard Report



APRIL 2026

Strategic Projects - KPIs

Overviews

	Domain	KPIs
Professional Excellence	Standards and Ethics	Progress report on Standards and Ethics as applicable Completion rate for Standards in order of priority
	Professional Development	Progress report on QA Portal Number of resources provided to registrants Utilization of resources and user satisfaction rate On time submission rate of SPDP Progress report on Peer Practice Assessment Progress report on Self-Assessment
	Reduce Barriers to Registration	Progress report on Jurisprudence program Progress report on ethics initiative Progress report on PLAR Number of activities or initiatives towards improving prospective and current applicant experience and engagement Applicant satisfaction rate
Engagement	System Partner Engagement & Collaboration	Engagement report Engagement effectiveness Number of collaborative initiatives with system partners Progress report on Communication Strategy
	Dental Technology & Unauthorized Practice Awareness	Number of people engaged for awareness campaigns conducted Awareness rate on unauthorized practice/complaint processes.
Regulatory Excellence	EDI-I	Number of participants who have attended EDI learning opportunities. Progress towards developing /implementing EDI Action Plan
	Governance	Progress report on governance modernization Effectiveness, type of Board education, and training initiatives implemented
	Emerging Issues	Progress report on ECR readiness or implementation

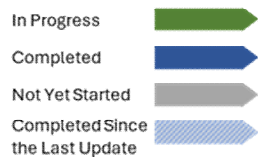
KPIs Report: STANDARDS AND ETHICS



PROFESSIONAL
EXCELLENCE

Progress Report on Standards and Ethics

		Phase 1 Research & Environmental Scan			Phase 2 Targeted Consultation				Phase 3 General Consultation		Phase 4 Approval
		Research & Analysis	System Partner Interview	Initial Report	Focus Group Consultation	Initial Draft	Preliminary Survey	Review by QAC & Redrafting	General Consultation	Redrafting	Final Review by the Board
Standard Framework	Identify Ethical Principles	➡	➡	➡	➡	➡	➡	➡	➡		
	Identify Professional Standards	➡	➡	➡	➡	➡	➡	➡	➡		
	Identify Practice Standards	➡	➡	➡	➡	➡	➡				
Professional Standards	Standard 1										
	Standard 2										
	Standard 3	➡									
	Standard 4										
Practice Standards	Standard 1										
	Standard 2										
	Standard 3	➡									
	Standard 4										



Completion rate for Standards in order of priority

The rate is contingent upon the completion of Standard Framework to identify Professional and Practice Standards.

KPIs Report: Professional Development

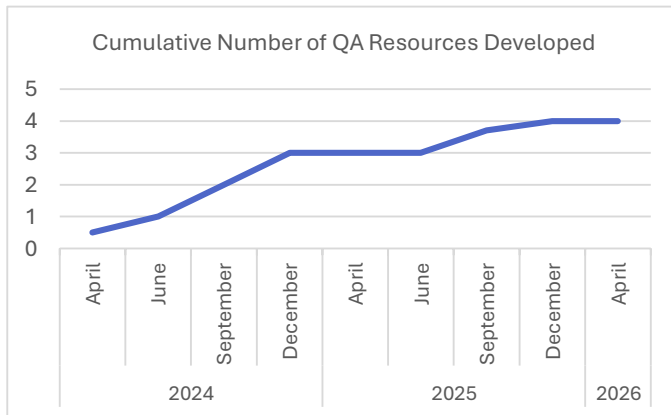


PROFESSIONAL
EXCELLENCE

Progress Report on QA Portal

Project Summary	Status
QA Portal	
1) Submit QA Portal design to database developer	Completed
2) Determine with database developer feasibility of moving forward	On Hold
3) Review and set workplan and deliverables with database developer	On Hold
4) Database provider to create the QA Portal	On Hold
5) Test and provide feedback on QA Portal	On Hold
6) Pilot with select group	On Hold
7) Communication prior to launch	On Hold
8) Launch new QA Portal	On Hold
9) Monitor and continued improvement	On Hold

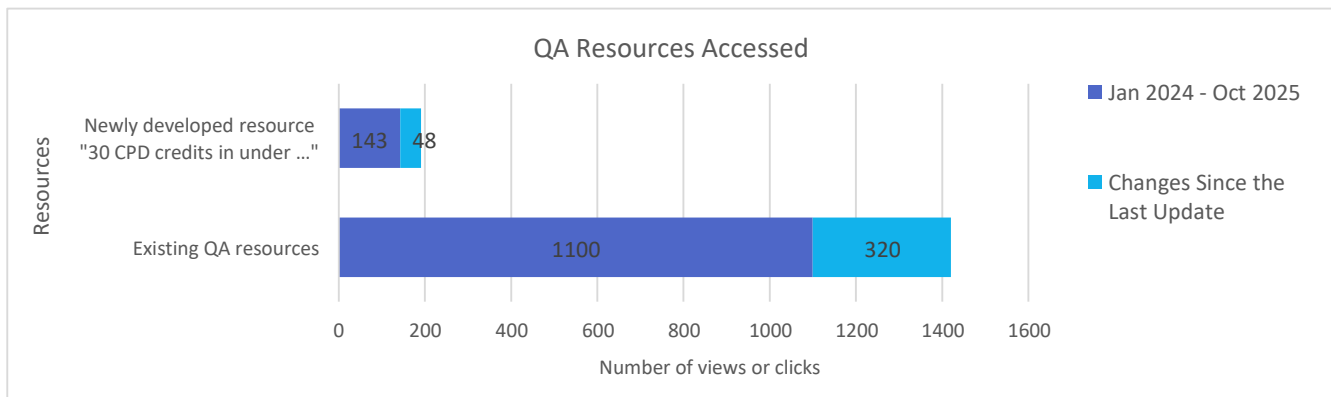
Number of resources provided to registrants



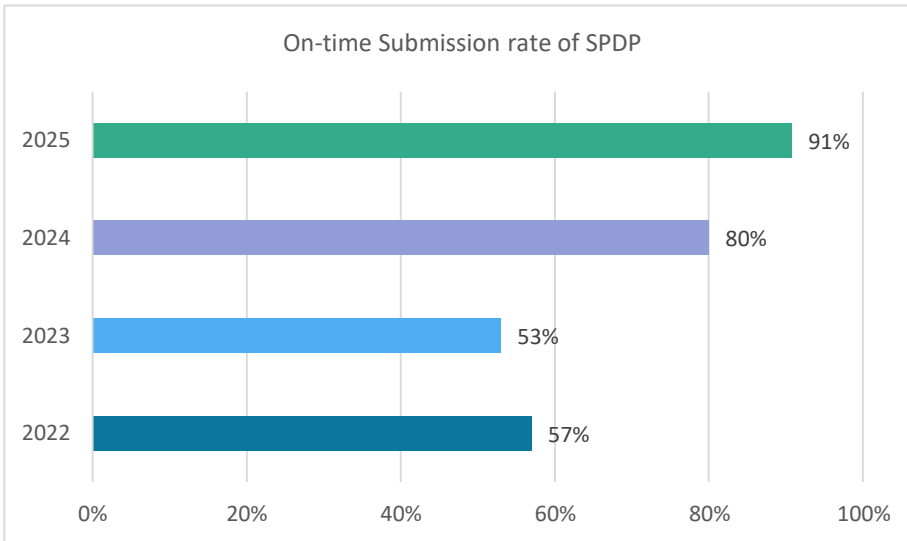
Resources Developed:

- 30 CPD credits in under three days
- Examples of ways to obtain CPD credits
- Spectrum Day 2024 – credits for technical program 1
- How to Earn 41 CE Credits by the end of 2025

Utilization of resources and user satisfaction rate



On-time submission rate of SPDP



Progress report on Peer Practice Assessment

Research conducted on current framework to revise PPA evaluation grid.

Progress report on Self-Assessment

Not yet started

KPIs Report: Reduce Barriers to Registration



PROFESSIONAL
EXCELLENCE

Progress report on Jurisprudence program

Project Summary	Status
Jurisprudence Program (JP) Development	
1) Conduct external research on JP requirements	Completed
2) Consult with Registration and QA Committees on requirements for pre and post registration.	In Progress
3) Retain a consultant to develop e-learning modules and knowledge testing questions to be integrated as part of the e-learning module(s) and manage the project.	In Progress
4) Conduct pilot with diverse group of registrants, revise and conduct quality assurance tests.	Not Yet Started
5) Develop and implement change management communication strategy	Not Yet Started
6) Launch new Jurisprudence Program for applicants	Not Yet Started
7) Monitor and gathered feedback for continued improvement	Not Yet Started
GBC Jurisprudence & Professionalism Course Equivalency	
1) Review GBC Jurisprudence & Professionalism Course (J&P)	Completed
2) Determine equivalency of GBC J&P to CDTO Jurisprudence Program	Completed
3) Consider exemption of CDTO's Jurisprudence Program registration requirement for those who have successfully completed GBC's J&P course (Exempted 2025 graduates for Jurisprudence and Ethics exam)	Completed
4) Communication strategy for post-Board decision	In Progress

Progress report on ethics initiative

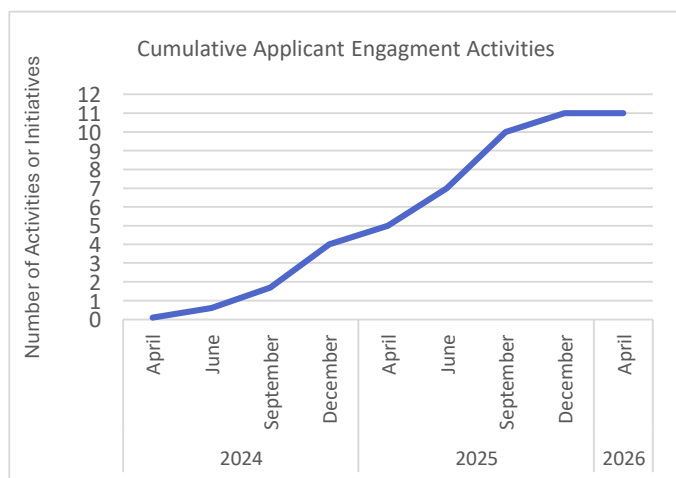
Project Summary	Status
Exploration of integrating CDTO's Ethics examination into CADTR KBA	
1) Environmental scan of Canadian Dental Technology Regulator ethics registration requirements	Not Feasible
2) Consult with CADTR regarding implementation of ethics items into the Knowledge-Based Assessment (KBA)	Not Feasible
3) Share CDTO's ethics questions with CADTR	Not Feasible
4) Liaise with CADTR psychometrician to implement ethics items into KBA (to be directed by CADTR Board)	Not Feasible

Progress report on PLAR

The project timeline started Jan 2024, fully launch by Dec 2026.

Project Summary	Status
Prior Learning Assessment and Recognition (PLAR)	
1) Project Initiation	
a. Secure the funding – CDTO Project Sponsor	Completed
b. Project announcement	Completed
2) Project Foundation	
a. Establish project governance: CDTO chairs the ADT II steering committee	Completed
b. Project Charter, Project Plan and risk register development	Completed
c. Retain Project Manager	Completed
3) Develop Pan-Canadian PLAR Assessment Tool and scoring rubric	
a. Retain PLAR Consultant	Completed
b. Environmental scan and literature review with recommendation	Completed
c. Subject Matter Expert Group to develop and test the tool and scoring rubric based on the recommendations	Completed
d. Develop orientation materials	In Progress
e. Conduct 18-month pilot	In Progress
4) Education Upgrade Tools for Applicants	
a. Retain Education and Upgrading Consultant	Completed
b. Develop and Launch Education Upgrade Tools	In Progress
5) Implement outreach strategy and gather feedback	
a. Retain a Communication Consultant	Completed
b. Develop and implement outreach strategy	In Progress
6) Finalize, Translate and launch French/English PLAR and scoring rubric	Not Yet Started

Number of activities or initiatives towards improving prospective and current applicant experience and engagement



Engagement Activities:

1. Introduction to the College – GBC students
2. Focus Group – GBC students
3. Spectrum Day – interactions with students
4. Jurisprudence and ethics – GBC students
5. Technorama – promotion for PLAR pilot
6. Informational Session – GBC students
7. Outreach Taskforce – GBC academic team
8. PLAR Webinar – RDTs
9. PLAR Webinar – settlement and integration for newcomers to Canada (funded by IRCC)
10. Spectrum Day – interactions with students
11. GBC Student Outreach – with CDTO's Board

Applicant satisfaction rate

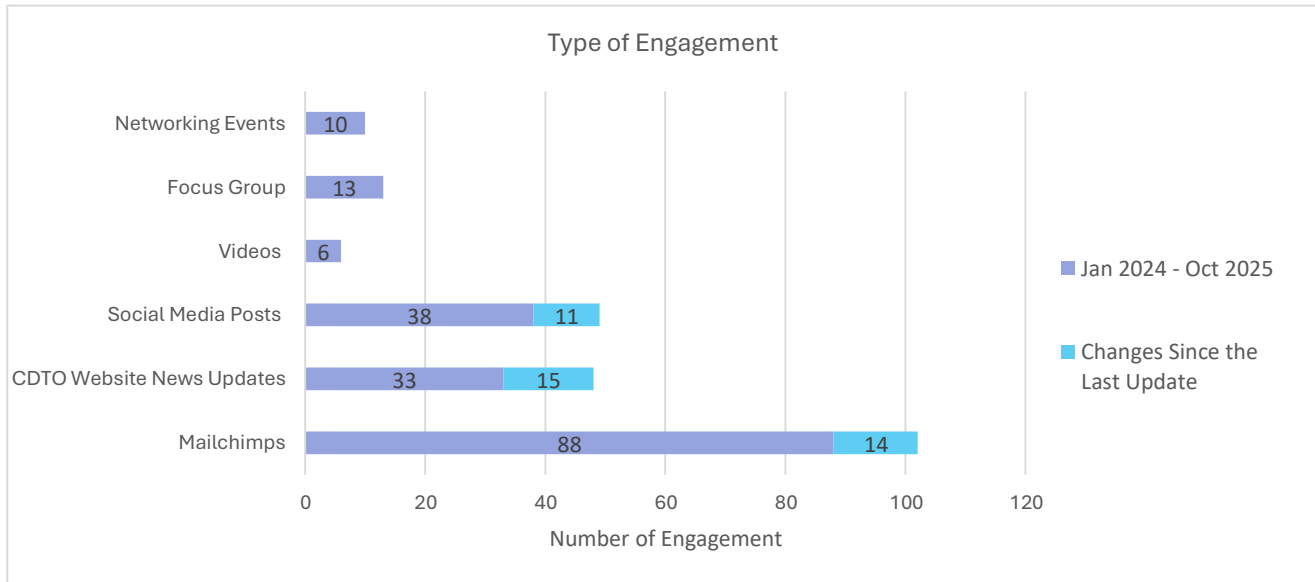
Not yet started - Survey for distribution to new RDTs under development.

KPIs Report: System Partner Engagement & Collaboration

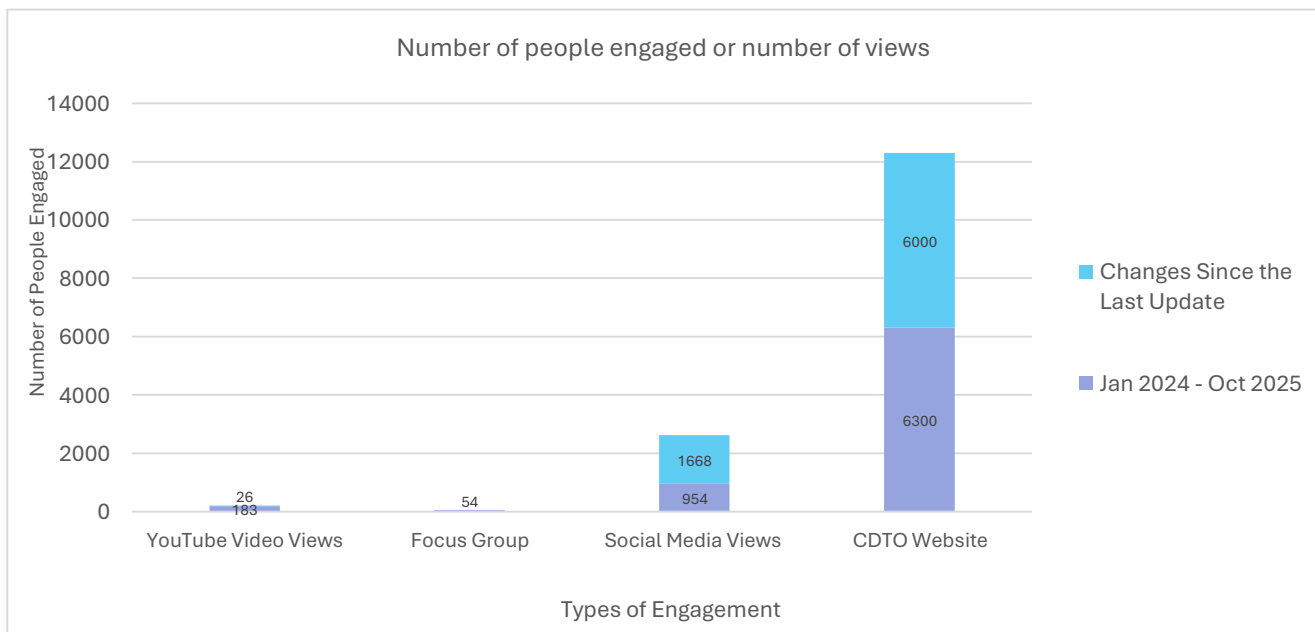


ENGAGEMENT

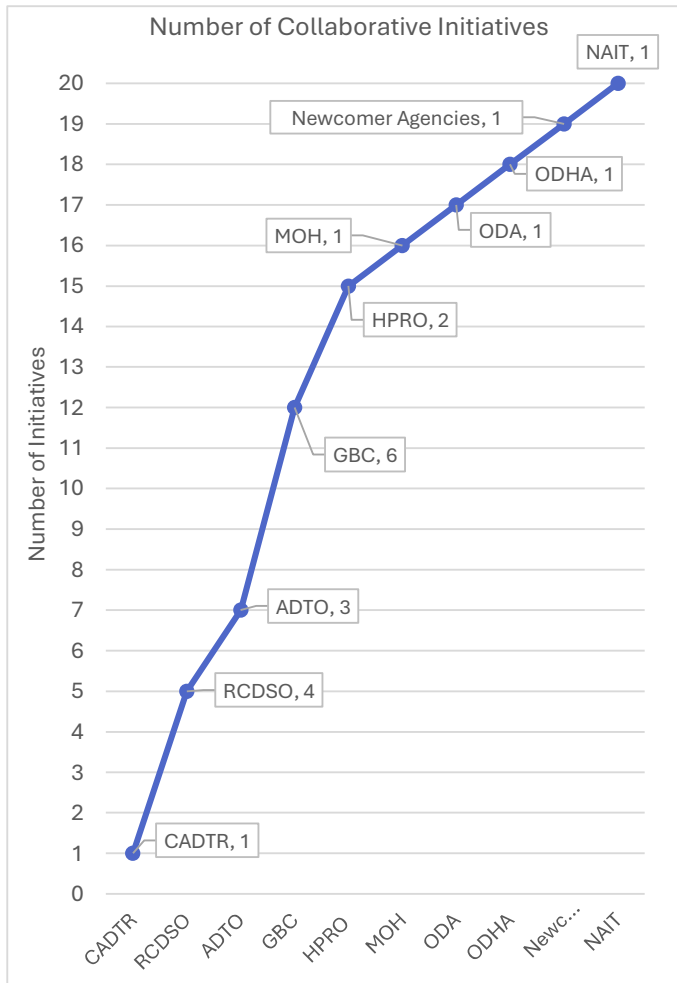
Engagement Report



Engagement Effectiveness



Number of collaborative initiatives with system partners



Collaborative Initiatives:

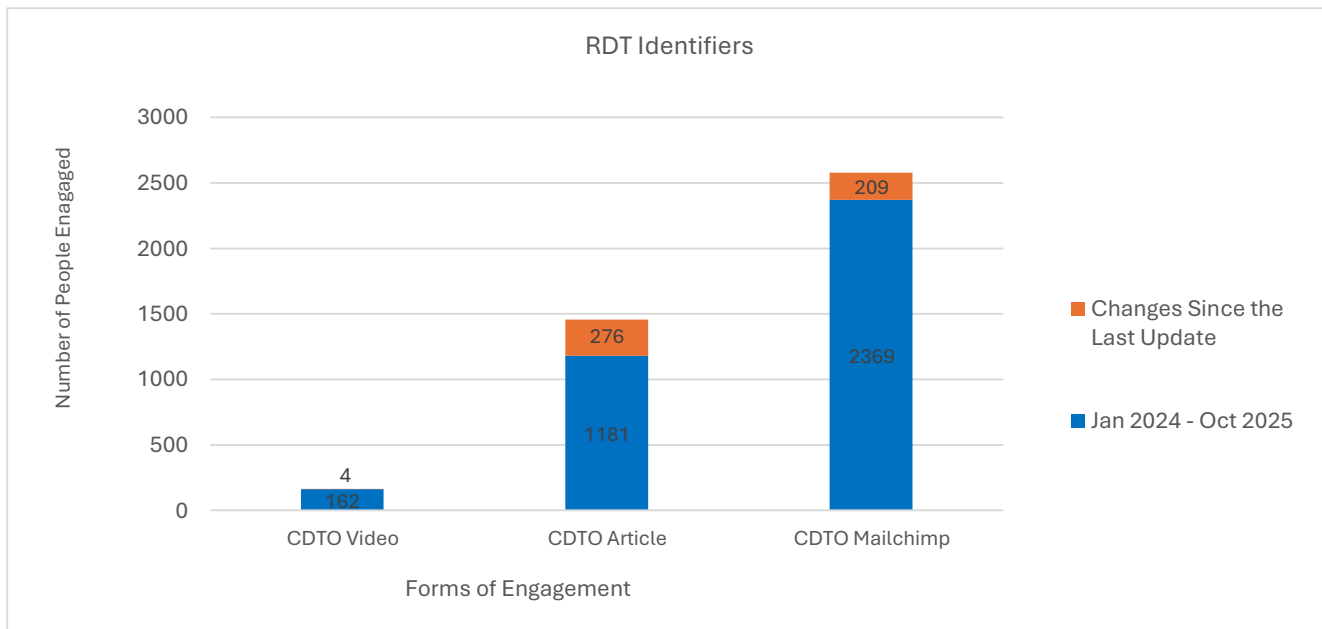
- **CADTR:** Development of Prior Learning Assessment and Recognition (PLAR)
- **RCDSO:**
 - Workshop on TAIBU Screening
 - Communication: Updates to RDT identifiers
 - Education: Requirement for dentists to verify that dental laboratories have an RDT listed on CDTO's Public Register
 - Joint response to an unauthorized practice complaint and provided supervision requirement to dentist
- **ADTO:** Networking events, Technorama, and Peer Circles
- **GBC:**
 - PAC meetings
 - Outreach Taskforce – GBC academic team
 - Student Voluntary Registry, poster, and Q&A
 - Introduction to CDTO
 - Focus group on barriers to registration
 - Student outreach with Board
- **HPRO:**
 - Bi-weekly registrar meetings
 - EDI network project
- **MOH:** IPAC working group
- **ODA:** Shared raising awareness letter regarding unauthorized practice – Awareness communication was disseminated to ODA members
- **ODHA:** Disseminated CDTO's letter on unauthorized practices to hygienists
- **Newcomer Agencies:** Awareness of dental technology
- **NAIT:** Dental Super Program Advisory Committee

Progress report on Communication Strategy

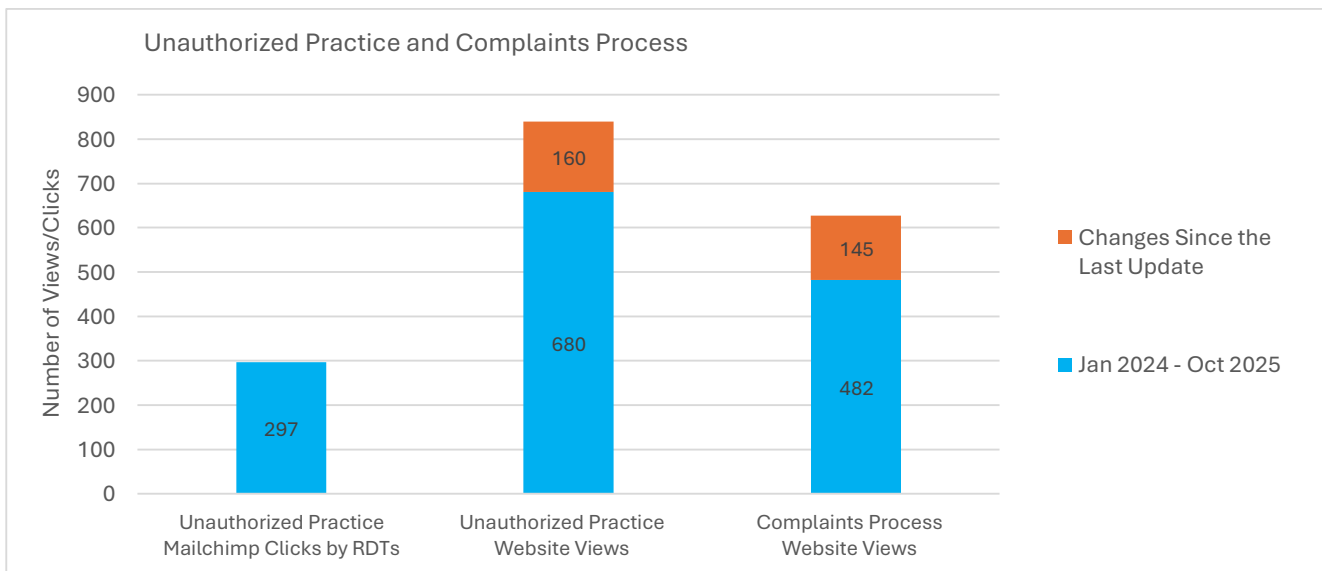
Project Summary	Status
Communication Strategy Review	
1) Establish Clear Objective and Scope	Completed
2) Assessment of Communication Channels	Completed
3) Updating Messaging Framework	Completed
4) Draft of Communications Strategy	Completed
5) Implementation of Feedback	Completed
6) Board for Approval	In Progress



Number of people for awareness campaigns conducted



Awareness rate on unauthorized practice/complaint processes



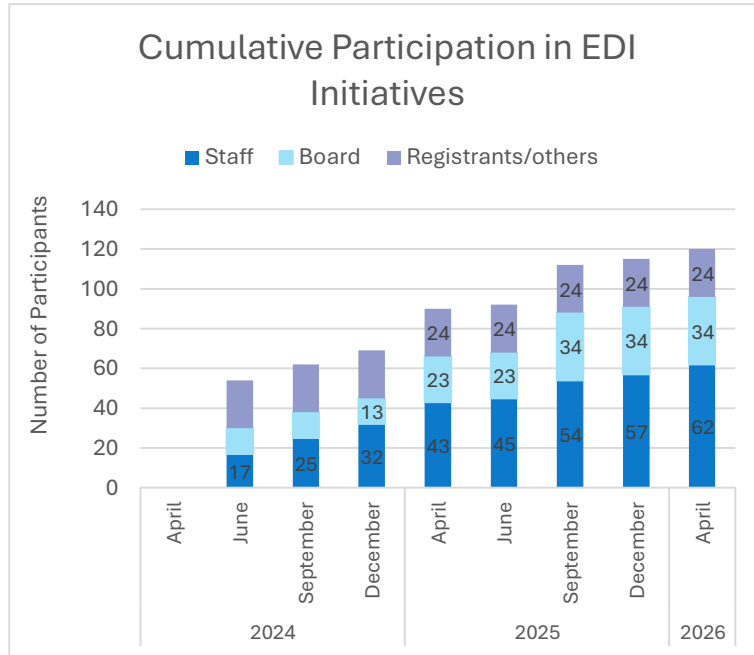
KPIs Report:

Equity, Diversity, Inclusion and Indigeneity (EDI-I)



REGULATORY
EXCELLENCE

Number of participants who have attended EDI learning opportunities



EDI Initiatives:

1. Inclusivity: Decolonizing Workplace Practices
2. HPRO Race-Based Data Collection
3. EDI Workshop 1 & 2 (Internal)
4. TAIBU Screening: *Working While Black*
5. EDI seminars at CNAR 2024
6. Collecting EDI data – CNO Workforce census
7. HPRO EDI Network Meetings
8. CNAR Establishing a Diversity, Equity & Inclusion (DEI) Working Group
9. Board and staff EDI workshop for Governance Domain
10. HPRO EDI Network Conference
11. Race-based Data Collection
12. GBC Indigenous Pedagogy

Progress towards developing /implementing EDI Action Plan

Project Summary	Status
EDI Action Plan	
1) Administered HPRO Survey to Staff	Completed
2) Identify Top Three Priority Areas for Next Fiscal Year	Completed
Priority Area 1 - Governance	
1) Update EDI Webpage with Land Acknowledgement	Completed
2) Conduct research on incorporating EDI in policy and Board/Committee competencies	Completed
3) Retain EDI consultant for Board training and policy/competencies development	Completed
4) EDI Policy for Board of Directors and governance evaluation	Completed
5) Organizational EDI Policy	Completed
6) Include EDI within Board/Committee orientation training	In Progress
Priority Area 2 – Data Collection	
1) Establish Team Lead	Completed
2) Identify Data Collection Strategy	Completed
3) Identify Data Collection Plan	Completed
4) Implement Data Collection Plan	In Progress
Priority Area 3 – Equity Impact Assessment	
1) Establish Team Lead	Completed
2) Identify Equity Impact Assessment Strategy and Plan	In Progress
3) Identify and consult with equity-seeking groups	In Progress
4) Implement Equity Impact Assessment Plan	Target July 2026

KPIs Report: Governance

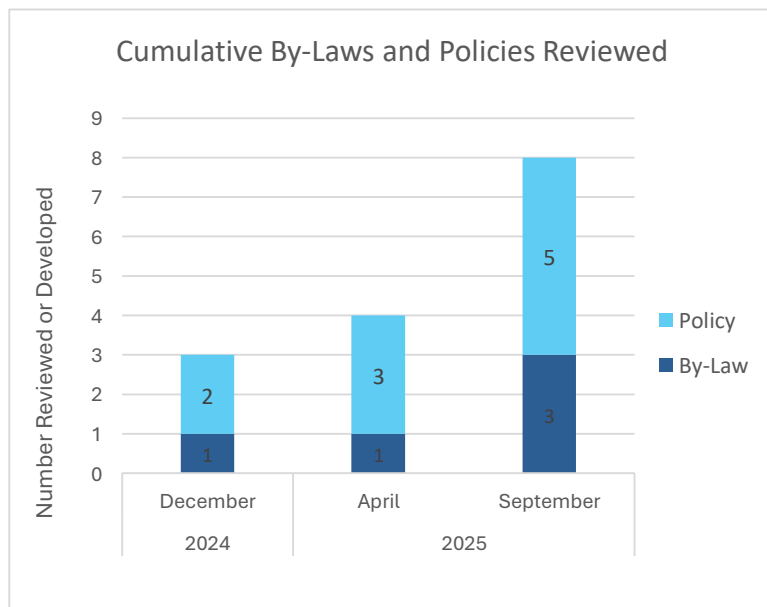


REGULATORY
EXCELLENCE

Progress report on governance modernization.

Project Summary	Status
By-Laws and Policy Review – Governance Modernization	
1) Establish a By-Laws and Policy Review Committee	Completed
2) Review all sections of the By-laws	In Progress
3) Develop and revise policies to support the By-laws	In Progress
4) Board Approval (Final or for Circulation to System Partners)	Target Dec 2026
Develop a Committee Competency Framework	
1) Conduct an Environmental Scan	Completed
2) Establish Committee Competency Framework	Completed
3) Seek Board Approval for Pilot	Completed
4) Pilot Framework	Completed
5) Pilot Evaluation and Revisions	Completed
6) Board Approval of the Committee Competency Framework	Completed
Review of Board Evaluation	
1) Collect Feedback on Current Evaluation Process	Completed
2) Pilot Updated Evaluation Process	Completed
3) Collect Feedback on Pilot Evaluation Process	Completed
4) Implement Feedback and Updated Evaluation Process	Completed
Succession Planning	Target Start 2027
CEO Performance Evaluation	Target Dec 2026

Statistics on By-Laws and Policy Review Project:

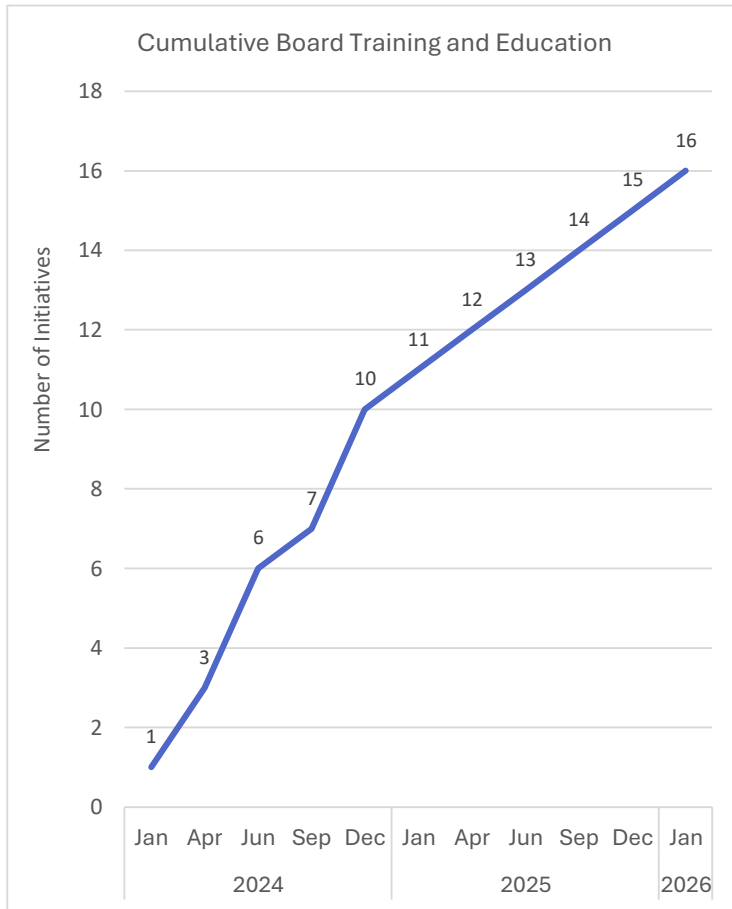


By-Laws and Policies Approved by the Appropriate Authority:

1. By-Law Section 6 – Election of Officers and Executive Committee Members
2. Board Policy – Election of Officers and Executive Committee Members
3. Board Policy – Investments
4. Board Policy – Selection and Appointment of the Auditor
5. By-Law Section 3 – Execution of Contracts and Other Documents
6. By-Law Section 4 – Banking and Finance
7. Board Policy – Signing Authority and Signing Authority Register

Effectiveness, type of Board education, and training initiatives implemented.

Training Initiatives Implemented:

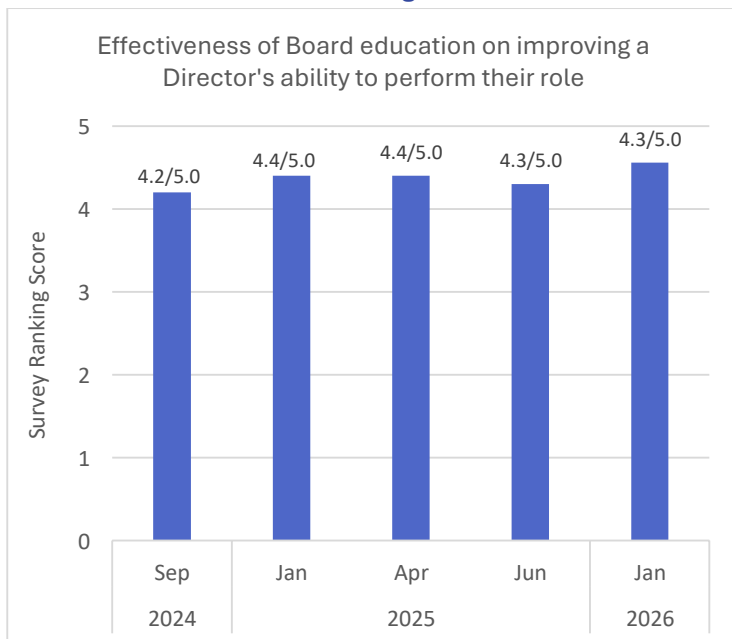


Type of Board Training:

Training and Education:

1. Governance and Bias Training – Julie Maciura, SML Law
2. By-Laws, Governance, Board and Operational Policies – Judy Rigby, CDTO Registrar
3. Health Professions Regulators of Ontario – Beth Ann Kenny, HPRO
4. National Indigenous Peoples Day – Judy Rigby, CDTO Registrar
5. Decolonizing Workplace Practices – Inclusivity and Len Pierre Consulting
6. Finance and Audit Training – Judy Rigby, CDTO Registrar
7. Dental Technology System Partnerships – Karim Sahil, ADTO President
8. Discipline Training – Nawaz Pirani, Discipline Committee Chair
9. CNAR – James Matera, CDTO Chair
10. Spectrum Day – Rose Far & Paola Bona, CDTO
11. Governance and Bias Training – Emily Graham, SML Law
12. Finance Training – Judy Rigby, CDTO Registrar
13. Indigenous Initiatives – Jessica Rumboldt, GBC
14. GBC Indigenous Pedagogy – Judy Rigby, CDTO Registrar
15. Parallel Processing Plans – Irwin Glasberg, Office of the Fairness Commissioner
16. Right Touch Regulation – Alan Clamp, Professional Standards Authority

Board Education and Training Effectiveness:



KPI Report:
Emerging Issues



REGULATORY
 EXCELLENCE

Progress report on Emergency Class or Registration (ECR) readiness or implementation

Project Summary	Status
ECR Policy	
1) Research	Completed
2) Initial Draft Policy	Completed
3) Registration Committee Review	Completed
4) Policy Finalizing	Completed
5) Final Committee Review	Completed
6) Board Approval and Implementation	Completed
ECR Supervision Guideline	
1) Research	Completed
2) Initial Draft Guideline	Completed
3) Registration Committee Review	Completed
4) Policy Finalizing	Completed
5) Final Committee Review	Completed
6) Board Approval and Implementation	Completed



College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

2024-2027 Communications Strategy

April 24, 2026

Why the strategy was revised now

1. Align to the current plan

The current document still references the 2018–2022 Strategic Plan. The revision updates the strategy to the 2024–2027 Business Plan and Strategic KPIs.

2. Strengthen Board oversight

The revision makes the link between communications, strategic pillars, and performance reporting visible at the Board level.

3. Improve execution discipline

The revision adds clearer governance, approval pathways, KPI definitions, and operational direction for consistent implementation.

What this update is — and is not

- It is a governance and performance-management update to the strategy.
- It shows how communications support each strategic pillar and domain.
- It introduces clearer measurement and reporting expectations.
- It does not change CDTO's purpose, target audiences, or need for regular annual workplans.



Before vs. after: what changes for the Board

Area	Previous strategy	Revised strategy
Strategic alignment	References the 2018–2022 Strategic Plan.	Explicitly aligned to the 2024–2027 Business Plan and Strategic KPIs.
KPI structure	KPIs are present but not consistently defined for Board reporting.	Adds definitions, methods, and reporting logic for consistent, audit-ready measurement.
Coverage	Goals and actions focus on selected domains.	Expands goals and actions across all pillars and domains, including EDI-I, Governance, and Emerging Issues.
Governance	Limited clarity on approval paths, crisis timing, and social oversight.	Clarifies approvals, social media oversight, and a 24–48 hour crisis response expectation.
Board reporting	Limited line of sight between strategy and KPI outcomes.	Adds a board-ready Strategy-to-KPI Mapping Matrix and clearer performance reporting.



The five major updates in the revised strategy

1

Alignment to the 2024–2027 Business Plan

Replaces outdated references and ties communications directly to current strategic priorities and KPIs.

2

Clear KPI definitions and methods

Standardizes measures such as Engagement Effectiveness and Awareness Rate for reliable reporting.

3

Stronger governance and accountability

Clarifies approvals, crisis response timing, and oversight expectations for social media and external communications.

4

Expanded goals and actions coverage

Extends the action tables to all strategic pillars and domains, including EDI-I, Governance, and Emerging Issues.

5

Board-ready strategy-to-KPI mapping

Shows how the Board-approved strategy connects to annual workplans, execution, and performance reporting.



How communications now support every strategic pillar

Expanded coverage in the revised strategy

Professional Excellence

Communications support standards and ethics, professional development, and reduced barriers to registration.

Engagement

Communications support system partner collaboration, outreach, consultations, and awareness-building across target audiences.

Regulatory Excellence

Communications now visibly connect to EDI-I, governance, and emerging issues so the Board can monitor how risk, trust, and transparency are supported.



KPI definitions and measurement model

Engagement Effectiveness

Definition: a consistent measure of whether the right audiences were reached, engaged, and influenced at the right time and in the right way.

Methods: channel analytics, trend reviews, event/campaign participation, and feedback or survey results.

Awareness Rate

Definition: the percentage of a target audience that demonstrates awareness of a priority topic, such as unauthorized practice, complaint processes, or the College's regulatory role.

Methods: targeted surveys and awareness checks.

Measurement flow for audit-ready reporting

1 Define the KPI

Standard wording, formula, owner, and evidence source

2 Collect the evidence

Web, newsletter, social, survey, consultation, and campaign data

3 Assess the result

Compare trend, target, audience segment, and strategic domain

4 Report to the Board

Progress dashboards and narrative updates linked to the strategy



Communication Strategy-to-KPI Mapping Matrix

Strategic pillar / domain	Communications focus	Example KPI(s)	Board reporting lens
Professional Excellence	Standards, ethics, professional development, and registration pathways	Engagement effectiveness; participation in learning resources; awareness of registration supports	Are registrants and applicants receiving the right information and acting on it?
Engagement	System partner collaboration, outreach, consultations, and relationship-building	Number and type of engagements; engagement trend; collaboration initiatives	Is the College building trust, visibility, and productive partnerships?
Unauthorized Practice Awareness	Public and professional awareness campaigns	Awareness rate; campaign reach; audience engagement counts	Are key audiences more aware of risks, processes, and complaint pathways?
EDI-I / Governance	Transparent, inclusive, and accountable communications	Workplan completion; governance milestones; audience feedback	Are communications supporting fairness, transparency, and good governance?
Emerging Issues / Crisis	Rapid response and issue management	Response time within 24–48 hours; issue-specific update completion	Can the College respond quickly, consistently, and with clear oversight?



Governance and Accountability Model

Board oversight

Approves the strategy, reviews progress, and maintains line of sight between communications activity and strategic outcomes.

Operational execution

Annual operational workplans translate the strategy into campaigns, projects, timelines, and assigned responsibilities.

Crisis response

Escalation and response expectations are clarified, with a target turnaround of 24–48 hours for urgent issues.

Social media oversight

Approval paths and oversight expectations are clarified so channels remain consistent, timely, and risk-aware.



Strategy

Board-approved direction

Workplan

Annual priorities and tactics

Execute

Campaigns and channels

Measure

KPI collection and review

Report

Board updates and adjustments



Board decision and next steps

Requested Board action

- Approve the revised Communications Strategy 2024–2027.
- Receive regular progress reports tied to the KPI framework.
- Direct annual refreshes when strategic priorities or risk conditions change.





College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

2024-2027

COMMUNICATIONS STRATEGY



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ABOUT THE COMMUNICATIONS STRATEGY

The College of Dental Technologists of Ontario (CDTO) is a regulatory authority dedicated to protecting the public by overseeing the profession of dental technology. The College ensures that dental technologists, known as Registered Dental Technologists (RDTs), in Ontario maintain high standards of competency and accountability.

This Communications Strategy outlines the foundation for how the College will engage with and communicate to its members and stakeholders. It is guided by the College's mission: "to protect the public interest by providing leadership and by setting and enforcing ethical and professional standards for Registered Dental Technologists of Ontario."

Aligned with the CDTO's 2018-2022 Strategic Plan, this Communications Strategy is essential for achieving the College's organizational goals, particularly in raising public and member awareness of the College's role, the value it provides, and the high-quality services delivered by licensed dental technologists.

This strategy was developed through a comprehensive review and analysis of existing communication frameworks, conducted by an external consultant. It incorporates feedback from CDTO staff, Council members, and the Patient Relations Committee, emphasizing the importance of clear, transparent, and accessible communication.

Recognizing the growing need for meaningful engagement, the CDTO is committed to fostering open, two-way communication, actively listening to its audiences, responding promptly, and taking responsibility for effective communication. To assess our success in achieving our strategic goals, we will evaluate our effectiveness in engaging the right stakeholders at the right time and in the right way.

This Communications Strategy is intended to be a dynamic document, updated annually to reflect shifting strategic priorities and the outcomes of previous communications efforts. This approach ensures that the CDTO continues to be recognized as a regulatory leader, with RDTs regarded as key members of the oral health care team, inspiring public trust and confidence.



PURPOSE, VISION, AND STRATEGIC PILLARS



College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Strategic Map 2024 - 2027

Approved by the Board:
December 15, 2023

Purpose

The College of Dental Technologists of Ontario regulates Registered Dental Technologists in the public interest to practise the profession competently and ethically.

VISION

The College is a collaborative and agile regulator committed to supporting our registrants to achieve excellence in patient care while raising awareness of the dental technology profession and its importance within oral health care.

Core Values

Accountable

Transparent

Responsive

Respectful

Fair

We are committed to assessing evidence, mitigating risks, and adhering to the principles of truth, reconciliation, equity, diversity, inclusion, and accessibility in all we do.

Strategic Pillars



Professional Excellence

Provide value to all current and prospective registrants through current, evidence-informed, and engaging programs and services to promote their competence and cultural sensitivity.

- Standards and Ethics
- Professional Development
- Reduce Barriers to Registration



Engagement

Listen, learn and collaborate with the public, the profession, and system partners to advance public trust and confidence in the College and its registrants by being transparent and accountable.

- System Partner Engagement and Collaboration
 - with the Public, RDTs, and system partners (e.g., oral health professionals, CADTR, ADTO, OHCs, Government, CDTO staff, dental health programs, equity groups)
- Dental Technology & Unauthorized Practice Awareness



Regulatory Excellence

Lead with highest integrity, competence, and empathy to improve regulatory effectiveness and preparedness, enhancing patient care.

- EDI-I (Equity, Diversity, Inclusion, and Indigeneity)
- Governance
- Emerging Issues

KEY TARGET AUDIENCES

Effective communication is achieved when targeted audiences are meaningfully engaged. A crucial element of this strategy is clearly identifying who needs to receive the CDTO's key messages to accomplish its goals.

The target audiences are divided into primary and secondary groups, each of which plays a significant role in the College's mission to protect the public interest. Primary audiences consist of those individuals or groups who must directly respond to our messages by taking action or making changes.

Secondary audiences, on the other hand, are influencers. These are the individuals or groups who encourage primary audiences to pay attention to or act on specific messages. In some cases, primary audiences may also serve as secondary influencers.

To successfully reach these target audiences, it is essential that our key messages and tactics are tailored to meet the specific needs of both Primary and Secondary audiences, as outlined below.

KEY TARGET AUDIENCES

CDTO's Primary Audience

- **The Public:** Individuals who have undergone, are currently undergoing, or are considering oral health treatments that involve the expertise of dental technologists.
- **Members of the College:** Registered Dental Technologists (RDTs) who are licensed and practicing under the College's regulations.
- **Prospective Dental Technology Students:** High school students exploring career opportunities in the health, science, or dental fields.
- **Aspiring Dental Technologists:** Includes graduates from approved dental technology programs, those from unapproved programs (both domestic and international), and workers informally trained in dental technology.
- **Heads of Dental Technology Education Programs:** Leaders responsible for overseeing and shaping dental technology curricula and training.
- **The Ministry of Health and Long-Term Care (MOHLTC):** The government body overseeing health care services and policy in Ontario.
- **The Office of the Fairness Commissioner (OFC):** The agency responsible for ensuring fair access to regulated professions in Ontario.
- **The Association of Dental Technologists of Ontario (ADTO):** The professional association representing dental technologists in Ontario.
- **Allied Health Regulators in Canada:** Regulatory bodies for other health professions across the country, with whom the College may collaborate or share best practices.
- **Ambassadors of the College:** Council members, staff, and volunteers who represent and promote the College's mission and values.

KEY TARGET AUDIENCES

CDTO's Secondary Audience

- **Educators of Dental Technology Programs:** Instructors and faculty members responsible for teaching and training future dental technologists.
- **Association of Dental Technologists of Ontario (ADTO):** The professional body advocating for dental technologists in Ontario.
- **High School Teachers and Career Guidance Professionals:** Educators and advisors who guide students in making informed career choices, particularly in the health, science, and dental fields.
- **Dentists:** Oral health professionals who collaborate with dental technologists in providing comprehensive care to patients.

COMMUNICATIONS GOALS AND ACTIONS

Clear communication goals are essential to ensure that communication efforts are purposeful and aligned with the audience's needs. Rather than merely aiming to inform, communication goals should outline specific outcomes—actions or changes in audience behavior—that can be observed, measured, and evaluated against established benchmarks. The goals outlined below are designed to enhance public awareness of the College, foster stronger relationships with current and potential members, and improve internal communications. These efforts are intended to build trust and confidence in the CDTO. The following sections present detailed tables of proposed tactics for achieving these goals, along with the metrics that will be used to assess the success of these activities.

DOMAIN: SYSTEM PARTNERS ENGAGEMENT AND COLLABORATION

Fostering partnerships with key system partners to optimize the use of knowledge, resources, and perspectives. This will enhance transparency, promote accountability, and build public trust.

This domain will enable our College to actively engage with our registrants, the public, and system partners, promoting transparent communication, deepening comprehension, and fostering productive collaboration to achieve our shared goals of excellence.

GOAL	ACTION	KPIs
1. Foster Engagement through Interactive and Educational Initiatives.	<p>1.1 Engage with system partners and the public through several outreach strategies, to educate them on the College's public interest initiatives and gain feedback.</p> <p>1.2 Develop and implement learning opportunities for registrants and system partners to raise awareness and support professional and regulatory excellence.</p>	<ul style="list-style-type: none"> Engagement report (Statistics, Type of engagement) Engagement effectiveness. (Trend, Survey) Number of collaborative initiatives with system partners. Progress report on Communication Strategy.
2. Enhance Collaboration and Knowledge Sharing.	<p>2.1 Revise the Communication Strategy to support strategic initiatives and programs of College.</p> <p>2.2 Facilitate effective communication and collaboration by supporting College initiatives through surveys, consultations or focus groups.</p>	<ul style="list-style-type: none"> Engagement report (Statistics, Type of engagement) Engagement effectiveness. (Trend, Survey) Number of collaborative initiatives with system partners. Progress report on Communication Strategy.

COMMUNICATIONS GOALS AND ACTIONS

DOMAIN: DENTAL TECHNOLOGY AND UNAUTHORIZED PRACTICE AWARENESS

GOAL	ACTION	KPIs
1. Elevate Knowledge to support informed decision-making for Dental Technology Practices.	1.1 Enhance public engagement and education on dental technology and regulation through diverse media channels and outreach.	<ul style="list-style-type: none"> • Number of people (engaged) for awareness campaigns conducted. (Patients, RDTs, Public, System Partners, Oral health professionals, OHR, etc.) • Awareness rate on unauthorized practice/complaint processes. (percentage of RDTs are aware of unauthorized practice process, and complaint process) (Survey RDTs)
2. Elevate knowledge and awareness about unauthorized practice.	2.1 Enhance public, system partners, and profession knowledge on process and measures set by the College against unauthorized practice to promote professional compliance and public trust.	<ul style="list-style-type: none"> • Number of people (engaged) for awareness campaigns conducted. (Patients, RDTs, Public, System Partners, Oral health professionals, OHR, etc.) • Awareness rate on unauthorized practice/complaint processes. (percentage of RDTs are aware of unauthorized practice process, and complaint process) (Survey RDTs)

KEY MESSAGES

Key messages are concise statements that encapsulate the core values and objectives of the College of Dental Technologists of Ontario. These messages are consistently used across all of the College's communications to ensure clarity and coherence.

Target Audience	Activity / Project
The Public	<p>The College of Dental Technologists of Ontario safeguards the public interest by regulating the profession of dental technology and its members.</p> <ul style="list-style-type: none">Registered Dental Technologists are highly trained professionals who meet rigorous standards for safe, professional, and ethical conduct, ensuring the best possible care for your oral health.These professionals apply their technical expertise, skills, and artistic creativity to design, fabricate, and repair dental prosthetic, restorative, and orthodontic devices.The regulation of dental technology ensures that all aspects of your oral health are managed by registered, regulated health professionals who work collaboratively to provide you with safe, ethical, and high-quality care
Potential Members of the College *Current and future dental technology students *Labour Mobility applicants *Internationally educated applicants *Informally trained individuals	<p>The CDTO is dedicated to guiding its members to ensure they practice with competence, ethics, and safety.</p> <ul style="list-style-type: none">The CDTO supports its members in achieving and maintaining excellence in professional practice through a comprehensive Quality Assurance program and by promoting continuous learning and improvement.By employing and collaborating with members of the College, you can be confident that the services provided are safe and meet the high standards set by the CDTO.
Stakeholders *MOHLTC *FHRCO *Other Regulatory Health Professions	<p>The College is implementing significant changes to ensure it continues to fulfill its mandate and promote transparency.</p> <ul style="list-style-type: none">Your feedback on the College's work is important and highly valued.
Dental Technology Education Program Facilitators and Career Guidance Professionals	<p>The quality of your programs is crucial to the success of the profession.</p> <ul style="list-style-type: none">Your input and involvement in the College's work are essential, as they directly impact both you and the students you have supported.
Members of Allied Health Professions	<p>The College relies on your support to ensure safe and professional practices that protect the public.</p> <ul style="list-style-type: none">Collaborating with members of the College assures you receive safe, high-quality care, and provides support in the event that something goes wrong.

COMMUNICATIONS CHANNELS

To effectively communicate our key messages to our audiences, it is essential to identify the most effective methods through which they are likely to receive and respond to information. These methods, known as 'channels,' represent the various ways we will deliver information to our key target audiences.

Channel	Purpose	Frequency	Primary Audience
Annual Report	To highlight the CDTO's mission, operations, and achievements over the course of a given year.	Annually	<ul style="list-style-type: none"> • The Public • MOHLTC • Members
Website	To convey information about the profession of Dental Technology, including consultations, the College's role in protecting the public, regulations and by-laws, member updates, and general information.	As Needed	<ul style="list-style-type: none"> • The Public • Potential members of the College • Heads of dental technology education programs • Stakeholders • Other Regulatory Health Professions
E-Newsletter	To enhance Member engagement and transparency in the College's decision-making processes, address frequently asked questions, and provide updates on regulations and by-laws.	Quarterly	<ul style="list-style-type: none"> • The Public • Members • Stakeholders
Social Media	Expand our reach to Members and interested parties by establishing an additional channel for sharing information and providing updates.	As Needed	<ul style="list-style-type: none"> • The Public • Potential members • Future dental technology students • Heads of dental technology education programs • Stakeholders • Other Regulatory Health Professions
Webinars	Integrated to facilitate discussions and share knowledge on various professional practice and oral healthcare topics.	As Needed	<ul style="list-style-type: none"> • The Public • Members • Stakeholders

COMMUNICATIONS CHANNELS

Channel	Purpose	Frequency	Primary Audience
Email Communication	To highlight the CDTO's mission. Ensure effective internal communications by sharing relevant and timely information from the MOHLTC, management, industry news, updates, and events, as well as responding to external questions and comments. n, operations, and achievements over the course of a given year.	As Needed	<ul style="list-style-type: none"> • CDTO Staff • The Public • Members
Educators & College Visits	To inform students and graduates about the College and the advantages of becoming a Registered Dental Technologist (RDT), and to assist graduates in preparing for the exam administered by the CDTO.	As Needed	<ul style="list-style-type: none"> • Potential members of the College • Future dental technology students
Allied Health Professions	To offer insights into the profession and to provide guidance to the College on areas for improvement.	As. Needed	<ul style="list-style-type: none"> • Members of the College • Potential members of the College • Other Regulatory Health Professions • Heads of dental technology education programs
AI Videos	To inform students and graduates about the College and the advantages of becoming a Registered Dental Technologist (RDT), and to assist graduates in preparing for the exam administered by the CDTO.	As Needed	<ul style="list-style-type: none"> • Potential members of the College • Future dental technology students



College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

EDI Data Collection and HPRO Working Group

April 24, 2026

CDTO Implementation in the 2025 Renewal Cycle

- Embedded voluntary demographic questions into the 2025 renewal process.
- Updated the renewal platform and internal systems to securely capture responses.
- Provided registrants with clear purpose and privacy language.
- Ensured responses were optional and confidential.
- Collected standardized EDI data to support aggregate analysis and planning.
- Established a foundation for ongoing monitoring, reporting, and improvement.



Results of 2025 Renewal

- First demographic data collection completed during the **2025 renewal cycle**.
- **Race/ethnicity responses** show **White** as the **largest identified group (189)**, followed by **East / Southeast Asian (77)** and **Middle Eastern (39)**, while **152 responses were not collected**, underscoring the need to improve completeness and participation in future data collection.
- Annual Report Snapshot shows **26.5% visible minority, 0.4% Indigenous, 0.4% 2SLGBTQI+**, and **0.9% disability**.
- Most respondents identified as **male or female**, with limited disclosure in other identity categories.
- High levels of “**Prefer not to answer**” and non-response reduced the completeness of the dataset.
- Results provide a **baseline for future tracking, communications, and EDI action**.



Going Forward

- Re-evaluate communications to improve trust and response rates.
- Keep collection voluntary, confidential, and reported only in aggregate.
- Monitor results annually and compare trends over time.
- Use findings to guide outreach, policy, and EDI action.
- Continue collaboration with registrants, the Board, and partners.



Key collaboration themes emerging across Colleges

Community-informed question design

Colleges are considering which community partners and knowledge sources should shape foundational identity questions.

Permission and attribution

The group raised whether regulators can reuse questions after consultation elsewhere, and what crediting or permission framework is appropriate.

Stage-based supports

Members acknowledged colleges are at different stages and explored what supports are needed at each stage of the journey.

Privacy, consent, and governance

The terms of reference identify survey design, data security, rationale, and review practices as core considerations.

Resource sharing

Members were asked to contribute materials such as demographic questions by college and resource lists to build shared reference points.

External learning opportunities

The March agenda also raised speaker and partnership ideas, including learning from Black Physicians of Canada and broader community partnership work.

**This is not only a question-bank exercise;
it is also a governance, partnership, and trust-building exercise.**



Why this matters for CDTO now

Current CDTO foundation

- CDTO approved an organizational and Board EDI policy and launched race-based data collection during the 2025 annual renewal cycle.
- The College also drafted an Equity Impact Assessment tool and continued EDI education for Board and staff.
- Cross-college HPRO participation builds on this work by bringing shared questions, governance approaches, and peer learning into view.

Strategic relevance

EDI-I

Governance

System partnership

Participation in the HPRO network supports better question design, stronger oversight of privacy and consent, and more consistent engagement with registrants and partners.



Key Considerations

- Align data collection with CDTO's purpose and regulatory role.
- Adapt shared HPRO approaches to CDTO's own context.
- Strengthen registrant communications to build trust and improve participation.
- Keep privacy, consent, and governance central to implementation.
- Treat 2025 as a baseline and refine the process over time.
- Use the data to support meaningful EDI action and reporting.



Next Steps for CDTO

- Learn from HPRO and sector peers.
- Adapt relevant practices for CDTO.
- Improve communication and trust with registrants.
- Refine the collection process based on Year 1 results.
- Strengthen governance and privacy oversight.
- Use the data to support future EDI action and Board reporting.





February 27, 2026

The Honourable Sylvia Jones, Minister of Health
College Park
777 Bay St, 5th Floor
Toronto, ON M7A 2J3

Transmitted by email: sylvia.jones@ontario.ca

Dear Minister Jones:

Re: Proposed Registration Regulation Amendments submitted on May 1, 2023

The College of Dental Technologists of Ontario (CDTO) is encouraged by the Ministry's ongoing efforts toward regulatory modernization, most recently reflected in the *Protecting Ontario Through Free Trade Within Canada Act*, specifically the expansion of the As of Right rules, and progress on scope of practice and registration regulation changes for oral health regulatory colleges.

Our Board has agreed that this is a timely opportunity to reaffirm how our proposed amendments to the Registration Regulation (O. Reg. 874/93) under the *Dental Technology Act, 1991*, submitted on May 1, 2023, align with these priorities. We hope that the information provided herein will support the Ministry's review and facilitate the timely approval of these proposed amendments.

Background

In 2023, when all health regulatory colleges were asked to update their registration regulations to include an emergency class of registration, CDTO took this opportunity to propose additional amendments aimed at further strengthening the registration framework. These proposed amendments are intended to streamline credential recognition, reduce registration barriers, enhance interprovincial labour mobility, improve access to care, and support health human resource capacity.

Ontario is experiencing a growing demand for oral health care, driven by an aging population and expanded access through the Canadian Dental Care Plan. At CDTO, we have seen a decline in the number of registered dental technologists who hold a General Class of registration and can supervise the profession. Today, there are only 452 registrants who can supervise more than 1,500 unregulated dental laboratory associates to meet the increased demand for dental technology services, creating a risk to public protection. CDTO's proposed amendments are designed to help prepare more professionals to meet this demand and to contribute to a more resilient workforce that is better equipped to respond to future health system challenges.

The following sections explain the major proposed amendments to the Registration Regulation and demonstrate how they align with the Ministry's regulatory modernization priorities, as well as the actions CDTO is already undertaking.



Proposed Amendment #1: Prior Learning Assessment and Recognition (PLAR) Credential Pathway

Currently, CDTO's Registration Regulation only recognizes two credentialing pathways to meet the requirements of registration:

- Completion of a formal approved dental technology program; or
- Completion of a formal dental technology program deemed equivalent to the approved dental technology program in Ontario.

Ontario has seen a decline in the number of graduates from its approved program at George Brown College seeking licensure. This could be due to provincial legislation that does not enforce mandatory registration of those competent to practice dental technology, like Alberta.

An environmental scan shows that a high number of unregulated dental laboratory associates have gained the knowledge and skills necessary to be credentialed through non-formal education or experiential learning. However, these individuals do not have a pathway to become registered.

PLAR provides a structured and evidence-based method to assess an applicant's knowledge and skills gained through non-formal education or experiential learning, offering an additional pathway for qualified individuals. This approach can support more flexible and inclusive registration practices while maintaining public protection. Under a PLAR pathway, eligible applicants would still be required to successfully complete the national knowledge and performance-based assessments, and specific provincial requirements to confirm that they are prepared to practise safely, competently, and ethically.

Proposed Amendment #2: Limited Class of Registration

Currently, CDTO's Registration Regulation recognizes only one practising class, requiring registrants to demonstrate competence across the full scope of dental technology, which comprises crowns and bridges, implants, full and partial dentures, and orthodontics. However, many individuals working in dental technology, whether independently or under supervision, practise in only some disciplines rather than across the full scope.

Dental technology services are delivered by a team of oral health care professionals collaborating to provide high-quality care. In dental laboratory settings, unregulated dental laboratory associates with appropriate qualifications and experience often perform specific aspects of practice under the direction of a registered dental technologist without requiring direct supervision at all times.

Introducing a Limited Class of Registration for supervised practice in one or more, but not all, disciplines of dental technology would help integrate 1,500 unregulated dental laboratory associates into the regulated system. This would ensure that individuals practise within defined competencies under the delegation of a registered dental technologist, adhere to CDTO's standards of practice and professional development requirements, and provide patients and clients with a process to seek accountability.



Moreover, regulating dental laboratory associates would strengthen the oral health care system by enabling registered dental technologists to focus their time and expertise on chairside collaboration with oral health professionals, educating teams on emerging dental technologies, and conducting shade matching with patients. This collaborative approach could improve access to care, particularly in remote or underserved communities where demand for specific dental technology services is high.

Steps CDTO Is Taking

CDTO continues to advance regulatory modernization by implementing changes, where possible, through policy and By-Laws. For example, a pro-rated fee structure to support new registrants was introduced on September 1, 2022. While our proposed amendments originally included making completion of the Jurisprudence Program a registration requirement, this change has since been implemented through policy, reflecting our commitment to regulatory efficiency and responsiveness. However, establishing a new class of registration and introducing an additional pathway to meet non-exemptible requirements can only be achieved through regulatory amendments.

PLAR Pathway

The work to develop a national PLAR is already well underway. The pilot launched in the spring of 2025, attracting 25 expressions of interest, and is expected to be completed and fully launched in the fall of 2026. CDTO, in collaboration with its national alliance, the Canadian Alliance of Dental Technology Regulators (CADTR), has already achieved a pan-Canadian credential and assessment services model to support provincial registration. Key accomplishments include a national education benchmark, entry-to-practice and essential competencies, and a harmonized approach to credential evaluation and competency assessment.

The PLAR pathway will enhance access and fairness for both domestically and internationally trained dental laboratory associates, while maintaining rigorous standards of competence and safety. This project is supported by \$686,747 in funding from the federal government's Foreign Credential Recognition Program for a 36-month initiative that began in January 2024, with an additional \$77,000 in funding approved in October 2025. Without the Ministry's approval, Ontario will not be able to adopt PLAR, a national harmonized standard that all other provinces that regulate dental technology currently accept.

Limited Class of Registration

Since 2004, a licensing model in which registrants demonstrate competency in a single discipline of dental technology has been successfully implemented in Alberta and is under consideration by other provincial regulators. At the national level, CADTR is developing a modular, ladder, performance-based assessment that evaluates candidates in individual disciplines without duplicating overlapping competencies. This approach not only supports the Limited Class licensing model but also allows individuals to build competency toward a full discipline, General Class of registration.



Looking Ahead

We commend the Ministry's commitment to reducing interprovincial trade barriers and ensuring access to care for Ontarians. Our proposed amendments advance single discipline dental technology practice and enable Ontario's participation in the national PLAR, aligning the province with emerging national standards.

The Ministry's current focus on modernizing scopes of practice to improve access and efficiency in health care delivery is well aligned with regulatory developments in other provinces. Expanded scope of practice can reduce patient travel time and costs, minimize redundant appointments, and promote more cost-effective, integrated, patient-centred care.

CDTO wants to highlight an example in Alberta's legislation, which authorizes Registered Dental Technologists and Registered Dental Technicians, following approved additional training, to perform the restricted act of fitting for the purposes of colour matching or determining preliminary fit. In Ontario, where this is a controlled act, permitting dental technologists to perform it could enhance professional versatility and streamline care delivery while maintaining patient safety.

We would welcome the opportunity to meet with Ministry staff to discuss next steps to support a timely review and approval of our proposed amendments, and to explore how scope of practice enhancements could align with broader health system and patient benefits.

Sincerely,

James Matera, RDT
Chair

Judith Rigby, CPA, CGA
Registrar and CEO

On behalf of the Board of Directors of the College of Dental Technologists of Ontario

cc: Allison Henry, Director

BMO Private Wealth – CDTO Meeting Summary - Wednesday April 8th, 2026

Judith Rigby - CEO, CDTO | Wilson Lai – Investment Advisor, BMO Private Wealth
Chris Hanna – Sr. Investment Associate, BMO Private Wealth

Performance:

We reviewed the investment portfolio today, including recent performance as of March 31st, 2026:
Rate of Return for 2025 – 7.41%
Rate of Return YTD – 0.35%

Cash Flow:

We inbounded surplus cash of \$650,000 from the CDTO bank account December 15th, 2025. These funds were invested in High Interest Savings to earn 1.95% instead of 0.00% in the bank account. On the first of each month we deposited back \$90,000 to the CDTO bank account, with last deposit to be made June 1st 2026. Due to the current bank account balance and upcoming annual dues, we determined the last deposit can be made on May 1st, and that this left \$200,000 in surplus funds that could be invested. There were also two maturities of Autocallable Bank Notes this week, totaling approximately \$261,000:

1. BMO Bank Note - was called and principle of \$100,000 plus interest of \$11,064.70 = \$111,064.70 available to reinvest (11.0% return). Annual Pay note held for one year.
2. RBC Bank Note – Principle of \$150,000 plus last monthly payment of \$1,102.50 = \$150,000 available to reinvest. Held for one year, paid monthly for a total of \$12,150 (8.1% return).

Current Markets:

Given the current geopolitical situation with the war in Iran, the Canadian bank stocks have been hit quite hard over the last month. We would hope a year from now, things are going to be a little bit better with regards to the Iran situation. Since the banks have come down in price, right now purchasing any new bank note you will be buying in at a lower valuation than prior to the start of the war.

Reinvestment:

For reinvestment of the total surplus cash of \$461,000, we recommended to maintain the 25% in Equity exposure, still using Autocallable Canadian Bank Notes.

We made the following purchases, keeping the accounts balanced within the CDTO mandate of:

Income Mandate: 25% Equity / 60% Fixed income / 15% Cash:

Equity Purchases (\$321,000)

1. Bought \$180,000 – CIBC monthly income Bank Note |7 Year | 20% Downside Protection | 9.6% for 2 years – 5.04% afterwards | Callable at 5% Higher after one year semi-annually|
2. Bought \$141,000 – CIBC monthly income Bank Note |7 Year | 25% Downside Protection | 11.25% | Callable Annually at 5% Higher |

Fixed Income Purchases: (\$140,000)

1. Bought \$70,000 of Pimco Monthly Income Fund
2. Bought \$70,000 of Lysander Corporate Value Bond Fund

The above bank notes and fixed income purchases are liquid and could be sold at any time but would be subject to market fluctuations.



Professional Excellence

Registration March 31, 2026

468 General Certificate (GC)

21 Inactive Certificate (IA)

24 Administrative Suspension

513 Total RDTs (includes suspensions)

17 Total NEW RDTs (September 2025-
March 31, 2026)

Practice Advisory

14 Number of Inquires

RDTs	71.4%
Dentist office	14.3%
Other regulators/associations	7.2%
Others	7.1%

Top 3 Topics

- Supervision – Commercial Dental Lab
- Advertising / Outsourcing
- RDT's Identifiers

Quality Assurance

Professional Development 2025

106 Tenured RDTs

24 New RDTs (1st submission)

130 TOTAL RDTs (Group A)

12 Late submissions (Group A)

Practice Assessment / full PDP

2% Annual random selection will be approved by QAC for PPA and full PDP

Conduct

Open Cases

- 0 Registrar Investigations
- 0 QA Referrals
- 0 Complaints

Closed Cases

- 0 Registrar Investigations
- 0 QA Referrals
- 0 Complaints

Mandatory Reporting

- 2 Received Mandatory Reports
- 0 Registrar Investigation
- 0 Open Mandatory Reports
- 2 Closed Mandatory Reports

Discipline

- 0 Referrals
- 0 Open Cases
- 3 Closed Cases

Unauthorize Practice

- 7 Unauthorized Practice Investigations

Organizational Effectiveness

Communications

- Social Media
- YouTube
- Website Updates
- Mailchimp

People & Culture

- 0 Resignation
- 0 New Hire
- 1 Canada Summer Job

Financial Health

Operating Expenditures **12.5%**
Against Budget

Investment Income **1.4%**
Against Budget

Surplus Retention **120%**
Unrestricted Net Assets 50% - 100% of OE

Strategic Initiatives Projects **100%**
Percentage of Committed Spending



Financial Health





Social Media Statistics



Visitors 138
New Followers 13
Engagement Rate 17.5%
Impressions 974

Video Sharing Statistics



Subscriptions 80
Videos 2
Views 114

E-Mail Statistics



Emails 16
Opens 1006
Link Clicks 234

CDTO Website Statistics

Visitors: 4400

Average View Time: 59S

Top Countries

Country	Sessions
1. Canada	1,105
2. United States	165
3. Philippines	16
4. Vietnam	16
5. India	10
6. Singapore	10
7. Germany	9
8. South Korea	9
9. Iraq	6
10. Brazil	5
Total / Average	1,351

Referrals

URL
1. statics.teams.cdn.office.net
2. regulatedhealthprofessions.on.ca
3. cac-word-edit.officeapps.live.com
4. ca.search.yahoo.com
5. chatgpt.com
6. georgebrown.ca
7. m.facebook.com
8. learn.georgebrown.ca
9. linkedin.com
10. t.co

Top Pages

Title	Sessions
1. College of Dental Technologists of Ontario Ensuring competency and accountability of de	844
2. Careers College of Dental Technologists of Ontario	108
3. Board of Directors College of Dental Technologists of Ontario	88
4. Registrant Login College of Dental Technologists of Ontario	79
5. Quality Assurance College of Dental Technologists of Ontario	69
6. Routes of Entry College of Dental Technologists of Ontario	69
7. Staff College of Dental Technologists of Ontario	64
8. Registration and Member Updates College of Dental Technologists of Ontario	59
9. Legislation, Regulations and By-Laws College of Dental Technologists of Ontario	57
10. For Applicant College of Dental Technologists of Ontario	57