

2019–2020

ANNUAL REPORT



OPC
Districts



Members

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Ontario Principals' Council

The Ontario Principals' Council (OPC) is a voluntary, professional association representing principals and vice-principals employed in Ontario's publicly funded elementary and secondary schools. As of January 1, 2020, we had 6,146 Members and Associates (5,361 Members, 683 Associates, 102 Term Members). Each year, we continue to develop and refine the range of supports and services provided to our Members.

Our **Provincial Executive** includes the President, Past-President, President-Elect, two Vice-Presidents, two elected Members-at-Large, up to two appointed Members-at-Large and the Executive Director (ex officio).

Our **Provincial Council** is made up of 69 Councillors, with a minimum of two representatives from each duly recognized OPC District, elected locally. Districts with 250 or more Members are entitled to elect one additional representative and districts with 750 or more Members are entitled to elect two additional representatives. The Council acts as our Board of Directors and meets in person three times per year, with additional webcasts as required.

Executive 2019-20*

Nancy Brady	President	Ottawa-Carleton DSB
Larry O'Malley	Past-President	Halton DSB
Ann Pace	President-Elect	York Region DSB
Lisa Collins	Vice-President	Near North DSB
Dave Westaway	Vice-President	Thames Valley DSB
Patsy Agard	Member at Large	Ottawa-Carleton DSB
Chad Brownlee	Member at Large	Upper Canada DSB
Lorne Gretsinger	Member at Large	DSB Niagara
Chad Mowbray	Member at Large	DSB Ontario North East
Allyson Otten	Executive Director	OPC

Executive 2020-21*

Ann Pace	President	York Region DSB
Nancy Brady	Past-President	Ottawa-Carleton DSB
Lisa Collins	President-Elect	Near North DSB
Patsy Agard	Vice-President	Ottawa-Carleton DSB
Lorne Gretsinger	Vice-President	DSB Niagara
Sylvie Blais	Member at Large	Thames Valley DSB
Chad Mowbray	Member at Large	DSB Ontario North East
Alison Osborne	Member at Large	Kawartha Pine Ridge DSB
Irfan Toor	Member at Large	Simcoe County DSB
Allyson Otten	Executive Director	OPC

* Elected May 2019

* Elected May 2020

2019–2020 in Review

Over the past year, we have



Established the **Equity, Diversity and Inclusion (EDI) Advisory Committee** to provide advice on matters of policy, governance, advocacy, recruitment and advancement within the profession, and PL for school leaders to support their EDI work in schools.



Welcomed Members from Superior-Greenstone to our LTD plan.

Developed and delivered 31 customized Labour Relations Workshops to 24 OPC Districts, resulting in improved cooperation at the local level.

Joined the Education Worker Ontario (LTD) plan resulting in a 5% reduction in LTD premium rates in July 2019. Extended the renewal period to August 2021.

Expanded our Protective Services Team by adding one more consultant to provide additional service to Members in need.



Supported 132 Members with LTD and WSIB Claims.



Brought the **PQP fully online** and introduced **book clubs** and a **wellness series** to respond to changing professional learning needs.

Initiated regular virtual meetings with local leaders using the District Support Model to foster stronger connections between the provincial office and OPC Districts, gather information from the field and provide support to local advocacy efforts.



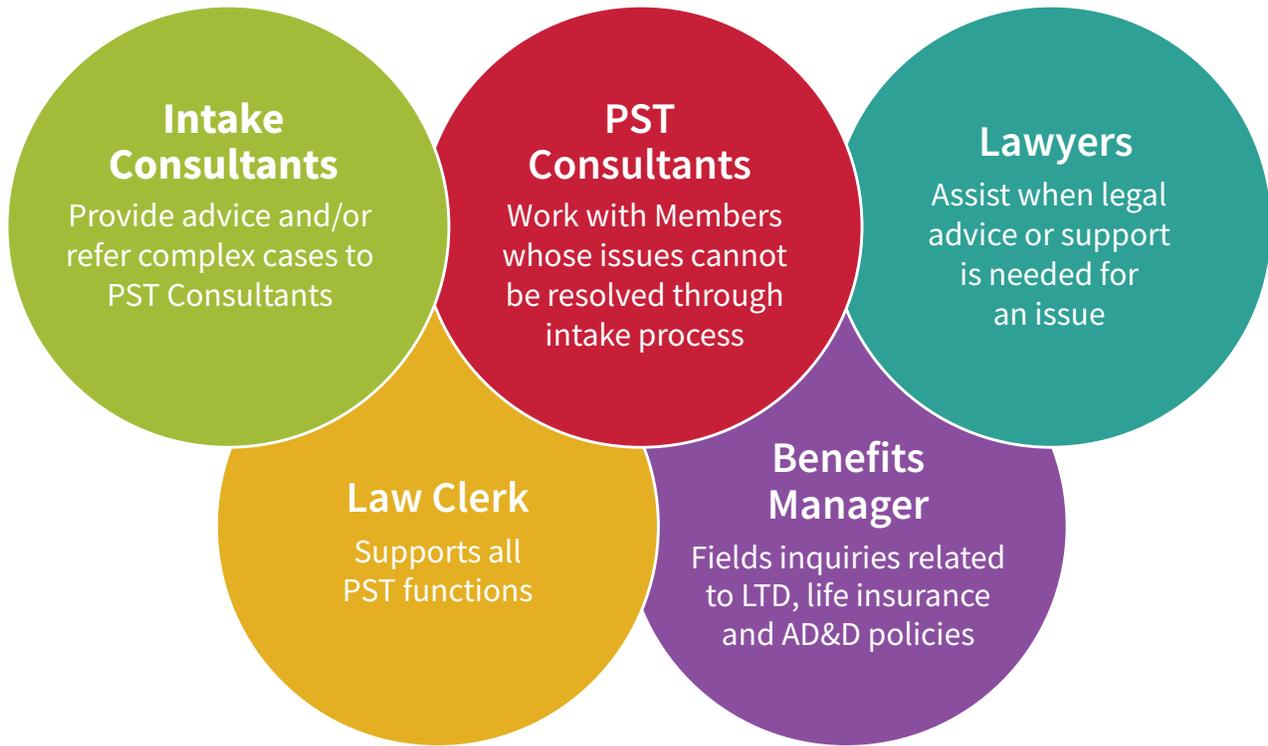
Established a professional learning focus group that is representative of our membership in terms of region, panel, role, years of experience, gender and other characteristics with which they identify to advise us in the development of responsive learning opportunities.

Released **27 new tip sheets** on legal and professional issues relevant to the work of Members and labour-focused tip sheets to assist Members during job action.



2019–2020 Protective Services Team/Benefits

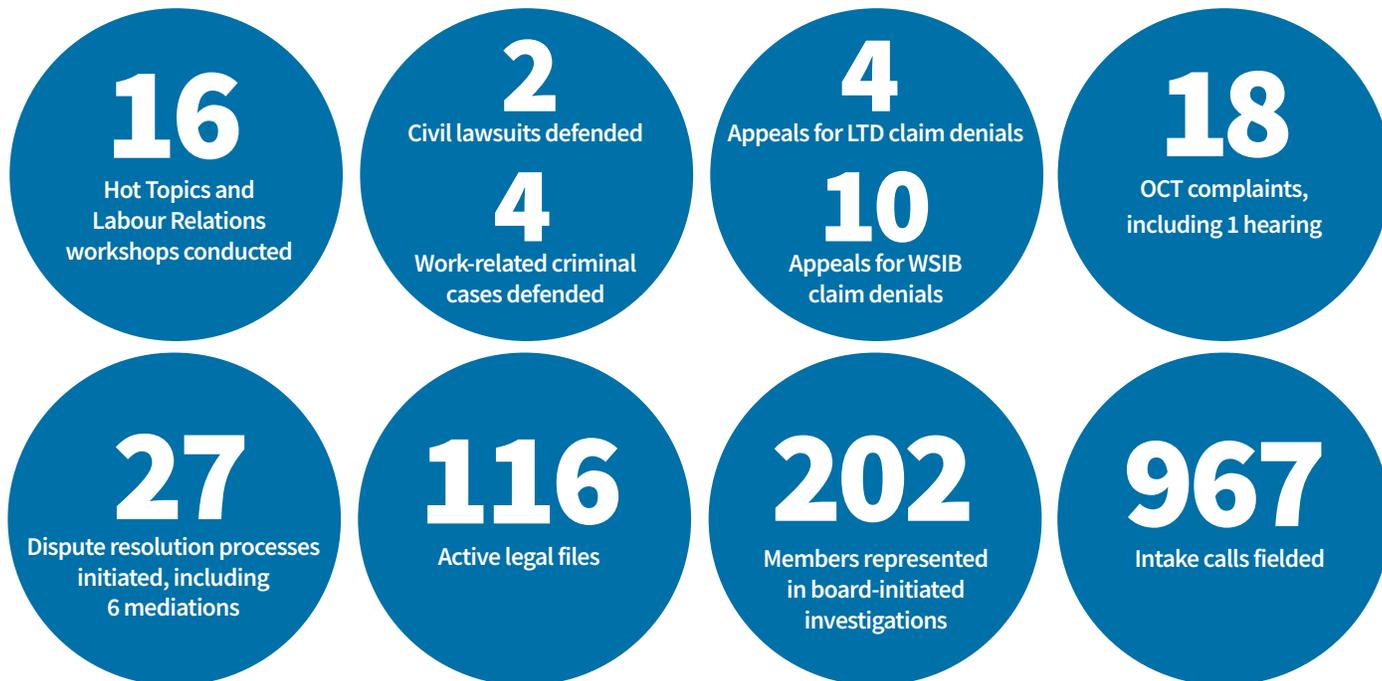
Our **Protective Services Team (PST)** is made up of Intake Consultants (experienced principals), Protective Services Consultants (experienced principals), lawyers (General Counsel, Deputy General Counsel and Legal Counsel) and a Law Clerk.



Services Provided by the PST and Benefits include

- Professional advice to Members
- Representation of and advocacy for Members in employment matters
- Advice and support related to illness, disability, WSIB, LTD applications and accommodation requirements in return-to-work situations
- Development and delivery of Hot Topics (risk management) workshops focused on current legislation and challenges in the principalship
- Development of [tip sheets and advisory articles](#) for *The Register* on current issues affecting Members
- Resources for the OPC President and Executive, focus groups or work groups
- Advice on legal matters relevant to education policy, collective bargaining, Member legal service and legislative/regulatory changes in the sector
- Representation on committees with other education stakeholders
- When needed, direct legal assistance to Members in matters such as complaints to the Ontario College of Teachers, mediation/arbitration related to discipline imposed by district school boards, defence of Members in other judicial or quasi-judicial proceedings related to employment
- Negotiation and implementation of local terms and conditions of employment
- Negotiation of provincial terms and conditions of employment for principals and vice-principals

Key Statistics for 2019–2020



The common issues for which Members seek support from the PST are ...



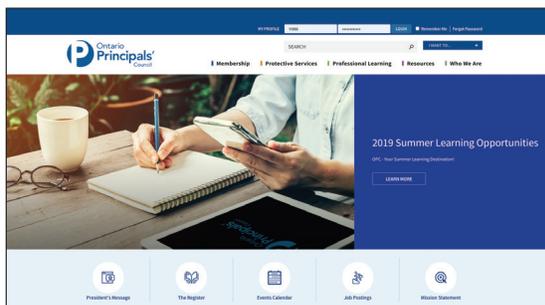
Communications and Advocacy

Communications remains a key priority, both internally and externally. We provide Members with

- Regular updates through weekly **President's Messages** and the **OPC website**
- **The Register**, our award-winning, in-house professional magazine focusing on issues relevant to the day-to-day role of principals and vice-principals, now available online
- Social media accounts including our **Facebook**, **Twitter**, **Instagram**, **YouTube** and **LinkedIn** accounts
- **Lead Learners**, our blog for professional support
- **The Principal's Voice**, our OPC podcast
- Assistance with the development of communications materials for Members
- The OPC Communicator, offering assistance on issues specifically related to ongoing communications with your school community
- Statistics on various education-related issues, gathered through internal and external polling.

Externally, we continue to engage as a credible, non-partisan, professional voice in education by

- Developing and releasing public statements on issues topical and important to our Members
- Organizing an annual Principal's Day at Queen's Park to lobby MPPs from all parties
- Serving on liaison committees made up of representatives from all education stakeholder groups in the province
- Communicating regularly with stakeholder groups of teachers, support staff, school boards, supervisory officers, directors and trustees
- Conducting media relations provincially
- Raising issues of provincial significance for Members and Ontario schools.



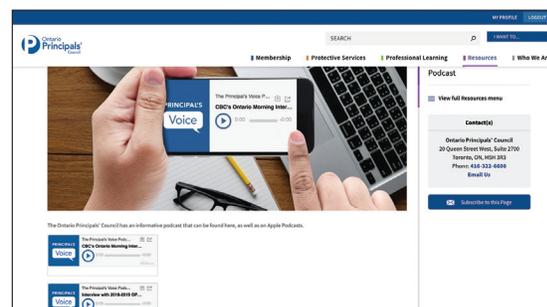
The OPC Website



The OPC Blog



OPC Twitter (@OPCCouncil)



The Principal's Voice Podcast

Professional Learning



Professional Learning

“ High quality, professional and timely. OPC is so incredibly supportive of its Members! Thank you! ”
Webinar Participant

Our **Professional Learning** Team identifies, designs, develops and delivers learning to support the needs of our Members and colleagues. We recognize the value of job-embedded learning, sharing effective practices and the distributed leadership model of principals sharing with principals. It is a priority for us to develop, provide and support a variety of relevant, accessible and locally customized professional learning opportunities, which include

- full or part-day workshops
- self-directed learning
- additional qualifications delivered onsite and online
- customized board level workshops
- book clubs
- webinars and
- directed discussions on specific topics.

“ This was a highlight for my professional development this summer. It brought focus to the intent of mentoring/coaching and self awareness of my own skills as a listener for being a mentor in helping to build capacity in others. ”

Mentor-Coaching Institute Participant

In 2019-20, we offered over 60 sessions of Just in Time virtual learning opportunities as a means of supporting our Members through the beginning of the COVID-19 pandemic.

We continuously seek input from a multitude of sources to inform our processes from needs identification, to design, to development and delivery of diverse resources that support the needs of our Members and colleagues.

Learning Sessions and Participant Numbers

110
Workshops



159
Book Clubs

133
Emerging Leader
Development Program

2450
Online Learning
Opportunities

160
New Administrator
Offerings

Professional Learning Year in Review

“ This course was well done. I have never felt as connected to a community for an online course as I did with this one. I am very happy I took it through OPC and would recommend it to a colleague. ”

Principal's Qualification Program Candidate

“ I really appreciated the volume and the pace of the work that was offered in the course. ”

Principal's Development Course Candidate

“ Thank you to everyone. These courses are helping me to become a better principal and I really like the format. ”

Supervisory Officer's Qualification Program Candidate

Additional Qualification Programs and Candidate Numbers

815

Principal's
Qualification
Program

249

Supervisory Officer's
Qualification
Program

339

Principal's
Development
Course

19

Mentoring
Qualification
Program

278

Special Education
for Administrators
Qualification Program

22

Education Law
Qualification
Program

“ All of the learning was highly relevant and opened up opportunities to continue digging deeper after the assignments were submitted and/or course was completed. ”

Special Education for Administrators Qualification Program Candidate

“ I enjoyed this course very much and have already put so many learned skills into practice to my and the staff's benefit. ”

Mentoring Qualification Program Candidate

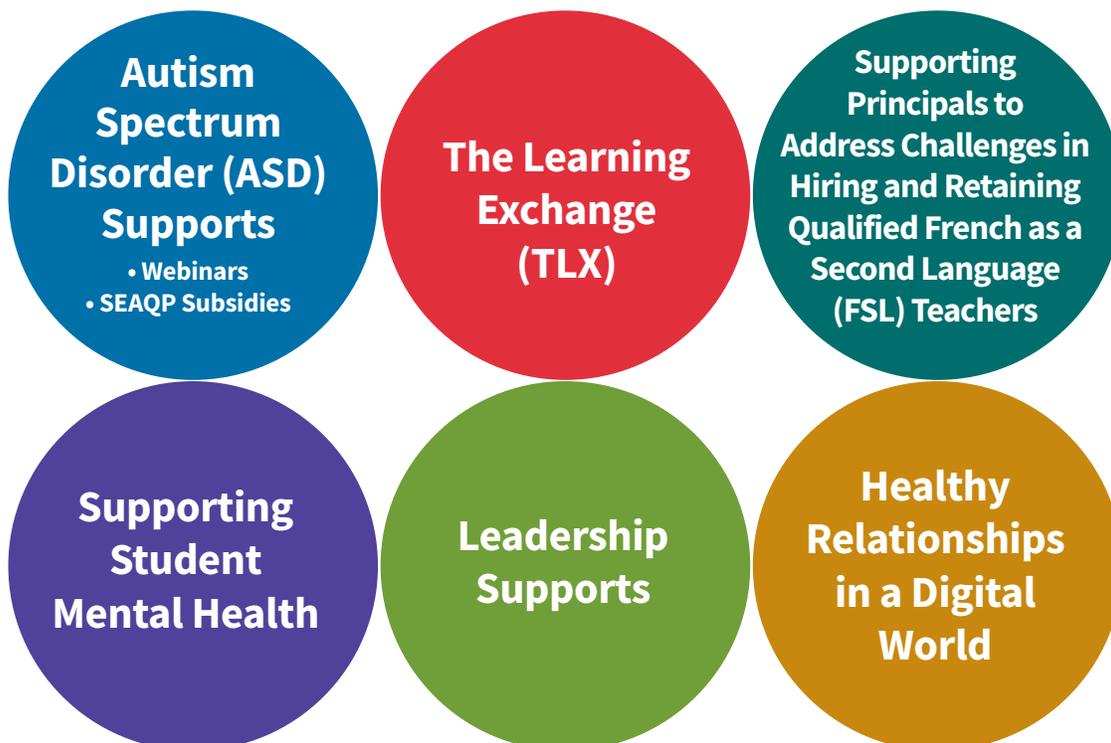
“ I thought this course was very well organized. The number of resources to support the learning and to also use as future reference was extremely valuable. ”

Education Law Qualification Program Candidate

Principal Association Projects

Principal Association Projects (PAP) is a stand-alone, not-for-profit entity and a service partner to the OPC for the delivery of Ministry of Education projects.

The objective of the PAP is to develop and deliver professional learning offerings supported by the Government of Ontario to school leaders in Ontario.



“ I truly enjoyed this webinar; I will be watching the first webinar; the more informed we are as school principals, the greater the success of the interdisciplinary model — resulting in great benefits for students. ”

ASD Webinar Participant

“ Thank you for making this presentation accessible for our Deaf Community. It is valuable that they are able to access this information, just as every other parent has the opportunity. ”

Healthy Relationships Webinar Participant

“ Left the webinar thinking that I need to give further consideration to the Ontario leadership framework ... Also thought that the webinar was delivered in an excellent manner, with speakers working together and the use of the survey, addition of the guest speaker. ”

ASD Webinar Participant

International School Leadership

International School Leadership (ISL) is a for-profit entity with the OPC as its sole shareholder. ISL is a separate corporate entity from the OPC that provides professional consulting services and training and professional learning to K-12 school and system leaders around the world.



Projects and Services

- [International School Leadership Certificate Program](#)
- [International School System Leadership Certificate Program](#)
- [Education Study Tours](#)
- [University Partnerships](#)
- [Consulting Services](#)

- St. Vincent and The Grenadines – Strengthening School Leadership and Accountability Project (3-year)
- Wikwemikong Board of Education – Policy Revisions and Development of Structural Readiness Project
- Wikwemikong Board of Education – Orientation and Performance Evaluation Processes Project

“ All the good discussion, time for reflection and thoughtful exercises. ”

“ It’s made me a better leader, it’s made me reflect on my school and the situation and what’s required to be an effective leader. ”

“ The ISL/ISSL program has made a huge impact on our school system and has created coherence and alignment for all our school and system leaders. We have become better using data and identifying key factors for school improvement and it has helped us lay the foundation for our framework.

The learning and commitment have increased for everyone involved and by the power of collective learning we have built capacity within our teams. The program is a good mixture of theory and practise and the instructors were very professional and structured. ”

STRATEGIC PRIORITY #1 MEMBER SUPPORT

Member Support means



Advise and represent individual Members needing support related to their employment



Continue efforts to promote P/VP provincial and **local terms and conditions** of employment



Continue to improve the quality and reduce the intensity of Member's daily work to attract and retain the brightest and best in school leadership

Objectives



Enable the **Protective Services Team** to meet the growing needs of Members



Build capacity and provide resources to Members with respect to labour relations



Identify, provide and promote proactive and responsive **mental health and well-being resources**, accessible to all Members

Supporting Actions

- ➔ Hired 4th PST Consultant
- ➔ 24+ PST Consultant meetings with board senior teams
- ➔ **27 new tip sheets** released
- ➔ Weekly District support meetings during labour action and COVID-19
- ➔ Represented 202 Members in board-initiated investigations
- ➔ Responded to 18 OCT complaints, including 1 hearing
- ➔ Initiated 27 DR processes, including 6 mediations
- ➔ Assisted in 4 appeals for LTD claim denials
- ➔ Assisted in 10 appeals for WSIB claim denials
- ➔ Defended 2 civil lawsuits and 4 work-related criminal cases

- ➔ 31 Labour Relations Workshops delivered to 24 boards
- ➔ **3 labour specific tip sheets** released
- ➔ Regular PCODE/OPSOA meetings, calls
- ➔ System Investment Fund follow-up and assistance

- ➔ 1,033 Members registered with **Starling Minds**, an online cognitive behaviour therapy resource to build resilience
- ➔ Release of Return to Health Program (Starling) accessed through PST
- ➔ 162 family referrals
- ➔ Senior Staff training in Workplace Mental Health

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OPC'S STRATEGIC PLAN 2019-2022 FIRST YEAR PROGRESS

STRATEGIC PRIORITY #2 ADVOCACY

Advocacy means



Develop informed, non-partisan positions on issues that affect students, staff, schools and school leaders



Advocate on behalf of principals and vice-principals, the OPC, students and public education in Ontario



Articulate positions publicly through a variety of channels to advance student achievement and well-being

Objectives



Defend and promote the public education system in Ontario as the ideal model for the equitable delivery of education in the province



Secure improved job protection(s) and conditions through local and provincial bargaining



Secure the best possible outcome related to gender wage discrimination application



Seek out solutions to provide principals and vice-principals with more autonomy, time and flexibility to lead schools in the best interests of students



Pursue solutions to address student, Member and staff safety in schools

Supporting Actions

- ➔ **Public statements and letters** to the Minister in support of publicly funded education
- ➔ Member polling during District visits for negotiations priorities
- ➔ System Investment Fund follow-up and assistance
- ➔ Creation of EDI Committee
- ➔ EDI training for OPC staff and executive

- ➔ Outreach to initiate provincial bargaining
- ➔ Podcast posted to explain Charter issues related to bargaining
- ➔ Monthly T&C bulletin including Tip Sheets
- ➔ 18 month plan released to T&C reps/Local Chairs/Councillors
- ➔ \$742,916 earmarked for legal contingency fund by Council

- ➔ Continued action to move HRTO application forward
- ➔ Budgetary commitment to HRTO application
- ➔ **Information sheet** posted to explain process and goals
- ➔ Documentary request to OPC Districts and collation of materials

- ➔ Trending topic to identify solutions at Oct. 2019 Council
- ➔ Nov. 2019 work intensification meeting with Ministry/Directors/SOs

- ➔ **Single issue focus** at Queen's Park Day Dec. 2019

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OPC'S STRATEGIC PLAN 2019-2022 FIRST YEAR PROGRESS

STRATEGIC PRIORITY #3 PROFESSIONAL LEARNING

Professional Learning means



Develop and deliver leading edge, responsive professional learning for OPC Members that is actionable and practical



Support and curate ground-breaking education leadership research



Advance school and system leadership training world-wide

OBJECTIVES



Develop, provide and support a variety of relevant, accessible and locally customized **professional learning opportunities**, based on diverse Member needs, feedback and job demands



Develop a framework to support local autonomy in shaping professional learning to suit the local context



Maximize the opportunities for professional learning to be accredited



Develop, deliver and participate in **international leadership** training to enhance the OPC's reputation and acquire global best practices in a fiscally responsible manner

Supporting Actions

- ➔ Council led feedback process Oct. 2019
- ➔ Member poll on PL in September President's Message
- ➔ Virtual focus groups with interested Members to discuss PL needs November 2020
- ➔ 18 month calendar of PL events developed
- ➔ Focus on PL in President's Message 1x/month

- ➔ Initiate direct outreach to board PL leads
- ➔ Plan two virtual meetings for board PL leads to share 2020-2021 plan
- ➔ Update transparent facilitator hiring process

- ➔ Review and restructure of current **AQ courses** to offer in smaller segments
- ➔ Imbue an equity approach into PL courses and programs
- ➔ 2020-21 PL plan
- ➔ 41 Just In Time Professional Learning Sessions
- ➔ PL Focus Group

- ➔ Develop and implement 3-year business plan
- ➔ Host of **ICP 2021**

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OPC'S STRATEGIC PLAN 2019-2022 FIRST YEAR PROGRESS

STRATEGIC PRIORITY #4 MEMBER ENGAGEMENT

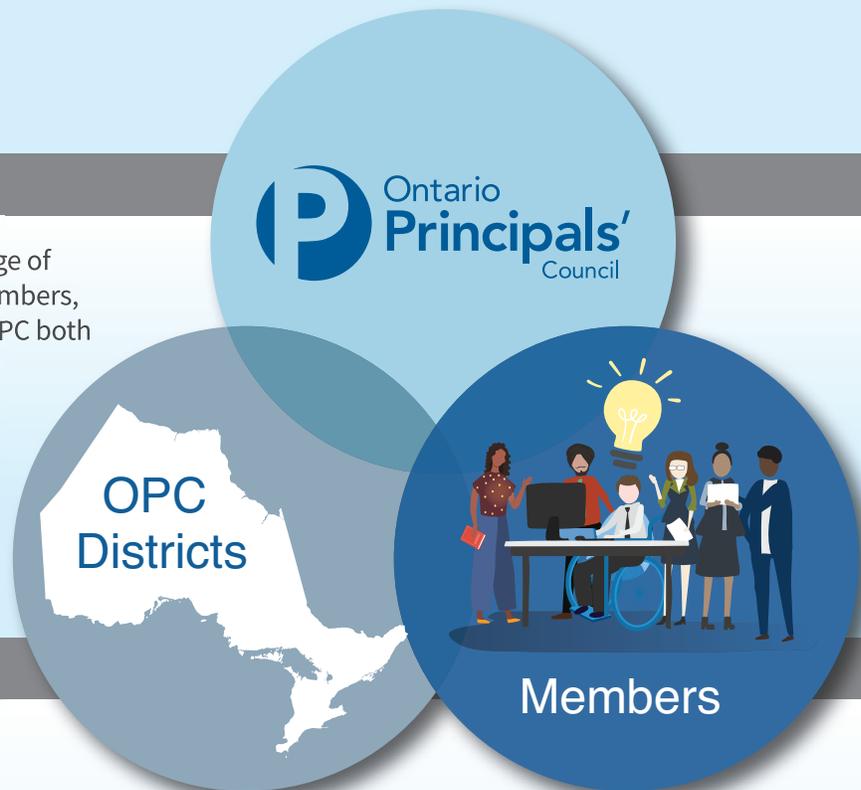
Member Engagement means



Facilitate enhanced Member ownership and connection in the OPC through two-way, multi-media communications, governance capacity-building and active consultation on emerging issues in education

Objectives

Strengthen the exchange of information among Members, OPC districts and the OPC both locally and provincially



Supporting Actions

- ➔ Monthly Twitter chats
- ➔ New **podcasts** launched
- ➔ Review of **The Register** initiated
- ➔ Creation of **Equity, Diversity and Inclusion Advisory (EDI) Committee**
- ➔ Revised **President's Message** format for monthly focus on PST, PL, Finances, Membership
- ➔ Developed OPC's first Census for Fall 2020 release
- ➔ More active social media presence
- ➔ Implementation of transparent recruitment and retention process for PL leads and facilitators

2019–20 Fiscal Year Summary

Highlights

The OPC concluded its fiscal year 2019–20 (FY 2020) with total assets of \$9.5M and net assets of \$7.1M.

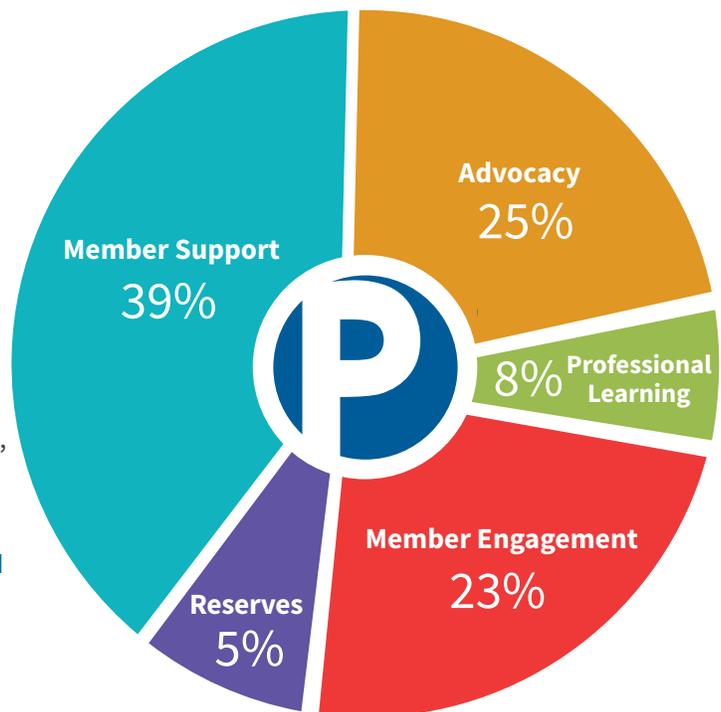
In FY 2020 revenues totalled \$16.5M and expenses were \$15.1M, resulting in a \$1.4M increase in net assets. There was a higher than expected surplus in part due to cancelled and rescheduled activities as a result of COVID-19.

Council has approved a Resources Policy, setting goals for reserves for general operating purposes, reserves for fundamental changes in association operations and reserves for specific strategic opportunities. A total reserve range of \$5M – \$7M has been established. To date the OPC has accumulated \$6.2M

Your Membership Fees at Work (\$6.5 Million)

Membership fees (\$6.5M) were used as follows based on our 3-year Strategic Plan

- **\$2.6M Member Support**
(PST, Membership)
- **\$1.6M Advocacy**
(Executive, Council, Executive Office)
- **\$0.5M Professional Learning**
(\$2.0M in costs offset by \$1.5M recouped from fees charged for the offered programs)
- **\$1.5M Member Engagement**
(Communications, *The Register*, External Liaison, Rebates, Scholarships)
- **\$0.3M added to OPC reserves**
- **Infrastructure and Support expenses of \$1.3M**
(Rent, IT Systems, Accounting, Insurance, Amortization) were allocated to each Strategic Plan priority in equal portion



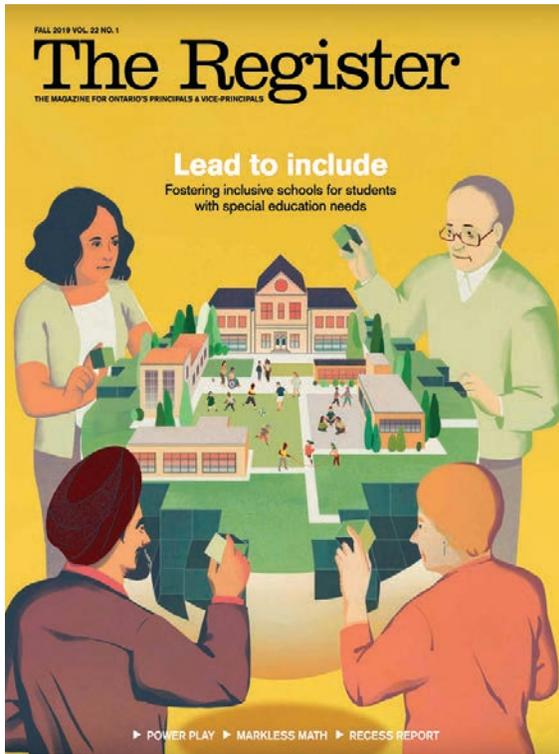
The financial statements for FY 2020, which were audited by RSM Canada LLP, are available to Members in the [Finances section of our website](#).

The OPC continues to promote the interests of principals and vice-principals throughout the province. The needs of Members are continually monitored and new services are being developed and refined. We are a world-class professional association in support of principals and vice-principals in Ontario for the benefit of our students.

Ann Pace – President

Allyson Otten – Executive Director







Ontario Principals' Council

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