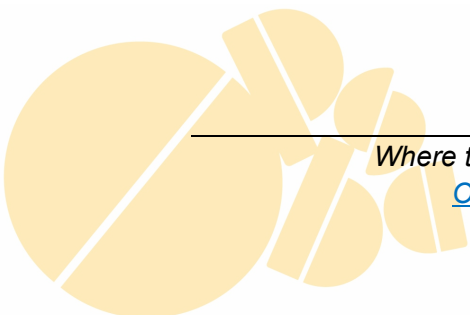


# Guide to OPSBA Roles and Responsibilities

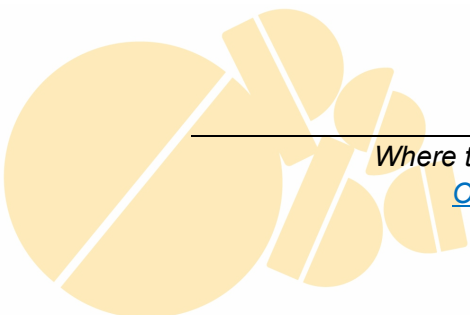
Updated: June 2026

# Table of Contents

<b>INTRODUCTION .....</b>	<b>4</b>
<b>ANNUAL OR SPECIAL MEETINGS .....</b>	<b>5</b>
Membership at the Annual and Special Meeting(s):.....	5
Delegates shall:.....	5
Alternate Delegates shall:.....	5
Meetings and Logistics for the Annual or Special Meetings: .....	6
Standard Agenda Items for the Annual Meeting: .....	6
<b>OFFICERS .....</b>	<b>7</b>
Officers:.....	7
President:.....	7
Vice-President:.....	7
Past President (when applicable): .....	8
Regional Chairs/Directors: .....	8
Regional Vice-Chairs:.....	8
Enrolment Representative(s): .....	9
FNIMTC Chair and BTC Chair:.....	9
<b>BOARD OF DIRECTORS .....</b>	<b>10</b>
Membership on the Board of Directors (17-18 Directors):.....	10
Term of Office on the Board of Directors: .....	10
The Board of Directors (As a collective) shall: .....	10
Meetings and Logistics for the Board of Directors:.....	11
The Role and Responsibilities of Individual Directors: .....	11
Leading Practices for Directors:.....	12
<b>REGIONAL COUNCILS .....</b>	<b>13</b>
Membership on Regional Councils: .....	13
Term of Office on Regional Councils: .....	13
Responsibilities of Regional Councils (As a Collective):.....	13
Delegates (and alternate Delegates): .....	14
Responsibilities of Regional Council representatives on Core Issue Work Groups or Ad Hoc Work Groups: .....	14
Limitations of Regional Councils:.....	14
Meetings and Logistics for Regional Council meetings: .....	14
The Role and Responsibilities of Regional Council Attendees: .....	15



<b>FIRST NATIONS, INUIT, AND MÉTIS TRUSTEES’ COUNCIL (FNIMTC)</b> .....	<b>16</b>
Membership and Eligibility for the FNIMTC: .....	16
Meetings and Logistics for the FNIMTC: .....	16
Responsibilities of Individual FNIMTC Members: .....	16
Additional Responsibilities of the FNIMTC Chair: .....	17
<b>BLACK TRUSTEES’ CAUCUS (BTC)</b> .....	<b>18</b>
Membership and Eligibility for the BTC: .....	18
Meetings and Logistics for the BTC: .....	18
Responsibilities of Individual BTC Members: .....	18
Additional Responsibilities of the BTC Chair: .....	19
<b>CORE ISSUE WORK GROUPS</b> .....	<b>20</b>
Establishment and Termination of Core Issue Work Groups: .....	20
Membership and Eligibility on CIWGs: .....	20
Meetings and Logistics for CIWGs: .....	20
Responsibilities of Individual CIWG Members: .....	21
Additional Responsibilities of CIWG Chairs: .....	22
Responsibilities of Alternate CIWG Members: .....	22
Responsibilities of the Board of Directors Liaison on CIWGs: .....	22
<b>AD HOC WORK GROUPS</b> .....	<b>23</b>
<b>POLICY DEVELOPMENT WORK GROUP TERMS OF REFERENCE</b> .....	<b>24</b>
<b>EDUCATION PROGRAM WORK GROUP TERMS OF REFERENCE</b> .....	<b>26</b>
<b>BLACK TRUSTEES’ CAUCUS TERMS OF REFERENCE</b> .....	<b>28</b>
<b>REGIONAL COUNCIL TERMS OF REFERENCE</b> .....	<b>34</b>
<b>OPSBA GOVERNANCE STRUCTURE</b> .....	<b>42</b>

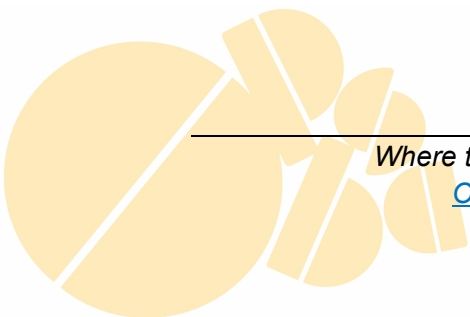


# Introduction

The Ontario Public School Boards' Association (OPSBA) governance structure requires representation from all six OPSBA Regions, the First Nations, Inuit, and Métis Trustees' Council (FNIMTC), and the Black Trustees' Caucus (BTC) on the Board of Directors and other committees. A significant strength of OPSBA lies in its ability and willingness to recognize and support the diversity and various interests of the member school boards, school authorities, and treatment school authorities (Member Boards) from across the province.

This document provides a summary of the key roles and responsibilities within OPSBA's governance structure. It also outlines roles and responsibilities of elected positions, such as Board of Directors members, and Delegates. The role of the alternate is also outlined, where applicable.

This guide is to be read in conjunction with the [OPSBA General By-Law](#) which establishes the framework and governance structure for the Association.



# Annual or Special Meetings

The OPSBA Annual Meeting (AM) will be held at such time and place as determined by the Board of Directors (BOD). A Special Meeting may be called by BOD resolution. Member school boards, school authorities and treatment school authorities (Member Boards) shall identify a trustee to serve as their Delegate.

---

## Membership at the Annual and Special Meeting(s):

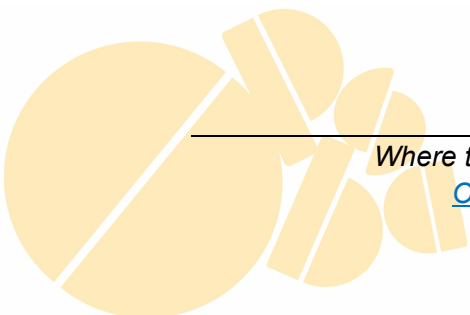
Each Member Board shall identify a Delegate and Alternate Delegate (See Section 1.04 of the [OPSBA General By-Law](#)) to exercise all rights and privileges of the Member Board, which includes voting in accordance with the provisions in Section 15.05 of the [OPSBA General By-Law](#).

## Delegates shall:

- Represent their Member Board at Annual and Special meetings of the membership (meetings of the membership), Regional Council (RC) meetings, and on the OPSBA Collective Bargaining Council
- Be a conduit of information between their Member Board and OPSBA
- Be prepared to respond to matters at OPSBA meetings that would reflect the position of their Member Board
- Be aware of and understand items under consideration at meetings of the membership, Regional Council meetings, and meetings of the Collective Bargaining Council
- Be aware of, adhere to, and uphold the OPSBA [Code of Conduct Policy](#) and [Enforcement Procedure](#)
- Ensure the Alternate Delegate is present if they are unable to attend and vote at meetings of the membership, Regional Council meetings, and meetings of the Collective Bargaining Council
- Understand that they are to have one vote, on behalf of their Member Board, and that proxy voting is not permitted (Note: Votes will be weighted in accordance with the [OPSBA General By-Law](#), policy and/or procedure, as the case may be)
- Consider and vote for the positions of President, Vice-President, Regional Chair, Regional Vice-Chair, and Regional Council representatives on Core Issue Work Groups (CIWG) on behalf of their Member Board

## Alternate Delegates shall:

- Be aware of the role of the Delegate (as outlined above) and be prepared to replace them, when necessary, as a representative of their Member Board
- Attend Regional Council meetings and collaborate with the Delegate on matters requiring a vote on behalf of their Member Board



### Meetings and Logistics for the Annual or Special Meetings:

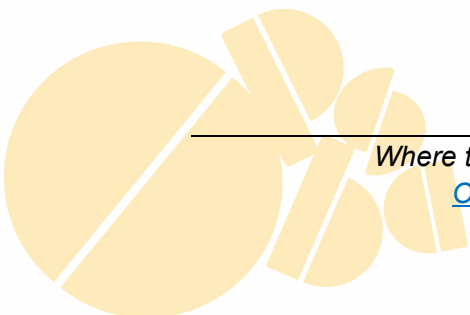
- The Annual Meeting is scheduled as part of the annual OPSBA meetings and events calendar, usually in June each year
- Quorum is a majority of the Member Boards; however, no meeting shall be held unless the Member Boards holding a majority of weighted votes are also present
- All votes shall be determined by the (weighted) majority except for those that require at least 2/3 of votes cast pursuant to the [Not-for-Profit Corporations Act](#) or [OPSBA General By-Law](#)
- The total number of votes shall be calculated in accordance with Section 15.05 of the [OPSBA General By-Law](#)
- Notice of meetings shall be sent to each Member Board by email or meeting request at least two weeks before the date of the meeting
- Canadian parliamentary rules of procedure govern meeting proceedings and Robert's Rules of Order will be used by the Chair to address related disputes

### Standard Agenda Items for the Annual Meeting:

- Nominations and elections for the positions of President and Vice-President (every two years) \*\* (Executive Director Presides)
- Message from the President
- Minutes of the previous Annual Meeting
- OPSBA Annual Report
- Audited Financial Statements
- Appointment of Auditors
- Establishment of CIWGs
- OPSBA By-Law Revisions
- Strategic Priorities for upcoming year
- Policy Resolutions from Member Boards

*\* Elections for the positions of Regional Council Chair, Regional Council Vice-Chair, Regional representative(s), and alternates on CIWGs are held at Regional Elections at the Annual Meeting. Elections for positions on the First Nations, Inuit, and Métis Trustees' Council and Black Trustees' Caucus will be held at or around the time of the Annual Meeting. See below for additional information about these positions.*

**Relevant sections of the [OPSBA General By-Law](#):** Sections 1.04, 3.02, 7.04, 10.02, 10.04, 15.01-15.07



# Officers

**Officers (other than the Secretary) must be a trustee. Officers are selected at an Annual Meeting or are appointed from member school boards whose pupil enrolment is more than 150,000.**

---

## Officers:

President, Vice-President, immediate Past President, First Nations, Inuit, and Métis Trustees' Council (FNIMTC) Chair, Black Trustees' Caucus (BTC) Chair, Regional Chairs, Regional Vice-Chairs, Enrolment Representative(s), and the Executive Director (Secretary).

Officers are responsible for being aware of, adhering to, and upholding the applicable OPSBA [Code of Conduct Policy](#) and [Enforcement Procedure](#).

## President:

- Serves for a two-year term (no term limit)
- Is a member of the Board of Directors
- Is an ex-officio member of all OPSBA committees, caucuses, and work groups
- Presides over meetings of the membership, the Board of Directors, and the Collective Bargaining Council
- Is responsible for calling Board of Directors and Collective Bargaining Council meetings
- Is responsible for the general supervision of OPSBA affairs
- Acts as a spokesperson for OPSBA
- Has the sole discretion to delegate certain duties to the Vice-President or other designate(s)
- Is a member of the OPSBA Labour Relations Council or appoints a designate to serve on the Labour Relations Council on their behalf
- Collaborates with the Executive Director to plan for meetings of the membership and Board of Directors meetings

## Vice-President:

- Serves for a two-year term (no term limit)
- Is a member of the Board of Directors
- Presides at meetings of the membership and Board of Directors meetings in the absence of the President
- Performs the duties of the President and/or represents OPSBA, as delegated by the President
- Collaborates with the Executive Director and President to plan for Board of Directors meetings
- Serves as the Board of Directors Liaison to the Core Issue Work Groups

#### Past President (when applicable):

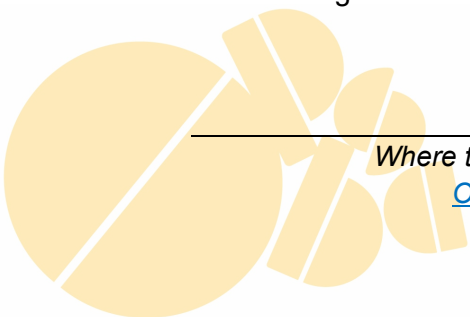
- Serves until there is a new immediate Past President or a two-year term whichever shall first occur
- Is a member of the Board of Directors
- Recommends items, to the President, for inclusion on agendas of Board of Directors meeting and meetings of the membership

#### Regional Chairs/Directors:

- Serve a two-year term (no term limit)
- Are members of the Board of Directors
- In collaboration with the Regional Vice-Chair, advise the Board of Directors of issues and matters affecting Member Boards in their Region
- Recommend items, to the President, for inclusion on agendas of the Board of Directors and meetings of the membership
- Preside over Regional Council meetings
- Collaborate with OPSBA staff and the Regional Vice-Chair to plan for Regional Council meetings in accordance with the Regional Council Terms of Reference (Appendix C)
- Should be aware of the general perspectives of the Member Boards in their Region, on provincial and policy issues and OPSBA directions, to effectively represent their needs at Board of Directors meetings
- Assess professional development and information requirements for the Region and provide leadership in helping OPSBA meet those needs
- Regularly report on OPSBA activities at Regional Council Meetings (E.g., Updates from Board of Directors, conferences, etc.)
- Ensure there is an opportunity for trustees to learn and ask questions about what is happening at OPSBA's Board of Directors, councils, caucuses, and work groups
- Encourage all trustees from Member Boards to be actively engaged in OPSBA
- Engage the Regional Vice-Chair in meeting planning and identify opportunities to build capacity, enhance engagement in OPSBA, and support succession planning
- Act as a resource to Delegates and other trustees from Member Boards in their Region about OPSBA's governance structure (See Appendix D) and how to find information
- Identify, support, and promote reciprocal communication between OPSBA and Member Boards
- Encourage networking among trustees from Member Boards in their Region
- Works with OPSBA staff assigned to their Region

#### Regional Vice-Chairs:

- Serve a two-year term (no term limit)
- Are members of the Board of Directors
- In collaboration with the Regional Chair, advise the Board of Directors of issues and matters affecting Member Boards in their Region



- Should be aware of the general perspectives of the Member Boards in their Region, on provincial and policy issues and OPSBA directions, to effectively represent their needs at Board of Directors meetings
- Perform the duties of the Regional Chair (see above) in their absence, including presiding over Regional Council meetings
- Collaborate with the Regional Chair to support the Regional Council
- Work with the Regional Chair to build capacity, enhance engagement in OPSBA, and plan for Regional Council succession

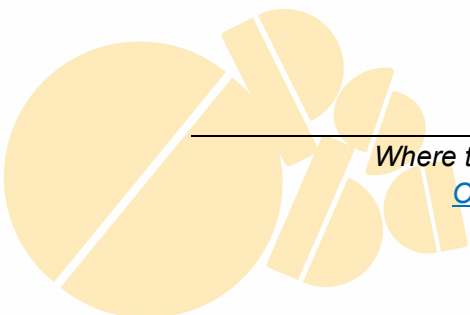
#### Enrolment Representative(s):

- Appointed by their applicable Member Board (As per Section 10.07 of the [OPSBA General By-Law](#))
- Serves a one-year term subject to renewal
- Attends Board of Directors and local Regional Council meetings
- Provides perspective from their board(s) on provincial issues at Board of Directors and Regional Council meetings

#### FNIMTC Chair and BTC Chair:

- Appointed by their council or caucus
- Serve a one or two-year term, as determined by the council or caucus, subject to renewal
- Is a member of the Board of Directors
- Provide perspective from their council or caucus on provincial issues at Board of Directors meetings
- Perform any other duties as determined by the President

**Relevant sections of the [OPSBA General By-Law](#):** Sections 7.03, 7.05, 8.01, 8.02, 9.01, 10.01 to 10.07, 11.01 to 11.03



# Board of Directors

The Board of Directors (BOD) is the decision-making body of OPSBA. The Board of Directors is governed by the [Ontario Not-for-Profit Corporations Act](#). As a collective, and in accordance with the principles of good governance, the Board of Directors exercises its fiduciary duty to the Association and provides policy and strategic direction.

---

Membership on the Board of Directors (17-18 Directors):

- President (1)
- Vice-President (1)
- Past President (As per Section 10.03 of the OPBA General By-Law) (1)
- First Nations, Inuit, and Métis Trustees' Council Chair (1)
- Black Trustees' Caucus Chair (1)
- Chairs and Vice-Chairs from Regions (12)
- Enrolment Director(s) (1)

Term of Office on the Board of Directors:

- Directors are appointed for a one or two-year term, starting immediately after the Annual Meeting (AM)
- The President, Vice-President, Past President, and Regional Council Chairs and Regional Council Vice-Chairs serve a two-year term, or until their successor(s) are elected
- The First Nations, Inuit, and Métis Trustees' Council and the Black Trustees' Caucus will determine the length of the term for the positions of Chair
- The term for Enrolment Director(s) shall be one year
- All Directors are eligible for re-appointment or re-election

The Board of Directors (As a collective) shall:

- On the advice of OPSBA councils, caucuses, or work groups the Board of Directors make decisions on:
  - ❖ Financial matters including the appointment of an external auditor (if a vacancy occurs between Annual Meetings), approval of the OPSBA budget and financial statements and establishment of membership fees
  - ❖ Whether or not to revoke membership of any Member Board or Associate Member that has not paid annual fees
  - ❖ Adopting, amending, or repealing By-Laws
  - ❖ Appointing additional Directors or filling vacancies on the Board of Directors
  - ❖ Granting OPSBA Honorary Life Membership
  - ❖ Matters related to the President, Vice-President, and the Executive Director including appointment, removal, and remuneration

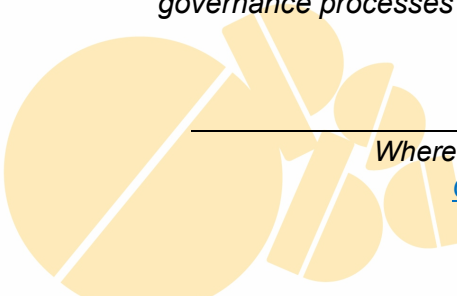
- ❖ Executive Director Performance Appraisal
- ❖ The establishment of Core Issue Work Groups (CIWGs) and Ad Hoc Work Groups
- ❖ The appointment of the Vice-President to act as Board of Directors liaisons to CIWGs
- ❖ Other responsibilities as adopted by the Board of Directors from time-to-time or as outlined in OPSBA policy or By-Law
- Make recommendations to the membership on amendments to the OPSBA By-Laws and policy resolutions submitted by Member Boards for consideration at the Annual or a Special Meeting
- Determine the OPSBA Regional Structure
- Set remuneration for the President, Vice-President, and Executive Director
- With regard to Labour Relations, the Board of Directors will:
  - ❖ Receive regular updates in-camera (private) including the critical path to bargaining
  - ❖ Act as the Labour Relations Steering Committee
  - ❖ Be consulted on the bargaining mandate
  - ❖ Recommend approval of the Bargaining Mandate and ratification of tentative central agreements/settlements to the Collective Bargaining Council

#### Meetings and Logistics for the Board of Directors:

- The President will preside over Board of Directors meetings with the Vice-President chairing in their absence
- Canadian parliamentary rules of procedure govern meeting proceedings and Robert's Rules of Order will be used by the President (Chair) to address related disputes
- Board of Directors meetings are scheduled as part of the annual OPSBA meeting and events development process each spring. The Board of Directors must meet a minimum of three times each year. Meetings are customarily scheduled five times each year
- An Organizational Board of Directors meeting will be convened following the Annual Meeting
- Additional meetings may be called by the President or on the written\* request of twenty percent (20%) of Directors
  - \* *Written requests may be submitted in the form of an email or a hard copy and include names and where possible signatures (original or electronic) of all Directors making the request.*
- Quorum shall be a majority (50%+1) of Directors
- Directors will be reimbursed for expenses incurred for attendance at Board of Directors meetings in their official capacity in accordance with [OPSBA's Trustee Expenses policy](#)

#### The Role and Responsibilities of Individual Directors:

*Under [Ontario's Not-for-Profit Corporations Act \(ONCA\)](#), the Board of Directors is responsible for governing the affairs of the Association, exercising fiduciary duties to act honestly, in good faith, and in the best interests of the Association, with the care, diligence, and skill of a reasonably prudent person. The Board of Directors is also accountable to the members, ensuring their voices are understood and considered by respecting members' rights, maintaining transparent communication, and establishing governance processes that reflect member input while acting in the organization's overall best interests.*



Individual Directors shall:

- Be aware of, adhere to, and uphold the OPSBA [Code of Conduct Policy](#) and [Enforcement Procedure](#)
- Attend Board of Directors meetings
- Make proactive efforts to understand OPSBA's governance structure (Appendix D) and their role and responsibilities as a member of the Board of Directors
- Review and apply resource materials and/or training provided to Board of Directors members
- Bring concerns to the President to discuss next steps
- Report on OPSBA Board of Directors business and other activities at Regional Council, FNIMTC, BTC, and work group meetings, as applicable

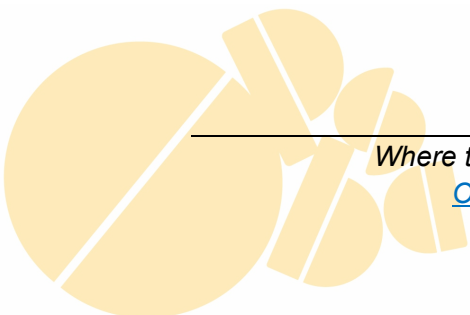
Leading Practices for Directors:

*Directors are one of many communication channels between OPSBA and Member Boards (at Regional Council meetings), the FNIMTC and the BTC. Directors have a unique opportunity to raise awareness about OPSBA and ensure Member Board, council or caucus views are part of the consideration of OPSBA business, influence public policy at the Provincial level and foster trustee engagement and training.*

Some leading practices to help support Directors:

- OPSBA business, discussed at Board of Directors meetings, should be shared with trustees from their Region, or other OPSBA council or caucus.
- Support their Region, council, or caucus in responding to OPSBA requests for information including, but not limited to, participation in the development of policy positions and discussion papers and OPSBA's response to issues in public education
- Remind Delegates from Member Boards to advise OPSBA of changes in positions and contact information of individuals in their Member Board (E.g. Chair, Delegate, Director of Education, Trustees, etc.).
- Help build trustee capacity and Regional, council or caucus commitment to OPSBA through liaison activities and information sharing
- Make OPSBA aware of Regional, council or caucus needs, issues, and events
- Attend Regional Council meetings and encourage local trustees to also attend
- Support their Region, council or caucus in selecting their representative(s) to serve on OPSBA by:
  - ❖ Raising awareness of the roles and responsibilities (E.g., sharing this guide and other resource materials, etc.)
  - ❖ Considering trustee engagement, leadership, capacity building, succession planning and equity, diversity, and inclusion

**Relevant sections of the [OPSBA General By-Law](#):** Sections 3.02, 7.03, 9.01 to 9:05, 10.01 to 10.07, 16.01, 17.01



# Regional Councils

**Regional Councils (RC), through the Regional Chair and Regional Vice-Chair, advise the Board of Directors (BOD) of issues and matters affecting Member Boards in their Region.**

---

## Membership on Regional Councils:

Trustees (As defined in Section 1.05 of the [OPSBA General By-Law](#)) from OPSBA member school boards, school authorities and treatment school authorities (Member Boards) are members of their respective [Regional Council](#) as defined in Section 7.02 of the [OPSBA General By-Law](#). Student trustees are welcome and encouraged to attend Regional Council meetings.

## Term of Office on Regional Councils:

- At the Annual Meeting (AM), each Regional Council is constituted for the upcoming year
- Regional Council Chairs and Vice-Chairs are elected for a two-year term (no term limit), commencing immediately upon election
- Regional representatives on OPSBA Core Issue Work Groups (CIWG) and/or Ad Hoc Work Groups (AHWG) are elected for a one-year term (no term limit) commencing immediately after the Annual Meeting

## Responsibilities of Regional Councils (As a Collective):

- Operate in accordance with the Regional Council Terms of Reference (Appendix C)
- Discuss issues and matters affecting their Member Boards in the Region and share leading practices
- Appoint representatives and alternates to CIWGs and/or AHWGs as per the Terms of Reference or other OPSBA committees including the OPSBA-OSTA (Ontario Student Trustees' Association) Liaison Committee
- Discuss OPSBA matters (E.g., Core Education Funding, strategic priorities, etc.) and provide input as a group that can be taken by Regionally elected representatives and shared at Board of Directors and work group meetings
- Understand OPSBA's governance structure (Appendix D), the Regional Council Terms of Reference (Appendix C) and the role of Regional Councils therein
- Promote inclusion and networking among trustees
- Identify professional learning needs for the group
- Reduce and/or eliminate barriers for engagement and elevate the voices of trustees from traditionally marginalized groups, those with lived experiences and student trustees in discussions
- Support succession planning, capacity building, and champion engagement in OPSBA

#### Delegates (and alternate Delegates):

- Be aware of, understand, and exercise their roles and responsibilities as outlined in the Regional Council Terms of Reference (Appendix C)
- Attend and actively participate in all Regional Council meetings
- Be the conduit of information between the Regional Council and their Member Board
- Collaborate with Trustee colleagues from their Member Board when deciding on how to vote on matters under consideration by the Regional Council

#### Responsibilities of Regional Council representatives on Core Issue Work Groups or Ad Hoc Work Groups:

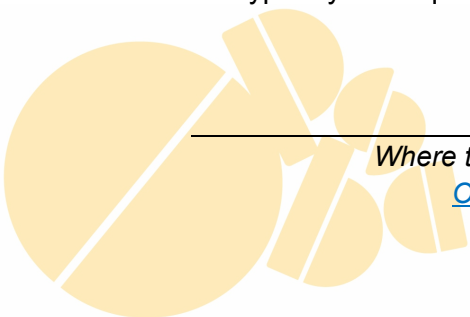
- Attend and actively participate in all Regional Council meetings
- Be aware of, understand, and execute their responsibilities as outlined in the [OPSBA General By-Law](#), applicable section of the Guide to OPSBA Roles and Responsibilities (See section below), Regional Council Terms of Reference (Appendix C), and Terms of Reference for the work group to which they have been appointed (Appendix A)

#### Limitations of Regional Councils:

*Regional Councils are intended to be an opportunity for trustees from each [Region](#) to network, collaborate, and engage in discussion about local, provincial, and OPSBA matters. The Regional Council Chair and Vice-Chair serve as the conduit of information between Regional Councils and the Board of Directors. Regional representatives on CIWGs or AHWGs share information between the Regional Council and OPSBA committees.*

#### Meetings and Logistics for Regional Council meetings:

- No fewer than three meetings will be held each year except in a Municipal Election year where there will be no meeting scheduled in the Fall
- Hybrid access to all Regional Council meetings will be available
- Regional Council meetings are scheduled as part of the annual OPSBA Meeting and Events calendar development process each spring
- At or around the time of the Annual Meeting, each Regional Council will convene elections for the position of Regional Chair, Regional Vice-Chair, and Regional representatives on OPSBA work groups
- Meetings are organized by OPSBA staff; however, it is a leading practice to engage the Regional Council Chair and/or Vice-Chair in this process
- Regional Councils provide an opportunity for trustees to learn, network, share information, and provide input on OPSBA matters
- Quorum shall be determined in accordance with the Regional Council Terms of Reference (Appendix C)
- Regional Council meetings are meant to be informal; therefore, moving in-camera (private) is typically not required



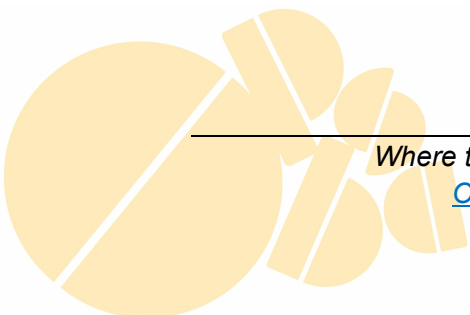
## The Role and Responsibilities of Regional Council Attendees:

*Additional roles and responsibilities of Regional Council Chairs, Vice-Chairs, Delegates, and Alternate Delegates are outlined in relevant sections of this document.*

The following leading practices and communication strategies apply to all trustees:

- Review the agenda and supporting materials and attend Regional Council meetings, whenever possible
- Have a general understanding of the OPSBA governance structure (Appendix D)
- Understand the role and purpose of Regional Councils and the Regional Council Terms of Reference (Appendix C)
- Engage with the Delegate (or Alternate Delegate in the absence of the Delegate) from their Member Board to discuss voting on matters under consideration by the Regional Council
- Contact the Regional Chair, Regional Vice-Chair, or staff resource(s) for information and clarity about the role of Regional Councils
- Consider opportunities to be engaged in OPSBA and network with trustee colleagues from across the province (E.g., committees, conferences, events, and professional learning, etc.)
- Educate themselves on OPSBA business (e.g., OPSBA communications, Board of Directors decisions/discussions, advocacy, conferences, events, and professional learning, etc.)
- Work with the Regional Chair and/or Vice-Chair to identify professional learning needs for trustees in the region
- Consider mentoring trustees who are newly elected to assist with their transition into the role and raise awareness of OPSBA

**Relevant sections of the [OPSBA General By-Law](#):** Sections 7.01 to 7.05, 13.04, 14.03 and 15.01



# First Nations, Inuit, and Métis Trustees' Council (FNIMTC)

**The First Nations, Inuit, and Métis Trustees' Council (FNIMTC) advises the Board of Directors (BOD) on matters affecting the interest of Indigenous (First Nations, Inuit, Métis) students, including recommending items for the agenda of the Board of Directors and/or Annual and Special meetings of the members of the Association.**

---

## Membership and Eligibility for the FNIMTC:

- The FNIMTC shall be composed of any Trustee who identifies as Indigenous (First Nations, Inuit, Métis)

## Meetings and Logistics for the FNIMTC:

- The Chair of the FNIMTC may advise the Board of Directors on matters falling within their mandates
- A meeting schedule will be developed annually by the FNIMTC
- The FNIMTC shall select a chair and vice-chair at a meeting at or about the time of the Annual meeting
- The Chair of the FNIMTC shall be a Director on the Board of Directors
- Minutes will be recorded and shared with the Board of Directors for information
- Additional meetings may be scheduled to support OPSBA priorities that fall within the mandate of the FNIMTC
- FNIMTC members will be reimbursed for expenses incurred for attendance at meetings in their official capacity in accordance with the [OPSBA Trustee Expenses policy](#)
- Time commitment varies but on average representatives will serve approximately 20 hours per year over four to six meetings

## Responsibilities of Individual FNIMTC Members:

- Participate in meetings, professional development, and other actions
- Work with the FNIMTC Chair to:
  - ❖ Understand the needs and opinions of the FNIMTC to effectively contribute to discussions on agenda items
  - ❖ Provide updates on the activities of the FNIMTC at Regional Council meetings
  - ❖ Share potential agenda items with the FNIMTC Chair
  - ❖ Raise awareness of the FNIMTC and encourage trustee participation and engagement and succession planning

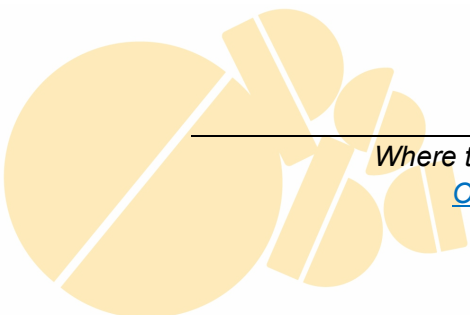


- Wherever practicable, ensure the development of OPSBA positions includes the broadest input from members by encouraging and facilitating response to OPSBA requests for information and discussion papers
- Be aware of, adhere to, and uphold the OPSBA [Code of Conduct Policy](#) and [Enforcement Procedure](#)
- Clearly state when they are sharing personal views and/or opinions that are different from general views held by their Member Board

#### Additional Responsibilities of the FNIMTC Chair:

- Work with assigned staff to plan and prepare for meetings
- Consider developing a list of items, aligned with OPSBA's Multi-Year Strategic Priorities, to be considered by the FNIMTC over the year in support of OPSBA priorities and committee mandate while at the same time remaining flexible to address urgent and/or emergent matters
- Review the terms of reference and roles and responsibilities with members at the first meeting, where applicable
- Be a member of, and participate in, meetings of the OPSBA Board of Directors (See above for additional details)
- Ensure Representatives and Alternate Representatives are appointed to OPSBA Core Issue Work Groups (CIWG) annually
- Ensure Representatives and Alternate Representatives are appointed to OPSBA Ad Hoc Work Groups (AHWG), when applicable
- Provide representatives of OPSBA CIWGs and AHGWs with an opportunity to provide updates to the FNIMTC at each meeting

**Relevant sections of the [OPSBA General By-Law](#): Sections 8.01, 10.01, 10.05**



# Black Trustees' Caucus (BTC)

**The Black Trustees' Caucus (BTC) advise the Board of Directors (BOD) on matters affecting the interest of Black students, including recommending items for the agenda of the Board of Directors and/or Annual and Special meetings of the members of the Association. The Black Trustees' Caucus Terms of Reference (TOR) shall guide the work of these committees (See Appendix B).**

---

## Membership and Eligibility for the BTC:

- The BTC shall be composed of any Trustee who identifies as Black. Engagement of Black student trustees and community partners in BTC discussions is defined in the BTC Terms of Reference (Appendix B)

## Meetings and Logistics for the BTC:

- The Chair of the BTC may advise the Board of Directors on matters falling within their mandates
- A meeting schedule will be developed annually by the BTC
- The BTC shall select a chair and vice-chair at a meeting at or about the time of the Annual meeting
- The Chair of the BTC shall be a Director on the Board of Directors
- Minutes will be recorded and shared with the Board of Directors for information
- Additional meetings may be scheduled to support OPSBA priorities that fall within the mandate of the BTC
- BTC members will be reimbursed for expenses incurred for attendance at meetings in their official capacity in accordance with the [OPSBA Trustee Expenses policy](#)
- Time commitment varies but on average representatives will serve approximately 20 hours per year over four to six meetings

## Responsibilities of Individual BTC Members:

- Participate in meetings, professional development, and other actions
- Work with their BTC Chair to:
  - ❖ Understand the needs and opinions of the BTC to effectively contribute to discussions on agenda items
  - ❖ Provide updates on the activities of the BTC at Regional Council meetings
  - ❖ Share potential agenda items with the BTC Chair
  - ❖ Raise awareness of the BTC and encourage trustee participation and engagement and succession planning
- Wherever practicable, ensure the development of OPSBA positions includes the broadest input from members by encouraging and facilitating response to OPSBA requests for information and discussion papers

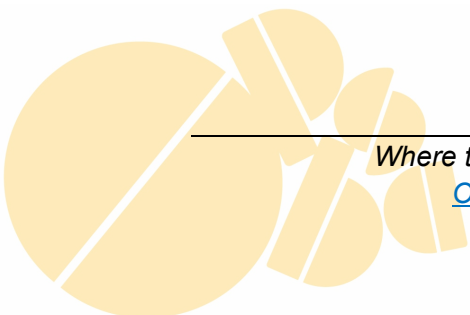


- Be aware of, adhere to, and uphold the OPSBA [Code of Conduct Policy](#) and [Enforcement Procedure](#)
- Clearly state when they are sharing personal views and/or opinions that are different from general views held by their Member Board

#### Additional Responsibilities of the BTC Chair:

- Work with assigned staff to plan and prepare for meetings
- Consider developing a list of items, aligned with OPSBA's Multi-Year Strategic Priorities, to be considered by the BTC over the year in support of OPSBA priorities and committee mandate while at the same time remaining flexible to address urgent and/or emergent matters
- Review the terms of reference and roles and responsibilities with members at the first meeting, where applicable
- Be a member of, and participate in, meetings of the OPSBA Board of Directors (See above for additional details)
- Ensure Representatives and Alternate Representatives are appointed to OPSBA Core Issue Work Groups (CIWG) annually
- Ensure Representatives and Alternate Representatives are appointed to OPSBA Ad Hoc Work Groups (AHWG), when applicable
- Provide representatives of OPSBA CIWGs and AHGWs with an opportunity to provide updates to the BTC at each meeting

**Relevant sections of the [OPSBA General By-Law](#): Sections 8.02, 10.01, 10.06**



# Core Issue Work Groups

**Core Issue Work Groups (CIWG) advise the Board of Directors (BOD) on matters falling within the identified area of responsibility. Terms of Reference (TOR) for Policy Development and Education Program Work Groups are included as Appendix A.**

---

## Establishment and Termination of Core Issue Work Groups:

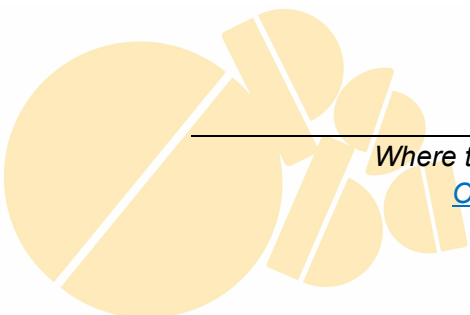
- The Board of Directors will recommend terms of reference for each CIWG for consideration by the membership at the Annual Meeting (AM)
- CIWGs terminate upon completion of mandate, by resolution of the Board of Directors or at the next Annual Meeting
- CIWGs may be created to support OPSBA's Mission, Vision, Values and Annual Priorities (E.g., finance, legislation, education program and curriculum, labour relations, communications, and public relations, etc.), and/or projects, etc.

## Membership and Eligibility on CIWGs:

- Membership is defined by the terms of reference approved at each Annual Meeting each year
- Any trustee from a Member Board is eligible to serve as the Regional Council representative or alternate on a CIWG
- The First Nations, Inuit, and Métis Trustees' Council (FNIMTC) and Black Trustees' Caucus (BTC) are responsible for appointing representatives as defined in the TOR
- The Board of Directors will appoint members to liaise with each CIWG
- Development of the terms of reference should (at a minimum) take into consideration:
  - ❖ Involvement from the FNIMTC and BTC
  - ❖ The number of representatives and alternates to be appointed from each Regional Council
- Membership on a CIWG terminates automatically if an appointed member fails to attend three consecutive meetings, unless otherwise decided by resolution of the Board of Directors

## Meetings and Logistics for CIWGs:

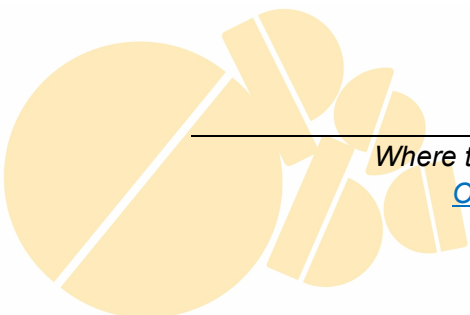
- CIWGs advise the Board of Directors on matters falling within their mandate
- Quorum is a simple majority of all members
- Each CIWG shall select a chair and vice-chair at their first meeting
- Minutes will be recorded and shared with the Board of Directors for information
- At least two Joint CIWG meetings will be scheduled each year as part of the OPSBA Meetings and Events planning



- At the first meeting of each CIWG, a meeting schedule will be reviewed with members
- Additional meetings may be scheduled to support OPSBA priorities that fall within the mandate of the CIWG
- CIWG members will be reimbursed for expenses incurred for attendance at meetings in their official capacity in accordance with [OPSBA's Trustee Expenses policy](#) (alternates will only be reimbursed for expenses when replacing an absent member)
- Time commitment varies but on average representatives will serve approximately 20 hours per year over four to six meetings
- CIWG members may be asked to provide comment and feedback between meetings
- Only in exceptional circumstances will CIWGs go in-camera (private) to discuss matters that would typically be considered by the Board of Directors in-camera (private) and are directly related to the items under consideration by the CIWG. Minutes will only reference the item discussed with no details.

#### Responsibilities of Individual CIWG Members:

- Participate in CIWG meetings, professional development, and other actions
  - Understand their commitment to their Regional Council as the representative of Member Boards within their Region (See Appendix C, Regional Council Terms of Reference), FNIMTC, or BTC (See Appendix B, Black Trustees' Caucus Terms of Reference)
  - Attend all Regional Council meetings
  - Work with their Regional Council Chair, FNIMTC Chair or BTC Chair to:
    - ❖ Understand the needs and opinions of the Regional Council/FNIMTC/BTC to effectively represent their general views on agenda CIWG items
    - ❖ Provide updates on the activities of the CIWG at Regional Council/FNIMTC/BTC meetings
    - ❖ Share potential agenda items with the CIWG Chair
    - ❖ Raise awareness of the CIWG and encourage trustee participation, engagement, and succession planning
  - Wherever practicable, ensure the development of OPSBA positions includes the broadest input from Member Boards by encouraging and facilitating response to OPSBA requests for information and discussion papers
  - Be aware of, adhere to, and uphold the OPSBA [Code of Conduct Policy](#) and [Enforcement Procedure](#)
  - Arrange for the alternate to attend a CIWG meeting in their absence, ensure they are briefed on ongoing activities, and provide agenda materials
- Ensure that all contributions at CIWG meetings are representative of the views/needs of the Member Boards in their region, or their council or caucus and refrain from stating personal views or opinions specific to their Member Board



#### Additional Responsibilities of CIWG Chairs:

- Work with assigned staff to plan and prepare for meetings
- Consider developing a list of items, aligned with OPSBA's Multi-Year Strategic Priorities, to be considered by the CIWG over the year in support of OPSBA priorities and committee mandate while at the same time remaining flexible to address urgent and/or emergent matters
- Review the terms of reference and roles and responsibilities with members at the first meeting

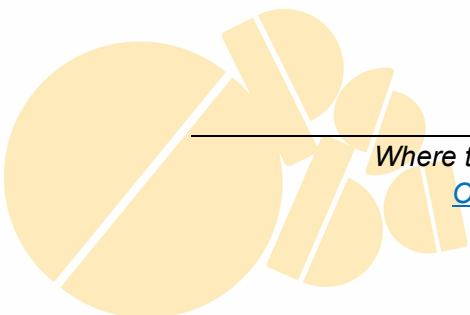
#### Responsibilities of Alternate CIWG Members:

- Regularly connect with their Regional/FNIMTC/BTC representative(s) to build capacity and ensure they are aware of issues under discussion at upcoming meetings so they may be prepared to attend and participate in the absence of CIWG member(s)
- Attend Regional Council meetings
- Be aware of the responsibilities of individual CIWG members and perform all duties in their absence
- Attend and observe CIWG meetings (via digital participation) for succession planning, awareness and engagement purposes, but participate ONLY when replacing their Regional/FNIMTC/BTC representative

#### Responsibilities of the Board of Directors Liaison on CIWGs:

- Report to the Board of Directors on activities of the CIWG including recommendations for action
- Comment on proposed terms of reference when being considered at Board of Directors meetings
- Act as a resource to the CIWG Chair, as required

**Relevant sections of the [OPSBA General By-Law](#): Sections 13.01 to 13.08**



# Ad Hoc Work Groups

The Board of Directors (BOD) may from time-to-time appoint Ad Hoc Work Groups (AHWG) as they deem expedient for the purpose of advising the Board of Directors on specific matters.

---

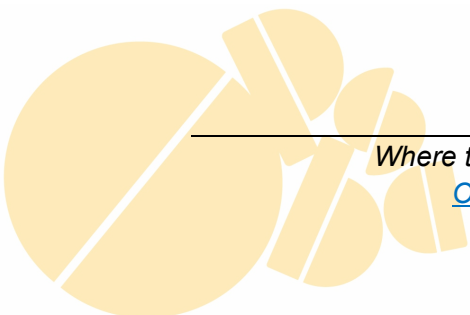
The Board of Directors shall determine the jurisdiction, responsibilities, and rules of procedure of each AHWG by developing Terms of Reference (TOR).

Each AHWG shall report to the Board of Directors.

All members of any Ad Hoc Work Group are responsible for being aware of, adhering to, and upholding the OPSBA [Code of Conduct Policy](#) and [Enforcement Procedure](#).

Meetings will be conducted in accordance with the approved TOR.

**Relevant sections of the [OPSBA General By-Law](#): Sections 14.01 to 14.05**



# Policy Development Work Group Terms of Reference

(Approved: 2026 Annual Meeting)

---

## Mandate:

To develop positions and/or resources and provide recommendations to the Board of Directors on matters related to the analysis of legislation/regulation and the development of OPSBA policy positions in areas affecting education finance and governance, including, but not restricted to:

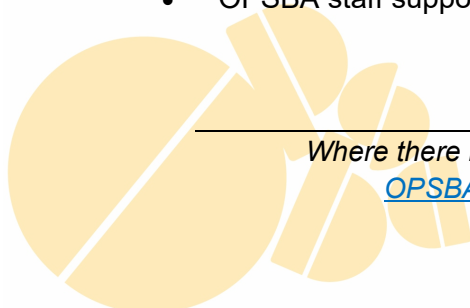
- Education finance and education finance reform
- Child care and early years
- School capital and facilities
- The role and responsibilities of the Ministry of Education, school boards, and individual trustees
- School board governance
- National School Food Policy/Student Nutrition Programs
- Relevant Provincial and Federal legislation and regulations
- Municipal, provincial, and federal election matters
- Education restructuring, deregulation, privatization
- Any additional needs and services in this area, including:
  - seeking input/collecting data from Member Boards (district school boards, school authorities, and treatment school authorities) on needs and services
  - providing timely information materials related to school board responsibilities
  - developing orientation materials, in-service programs, etc. for Member Boards
  - consulting and legal services

## Membership:

Identification of members shall consider diversity of membership.

Membership shall include, at a minimum:

- Two trustees from each region and up to one alternate trustee (to attend in the absence of the regional members) appointed by resolution of each Regional Council
  - **Note:** *Members cannot be appointed from the same district school board*
- One representative and alternate appointed by the First Nations, Inuit, and Métis Trustees' Council
- One representative and alternate appointed by the Black Trustees' Caucus
- The Vice-President will act as the Board of Directors liaison
- A representative from the Ontario Student Trustees' Association (OSTA)
- Optional (non-voting) senior school board officials appointed by resolution of the Work Group
- OPSBA staff support (non-voting), as assigned



The committee may recommend to the Board of Directors additional members to support the mandate and ensure involvement from individuals from marginalized equity-deserving groups.

Committee members shall review and understand information contained in the Guide to OPSBA Roles and Responsibilities and understand information related to Core Issue Work Groups (See pages 20-22).

**Quorum:**

- Simple majority of the membership

**Reporting Relationship:**

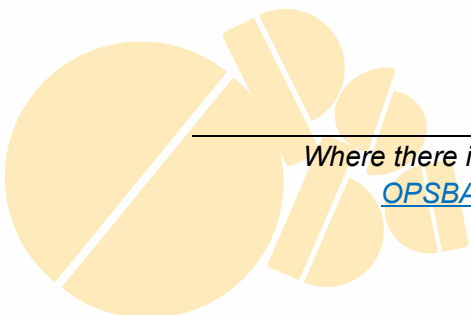
- The Policy Development Work Group reports to the Board of Directors

**Meetings:**

- May be held in person or electronically, as required

**Term:**

- Members shall be appointed for a one-year term, which ends at the subsequent Annual Meeting when new membership is identified



# Education Program Work Group Terms of Reference

(Approved: 2026 Annual Meeting)

---

## Mandate:

To develop positions and/or resources and provide recommendations to the Board of Directors on matters related to education program reform, children's services, and social policy, including, but not restricted to:

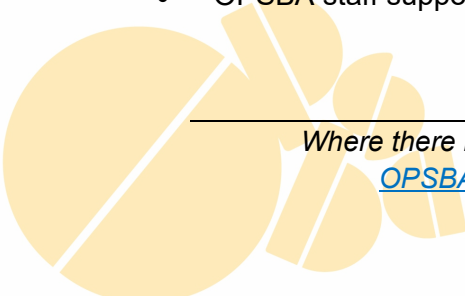
- Program restructuring, secondary school reform
- Curriculum/curriculum implementation
- Information technology
- Special education
- Children and Youth Mental Health
- National School Food Program
- College of Teachers, teacher training
- Education Quality and Accountability Office
- Quality, accountability, testing and assessment
- Immigration, poverty, and settlement
- Any additional needs and services in this area, including:
  - seeking input/collecting data from Member Boards (includes member school boards, school authorities, and treatment school authorities) on needs and services
  - providing timely information materials related to school board responsibilities
  - developing orientation materials, in-service programs, etc. for Member Boards
  - consulting and legal services

## Membership:

Identification of members shall consider diversity of membership.

Membership shall include, at a minimum:

- Two trustees from each region and up to one alternate trustee (to attend in the absence of the regional members) appointed by resolution of each Regional Council  
**Note:** *Members cannot be appointed from the same district school board*
- One representative and alternate appointed by the First Nations, Inuit, and Métis Trustees' Council
- One representative and alternate appointed by the Black Trustees' Caucus
- The Vice-President will act as the Board of Directors liaison
- A representative from the Ontario Student Trustees' Association (OSTA)
- Optional (non-voting) senior school board officials appointed by resolution of the Work Group
- OPSBA staff support (non-voting) as assigned



The committee may recommend to the Board of Directors additional members to support the mandate and ensure involvement from individuals from marginalized equity-deserving groups.

Committee members shall review and understand information contained in the OPSBA Roles and Responsibilities Guide and understand information related to Core Issue Work Groups (See pages 20-22).

**Quorum:**

- Simple majority of the membership

**Reporting Relationship:**

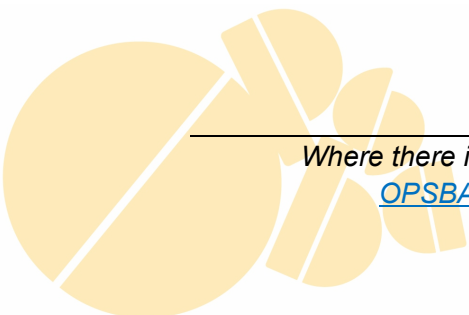
- The Education Program Work Group reports to the Board of Directors

**Meetings:**

- May be held in person or electronically, as required

**Term:**

- Members shall be appointed for a one-year term, which ends at the subsequent Annual Meeting when new membership is identified



# Black Trustees' Caucus Terms of Reference

(As of September 2025)

(Updated: March 2026 to align with the [OPSBA General By-Law](#))

---

## I. Purpose

The purpose of the Black Trustees' Caucus (BTC) is to bring together publicly elected or appointed trustees who are Black, as well as those who identify as Black, in a safe and supportive environment, so that they may collaborate to influence change. While centering their discussions and recommendations on students who are Black, the BTC aims to support the needs of all children within the public education system.

The BTC is strengthened through the sharing of lived experiences and provides opportunities for trustees and student trustees who are Black to form a collective voice and create opportunities to share and mobilize knowledge at public school boards in Ontario.

The Black Trustees' Caucus made a conscious decision to use the term Caucus, as opposed to Council, at their inaugural meeting. This shift in terminology signifies a shift in thinking, setting the Caucus apart not only in areas of advocacy, but also in student-centered goals that are focused on anti-Black racism resulting in an emphasis on universal goals that can be achieved using targeted approaches. Addressing systemic barriers and disparities faced by Black and Black identifying students and communities leads to better learning and working environments for everyone.

**\*\*NOTE:** The single term "Black" will be used throughout the remainder of the document to include those who are Black as well as those who identify as Black.

## II. Authority and Mandate

The establishment of a Black Trustee Caucus was authorized by the OPSBA membership at the 2022 Annual Meeting. The BTC will benefit from being a part of OPSBA and its existing relationships and partnerships in public education and as a respected and trusted voice for public education in Ontario.

In alignment with the OPSBA Multi-Year Strategic Plan the BTC shall:

- Make recommendations on the BTC's relationship with the Board of Directors
- Have a voice independent of OPSBA and connected to the BTC mandate
- Ensure that appropriate connections are being made to systemic racism and anti-Black racism
- Identify opportunities to use or collect data to measure progress, particularly as it relates to outcomes and equity for Black youth
- Develop and share policy papers and other tools and resources to support school boards to better address Afrocentric education and support Black students and families
- Advocate for the establishment of Black Student Trustee positions in school boards, where warranted

- Provide input into the professional learning opportunities that OPSBA provides (E.g., workshops at the OPSBA Annual Meeting and Public Education Symposium [PES], etc.)
- Lead panels and discussions on anti-Black racism and other issues that affect Black students (where the opportunity presents itself)
- Provide advice to OPSBA on matters of anti-Black racism and other issues that affect Black students
- Seek to arrange opportunities for student trustees who are Black to connect to BTC so that they may benefit from the support and guidance of BTC members
- Use data to make informed recommendations to the OPSBA Board of Directors on matters related to anti-Black racism and other areas that fall within their stated purview

### III. Membership

Membership on the Black Trustees' Caucus is voluntary and open to any trustee who is Black, from OPSBA member school boards, school authorities, and treatment school authorities (Member Boards). Black student trustees from across the province will have opportunities to engage with the BTC. Community partners and other resources will be engaged, as required, to support the work of the BTC. While any number of Black trustees from the same board may join the BTC, voting will be limited to one vote per board, therefore, member school boards must determine a voting delegate and alternate where that member school board is represented by two or more trustees at BTC (See Section IV, Leadership, Election Chair and Vice-Chair below for further details about this process).

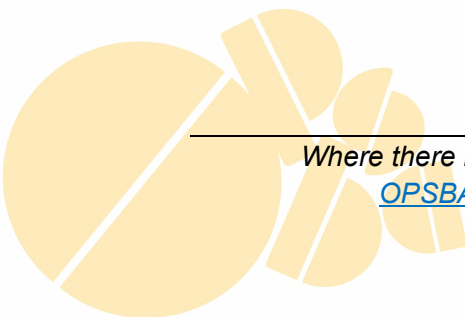
OPSBA staff may act as a resource to the BTC. The Director of Education Equity:

- Provides direct support to the Caucus
- Exhibits leadership within the OPSBA staff team
- Promotes cross-cultural understanding and awareness
- Embeds addressing anti-Black racism into the work of the Association
- Facilitates communication and connection between the BTC and OPSBA

### IV. Leadership

#### Election of a Chair and Vice-Chair

Annually, at the Annual Meeting (AM) or other pre-determined date, the BTC will select a Chair and Vice Chair who will provide leadership to the group. Any trustee who is Black from member school boards or school authorities, is eligible to run for the position of Black Trustees' Caucus Chair or Vice Chair. Each term of office is one year or until the next BTC election.



The BTC may follow the OPSBA election of regional chair process (See [Guide to OPSBA Elections and Campaigning](#)) or any other process, as determined and outlined by the Caucus, to select leaders. If a process, other than the OPSBA election process is developed, it must be approved by at least two-thirds of BTC members and presented to the OPSBA Board of Directors no later than April 30 for consideration. This will allow for sufficient time to communicate the timelines and nomination and election processes to trustees well in advance of the AM. BTC Members at OPSBA member boards (district school board or school authority) must determine a voting delegate and alternate where that OPSBA member board is represented by two or more trustees at BTC as voting will be limited to one vote per board. The voting delegate must be decided amongst the BTC members from the OPSBA member board, that are represented on the BTC. If members are unable to agree on a voting delegate, lots shall be drawn to select the voting delegate. The name of the voting delegate and alternate shall be sent to the OPSBA staff resource(s) for the BTC by the deadline (to be provided to BTC members annually).

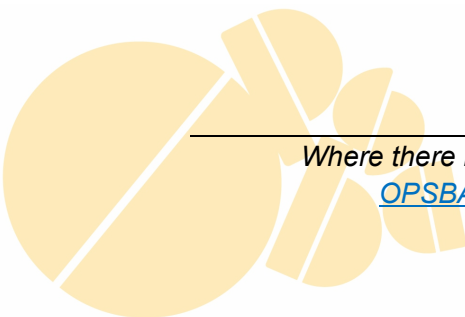
***The following election process is suggested to be used by BTC:***

**Voting:**

- Each Member Board represented within BTC is entitled to one vote
- Voting will be by secret ballot\*
  - \* *In circumstances where the meeting is conducted electronically, votes may be cast using electronic means (e.g., Email, text, etc.) to the OPSBA staff. In this case, the OPSBA staff will also act as scrutineer. Individual votes cast by trustees will be kept strictly confidential.*

**Nominations and Election Process**

- Two scrutineers will be appointed by motion of the meeting
- Nomination and election processes are chaired by OPSBA staff
- Nominations received in advance will be placed on the floor by the nominator (self-nomination is permitted), if present
- Nominations will be accepted from the floor at the meeting
- Nominees will be asked to confirm that they wish to stand for election
- Nominations will be closed by motion of the meeting
- Each candidate may speak for up to three (3) minutes prior to voting
- OPSBA staff will review the names of the candidates prior to voting. If there is only one candidate for the position, they shall be declared acclaimed at this time and no voting will be required
- Voting takes place
- In the event of a tie vote, the OPSBA Method of Breaking a Tie Vote (See Appendix B of the [Guide to OPSBA Elections and Campaigning](#)) will be used
- The name of the elected member is announced
- The same process is repeated for Vice-Chair



**a. Role of the Chair and Vice-Chair**

These leaders are responsible for ensuring that the BTC fulfills its mandate within OPSBA's broader governance structure.

The Chair shall:

- Be a member of the Board of Directors.
- Advise the Board of Directors of matters affecting the interest of Black students, including recommending items for the agenda of Board of Directors and/or annual and special meetings of the members of the Association.
- Work closely with and provide guidance to OPSBA Director of Education Equity in preparing the agenda and supporting the needs of the committee (E.g., professional learning, resources, etc.)
- Gather information from the BTC members regarding agenda items
- Ensure that all members have meeting information
- Chair all meetings and facilitate discussion in a way that ensures all members have a voice and opportunities to speak during meetings
- Attend Board of Directors meetings to provide context on recommendations being made by the BTC
- Act as the spokesperson for the BTC, where necessary
- Ensure a focus on good governance

The Vice-Chair shall:

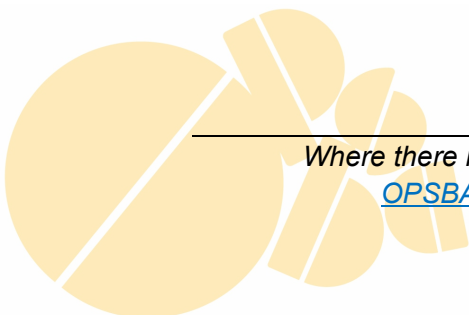
- Be an alternate for the Chair  
Perform duties delegated to them by the Chair
- Chair BTC meetings in the absence of the Chair

**b. Core Issue Work Group/Ad Hoc Work Group Members**

The Black Trustees' Caucus will appoint representatives, and alternates, from amongst its members to serve on OPSBA's Core Issue and Ad Hoc Work groups.

In the case of a vacancy of a BTC member on a Core Issue and/or Ad Hoc Work Group, a replacement shall be selected by the BTC as soon as reasonably possible.

Be aware and adhere to the roles and responsibilities of Core Issue Work Group Members and/or Ad Hoc work Group Members as outlined on pages 20-23 of the Guide to OPSBA Roles and Responsibilities.



## V. Meetings

All members of the BTC will be provided with the list of regular meetings prior to September each year. Regular meeting agendas will be sent at least one week prior to the meeting. Special meetings require at least 72 hours notice (e.g., by email, electronic invite, etc.). The agenda must be sent at least 48 hours prior to the meeting.

The BTC Chair (or Vice Chair) and OPSBA Director of Education Equity shall attend all BTC meetings.

### a. Regular meetings

- Meeting dates will be scheduled and publicized annually, in collaboration with the OPSBA Director of Education Equity and Chair/Vice Chair, as part of the OPSBA Meetings and Events Calendar development. All meetings will include an option to participate electronically.
- Meetings will be scheduled quarterly, at a minimum, and held in the OPSBA Board Room to facilitate hybrid attendance.
- Wherever practicable, BTC meetings will be scheduled in conjunction with OPSBA Board of Directors meetings, the Annual Meeting and Public Education Symposium to facilitate in person participation.

### b. Special meetings

- In consultation with the OPSBA Director of Education Equity, the Chair shall call special meetings, as required, to conduct any emergent or time sensitive business between regular meetings.
- Special meetings will be held electronically.
- The Chair/Vice Chair and OPSBA staff shall be in attendance.

### c. Attendance and Quorum

- All members of the BTC are encouraged to attend every meeting to ensure everyone's voices are considered in the discussion of agenda items. BTC membership shall be confirmed annually. If members are unable to attend a meeting, regrets should be sent to the Chair and OPSBA Staff resource.
- Quorum of a simple majority (50% +1) is needed for any voting matters indicated on the agenda. In the absence of quorum, the meeting may proceed, however voting matters will be deferred to a future meeting where quorum is present.

### d. Voting

- All members in attendance shall have an opportunity to speak to all resolutions discussed. BTC shall operate using a consensus-building approach, meaning wherever possible, decisions shall be made by group consensus.
- The Chair will ensure all voices are heard to build consensus. As a final resort, only if consensus cannot be achieved, at the call of the Chair, a matter may be put to a vote.
- A simple majority (50%+1) of Member Boards in attendance is required for approval.

- Each Member Board represented in BTC is entitled to one vote through its appointed voting delegate or alternate.
- Member Boards who have more than one trustee as part of the BTC shall have all its members weighted as one, for the purposes of voting.
- The BTC Chair shall carry forward any decision made by consensus or vote as the voice of BTC when reporting.

**e. Meeting Record**

- OPSBA staff will record minutes of each regular or special meeting. The minutes will include (at a minimum):
  - Date
  - Time
  - Location
  - Attendees
  - Regrets
  - Staff resources
  - Guests
  - Motions (including movers and disposition)
  - Action Items
  - A high-level overview of items discussed
    - \* *No comments will be attributed to an individual trustee*
  - Adjournment time
- Minutes of regular and special BTC meetings will be shared with the Board of Directors for information.

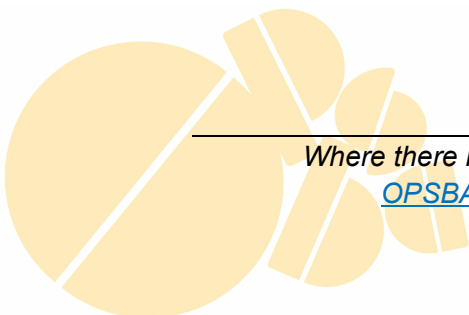
**VI. History**

Approved: June 2023

Updated: February 2025

Updated: September 2025

Updated: March 2026 (Alignment with change to OPSBA General By-Law)



# Regional Council Terms of Reference

(Approved: March 26, 2026)

---

## Mandate:

Regional Councils provide an opportunity for all Trustees from Member Boards (school boards, school authorities, treatment school authorities) in each Region to network, collaborate, and engage in discussion about local, provincial and OPSBA matters as a group and aim to strengthen governance, strategic alignment, and collaboration among Member Boards within a defined geographic region.

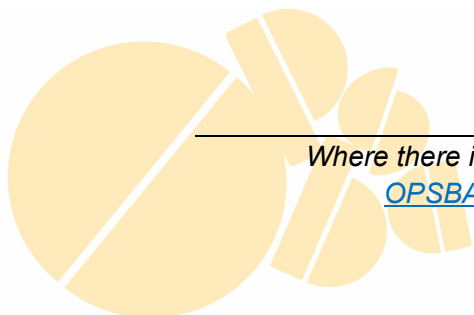
In support of the Trustees' governance role, Regional Councils:

- Facilitate collaboration among school board trustees to share effective practices and common challenges
- Act as a vehicle for collecting regional voice for use by OPSBA's Core Issue Work Groups, and to inform provincial policy and program advocacy
- Enhance communication between local boards and OPBSA
- Provide professional learning, beyond what is provided at OPSBA Conferences and Events, to support local and/or regional needs
- Promote alignment between regional trends and OPBSA's strategic priorities
- Discuss relationship building with educational partners
- Discuss emerging issues impacting member boards
- Support Trustee/Board effectiveness and continuous improvement

All Regional Council members shall review and understand information contained in the OPSBA Roles and Responsibilities Guide and understand information related to Regional Councils (See pages 13-15).

## Membership:

- Any Trustee from a Member Board, as defined in OPSBA's General By-Law, is a member of their board's assigned Regional Council.
- Student Trustees are welcome and encouraged to participate in Regional Council meetings.
- All members are expected to conduct themselves in a manner that is consistent with their Member Board Code of Conduct and/or OPSBA Code of Conduct while participating in Regional Council meetings and activities.



## Leadership:

- The Regional Council is lead by the Regional Chair, elected for a two-year term as per the OPSBA General By-Law.
- A Regional Vice-Chair is elected for a two-year term, as per the OPSBA General By-Law, who will support the Regional Chair.
- The Regional Chair and Regional Vice-Chair are members of the OPSBA Board of Directors.
- Regional representatives on Core Issue Work Groups are selected by each Regional Council at the Regional Elections in accordance with the Terms of Reference for the Work Group.

## Quorum and Voting:

- The Regional Council Chair or the Regional Council Vice-Chair must be present to preside over each meeting.
- An OPSBA staff member must be present at each meeting.
- Given the nature of Regional Councils, there is no minimum requirement of members to be in attendance for a meeting to be held. Regional Councils are intended to be collaborative, inclusive and informal. Therefore, wherever possible, Regional Councils are encouraged to act on consensus over formal voting; however, when required, in order to establish a formal position or make a recommendation to the Board of Directors, formal motions shall be addressed as outlined below.
  - Only the Delegate (See Section 1.04, Delegates, of the OPSBA General By-Law) of an OPSBA Member Board assigned to a particular Region may move motions and vote on matters\* before the Regional Council. In the absence of the Delegate, the Alternate Delegate may act on behalf of their Member Board.
  - The Regional Council Chair, Vice-Chair and Regional representatives elected to serve on OPSBA Core Issue Work Groups, unless they are a Delegate assigned by their Member Board, are unable to vote on matters\* before the Regional Council.
  - As per Section 15 of the OPSBA Procedural By-Law, when there is a tie vote, the question shall be deemed to be decided in the negative (defeated).
- While a collaborative and consensus-based approach to handling decisions at Regional Councils is preferred, if required, the Regional Chair shall defer to the OPSBA Procedural By-Law for guidance on the handling of motions. If there is a dispute between the Regional Council Terms of Reference and the OPSBA Procedural By-Law, the Regional Council Terms of Reference shall prevail. Where the Regional Council Terms of Reference and/or the OPSBA Procedural By-Law are silent, Robert's Rules of Order shall be used.

*\*In the absence of a majority of Delegates (or their alternates), routine matters (E.g., approval of the agenda, approval of the minutes of the previous meeting, adjournment, etc.) may be accepted by common consent.*



## Term:

- As per Sections 7.04 and 10.04 of the OPSBA General By-Law, Regional Chairs and Vice-Chairs shall be elected for a two-year term, commencing immediately after the Annual meeting.

## Reporting Relationship and Communication:

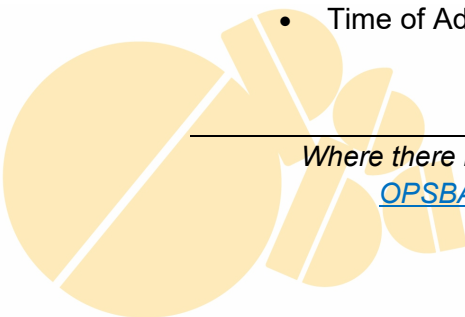
- Regional Councils report to the Board of Directors through their Regional Chair.
- Regional representatives on OPSBA's Core Issue Work Groups will bring input from Member Boards assigned to their Regional Council to their respective Core Issue Work Groups for consideration in any matter under consideration.
- The point of contact between the Regional Chairs, Regional Vice-Chairs, Regional representatives on Core Issue Work Groups and Member Boards is the Delegate (See Section 1.04, Delegates, in the OPSBA General By-Law) and/or Board Chair.

## Meetings:

- A minimum of three regular meetings shall be held annually (typically in the months of September, November, and April). Meeting dates shall be set annually as part of the OPSBA Calendar development. (See Appendix B for a framework for Quarterly meetings).
- Meetings must have hybrid availability.
- A meeting shall be held at or around the time of the OPSBA Annual Meeting (usually held in June) for the purposes of electing regional positions (See Section 7.04 of the OPSBA General By-Law).
- In a year when Member Board Trustee elections are held, only one regular Regional Council meeting shall be held (usually in the Spring)
- Special Regional Council meetings may be held at the call of the Regional Council Chair but cannot be held without support from at least one OPSBA staff member.

## Meeting Record:

- OPSBA staff will record minutes of each Regional Council meeting.
- The minutes will record (at a minimum):
  - Date
  - Time
  - Location
  - Attendees (trustees, staff, guests)
  - Motions (including movers\* and disposition)  
*\* At committee, only a mover is required to put a motion on the floor*
  - Action Items
  - A high-level\*\* summary of items discussed  
*\*\* No comments will be attributed to an individual trustee*
  - Time of Adjournment



- Minutes from all Regional Council meetings will be shared with the Board of Directors for information. All recommendation(s)\*\* made by Regional Councils will be considered by the Board of Directors.

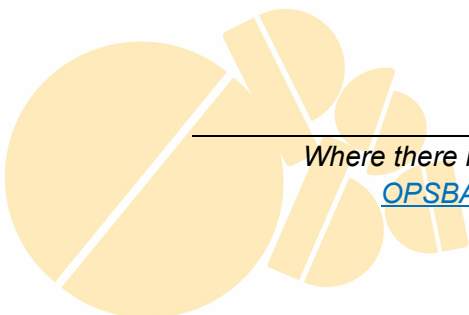
*\*\* Regular orders of business, such as approval of the agenda, approval of minutes, and adjournment are considered routine motions and do not require consideration and/or approval by the Board of Directors. All other recommendations such as, but not limited to, items that would require a change to OPSBA's goals, priorities, advocacy, etc., and/or the allocation of resources would require consideration and/or approval of the Board of Directors.*

### **Compliance and Alignment:**

- In the event of contrary information between this document and the OPSBA General By-Law, the OPSBA General By-Law shall supersede.
- In the event of contrary information between this document and any OPSBA Policy and/or Procedure, the OPSBA Policy and/or Procedure shall supersede.
- In the event of contrary information between this document and the OPSBA Guide to Roles and Responsibilities, this document shall supersede.

### **Additional Information:**

- [Guide to OPSBA Roles and Responsibilities](#)
- [OPSBA General By-Law \(No. 5\)](#)



## Appendix A: Agenda Framework:

The following structure will be used by Regional Chairs and OPSBA staff to develop Regional Council agendas.

### 1. Call to Order and Opening Protocols

This section is where standard business matters such as the Land Acknowledgement, Welcome and Introductions, Approval of the Agenda, and Approval of Minutes from the previous meeting.

### 2. OPSBA Updates

This portion of the agenda will provide an opportunity for OPSBA officials to provide updates to all Regional Council members in a consistent manner. This will include information from the President, Executive Director, OPSBA Councils, Caucuses and Work Groups, and other OPSBA staff.

This report will ensure that any trustee from Member Boards have an opportunity to receive information directly from OPSBA about:

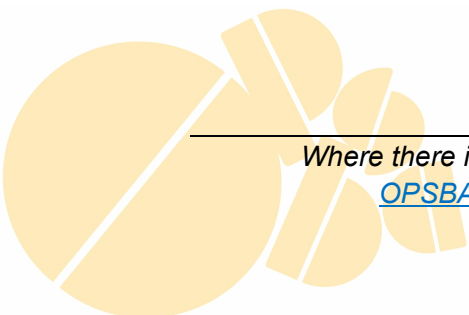
- OPSBA's advocacy and activities
- The work of OPSBA's Councils, Caucuses and Work Groups
- Program of OPSBA's [Multi-Year Strategic Priorities](#) (Student Success, Equity and Well-being, Local School Board Governance, Truth and Reconciliation, and Effective Relationships and Sustainable Resourcing)

Immediately following updates from OPSBA staff, Regional Council Chairs will update their Regions on regional items and provide members of their Regional Councils with an opportunity to ask questions and engage in discussion.

### 3. Member Board Information Sharing

One representative from each Member Board (E.g., Delegate or Chair) will be asked to provide brief (three-to-five-minute) remarks on activities at their local board.

Where relevant, representatives will be asked to connect the work of their board to the work of OPSBA's Multi-Year Strategic Priorities and ensure there is a connection to the governance function of trustees. The information shared in this section will be used by OPSBA to identify opportunities to support the needs of Member Boards in each Region and/or across the province.



#### **4. Member Board Collaboration**

This section of the agenda will provide an opportunity for a collaborative and solutions-focused conversation. Topics may include areas such as budget and resourcing, Ministry policy implementation, student transportation, mental health and well-being, Indigenous education, partnerships, and/or any other common challenges that Member Boards may be experiencing (E.g., supervision). The discussion aims to foster shared understanding and generate actionable governance-focused outcomes, which may include regional recommendations to OPSBA which might include identifying:

- New/emerging areas for Provincial-level advocacy
- Opportunities to collect and share information with Member Boards
- Professional learning ideas for OPSBA Conferences, events and Regional Council meetings

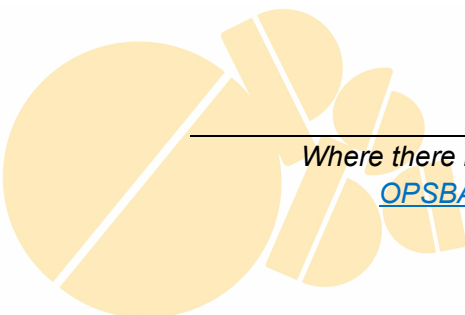
Regional Chairs, in collaboration with OPSBA staff, will determine the time allocated and facilitation methods for Member Board collaboration to best meet the needs and culture of their Region and engage attendees who are participating online.

#### **5. Professional Learning**

Time will be allocated to professional learning on relevant topics (E.g., Trustee Code of Conduct and Enforcement, budget development and oversight, effective meeting practices, parliamentary procedure, community engagement strategies, equitable governance practices, data-informed decision-making practices, etc.).

#### **6. Closing Protocols**

This portion of the agenda will provide an opportunity for the Regional Council Chair to summarize actions discussed at the meeting. Future Regional Council meeting dates and OPSBA meetings and events will be highlighted. Regional Council attendees will be asked to complete an optional meeting feedback form to help the Regional Chair and staff to continue to refine practices and support professional learning needs of their local Region. Upon conclusion of the meeting, the Regional Council Chair shall declare the meeting adjourned.



## Appendix B: Quarterly Meeting Framework

Complementary to the Agenda Framework outlined in Appendix A, the following provides an outline for Regional Council meetings. The Quarterly Meeting framework is aligned with OPBSA's committee cycle and aims to support the engagement of trustees in OPBSA's provincial work, support good governance, and promote regional coordination. Each region may adjust the suggested modality or the topic focus to meet their regional needs.

### Quarter 1: Early Fall

**Focus:** Orientation, Provincial Updates & Early Issue Identification

**Modality:** Hybrid/Online

**Meeting Objectives:**

- Re-establish the Regional Council for the new school year
- Ensure all trustees have knowledge of OPBSA and its strategic priorities
- Early identification of local emerging issues requiring possible regional or provincial action and/or advocacy
- Collect regional input into OPBSA's provincial work

**Agenda Components:**

- Review of OPBSA strategic priorities
- Professional learning: Local School Board Governance (E.g., role of a trustee, fiduciary responsibilities, governance vs. operations)
- Regional roundtable to identify early advocacy issues
- Initial scan of new provincial initiatives, legislation, or policy shifts
- Setting priorities and confirming meeting dates for the year

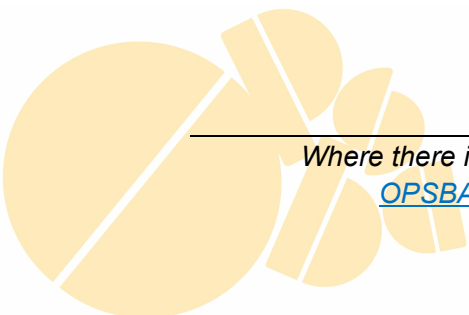
### Quarter 2: Late Fall

**Focus:** Funding and Operational Pressures

**Modality:** Hybrid/Online

**Meeting Objectives:**

- Understand provincial budgeting process, timelines, and advocacy
- Discuss and compare funding impacts on local boards to identify shared challenges
- Collect regional input into OPBSA's provincial work



**Agenda Components:**

- Analysis of Core Education Funding
- Regional discussions on budget development and pressures
- Professional learning: School board budgeting and fiduciary oversight
- Prepare regional input for provincial OPBSA submissions

**Quarter 3: Early Spring**

**Focus:** Policy, Partnerships and Regional Trends

**Modality:** Hybrid/Online

**Meeting Objectives:**

- Analyze and respond to provincial policy consultations
- Strengthen regional collaboration
- Prepare for Regional Elections
- Identify system-wide trends affecting student achievement and well-being

**Agenda Components:**

- Review of provincial policy
- Regional discussion of school board pressure points
- Professional learning: Equity governance or data literacy (E.g., data-informed decision making, monitoring student achievement, demographic trends, etc.)
- Development of any motions or recommendations for OPSBA's Annual Meeting

**Quarter 4: Late Spring/Early Summer**

**Focus:** Regional Elections and End of Year Reporting (OPSBA Annual Report)

**Modality:** Hybrid/Online

**Meeting Objectives:**

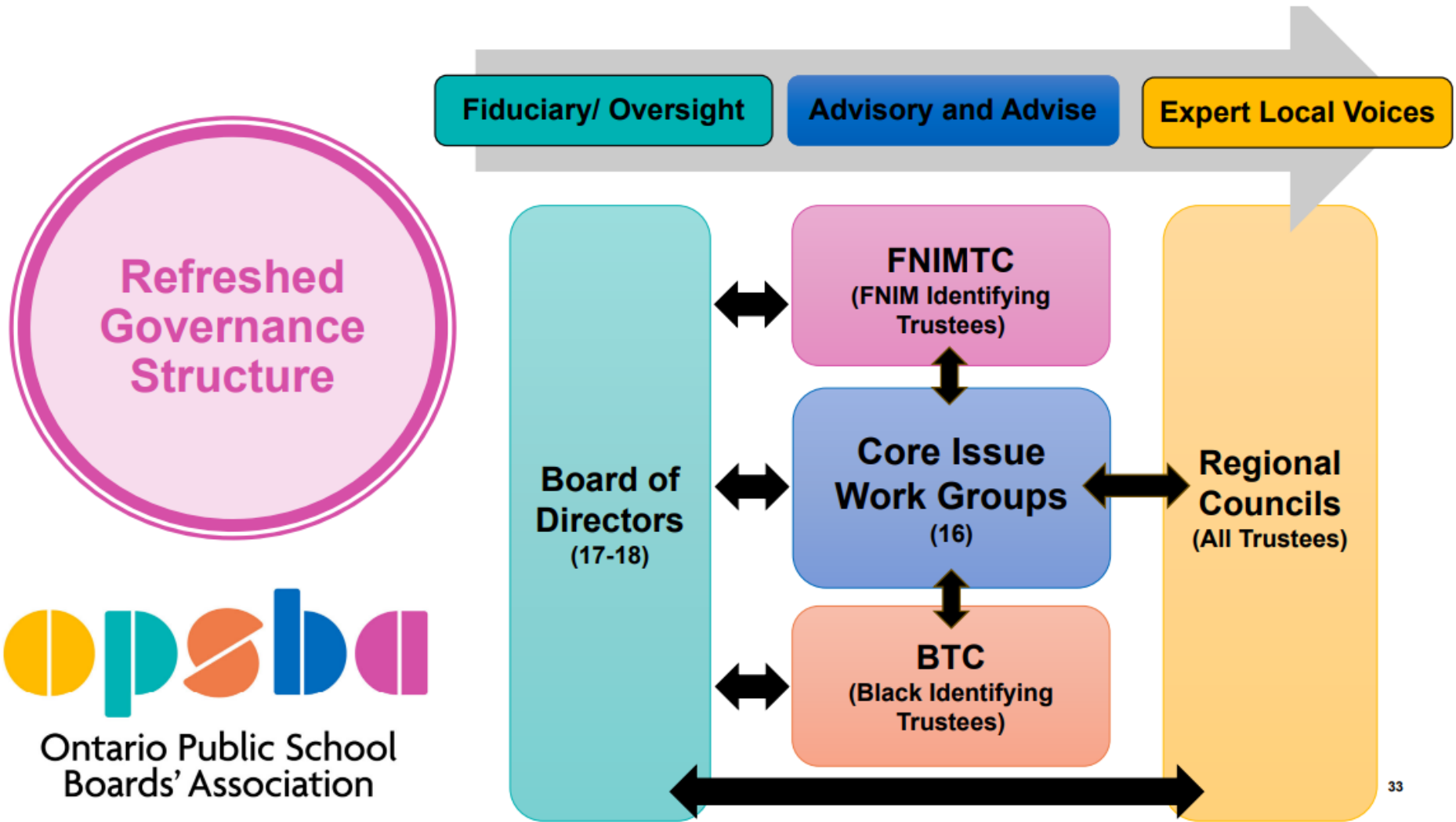
- Elections for OPSBA positions (as applicable)
- End of year reporting from the Regional Chair, Regional Vice-Chair and Regional representatives elected to Core Issue Work Groups, and OPSBA staff
- Reinforce the importance of trustee leadership and school board effectiveness

**Agenda Components:**

- Year in review from the Regional Chair and OPSBA staff
- Regional Elections
- Regional Meeting/Structure Evaluation



# OPSBA Governance Structure



33

Where there is a discrepancy between the content of this guide and the [OPSBA General By-Law](#), the General By-Law shall prevail.