
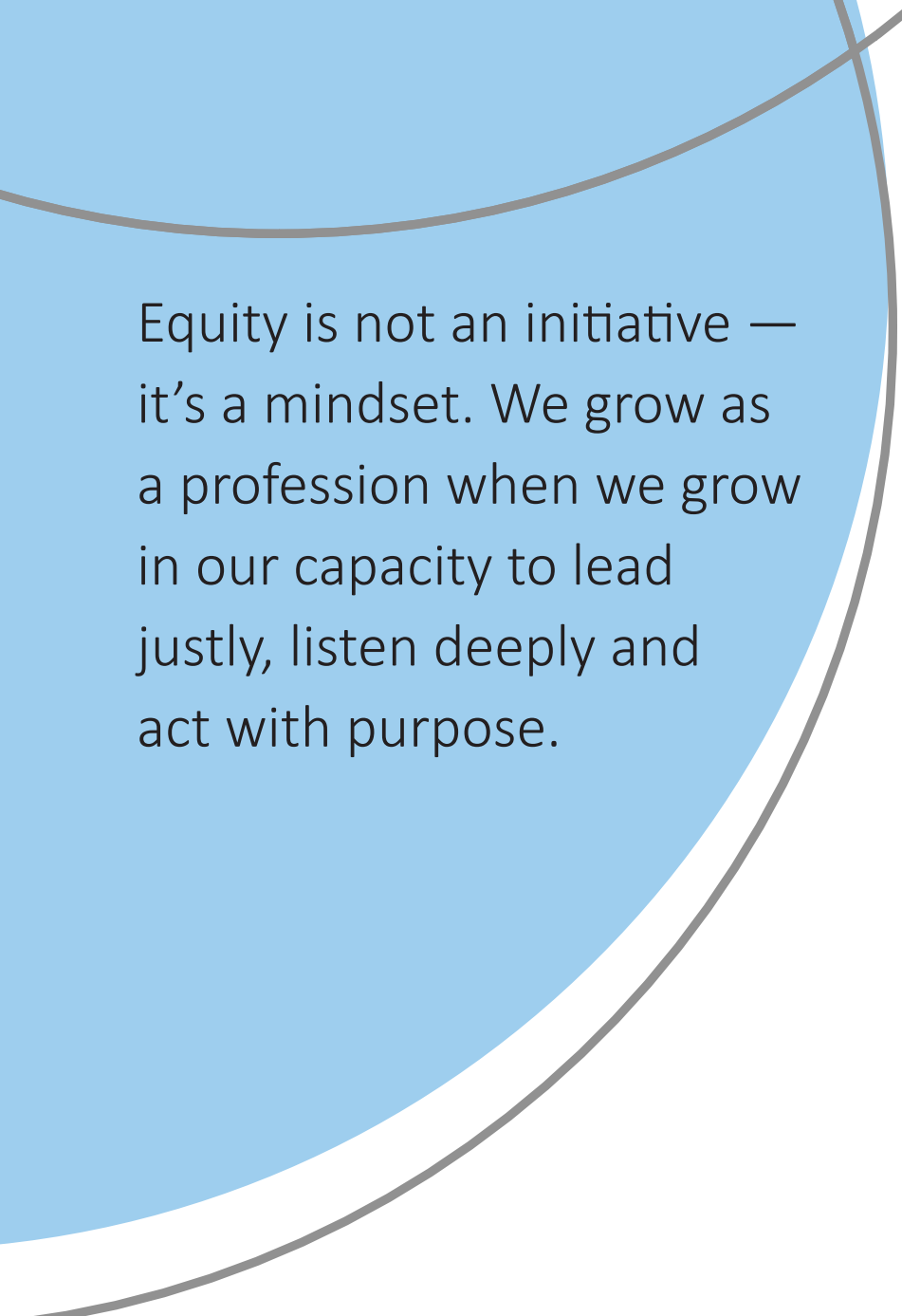


Strategic Direction to 2030



The following strategic plan serves as a framework that defines where the Ontario Principals' Council (OPC) is headed and what matters most until 2030.

Informed by input from the Board of Directors, Members, staff and external partners, it reflects shared goals that anchor the organization and provides clear direction and key areas of focus to guide decisions, resources and efforts across the OPC, one that OPC staff will use to drive priorities, and against which the Board of Directors will hold the organization accountable.



Equity is not an initiative — it's a mindset. We grow as a profession when we grow in our capacity to lead justly, listen deeply and act with purpose.

This belief grounds the work of the Ontario Principals' Council and serves as a guiding principle in the development of our strategic plan. As education leaders, we recognize that sustainable impact begins with collective voice, shared responsibility and a deep commitment to equity and professional growth.

To ensure this five-year strategic plan reflects the realities, needs and aspirations of our Members and the broader education landscape, we undertook a deeply consultative and inclusive planning process. Input was gathered through meaningful engagement with our Provincial Council (known as General Assembly effective October 2025), staff, leadership, Members and system partners. Through a comprehensive series of conversations, surveys and facilitated touchpoints, we elicited diverse perspectives, identified key priorities and fostered shared understanding.

The result is a strategic plan rooted in broad-based insight and grounded in the [OPC's values](#) of collaboration, justice and professional excellence. It offers a clear direction forward — one that supports Members, strengthens our collective voice and advances leadership that is responsive, resilient and equity-centred.

Vision

An Ontario where principals and vice-principals are valued for the pivotal role they hold in supporting school communities in an outstanding public education system that is well resourced and respected.

Mission

The Ontario Principals' Council empowers every Member throughout their leadership journey. Through relentless advocacy, learning opportunities and support, we advance inclusive, innovative learning communities in which everyone thrives.

Values

Championing Anti-oppressive Communities

- We collaborate with communities to champion respectful, anti-oppressive and inclusive learning spaces.

Cultivating Innovative Learning

- We actively promote continuous development, empowering staff and students to achieve their full potential.

Promoting Excellence in Public Education

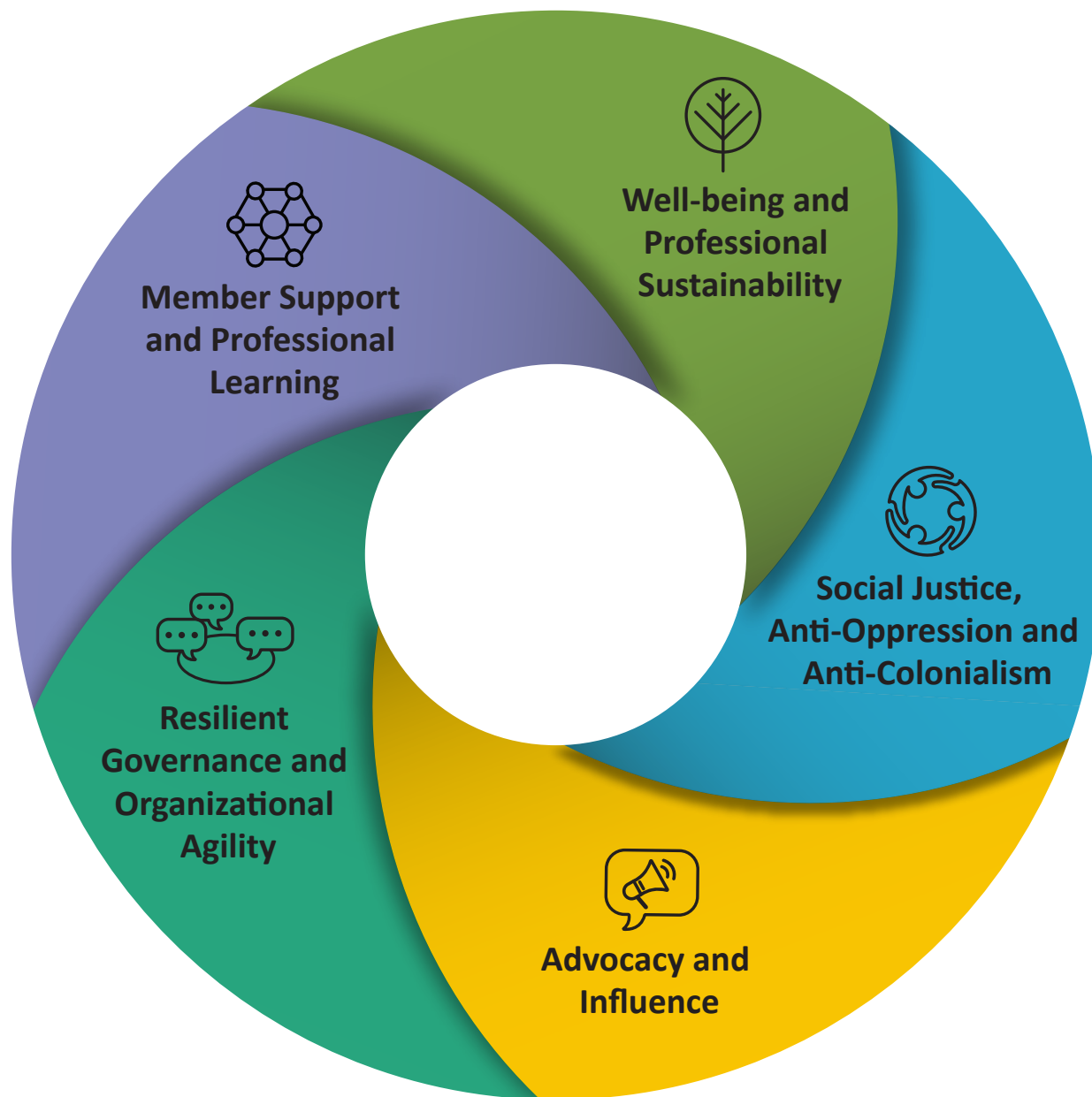
- We prioritize high-quality public education centred on the well-being, learning and success of children, youth and adults.

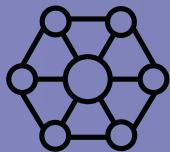
Supporting Integrity-driven Leadership

- Leading by example, we foster a trustworthy and ethical education environment.

Strategic Direction to 2030

Elevate and empower principals and vice-principals (P/VPs) through equity-centred leadership, enhanced well-being, strong advocacy and innovative support systems, ensuring an education system that is vibrant, inclusive and sustainable for a rapidly changing world.





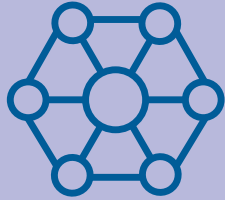
Member Support and Professional Learning

Member Support and Professional Learning

At every stage of their leadership journey, principals and vice-principals deserve responsive, high-quality support. Whether navigating complex professional issues, seeking growth opportunities or building their leadership capacity, Members must know they are not alone. This thread is about delivering on that promise, through strong protective services, meaningful learning and robust peer networks.

A proactive approach to Member support that includes protective services and professional learning ensures that leaders are supported not only in times of challenge, but also in times of growth and transition. From aspiring leaders to experienced administrators, support must be adaptive and responsive to changing needs, especially for those historically marginalized or navigating complex social and cultural dynamics within their school communities.

Instructional leadership is at the heart of the role, but it cannot flourish without intentional investment in Members' development and well-being — and without acknowledging the diverse lived experiences and systemic barriers that shape their leadership journeys. A commitment to equity, anti-oppression and truth and reconciliation calls us to create support systems that are culturally responsive, identity-affirming and grounded in justice.



Member Support and Professional Learning

Strategic Objectives

- Enhance the bargaining power to improve overall working conditions for Members.
- Improve service delivery and the Member experience in a manner that is responsive to the evolving needs of principals and vice-principals.
- Build leadership capacity in key areas through professional learning, mentoring and proactive Member services.
- Safeguard strong and accessible protective services for Members by consistently enhancing professional and legal support for employment-related matters.

Well-being and Professional Sustainability

The well-being of principals and vice-principals is essential to the well-being of the entire education system. Yet, school leaders continue to face growing demands, complex responsibilities and increasing levels of stress and burnout. To ensure the long-term sustainability of the profession, we must recognize that caring for our leaders is foundational.

This thread centres the mental health, wellness and professional sustainability of principals and vice-principals as a strategic priority. It acknowledges that thriving school leaders create thriving school communities, and that lasting impact is only possible when leaders are supported, respected and equipped to manage the realities of their roles.

This work is grounded in principles of human rights, anti-oppression and reconciliation. We recognize that school leaders operate within systems shaped by colonialism, systemic racism and social inequities, and that these forces impact their experiences, relationships and sense of belonging. Supporting principals' and vice-principals' well-being means addressing these root causes and co-creating spaces that are culturally safe and rooted in dignity and justice.

Through trauma-informed support, workload advocacy and attention to safe and respectful working environments, we aim to create the conditions where school leaders can flourish — both personally and professionally.



Well-being and Professional Sustainability



Well-being and Professional Sustainability

Strategic Objectives

- Promote improved identity-affirming mental health supports for principals and vice-principals.
- Advance the overall well-being of principals and vice-principals.
- Advocate for safe, respectful and trauma-informed work environments.
- Develop and sustain a well-supported pathway for leaders, equipped to navigate challenges and drive positive outcomes within the education sector.

Social Justice, Anti-Oppression and Anti-Colonialism

A vibrant and representative membership is the foundation of a strong OPC. As we look to the future, our strength will come not only from our numbers, but from the diversity of experience, background and voice within our community. Growing our membership means actively investing in the next generation of diverse school leaders, and ensuring they are supported, mentored and equipped to thrive in a rapidly evolving system.

We are deeply committed to human rights, equity, anti-oppression and reconciliation. We believe that leadership must reflect the communities we serve, and that diversity, equity and inclusion are central to school leadership and professional learning.



**Social Justice,
Anti-Oppression and
Anti-Colonialism**



Social Justice, Anti-Oppression and Anti-Colonialism

Strategic Objectives

- Strengthen and diversify membership with a focus on equity, diversity and representation.
- Align our organizational and leadership practices with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission (TRC) Calls to Action to support Indigenous rights and reconciliation.
- Support school leaders and our organization in aligning practices to foster anti-colonial, rights-based education systems.

Advocacy and Influence

Principals and vice-principals play a vital leadership role in public education — yet too often, their expertise, authority, lived experience and contributions go unrecognized in policy conversations and public discourse. This thread reflects our commitment to changing that narrative. It focuses on strengthening the collective voice of school leaders and expanding their influence at all levels of the education system.

Through strong advocacy, coalition building and public engagement, we aim to ensure that the voices of principals and vice-principals are heard, respected and represented in decisions that shape their work and the futures of the students and communities they serve.

Our influence is grounded not only in our positions, but in the diverse lived experiences, cultural knowledge and professional expertise of our Members and in our shared responsibility to lead with integrity, courage and a deep commitment to anti-oppression and social justice. This shared responsibility also includes an evolving understanding of environmental sustainability and our commitment to exploring our role and the capacity of principals and vice-principals to lead with this lens in mind.



**Advocacy and
Influence**



Advocacy and Influence

Strategic Objectives

- Strengthen the collective voice of principals and vice-principals to influence policy and practice at all levels.
- Increase public awareness and political awareness of the value and leadership role of principals and vice-principals in strengthening the public education system.
- Establish the Ontario Principals' Council's role in advancing environmental, organizational and professional sustainability.
- Proactively seek labour protections and improved terms and conditions for principals and vice-principals.



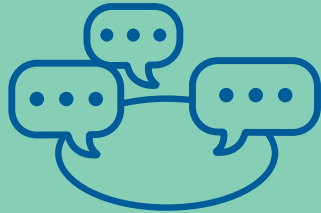
Resilient Governance and Organizational Agility

Resilient Governance and Organizational Agility

Resilient governance means making decisions that are not only strategic and transparent, but also accountable to the diverse voices, histories and lived experiences within our community. It demands a commitment to equity, sustainability and substantive reconciliation — grounded in humility, relational accountability and the ongoing work of anti-colonialism.

Drawing from Indigenous intellect, we recognize that leadership and governance are not just about outcomes, but about relationships — with people, land and future generations. This perspective invites us to move at the speed of trust, prioritize collective well-being and make decisions that honour both responsibility and reciprocity.

Effective organizations require innovative thinking and the ability to evolve in response to new challenges and opportunities, while staying anchored in inclusive values. By fostering a supportive and culturally safe work environment, we aim to drive high engagement and employee satisfaction — strengthening our collective capacity to serve and advocate with integrity, care and courage.



Resilient Governance and Organizational Agility

Strategic Objectives

- Achieve long-term financial sustainability through ethical, efficient/responsible and strategic use of the OPC's resources.
- Increase engagement with Members to understand their priorities and align internal capabilities and structures to best support their evolving needs.
- Cultivate a positive and supportive work environment that drives high employee engagement and promotes overall well-being.
- Strengthen organizational effectiveness through transparent governance oversight, ensuring responsive, accountable leadership that reflects and supports the diverse voices of our membership.



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



www.principals.ca