



EXECUTIVE REPORT TO COMMITTEE OF THE WHOLE

DATE: November 14, 2011
TO: Committee of the Whole
FROM: John Malloy, Director of Education
RE: King George Consolidation

Action X Monitoring

Recommended Action:

The proposed staff recommendation can be summarized as follows:

1. Closure of King George elementary school in June 2012
2. Relocation of the King George students to Memorial (City) and Prince of Wales as outlined in Map #2 and Map #3, effective September 2012
3. Existing grade 7 students at Memorial, who live in the new Prince of Wales boundary, will be grandfathered in order to allow them the opportunity to graduate with their peers

Rationale/Benefits:

Please refer to the attached report.

Executive Summary

At the January 24, 2011 Board meeting, Trustees of the Hamilton-Wentworth District School Board approved a recommendation to initiate an Accommodation Review Process which included King George, Memorial (City) and Prince of Wales elementary schools. The mandate of the Accommodation Review Committee (ARC) was to produce an Accommodation Report to the Board of Trustees which addressed a number of different criteria including accommodation, facility condition, program, transportation, funding and implementation.

The King George Accommodation Review Committee (ARC), which consisted of parents, teaching and non-teaching staff, principals, trustees and community representatives began its work on March 30, 2011. The King George ARC met over a 7 month period and held 4 working group meetings and 4 public “town hall” style meetings. On November 10, 2011 the ARC submitted its official report in which it supported and endorsed the original staff recommendation which included the closure of King George elementary school in June 2012 and the relocation of those students to Memorial (City) and Prince of Wales, effective September 2012.

The following report identifies key ARC timelines, provides an analysis of the accommodation option created by the King George Accommodation Review Committee and outlines the final staff recommendation.

Timelines

The following timelines for completion of the King George ARC are consistent with those outlined in the Ministry of Education guideline and the Board’s *Pupil Accommodation Review Policy* (No. 12.0).

Process	Timelines
The ARC will complete its work and submit its report to the Director of Education by Friday, November 11, 2011	November 10, 2011
ARC Report posted on the Board website	November 10, 2011
ARC and Staff reports received by Trustees (Committee of the Whole)	November 14, 2011
Staff Report posted on the Board website	November 14, 2011
Board of Trustees to ratify Committee of the Whole minutes (Board Meeting)	November 21, 2011
Meeting to receive public input on the reports created by the ARC and Staff	January 24, 2012
Board of Trustees to make final decision (Committee of the Whole)	February 13, 2012
Board of Trustees to ratify Committee of the Whole minutes (Board Meeting)	February 27, 2012

ARC Recommendation

The King George ARC's final recommendation for the Board's consideration is consistent with the original staff recommendation and can be described as follows:

- Closure of King George elementary school in June 2012
- Relocation of those King George students based on the revised boundaries for Memorial (City) and Prince of Wales as identified in Map #2 and Map #3, effective September 2012.

The King George ARC also suggested that the Board of Trustees take into account the following considerations when making their final decision:

- Provide transportation to those Prince of Wales students residing on the northwest corner of Barton Street and Ottawa Street (including Rosslyn Avenue, Dalhousie Avenue, Cluny Avenue, Craigmiller Avenue, and Dalkeith Avenue). This would minimize the potential disruption to King George families/students from the area that will be realigned with Prince of Wales.
- That a boundary review process be initiated to review the boundaries for Prince of Wales, Memorial (City) and Queen Mary in order to maximize walking distances and more evenly distribute students between the three schools.

Analysis

After reviewing a number of different boundary scenarios, the King George ARC voted (by consensus) to approve the staff recommendation, which was developed by Board staff and shared with the Committee at the beginning of the process, as its final recommendation. As outlined in the King George ARC Report, the Committee was able to successfully complete its mandate as outlined in the Terms of Reference. This recommendation does not include any renovations or upgrades to the remaining facilities so no capital funding is required to initiate this option.

The following summarizes staffs analysis in regard to the additional considerations outlined in the King George ARC Report:

- To ensure equity and accuracy, the Hamilton-Wentworth Student Transportation Services uses a consistent approach when developing walk boundaries for all schools within the district. Walking distances for elementary schools are calculated at 1.0km and 1.6km outward from the school location using existing roads. For these reasons, there are streets throughout the district that are split between eligible riders and non-eligible riders. Sometimes this split occurs down the middle of a road and sometimes the boundary divides the road; as is the case in the area referenced

- The ARC proposed boundary study to review the catchment areas for Memorial (City), Prince of Wales and Queen Mary would more evenly distribute students between the three schools while at the same time minimizing transportation requirements by providing those King George students residing north of Barton Street (and west of Kenilworth Avenue) with the ability to walk to the closer school (Queen Mary) as opposed to being bused to Prince of Wales.

Final Staff Recommendation

The proposed staff recommendation can be summarized as follows:

1. Closure of King George elementary school in June 2012
2. Relocation of the King George students to Memorial (City) and Prince of Wales as outlined in Map #2 and Map #3, effective September 2012
3. Existing grade 7 students at Memorial, who live in the new Prince of Wales boundary, will be grandfathered in order to allow them the opportunity to graduate with their peers

Staff is also supporting the additional consideration put forth by the King George ARC to initiate a boundary review upon the completion of this accommodation review process which would include Memorial (City), Prince of Wales and Queen Mary. As outlined in the King George ARC Report, this boundary review would have the potential to maximize the number of students walking, minimize reliance upon transportation, and more evenly distribute students between the three schools.

Summary

The King George Accommodation Review was a lengthy process including three school communities and various stakeholders. Through discussion and input received over the course of eight public meetings (including four working group and 4 “town hall” style meeting) the King George ARC endorsed the original HWDSB staff recommendation. All participants in the process were committed to the same objectives of ensuring suitable and equitable learning environments for all students. The original staff recommendation, endorsed by the King George ARC improves the learning environments for all students impacted by this proposal while at the same time satisfying the Committee’s mandate as outlined in the Terms of Reference.

List of Attachments

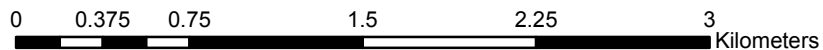
- Map #1: Current Situation
- Map #2: Staff/ARC Recommendation (Complete Boundaries)
- Map #3: Staff/ARC Recommendation (Boundaries south of Barton Street)
- ARC Presentation (Working Group Meeting #1, April 20, 2011): Accommodation Option prepared by Board Administration

- HWDSB Pupil Accommodation Review Policy (No. 12)
- King George ARC Terms of Reference

Map 1

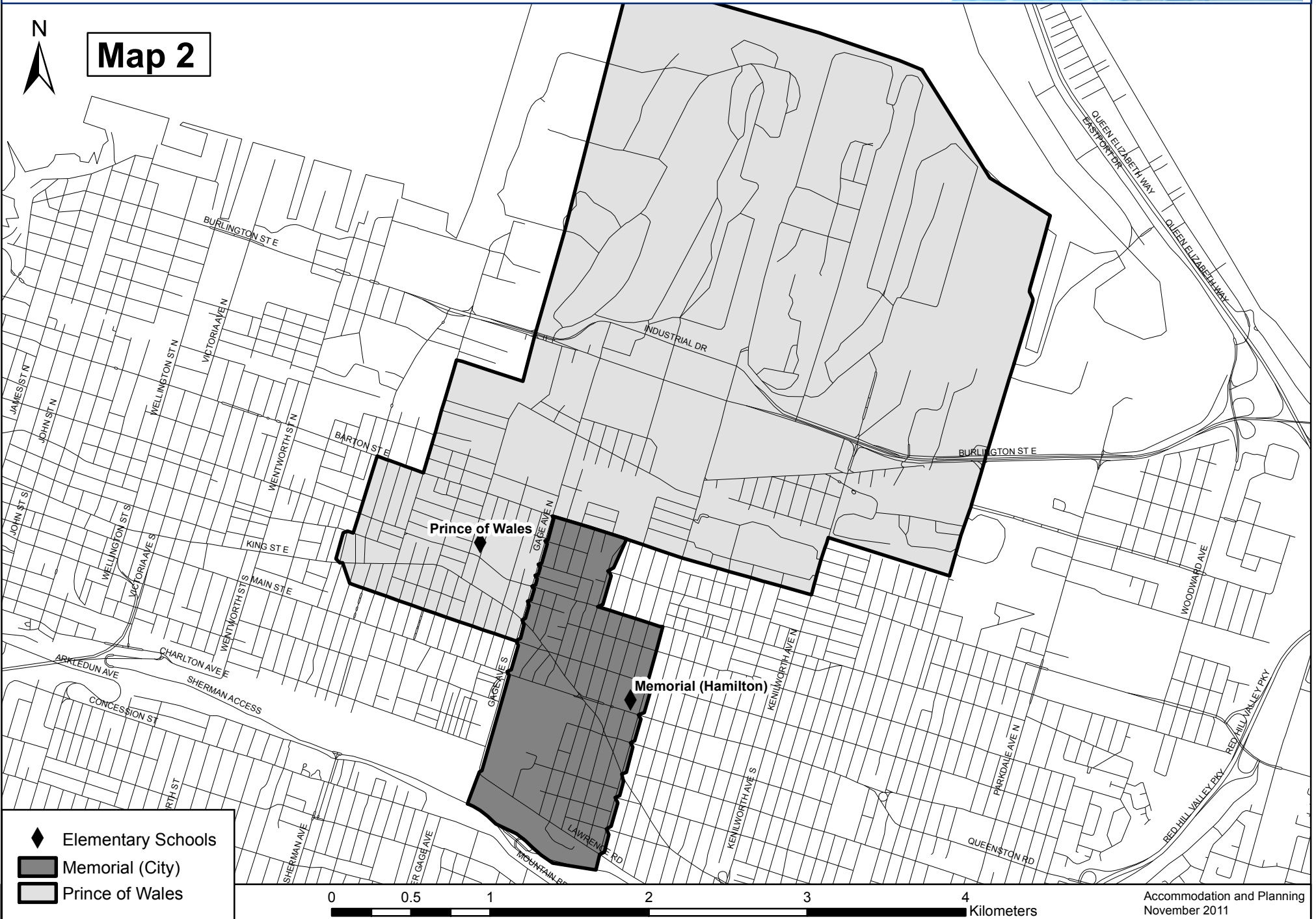


▲	King George
◆	Memorial (Hamilton)
◆	Prince of Wales
□ (light grey)	King George
□ (dark grey)	Prince of Wales
□ (medium grey)	Memorial (Hamilton)

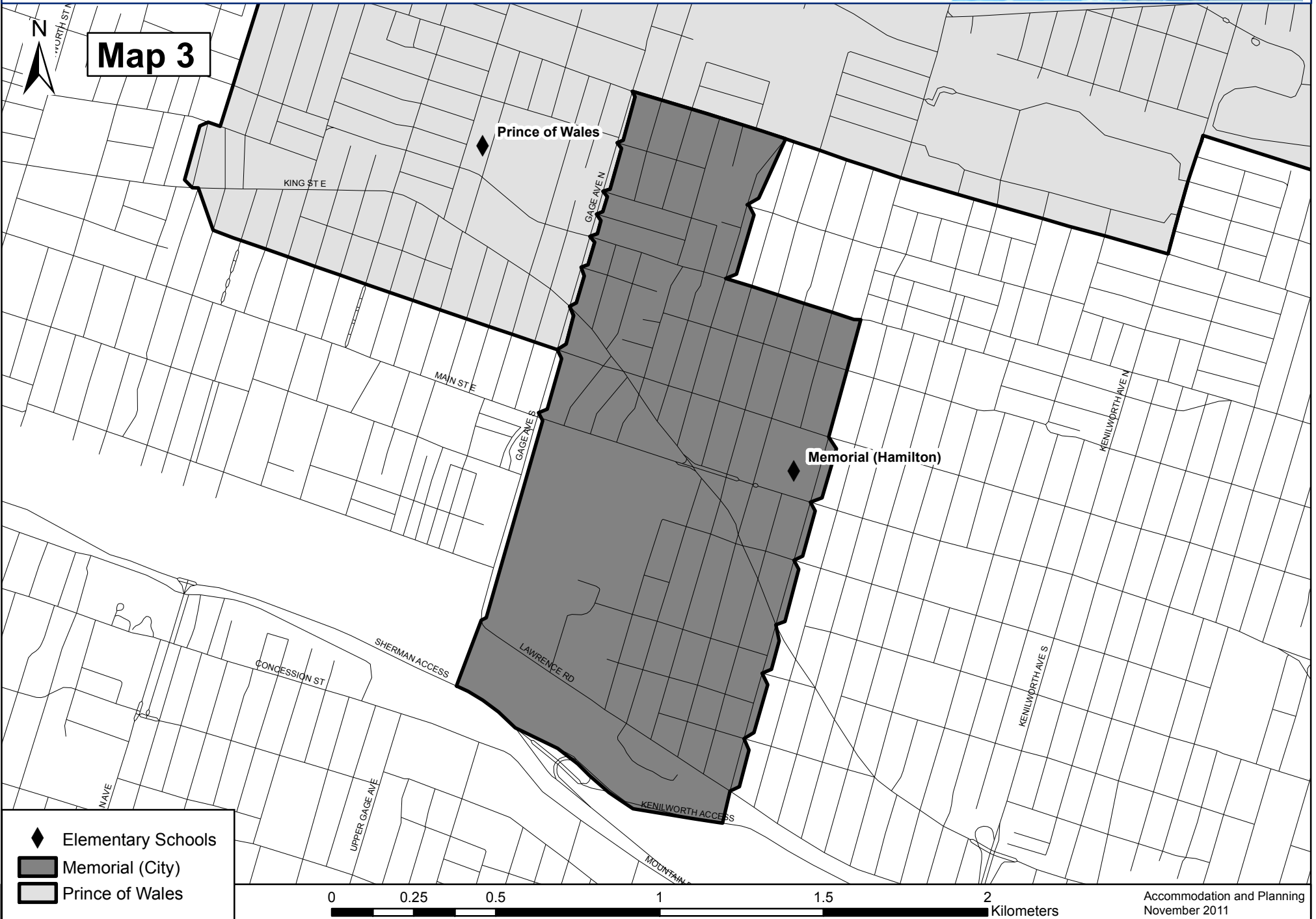




Map 2



Map 3



Elementary Pupil Accommodation Review Committee

King George ARC
Accommodation Option
Prepared by Board Administration

King George ARC – Working Group Meeting #1
April 20, 2011



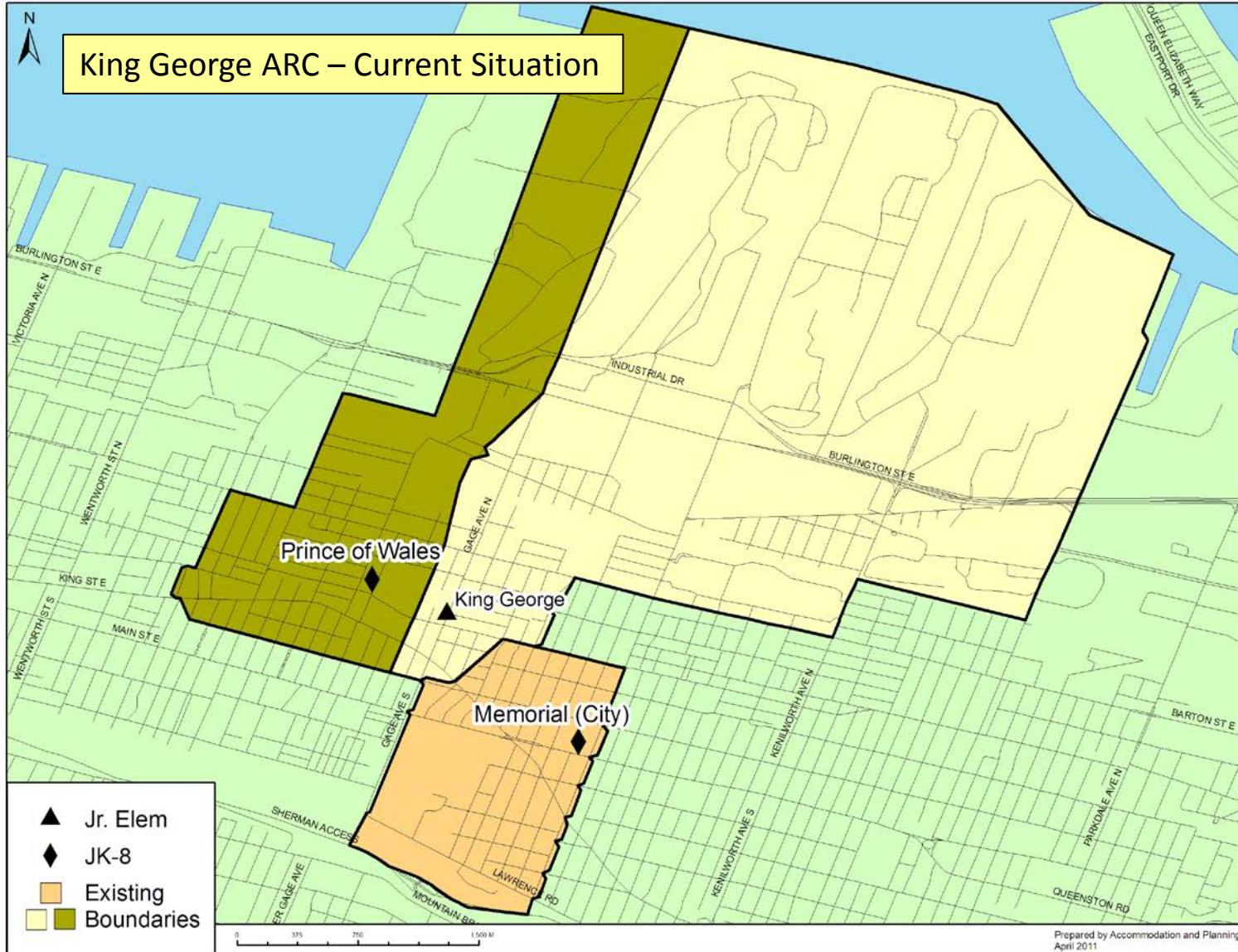
Why an Accommodation Review?

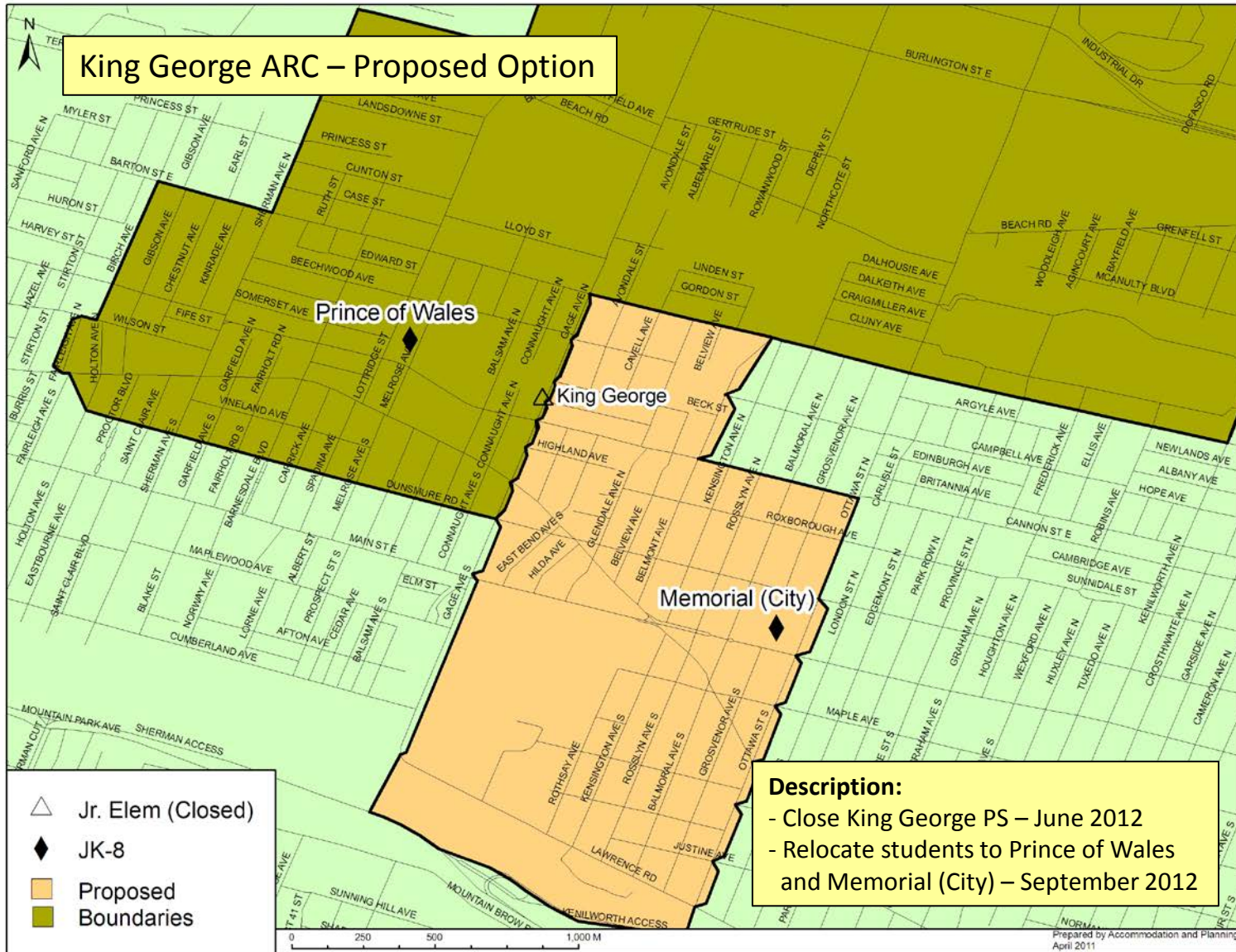
- Program Benefits
- Financial Benefits

Current Situation:

School	Year of Construction	2009 OTG Capacity	2009 Enrolment (Utilization)	2015 Enrolment (Utilization)	2020 Enrolment (Utilization)	Current FCI	10 Yr FCI
King George	1912	443	268 (60%)	254 (57%)	256 (58%)	46%	80%
Prince of Wales	2009	746	508 (68%)	499 (67%)	449 (60%)	0%	20%
Memorial (City)	1918	634	504 (79%)	430 (68%)	447 (71%)	29%	70%
TOTAL		1,823	1,280 (70%)	1,183 (65%)	1,152 (63%)		

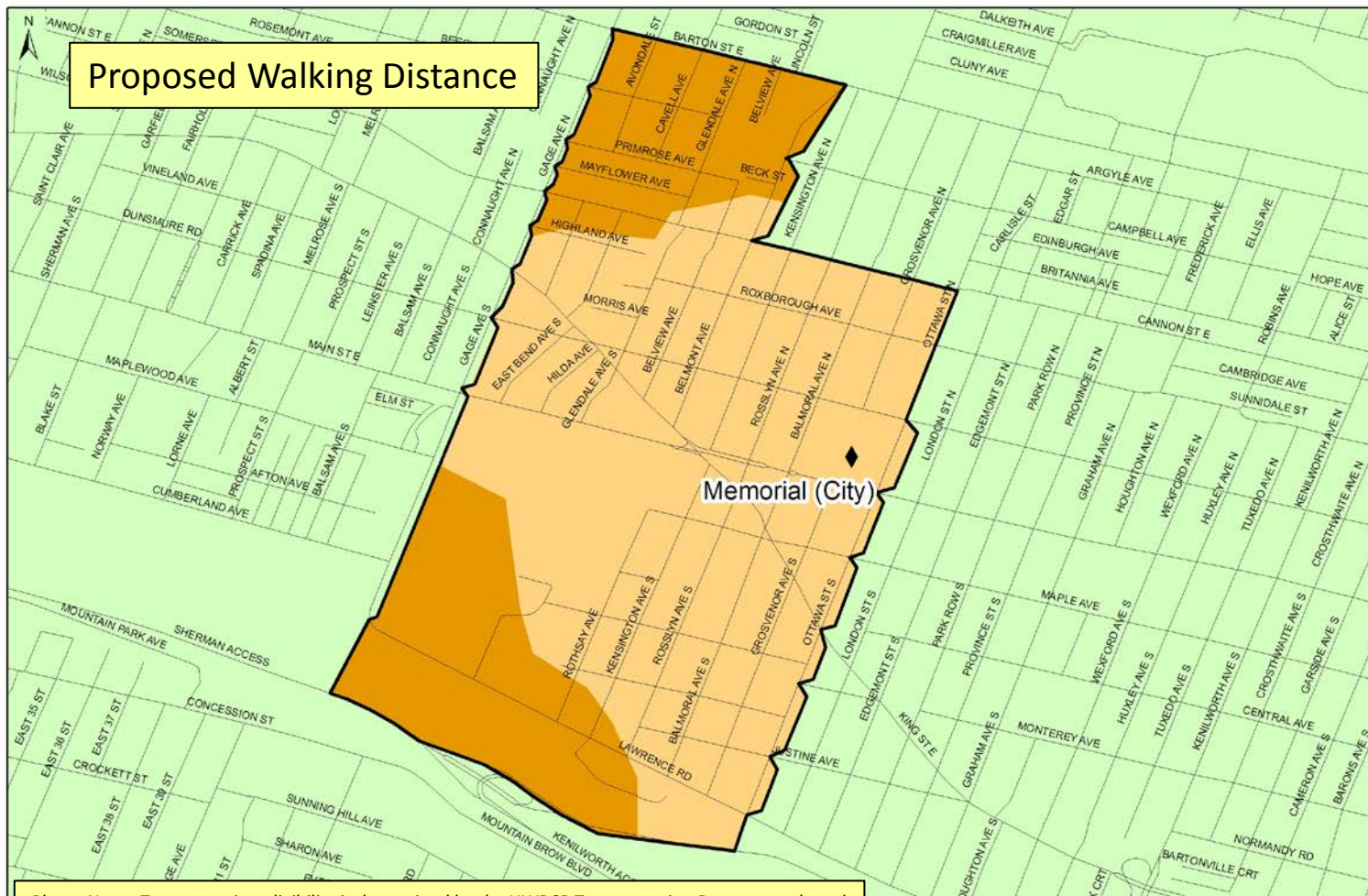
- Enrolment is projected to decline by approximately 128 students over the course of the next 10 years
 - Currently there are approximately 543 surplus pupil spaces between the 3 schools
 - Surplus pupil spaces projected to increase to approximately 671 by 2020
- FCI will increase at all facilities over the next 10 years





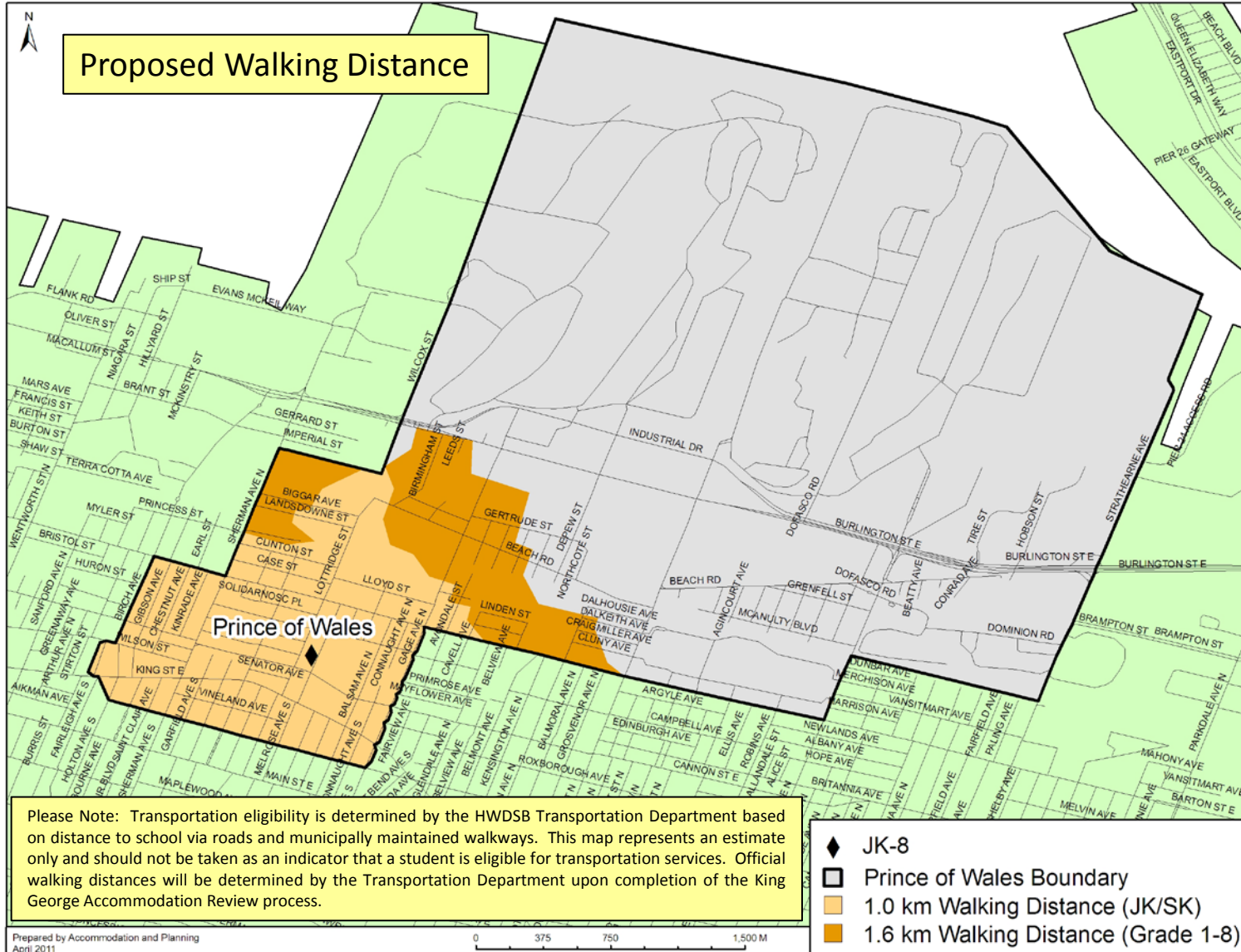
Proposed Option:

Current Situation					Proposed Option			
School	2009 OTG Capacity	2009 Enrolment (Utilization)	2015 Enrolment (Utilization)	2020 Enrolment (Utilization)	2012 OTG Capacity	2012 Enrolment (Utilization)	2015 Enrolment (Utilization)	2020 Enrolment (Utilization)
King George	443	268 (60%)	254 (57%)	256 (58%)	--	--	--	--
Prince of Wales	746	508 (68%)	499 (67%)	449 (60%)	746	717 (96%)	720 (97%)	657 (88%)
Memorial (City)	634	504 (79%)	430 (68%)	447 (71%)	634	508 (80%)	463 (73%)	495 (78%)
TOTAL	1,823	1,280 (70%)	1,183 (65%)	1,152 (63%)	1,380	1,225 (89%)	1,183 (86%)	1,152 (83%)



Please Note: Transportation eligibility is determined by the HWDSB Transportation Department based on distance to school via roads and municipally maintained walkways. This map represents an estimate only and should not be taken as an indicator that a student is eligible for transportation services. Official walking distances will be determined by the Transportation Department upon completion of the King George Accommodation Review process.

- ◆ JK-8
- Memorial (City) Boundary
- 1.0 km Walking Distance (JK/SK)
- 1.6 km Walking Distance (Grade 1-8)



- **Summary of Options**

- Close King George PS in June 2012
- Relocate students to existing facilities in September 2012
 - Existing Grade 7 students will be grandfathered in order to allow them the opportunity to graduate with their peers
- Stabilizes long-term enrolments at the remaining facilities
 - Increases overall utilization rate for these schools from 63% to 83% by year 10
 - Provides opportunities for enhanced programming
- Results in a positive impact on the long-term maintenance, operational and renewal costs of the Board



Questions

Pupil Accommodation Review Policy

Date Approved: December 2009

Projected Review Date: December 2013

1. Purpose

- 1.1 School Boards in Ontario are responsible for providing schools and facilities for their students and for operating and maintaining their schools as effectively and efficiently as possible to support student achievement.
- 1.2 The purpose of the Pupil Accommodation Review Policy is to provide direction regarding public accommodation reviews undertaken to determine the future of a school or group of schools.
- 1.3 The policy ensures that where a decision is taken regarding the future of a school, that decision is made with the full involvement of an informed local community and is based on a broad range of criteria regarding the quality of the learning experience for students. The policy also ensures that the decision making process is in accordance with the revised guidelines established by the Ministry of Education. A copy of those guidelines is provided in Appendix A.

2. Initiation of a Pupil Accommodation Review:

- 2.1 The Hamilton-Wentworth District School Board (“the Board”) is committed to provide viable learning programs in quality facilities in a fiscally responsible manner. Various factors may result in the need to consolidate, close or relocate one or more schools in order to align pupil accommodation with resident enrolment. These factors include changes in demographics and student enrolment; mobility rates and migration patterns; government policies and initiatives; curriculum and program demands; operating costs; and the physical limitations of buildings.
- 2.2 Periodically the Associate Director shall ensure that a report is prepared to update the Board’s Long-term Capital Plan. The capital update report is part of the ongoing capital planning process and is intended to provide for a review of capital needs and the determination of priorities. The report will also serve to identify the need to consider closure of a school or schools¹. Additionally, recommendations to consider school closures will also factor in the potential for partnerships. Generally, such a need would result from one or more of the following factors:
 - (a) Program Issues, i.e.
 - the number of students in a school and/or study area has declined or is projected to decline to a point where program delivery is negatively impacted;
 - the specialized facilities required to meet current curriculum requirements are not available in a school and the cost to upgrade the school to address this deficiency is prohibitive;
 - (b) Occupancy Issues, i.e.
 - the potential exists within a review area to accommodate current and/or projected enrolment in fewer educational facilities than currently exist;
 - enrolment levels at one or more existing schools will be negatively impacted as a result of the construction of new schools to accommodate enrolment from recent or newly proposed residential developments within the area;

¹ Following a decision by the Board to close a school, the Board will determine if the school/ property will be deemed surplus to its needs. Should the Board deem a school/property surplus to its needs, the process for disposition will be in accordance with the approved “Property Disposition Protocol” (Appendix C)

- the operating costs (i.e. the costs of school administration and the costs for heating, lighting and cleaning) of one or more schools in the area negatively affect the Board's ability to operate all of its schools within the grants provided for these purposes;
- (c) School Condition Issues; i.e.
- the cost to address existing and/or expected facility renewal needs in one or more schools in the area (e.g. mechanical condition; code compliance) is prohibitive.
- (d) Parental Requests; i.e.
- a high percentage of the parents in a particular school has requested that it be closed in the interests of current or future students
- 2.3 Except as noted below², if the Board believes that it may be necessary to close one or more schools offering elementary or secondary regular day-school programs in an area it will establish an Accommodation Review Committee (ARC) to undertake a public review of the facilities and learning opportunities for students.
- 2.4 Whenever possible, accommodation reviews will focus on a group of schools rather than examine a single school to facilitate the development of viable and practical solutions for student accommodation. In normal circumstances, it is expected that it will not be necessary to undertake an accommodation review for schools within an area more than once every five years.

3. Accommodation Review Committee Terms of Reference:

- 3.1 The Accommodation Review is lead by an ARC appointed by the Board. The ARC assumes an advisory role and will provide recommendations that will inform the final decision made by the Board of Trustees.
- 3.2 The membership of the ARC is defined under Section 4 of this Policy.
- 3.3 The Board will provide the ARC with a Terms of Reference that includes the following components:
- (a) Mandate – refers to the Board's educational and accommodation objectives in undertaking the ARC and reflects the Board's strategy for supporting student achievement.
 - (b) Reference Criteria – frames the parameters of the ARC discussion and includes the educational and accommodation criteria for examining schools under review and accommodation options, i.e. grade configuration, school utilization, and program offerings.
 - (c) ARC Membership and the role of voting and non-voting members, including Board and School administration.

² Consistent with Ministry guidelines, an accommodation review is not required when:

- a replacement school is to be rebuilt by the board on the existing site or located within the existing school attendance boundary as identified through the board's existing policies; (e.g. replacement school of a rural school within its existing rural community);
- a lease is terminated;
- a board is considering the relocation of a grade or grades, or a program in any school year or over a number of school years, where the enrolment in the grade or grades, or program, constitutes less than 50% of the enrolment of the school; this calculation is based on the enrolment at the time of the relocation or the first phase of a relocation carried over a number of school years.
- a board is repairing or renovating a school, and the school community must be temporarily relocated to ensure the safety of students during the renovations;
- a facility has been serving as a holding school for a school community whose permanent school is under construction or repair.

In such circumstances, although a full accommodation review is not required, the board will provide appropriate notice of decisions that would affect the accommodation situation of students.

- (d) Operating Procedures – includes meetings, materials, support and analysis to be provided by Board administration and the material to be produced by the ARC.

4. Composition of the Accommodation Review Committee:

- 4.1 Each ARC will include membership drawn from the education community and the broader community. Consequently it will include educators, Board officials, students, parents, community and municipal leaders. The Associate Director (i.e. the Senior Official responsible for accommodation, planning and facilities) will be responsible to facilitate the work of the ARC.
- 4.2 The committee will include individuals that are not directly associated with any of the schools in the Review Area to provide an objective perspective, as well as individuals directly associated with the schools in the Review Area to provide the community perspective.
- 4.3 The ARC is expected to work towards consensus among all committee members on recommendations and the overall direction of the report to the Board of Trustees. Where consensus cannot be achieved, the Chair will rely on the “Voting” members of the committee to provide direction.
- 4.4 A vote is to be called only when a quorum of the voting members is present. When a vote is called only the voting members present will cast their vote. Should there be a tie vote the motion/recommendation is defeated. Quorum shall be defined as fifty percent (50%) plus one of the number of voting members on the committee. The definition of consensus and the determination of voting procedures (e.g. by ballot or show of hands) is to be established by the committee at its first meeting.
- 4.5 ARC Committee Representation: The membership of the ARC will be defined by the Board in the ARC Terms of Reference. The following individuals will be invited to be a member of the ARC:
- (a) **Chair - One Member of Executive Council** *(to be appointed by the Office of the Director who will not have any “Voting” status);*
- (b) **Voting Members:**
- **One Principal** that is not directly associated with any of the schools in the Review Area *(to be chosen by the respective Principal's Association);*
 - **One Teacher** that is not directly associated with any of the schools in the Review Area *(to be chosen by the respective Teacher Union Executive)*
 - **Two Student Leaders** from outside the review area (to be chosen by Executive Council in the case of an Elementary ARC and Student Senate in the case of a Secondary ARC);
 - **Two “Public School Supporter” Community Leaders** *(Community Leaders must not be directly associated with any of the schools in the Review Area. Community Leaders are to be appointed by the Parent Involvement Committee);*
 - **Two Parent Representatives** from each of the schools directly affected by the accommodation review *(to be appointed by School Council)*
- (c) **Non-voting Members:**
- **Any Superintendent of Education** whose direct responsibilities include a school in the Review Area;
 - **The Trustee(s)** whose ward includes a school in the Review Area;
 - **The Ward Councilor(s)** whose ward includes a school in the Review Area;
 - **One Principal** from each of the schools directly affected by the accommodation review;

- **One Teacher** from each of the schools directly affected by the accommodation review (*to be chosen by teaching peers*);
 - **One Non-Teaching Staff Representative** from each of the schools directly affected by the accommodation review (to be chosen by non-teaching staff members at each of the schools)
- (d) *Note: The total number of individuals on the committee will depend upon the number of schools in the review area:*
- (e) The ARC will be deemed to be properly constituted whether or not all the listed members are willing and able to participate.
- (f) Alternates: Should a member miss two consecutive meetings, the Chair of the ARC may invite an alternate member. The alternate member must meet the same criteria as outlined in parts (a), (b) or (c) above of the member being replaced (i.e. an alternate parent representative must be from the same school and be designated by the School Council of the member that they are replacing).

5. School Information Profile

- 5.1 Board administration are required to develop a School Information Profile to help the ARC and the community understand how well schools meet the objectives and the Reference Criteria outlined in the Terms of Reference. The School
- 5.2 Information Profile includes data for each of the following four considerations about the school(s):
- (a) Value to the student
 - (b) Value to the school Board
 - (c) Value to the community
 - (d) Value to the local economy
- 5.3 It is recognized that the school's value to the student takes priority over other considerations about the school. A School Information Profile will be completed by Board administration for each of the schools under review. If multiple schools within the same planning area are being reviewed together, the same Profile must be used for each school. The completed School Information Profile(s) will be provided to the ARC to discuss, consult on, modify based on new or improved information, and finalize.
- 5.4 The School Information Profile Template attached in Appendix "B" provides a sample of the information that will be provided.

6. The Accommodation Review Process

- 6.1 Accommodation Options and School Information Profile
- (a) Board administration must present to the ARC at least one alternative accommodation option that addresses the objectives and Reference Criteria outlined in the Terms of Reference. The option(s) will address where students would be accommodated; what changes to existing facilities may be required; what programs would be available to students; and transportation. If the option(s) require new capital investment, Board administration will advise on the availability of funding, and where no funding exists, will propose how students would be accommodated if funding does not become available.
 - (b) The ARC will discuss and consult about the School Information Profile(s) prepared by Board administration for the school(s) under review and modify the Profile(s) where appropriate. This discussion is intended to familiarize the ARC members and the community with the school(s) in light of the objectives and Reference Criteria outlined in the Terms of

Reference. The final School Information Profile(s) and the Terms of Reference will provide the foundation for discussion and analysis of accommodation options.

- (c) The ARC may also create alternative accommodation options, which should be consistent with the objectives and Reference Criteria outlined in the Terms of Reference. Board administration will provide necessary data to enable the ARC to examine options. This analysis will assist the ARC in finalizing the Accommodation Report to the Board.
- (d) ARCs may recommend accommodation options that include new capital investment. In such a case, Board administration will advise on the availability of funding. Where no funding exists, the ARC with the support of Board administration will propose how students would be accommodated if funding does not become available.
- (e) As the ARC considers the accommodation options, the needs of all students in schools of the ARC are to be considered objectively and fairly, based on the School Information Profile and the objectives and Reference Criteria outlined in the Terms of Reference.

6.2 Community Consultation, Public Information and Access

- (a) Public consultation is to be at the heart of the accommodation review process. A minimum of four public meetings, structured to encourage an open and informed exchange of views, are to be held by the Accommodation Review Committee. If possible the meetings are to be held at the school(s) under review, or in a nearby facility if physical accessibility cannot be provided at the school(s).
- (b) The ARC is responsible to ensure that a wide range of local groups is consulted.
- (c) These groups may include the School Council of the schools in the review area, parents, guardians, students, teachers, the local community and other interested parties.
- (d) The ARC is responsible to ensure that public meetings are well publicized, well in advance of the scheduled meeting date. The School Board and ARC are to ensure that all information relevant to the accommodation review, as defined by the ARC, is made public by posting it in a prominent location on the school Board's website or making it available in print upon request. Where relevant information is technical in nature, it is to be explained in plain language.
- (e) Once an accommodation review has been initiated, the ARC must ensure that a wide range of school and community groups is invited to participate in the consultation. These groups may include the school(s)' councils, parents, guardians, students, school staff, the local community, and other interested parties.
- (f) As indicated above, the ARC will consult about the customized School Information Profile prepared by Board administration and may make changes as a result of the consultation. The ARC will also seek input and feedback about the accommodation options and the ARC's Accommodation Report to the Board. Discussions will be based on the School Information Profile(s) and the ARC's Terms of Reference.
- (g) Public meetings must be well publicized, in advance, through a range of methods and held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school(s). Public meetings are to be structured to encourage an open and informed exchange of views. All relevant information developed to support the discussions at the consultation is to be made available in advance.
- (h) At a minimum, ARCs are required to hold four public meetings to consult about the School Information Profile, the accommodation options, and the ARC Accommodation Report.
- (i) Minutes reflecting the full range of opinions expressed at the meetings are to be kept, and made publicly available. ARCs and Board administration are to respond to questions they consider relevant to the ARC and its analysis, at meetings or in writing appended to the minutes of the meeting and made available on the Board's website.

6.3 ARC Accommodation Report to the Board

- (a) The ARC will produce an Accommodation Report that will make accommodation recommendation(s) consistent with the objectives and Reference Criteria outlined in the Terms of Reference. It will deliver its Accommodation Report to the Board's Director of Education, who will have the Accommodation Report posted on the Board's website. The ARC will present its Accommodation Report to the Board of Trustees. Board administration will examine the ARC Accommodation Report and present the administration analysis and recommendations to the Board of Trustees. The Board of Trustees will make the final decision regarding the future of the school(s). If the Board of Trustees votes to close a school or schools, the Board must outline clear timelines around when the school(s) will close.
- (b) The Board of Trustees will hold the following public meetings in order to complete the decision-making process regarding the closure of a school or schools:
 - A meeting to receive the report of the Accommodation Review Committee (to be presented by the committee's chair or delegate) and the Staff report (to be presented by the Associate Director or delegate). Following this meeting both reports will be made available to the public on the Board's website.
 - A meeting to receive public input on the ARC report and the Staff Report.
 - A meeting for the Board of Trustees to make the final decision regarding the future of the schools. As part of any resolution to close a school, the Board will outline anticipated timelines for the school closure. The ARC is to submit its final report to the Superintendent of Business who shall direct Board staff to analyze the committee's report and prepare their proposals and recommendations regarding the future of the schools for the Board of Trustees.

7. Timelines

- 7.1 Board decisions to establish an Accommodation Review Committee will also include the date in which the final (ARC) report is to be presented with due regard for the following provisions related to the timelines for an accommodation review process as specified in the Ministry of Education's Pupil Accommodation Review Guidelines:
 - (a) Following the establishment of the ARC to conduct an accommodation review, there must be no less than thirty (30) days notice before the first public meeting of the ARC.
 - (b) Beginning with the first public meeting, the public consultation period must be no less than ninety (90) days.
 - (c) After receipt of the ARC and Staff Reports by the Board of Trustees, there must be no less than sixty (60) days prior to the meeting where the trustees will vote on the recommendations.
- 7.2 Summer vacation, Christmas break and Spring break, including adjacent weekends, must not be considered part of the 30, 60 or 90 calendar day periods. For schools with a year-round calendar, any holiday that is nine calendar days or longer, including weekends, should not be considered part of the 30, 60 or 90 calendar day periods.

1. Mandate:

The pupil Accommodation Review Committee (the “ARC”) serves as an advisory body to the Board of Trustees of the Hamilton-Wentworth District School Board. The mandate of this committee, acting in accordance with the Board’s Pupil Accommodation Review Policy, is to produce a report to the Board that encompasses the following:

(a) Accommodation

- Develop recommendations to maximize the utilization (enrolment as a percentage of Ministry “on-the-ground capacity”) of Board facilities in the review area with a target of 100% utilization for a future ten-year period achieved through accommodation changes including, but not limited to, school closures, new school construction, permanent additions, (i.e. Bricks and Mortar structure), Non-permanent additions (i.e. portables or portapaks), and partial decommissions (i.e. the demolition or shut-down of part of a building).

(b) Facility Condition

- Develop recommendations for capital improvements (i.e. repairs, renovations or major capital projects such as new construction) into existing facilities and sites along with a funding strategy to pay for those improvements.

(c) Program

- Develop recommendations around the strategic locations of Elementary School programs, including, but not limited to, Regular, Programs of Choice, French Immersion, Special Education, Care Treatment and Correctional Programs and Alternative Education. An overview of these programs can be found in Appendix “A”.

(d) Transportation

- Develop recommendations that address the implications of other recommendations on pupil transportation.

(e) Funding

- Develop a funding strategy to address any capital works that are contemplated in the recommendations above.

(f) Implementation

- Develop recommendations for implementation timeframes for any of the above recommended changes.

(g) Scope

- The ARC’s work (i.e. discussion and recommendations) applies only to the following schools: King George, Memorial (City) and Prince of Wales.

(h) Timeline

- The ARC will complete its work and submit its report to the Director of Education by Friday, November 11, 2011.

2. Reference Criteria

The key criteria that will be used by the ARC to fulfill its mandate include, but are not limited to, the following:

(a) Facility Utilization

- Facility Utilization is defined as enrolment as a percentage of “on-the-ground” capacity. The goal is to maximize the use of Board owned facilities over the long-term.

(b) Permanent and Non-permanent Accommodation

- Permanent accommodation refers to “bricks and mortar” while non-permanent construction includes structures such as portables and portapaks. The goal is to minimize the use of non-permanent accommodation as a long-term strategy while recognizing that it may be a good short-term solution.

(c) Program Offerings

- The ARC must consider program offerings, each with their own specific requirements, at each location. Program offerings include, but are not limited to, Regular, Programs of Choice, French Immersion, Special Education, Care Treatment and Correctional Programs and Alternative Education etc...

(d) Quality Teaching and Learning Environments

- The ARC should consider the program environments and how well they are conducive to learning. This includes spaces such as Science Labs, gymnasiums, other speciality rooms, etc...

(e) Transportation

- The ARC should consider the Board’s existing Transportation policy and how it may be impacted by or limit proposed Accommodation Scenarios.

(f) Partnerships

- As a requirement of the Policy and Ministry guidelines, the ARC should also consider opportunities for partnerships.

(g) Equity:

- The ARC should consider the Board’s Equity Policy, specifically as it relates to accessibility, both in terms of the physical school access as well as transportation and program environments.

3. Membership

(a) Role of Members

- In accordance with Board's Pupil Accommodation Review Policy, the ARC is expected to work toward consensus on recommendations and the overall Direction of the report to Board.
- The role of voting members is to provide direction in cases where consensus cannot be achieved.
- Non-voting members bring expertise to the table and provide their opinions on issues and recommendations.
- Board staff (other than those included in the membership) act as a resource to the ARC. Staff from various departments will be in attendance at meetings to present data, strategies, other information and to respond to inquiries. These staff do not have a role in approving the ARC's recommendations or providing opinions.

(b) Committee Composition:

- The table in Appendix "B" identifies the individual's that form the ARC:
- The ARC will be deemed to be properly constituted whether or not all the listed members are willing and able to participate.
- Alternates: Should a member miss two consecutive meetings, the Chair of the ARC may invite an alternate member in accordance with the Board's Pupil Accommodation Review Policy, Section 4.5(f).

4. Operating Procedures

(a) Meeting Dates

- The ARC is scheduled to meet on the following dates from 6pm to 9pm at location(s) to be determined.
- Dates and/or Times may be subject to change depending on ARC member's availability. Date or Time changes are subject to the ARC's approval, either by consensus or through a vote as done per the Board's Pupil Accommodation Review Policy.
- In the case that a meeting date falls on a Board identified Key Holy Day, the meeting shall be rescheduled on an alternative date subject to member's availability per the date and time changes clause above.
 - Wednesday, March 30, 2011 – *Public Meeting #1*
 - Wednesday, April 20, 2011
 - Wednesday, May 11, 2011– *Public Meeting #2*
 - Wednesday, June 1, 2011
 - Wednesday, September 21, 2011 – *Public Meeting #3*
 - Wednesday October 12, 2011
 - Wednesday, November 2, 2011 – *Public Meeting #4*
 - Wednesday, November 9, 2011

(b) Agendas and Minutes

- Agendas and minutes from the previous meeting will be circulated to all ARC members at least 24 hours prior to the ARC meeting.
- Minutes will be approved by the ARC prior to being made available to the general public.
- The ARC shall have the opportunity to add or remove items from the agenda by consensus or vote if necessary and done per the Board's Pupil Accommodation Review Policy. This shall only be done at the start of the meeting.

(c) Meeting Conduct

- The chair of the ARC shall guide the meeting in accordance with the agenda and scheduled ending time.
- A "speakers list" approach shall be used during discussions, question and answer periods and any other time deemed appropriate by the Chair.
- The goal is to always work toward consensus on key issues. At times when it is clear that consensus cannot be achieved, the Chair may call a vote. In this case, only voting members are eligible to vote.
- The Chair will also endeavour to ensure that all ARC member's voices have an opportunity to be heard. At times, this may require a time limit on individual member's speaking time.
- Meetings shall be adjourned at the scheduled time except if a minimum two-thirds majority of the ARC agree to extend the ending time.

(d) Materials, Support and Analysis

- Board staff will be on hand at meetings to present data, information, strategies, analysis, recommendations and/or to answer questions as required under the Board's Policy.
- The ARC may request additional information from Board staff through consensus of the ARC or by vote if required. Board staff will endeavour to provide requested information at the next meeting and where this is not possible, will provide an reasonable estimated date when the information will be available.

(e) Voting Procedures

- A vote is to be called only when a quorum of the voting members is present. When a vote is called only the voting members present will cast their vote. Should there be a tie vote the motion/recommendation is defeated. Quorum shall be defined as fifty percent (50%) plus one of the number of voting members on the ARC. The definition of consensus and the determination of voting procedures (e.g. by ballot or show of hands) is to be established by the ARC at its first meeting.

(f) Accommodation Review Process: School Information Profile

- The ARC will discuss and consult about the School Information Profile(s) prepared by Board administration for the school(s) under review and modify the Profile(s) where appropriate. This discussion is intended to familiarize the ARC members and the community with the school(s) in light of the objectives and Reference Criteria outlined in the Terms of Reference. The final School Information Profile(s) and the Terms of Reference will provide the foundation for discussion and analysis of accommodation options.

(g) Accommodation Review Process: Accommodation Options

- Board administration must present to the ARC at least one alternative accommodation option that addresses the objectives and Reference Criteria outlined in the Terms of Reference. The option(s) will address where students would be accommodated; what changes to existing facilities may be required; what programs would be available to students; and transportation. If the option(s) require new capital investment, Board administration will advise on the availability of funding, and where no funding exists, will propose how students would be accommodated if funding does not become available.
- The ARC may also create alternative accommodation options, which should be consistent with the objectives and Reference Criteria outlined in the Terms of Reference. Board administration will provide necessary data to enable the ARC to examine options. This analysis will assist the ARC in finalizing the Accommodation Report to the Board.
- The ARC may recommend accommodation options that include new capital investment. In such a case, Board administration will advise on the availability of funding. Where no funding exists, the ARC with the support of Board administration will propose how students would be accommodated if funding does not become available.
- As the ARC considers the accommodation options, the needs of all students in schools of the ARC are to be considered objectively and fairly, based on the School Information Profile and the objectives and Reference Criteria outlined in the Terms of Reference.

(h) Accommodation Review Process: Community Consultation, Public Information and Access

- Public consultation is to be at the heart of the accommodation review process. A minimum of four public meetings, structured to encourage an open and informed exchange of views, are to be held by the ARC. If possible the meetings are to be held at the school(s) under review, or in a nearby facility if physical accessibility cannot be provided at the school(s).
- The ARC is responsible to ensure that a wide range of local groups is consulted.
- These groups may include the School Council of the schools in the review area, parents, guardians, students, teachers, the local community and other interested parties.
- The ARC is responsible to ensure that public meetings are well publicized, well in advance of the scheduled meeting date. The School Board and ARC are to ensure that all information relevant to the accommodation review, as defined by the ARC, is made public by posting it in a prominent location on the school Board's website or making it available in print upon request. Where relevant information is technical in nature, it is to be explained in plain language.

- Once an accommodation review has been initiated, the ARC must ensure that a wide range of school and community groups is invited to participate in the consultation. These groups may include the school(s)' councils, parents, guardians, students, school staff, the local community, and other interested parties.
- As indicated above, the ARC will consult about the customized School Information Profile prepared by Board administration and may make changes as a result of the consultation. The ARC will also seek input and feedback about the accommodation options and the ARC's Accommodation Report to the Board. Discussions will be based on the School Information Profile(s) and the ARC's Terms of Reference.
- Public meetings must be well publicized, in advance, through a range of methods and held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school(s). Public meetings are to be structured to encourage an open and informed exchange of views. All relevant information developed to support the discussions at the consultation is to be made available in advance.
- At a minimum, ARCs are required to hold four public meetings to consult about the School Information Profile, the accommodation options, and the ARC Accommodation Report.
- Minutes reflecting the full range of opinions expressed at the meetings are to be kept, and made publicly available. ARCs and Board administration are to respond to questions they consider relevant to the ARC and its analysis, at meetings or in writing appended to the minutes of the meeting and made available on the Board's website.

(i) Accommodation Review Process: Accommodation Report to Board

- The ARC will produce an Accommodation Report that will make accommodation recommendation(s) consistent with the objectives and Reference Criteria outlined in the Terms of Reference. It will deliver its Accommodation Report to the Board's Director of Education, who will have the Accommodation Report posted on the Board's website. The ARC will present its Accommodation Report to the Board of Trustees. Board administration will examine the ARC Accommodation Report and present the administration analysis and recommendations to the Board of Trustees. The Board of Trustees will make the final decision regarding the future of the school(s). If the Board of Trustees votes to close a school or schools, the Board must outline clear timelines around when the school(s) will close.
- The Board of Trustees will hold the following public meetings in order to complete the decision-making process regarding the closure of a school or schools:
 - A meeting to receive the report of the ARC (to be presented by the ARC's chair or delegate) and the Staff report (to be presented by the Associate Director or delegate). Following this meeting both reports will be made available to the public on the Board's website.
 - A meeting to receive public input on the ARC report and the Staff Report.
 - A meeting for the Board of Trustees to make the final decision regarding the future of the schools. As part of any resolution to close a school, the Board will outline anticipated timelines for the school closure. The ARC is to submit its final report to the Superintendent of Business who shall direct Board staff to analyze the ARC's report and prepare their proposals and recommendations regarding the future of the schools for the Board of Trustees.

Appendix “A”: Program Definitions

Alternative Education - Programs to address the needs of students who require an alternative setting to achieve success in elementary schools. Programs currently available for elementary school students in the Hamilton-Wentworth District School Board are located at the following sites: Crestwood, Canterbury, Adelaide Hoodless and Gateway.

Care Treatment and Correctional Programs – programs that are funded by the Ministry of Education to allow school boards to deliver educational services to young people who are unable to attend regular community schools because they are either in care facilities (ie., hospitals), treatment facilities (i.e., children’s mental health centres) or correction/custody facilities (ie., detention centres, open custody group homes).

French Immersion – Students can enrol in the French Immersion program.

Programs of Choice - a number of alternative programs that focus on one of the following areas: Sports, Academics, Science, Arts and languages.

Special Education – educational programming for students with special needs.

Appendix “B”: ARC Membership

Position (per Policy)	Name
Chair	<i>Pat Rocco</i>
Voting Members	
One Principal <i>(not directly associated with any of the schools in the review area)</i>	<i>To be appointed by the Principal's Association</i>
One Teacher <i>(not directly associated with any of the schools in the review area)</i>	<i>To be appointed by the Teacher Union Executive</i>
Two Student Leaders <i>(from outside the review area)</i>	<i>To be appointed by Executive Council</i> <i>To be appointed by Executive Council</i>
Two Public School Supporter Community Leaders <i>(not directly associated with any of the schools in the review area)</i>	<i>To be appointed by the Parent Involvement Committee</i> <i>To be appointed by the Parent Involvement Committee</i>
Two Parent Reps from King George	<i>To be appointed by School Council</i> <i>To be appointed by School Council</i>
Two Parent Reps from Memorial (City)	<i>To be appointed by School Council</i> <i>To be appointed by School Council</i>
Two Parent Reps from Prince of Wales	<i>To be appointed by School Council</i> <i>To be appointed by School Council</i>
Non-Voting Members	
Area Superintendents of Education	<i>Pat Rocco</i>
Area Trustees	<i>Tim Simmons</i>
Area Ward Councillors	<i>Bernie Morelli</i>
Principal from King George	<i>Susan Neville</i>
Principal from Memorial (City)	<i>John Bradley</i>
Principal from Prince of Wales	<i>Janet VanDuzen</i>
Teacher from King George	<i>To be appointed by School Teaching peers</i>
Teacher from Memorial (City)	<i>To be appointed by School Teaching peers</i>
Teacher from Prince of Wales	<i>To be appointed by School Teaching peers</i>
Non-Teaching Staff from King George	<i>To be appointed by School Non-teaching staff members</i>
Non-Teaching Staff from Memorial (City)	<i>To be appointed by School Non-teaching staff members</i>
Non-Teaching Staff from Prince of Wales	<i>To be appointed by School Non-teaching staff members</i>