

Annual Report
2024–25

Land Acknowledgement

The land has always provided and sustained life and will continue to do so for years to come. The Ontario Principals' Council is aware that we live, work and derive benefit from the ancestral lands that have always been home to the Anishinaabek and the Ojibwe Peoples, the inherent right-holders of these territories. As a partner in public education, we have a duty to engage in anti-colonial actions. We value our relationships with Indigenous partners as we endeavour to respectfully act on the calls to action in the Truth and Reconciliation Commission (TRC) as well as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) documents. Our new and continued relationships with Indigenous partners creates opportunities to support understanding of Indigenous ways of knowing, being and leading. Collectively and individually, we are working toward a reconciliation of our relationship with the land and its inherent right-holders.

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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 and boards. **As of January 1, 2025, we had 6,273 Members and Associates** (5,321 Members, 622 Associates, 330 Members on Term Assignment). Each year, we develop and refine the range of supports and services provided to our Members.

In 2024–25, our Provincial Executive included 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). Their mandates ended on June 30, 2025. Our Provincial Council was 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 acted as our Board of Directors and met in person three times per year, with additional webcasts as required.

Beginning in October 2026, we will have a [new governance framework](#) with a Board of Directors and General Assembly.

Board of Directors 2025–26

Jeff Maharaj	President	Durham	Central East
Amy Johnson	President-Elect	Renfrew County	East
David Boone	Treasurer	Kawartha Pine Ridge	Central East
John Goheen	Director-at-Large	Kawartha Pine Ridge	Central East
Colleen Golightly	Director-at-Large	Halton	Central West

Regional Directors

Harry Stegenga	Central East	Simcoe County
Natalie Gonsalves	Central West	Peel
Jen Lendrum	East	Limestone
Alisa Cashore	Metro	Toronto
Stephen Winckel	Northeast	Rainbow
Hillary Howe	Northwest	Lakehead
Kathy Archer	West	Bluewater

EDI Director (Selected by the EDI Advisory Committee)

Kulbir Dhaliwal	Central East	Simcoe County
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Indigenous Directors (Selected by Indigenous Members)

Christina Saunders	Metro	Toronto
Colinda Clyne	Central West	Upper Grand

Directors-at-Large (Appointed by the Board of Directors)

Jenni Guy	Central West	Waterloo
Kim Robertson	West	Thames Valley

Executive 2024–25

Alison Osborne	President	Kawartha Pine Ridge
Patsy Agard	Past-President	Ottawa-Carleton
Jeff Maharaj	President-Elect	Durham
Hillary Howe	Vice-President	Lakehead
Eryn Smit	Vice-President	Lambton Kent
Greg Arkwright	Member-at-Large	Trillium Lakelands
Amy Johnson	Member-at-Large	Renfrew County
Meshell Lynch-James	Member-at-Large	York Region
Emily Samuel	Member-at-Large	Near North
Nadine Trépanier-Bisson	Executive Director	OPC

2024–25 Activities

Over the past year, we have

- Supported Member learning and networking through Equity, Diversity and Inclusion (EDI) and anti-oppression sessions, professional learning networks and affinity groups, while building the knowledge and capacity of local OPC Executives, including for EDI representatives on all local Executives.
- Restructured our governance model to reflect broader perspectives with new positions on the Board of Directors, including two Indigenous Directors and the EDI Committee Chair.
- Engaged in a consultative process that led to the release of a [five-year Strategic Plan](#), including new vision and mission statements.
- Continued our [Principal Profile](#) campaign, publicly highlighting 17 P/VPs from across the province to help the public better understand our roles in schools.
- In conjunction with our provincial partners ADFO and CPCO, continued a public campaign, [Did You Know?](#), to highlight the challenges in our schools and data collected from a membership survey to publicly advocate for our issues and our Members.
- Reached a provincial Terms & Conditions Agreement.
- Provided training for local Terms & Conditions representatives and supported them through the local negotiations process.



Operations Updates

→ **Conducted a comprehensive policy and procedure review**, introducing a new numbering system and collaborative process, releasing 66% of 115 to improve operational and governance practices.

→ **Developed resources** to support succession planning for the financial services team.



→ **Modernized communication and operations** by adopting AI tools, established an AI Committee with Sandbox and Steering Subcommittees and supported staff through licenses and learning opportunities.

→ Tracked all research engagement efforts, to better understand impact, including

- **12 messages** to support research studies in the Professional Learning Opportunities weekly email focused on well-being, equity, inclusion, innovation and career pathways
- partnerships on [three research projects](#).



Equity, Diversity and Inclusion Initiatives

→ Demographic Data Collection

Acting on a [2020 Member Census Report](#) recommendation, we conducted a [2023 Demographic Survey](#) with Members and identified trends and patterns in their identities.



→ Supporting Human Rights and Equity Leadership

Through collaboration with the EDI Advisory Committee and the EDI District Reps, we

- released a [Statement on Human Rights](#) that continues to guide our work and that of school leaders and
- created an [EDI Framework](#) that continues to provide guidance to school leaders and districts.



We continue to provide direct training and consultation to districts and Members to support their learning and the development of their anti-oppressive leadership.

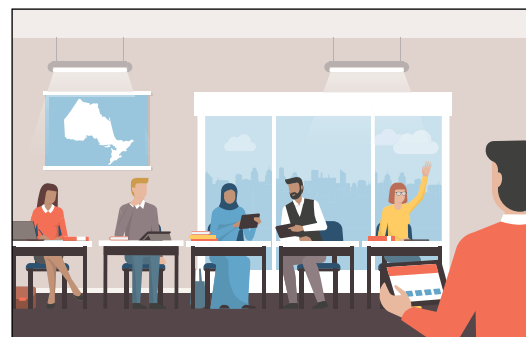
The Professional Learning team continues to provide regular and varied opportunities for Members to increase their capacity and engage in anti-oppressive leadership learning.

→ Building Networks and Supporting Members

Two additional Affinity Spaces were established to support the diverse needs of Members ([11 Affinity Spaces in all](#)).

Collaborative professional networks were created for system leaders of Indigenous education and anti-oppression or equity-based education.

The recruitment and retention of administrators with diverse identities was supported through mentorship and collaboration.



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OPC's Strategic Plan 2024–25 (Year Five) 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 Members' 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

- Conducted a review of *The Register* to determine its relevance and format going forward.
- Implemented process enhancements to improve response times across OPC departments during busy periods.
- Worked with Councillors to establish a plan to host LTD information sessions at all participating boards, to deepen OPC plan members' understanding, and hosted two sessions.
- Responded to 1,824 Intake calls with 26% of the issues being referred to a PST Consultant.
- Sent 29 emails to Members on membership and benefits topics to enhance service awareness.
- Developed a bring-forward system and file tracker for active Protective Services Team (PST) case files to improve file management and meet deadlines.
- Determined and developed a methodology among the PST for data management in our casefiles database to improve consistency and expand reporting capabilities.
- Created engagement opportunities with EDI representatives to build capacity and support districts with anti-oppressive practices and increased the number of District EDI Reps, with most districts now having two representatives.

Member Support Explained

– Protective Services Team Overview

Initial Support

Intake Consultants provide advice and/or refer complex cases to the Protective Services Team.

Continued Support

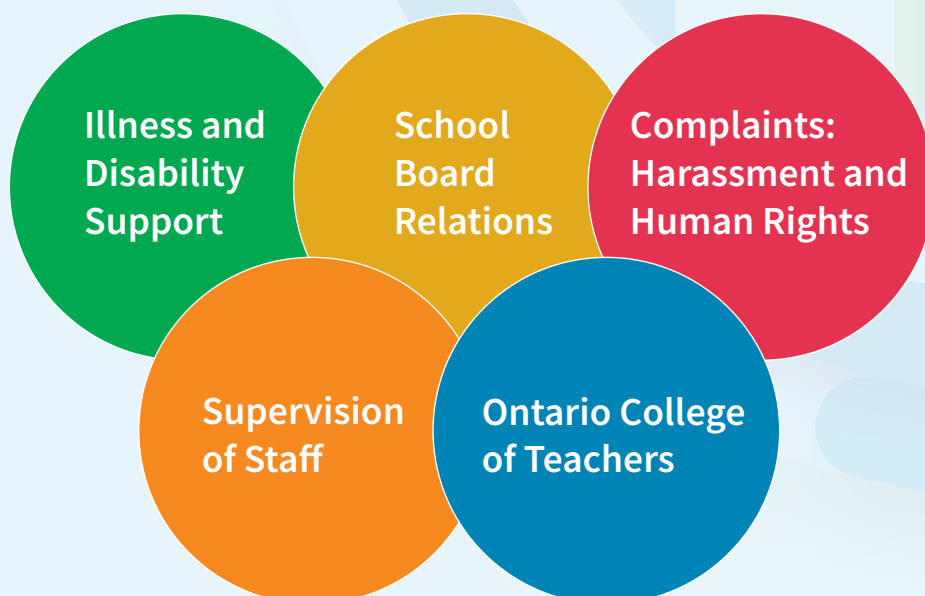
PST Consultants work with Members whose issues cannot be resolved through the intake process.

Lawyers assist when legal advice, support or representation is deemed necessary to resolve an issue.

Services provided include

- professional advice and support related to employment, illness, disability, LTD claims and appeals and accommodation requirements including return-to-work situations
- Hot Topics (risk management) workshops
- tip sheets and advisory articles
- direct legal assistance in matters such as dispute resolution (including mediation/arbitration), defence of Members in complaints before the Ontario College of Teachers and other judicial or quasi-judicial proceedings related to employment
- negotiation and implementation of local and provincial terms and conditions of employment.

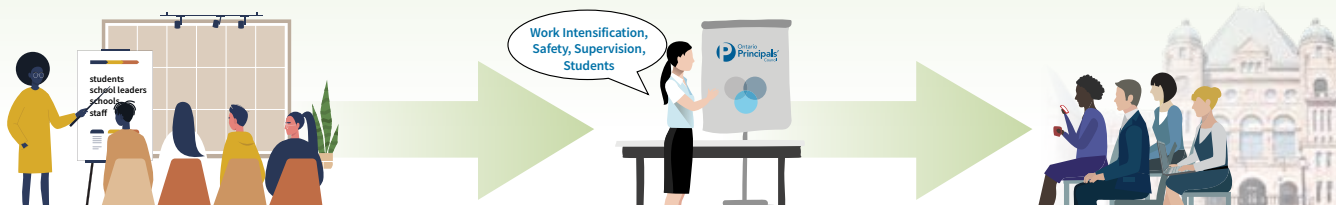
The common issues for which Members seek support are ...



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OPC's Strategic Plan 2024–25 (Year Five) 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 Ontario *Human Rights Code* within the profession and in schools.

Supporting Actions

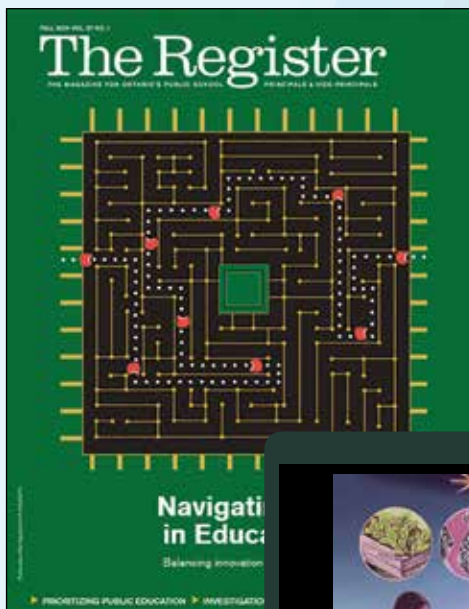
- Shared the 2023 Demographic Survey report with internal and external partners to act on the recommendations, i.e., supporting the development of a local action plan.
- Created 14 posts of the Did You Know? advocacy campaign with ADFO and CPCO to enhance awareness and support of the work of school leaders.
- Increased our network of partners in our advocacy for public education.
- Established an Indigenous Leadership Circle to support our work in Indigenous Rights and Sovereignty.
- Formed a Truth and Reconciliation Advisory Committee to guide our commitment to the TRC Calls to Action.

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 [Bluesky](#), [Facebook](#), [X](#), [Instagram](#), [YouTube](#) and [LinkedIn](#) accounts.



Fall 2024



Winter 2025

Spring 2025



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OPC's Strategic Plan 2024–25 (Year Five) Strategic Priority #3 Professional Learning

Professional Learning (PL) means



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



Support and curate groundbreaking education leadership research.



Advance school and system leadership training worldwide.

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

- ➡ Delivered ongoing EDI and TRC focused learning opportunities for staff, Executive and Council.
- ➡ Developed resources, including a Terms and Conditions manual, tipsheets, templates and gap analysis and provided ongoing legal advice and support for the local negotiations process.
- ➡ Established five new collaboration initiatives with districts and other partners to support leadership development.
- ➡ Leveraged and shared professional learning data at Executive meetings to enable evidence-based decisions and transparent communication.

Professional Learning Data 2024–25



Learning Offerings 7,034

Approximate total points/indicators of engagement

Leadership Talks Podcast Downloads	1,740
Trauma Informed Leadership	1,168
Ministry Projects (workshops, webinars, podcasts, resources)	1,151
Webinars	479
Navigating Leadership Transitions	403
Professional Learning Networks	353
Collaborative Connections Series	346
Article Discussions	268
Online Facilitated Learning Courses	161
Coaching Programs	155
Navigating Leadership Transitions	403
Other	196
Book Clubs	131
Self-directed Learning Courses	48
New Administrator Support Program (NASP)	32

Additional Qualification Programs 1,033

Total Candidates

Principal's Qualification Program (PQP) Part 1 and 2	576
Principal's Development Course (PDC)	149
Supervisory Officer's Qualification Program (SOQP)	140
Special Education for Administrators Qualification Program (SEAQP)	95
Education Law Qualification Program (ELQP)	37
Mentoring Qualification Program (MQP)	36

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OPC's Strategic Plan 2024–25 (Year Five) Strategic Priority #4 Member Engagement

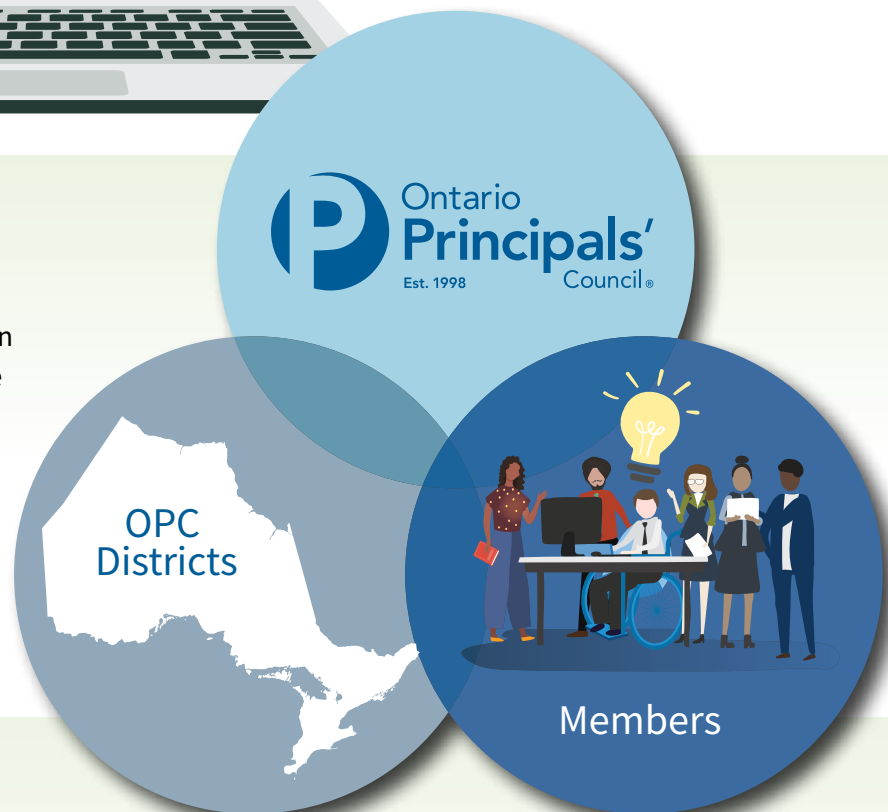
Member Engagement means



Facilitate enhanced Member ownership and connection in the OPC through two-way, multimedia 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

- ➡ Increased expressions of interest from Members and posts for the Principal Profile campaign by 10% (two per month).
- ➡ Increased responses in the Member Satisfaction Survey from 5% to 19%, with a total of 1,045 responses.

Member Engagement Explained

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 partner groups in the province
- communicating regularly with partner 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.



2024–25 Fiscal Year Summary

Highlights

The OPC concluded its fiscal year 2024–25 (F2025) with total assets of **\$9.2M** and net assets of **\$6.9M**.

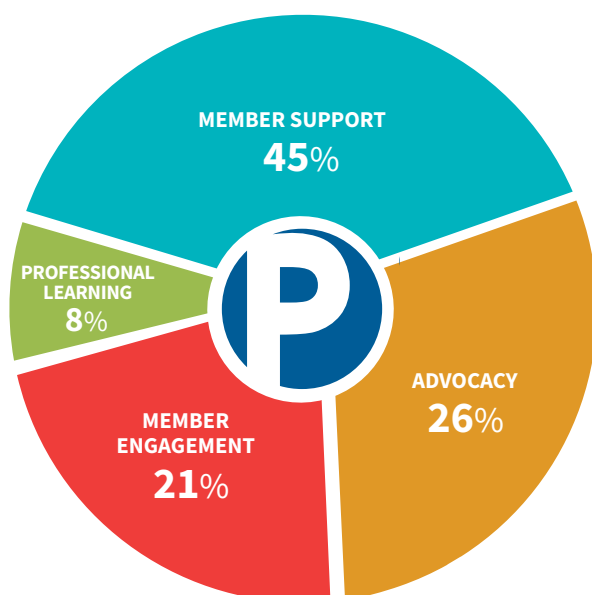
In F2025, revenue totalled **\$20.4M** and expenses were **\$20.1M**, resulting in a **\$365K** decrease in net assets. The approved budget for this year was an increase in assets of **\$188K**. The difference to budget of **\$177K** is due to a higher than budgeted investment income, LTD operations and increased PL registrations, partially offset by increases in negotiation costs. For F2026 we have an approved budget of **\$409K** surplus.

Council has approved a Resources and Reserves Policy, setting goals for reserves for general operating purposes, reserves for fundamental changes in association operations and reserves for specific strategic opportunities. To date, we have accumulated **\$6.9M** in reserves, of which **\$2.0M** are unrestricted, **\$4.6M** are restricted and **\$384K** are capital assets, enabling us to remain well-positioned to serve our Members.

Your Membership Fees at Work

Membership fees and other income of **\$8.7M** were used in accordance with the OPC's Strategic Plan.

- **\$3.9M Member Support** (PST, Membership)
- **\$2.3M Advocacy** (Executive, Council, Executive Office, EDI)
- **\$0.7M Professional Learning** (\$2.2M in costs offset by \$1.5M recouped from fees charged for the offered programs)
- **\$1.8M Member Engagement** (Communications, *The Register*, External Liaison, Rebates, Scholarships)



The financial statements for F2025, which were audited by RSM Canada LLP, are available to Members in the [Finances section](#) of our website.



Infrastructure and Support expenses of **\$1.6M** such as Rent, IT Systems, Accounting, Insurance and Amortization, were allocated to each Strategic Plan priority in equal portion.

Message from the President and Executive Director

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.

We extend our sincere thanks to our Members, staff and partners for their invaluable contributions and support throughout the year.



A stylized, handwritten signature of Jeff Maharaj in black ink.

Jeff Maharaj
President



A handwritten signature of Dr. Nadine Trépanier-Bisson in black ink.

Dr. Nadine Trépanier-Bisson
Executive Director





Ontario Principals' Council

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