

**Ministry of Education**

Minister

Mowat Block  
Queen's Park  
Toronto ON M7A 1L2

**Ministère de l'Éducation**

Ministre

Édifice Mowat  
Queen's Park  
Toronto ON M7A 1L2



January 15, 2015

Mr. Shaun Chen  
Chair

Ms. Donna Quan  
Director of Education

Toronto District School Board  
5050 Yonge Street  
Toronto ON M2N 5N8

Dear Mr. Chen and Ms. Quan,

Our focus on improving student achievement, ensuring equity, promoting well-being and enhancing public confidence in publicly funded education is critical to the success of our students, our education system and the province as a whole.

The serious and persistent concerns regarding the governance challenges at the Toronto District School Board (TDSB), which came to a head over the past few months, led to my decision to appoint Margaret Wilson to conduct an urgent review of the TDSB pursuant to the Provincial Interest in Education Regulation (O. Reg. 43/10, made under the *Education Act*).

I continue to be very concerned that the governance and operational issues at the TDSB have the potential to undermine public confidence in publicly funded education. Ms. Wilson's report also showed that the issues at the TDSB are interfering with the focus on student achievement and well-being at every level, including the school. Acting quickly to address the issues at the TDSB is critical to safeguarding and building on the progress we have made with our students.

I have considered the material deficiencies that Ms. Wilson identified in her report, and I am writing to make directions to the TDSB pursuant to my authority in section 14 of the Provincial Interest in Education regulation (O. Reg. 43/10).

My directions to the Board are included with this letter. I expect the Board to comply with these directions, and to provide me with evidence of compliance, by Friday, February 13, 2015. The response that you provide, and any associated actions and plans, should be approved by the Board of Trustees.

Ms. Wilson's report also provided guidance on a consultation process about possible improvements to the governance structure at the TDSB that could promote student achievement and well-being, increase accountability and enhance public confidence. My ministry will move quickly to begin a consultation process and the input of parents, communities, staff and trustees will drive how we choose to move forward.

I wish to acknowledge the cooperation of the trustees and staff of the TDSB with Ms. Wilson's review. Ms. Wilson also met with former trustees and staff, and others who have been connected to the mission of the TDSB. Their willingness to participate in the review is evidence of their dedication to the TDSB and to public education. I believe that this report, and the beginning of a new term of office for the board, is an opportunity to return the focus of the TDSB on our shared goals for education, and I look forward to your timely response to the concerns identified in the report and the directions in this letter.

Sincerely,

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

Liz Sandals  
Minister

c: George Zegarac, Deputy Minister of Education

Enclosure