



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



OCDSB Governance Modernization

PROJECT PURPOSE:

Modernize the OCDSB's governance framework to improve transparency and accountability, to enhance governance effectiveness and efficiency, and to integrate contemporary best practices and tools to support the Board's governance functions.

PROJECT OBJECTIVES:

- **Objective 1:** Develop an overarching governance philosophy and governance principles.
- **Objective 2:** Modernize bylaws to improve clarity and governance effectiveness.
- **Objective 3:** Modernize governance policies with contemporary best practices.
- **Objective 4:** Refresh committee structure and mandates to enhance advisory function.
- **Objective 5:** Modernize communication and tracking tools to manage governance work.

PROJECT WORKING GROUP:

- **General Counsel** - Project lead, providing legal expertise and project oversight
- **Manager of Governance Services** - Project management and logistical project support
- **Chair of the Board** - Strategic guidance and stakeholder representation
- **Vice Chair of the Board** - Strategic guidance and stakeholder representation
- **Director of Education** - Operational and education sector expertise

TRANSPARENCY AND ACCOUNTABILITY

The working group will meet monthly during the school year from May 2025 to Oct 2026. The group will invite additional participants to join the group during certain phases to ensure the group has appropriate expertise and practical insight where needed.

The working group will provide the following milestone updates to the Board:

May 2025:	Initial project plans and Board commitment to project
Sep 2025:	Revised project plan, initial consultation report, and initial version of tools
Jan 2026:	Draft bylaws and governance policies
Mar 2026:	Final recommendation on revised bylaws and governance policies
Sep 2026:	Draft committee structure and mandates
Oct 2026:	Final recommendation on revised committee structure and mandates



Project Timeline (May 2025 - Oct 2026):

PHASE 1: Planning and Assessment (*May - Sept 2025*)

- **Task 1.1:** Project kickoff meeting and team orientation (May 2025)
- **Task 1.2:** Initial stakeholder consultations (trustees, committees, senior staff) to gather feedback on governance principles and known bylaws issues (May - Jun 2025)
- **Task 1.3:** Refine project plan and timeline; prepare consultation report (Jul 2025)
- **Task 1.4:** Develop and deploy initial version of governance communication and tracking tools (May-Sept 2025)
- **Deliverables:**
 - Revised project plan and initial consultation report (Sept 2025)
 - Initial version of governance communication and tracking tools (Sept 2025)

PHASE 2: Modernizing Bylaws and Governance Policies (*Sept 2025 - Mar 2026*)

- **Task 2.1:** Prepare draft modernized bylaws and governance policies (Sept - Oct 2025)
- **Task 2.2:** Stakeholder consultations (trustees, committees, senior staff) (Nov 2025)
- **Task 2.3:** Revisions to drafts based on consultations (Dec 2025)
- **Task 2.4:** Further consultations based on revisions (Jan 2026)
- **Task 2.5:** Final revisions and external review (Feb 2026)
- **Task 2.6:** Board approval of modernized bylaws and governance policies (Mar 2026)
- **Task 2.7:** Develop and deploy further iterations of governance communication and tracking tools (Sept 2025 - Mar 2026)
- **Deliverables:**
 - Modernized bylaws and governance policies (Mar 2026)
 - Next iterations of governance communication and tracking tools (ongoing)

PHASE 3: Governance Committee Structure and Mandates (*Mar - Oct 2026*)

- **Task 3.1:** Initial stakeholder consultations (trustees, committees, senior staff) on committee structure and mandates (Mar 2026)
- **Task 3.2:** Prepare draft committee structure and related policies (Apr - May 2026)
- **Task 3.3:** Stakeholder consultations (trustees, committees, senior staff) on draft structure and policies (Jun 2026)
- **Task 3.4:** Revisions to drafts based on consultations (Jul - Aug 2026)
- **Task 3.5:** Further consultations based on revisions (Sept 2026)
- **Task 3.6:** Final revisions (Oct 2026)
- **Task 3.7:** Board approval of revised committee structure and policies (Oct 2026)
- **Task 3.8:** Develop and deploy further iterations of governance communication and tracking tools (Mar - Oct 2026)
- **Deliverables:**
 - Revised committee structure and policies (Oct 2026)



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- Next iteration of governance communication and tracking tools

Project Budget:

This project will be carried out using internal staff operating under their existing mandates and budgets. However, to mitigate risk during such significant governance work, targeted legal and governance consultation is anticipated, particularly regarding the bylaws. To this end, \$30,000 should be set aside pursuant to Task 2.5 to undertake an external review of the modernized bylaws and governance policies before they are approved.