

Ministry of Education

Minister

Mowat Block
Queen's Park
Toronto ON M7A 1L2

Ministère de l'Éducation

Ministre

Édifce Mowat
Queen's Park
Toronto ON M7A 1L2



January 15, 2015

Dear Trustee,

Having considered the material deficiencies identified in Ms. Wilson report, I am making the following directions the Toronto District School Board pursuant to my authority in section 14 of O. Reg. 43/10 (Provincial Interest in Education):

- 1) Direct the TDSB to develop and implement a policy clearly delineating the governance role of the Trustees, the responsibilities of the Chair and committees, and the day to day operational role of the staff.
- 2) Direct the TDSB to revise the mandates or terms of reference of all committees, including advisory committees, to be consistent with the Board's revised governance policy. The mandates or Terms of Reference should ensure that the roles and limits of committees are clear and any staff supporting them are assigned by, and report to, appropriate Board staff.
- 3) Direct the TDSB to revise its promotion procedures and Policies for all levels of staff (with the exception of the Director of Education), to remove individual Trustees from decision making and selection processes. The revised Policies should be consistent with the *Ministry Operational Review guide for Ontario District School boards, 4th Edition (September 2010)*.
- 4) Direct the TDSB to develop and approve an appropriate policy for the Performance Appraisal of the Director of Education, reflective of best practices.
- 5) Direct the TDSB to take whatever measures are necessary to ensure that the compensation of the Director, and all Board staff to which the *Broader Public Sector Accountability Act, 2010* applies, is compliant with that legislation, and provide information sufficient and satisfactory to the Minister clearly establishing such compliance.
- 6) Direct the TDSB to close the trustees' offices at 5050 Yonge (with the exception of the chair's office and shared workspace) and at other Board buildings.

- 7) Direct the TDSB to implement a shared services model with trustee services staff reporting through the Director and to discontinue the practice where trustees contract with constituency assistants. The change should take effect at the earliest opportunity given the notice period in existing constituency assistant contracts.
- 8) Direct the TDSB to reduce the budget for trustees' discretionary office expenses to reflect the move to a shared services model for trustee services.
- 9) Direct the TDSB to provide a three-year capital plan that should reflect a comprehensive, system-wide assessment of the pupil accommodation needs of the board. The plan must clearly state how the TDSB can manage its capital assets within its current school operations and renewal envelopes. The plan should include separate sections that address the following issues:
 - a) Board-wide priorities for the effective use and management of school space to provide effective programming.
 - b) A clear indication of how the board intends to reduce underutilized (<65% utilization based on SFIS) spaces across its schools in each year, including the number of proposed accommodation reviews and a list of affected schools.
 - c) A comparative analysis of TDSB enrolment projections for all schools against capacity.
 - d) A list of all closed and underutilized schools that will remain as core holdings for the future, with justification for not declaring each property as surplus.
 - e) A prioritization of school renewal needs to be addressed in each year to support the findings of the Ministry's Condition Assessment Program.
 - f) An analysis of operating costs of all schools that shows the relative cost per pupil for each open and operating school.
- 10) Direct the TDSB to develop and implement policies and/or procedures which ensure better Audit Committee oversight of international and non-core projects and partnerships with outside organizations.
- 11) Direct the Audit Committee to take the steps necessary, including requesting relevant documents, to review outstanding issues relating to the Confucius Institute; the Canada International School in Vietnam; the Neo City Café contract litigation and related legal costs; and the Central Tech litigation and related legal costs.

- 12) Direct the TDSB to provide a plan to increase continuity on the Audit Committee by providing longer terms for trustee members and staggered terms for external members.
- 13) Direct the TDSB to approve a policy or procedure to limit Trustee participation in the Audit Committee to members of the Committee and those Trustees invited to the Committee for specific agenda items

I direct the Board to comply with the above directions by February 13, 2015 and to provide me with evidence of compliance by that date.

Sincerely,

A handwritten signature in black ink, appearing to read "Liz Sandals". The signature is written in a cursive, flowing style with a large initial "L" and a long, sweeping underline.

Liz Sandals
Minister