



2020–2021

ANNUAL REPORT





OPC
Districts



Members

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Ontario Principals' Council – Who We Are

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, 2021, we had 6,176 Members and Associates (5,428 Members, 617 Associates, 131 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 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

Executive 2021-22*

Lisa Collins	President	Near North DSB
Ann Pace	Past-President	York Region DSB
Patsy Agard	President-Elect	Ottawa-Carleton DSB
Lorne Gretsinger	Vice-President	DSB Niagara
Chad Mowbray	Vice-President	DSB Ontario North East
Leslie Mantle	Member at Large	Rainbow DSB
Alison Osborne	Member at Large	Kawartha Pine Ridge DSB
Ben Lawton**	Member at Large	Lambton Kent DSB
Ralph Nigro**	Member at Large	Toronto DSB
Allyson Otten	Executive Director	OPC

* Elected May 2020

* Elected May 2021

** Subject to approval at October 2021 Provincial Council meeting

2020–2021 in Review

Over the past year, we have



Hired a Director of Equity, Diversity and Inclusion (EDI)

Established the first OPC Standing Committee in our history – Equity, Diversity and Inclusion

Launched the first OPC Member Census

Developed a media campaign including full-page *Toronto Star* ad celebrating National Principal's Day and all OPC Members

Doubled funding of OPC Scholarships for Members' children

Hired T&C Support Consultants and launched local T&C training in preparation for local bargaining

Hosted 55 learning sessions including 12 with an EDI focus and 63 AQ cohorts (all PL offerings integrate EDI)

Established a roster of Members and staff from racialized and/or under-served, rights-seeking communities with an anti-oppressive lens to review our Professional Learning resources and communications offerings through an equity lens

Provided multi-pronged Member support during the pandemic including bi-monthly District Zoom calls with Provincial Councillors

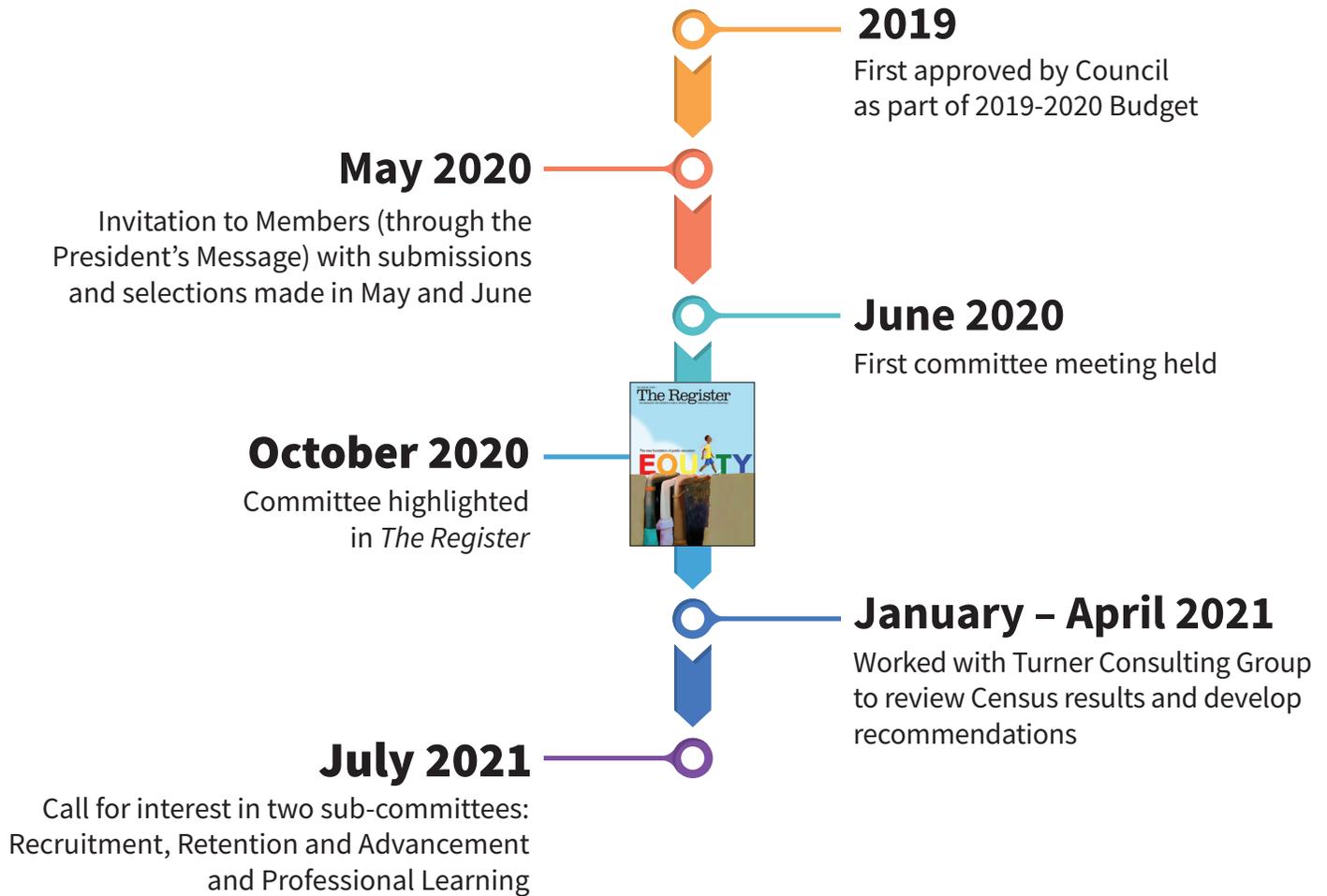
Held the line on membership fees
Successfully built toward reserve targets

Took part in 15 days of provincial negotiations to secure a list, determining a Provincial List of key issues and ongoing substantive bargaining

Met with the Minister and ministry to advocate for elimination of Reg. 274, compensation for work performed during summer closure, pause on TPAs/PPAs, change to graduation requirements, increase in pension re-employment rule from 50 to 95 days, expansion of Temporary Certificate application

OPC's First Standing Committee – Equity, Diversity & Inclusion

Timeline of EDI Committee



Composition of Committee



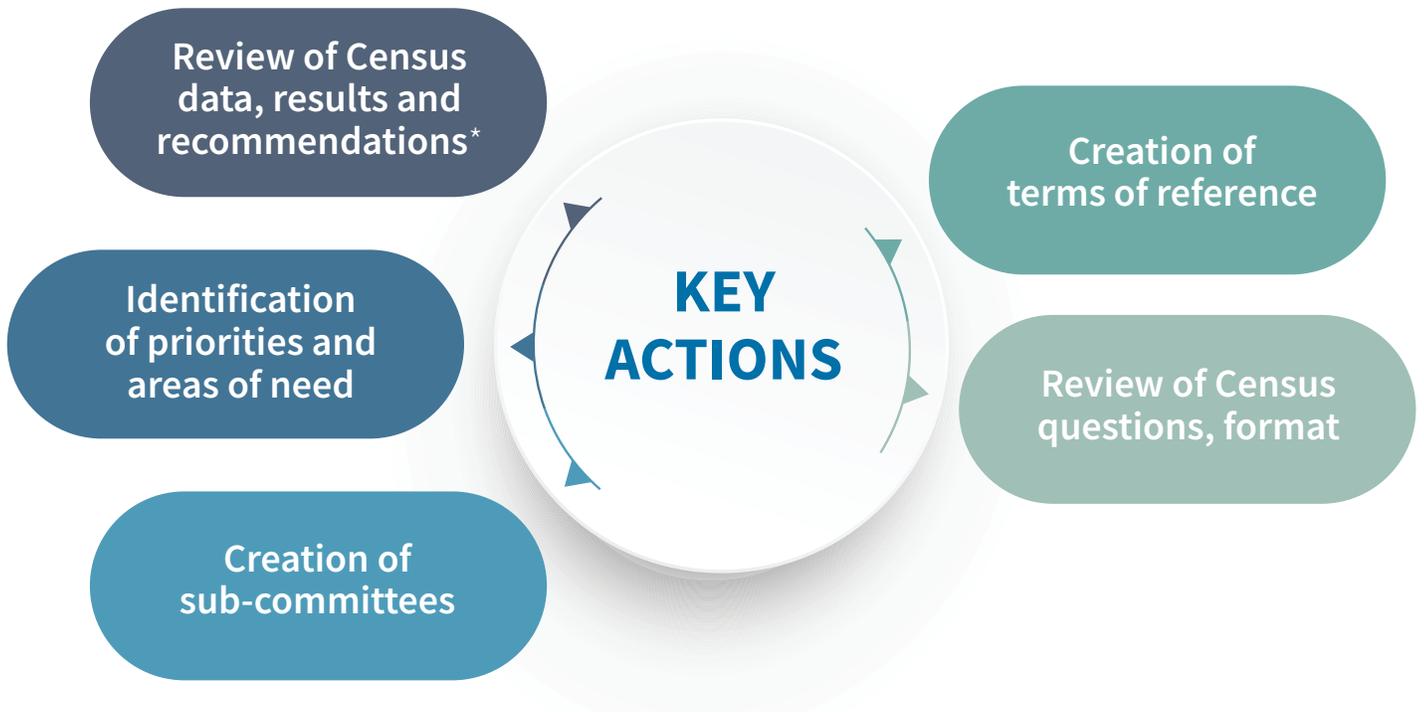
- EDI committee reports to OPC Council; reports are to be made at OPC Council meetings
- EDI committee has identified a few sub-committees
- Committee has met 6 times through 2020-2021



Alignment with the Strategic Plan

Key responsibilities include

- providing advice and making recommendations to the OPC regarding governance, policy, project work and professional learning
- implementing or overseeing project work, research and the gathering or analysis of data
- focusing on retention, recruitment and advancement of diverse identities into the profession



*These recommendations will support and inform the OPC's actions going forward.

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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 and Districts



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



Improve service to Members who self-identify as belonging to diverse communities and encourage greater diversity in the profession, including identifying and addressing barriers to inclusion



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

Supporting Actions

- **17 new tip sheets**
- **39** OCT complaints, including **3** hearings
- **43** Dispute Resolution processes, including **12** mediations
- **4** appeals for LTD claim denials
- **7** appeals for WSIB claim denials
- **2** civil lawsuits and **3** work-related criminal cases
- Represented Members on **95** legal files
- **178** PST consultant meetings with board senior teams
- **96** bi-weekly district support meetings during labour action and COVID-19
- **300** Members in **499** board-initiated investigation meetings

- Retained **5** Terms and Conditions Support Consultants (TCSCs)
- Sent out **10** T&C Bulletins
- Conducted **2** virtual T&C Information Sessions for local leaders
- Analyzed local T&C agreements by TCSCs
- Held meetings (upon request) with local T&C groups and TCSCs

- Created new OPC position of Director of EDI
- Full engagement of EDI Advisory Committee and creation of sub-committees
- Represented equity and rights seeking Members in matters alleging discrimination, harassment and/or a failure to accommodate
- Senior Staff completion of Anima Leadership's Inclusive Management Certificate
- Extensive EDI offerings made available to Members through Professional Learning

- **325** new Member registrations for the Starling Minds program (**1,351** Total)
- **14** new family registrations for Starling Minds (**201** Total)
- Release of new Starling Minds program that is an intuitive and adaptive platform
- 6-week Mental Fitness Challenge launched May-June 2021

Supplementary Action on Member Support

Our Protective Services Team (PST) is made up of Intake Consultants (experienced principals), Protective Services Consultants (experienced principals), lawyers (General Counsel, Senior Legal Counsel and Legal Counsel) and a Law Clerk. Our LTD benefits team works closely with PST to support Members in need of or on LTD (whether through the OPC plan or board plans). The team of four is led by an experienced Benefits Manager.

Intake Consultants

Provide advice and/or refer complex cases to PST Consultants

PST Consultants

Work with Members whose issues cannot be resolved through intake process

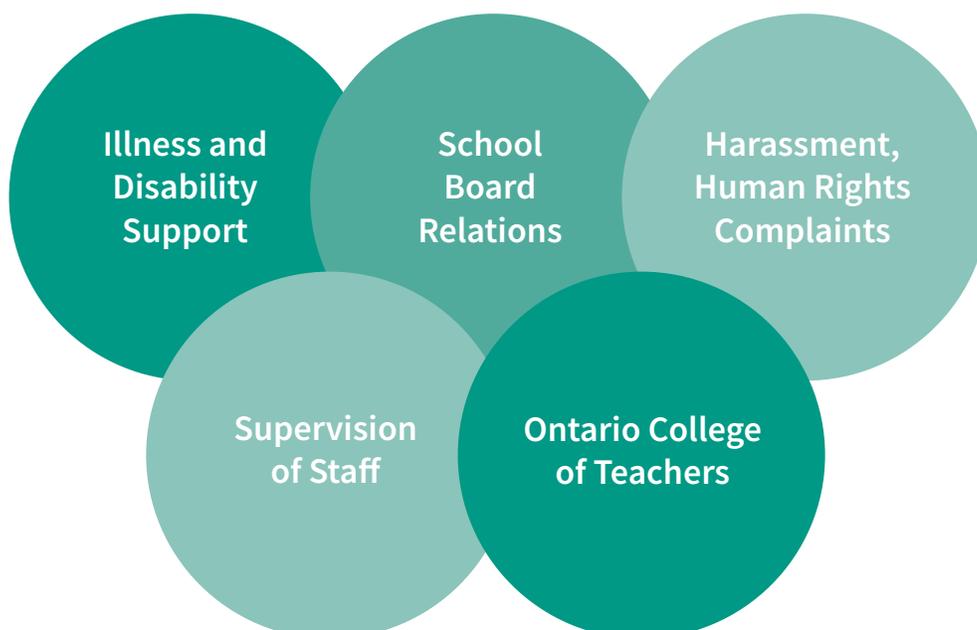
Lawyers

Assist when legal advice or support is needed for an issue

Services Provided by the PST and Benefits include

- Professional advice and support related to illness, disability, WSIB, LTD applications and accommodation requirements in return-to-work situations
- Hot Topics (risk management) workshops
- Tip sheets and advisory articles
- Direct legal assistance in matters such as complaints to the OCT, mediation/arbitration, defence of Members in other judicial or quasi-judicial proceedings related to employment
- Negotiation and implementation of local and provincial terms and conditions of employment

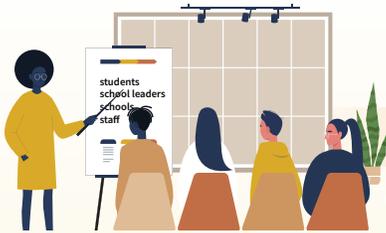
The common issues for which Members seek support from the PST are ...



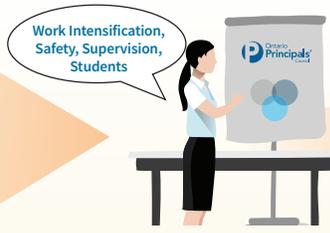
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Strategic Priority #2 Advocacy

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



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



Challenge discriminatory practices contrary to the *Human Rights Code* within the profession and in schools

Supporting Actions

- Public letters to the Minister, Premier, ministry and public health officials re: Reg 274, priority of vaccinations for education workers, maintenance of March Break, cancellation of the 2021 OSSLT, safety measures needed for a return to in-class learning, suspension of the 50-day limit to post-retirement work, compensation for summer COVID-19 related work, postponement of TPAs, cancellation of EQAO
- 12 media interviews on above issues
- Developed Learning Recovery Plan

- Took part in 14 days of provincial negotiations to date to discuss Terms of Reference and the Provincial List
- Empanelled caucus to be available for substantive negotiations
- Offered direct support to local OPC Districts to negotiate compensation for summer work language

- Advocacy with PCODE and OPSOA (COVID-19)
- PL Network for Virtual School P/VPs
- Response to ministry plan for Expansion of Remote and Online Learning

- Sought systemic remedies in Member cases to address discriminatory practices
- Continued work of the EDI committee, profiles of the committee members in *The Register*, 6 meetings held with the EDI committee, development of sub-committees for more targeted work
- Identified discriminatory practices through the OPC Census

Supplementary Action on Advocacy

Communications remains a key priority. We provide Members with

- Regular updates through weekly [President's Messages](#) and the [OPC website](#)
- [The Register](#), our award-winning, professional magazine focusing on issues relevant to the day-to-day role of principals and vice-principals
- 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

National Principal's Day
 #NationalPVPDay
 On May 1 we celebrate, acknowledge and thank the principals and vice-principals who lead our schools every day.

Research has shown that, "...investing in the principal is likely the most efficient way to affect student achievement."
 The Wallace Foundation (February 2021)

 Gerry Smith – Principal Sir William Osler Elementary Hamilton-Wentworth DSB	 Lisa MacDonald – Principal Lakeroad Public School Lambton Kent DSB	 Hillary Freeburn – System Principal Superior-Greenstone DSB	 Lisa Edwards – Principal Central Technical School Toronto DSB
 Taryn Vachon – Vice-principal Red Lake District High School Keewatin-Patricia DSB	 Patsy Agard – Principal Lisgar Collegiate Institute Ottawa-Carleton DSB	 Trent Carter-Edwards – Principal Seaway District High School Upper Canada DSB	 Alexandra Milak – Vice-principal Cundles Heights Public School Simcoe County DSB
 Rasha Balche – Vice-principal Irma Coulson Public School Halton DSB	 Lorne Gretsinger – Principal Oakridge Public School DSB Niagara	 Sooky Crijen – Principal Wedgewood Junior Public School Toronto DSB	 Valerie Dumoulin – Principal École Secondaire Cochrane H.S. DSB Ontario North East
 Jen Currie – Principal Prince of Wales Public School DSB Niagara	 Courtney Chartrand – Vice-principal Adam Scott CVI Kawartha Pine Ridge DSB	 Barry Promane – Vice-principal Stratford District SS Avon Maitland DSB	 Seema Guram – Principal Glen Ogilvie Public School Ottawa-Carleton DSB

Ontario Principals' Council
www.principals.ca

We are extremely proud of the work of our Members, and want to especially thank them and acknowledge the extraordinary work, commitment, dedication, professionalism and flexibility they have shown over the past year, keeping students and staff engaged and learning during this very challenging pandemic.

In 2021, we celebrated **National Principal's Day** with a provincial media campaign, the start of an advocacy program we will continue over subsequent years.

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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 (Currently under review to reflect Member needs with a focus on EDI)



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

- ➔ Hosted 57 learning sessions including 14 with an EDI focus and 75 AQ cohorts
- ➔ Updated a long-term plan of offerings, including summer learning
- ➔ Refined our goals and principles to reflect EDI and accessibility
- ➔ Engaged the PL focus group in discussions 3 times
- ➔ Reviewed all learning resources to ensure appropriate integration of EDI

- ➔ Provided 3 meetings for board PL leads to share our 2020-21 plan
- ➔ Hired a PL Education Advisor and welcomed an OPC staff member to our team (part-time)
- ➔ Established 2 networks for P/VPs of virtual schools
- ➔ Offered 24 board-specific workshops and 19 board-specific AQs

- ➔ Submitted feedback to the OCT on the Anti-Black Racism AQ
- ➔ Developed additional PDC modules on EDI related topics
- ➔ Reaccredited 2 AQs
- ➔ Developed a marketing plan for the SOQP
- ➔ Reviewed and updated the TLTEQP program

- ➔ Re-designed the ISL website and Search Engine Optimization
- ➔ Retained 2 new business coordinators and a professional writer
- ➔ Established global network of PL leaders from P/VP associations
- ➔ Offered sessions in 4 countries, 5 webinars with ISL Advocates and 11 online modules

Supplementary Action on Professional Learning



INTERNATIONAL SCHOOL LEADERSHIP

PRINCIPAL ASSOCIATION PROJECTS

Given the nature of limited business activity, we've continued ongoing relationships and projects during this time in Norway, Saint Vincent and the Grenadines and Sweden.

Our focus has been on improvements to ISL for the next year, including

- developing a review cycle of programs
- planning for shorter, less expensive programming
- developing virtual study tours
- considering additional programming for teacher leadership development and
- establishing new partnerships

- Autism Spectrum Disorder (ASD) Supports
 - SEAQP subsidies
 - webinars
- Destreamed Grade 9 Math
- French as a Second Language (FSL) Teacher Retention and Developing the FSL Program
- Healthy Relationships in a Digital World
- Human Trafficking Prevention and Awareness
- Leadership Supports
- New Elementary Math Curriculum
- Supporting Student Mental Health
- The Learning Exchange

4

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



OPC
Districts

Members

Supporting Actions

- ➔ Weekly **President's Messages**, 3 issues of **The Register** annually, addition of **EDI section** on the website, **The Principal's Voice podcasts**, monthly Twitter chats, regular social media posts
- ➔ Regular updates on the bargaining process as it continues
- ➔ Recognition and celebration publicly of **National Principal's Day**
- ➔ Creation of EDI lead position on OPC Local Executives
- ➔ Internal EDI review process for communication materials/visuals

Supplementary Action on Member Engagement

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.

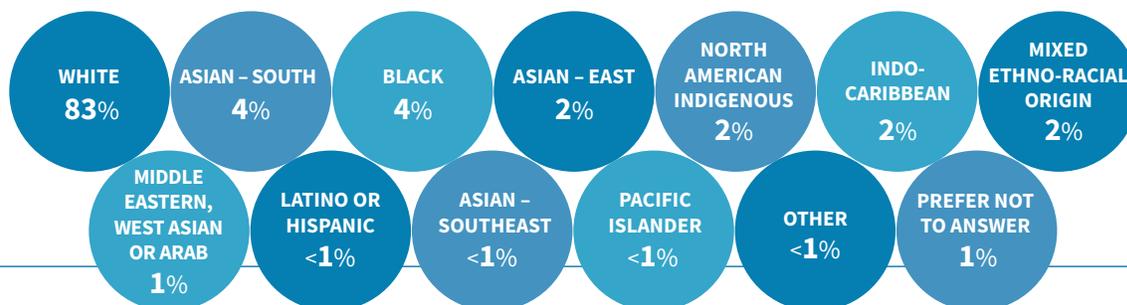
Our first Member Census was conducted in 2020 and was completed by 52% of our Members.

Highlights

- 60% of our Members are between 46 and 55 years of age, while 28% are age 45 and under
- 38% of racialized OPC Members are under the age of 45, compared to 27% of White Members
- 67% of respondents identify as female, 32% as male and a little less than 1% identify as transgender/non-binary or gender diverse
- 92% identify as heterosexual and 5% as LGBTQ2S+
- 60% of respondents identify as Christian, 29% report they are atheist or don't identify with a religion or faith and 8% observe a non-Christian religious tradition
- 11% of OPC Members reported having a disability, with 48% of these Members having a physical or health condition and 46% reporting a mental health disability
- 87% of respondents were born in Canada
- 13% of survey respondents have experienced discrimination or harassment based on race, colour, ancestry, ethnic origin or place of origin; 12% based on age; and 12% attributed to sex, including pregnancy
- 20% of Members reported experiencing discrimination or harassment for reasons other than human rights protections coming from parents, senior administration and school staff
- There is a significant gap in the racial diversity of school administrators compared with the diversity of Ontario's student population

Sample Report from the 2020 Census

Which of the following best describes your ethno-racial identity, regardless of your place of birth?



2020–21 Fiscal Year Summary

Highlights

The OPC concluded its fiscal year 2020–21 (FY 2021) with total assets of **\$10.7M** and net assets of **\$8.4M**.

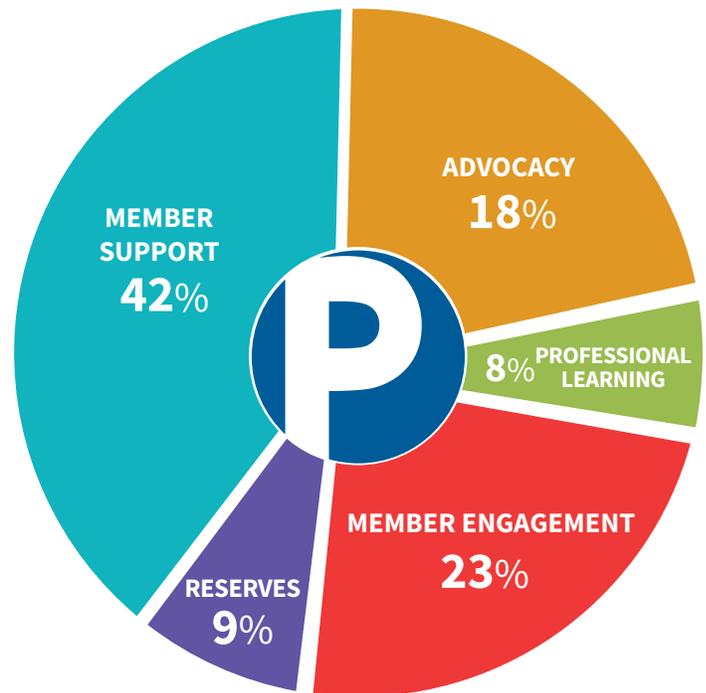
In FY 2021 revenues totalled **\$16.4M** and expenses were **\$15.1M**, resulting in a **\$1.3M** increase in net assets. There was a higher-than-expected surplus in part due to cancelled and rescheduled activities as a result of COVID-19.

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. In May, Council directed the creation of a restricted reserve for LTD. A total reserve range of **\$6M – \$8M** has been established. To date OPC has accumulated **\$7.6M**.

Your Membership Fees at Work

Membership fees (**\$6.6M**) were used as follows based on our 3-year Strategic Plan

- **\$2.8M Member Support** (PST, Membership)
- **\$1.2M Advocacy** (Executive, Council, Executive Office)
- **\$0.5M Professional Learning**
(\$1.9M in costs offset by \$1.4M recouped from fees charged for the offered programs)
- **\$1.5M Member Engagement** (Communications, *The Register*, External Liaison, Rebates, Scholarships)
- **\$0.6M 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 2021, which were audited by RSM Canada LLP, are available to Members in the **Finances** section of our website: www.principals.ca/en/who-we-are/finances.aspx.



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

Take us to school with you

OUR **FALL ISSUE** IS NOW AVAILABLE TO YOU IN **PRINT** AND **DIGITALLY**.



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PRINT



COMPUTER OR DESKTOP

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@OPCouncil

Join our Twitter Chats using **#OPCchat** or search hot topics with **#OPCLeadLearn**



Stay up to date on current issues and media stories.



Tag us and share pictures of your school community.

Read our...

LEAD LEARNERS BLOG



Progressive Curricular Designs
Keeping Students at the Forefront

Leading out of Crisis in the Current
and Future Learning Landscape



Scan to read
the Lead
Learners blog

Tune in...

PRINCIPAL'S
Voice

Subscribe on
Apple Podcast
or Podbean



Student Mental Health
with Theresa Kennedy



Destreaming
with Jason To

HOW TO CONNECT WITH A QR CODE



1. Open your phone's camera
2. Hold your device over the QR code so it is centred in your image
3. Click the pop-up notification to open the associated web link



Scan to listen
to the Principal's
Voice Podcast

Learning Opportunities from



Mentoring
Qualification
Program

Webinars

Just-in-time Learning

- Indigenous Connections
- Principal Coffee Connections

Workshops

Principal's Development Course



Mentor-Coaching



Supervisory Officer's Qualification Program



JOIN OVER
2,000
CANDIDATES
who have benefited
from our program

Emerging Leader Development Program



Special Education for Administrators Qualification Program



New Administrator Support Program

Visit www.principals.ca to learn more about all our offerings and follow **#OPCLearn**

OPC Professional Learning

Inclusive Design



Monthly Themed Learning



Self-Directed Learning

Principal's Qualification Program



Book Clubs



Education Law Qualification Program



Professional Learning





Ontario Principals' Council

20 Queen Street West, Suite 2700, P.O. Box 7
Toronto, Ontario M5H 3R3

Telephone: 416-322-6600
Toll-Free: 1-800-701-2362
Fax: 416-322-6618
Email: admin@principals.ca
Website: www.principals.ca