

TORONTO DISTRICT SCHOOL BOARD (TDSB)
PARENT INVOLVEMENT ADVISORY COMMITTEE (PIAC)
BY-LAWS

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ARTICLE 1 NAME OF ORGANIZATION

SECTION 1.1 Parent Involvement Advisory Committee (PIAC)

1.1.1 The name of the parent involvement committee at the Toronto District School Board is the Parent Involvement Advisory Committee and also known as PIAC.

ARTICLE 2 PURPOSE

SECTION 2.1 Ministry Mandate

2.1.1 The mandate of PIAC is prescribed by the Education Act, Ontario Regulation 612/00 School Councils and Parent Involvement Committees, Last Amendment O. Reg. 330/10.

2.1.2 The purpose of a parent involvement committee is to support, encourage and enhance parent engagement at the board level in order to improve student achievement and well-being. O. Reg. 330/10, s. 6.

SECTION 2.2 Role and Responsibilities of PIAC

2.2.1 PIAC shall achieve its purpose by:

- (a) providing information and advice on parent engagement to the board;
- (b) communicating with and supporting school councils of schools of the board; and
- (c) undertaking activities to help parents of pupils of the board support their children's learning at home and at school. O. Reg. 330/10, s. 6

ARTICLE 3 MEMBERSHIP

SECTION 3.1 Voting Members

3.1.1 PIAC's voting members shall be a parent of a pupil who is enrolled in a school of the TDSB, and includes a guardian as defined in section 1 of the Education Act.

3.1.2 Parent members shall constitute a majority of the members of PIAC.

3.1.3 PIAC is composed of the following voting members:

- (a) 1 Parent Representative delegate representing each of the 22 TDSB Wards;
- (b) 1 Parent Alternate delegate representing each of the 22 TDSB wards; and
- (c) 1 CLG Parent Representative delegate representing each of the current TDSB Community Liaison Groups (CLG), to a maximum of 5 TDSB Community Liaison Groups represented on PIAC.

3.1.4 Members elected under subsections 3.1.3 (a) and 3.1.3 (b) above may be employees of the TDSB, but must inform PIAC of the employment at the first meeting they attend and may be asked to excuse themselves from a vote if there is deemed to be a conflict of interest.

3.1.5 Role and Responsibilities

- (a) The role and responsibilities of Parent Representative delegates, Parent Alternate delegates and CLG Parent delegates include the following:
 - (i) Each Ward and each CLG represented on PIAC shall have 1 vote each on a matter being voted on by PIAC.

- (ii) A Ward's Parent Alternate delegate shall vote when a Ward's Parent Representative delegate is absent from a PIAC meeting.
- (iii) All Parent delegates shall attend PIAC general meetings or send regrets to the Co-Chairs prior to a PIAC meeting, when unable to attend.
- (iv) All Parent delegates shall participate in at least 1 PIAC Working Group.

3.1.6 Election Process

- (a) Parent Representatives delegates and Parent Alternates delegates shall be elected at Ward level as specified by a PIAC approved election process and shall be Toronto District School Board parents or guardians, as defined by Ontario Regulations 612/00 and 330/10, and reside in the ward, or have a TDSB enrolled child who resides in the ward, or have a child who is enrolled in a TDSB school in the ward.
- (b) CLG Parent delegates shall be elected or appointed at the CLG level in accordance with TDSB policies and procedures.

3.1.7 Effective Date

- (a) Once an election has occurred, the trustee or CLG shall notify the TDSB Parent and Community Engagement Office (PCEO) within 2 business days of the results of the election.
- (b) The PCEO shall then notify the PIAC Co-Chairs within 2 business days of the new member status.
- (c) Once verified by PIAC, membership status is in effect as of the date of election.

3.1.8 Term of Office

- (a) Parent Representatives delegates and Parent Alternates delegates shall serve a term of two years.
- (b) CLG Parent delegates shall serve a term of two years.
- (c) Each PIAC member shall have the option of running for re-election as determined by their respective wards, CLG or community agency.

3.1.9 Vacancies

- (a) A member's notice of resignation should be submitted in writing to the TDSB Central Coordinator of the PCEO and to the PIAC Co-Chairs, and is effective immediately.
- (b) Should a vacancy occur during a Parent Representative's or Parent Alternate's term, a new parent delegate shall be elected at Ward level as specified by a PIAC approved election process.
- (c) Should a vacancy occur during the CLG Parent delegate's term, a new member shall be elected for a two-year term as per the CLG election process.
- (d) In the event of a vacancy, PIAC shall notify:
 - (i) the Trustee, if it is a Parent Representative or Parent Alternate ward delegate;
 - (ii) the CLG, if it is a CLG Parent delegate;
 - (iii) the community agency, if it is a community agency representative; and
 - (iv) the Chair of the Board and the Director of Education, if it is the Trustee representative.
- (e) The TDSB shall ensure that vacancies in parent delegate member positions on PIAC are advertised through a variety of methods.

- (f) Methods of advertising vacancies in parent delegate member positions on PIAC may include, but are not limited to, the following:
 - (i) Advertisements in newsletters of schools or school councils of schools of the TDSB;
 - (ii) Advertisements in newspapers with general circulation in the geographic jurisdiction of the TDSB;
 - (iii) Advertisements on radio or television stations that broadcast in the geographic jurisdiction of the TDSB;
 - (iv) Notices in TDSB schools; and
 - (v) Notices on the TDSB website and on the websites of TDSB schools.
- (g) A vacancy in the membership does not prevent PIAC from exercising its authority, as per O. Reg. 330/10, s. 6.

SECTION 3.2 Non-Voting Members

3.2.1 The non-voting members of PIAC are the following:

- (a) 2 Co-Chairs,
- (b) 1 Trustee representative;
- (c) the Director of Education; and
- (d) 1 PCEO representative.

3.2.2 Role and Responsibilities

- (a) Co-Chairs shall act as spokespersons for PIAC in communicating with the Director of Education and the Board. The role and responsibilities of the Co-Chairs include setting the agenda of PIAC general meetings.
- (b) The role and responsibilities of the Trustee representative includes acting as a liaison between the Board of Trustees and PIAC, as prescribed in O. Reg. 330/10 of the Education Act. The Trustee representative may:
 - (i) delegate any of his or her powers or duties as a member of the parent involvement committee to another member of the board; and
 - (ii) designate a member of the board to attend the meetings of the parent involvement committee in his or her place.
- (c) The Director of Education role and responsibilities shall include those as prescribed by O. Reg. 330/10 of the Education Act. The Director of Education may:
 - (i) delegate any of his or her powers or duties as a member of the parent involvement committee to a supervisory officer employed by the board; and
 - (ii) designate a supervisory officer of the board to attend a meeting of the parent involvement committee in his or her place.
- (d) The Parent and Community Engagement Office (PCEO) representative shall be appointed by TDSB.

SECTION 3.3 Composition of Executive Committee

3.3.1 The Executive Committee shall be comprised of:

- (a) The Co-Chairs;
- (b) All members who serve as Lead or Co-lead of a Working Group;
- (c) The Trustee representative;
- (d) The Director of Education or his/her designate; and

- (e) The PCEO representative.

3.3.2 Role and Responsibilities of Executive Committee

- (a) The role and responsibilities of the Executive Committee include the following:
 - (i) prepare agendas for all PIAC general meetings;
 - (ii) participate in the annual PIAC Strategic Planning Session; and
 - (iii) participate in tracking the annual PIAC Strategic Work Plan.

3.3.3 Election Process

- (a) Election of Co-Chairs:
 - (i) Only parent members with a two-year term are eligible to be elected to the position of Co-Chair, as per O. Reg. 330/10, s. 6
 - (ii) 2 Co-Chairs shall be elected following the guidelines established by the Nomination Working Group and as approved by PIAC.
 - (iii) To be elected, a Co-Chair candidate must have the approval of a simple majority of the parent membership present at a meeting where Co-Chairs are elected.
- (b) 1 Trustee representative shall be appointed to PIAC by TDSB.
- (c) The Director of Education shall be a member of PIAC.
- (d) 1 PCEO representative shall be appointed by TDSB.

3.3.4 Effective Date

- (a) Election of Co-Chairs is effective as of the date of election.
- (b) Appointment of the Trustee representative is effective as of the date of appointment by TDSB.
- (c) The Director of Education shall effectively be a member of PIAC, as per O. Reg. 330/10, s. 6.
- (d) Appointment of the PCEO representative is effective as of the date of appointment by TDSB.

3.3.5 Term of Office

- (a) Co-Chairs shall serve a two-year term.
 - (i) An individual may not serve more than two consecutive terms as Co-Chair of PIAC, as per O. Reg. 330/10, s. 6.
 - (ii) An individual who has served one term or two consecutive terms as Co-Chair may be re-elected as Co-Chair provided at least one two-year term has elapsed since his or her last term as Co-Chair, as per O. Reg. 330/10, s. 6.
- (b) The Trustee representative shall serve a term of 1 year.
- (c) The Director of Education shall serve consecutive 1 year terms.
- (d) The PCEO representative shall serve a 1 year term.

3.3.6 Vacancies

- (a) Vacancies in the Co-Chair position shall be filled as follows:
 - (i) Co-chairs of PIAC must be parent members and shall be elected for a two-year term by the voting parent members at a PIAC meeting in each school year that there is a vacancy in the office of Co-Chair, as per O. Reg. 330/10, s. 6. (3) and the PIAC By-laws.

- (ii) Once elected, Co-Chairs relinquish their right to serve and vote as their Ward's Parent delegate. An election will be called to elect a new Parent delegate for that ward, as per the PIAC approved election process.
- (iii) Should either of the Co-Chairs resign before the end of his or her term, an interim Co-Chair shall be elected following the guidelines established by the Nomination Working Group and as approved by PIAC, and shall serve the remainder of the two-year term.
- (iv) Should a Co-Chair wish to run for re-election following his or her term, the Co-Chair must follow the guidelines established by the Nomination Working Group and approved by PIAC.
- (v) A Co-Chair may be removed from office with cause, as per section 7.4 of these By-laws, on a motion by one of the following methods:
 - .1 a motion that passes with a two-thirds vote,
 - .2 a majority vote when at least two weeks' prior notice has been given.
- (b) A vacancy in the Trustee representative position shall be filled by TDSB.
- (c) A vacancy in the Director of Education position shall be filled by TDSB.
- (d) A vacancy in the PCEO representative position shall be filled by TDSB.

SECTION 3.4 Membership Orientation

3.4.1 Orientation material shall be provided to all new PIAC members by their first meeting.

SECTION 3.5 Membership Training

3.5.1 PIAC members shall be trained in PIAC guiding principles and procedures; the Education Act, Ontario Regulation 612/00 School Councils and Parent Involvement Committees, Last Amendment O. Reg. 330/10; and the PIAC By-laws. This training will be facilitated by the PCEO in collaboration with PIAC.

SECTION 3.6 Additional Training

3.6.1 Additional training for PIAC members shall be made available through the PCEO at the discretion of the PIAC.

ARTICLE 4 MEETINGS

SECTION 4.1 Meeting Norms

4.1.1 PIAC meeting norms shall adhere to the policies and procedures stipulated in the PIAC Code of Conduct.

SECTION 4.2 Notice of Meetings

4.2.1 Notice of each meeting shall be provided to all PIAC members at least five (5) business days before the meeting by email and by posting a notice on the TDSB and PIAC websites.

SECTION 4.3 General Meetings

4.3.1 PIAC shall hold a minimum of six (6) meetings each school year.

- 4.3.2 All general meetings of PIAC shall be open to the public and TDSB parents/guardians as observers and shall be held at a location that is accessible to the public, as per O. Reg. 330/10, s. 6.
- 4.3.3 One of the Co-Chairs shall preside over each PIAC meeting. The Co-Chair not leading the meeting shall preside whenever the Co-Chair leading the meeting wishes to participate in a discussion during a meeting.
- 4.3.4 If a Co-Chair is not present, it shall be the first order of business of the meeting to select an acting Co-Chair, according to the procedure described for establishing quorum.
- SECTION 4.4 Executive Committee Meetings**
- 4.4.1 The Executive Committee shall meet prior to each PIAC general meeting to set the agenda for the following upcoming PIAC general meeting.
- SECTION 4.5 Annual Planning Meetings**
- 4.5.1 PIAC shall hold an Annual Planning Meeting to discuss the strategic plan for the following school year.
- SECTION 4.6 Special Meetings**
- 4.6.1 A special meeting of PIAC may be called for PIAC to consider an emergent or time-sensitive matter.
- 4.6.2 A special meeting may be called by the Co-Chairs.
- 4.6.3 A special meeting may be requested by a majority of PIAC members, signed by the majority of PIAC members, in writing to the Co-Chairs, and copied to the PCEO representative.
- 4.6.4 A request for a special meeting that meets these criteria shall be binding upon the Co-Chairs.
- 4.6.5 A request for a special meeting shall include the purpose for the meeting.
- 4.6.6 The Co-Chairs shall notify all members of PIAC, by email and if possible by a posting on the PIAC website, of a special meeting of PIAC at least 24 hours in advance of the meeting, and shall include the agenda for the meeting with the notice.
- 4.6.7 The agenda for a special meeting of PIAC shall include all the matters that are to be considered by PIAC at the meeting.
- 4.6.8 A matter that is not included in the agenda may be considered at a special meeting of PIAC only if all members of PIAC are present at the meeting, and all members of PIAC agree to consider the matter.
- SECTION 4.7 Meeting Agenda and Schedules**
- 4.7.1 PIAC shall adopt a meeting schedule in keeping with the availability of Board facilities in consultation with the PCEO.
- 4.7.2 Where possible and appropriate, the PIAC meeting schedule will align with the meeting schedule for TDSB subcommittees that PIAC delegates and reports to.
- 4.7.3 The agenda for a general meeting of PIAC shall be ordered by the Co-Chairs and set by the Executive Committee, and may include items from individual PIAC members.
- 4.7.4 Review of the agenda shall be the first order of business in the PIAC meeting.

- 4.7.5 New items for consideration at a general meeting should be sent to the Co-Chairs at least 48 hours prior to the meeting, if possible, and need to be endorsed for consideration by three PIAC members. However, during the meeting, emergency items may be added to the agenda if a majority of voting PIAC members present agree by vote.
- 4.7.6 The order of the items on the agenda may be changed by a majority of the members present agreeing by vote.

SECTION 4.8 Quorum

- 4.8.1 Quorum must be achieved for the meeting to be properly constituted.
- 4.8.2 Quorum shall be 40% + 1 of sitting members (rounded down if necessary).
- 4.8.3 The Co-Chair shall convene the meeting as soon as quorum of the members is present but not before the scheduled start time.
- 4.8.4 If quorum is not present within 15 minutes of the scheduled start time, the meeting may be cancelled by majority vote of the voting members present.
- 4.8.5 If quorum is present, and neither Co-Chair is present, the first item of business is to select an acting Co-Chair from among the voting members.
- 4.8.6 A general meeting of PIAC cannot be held unless:
- (a) a majority of the members present at the meeting are parent members;
 - (b) the Director of Education or the Director's designate is present; and
 - (c) the Trustee representative is present. The Trustee representative may delegate any of his or her powers or duties to another trustee of the TDSB to attend the meetings in his/her place.

SECTION 4.9 Meeting Attendance

- 4.9.1 A member of PIAC who participates in a meeting through electronic means shall be deemed to be present at the meeting, as per O. Reg. 330/10, s. 6.
- 4.9.2 It is the responsibility of all PIAC members who will be absent from a meeting, to notify the Co-Chairs in a timely fashion prior to the start of the meeting, as per section 4.9.5 of these By-laws.
- 4.9.3 If a member has been absent for three consecutive meetings, written notification will be given by the Co-Chairs to the absentee PIAC member and to his/her relevant trustee or CLG concerning the absence.
- 4.9.4 Members who are absent for three consecutive meetings without cause shall be declared to have vacated their position, unless it is agreed by their constituency group that representation will be provided by the elected alternate, and notification of same is brought forward by the relevant trustee or CLG to the Co-Chairs.
- 4.9.5 Any member who is unable to attend at a PIAC meeting shall provide the Co-Chairs with a minimum of 24 hours' written notice, where possible, of regrets or apologies for absence, via electronic mail, with a copy to the Central Coordinator, PCEO. The minutes of each meeting shall include a notation of those members absent and those members advising of apologies for absence. Any member who misses either (a) three (3) or more consecutive PIAC general meetings without advising apologies for absence, or (b) total of four (4) PIAC general meetings in any fiscal year, may be removed from his/her seat. The Membership Working Group Lead/Co-Lead may move for the removal of any member, with the matter requiring a simple majority vote to pass.

ARTICLE 5 MAKING DECISIONS

SECTION 5.1 Consensus

5.1.1 PIAC will strive for consensus in its decision-making.

SECTION 5.2 Voting

5.2.1 When consensus cannot be reached, PIAC will follow the procedures for voting as prescribed by Robert's Rules of Order.

5.2.2 Voting may also be used to formalize decisions made by consensus.

5.2.3 It will be at the discretion of the Co-Chairs to decide at any time either to set a motion aside or put it to a vote. The Co-Chairs must then consider challenges to their decision from the floor. If the decision of the Co-Chairs is challenged, the Co-Chairs must hear arguments and then call a vote to determine whether their procedural decision is supported by a majority of voting members present. Following the vote, the procedural decision of the majority shall be binding upon the Co-Chairs.

5.2.4 A motion shall be considered to have passed when approved by a simple majority of voting members present.

5.2.5 A voting member of PIAC who is present and who fails to vote on a motion shall be deemed to have abstained. An abstention is neither counted for nor against a motion.

5.2.6 Notwithstanding any provisions to the contrary herein, in the event of a tie vote the Co-Chair leading the meeting shall cast the deciding vote.

ARTICLE 6 WORKING GROUPS

SECTION 6.1 Creating Working Groups

6.1.1 PIAC may establish sub-committees referred to as Working Groups to make recommendations to PIAC.

SECTION 6.2 Categories of Working Groups

6.2.1 Governance Working Groups are permanent sub-committees made up of only PIAC parent members, as described in Section 3.1.

6.2.2 Governance Working Groups are as follows:

- (a) Budget,
- (b) By-laws,
- (c) Membership,
- (d) Nomination, and
- (e) Strategic Planning.

6.2.3 Working Groups which are not Governance Working Groups are open to any parent/guardian of a TDSB enrolled student and to community participants.

SECTION 6.3 Composition of Working Groups

6.3.1 A Working Group of PIAC must include at least (1) one parent member of PIAC.

6.3.2 A Working Group Lead or Co-Lead(s) must be a parent member of PIAC.

- 6.3.3 Notices of resignation from a Working Group shall be submitted to the Working Group Lead or Co-Lead(s) and to the Co-Chairs of PIAC.
- 6.3.4 PIAC Co-Chairs are ex-officio members of all Working Groups.
- 6.3.5 Parents and guardians of a TDSB enrolled student may vote on matters under consideration by a Working Group.
- 6.3.6 Community Participants shall not vote on matters under consideration by a Working Group.
- 6.3.7 PIAC Working Group membership is subject to renewal each school year.
- 6.3.8 A maximum of two (2) Working Groups Leads or Co-Leads shall be elected annually by the voting members of the Working Group.

SECTION 6.4 Working Group Reporting

- 6.4.1 Working Groups Leads or Co-Leads are responsible to provide timely reporting on their workgroup activities and bring recommendations or motions forward to the PIAC general meetings for decision and voting.

SECTION 6.5 Nomination Working Group

- 6.5.1 The Nomination Working Group shall be a permanent Governance Working Group of PIAC.
- 6.5.2 The membership of the Nomination Working Group shall be drawn from PIAC members.
- 6.5.3 It is the duty of the Nomination Working Group to seek out candidates for the position of Co-Chair, make recommendations for the Co-Chair election process in the months prior to election for approved by the PIAC, and run the Co-Chair election.
- 6.5.4 The Co-Chair election procedure and process will be determined by the Nomination Working Group, in keeping with PIAC's Guiding Principles and Ontario Regulation 612/00 School Councils and Parent Involvement Committees, Last Amendment O. Reg. 330/10.
- 6.5.5 Members of the Nomination Working Group shall not seek election as Co-Chair.

ARTICLE 7 ACCOUNTABILITY AND TRANSPARENCY

SECTION 7.1 Annual Reports

- 7.1.1 As per O. Reg. 612/00, PIAC shall create an annual report of its activities and submit it to the Chair of the Board and the Director of Education.
- 7.1.2 The annual report shall include a summary of PIAC's activities and how funding, if any, provided under the Education Act for parent involvement was spent.
- 7.1.3 The annual report shall be provided by the TDSB to school councils and posted on the TDSB website.

SECTION 7.2 Remuneration

- 7.2.1 A person shall not receive any remuneration for serving as a member of PIAC, as per O. Reg. 330/10, s. 6.
- 7.2.2 Subsection 7.2.1 does not preclude payment of an honorarium under section 191 of the Education Act that takes into account the attendance of a Board member at a parent involvement committee meeting.
- 7.2.3 Reimbursement to members for expenses incurred as members of PIAC shall be reimbursed pursuant to TDSB policies and PIAC approved procedures.

SECTION 7.3 Incorporation

7.3.1 PIAC shall not be incorporated, as per O. Reg. 330/10, s. 6.

7.3.2 Authority to Suspend or Expel

7.3.3 PIAC shall have the authority to suspend or expel from PIAC any member for contravening these PIAC By-Laws, the PIAC Code of Conduct, or the TDSB Code of Conduct, or for cause, subject to the provisions of Ontario Regulation 330/10 and the Ontario Human Rights Code.

ARTICLE 8 CONFLICTS OF INTEREST

SECTION 8.1 Rules Respecting Conflicts of Interest

8.1.1 In accordance with R. 330/10 S.43 (b) (vii), the following section of PIAC by-laws establishes rules respecting issues of conflicts of interest.

8.1.2 A conflict of interest may be actual, perceived or potential.

8.1.3 Members of PIAC shall declare any conflict of interest in matters that they, members of their families, or business entities in which they may have an interest, stand to benefit either directly or indirectly by decisions of PIAC.

8.1.4 A member shall exclude herself/himself from discussions in which:

(a) A conflict of interest is likely to result.

(b) The PIAC member's ability to carry out his/her duties and responsibilities as a member of PIAC may be jeopardized.

(c) The PIAC member, his/her relatives, or a business entity in which the member may have an interest, may gain or benefit either directly or indirectly as a result of actions that may be taken by the TDSB in response to advice that PIAC provides to the TDSB.

8.1.5 Generally, a member shall not accept favors, opportunities, economic benefits or payment from any individual, organization, or entity known to be seeking business with PIAC or benefit financially through PIAC involvement.

8.1.6 Additionally, a member must stringently avoid even the appearance of conflict of interest.

8.1.7 Conflicts of interest are not necessarily limited to conflicts of financial or economic nature and may arise where allegiances to another organization may prevent the PIAC member from carrying out his/her duties to the Committee faithfully and honestly. Members holding positions in organizations with a similar mandate to PIAC must ensure they are able to fulfill their responsibilities to PIAC.

8.1.8 An interested PIAC member or Working Group member may not use his or her position with respect to PIAC, or confidential insider information obtained by him or her relating to PIAC, in order to achieve a financial benefit or any gain for himself or herself or for a third party.

8.1.9 A PIAC member or Working Group member has a duty to inform the PIAC membership in writing of any actual, potential or perceived conflict of interest, including those in the past.

8.1.10 Violations of these Conflict of Interest provisions may result in removal of the member.

ARTICLE 9 CONFLICT RESOLUTION

SECTION 9.1 Conflict Resolution Process

- 9.1.1 In accordance with O. Reg.330/10 S.43 (b) (viii), the following section of the PIAC by-laws establishes a conflict resolution process, consistent with TDSB policy, for disputes between and among PIAC members.
- 9.1.2 PIAC recognizes that conflict is not always negative. It is PIAC's intention to resolve disputes collaboratively, amicably and respectfully.
- 9.1.3 Successful dispute resolution relies upon:
- (a) the ability of the Co-Chair to objectively facilitate the discussion so that all PIAC members have an opportunity to have their concerns addressed in a constructive manner, and the PIAC members' readiness to participate to seek resolution to the issue.
 - (b) Each PIAC member shall be given an opportunity to express his or her concern or opinion regarding the issue in dispute and how the dispute has affected the member.
 - (c) Speakers to an issue shall maintain a calm and respectful tone at all times.
 - (d) Speakers shall be allowed to speak without interruption and provide allowances for feedback.
 - (e) The Co-Chair's responsibility is to clarify the statements made by all speakers, to identify common ground among the points of view raised and to set out the joint interests of all members.
 - (f) If no common ground can be identified, the Co-Chair shall seek to clarify preferences among all members before proceeding further. Under the guidance of the Co-Chair, PIAC shall:
 - (i) acknowledge the issue or problem;
 - (ii) commit to finding a solution;
 - (iii) develop a strategy to resolve the conflict;
 - (iv) listen to each person's viewpoints without judgment;
 - (v) assail the problem and not the person – avoid labeling the individual;
 - (vi) allow each PIAC member to communicate his or her views;
 - (vii) consult others involved as to their needs and concerns;
 - (viii) use active listening strategies;
 - (ix) share needs and concerns with the entire group;
 - (x) invite others to suggest ways to resolve the conflict;
 - (xi) agree on a solution; and
 - (xii) follow-up to ensure the agreed-upon solution is implemented.
- 9.1.4 If all attempts at resolving the dispute have been exhausted without success, the Co-Chair may request the intervention of an independent third party, a superintendent, other senior administrator or TDSB official, or another neutral individual mutually agreed upon by the parties involved in the dispute, to facilitate and assist in achieving a resolution to the conflict or dispute.
- 9.1.5 Where the Co-Chair has requested or has been requested to remove himself, herself, a member or members from a PIAC meeting as a result of a dispute or conflict during a meeting, the Co-Chair or the PIAC members shall request that disputing members of PIAC participate in a special meeting, the purpose of which is to arrive at mutually acceptable solution to the dispute.
- 9.1.6 Special meetings may take place in private and are not to be construed as a general meeting of PIAC.

- 9.1.7 Any solution reached at the special meeting to resolve the dispute will be documented in writing, signed and respected in full by all parties to the dispute.
- 9.1.8 Disputes or concerns between PIAC members that are being dealt with in a private forum cannot be taken elsewhere for resolution without the consent of the PIAC membership.
- 9.1.9 Disputes or concerns between PIAC members that affect the work of PIAC shall be handled according to the Conflict Resolution process in the PIAC By-laws.
- 9.1.10 Lack of compliance with the PIAC Conflict Resolution Process could result in removal from the membership.

ARTICLE 10 AMENDMENTS

SECTION 10.1 Amendments with Notice

- 10.1.1 The content of this document may be modified or changed in accordance with the evolving practices and experiences of PIAC, subject to the policies and procedures of the TDSB and the Ontario Ministry of Education.
- 10.1.2 PIAC may strike a By-laws Working Group to review the By-laws at any time.
- 10.1.3 These By-laws may be amended no more than once per year, with the approval of 66% of the voting members present at a PIAC general meeting where a motion to amend the By-laws is presented for consideration.

ARTICLE 11 EFFECTIVE DATE AND REVISION HISTORY

SECTION 11.1 Effective Date

- 11.1.1 These By-laws are effective and come into force as of September 13, 2001, the Effective Date.

SECTION 11.2 Revision History

- 11.2.1 Revised May 1, 2007
- 11.2.2 Revised September 13, 2011
- 11.2.3 Revised June 20, 2017