

**College of Massage Therapists of Ontario
Board Meeting**

AGENDA

Date/Time: Monday, December 1, 2025 – 2:00 PM – 3:15 PM

Location: College Boardroom (In-Person)

Time	Item	Purpose	Item Lead
2:00 PM	1. Opening Remarks and Land Acknowledgement		S. Adderley
	2. Declaration of Conflicts of Interest		S. Adderley
	3. Approval of December 1, 2025 Public Agenda	Decision	S. Adderley
2:05 PM	4. CMTO Equity, Diversity and Inclusion Commitment Statement	Decision	Tiffany Fearon, Chair EDI Committee
2:15 PM	5. Draft Strategic Plan 2026-2030	Decision	Enterprise Canada
3:15 PM	6. Adjournment	Decision	S. Adderley

BRIEFING NOTE – FOR DECISION

To: Board

Date: December 1, 2025

From: Tiffany Fearon, Chair, EDI Committee
Valerie Browne, Director, Registration Services

Re: CMTO EDI Commitment Statement

Issue

The Board is being asked to approve a new Equity, Diversity and Inclusion (EDI) Commitment Statement.

Public Interest Rationale

CMTO's EDI Commitment Statement is published on the CMTO website and makes members of the public aware of the College's values, principles and goals related to advancing equity, diversity and inclusion for registrants as well as the public of Ontario.

Background and Analysis

CMTO's 2023-2025 Strategic Plan includes a pillar for embedding EDI into organizational programs and processes. In early 2024, CMTO's first EDI Commitment Statement was posted on our website, and a permanent EDI Committee was established.

Much has been learned and accomplished by the EDI Committee in the last couple of years, most notably the development of an EDI strategy that was approved by the Board earlier this year. Through the work of the EDI Committee, the thinking around EDI at CMTO has evolved, and the EDI strategy articulates the values and principles that will support the ongoing EDI work at the College. The Committee recently reviewed CMTO's EDI Commitment Statement and have recommended that it be updated to reflect their learning, and for consistency with the EDI strategy. Appendix A includes the current EDI Commitment Statement, and a proposed new EDI Commitment Statement for the Board's consideration.

Recommendation

The EDI Committee recommends that the Board approve the new EDI Commitment Statement.

Motion

THAT the Board approve the proposed CMTO Equity, Diversity and Inclusion Commitment Statement as recommended by the EDI Committee.

Next Steps

If approved by the Board, the updated EDI Commitment Statement will be included in CMTO's Strategic Plan and will be posted to the website.

Appendix A

Current CMTO EDI Commitment Statement:

The College of Massage Therapists of Ontario (CMTO) is committed to supporting equity, diversity and inclusion (EDI) by embracing a range of perspectives and experiences. We strive to create a culture where every voice is heard, respected, and valued. We are committed to continuous learning and growth, and holding ourselves accountable to ensure our programs and services reflect our values.

CMTO's [2023 – 2025 Strategic Plan](#), includes a dedicated goal on EDI. CMTO has committed to:

- embedding EDI into our organizational programs and processes; and
- reporting publicly on EDI progress.

Advancing Our Efforts in EDI

In 2024, CMTO established a permanent EDI Committee to support CMTO's strategic plan and commitment to promoting and upholding the principles of equity, diversity, and inclusion. CMTO actively participates in the Health Profession Regulators of Ontario (HPRO) EDI Network and seeks out opportunities for projects that advance our EDI goals.

Annually, CMTO also identifies and reports on its EDI progress to the Ontario Ministry of Health through the [College Performance Measurement Framework \(CPMF\)](#) tool.

CMTO will continue to improve our processes to help build a more inclusive organization and healthcare system going forward.

Proposed CMTO EDI Commitment Statement:

Commitment to Equity, Diversity, and Inclusion

The College of Massage Therapists of Ontario (CMTO) is committed to ensuring that everyone in Ontario receives safe, ethical, and competent Massage Therapy care. Advancing equity, diversity, and inclusion (EDI) in Massage Therapy regulation and practice is essential to that commitment. We believe safety, ethics, and competence cannot be fully achieved without ensuring that every person, regardless of background or identity, can access care, participate fully in the profession and in its regulation, and be treated with fairness and respect.

Guided by our EDI Committee and by insights from Registered Massage Therapists and members of the public, we are embedding the values of openness, continuous learning, empathy, collaboration, and dignity into every part of our work – in our decision-making, communications, rules and regulations, and in our everyday operations. These principles are key to making meaningful steps and lasting progress on EDI within the profession.

We remain committed to listening and learning from people who face barriers, unmet needs, or bias when accessing Massage Therapy or CMTO's regulatory processes, whether these people are registrants, members of the public, or CMTO staff or committee members. This learning helps make Massage Therapy more accessible, sustainable, and equitable as both a profession and a health service.

CMTO has an opportunity to lead in compassionate regulation – regulation that is both kind and clear. By putting these commitments into practice, we aim to build a profession that reflects the diversity of our province and meets the evolving needs of the entire Ontario public.

BRIEFING NOTE – FOR DECISION

To: Board

Date: December 1, 2025

From: Ron Ahluwalia, Director, Policy and Communications
Sam Harris, Manager, Policy and Communications
Rochelle Pereira-Alvares, Policy Advisor, Policy and Communications

Re: Draft Strategic Plan 2026-2030

Purpose

To seek the Board's approval to adopt the new 2026-2030 Strategic Plan.

Background

The development of the Strategic Plan 2026-2030 has followed an extensive consultation and drafting process:

Activity	Date
Board: Look Inside Workshop	June 9, 2025
In-depth Interviews with Staff and Other Stakeholders	June – July 2025
Surveys for RMTs/MTs, Public, and Staff	July – August 2025
Board: Strategic Planning Session	September 29, 2025
Executive Committee: Reviewing Strategic Priorities	October 16, 2025
Executive Committee: Reviewing next-to-final draft of the Strategic Plan	November 17, 2025

Survey Results:

- Staff received 3,625 responses across all surveys:
 - RMTs/MTs: 2,633 responses
 - The Public: 949 responses
 - CMTO Staff: 44 responses
- This survey elicited 1,585 more responses overall compared to the 2022 environmental scan, representing a 78% increase, and an increase in public responses of almost 600% (138 in 2022)

Based on survey feedback, in-depth interviews, and other research, Enterprise Canada developed the draft 2026-2030 Strategic Plan in **Appendix A** with input from CMTO's Board. The Board is being presented with this final draft of the Strategic Plan for its review and approval.

Note: Board is considering an Equity, Diversity, and Inclusion commitment statement, at the same meeting they are considering the Strategic Plan. Subject to Board approval, that Equity, Diversity, and Inclusion Commitment will be placed on the page 4 "Our Commitments" section.

Motion

THAT the Board approve the 2026-2030 Strategic Plan as presented on page 5 of Appendix A.

Next Steps

If the Motion is passed:

- Staff will communicate the release of the Strategic Plan to registrants and the public through a multi-channel communication strategy in 2026; and
- Staff will work with Enterprise Canada to develop the key performance indicators for to measure the work done under this Strategic Plan.



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Strategic Plan 2026 - 2030

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Opening Letter

from Board Chair and CEO

On behalf of the Board of the College of Massage Therapists of Ontario (CMTO), we are pleased to introduce our new Strategic Plan to lead CMTO over the next five years in fulfilling its mandate to serve and protect the public interest.

As the regulator for the Massage Therapy profession, CMTO believes in effective, transparent, and accountable practices grounded in integrity and with the right touch.

Looking back at the past three years, we are proud of the trust CMTO has built by advancing our key priorities, including:

- **Modernizing our discipline process** by transitioning CMTO's Discipline Committee to The Ontario Massage Therapists Discipline Tribunal;
- **Strengthening our commitment to Equity, Diversity, and Inclusion** by establishing a permanent Committee to identify barriers and strategies to promote access, representation, and inclusion for registrants and patients;
- **Enhancing our approach to sexual abuse prevention** through dedicated seminars on the topic, and new support resources;
- **Updating legislation and standards** including the *Massage Therapy Act's* Registration Regulation to require Massage Therapy program accreditation and introducing a new patient-centred Standard of Practice for collecting Personal Health Information; and
- **Expanding stakeholder engagement** through province-wide Town Halls and visiting Massage Therapy education programs to engage with current and future Registered Massage Therapists and Massage Therapists (RMTs/MTs).

This is an exciting new chapter for CMTO, as it speaks to our core principles, priorities, and goals. The plan guides our focus and defines how we will carry out our work. We developed our new five-year roadmap with input and support from the public, RMTs/MTs, and other partners in health care and the profession.

Massage Therapy is rooted in trust, and our role as a regulator is to uphold that trust. We work with the profession and others who care about Massage Therapy to set clear expectations, ensuring every person who seeks Massage Therapy knows they are receiving safe care from a qualified professional.

Clear, fair, and effective regulation is achieved by ensuring our standards and processes are transparent, modern, simplified, and forward-thinking. It is through our actions we will achieve protection of the public interest while supporting Massage Therapists who make care possible.

Registered Massage Therapists are health care practitioners, and Massage Therapy is clinical health care. We are committed to strengthening its position as a trusted, clinical profession.

We begin this next chapter in the College's journey with renewed purpose and a strong dedication to working hard to achieve our milestones.

Sincerely,

Sean Adderley, RMT/MT
CMTO Board Chair

Maureen Boon
Registrar and CEO

What We Heard

We asked, and you answered. Thank you to everyone who shared their voice.

We received feedback from more than **3,600 people across Ontario** – 1,200 more than last strategic plan – including RMTs/MTs, students, educators, and members of the public. We engaged you through facilitated discussions, in-depth individual interviews and online surveys.

The message was clear: you see CMTO as a trusted and effective regulator. You appreciate our ongoing efforts to engage registrants, and you understand and value our role.

Almost 95% of the public **recognizes RMTs/MTs as regulated health professionals.**

96% believe it is important to **receive care from a CMTO-registered therapist.**

You also encouraged us to continue our outreach and engagement with registrants, students, and stakeholders. You told us that **CMTO is making meaningful progress on its commitment to Equity, Diversity, and Inclusion**, and that you continue see Equity, Diversity, and Inclusion, as well as Regulatory Excellence as foundational priorities for the new strategic plan.

Preventing sexual abuse remains one of the most significant, continuing challenges within the profession and an issue that should be an ongoing focus of CMTO. Education, along with enforcement of compliance with CMTO standards, is critical to addressing the issue. While preventing sexual abuse is a predominant concern, you also want us to address other conduct-related issues such as insurance fraud.

KEY FINDINGS:

- Most RMTs/MTs feel comfortable approaching CMTO for information or guidance, and are seeking more guidance and clarity on Standards of Practice and innovations in providing Massage Therapy.
- Massage Therapy is seen as unevenly positioned alongside other regulated health professions, affecting RMTs/MTs' credibility and integration into the broader health care system.
- Accreditation is viewed as critically important for advancing Massage Therapy as a therapeutic treatment.
- There is strong support for CMTO to expand its role as a collaborative leader by continuing outreach with other regulators, educational institutions, and stakeholders.
- There is a strong interest for CMTO to regulate and support innovation in the profession, including the use of artificial intelligence, digital tools, and new treatments.

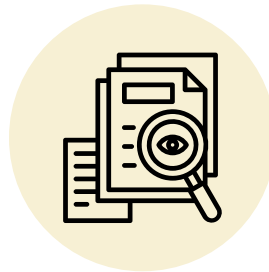
CMTO's Board reviewed these findings in detail, and they were key considerations in developing the priorities and goals that will guide CMTO forward over the next five years.

Our Commitments



*EQUITY, DIVERSITY, AND INCLUSION

Note: CMTO's Board is considering an Equity, Diversity, and Inclusion commitment statement, from the Equity, Diversity, AND INCLUSION Committee, at the same meeting they are considering the Strategic Plan. Once both are approved, that Equity, Diversity, and Inclusion Commitment will be placed in this section.



TRANSPARENCY

CMTO will build trust by being open about our work. We will explain how and why decisions are made in clear language. We will share information regularly about our performance and progress. We will create meaningful opportunities for two-way communication, listening carefully to feedback from both the public and profession to ensure our work remains clear, relevant, and responsive.



COLLABORATION

CMTO will work together with others to strengthen both regulation and the profession. We will partner with RMTs/MTs, educators, employers, the public, and other strategic and health system partners through events, joint projects, and ongoing dialogue. By combining our expertise with diverse perspectives, we can tackle complex challenges and support innovation that benefits all Ontarians.

Strategic Plan 2026 - 2030

Our mandate is to protect the public by regulating the Massage Therapy profession.

CMTO is committed to delivering on its Strategic Priorities with Transparency, Collaboration, and a commitment to Equity, Diversity, and Inclusion.

PROFESSIONAL CONDUCT AND ACCOUNTABILITY

We will maintain our focus on preventing misconduct — including sexual abuse and insurance fraud — while upholding the highest professional standards to ensure public safety and high-quality care.

GOALS

- **Ensure** registrants understand and meet professional standards and government legislation.
- **Educate** the public and other stakeholders about CMTO's public protection role.
- **Uphold** professional requirements through consistent processes.

CLEAR, FAIR AND EFFECTIVE REGULATION

We will build on our strong foundation to ensure our standards and processes are transparent, modern, and forward-looking.

GOALS

- **Set** clear expectations for high-quality care and professional conduct.
- **Simplify** information and processes to support registrants and the public.
- **Excel** in the right-touch delivery of core regulatory functions: registration, quality assurance, and addressing complaints, while maintaining commitments to equity, diversity, and inclusion.

TRUST IN MASSAGE THERAPY AS A HEALTH PROFESSION

We will strengthen the position of Massage Therapy as a regulated, clinical health profession and core component of health care.

GOALS

- **Advance** public and interprofessional understanding of Massage Therapy in the broader health care system.
- **Reinforce** the clinical value of Massage Therapy and its regulation to government and stakeholders as essential for protecting the public and supporting the profession.
- **Sustain and build** relationships with educational and regulatory partners to advance the profession and respond to the evolving future of Massage Therapy.



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