



EXECUTIVE REPORT TO STANDING COMMITTEE

DATE: Monday June 10th, 2013

TO: Standing Committee

FROM: John Malloy, Director of Education
Daniel Del Bianco, Senior Facilities Officer
Ellen Warling, Manager Planning and Accommodation

RE: East Hamilton City Area I Accommodation Review

Action X

Monitoring

Recommended Action:

That the Board approves the East Hamilton City Area I Elementary Accommodation Review as identified in the 2012 Long Term Facilities Master Plan (LTFMP) schedule (Appendix E). The LTFMP schedule identifies the following schools:

- Hillcrest (JK-8)
- Parkdale (JK-5)
- Rosedale (JK-5)
- Roxborough Park (JK-5)
- Viscount Montgomery (JK-8)
- W.H. Ballard (JK-8)
- Woodward (JK-5)

An accommodation review committee for the above mentioned schools will be struck in September 2013. The accommodation review committee final report will be submitted to the Director of Education no earlier than Monday January 27th, 2014 and no later than Monday February 24th, 2014. The Accommodation Review will adhere to the scope and guiding principles of the Terms of Reference (Appendix A) and Pupil Accommodation Policy (Appendix B). The first public meeting will be Thursday October 10, 2013 - location TBA.

Rationale/Benefits:

To ensure efficient use of space within the 'brick and mortar' of schools to accommodate current and long-term enrolment demands. The goal is to balance enrolment with capacity of permanent space and minimize the use of non-permanent structures such as portables and port-a-paks.

To address the maintenance and capital improvements required for those schools that are to remain open after the accommodation review process is complete. The goal is to ensure long-term facility sustainability while maintaining quality teaching and learning environments. By maintaining and improving learning environments the facilities become more conducive to student learning and program delivery.

To provide equity of access to facilities and programs for all HWDSB students.

Background:

The schools identified represent the seven schools in the East Hamilton City Area I as identified in the Long Term Facilities Master Plan – 2012 (LTFMP). Selecting these schools for an Accommodation Review allows for the examination of associated schools to Sir Winston Churchill Secondary School. This cluster has been previously approved for an accommodation review as by Board Motion January 10, 2011. The East Hamilton City Area I current attendance boundary map is shown in Appendix C. Below, in Table I, are the projected enrolments and utilization of the elementary schools.

School	OTG		2012	2017	2022
Hillcrest	690	Enrolment	483	389	331
		Utilization	70%	56%	48%
Parkdale	291	Enrolment	175	187	179
		Utilization	60%	64%	61%
Rosedale	236	Enrolment	149	114	118
		Utilization	63%	48%	50%
Roxborough Park	371	Enrolment	220	178	171
		Utilization	59%	48%	46%
Viscount Montgomery	469	Enrolment	345	338	323
		Utilization	74%	72%	69%
W.H. Ballard	837	Enrolment	577	510	462
		Utilization	69%	61%	55%
Woodward	201	Enrolment	131	128	128
		Utilization	65%	64%	64%
Totals	3,095	Enrolment	2,080	1,843	1,710
		Utilization	67%	60%	55%

Table I: October Projected Headcount Enrolment and Utilization
OTG: On-the-Ground Capacity

In the table above is a 10 year enrolment projection, broken down in 5 year increments, for each school. The values represent the total number of students at the school if programming and boundaries are to remain as they are today. The utilization represents how much of the school is being occupied as a percentage of students in relation to the on-the-ground capacity (OTG). A school's OTG is a Ministry formulated capacity.

The East Hamilton City Area I schools have a current combined utilization of 67%. This equates to approximately 1000 excess pupil spaces. In ten years this number will increase to approximately 1300 excess pupil spaces. The capacities of the schools vary in size from what is considered 'optimal' as identified in the LTFMP Guiding Principles (referencing the elementary panel): "Schools Capacity – optimal school capacity would be between 500 and 600 students, which creates two to three classes for each grade". Accommodation Strategies such as school consolidations and/or boundary reviews will be examined to ensure the most efficient use of available space.

Background Continued:

The following graph (Figure 1) represents the year-to-year projected total of the East Hamilton City Area I schools as well as their combined capacities.

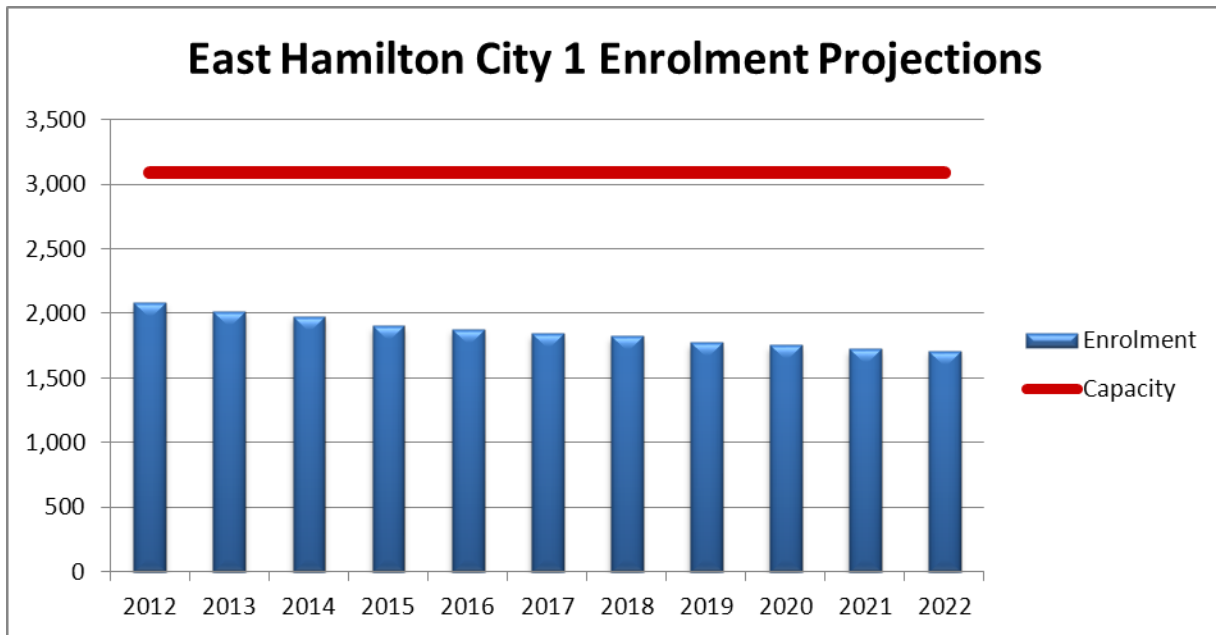


Figure 1: Combined October Projected Enrolments and Capacities

Another key reference criterion is the condition of the school facility (Table 2). The current measure of facility condition is the Facility Condition Index (FCI). The FCI is the ratio of estimated deferred maintenance costs to estimated replacement cost of the facility. To calculate the FCI, divide the total estimated cost to complete deferred maintenance by the estimated replacement value. Below are the FCI Levels of each school based from a 5 year renewal needs estimate.

School	FCI Level
Hillcrest	Good
Parkdale	Poor
Rosedale	Fair
Roxborough Park	Average
Viscount Montgomery	Fair
W. H. Ballard	Fair
Woodward	Poor

Table 2: Impact of Condition Index on Asset Performance

Table 2 indicates an 'FCI Level' descriptor is as per the measurement increments in the Impact on Condition Index on Asset Performance (5 Year FCI) chart in the LTFMP (Appendix D).

Background Continued:

- 1) Implementation for ARC Recommendation: Upon Board approval of recommendation/s, implementation is projected to occur no earlier than the commencement of the 2014-15 school year. Estimated implementation would likely occur in the 2015-16 school year contingent on variables such as the scope of implementation (e.g. capital requirements), available funding, or unforeseen logistical challenges.
- 2) Composition of ARC: The ARC Policy in Section 2.3 allows for a modification of the number of voting members. The standard number of voting members per school in the ARC is five (Two parent council reps, one non-parent council rep, one teaching rep, and one non-teaching rep). For this ARC, the number of voting members per school has been modified to three (one parent council rep, one non parent council rep and one teaching rep or one non-teaching rep). The change reduces the committee size from 35 voting members to 21 voting members.

HWDSB School Reports

Individual school reports for those identified in the proposed East Hamilton City Area I accommodation review have been included. The reports include a variety of information about each school: address information along with a detailed map showing the location of the school and its property line; facility information which includes construction year, additions, gross square feet, site size, and capacity.

May 17, 2013

Hillcrest

Address:	40 Eastwood Street	Grades:	JK-8
City:	Hamilton	Current FI Grades:	
Postal Code:	L8H 6R7	FDK Implementation Date:	2014-2015
Portables:	0	Capacity:	690
Portapaks:	0	2012 Enrolment:	483
		Utilization:	70%
Number Of Storeys:	2	2017 Enrolment:	389
Original Construction Year:	2006	Utilization:	56%
Building Addition Years:		2022 Enrolment:	331
Site Acres:	5.71	Utilization:	48%
Building Gross (Ft2):	74,004	**All Enrolments are Nominal Counts	
Building Gross (M2):	6,875		



May 17, 2013

Parkdale

Address: 139 Parkdale Avenue North

Grades: JK-5

City: Hamilton

Current FI Grades:

Postal Code: L8H 5X3

FDK Implementation Date: 2010-2011

Portables: 0

Capacity: 291

Portapaks: 0

2012 Enrolment: 175

Utilization 60%

Number Of Storeys: 2

2017 Enrolment: 187

Original Construction Year: 1946

Utilization: 64%

Building Addition Years: 1947

Site Acres: 3.62

2022 Enrolment: 179

Building Gross (Ft2): 42,658

Utilization 61%

Building Gross (M2): 3,963

**All Enrolments are Nominal Counts



May 17, 2013

Rosedale

Address:	25 Erindale Avenue	Grades:	JK-5
City:	Hamilton	Current FI Grades:	
Postal Code:	L8K 4R2	FDK Implementation Date:	2014-2015
Portables:	0	Capacity:	236
Portapaks:	0	2012 Enrolment:	149
		Utilization:	63%
Number Of Storeys:	1	2017 Enrolment:	114
Original Construction Year:	1953	Utilization:	48%
Building Addition Years:	1954	2022 Enrolment:	118
Site Acres:	2.78	Utilization:	50%
Building Gross (Ft2):	20,958	**All Enrolments are Nominal Counts	
Building Gross (M2):	1,947		



May 17, 2013

Roxborough Park

Address:	20 Reid Avenue North	Grades:	JK-5
City:	Hamilton	Current FI Grades:	
Postal Code:	L8H 6E1	FDK Implementation Date:	2010-2011
Portables:	0	Capacity:	371
Portapaks:	0	2012 Enrolment:	220
		Utilization	59%
Number Of Storeys:	2	2017 Enrolment:	178
Original Construction Year:	1960	Utilization:	48%
Building Addition Years:	1963, 1970	2022 Enrolment:	171
Site Acres:	4.32	Utilization	46%
Building Gross (Ft2):	34,006	**All Enrolments are Nominal Counts	
Building Gross (M2):	3,159		



May 17, 2013

Viscount Montgomery

Address:	1525 Lucerne Avenue	Grades:	JK-8
City:	Hamilton	Current FI Grades:	
Postal Code:	L8K 1R3	FDK Implementation Date:	2014-2015
Portables:	0	Capacity:	469
Portapaks:	0	2012 Enrolment:	345
		Utilization	74%
Number Of Storeys:	1	2017 Enrolment:	338
Original Construction Year:	1951	Utilization:	72%
Building Addition Years:		2022 Enrolment:	323
Site Acres:	6.6	Utilization	69%
Building Gross (Ft2):	51,308	**All Enrolments are Nominal Counts	
Building Gross (M2):	4,767		



May 17, 2013

W. H. Ballard

Address:	801 Dunsmure Road	Grades:	JK-8
City:	Hamilton	Current FI Grades:	
Postal Code:	L8H 1H9	FDK Implementation Date:	2014-2015
Portables:	0	Capacity:	837
Portapaks:	0	2012 Enrolment:	577
		Utilization	69%
Number Of Storeys:	3	2017 Enrolment:	510
Original Construction Year:	1922	Utilization:	61%
Building Addition Years:	1978	2022 Enrolment:	462
Site Acres:	2.68	Utilization	55%
Building Gross (Ft2):	90,856	**All Enrolments are Nominal Counts	
Building Gross (M2):	8,441		



May 17, 2013

Woodward

Address:	575 WoodWard Avenue	Grades:	JK-5
City:	Hamilton	Current FI Grades:	
Postal Code:	L8H 6P2	FDK Implementation Date:	2014-2015
Portables:	0	Capacity:	201
Portapaks:	0	2012 Enrolment:	131
		Utilization:	65%
Number Of Storeys:	1	2017 Enrolment:	128
Original Construction Year:	1951	Utilization:	64%
Building Addition Years:	1953	2022 Enrolment:	128
Site Acres:	4.25	Utilization:	64%
Building Gross (Ft2):	21,671	**All Enrolments are Nominal Counts	
Building Gross (M2):	2,013		





Pupil Accommodation Review Terms of Reference

The Terms of Reference were developed in accordance with the Ministry's 2009 revised *Pupil Accommodation Review Guidelines*.

1.0 Mandate of the Accommodation Review Committee

- 1.1 With school valuation as its focus and the Board's strategy for supporting student achievement, the Accommodation Review Committee is to lead the public review and act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools or school being reviewed for the Board of Trustees' consideration and decision.
- 1.2 A separate Accommodation Review Committee shall be established for each group of schools being studied.
- 1.3 This Accommodation Review Committee is charged with the review of the following schools:
 - Hillcrest (JK-8)
 - Parkdale (JK-5)
 - Rosedale (JK-5)
 - Roxborough Park (JK5)
 - Viscount Montgomery (JK-8)
 - W.H. Ballard (JK-8)
 - Woodward (JK-5)

2.0 Membership of the Accommodation Review Committee

- 2.1 The Accommodation Review Committee should consist of the following persons:
 - The Accommodation Review Committee Chair as appointed by Executive Council;
 - One (1) parent representatives who are members of School Council and/or Home and School Association from each school under review;
 - One (1) parent representative who is not a member of School Council or Home and School Association from each school under review;
 - One (1) teaching representative from each school under review;

OR

 - One (1) non-teaching staff from each school under review;

- 2.2 The Accommodation Review Committee membership will be deemed to be properly constituted whether or not all of the listed members are able to participate.
- 2.2.1 Written invitation to participate on the Accommodation Review Committee will be issued with a deadline date for acceptance. No response by that date will be considered as non-acceptance.
- 2.3 Accommodation Review Committee membership may be adjusted so that the Committee may function effectively.
- 2.4 All members of the Accommodation Review Committee are voting members with the exception of the Accommodation Review Committee Chair.
- 2.4.1 When a vote is called only the voting members present will cast their vote via ballot. A vote shall be passed when fifty percent (50%) plus one of the Accommodation Review Committee members vote in favour of the motion. Should there be a tie vote the motion/recommendation is defeated.
- 2.4.2 Quorum shall be defined as fifty percent (50%) plus one of the Accommodation Review Committee members.
- 2.5 Recognizing the value of the Accommodation Review Committee's contribution to the Board's ability to provide quality educational opportunities for its students, Accommodation Review Committee members must be prepared to make a commitment to attend all, or nearly all of the working meetings and public meetings
- 2.6 In the event that an Accommodation Review Committee member is unable to commit to attending all, or nearly all of the meetings, the Accommodation Review Committee Chair has the authority to address the attendance issue and recommend a solution.
- 2.7 The Accommodation Review Committee will have resource support available to provide information when requested or to provide expertise not already within the Accommodation Review Committee. The following people are available resources:
- The Trustee(s) of each school(s) under review;
 - The Trustee(s) of associated schools;
 - The Superintendent(s) of Student Achievement for each school(s) under review;
 - The Principal from each school under review
 - Administrative support for minute taking;
 - Dedicated resources to enable the Accommodation Review Committee to understand the issues that exist and to provide:
 - support to ensure compliance with the Board's policy and procedure;
 - information relevant to the mandate of the Accommodation Review Committee as requested by the Accommodation Review Committee;
 - information relevant to the mandate of the Accommodation Review Committee to support community questions or requests;
- 2.7.1 If the Accommodation Review Committee Chair sees a need for additional expertise or if additional expertise is requested by the Accommodation Review Committee, guest Accommodation Review Committee resources may be invited to attend specified meetings (i.e. students, HWDSB staff, members of the community or local economy) as approved by the ARC members.

3.0 Operation of the Accommodation Review Committee

3.1 Executive Council will be responsible for appointing the Chair of the Accommodation Review Committee.

The Accommodation Review Committee Chair is responsible for:

- Convening and chairing Accommodation Review Committee meetings;
- Managing the development of the process according to the Accommodation Review Committee mandate, the *Terms of Reference* and the supporting School Information Profile (SIP);
- Coordination of the activities of the Accommodation Review Committee, requesting support, resources, and information relevant to the Accommodation Review Committee's mandate from the HWDSB staff;
- Ensuring completion of the *Accommodation Review Committee Accommodation Report*.

3.2 A SIP for each affected school necessary to permit the Accommodation Review Committee to carry out its mandate will be provided at or prior to the Accommodation Review Committee's first working meeting.

3.3 For each affected school the SIP will include the following and will be made available to the public via a posting on the Board's website and in print format at the Education Centre upon request:

- The section of the Board's most recent Long-Term Facilities Master Plan that deals with the municipality or area under review;
- Relevant background information regarding the schools located within the area of the accommodation review.

3.4 The Accommodation Review Committee will meet as often as required to review and analyze all pertinent data and prepare for the mandatory public meetings.

3.5 The Accommodation Review Committee shall determine a schedule of the dates, times and location of meetings. This should be established at the first meeting of the Accommodation Review Committee subject to Section 6.1 of this Policy.

3.6 Working meetings of the Accommodation Review Committee may be held regardless of all voting members being present.

3.7 The Accommodation Review Committee will complete its work within the timelines outlined in this Policy.

3.8 In the event that a member is unable to fulfill his/her duties on the Accommodation Review Committee, the Principal of the affiliated school(s) working with the Chair of the Accommodation Review Committee, may co-opt another representative. If a replacement cannot be found, the Accommodation Review Committee will continue to function.

3.9 The Accommodation Review Committee will provide information to the affected school communities on an ongoing basis.

3.10 Board staff will respond to reasonable requests for additional information that has been approved by the Accommodation Review Committee and will include the response(s) to the question(s), in the

Accommodation Review Committee's working binder under the appropriate section, and will post the responses on the Board's website.

- 3.11 Requests for information in keeping with the Accommodation Review Committee's mandate and in keeping with the schools under review, will be provided by Accommodation Review Committee Resource staff in a timely manner for the Accommodation Review Committee's use and if the information is requested from an external party, for the Accommodation Review Committee's approval. It may not always be possible to obtain responses to requests for information in time for the next scheduled meeting. If this occurs, Accommodation Review Committee Resource staff will provide an estimated availability time.
- 3.12 All Accommodation Review Committee meetings will be structured to encourage an open and informed exchange of views.
- 3.13 The Accommodation Review Committee may create alternative accommodation option(s), consistent with the objectives and Reference Criteria outlined above.
- 3.14 Where the Accommodation Review Committee recommends accommodation option(s) that include new capital investment, the Accommodation Review Committee Chair will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, the Accommodation Review Committee, will propose how students would be accommodated if funding does not become available. Accommodation Review Committee Resource staff will provide analysis support for this process.
- 3.15 All accommodation options developed by the Board or by the Accommodation Review Committee are to address, at a minimum, where students would be accommodated; changes that may be required to existing facilities; program availability and transportation.

4.0 Reference Criteria

- 4.1 The key criteria that will be used by the Accommodation Review Committee 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 port-a-paks. 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 Accommodation Review Committee must consider program offerings, each with their own specific requirements, at each location.
 - d) **Quality Teaching and Learning Environments:** The Accommodation Review Committee should consider the program environments and how well they are conducive to learning.
 - e) **Transportation:** The Accommodation Review Committee should consider the Board's existing Transportation Policy and how it may be impacted by or limit proposed accommodation recommendations.
 - f) **Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships.
 - g) **Equity:** The Accommodation Review Committee 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.

4.2 The Accommodation Review Committee may add additional reference criteria.

5.0 Working Meetings

- 5.1 The goal of the working meetings is to ensure that information is prepared for presentation at each of the minimum four (4) public meetings. The materials prepared will support the objectives and the Reference Criteria of this Terms of Reference and will help the Accommodation Review Committee in its development of the Accommodation Review Committee Accommodation Report.
- 5.2 The Accommodation Review Committee Resource staff will work with the Accommodation Review Committee to prepare all working meeting and Public Meeting agendas and materials. Meeting agendas and materials are to be made available by e-mail to the Accommodation Review Committee members and posted on the Board's website when possible at least 24 hours in advance of the scheduled meeting.
- 5.3 Accommodation Review Committee Resource staff will ensure that accurate minutes are recorded. These minutes are to reflect the discussions that take place and decisions that are made at working meetings and at Public Meetings. Accommodation Review Committee meeting minutes will be posted to the Board's website after the minutes have been approved by the Accommodation Review Committee.
- 5.4 All information provided to the Accommodation Review Committee is to be posted on the board's website and made available in hard copy if requested.
- 5.5 Working Meetings of the Accommodation Review Committee shall be open to observation by the public.

6.0 Public Meetings

- 6.1 In addition to Accommodation Review Committee working meetings, the Accommodation Review Committee will hold a minimum of four (4) public meetings. Public meetings will occur in one of the affected schools, provided the school is an accessible facility, or at an alternate facility within the local community. These meetings will be organized as follows:
- At the first public meeting, the Accommodation Review Committee will present the Preliminary School Accommodation Review Report prepared by the Director of Education, including the Board/Staff proposed alternative accommodation option(s). As well, the Accommodation Review Committee will describe the Terms of Reference, including its mandate; outline its study process; give the public a briefing on the data and issues to be addressed and receive community input;
 - At the second public meeting, the Accommodation Review Committee will present a completed SIP (refer to Appendix D) for the school(s) under consideration and receive community input;
 - At the third public meeting, the Accommodation Review Committee will present the accommodation option(s) and request community input;
 - At the fourth public meeting, the Accommodation Review Committee will present to the public, the draft Accommodation Review Committee Accommodation Report with its interim accommodation recommendation(s) and receive community input. The Accommodation Review Committee may make changes to the report based upon feedback at this meeting.
- 6.2 The Accommodation Review Committee Chair will call the first public meeting no earlier than thirty (30) calendar days after the date of its appointment.

- 6.3 Notice of the first public meeting will be provided no less than thirty (30) calendar days in advance of the meeting.
- 6.4 Notice of the public meetings will be provided through school newsletters, letters to the school community, the Board's website and advertisements in local community newspapers, and will include the date, time, location, purpose, contact name and email address.

7.0 Accommodation Review Committee Accommodation Report

- 7.1 The Accommodation Review Committee Accommodation Report, which is a mandatory outcome of the Accommodation Review Committee's work, is to be submitted to the Director of Education, by the Chair of the Accommodation Review Committee. The *Accommodation Review Committee Accommodation Report* is to be drafted in plain language.
- 7.1.1 The Accommodation Review Committee will prepare a report that will make accommodation recommendation(s) consistent with the objectives and *Reference Criteria* outlined in the Terms of Reference.
- 7.1.2 The Accommodation Review Committee should also consider the following issues and try to address these as well as possible in the *Accommodation Review Committee Accommodation Report*:
- The implications for the program for students both in the school under consideration for consolidation, closure or program relocation and in the school(s) where programs may be affected.
 - The effects of consolidation, closure or program relocation on the following:
 - The attendance area defined for the school(s)
 - The need and extent of transportation
 - The financial effects of consolidating or not consolidating the school, including any capital implications.
 - Savings expected to be achieved as a result of the consolidation, closure or program relocation:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - Expenditures to address school renewal issues which will no longer be required
 - Revenue implications as a result of the consolidation, closure or program relocation.
 - Additional expenditures, if any, at schools which will accommodate students displaced as a result of a consolidation, closure or program relocation decision taken by the Board:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - School administration
 - School renewal
 - Transportation
- 7.1.3 The Chair of the Accommodation Review Committee will deliver the *Accommodation Report* to the Director of Education not earlier than ninety (90) calendar days and not later than one hundred and twenty (120) calendar days after the beginning of the Accommodation Review Committee's first public meeting. The Director of Education will post the *Accommodation Review Committee Accommodation Report* on the Board's website.

7.1.4 The Accommodation Review Committee shall present the *Accommodation Review Committee Accommodation Report* to the Board of Trustees.

7.2 In the event that, in preparing its *Accommodation Report*, the Accommodation Review Committee cannot agree on recommendations regarding the future of the school(s) being considered, then the *Accommodation Report* with no recommendations shall be delivered to the Director of Education and shall be posted to the HWDSB website. The report shall include a statement indicating that the Accommodation Review Committee members were unable to agree upon recommendations to the Board of Trustees.

8.0 Capital Planning Objectives and Partnership Opportunities

8.1 The Board is to outline its capital planning objectives for the area under review in order to provide the Accommodation Review Committee with context for the accommodation review processes and decisions.

- The Board is to provide five-year enrolment projections, by grade, for each school included in the review. In addition, if requested by the Accommodation Review Committee, longer-term enrolment projections and/or school-age population data for the subject review area will be provided in order to support effective decision-making by the Accommodation Review Committee.
- These capital planning objectives should take into account opportunities for partnerships with other school boards and appropriate public organizations that are financially sustainable, safe for students, and protect the core values and objectives of the school board.
- The Board is to inform the Accommodation Review Committee of such known or reasonably anticipated partnership opportunities, or lack thereof, at the beginning of the Accommodation Review Committee process.

9.0 Alternative Accommodation Option(s) by the Board

9.1 The Board must present at least one alternative accommodation option at the beginning of the accommodation review process that addresses the objectives and the *Reference Criteria* outlined in the Terms of Reference.

9.2 Where the Board's proposed alternative accommodation option(s) include new capital investment, the Board staff will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, Board staff will propose how students would be accommodated if funding does not become available.

9.3 Accommodation Review Committee resource staff will provide the necessary data to enable the Accommodation Review Committee to examine the options proposed. This analysis is necessary to assist the Accommodation Review Committee in finalizing the Accommodation Review Committee Accommodation Report to the Director of Education.



Pupil Accommodation Review Policy

Date Approved:

Projected Review Date:

Purpose:

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. The policy also ensures that the decision making process is in accordance with the revised guidelines established by the Ministry of Education. The purpose of this policy is to prescribe how accommodation reviews are undertaken to determine the future of a school or group of schools.

Guiding Principles:

Accommodation review decisions should take into account the following:

1. The needs of all the students in all of the schools within a family of schools and community input.
2. The Guiding Principles as defined in Hamilton-Wentworth District School Board's (HWDSB's) Long-Term Facilities Master Plan.

Intended Outcomes:

The intended outcome of this policy is to ensure that where the Board of Trustees make a decision regarding the future of a school, that decision is made with 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 following criteria will be used to assess the schools.

- The impact of the current and projected enrolment on the operation of the school(s) and on program delivery.
- The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery.
- The impact on the student, Hamilton-Wentworth District School Board, the community and the local economy (in order of importance).

Responsibility:

- Director of Education

Terminology:

Family of Schools: Group of schools that may be included as part of the accommodation review process based on their ability to address the overall accommodation issues.

Long-Term Facilities Master Plan: A comprehensive planning document illustrating the condition and utilization of current facilities, and possible accommodation solutions designed to enhance student achievement.

Preliminary School Accommodation Review Report: Initial report to the Board of Trustees outlining the rationale and scope of a potential accommodation review.

School Information Profile: Contains data to help the Accommodation Review Committee (ARC) and the community understand how well the school(s) meet the objectives and the Reference Criteria outlined in the Terms of Reference.

Terms of Reference: Outlines the mandate, scope, reference criteria, operating procedure and structure of the ARC.

Action Required:

This policy will be supported through the development and implementation of a Policy Directive that outlines:

- How a Pupil Accommodation Review is initiated
- The decision to establish the ARC
- What information is provided to the ARC
- The final ARC report
- The Director's report to the Board of Trustees
- The Board of Trustees Meeting for public input
- The Board of Trustees Meeting to decide on School Accommodation Review
- The Administrative Review of the Accommodation Review Process
- Timelines

In order to further support this policy, a *Terms of Reference* (Appendix A), will be developed and implemented to guide the Accommodation Review Committees. The *Terms of Reference* will outline:

- Mandate of the ARC
- Membership of the ARC
- Operation of the ARC
- Reference criteria
- Working meetings
- Public meetings
- Accommodation Review Committee Accommodation Report
- Capital Planning objectives and partnership opportunities
- Alternative Accommodation Option(s) by the Board of Trustees

Timelines:

Action	Timeline	Section
School Accommodation Utilization Review (Long-Term Facilities Master Plan Update)	Annually	
Presentation of the Preliminary School Accommodation Review Report to Board	As a result of the School Accommodation Utilization Review	
Decision to establish an ARC	As a result of the Preliminary School Accommodation Review Report	
Notice of Board decision to establish an ARC	Within seven (7) days of decision*	
Establishment of the membership of the ARC	Following the decision to establish an ARC	
Delivery of School Information Profile (SIP) package to the ARC	Prior to or at the first Working Group Meeting	
Notice of first Public Meeting	There will be at least 30 day's notice prior to public meeting*	
First Public Meeting	As scheduled by HWDSB Senior Administration	
Second Public Meeting	As scheduled by the ARC	
Third Public Meeting	As scheduled by the ARC	
Fourth Public Meeting	As scheduled by the ARC	
Delivery of the final ARC report	Not earlier than ninety (90) days and not later than one hundred and twenty (120) days after the ARC's first Public Meeting*	
Presentation of the Director's Report and the ARC Accommodation Report	Not less than thirty (30) days after the final ARC report was delivered to the Director of Education*	
Committee of the Whole Meeting (regular or special) for Public Input	As scheduled by Trustees within sixty (60) days prior to making their final decision *	
Committee of the Whole Meeting (regular or special) to decide on School Accommodation Review	As scheduled by Trustees no earlier than sixty (60) days from when the Director's Report is officially received by Trustees*	
Notice of decision on School Accommodation Review	Within fourteen (14) days of decision*	

* Calendar days excluding school holidays such as summer vacation, Christmas and Spring Break (including adjacent weekends).

Progress Indicators:

Intended Outcome	Measurements
<ul style="list-style-type: none"> The impact of the current and projected enrolment on the operation of the school(s) and on program delivery 	<ul style="list-style-type: none"> Preliminary School Accommodation Review Report to the Board of Trustees
<ul style="list-style-type: none"> The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery 	<ul style="list-style-type: none"> School Accommodation Review Report

References:**Government Documents**

- Pupil Accommodation Review Guidelines, Ministry of Education (Revised June 2009)
- Administrative Review of Accommodation Review Process, Ministry of Education

HWDSB Strategic Directions

- Achievement Matters
- Engagement Matters
- Equity Matters

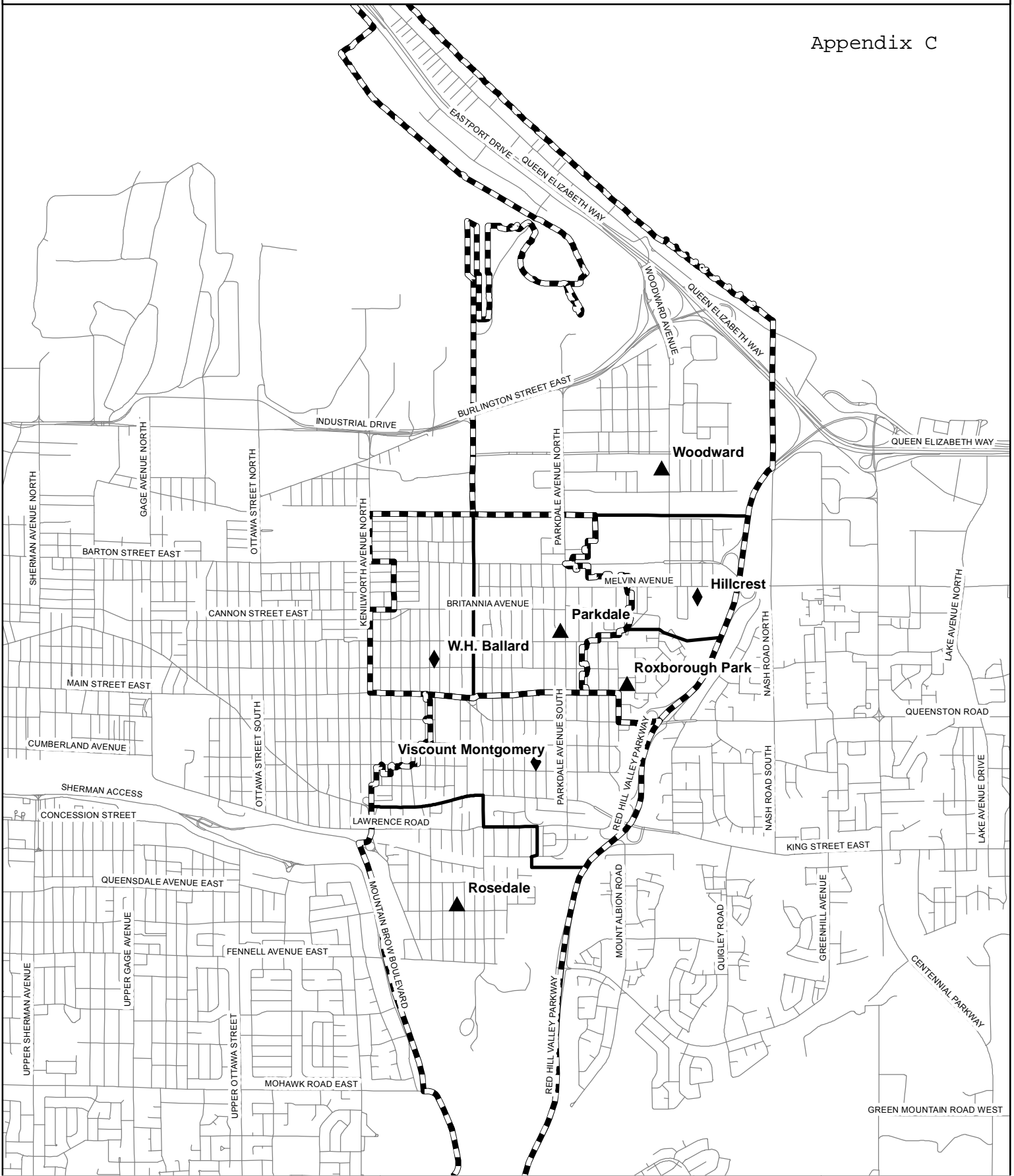
HWDSB Documents

- Long-Term Facilities Master Plan

East Hamilton City 1 Planning Area Current Boundaries

9A-23

Appendix C



◆	Elementary	▨	Middle School Boundary
▲	Jr Elem	▬	K-8 Boundary
●	Middle School		
■	Secondary		

0 0.4 0.8 1.6 KM



Planning & Accommodation

April 17th 2013

Planning and Accommodation

Impact of Condition Index on Asset Performance (5 Year FCI)				
FCI Levels	HWDSB Schools	Facilities	Learning	Staff and Budgets
Good 0-20%	<ul style="list-style-type: none"> -A.M. Cunningham -A.A. Greenleaf -Ancaster Meadow -Balaclava -Bellmoore -Cathy Weaver -Chedoke -Dr. Davey -Gatestone -Guy Brown -Hillcrest -Janet Lee -Lawfield -Prince of Wales -Queen Victoria -Ray Lewis -Saltfleet -Sir Wilfred Laurier -Sir William Osler -Templemead -Waterdown DHS -Winona 	<ul style="list-style-type: none"> -Facilities will look clean and functional -Limited and manageable component and equipment failure may occur -Facilities will compete well for enrollment 	<ul style="list-style-type: none"> -Student achievement will be optimized by high quality facility conditions -Student and staff morale will be positive and evident 	<ul style="list-style-type: none"> -Maintenance and operations staff time will be devoted to regular scheduled maintenance
Average 21-40%	<ul style="list-style-type: none"> -Bell-Stone -Bennetto -C. B. Stirling -Central -Dr. J. Seaton -Earl Kitchener -Eastmount Park -Franklin Road -G.R. Allan -Glendale -Glen Echo -Billy Green -Gordon Price -Helen Detwiler -Hill Park -Holbrook -Lake Avenue -Lincoln Alexander -Lisgar -Memorial (Ham) -Millgrove -Mountain View -Mount Hope -Mountview -Norwood Park -Orchard Park -Parkview -Pauline Johnson -Queen Mary -Queen's Rangers -R.L. Hyslop -Ridgemount -Roxborough Park -Ryerson -Sir Allan MacNab -Strathcona -Taplestown -Westwood 	<ul style="list-style-type: none"> -Facilities are beginning to show signs of wear -More frequent component and equipment failure will occur 	<ul style="list-style-type: none"> -Student achievement is unlikely to be at risk from facility conditions -Student and staff morale may be affected 	<ul style="list-style-type: none"> -Maintenance and operations staff time may be diverted from regular scheduled maintenance -May be some variability in operational costs

<p style="text-align: center;">Fair 41-64%</p>	<ul style="list-style-type: none"> -Adelaide Hoodless -Ancaster H & VS -Barton -Beverly Central -Buchanan Park -Cardinal Heights -Collegiate Ave -Delta -Dundana -Dundas Central -Eastdale -Ecole Elementaire Michaëlle Jean -Fessenden -Flamborough Centre -G.L. Armstrong -Glen Brae -Glenwood -Green Acres -Hess Street -Highland -Huntington Park -James MacDonald -Mary Hopkins -Memorial (SC) -Mountain S.S. -Parkside -Prince Philip -Queensdale -R.A. Riddell -Richard Beasley -Rosedale -Rousseau -Sir Isaac Brock -Sir John A. MacDonald -Sir Winston Churchill -Spencer Valley -Viscount Montgomery -W.H. Ballard -Westdale -Westview -Yorkview 	<ul style="list-style-type: none"> -Facilities will look worn with apparent and increasing deterioration -Frequent component and equipment failure may occur. Occasional building shut down might occur -The facility will be at a competitive disadvantage and enrollment could be impacted 	<ul style="list-style-type: none"> -Student achievement will be at risk of deterioration (5%-10%) -Symptoms will become apparent in: <ul style="list-style-type: none"> Attendance issues Student and staff wellness Disciplinary incidents Staff turnover -Concern about negative morale with student s and staff will be raised and become evident 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can impact budgets -Maintenance and operations staff time will likely be diverted from regular scheduled maintenance and forced to “reactive” mode which increases costs
<p style="text-align: center;">Poor over 65%</p>	<ul style="list-style-type: none"> -Ancaster Senior -C.H. Bray -Dalewood -Elizabeth Bagshaw -Greensville -Highview -Linden Park -Mount Albion -Parkdale -Sherwood -Westmount -Woodward 	<ul style="list-style-type: none"> -Facilities will look worn with obvious deterioration -Equipment failure in critical items more frequent. Occasional building shut down could occur. Management risk is high -The facility will be at a competitive disadvantage and will be at a high risk of enrollment shortfalls 	<ul style="list-style-type: none"> -Student achievement could be impacted -Growing organizational stress will also become apparent to: <ul style="list-style-type: none"> Attendance issues Student and staff wellness Staff turnover -Lack of maintenance will affect the attitudes and morale of students and staff 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can consume budgets -Maintenance and operations staff will not be able to provide regular scheduled maintenance due to high level of “reactive” calls which increases costs

Figure 7: Impact of Condition Index on Asset Performance

Section 11: Accommodation Strategy Schedule

Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
1 Westdale								
Dalewood								
GR Allan			FDK					
Glenwood								
Prince Philip				Closed				
2 Flamborough			LP					
Allan Greenleaf		BR	FDK				ARC	
Balaclava	FDK	BR					ARC	
Flamborough Centre			FDK				ARC	
Guy Brown		BR					ARC	
Mary Hopkins			FDK				ARC	
Millgrove		BR	FDK					
3 Central Mountain								
Cardinal Heights		GR	ARC					
Eastmount Park			ARC	FDK				
Franklin Road			ARC/FDK					
GL Armstrong			ARC/FDK					
Linden Park		GR	ARC	FDK				
Norwood Park								
Pauline Johnson			ARC					
Queensdale			ARC	FDK				
Ridgemount		GR	ARC					
4 East Hamilton City 1								
Hillcrest			ARC	FDK				
Parkdale			ARC					
Rosedale			ARC	FDK				
Roxborough Park			ARC					
Viscount Montgomery			ARC	FDK				
WH Ballard			ARC	FDK				
Woodward			ARC	FDK				

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
5 West Hamilton City								
Bennetto				ARC				
Cathy Wever				ARC				
Central			FDK	ARC				
Dr. Davey				ARC				
Earl Kitchener				ARC/FDK				
Hess Street			FDK	ARC				
Queen Victoria	FDK			ARC				
Ryerson				ARC				
Strathcona			FDK	ARC				
6 West Glanbrook								
Bell-Stone			ARC/FDK					
Mount Hope			ARC					
7 East Mountain								
CB Stirling	FDK					ARC		
Helen Detwiler	FDK							
Highview	FDK							
Huntington Park			FDK					
Lawfield				ARC/FDK				
Lincoln Alexander	FDK					ARC		
Lisgar				ARC				
Ray Lewis			FDK					
Richard Beasley				ARC				
Templemead			FDK			ARC		
8 Lower Stoney Creek								
Collegiate Avenue			FDK	ARC				
Eastdale	FDK			ARC				
Green Acres				ARC/FDK				
Memorial (Stoney Creek)			FDK	ARC				
Mountain View	FDK			ARC				
RL Hyslop			FDK	ARC				
Winona	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
9 West Hamilton Mountain								
Buchanan Park	FDK				ARC			
Chedoke	FDK				ARC			
Gordon Price	FDK				ARC			
Holbrook			FDK		ARC			
James Macdonald			FDK		ARC			
Mountview				FDK	ARC			
RA Riddell			FDK		ARC			
Westview					ARC			
Westwood					ARC			
10 Ancaster								
Ancaster Meadow			LP	FDK	ARC			
Ancaster Senior					ARC			
CH Bray				FDK	ARC			
Fessenden				FDK	ARC			
Queen's Rangers	FDK				ARC			
Rousseau	FDK				ARC			
11 East Hamilton City 2								
Elizabeth Bagshaw			FDK		ARC			
Glen Brae					ARC			
Glen Echo				FDK	ARC			
Lake Avenue	FDK							
Sir Isaac Brock					ARC			
Sir Wilfrid Laurier			FDK		ARC			

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase

Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
12 Central Hamilton City								
AM Cunningham				FDK		ARC		
Adelaide Hoodless	FDK					ARC		
Memorial (Hamilton)	FDK					ARC		
Prince of Wales						ARC		
Queen Mary						ARC		
13 Dundas and West Flamborough								
Beverly Central	FDK		ARC					
Dr. Seaton	FDK		ARC					
Greensville	FDK		ARC					
Spencer Valley		BR	ARC					
Dundana				FDK		ARC		
Dundas Central			FDK			ARC		
Sir William Osler			FDK			ARC		
Yorkview						ARC		
14 East Glanbrook and Upper Stoney Creek								
Bellmoore	FDK		LP					
Billy Green	FDK							
Gatestone		BR		FDK				
Janet Lee	FDK							
Michaëlle Jean								
Mount Albion	FDK	BR						
Tapleystown	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



EXECUTIVE REPORT TO STANDING COMMITTEE

DATE: Monday June 10th, 2013

TO: Standing Committee

FROM: John Malloy, Director of Education
Daniel Del Bianco, Senior Facilities Officer
Ellen Warling, Manager Planning and Accommodation

RE: West Flamborough Accommodation Review

Action X

Monitoring **Recommended Action:**

That the Board approves a West Flamborough Elementary Accommodation Review as identified in the 2012 Long Term Facilities Master Plan (LTFMP) schedule (Appendix E). The LTFMP schedule identifies the following schools:

- Beverly Central (JK-5)
- Dr. John Seaton (JK-8)
- Greensville (JK-5)
- Spencer Valley (6-8)

An accommodation review committee for the above mentioned schools will be struck in September 2013. The accommodation review committee final report will be submitted to the Director of Education no earlier than Monday January 27th, 2014 and no later than Monday February 24th, 2014. The Accommodation Review will adhere to the scope and guiding principles of the Terms of Reference (Appendix A) and the Pupil Accommodation Policy (Appendix B). The first public meeting will be Wednesday October 9, 2013, location TBA.

Rationale/Benefits:

To ensure efficient use of space within the 'brick and mortar' of schools to accommodate current and long-term enrolment demands. The goal is to balance enrolment with capacity of permanent space and minimize the use of non-permanent structures such as portables and port-a-paks.

To address the maintenance and capital improvements required for those schools that are to remain open after the accommodation review process is complete. The goal is to ensure long-term facility sustainability while maintaining quality teaching and learning environments. By maintaining and improving learning environments the facilities become more conducive to student learning and program delivery.

To provide equity of access to facilities and programs for all HWDSB students.

Background:

The schools identified represent four of the eight schools in the Dundas and West Flamborough Planning Area as identified in the Long Term Facilities Master Plan – 2012 (LTFMP). Selecting these schools for an Accommodation Review allows for the examination of associated schools as Beverly Central feeds into Dr. Seaton, and Greensville feeds into Spencer Valley. Dr. Seaton's grade 8 classes currently graduate into Highland Secondary and Spencer Valley's grade 8 classes currently graduate into Parkside High School. The West Flamborough school area consists of a large rural portion of the former township of Flamborough – See Appendix C. Below, in Table I, are the projected enrolments and utilization of the elementary schools.

School	OTG		2012	2017	2022
Beverly Central	230	Enrolment	166	128	121
		Utilization	72%	56%	53%
Dr. John Seaton	348	Enrolment	243	204	183
		Utilization	70%	59%	53%
Greensville	222	Enrolment	197	169	160
		Utilization	89%	76%	72%
Spencer Valley	248	Enrolment	177	172	172
		Utilization	71%	69%	69%
Total	1,048	Enrolment	783	673	636
		Utilization	75%	64%	61%

Table I: October Projected Headcount Enrolment and Utilization
OTG: On-the-Ground Capacity

In the table above is a 10 year enrolment projection, broken down in 5 year increments, for each school. The values represent the total number of students at the school if programming and boundaries are to remain as they are today. The utilization represents how much of the school is being occupied as a percentage of students in relation to the on-the-ground capacity (OTG). A school's OTG is a Ministry formulated capacity.

The West Flamborough schools have a current utilization of 75%, projected to drop to 61% over the next 10 years. This equates to approximately 250 excess pupil spaces for these 4 schools. Currently, 3 of the 4 the schools are in the 70% utilization range – Greensville is at 89% utilization. The capacities of the schools are considered small in size in relation to the LTFMP Guiding Principles referencing the elementary panel: "Schools Capacity – optimal school capacity would be between 500 and 600 students, which creates two to three classes for each grade". The West Flamborough Planning area is projected to fall in enrolment over the next 10 years leaving approximately 400 excess pupil spaces. Accommodation Strategies such as school consolidations and/or boundary reviews will be examined to ensure the most efficient use of available space.

Background Continued:

The following graph (Figure 1) represents the year-to-year projected total of the 4 schools as well as their combined capacities.

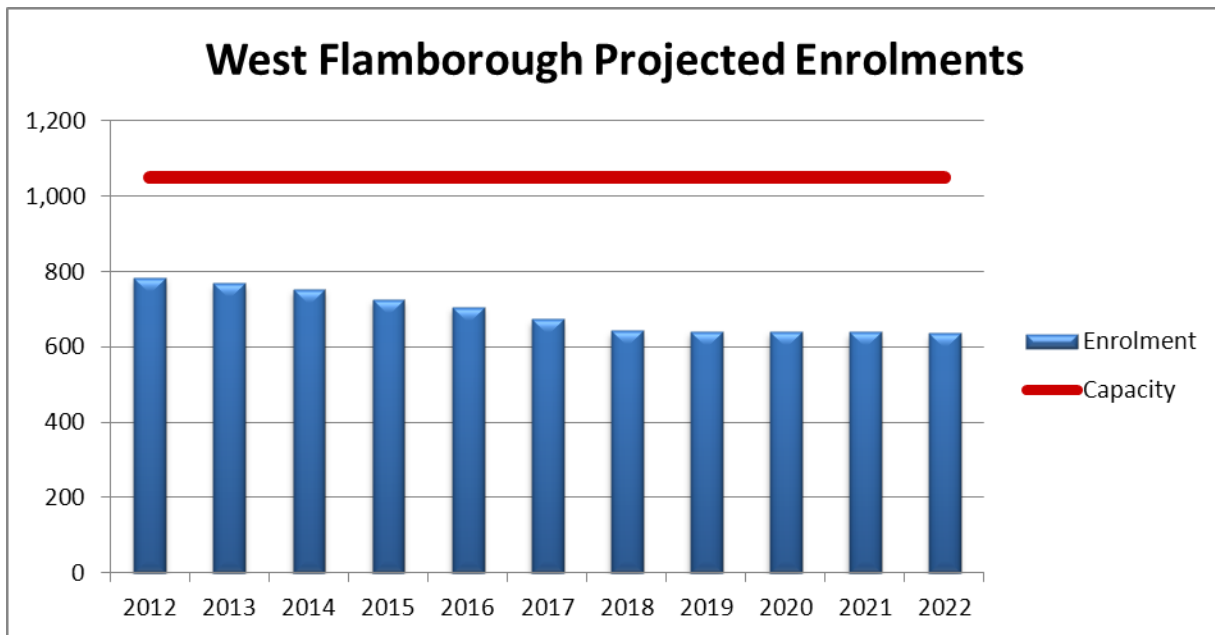


Figure 1: Combined October Projected Enrolments and Capacities

Another key reference criterion is the condition of the school facility (Table 2). The current measure of facility condition is the Facility Condition Index (FCI). The FCI is the ratio of estimated deferred maintenance costs to estimated replacement cost of the facility. To calculate the FCI, divide the total estimated cost to complete deferred maintenance by the estimated replacement value. Below are the FCI Levels of each school based from a 5 year renewal needs estimate.

School	FCI Level
Beverly Central PS	Fair
Dr John Seaton PS	Average
Greensville PS	Poor
Spencer Valley PS	Fair

Table 2: Impact of Condition Index on Asset Performance

Table 2 indicates that two schools are Fair, one is Average, and one is considered Poor as per the Impact on Condition Index on Asset Performance (5 Year FCI) chart in the LTFMP (Appendix D).

Background Continued:

- 1) Implementation for ARC Recommendation: Upon Board approval of recommendation/s, implementation is projected to occur no earlier than the commencement of the 2014-15 school year. Estimated implementation would likely occur in the 2015-16 school year contingent on variables such as the scope of implementation (e.g. capital requirements), available funding, or unforeseen logistical challenges.
- 2) Composition of ARC: The ARC Policy in Section 2.3 allows for a modification of the number of voting members. The standard number of voting members per school in the ARC is five (Two parent council reps, one non-parent council rep, one teaching rep, and one non-teaching rep). For this ARC, the number of voting members per school has not been modified.

HWDSB School Reports

In the next section of the document is a school information report for all elementary schools in the West Flamborough Review. The report includes a variety of information about each school. It includes location information and a detailed map showing each school's property. There is facility information which includes construction year, additions, gross square feet, site size and capacity. Also included are current and projected enrolment, grade information, FDK implementation year and non-permanent accommodation facts.

May 17, 2013

Dr. John Seaton

Address:	1279 Seaton Road	Grades:	JK-8
City:	Sheffield	Current FI Grades:	
Postal Code:	L0R 1Z0	FDK Implementation Date:	2012-2013
Portables:	0	Capacity:	348
Portapaks:	0	2012 Enrolment:	243
		Utilization:	70%
Number Of Storeys:	1	2017 Enrolment:	204
Original Construction Year:	1968	Utilization:	59%
Building Addition Years:		2022 Enrolment:	183
Site Acres:	14.27	Utilization:	53%
Building Gross (Ft2):	36,250	**All Enrolments are Nominal Counts	
Building Gross (M2):	3,368		



May 17, 2013

Greenville

Address:	625 Harvest Road	Grades:	JK-5
City:	Greenville	Current FI Grades:	
Postal Code:	L9H 5K8	FDK Implementation Date:	2012-2013
Portables:	1	Capacity:	248
Portapaks:	0	2012 Enrolment:	197
		Utilization:	79%
Number Of Storeys:	1	2017 Enrolment:	169
Original Construction Year:	1885	Utilization:	68%
Building Addition Years:	1952, 1959, 1964, 1966	2022 Enrolment:	160
Site Acres:	4.85	Utilization:	64%
Building Gross (Ft2):	23,026	**All Enrolments are Nominal Counts	
Building Gross (M2):	2,139		



May 17, 2013

Spencer Valley

Address:	441 Old Brock Road	Grades:	6 to 8
City:	Greensville	Current FI Grades:	
Postal Code:	L9H 6A7	FDK Implementation Date:	n/a
Portables:	0	Capacity:	248
Portapaks:	0	2012 Enrolment:	177
		Utilization	71%
Number Of Storeys:	1	2017 Enrolment:	172
Original Construction Year:	1968	Utilization:	69%
Building Addition Years:		2022 Enrolment:	172
Site Acres:	8.34	Utilization	69%
Building Gross (Ft2):	35,000	**All Enrolments are Nominal Counts	
Building Gross (M2):	3,252		



May 17, 2013

Beverly Central

Address: 1346 4th Concession road We

Grades: JK-5

City: Troy

Current FI Grades:

Postal Code: L0R 2B0

FDK Implementation Date: 2012-2013

Portables: 0

Capacity: 213

Portapaks: 0

2012 Enrolment: 166

Utilization 78%

Number Of Storeys: 1

2017 Enrolment: 128

Original Construction Year: 1959

Utilization: 60%

Building Addition Years: 1960, 1970

Site Acres: 4

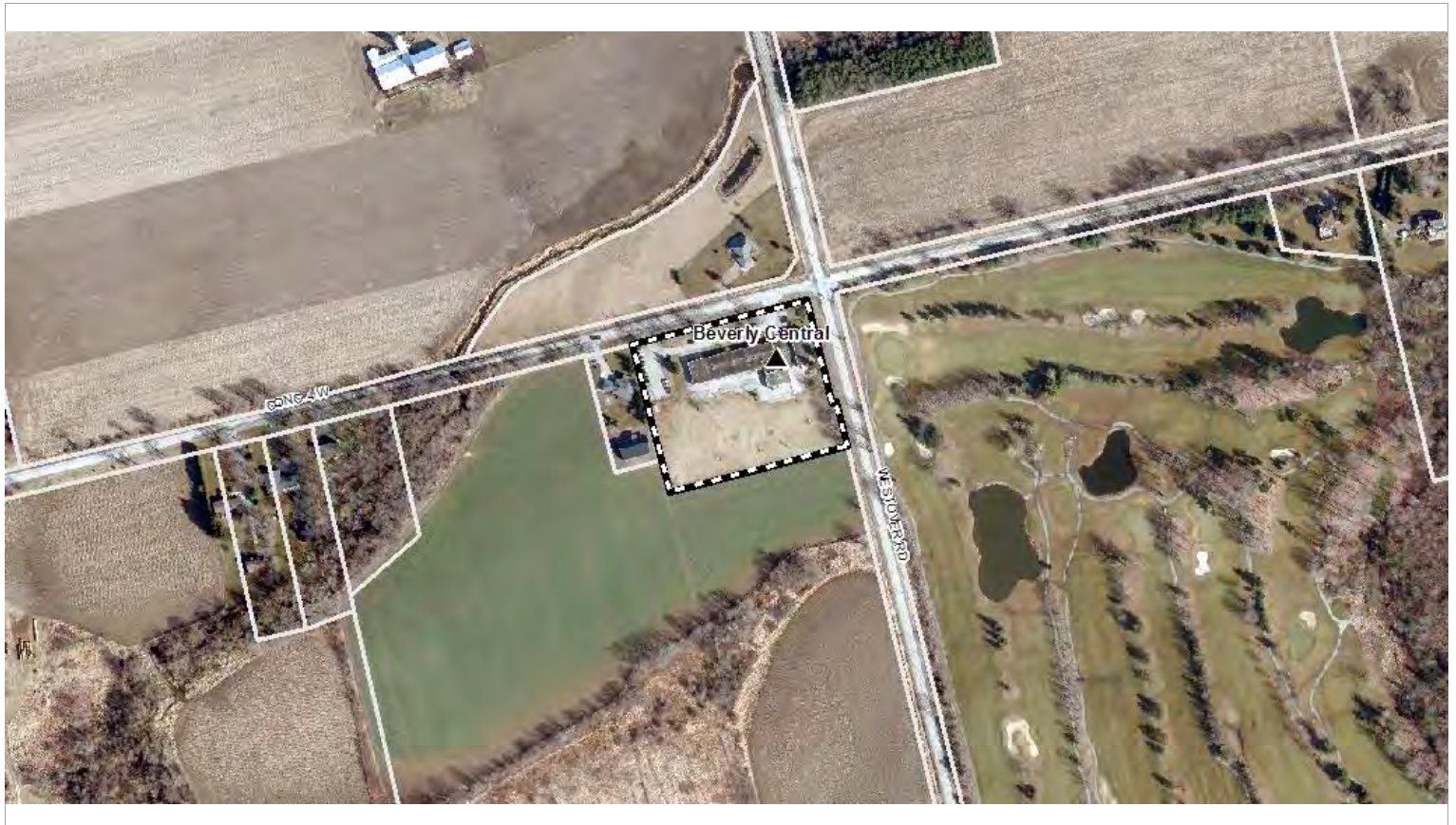
2022 Enrolment: 121

Building Gross (Ft2): 23,188

Utilization 57%

Building Gross (M2): 2,154

**All Enrolments are Nominal Counts





Pupil Accommodation Review Terms of Reference

The Terms of Reference were developed in accordance with the Ministry's 2009 revised *Pupil Accommodation Review Guidelines*.

1.0 Mandate of the Accommodation Review Committee

- 1.1 With school valuation as its focus and the Board's strategy for supporting student achievement, the Accommodation Review Committee is to lead the public review and act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools or school being reviewed for the Board of Trustees' consideration and decision.
- 1.2 A separate Accommodation Review Committee shall be established for each group of schools being studied.
- 1.3 This Accommodation Review Committee is charged with the review of the following schools:
 - **Beverly Central**
 - **Dr. Seaton**
 - **Greensville**
 - **Spencer Valley**

2.0 Membership of the Accommodation Review Committee

- 2.1 The Accommodation Review Committee should consist of the following persons:
 - The Accommodation Review Committee Chair as appointed by Executive Council;
 - Two (2) parent representatives who are members of School Council and/or Home and School Association from each school under review;
 - One (1) parent representative who is not a member of School Council or Home and School Association from each school under review;
 - If only one school is being reviewed then the representatives may be increased to two (2);
 - One (1) teaching representative from each school under review;
 - One (1) non-teaching staff from each school under review;
 - One (1) parent representative who is a member of School Council or Home and School Association for each feeder school(s) under review (where applicable);

- 2.2 The Accommodation Review Committee membership will be deemed to be properly constituted whether or not all of the listed members are able to participate.
- 2.2.1 Written invitation to participate on the Accommodation Review Committee will be issued with a deadline date for acceptance. No response by that date will be considered as non-acceptance.
- 2.3 Accommodation Review Committee membership may be adjusted so that the Committee may function effectively.
- 2.4 All members of the Accommodation Review Committee are voting members with the exception of the Accommodation Review Committee Chair and feeder school representative who are non-voting members.
- 2.4.1 When a vote is called only the voting members present will cast their vote via ballot. A vote shall be passed when fifty percent (50%) plus one of the Accommodation Review Committee members vote in favour of the motion. Should there be a tie vote the motion/recommendation is defeated.
- 2.4.2 Quorum shall be defined as fifty percent (50%) plus one of the Accommodation Review Committee members.
- 2.5 Recognizing the value of the Accommodation Review Committee's contribution to the Board's ability to provide quality educational opportunities for its students, Accommodation Review Committee members must be prepared to make a commitment to attend all, or nearly all of the working meetings and public meetings
- 2.6 In the event that an Accommodation Review Committee member is unable to commit to attending all, or nearly all of the meetings, the Accommodation Review Committee Chair has the authority to address the attendance issue and recommend a solution.
- 2.7 The Accommodation Review Committee will have resource support available to provide information when requested or to provide expertise not already within the Accommodation Review Committee. The following people are available resources:
- The Trustee(s) of each school(s) under review;
 - The Trustee(s) of associated schools;
 - The Superintendent(s) of Student Achievement for each school(s) under review;
 - The Principal from each school under review
 - Administrative support for minute taking;
 - Dedicated resources to enable the Accommodation Review Committee to understand the issues that exist and to provide:
 - support to ensure compliance with the Board's policy and procedure;
 - information relevant to the mandate of the Accommodation Review Committee as requested by the Accommodation Review Committee;
 - information relevant to the mandate of the Accommodation Review Committee to support community questions or requests;
- 2.7.1 If the Accommodation Review Committee Chair sees a need for additional expertise or if additional expertise is requested by the Accommodation Review Committee, guest Accommodation Review Committee resources may be invited to attend specified meetings

(i.e. students, HWDSB staff, members of the community or local economy) as approved by the ARC members.

3.0 Operation of the Accommodation Review Committee

3.1 Executive Council will be responsible for appointing the Chair of the Accommodation Review Committee.

The Accommodation Review Committee Chair is responsible for:

- Convening and chairing Accommodation Review Committee meetings;
- Managing the development of the process according to the Accommodation Review Committee mandate, the *Terms of Reference* and the supporting School Information Profile (SIP);
- Coordination of the activities of the Accommodation Review Committee, requesting support, resources, and information relevant to the Accommodation Review Committee's mandate from the HWDSB staff;
- Ensuring completion of the *Accommodation Review Committee Accommodation Report*.

3.2 A SIP for each affected school necessary to permit the Accommodation Review Committee to carry out its mandate will be provided at or prior to the Accommodation Review Committee's first working meeting.

3.3 For each affected school the SIP will include the following and will be made available to the public via a posting on the Board's website and in print format at the Education Centre upon request:

- The section of the Board's most recent Long-Term Facilities Master Plan that deals with the municipality or area under review;
- Relevant background information regarding the schools located within the area of the accommodation review.

3.4 The Accommodation Review Committee will meet as often as required to review and analyze all pertinent data and prepare for the mandatory public meetings.

3.5 The Accommodation Review Committee shall determine a schedule of the dates, times and location of meetings. This should be established at the first meeting of the Accommodation Review Committee subject to Section 6.1 of this Policy.

3.6 Working meetings of the Accommodation Review Committee may be held regardless of all voting members being present.

3.7 The Accommodation Review Committee will complete its work within the timelines outlined in this Policy.

3.8 In the event that a member is unable to fulfill his/her duties on the Accommodation Review Committee, the Principal of the affiliated school(s) working with the Chair of the Accommodation Review Committee, may co-opt another representative. If a replacement cannot be found, the Accommodation Review Committee will continue to function.

3.9 The Accommodation Review Committee will provide information to the affected school communities on an ongoing basis.

- 3.10 Board staff will respond to reasonable requests for additional information that has been approved by the Accommodation Review Committee and will include the response(s) to the question(s), in the Accommodation Review Committee's working binder under the appropriate section, and will post the responses on the Board's website.
- 3.11 Requests for information in keeping with the Accommodation Review Committee's mandate and in keeping with the schools under review, will be provided by Accommodation Review Committee Resource staff in a timely manner for the Accommodation Review Committee's use and if the information is requested from an external party, for the Accommodation Review Committee's approval. It may not always be possible to obtain responses to requests for information in time for the next scheduled meeting. If this occurs, Accommodation Review Committee Resource staff will provide an estimated availability time.
- 3.12 All Accommodation Review Committee meetings will be structured to encourage an open and informed exchange of views.
- 3.13 The Accommodation Review Committee may create alternative accommodation option(s), consistent with the objectives and Reference Criteria outlined above.
- 3.14 Where the Accommodation Review Committee recommends accommodation option(s) that include new capital investment, the Accommodation Review Committee Chair will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, the Accommodation Review Committee, will propose how students would be accommodated if funding does not become available. Accommodation Review Committee Resource staff will provide analysis support for this process.
- 3.15 All accommodation options developed by the Board or by the Accommodation Review Committee are to address, at a minimum, where students would be accommodated; changes that may be required to existing facilities; program availability and transportation.

4.0 Reference Criteria

- 4.1 The key criteria that will be used by the Accommodation Review Committee 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 port-a-paks. 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 Accommodation Review Committee must consider program offerings, each with their own specific requirements, at each location.
 - d) **Quality Teaching and Learning Environments:** The Accommodation Review Committee should consider the program environments and how well they are conducive to learning.
 - e) **Transportation:** The Accommodation Review Committee should consider the Board's existing Transportation Policy and how it may be impacted by or limit proposed accommodation recommendations.
 - f) **Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships.

- g) **Equity:** The Accommodation Review Committee 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.

4.2 The Accommodation Review Committee may add additional reference criteria.

5.0 Working Meetings

- 5.1 The goal of the working meetings is to ensure that information is prepared for presentation at each of the minimum four (4) public meetings. The materials prepared will support the objectives and the Reference Criteria of this Terms of Reference and will help the Accommodation Review Committee in its development of the Accommodation Review Committee Accommodation Report.
- 5.2 The Accommodation Review Committee Resource staff will work with the Accommodation Review Committee to prepare all working meeting and Public Meeting agendas and materials. Meeting agendas and materials are to be made available by e-mail to the Accommodation Review Committee members and posted on the Board's website when possible at least 24 hours in advance of the scheduled meeting.
- 5.3 Accommodation Review Committee Resource staff will ensure that accurate minutes are recorded. These minutes are to reflect the discussions that take place and decisions that are made at working meetings and at Public Meetings. Accommodation Review Committee meeting minutes will be posted to the Board's website after the minutes have been approved by the Accommodation Review Committee.
- 5.4 All information provided to the Accommodation Review Committee is to be posted on the board's website and made available in hard copy if requested.
- 5.5 Working Meetings of the Accommodation Review Committee shall be open to observation by the public.

6.0 Public Meetings

- 6.1 In addition to Accommodation Review Committee working meetings, the Accommodation Review Committee will hold a minimum of four (4) public meetings. Public meetings will occur in one of the affected schools, provided the school is an accessible facility, or at an alternate facility within the local community. These meetings will be organized as follows:
- At the first public meeting, the Accommodation Review Committee will present the Preliminary School Accommodation Review Report prepared by the Director of Education, including the Board/Staff proposed alternative accommodation option(s). As well, the Accommodation Review Committee will describe the Terms of Reference, including its mandate; outline its study process; give the public a briefing on the data and issues to be addressed and receive community input;
 - At the second public meeting, the Accommodation Review Committee will present a completed SIP for the school(s) under consideration and receive community input;
 - At the third public meeting, the Accommodation Review Committee will present the accommodation option(s) and request community input;
 - At the fourth public meeting, the Accommodation Review Committee will present to the public, the draft Accommodation Review Committee Accommodation Report with its interim accommodation recommendation(s) and receive community input. The Accommodation Review Committee may make changes to the report based upon feedback at this meeting.

- 6.2 The Accommodation Review Committee Chair will call the first public meeting no earlier than thirty (30) calendar days after the date of its appointment.
- 6.3 Notice of the first public meeting will be provided no less than thirty (30) calendar days in advance of the meeting.
- 6.4 Notice of the public meetings will be provided through school newsletters, letters to the school community, the Board's website and advertisements in local community newspapers, and will include the date, time, location, purpose, contact name and email address.

7.0 Accommodation Review Committee Accommodation Report

- 7.1 The Accommodation Review Committee Accommodation Report, which is a mandatory outcome of the Accommodation Review Committee's work, is to be submitted to the Director of Education, by the Chair of the Accommodation Review Committee. The *Accommodation Review Committee Accommodation Report* is to be drafted in plain language.
- 7.1.1 The Accommodation Review Committee will prepare a report that will make accommodation recommendation(s) consistent with the objectives and *Reference Criteria* outlined in the Terms of Reference.
- 7.1.2 The Accommodation Review Committee should also consider the following issues and try to address these as well as possible in the *Accommodation Review Committee Accommodation Report*:
- The implications for the program for students both in the school under consideration for consolidation, closure or program relocation and in the school(s) where programs may be affected.
 - The effects of consolidation, closure or program relocation on the following:
 - The attendance area defined for the school(s)
 - The need and extent of transportation
 - The financial effects of consolidating or not consolidating the school, including any capital implications.
 - Savings expected to be achieved as a result of the consolidation, closure or program relocation:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - Expenditures to address school renewal issues which will no longer be required
 - Revenue implications as a result of the consolidation, closure or program relocation.
 - Additional expenditures, if any, at schools which will accommodate students displaced as a result of a consolidation, closure or program relocation decision taken by the Board:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - School administration
 - School renewal
 - Transportation
- 7.1.3 The Chair of the Accommodation Review Committee will deliver the *Accommodation Report* to the Director of Education not earlier than ninety (90) calendar days and not later than one hundred and twenty (120) calendar days after the beginning of the

Accommodation Review Committee's first public meeting. The Director of Education will post the *Accommodation Review Committee Accommodation Report* on the Board's website.

7.1.4 The Accommodation Review Committee shall present the *Accommodation Review Committee Accommodation Report* to the Board of Trustees.

7.2 In the event that, in preparing its *Accommodation Report*, the Accommodation Review Committee cannot agree on recommendations regarding the future of the school(s) being considered, then the *Accommodation Report* with no recommendations shall be delivered to the Director of Education and shall be posted to the HWDSB website. The report shall include a statement indicating that the Accommodation Review Committee members were unable to agree upon recommendations to the Board of Trustees.

8.0 Capital Planning Objectives and Partnership Opportunities

8.1 The Board is to outline its capital planning objectives for the area under review in order to provide the Accommodation Review Committee with context for the accommodation review processes and decisions.

- The Board is to provide five-year enrolment projections, by grade, for each school included in the review. In addition, if requested by the Accommodation Review Committee, longer-term enrolment projections and/or school-age population data for the subject review area will be provided in order to support effective decision-making by the Accommodation Review Committee.
- These capital planning objectives should take into account opportunities for partnerships with other school boards and appropriate public organizations that are financially sustainable, safe for students, and protect the core values and objectives of the school board.
- The Board is to inform the Accommodation Review Committee of such known or reasonably anticipated partnership opportunities, or lack thereof, at the beginning of the Accommodation Review Committee process.

9.0 Alternative Accommodation Option(s) by the Board

9.1 The Board must present at least one alternative accommodation option at the beginning of the accommodation review process that addresses the objectives and the *Reference Criteria* outlined in the Terms of Reference.

9.2 Where the Board's proposed alternative accommodation option(s) include new capital investment, the Board staff will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, Board staff will propose how students would be accommodated if funding does not become available.

9.3 Accommodation Review Committee resource staff will provide the necessary data to enable the Accommodation Review Committee to examine the options proposed. This analysis is necessary to assist the Accommodation Review Committee in finalizing the Accommodation Review Committee Accommodation Report to the Director of Education.



Pupil Accommodation Review Policy

Date Approved:

Projected Review Date:

Purpose:

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. The policy also ensures that the decision making process is in accordance with the revised guidelines established by the Ministry of Education. The purpose of this policy is to prescribe how accommodation reviews are undertaken to determine the future of a school or group of schools.

Guiding Principles:

Accommodation review decisions should take into account the following:

1. The needs of all the students in all of the schools within a family of schools and community input.
2. The Guiding Principles as defined in Hamilton-Wentworth District School Board's (HWDSB's) Long-Term Facilities Master Plan.

Intended Outcomes:

The intended outcome of this policy is to ensure that where the Board of Trustees make a decision regarding the future of a school, that decision is made with 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 following criteria will be used to assess the schools.

- The impact of the current and projected enrolment on the operation of the school(s) and on program delivery.
- The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery.
- The impact on the student, Hamilton-Wentworth District School Board, the community and the local economy (in order of importance).

Responsibility:

- Director of Education

Terminology:

Family of Schools: Group of schools that may be included as part of the accommodation review process based on their ability to address the overall accommodation issues.

Long-Term Facilities Master Plan: A comprehensive planning document illustrating the condition and utilization of current facilities, and possible accommodation solutions designed to enhance student achievement.

Preliminary School Accommodation Review Report: Initial report to the Board of Trustees outlining the rationale and scope of a potential accommodation review.

School Information Profile: Contains data to help the Accommodation Review Committee (ARC) and the community understand how well the school(s) meet the objectives and the Reference Criteria outlined in the Terms of Reference.

Terms of Reference: Outlines the mandate, scope, reference criteria, operating procedure and structure of the ARC.

Action Required:

This policy will be supported through the development and implementation of a Policy Directive that outlines:

- How a Pupil Accommodation Review is initiated
- The decision to establish the ARC
- What information is provided to the ARC
- The final ARC report
- The Director's report to the Board of Trustees
- The Board of Trustees Meeting for public input
- The Board of Trustees Meeting to decide on School Accommodation Review
- The Administrative Review of the Accommodation Review Process
- Timelines

In order to further support this policy, a *Terms of Reference* (Appendix A), will be developed and implemented to guide the Accommodation Review Committees. The *Terms of Reference* will outline:

- Mandate of the ARC
- Membership of the ARC
- Operation of the ARC
- Reference criteria
- Working meetings
- Public meetings
- Accommodation Review Committee Accommodation Report
- Capital Planning objectives and partnership opportunities
- Alternative Accommodation Option(s) by the Board of Trustees

Timelines:

Action	Timeline	Section
School Accommodation Utilization Review (Long-Term Facilities Master Plan Update)	Annually	
Presentation of the Preliminary School Accommodation Review Report to Board	As a result of the School Accommodation Utilization Review	
Decision to establish an ARC	As a result of the Preliminary School Accommodation Review Report	
Notice of Board decision to establish an ARC	Within seven (7) days of decision*	
Establishment of the membership of the ARC	Following the decision to establish an ARC	
Delivery of School Information Profile (SIP) package to the ARC	Prior to or at the first Working Group Meeting	
Notice of first Public Meeting	There will be at least 30 day's notice prior to public meeting*	
First Public Meeting	As scheduled by HWDSB Senior Administration	
Second Public Meeting	As scheduled by the ARC	
Third Public Meeting	As scheduled by the ARC	
Fourth Public Meeting	As scheduled by the ARC	
Delivery of the final ARC report	Not earlier than ninety (90) days and not later than one hundred and twenty (120) days after the ARC's first Public Meeting*	
Presentation of the Director's Report and the ARC Accommodation Report	Not less than thirty (30) days after the final ARC report was delivered to the Director of Education*	
Committee of the Whole Meeting (regular or special) for Public Input	As scheduled by Trustees within sixty (60) days prior to making their final decision *	
Committee of the Whole Meeting (regular or special) to decide on School Accommodation Review	As scheduled by Trustees no earlier than sixty (60) days from when the Director's Report is officially received by Trustees*	
Notice of decision on School Accommodation Review	Within fourteen (14) days of decision*	

* Calendar days excluding school holidays such as summer vacation, Christmas and Spring Break (including adjacent weekends).

Progress Indicators:

Intended Outcome	Measurements
<ul style="list-style-type: none"> The impact of the current and projected enrolment on the operation of the school(s) and on program delivery 	<ul style="list-style-type: none"> Preliminary School Accommodation Review Report to the Board of Trustees
<ul style="list-style-type: none"> The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery 	<ul style="list-style-type: none"> School Accommodation Review Report

References:**Government Documents**

- Pupil Accommodation Review Guidelines, Ministry of Education (Revised June 2009)
- Administrative Review of Accommodation Review Process, Ministry of Education

HWDSB Strategic Directions

- Achievement Matters
- Engagement Matters
- Equity Matters

HWDSB Documents

- Long-Term Facilities Master Plan

Impact of Condition Index on Asset Performance (5 Year FCI)				
FCI Levels	HWDSB Schools	Facilities	Learning	Staff and Budgets
Good 0-20%	<ul style="list-style-type: none"> -A.M. Cunningham -A.A. Greenleaf -Ancaster Meadow -Balaclava -Bellmoore -Cathy Weaver -Chedoke -Dr. Davey -Gatestone -Guy Brown -Hillcrest -Janet Lee -Lawfield -Prince of Wales -Queen Victoria -Ray Lewis -Saltfleet -Sir Wilfred Laurier -Sir William Osler -Templemead -Waterdown DHS -Winona 	<ul style="list-style-type: none"> -Facilities will look clean and functional -Limited and manageable component and equipment failure may occur -Facilities will compete well for enrollment 	<ul style="list-style-type: none"> -Student achievement will be optimized by high quality facility conditions -Student and staff morale will be positive and evident 	<ul style="list-style-type: none"> -Maintenance and operations staff time will be devoted to regular scheduled maintenance
Average 21-40%	<ul style="list-style-type: none"> -Bell-Stone -Bennetto -C. B. Stirling -Central -Dr. J. Seaton -Earl Kitchener -Eastmount Park -Franklin Road -G.R. Allan -Glendale -Glen Echo -Billy Green -Gordon Price -Helen Detwiler -Hill Park -Holbrook -Lake Avenue -Lincoln Alexander -Lisgar -Memorial (Ham) -Millgrove -Mountain View -Mount Hope -Mountview -Norwood Park -Orchard Park -Parkview -Pauline Johnson -Queen Mary -Queen's Rangers -R.L. Hyslop -Ridgemount -Roxborough Park -Ryerson -Sir Allan MacNab -Strathcona -Taplestown -Westwood 	<ul style="list-style-type: none"> -Facilities are beginning to show signs of wear -More frequent component and equipment failure will occur 	<ul style="list-style-type: none"> -Student achievement is unlikely to be at risk from facility conditions -Student and staff morale may be affected 	<ul style="list-style-type: none"> -Maintenance and operations staff time may be diverted from regular scheduled maintenance -May be some variability in operational costs

<p style="text-align: center;">Fair 41-64%</p>	<ul style="list-style-type: none"> -Adelaide Hoodless -Ancaster H & VS -Barton -Beverly Central -Buchanan Park -Cardinal Heights -Collegiate Ave -Delta -Dundana -Dundas Central -Eastdale -Ecole Elementaire Michaëlle Jean -Fessenden -Flamborough Centre -G.L. Armstrong -Glen Brae -Glenwood -Green Acres -Hess Street -Highland -Huntington Park -James MacDonald -Mary Hopkins -Memorial (SC) -Mountain S.S. -Parkside -Prince Philip -Queensdale -R.A. Riddell -Richard Beasley -Rosedale -Rousseau -Sir Isaac Brock -Sir John A. MacDonald -Sir Winston Churchill -Spencer Valley -Viscount Montgomery -W.H. Ballard -Westdale -Westview -Yorkview 	<ul style="list-style-type: none"> -Facilities will look worn with apparent and increasing deterioration -Frequent component and equipment failure may occur. Occasional building shut down might occur -The facility will be at a competitive disadvantage and enrollment could be impacted 	<ul style="list-style-type: none"> -Student achievement will be at risk of deterioration (5%-10%) -Symptoms will become apparent in: <ul style="list-style-type: none"> • Attendance issues • Student and staff wellness • Disciplinary incidents • Staff turnover -Concern about negative morale with student s and staff will be raised and become evident 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can impact budgets -Maintenance and operations staff time will likely be diverted from regular scheduled maintenance and forced to “reactive” mode which increases costs
<p style="text-align: center;">Poor over 65%</p>	<ul style="list-style-type: none"> -Ancaster Senior -C.H. Bray -Dalewood -Elizabeth Bagshaw -Greensville -Highview -Linden Park -Mount Albion -Parkdale -Sherwood -Westmount -Woodward 	<ul style="list-style-type: none"> -Facilities will look worn with obvious deterioration -Equipment failure in critical items more frequent. Occasional building shut down could occur. Management risk is high -The facility will be at a competitive disadvantage and will be at a high risk of enrollment shortfalls 	<ul style="list-style-type: none"> -Student achievement could be impacted -Growing organizational stress will also become apparent to: <ul style="list-style-type: none"> • Attendance issues • Student and staff wellness • Staff turnover -Lack of maintenance will affect the attitudes and morale of students and staff 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can consume budgets -Maintenance and operations staff will not be able to provide regular scheduled maintenance due to high level of “reactive” calls which increases costs

Figure 7: Impact of Condition Index on Asset Performance

Section 11: Accommodation Strategy Schedule

Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
1 Westdale								
Dalewood								
GR Allan			FDK					
Glenwood								
Prince Philip				Closed				
2 Flamborough								
Allan Greenleaf		BR	FDK				ARC	
Balaclava	FDK	BR					ARC	
Flamborough Centre			FDK				ARC	
Guy Brown		BR					ARC	
Mary Hopkins			FDK				ARC	
Millgrove		BR	FDK					
3 Central Mountain								
Cardinal Heights		GR	ARC					
Eastmount Park			ARC	FDK				
Franklin Road			ARC/FDK					
GL Armstrong			ARC/FDK					
Linden Park		GR	ARC	FDK				
Norwood Park								
Pauline Johnson			ARC					
Queensdale			ARC	FDK				
Ridgemount		GR	ARC					
4 East Hamilton City 1								
Hillcrest			ARC	FDK				
Parkdale			ARC					
Rosedale			ARC	FDK				
Roxborough Park			ARC					
Viscount Montgomery			ARC	FDK				
WH Ballard			ARC	FDK				
Woodward			ARC	FDK				

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
5 West Hamilton City								
Bennetto				ARC				
Cathy Wever				ARC				
Central			FDK	ARC				
Dr. Davey				ARC				
Earl Kitchener				ARC/FDK				
Hess Street			FDK	ARC				
Queen Victoria	FDK			ARC				
Ryerson				ARC				
Strathcona			FDK	ARC				
6 West Glanbrook								
Bell-Stone			ARC/FDK					
Mount Hope			ARC					
7 East Mountain								
CB Stirling	FDK					ARC		
Helen Detwiler	FDK							
Highview	FDK							
Huntington Park			FDK					
Lawfield				ARC/FDK				
Lincoln Alexander	FDK					ARC		
Lisgar				ARC				
Ray Lewis			FDK					
Richard Beasley				ARC				
Templemead			FDK			ARC		
8 Lower Stoney Creek								
Collegiate Avenue			FDK	ARC				
Eastdale	FDK			ARC				
Green Acres				ARC/FDK				
Memorial (Stoney Creek)			FDK	ARC				
Mountain View	FDK			ARC				
RL Hyslop			FDK	ARC				
Winona	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
9 West Hamilton Mountain								
Buchanan Park	FDK				ARC			
Chedoke	FDK				ARC			
Gordon Price	FDK				ARC			
Holbrook			FDK		ARC			
James Macdonald			FDK		ARC			
Mountview				FDK	ARC			
RA Riddell			FDK		ARC			
Westview					ARC			
Westwood					ARC			
10 Ancaster								
Ancaster Meadow			LP	FDK	ARC			
Ancaster Senior					ARC			
CH Bray				FDK	ARC			
Fessenden				FDK	ARC			
Queen's Rangers	FDK				ARC			
Rousseau	FDK				ARC			
11 East Hamilton City 2								
Elizabeth Bagshaw			FDK		ARC			
Glen Brae					ARC			
Glen Echo				FDK	ARC			
Lake Avenue	FDK							
Sir Isaac Brock					ARC			
Sir Wilfrid Laurier			FDK		ARC			

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
12 Central Hamilton City								
AM Cunningham				FDK		ARC		
Adelaide Hoodless	FDK					ARC		
Memorial (Hamilton)	FDK					ARC		
Prince of Wales						ARC		
Queen Mary						ARC		
13 Dundas and West Flamborough								
Beverly Central	FDK		ARC					
Dr. Seaton	FDK		ARC					
Greensville	FDK		ARC					
Spencer Valley		BR	ARC					
Dundana				FDK		ARC		
Dundas Central			FDK			ARC		
Sir William Osler			FDK			ARC		
Yorkview						ARC		
14 East Glanbrook and Upper Stoney Creek								
Bellmoore	FDK		LP					
Billy Green	FDK							
Gatestone		BR		FDK				
Janet Lee	FDK							
Michaëlle Jean								
Mount Albion	FDK	BR						
Tapleystown	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



EXECUTIVE REPORT TO STANDING COMMITTEE

DATE: Monday June 10th, 2013

TO: Standing Committee

FROM: John Malloy, Director of Education
Daniel Del Bianco, Senior Facilities Officer
Ellen Warling, Manager Planning and Accommodation

RE: Central Mountain Accommodation Review

Action Monitoring

Recommended Action:

That the Board approves the Central Mountain Elementary Accommodation Review as identified in the 2012 Long Term Facilities Master Plan (LTFMP) schedule (Appendix E). The LTFMP schedule identifies the following schools:

- Cardinal Heights (6-8)
- Eastmount Park (JK-6)
- Franklin Road (JK-8)
- G.L. Armstrong (JK-8)
- Linden Park (JK-5)
- Pauline Johnson (JK-5)
- Queensdale (JK-6)
- Ridgemount (JK-5)

An accommodation review committee for the above mentioned schools will be struck in September 2013. The accommodation review committee final report will be submitted to the Director of Education no earlier than Friday January 24th 2014 and no later than Friday February 21st 2014. The Accommodation Review will adhere to the scope and guiding principles of the Terms of Reference (Appendix A) and Pupil Accommodation Policy (Appendix B). The first public meeting will be Tuesday October 8th 2013, location TBA.

Rationale/Benefits:

To ensure efficient use of space within the 'brick and mortar' of schools to accommodate current and long-term enrolment demands. The goal is to balance enrolment with capacity of permanent space and minimize the use of non-permanent structures such as portables and port-a-paks.

To address the maintenance and capital improvements required for those schools that are to remain open after the accommodation review process is complete. The goal is to ensure long-term facility sustainability while maintaining quality teaching and learning environments. By maintaining and improving learning environments the facilities become more conducive to student learning and program delivery.

To provide equity of access to facilities and programs for all HWDSB students.

Background:

The schools identified represent eight of the nine schools in the Central Mountain Planning Area as identified in the Long Term Facilities Master Plan – 2012 (LTFMP). The planning area, school location and boundaries are depicted in Appendix C. The planning area's eight elementary schools serve a variety of neighborhoods from the Sherman Access to as far south as Rymal Road West and from Upper James East to Upper Gage. There is an assortment of grade structures throughout the planning area. Both Eastmount Park and Queensdale are JK-6 elementary schools and both schools graduate into George L. Armstrong for grade 7 and 8. G.L. Armstrong acts as a middle school for these two associated schools and as a JK-8 school for the students within its junior elementary boundary. Linden Park, Pauline Johnson and Ridgemount are all JK-5 elementary schools that graduate into Cardinal Heights Middle School for grades 6, 7 and 8. Cardinal Heights Middle School shares a site with Pauline Johnson junior school. Franklin Road is a JK-8 elementary school which serves the Berkholme and Macassa neighborhoods in the east side of the planning area. All grade 8 classes currently graduate into Hill Park Secondary. Below, in Table 1, are the projected enrolments and utilizations of all 8 elementary schools.

School	OTG		2012	2017	2022
Cardinal Heights	308	Enrolment	318	279	302
		Utilization	103%	90%	98%
Eastmount Park	348	Enrolment	219	210	208
		Utilization	63%	60%	60%
Franklin Road	463	Enrolment	351	342	336
		Utilization	76%	74%	73%
George L. Armstrong	633	Enrolment	338	287	236
		Utilization	53%	45%	37%
Linden Park	319	Enrolment	157	149	136
		Utilization	49%	47%	43%
Pauline Johnson	314	Enrolment	254	297	323
		Utilization	81%	94%	103%
Queensdale	279	Enrolment	190	197	181
		Utilization	68%	71%	65%
Ridgemount	250	Enrolment	260	234	259
		Utilization	104%	93%	104%
Total	2,914	Enrolment	2,087	1,993	1,981
		Utilization	72%	68%	68%

Table 1: October Projected Headcount Enrolment and Utilization

OTG: On-the-Ground Capacity

In the table above is a 10 year enrolment projection, broken down in 5 year increments, for each school. The values represent the total number of students at the school if programming and boundaries are to remain as they are today. The utilization represents how much of the school is being occupied as a percentage of students in relation to the on-the-ground capacity (OTG). A school's OTG is a Ministry formulated capacity.

Background Continued:

Central Mountain Planning Area has a current utilization of 72% meaning there are approximately 800 empty seats within these 8 schools. The schools within the planning area range from 49% utilization to 104% utilization. There is also a large range in size of school throughout the eight schools in the planning area, the largest being G.L. Armstrong with a capacity of 633 and smallest being Ridgemount with a capacity of 250 students. The Central Mountain planning area is projected to fall in enrolment over the next 10 years leaving approximately 900 empty pupil places in 2022. This trend can be seen in figure 1 below which shows the enrolment of the planning area in chart format. The planning areas capacity can potentially be reduced by a combination of closing schools, creating new boundaries, reorganizing grade structures and/or creating new schools.

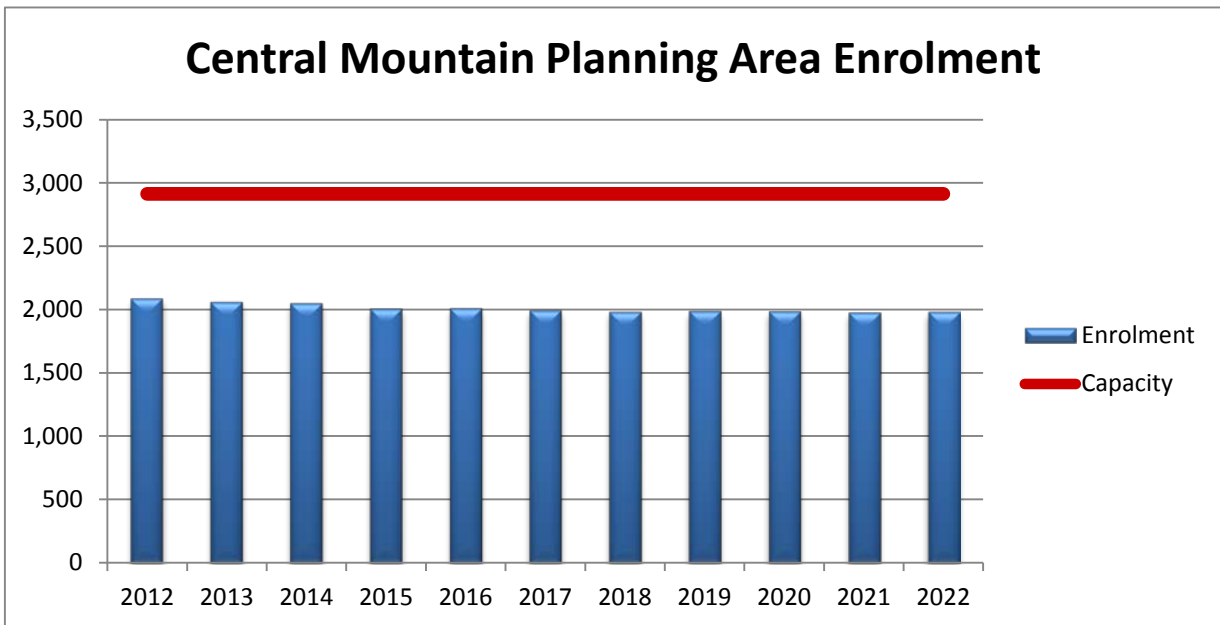


Figure 1: Enrolment Projections Chart

Background Continued:

Another key reference criterion is the condition of the school facility (Table 2). The current measure of facility condition is the Facility Condition Index (FCI). The FCI is the ratio of estimated deferred maintenance costs to estimated replacement cost of the facility. To calculate the FCI, divide the total estimated cost to complete deferred maintenance by the estimated replacement value. Below are the FCI Levels of each school based from a 5 year renewal needs estimate.

School	FCI Level
Cardinal Heights	Fair
Eastmount Park	Average
Franklin Road	Average
George L. Armstrong	Fair
Linden Park	Poor
Pauline Johnson	Average
Queensdale	Fair
Ridgemount	Average

Table 2: Impact of Condition Index on Asset Performance

Table 2 indicates an 'FCI Level' descriptor is as per the measurement increments in the Impact on Condition Index on Asset Performance (5 Year FCI) chart in the LTFMP (Appendix D).

- 1) Implementation for ARC Recommendation: Upon Board approval of recommendation/s, implementation is projected to occur no earlier than the commencement of the 2014-15 school year. Estimated implementation would likely occur in the 2015-16 school year contingent on variables such as the scope of implementation (e.g. capital requirements), available funding, or unforeseen logistical challenges.
- 2) Composition of ARC: The ARC Policy in Section 2.3 allows for a modification of the number of voting members. The standard number of voting members per school in the ARC is five (Two parent council reps, one non-parent council rep, one teaching rep, and one non-teaching rep). For this ARC, the number of voting members per school has been modified to three (one parent council rep, one non parent council rep and one teaching rep or one non-teaching rep). The change reduces the committee size from 40 voting members to 24 voting members.

HWDSB School Reports

In the next section of the document is a school information report for all eight elementary schools in the Central Mountain Accommodation Review. The report includes a variety of information about each school. It includes location information and a detailed map showing each school's property. There is facility information which includes construction year, additions, gross square feet, site size and capacity. Also included are current and projected enrolment, grade information, FDK implementation year and non-permanent accommodation facts.

June 6, 2013

Cardinal Heights

Address:	70 Bobolink Road	Grades:	6 to 8
City:	Hamilton	Current FI Grades:	
Postal Code:	L9A 2P5	FDK Implementation Date:	n/a
Portables:	0	Capacity:	308
Portapaks:	0	2012 Enrolment:	318
		Utilization	103%
Number Of Storeys:	1	2017 Enrolment:	279
Original Construction Year:	1963	Utilization:	90%
Building Addition Years:	1964	2022 Enrolment:	302
Site Acres:	9.2	Utilization	98%
Building Gross (Ft2):	38,542	**All Enrolments are Nominal Counts	
Building Gross (M2):	3,581		



May 17, 2013

Eastmount Park

Address:	155 East 26th Street	Grades:	JK-6
City:	Hamilton	Current FI Grades:	
Postal Code:	L8V 3C5	FDK Implementation Date:	2014-2015
Portables:	0	Capacity:	348
Portapaks:	0	2012 Enrolment:	219
		Utilization:	63%
Number Of Storeys:	1	2017 Enrolment:	210
Original Construction Year:	1959	Utilization:	60%
Building Addition Years:	1962	2022 Enrolment:	208
Site Acres:	1.7	Utilization:	60%
Building Gross (Ft2):	29,196	**All Enrolments are Nominal Counts	
Building Gross (M2):	2,712		



May 17, 2013

Franklin Road

Address:	500 Franklin Road	Grades:	JK-8
City:	Hamilton	Current FI Grades:	
Postal Code:	L8V 2A4	FDK Implementation Date:	2013-2014
Portables:	0	Capacity:	463
Portapaks:	0	2012 Enrolment:	351
		Utilization:	76%
Number Of Storeys:	1	2017 Enrolment:	342
Original Construction Year:	1954	Utilization:	74%
Building Addition Years:	1956, 1959, 1961	2022 Enrolment:	336
Site Acres:	7.75	Utilization:	73%
Building Gross (Ft2):	37,416	**All Enrolments are Nominal Counts	
Building Gross (M2):	3,476		



May 17, 2013

George L. Armstrong

Address:	460 Concession Street	Grades:	JK-8
City:	Hamilton	Current FI Grades:	
Postal Code:	L9A 1C3	FDK Implementation Date:	2013-2014
Portables:	0	Capacity:	633
Portapaks:	0	2012 Enrolment:	338
		Utilization:	53%
Number Of Storeys:	3	2017 Enrolment:	287
Original Construction Year:	1930	Utilization:	45%
Building Addition Years:	1952, 1987	2022 Enrolment:	236
Site Acres:	4.55	Utilization:	37%
Building Gross (Ft2):	58,133	**All Enrolments are Nominal Counts	
Building Gross (M2):	5,401		



May 17, 2013

Linden Park

Address:	4 Vickers Road	Grades:	JK-6
City:	Hamilton	Current FI Grades:	
Postal Code:	L9A 1Y1	FDK Implementation Date:	2014-2015
Portables:	0	Capacity:	319
Portapaks:	0	2012 Enrolment:	157
		Utilization:	49%
Number Of Storeys:	1	<hr/>	
Original Construction Year:	1957	2017 Enrolment:	149
Building Addition Years:		Utilization:	47%
Site Acres:	5.26	<hr/>	
Building Gross (Ft2):	28,187	2022 Enrolment:	136
Building Gross (M2):	2,619	Utilization:	43%
		**All Enrolments are Nominal Counts	



June 6, 2013

Pauline Johnson

Address:	25 Hummingbird Lane	Grades:	JK-5
City:	Hamilton	Current FI Grades:	
Postal Code:	L9A 4B1	FDK Implementation Date:	2010-2011
Portables:	0	Capacity:	314
Portapaks:	0	2012 Enrolment:	254
		Utilization:	81%
Number Of Storeys:	2	2017 Enrolment:	297
Original Construction Year:	1967	Utilization:	94%
Building Addition Years:		2022 Enrolment:	323
Site Acres:	9.2	Utilization:	103%
Building Gross (Ft2):	32,280	**All Enrolments are Nominal Counts	
Building Gross (M2):	2,999		



May 17, 2013

Queensdale

Address: 67 Queensdale Avenue East

Grades: JK-6

City: Hamilton

Current FI Grades:

Postal Code: L9A 1K4

FDK Implementation Date: 2014-2015

Portables: 0

Capacity: 279

Portapaks: 0

2012 Enrolment: 190

Utilization 68%

Number Of Storeys: 1

2017 Enrolment: 197

Original Construction Year: 1948

Utilization: 71%

Building Addition Years: 1950

Site Acres: 4.72

2022 Enrolment: 181

Building Gross (Ft2): 30,198

Utilization 65%

Building Gross (M2): 2,805

**All Enrolments are Nominal Counts



May 17, 2013

Ridgemount

Address:	65 Hester Street	Grades:	JK-5
City:	Hamilton	Current FI Grades:	
Postal Code:	L9A 2N3	FDK Implementation Date:	2013-2014
Portables:	4	Capacity:	250
Portapaks:	0	2012 Enrolment:	260
		Utilization:	104%
Number Of Storeys:	1	2017 Enrolment:	234
Original Construction Year:	1961	Utilization:	93%
Building Addition Years:		2022 Enrolment:	259
Site Acres:	6.42	Utilization:	104%
Building Gross (Ft2):	25,563	**All Enrolments are Nominal Counts	
Building Gross (M2):	2,375		





Pupil Accommodation Review Terms of Reference

The Terms of Reference were developed in accordance with the Ministry's 2009 revised *Pupil Accommodation Review Guidelines*.

1.0 Mandate of the Accommodation Review Committee

- 1.1 With school valuation as its focus and the Board's strategy for supporting student achievement, the Accommodation Review Committee is to lead the public review and act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools or school being reviewed for the Board of Trustees' consideration and decision.
- 1.2 A separate Accommodation Review Committee shall be established for each group of schools being studied.
- 1.3 This Accommodation Review Committee is charged with the review of the following schools:
 - Cardinal Heights (6-8)
 - Eastmount Park (JK-6)
 - Franklin Road (JK-8)
 - G.L. Armstrong (JK-8)
 - Linden Park (JK-5)
 - Pauline Johnson (JK-5)
 - Queensdale (JK-6)
 - Ridgemount (JK-5)

2.0 Membership of the Accommodation Review Committee

- 2.1 The Accommodation Review Committee should consist of the following persons:
 - The Accommodation Review Committee Chair as appointed by Executive Council;
 - One (1) parent representatives who are members of School Council and/or Home and School Association from each school under review;
 - One (1) parent representative who is not a member of School Council or Home and School Association from each school under review;
 - One (1) teaching representative from each school under review;

OR

 - One (1) non-teaching staff from each school under review;

- 2.2 The Accommodation Review Committee membership will be deemed to be properly constituted whether or not all of the listed members are able to participate.
- 2.2.1 Written invitation to participate on the Accommodation Review Committee will be issued with a deadline date for acceptance. No response by that date will be considered as non-acceptance.
- 2.3 Accommodation Review Committee membership may be adjusted so that the Committee may function effectively.
- 2.4 All members of the Accommodation Review Committee are voting members with the exception of the Accommodation Review Committee Chair.
- 2.4.1 When a vote is called only the voting members present will cast their vote via ballot. A vote shall be passed when fifty percent (50%) plus one of the Accommodation Review Committee members vote in favour of the motion. Should there be a tie vote the motion/recommendation is defeated.
- 2.4.2 Quorum shall be defined as fifty percent (50%) percent plus one of the Accommodation Review Committee members.
- 2.5 Recognizing the value of the Accommodation Review Committee's contribution to the Board's ability to provide quality educational opportunities for its students, Accommodation Review Committee members must be prepared to make a commitment to attend all, or nearly all of the working meetings and public meetings
- 2.6 In the event that an Accommodation Review Committee member is unable to commit to attending all, or nearly all of the meetings, the Accommodation Review Committee Chair has the authority to address the attendance issue and recommend a solution.
- 2.7 The Accommodation Review Committee will have resource support available to provide information when requested or to provide expertise not already within the Accommodation Review Committee. The following people are available resources:
- The Trustee(s) of each school(s) under review;
 - The Trustee(s) of associated schools;
 - The Superintendent(s) of Student Achievement for each school(s) under review;
 - The Principal from each school under review
 - Administrative support for minute taking;
 - Dedicated resources to enable the Accommodation Review Committee to understand the issues that exist and to provide:
 - support to ensure compliance with the Board's policy and procedure;
 - information relevant to the mandate of the Accommodation Review Committee as requested by the Accommodation Review Committee;
 - information relevant to the mandate of the Accommodation Review Committee to support community questions or requests;
- 2.7.1 If the Accommodation Review Committee Chair sees a need for additional expertise or if additional expertise is requested by the Accommodation Review Committee, guest Accommodation Review Committee resources may be invited to attend specified meetings (i.e. students, HWDSB staff, members of the community or local economy) as approved by the ARC members.

3.0 Operation of the Accommodation Review Committee

3.1 Executive Council will be responsible for appointing the Chair of the Accommodation Review Committee.

The Accommodation Review Committee Chair is responsible for:

- Convening and chairing Accommodation Review Committee meetings;
- Managing the development of the process according to the Accommodation Review Committee mandate, the *Terms of Reference* and the supporting School Information Profile (SIP);
- Coordination of the activities of the Accommodation Review Committee, requesting support, resources, and information relevant to the Accommodation Review Committee's mandate from the HWDSB staff;
- Ensuring completion of the *Accommodation Review Committee Accommodation Report*.

3.2 A SIP for each affected school necessary to permit the Accommodation Review Committee to carry out its mandate will be provided at or prior to the Accommodation Review Committee's first working meeting.

3.3 For each affected school the SIP will include the following and will be made available to the public via a posting on the Board's website and in print format at the Education Centre upon request:

- The section of the Board's most recent Long-Term Facilities Master Plan that deals with the municipality or area under review;
- Relevant background information regarding the schools located within the area of the accommodation review.

3.4 The Accommodation Review Committee will meet as often as required to review and analyze all pertinent data and prepare for the mandatory public meetings.

3.5 The Accommodation Review Committee shall determine a schedule of the dates, times and location of meetings. This should be established at the first meeting of the Accommodation Review Committee subject to Section 6.1 of this Policy.

3.6 Working meetings of the Accommodation Review Committee may be held regardless of all voting members being present.

3.7 The Accommodation Review Committee will complete its work within the timelines outlined in this Policy.

3.8 In the event that a member is unable to fulfill his/her duties on the Accommodation Review Committee, the Principal of the affiliated school(s) working with the Chair of the Accommodation Review Committee, may co-opt another representative. If a replacement cannot be found, the Accommodation Review Committee will continue to function.

3.9 The Accommodation Review Committee will provide information to the affected school communities on an ongoing basis.

3.10 Board staff will respond to reasonable requests for additional information that has been approved by the Accommodation Review Committee and will include the response(s) to the question(s), in the

Accommodation Review Committee's working binder under the appropriate section, and will post the responses on the Board's website.

- 3.11 Requests for information in keeping with the Accommodation Review Committee's mandate and in keeping with the schools under review, will be provided by Accommodation Review Committee Resource staff in a timely manner for the Accommodation Review Committee's use and if the information is requested from an external party, for the Accommodation Review Committee's approval. It may not always be possible to obtain responses to requests for information in time for the next scheduled meeting. If this occurs, Accommodation Review Committee Resource staff will provide an estimated availability time.
- 3.12 All Accommodation Review Committee meetings will be structured to encourage an open and informed exchange of views.
- 3.13 The Accommodation Review Committee may create alternative accommodation option(s), consistent with the objectives and Reference Criteria outlined above.
- 3.14 Where the Accommodation Review Committee recommends accommodation option(s) that include new capital investment, the Accommodation Review Committee Chair will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, the Accommodation Review Committee, will propose how students would be accommodated if funding does not become available. Accommodation Review Committee Resource staff will provide analysis support for this process.
- 3.15 All accommodation options developed by the Board or by the Accommodation Review Committee are to address, at a minimum, where students would be accommodated; changes that may be required to existing facilities; program availability and transportation.

4.0 Reference Criteria

- 4.1 The key criteria that will be used by the Accommodation Review Committee 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 port-a-paks. 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 Accommodation Review Committee must consider program offerings, each with their own specific requirements, at each location.
 - d) **Quality Teaching and Learning Environments:** The Accommodation Review Committee should consider the program environments and how well they are conducive to learning.
 - e) **Transportation:** The Accommodation Review Committee should consider the Board's existing Transportation Policy and how it may be impacted by or limit proposed accommodation recommendations.
 - f) **Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships.
 - g) **Equity:** The Accommodation Review Committee 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.

4.2 The Accommodation Review Committee may add additional reference criteria.

5.0 Working Meetings

- 5.1 The goal of the working meetings is to ensure that information is prepared for presentation at each of the minimum four (4) public meetings. The materials prepared will support the objectives and the Reference Criteria of this Terms of Reference and will help the Accommodation Review Committee in its development of the Accommodation Review Committee Accommodation Report.
- 5.2 The Accommodation Review Committee Resource staff will work with the Accommodation Review Committee to prepare all working meeting and Public Meeting agendas and materials. Meeting agendas and materials are to be made available by e-mail to the Accommodation Review Committee members and posted on the Board's website when possible at least 24 hours in advance of the scheduled meeting.
- 5.3 Accommodation Review Committee Resource staff will ensure that accurate minutes are recorded. These minutes are to reflect the discussions that take place and decisions that are made at working meetings and at Public Meetings. Accommodation Review Committee meeting minutes will be posted to the Board's website after the minutes have been approved by the Accommodation Review Committee.
- 5.4 All information provided to the Accommodation Review Committee is to be posted on the board's website and made available in hard copy if requested.
- 5.5 Working Meetings of the Accommodation Review Committee shall be open to observation by the public.

6.0 Public Meetings

- 6.1 In addition to Accommodation Review Committee working meetings, the Accommodation Review Committee will hold a minimum of four (4) public meetings. Public meetings will occur in one of the affected schools, provided the school is an accessible facility, or at an alternate facility within the local community. These meetings will be organized as follows:
- At the first public meeting, the Accommodation Review Committee will present the Preliminary School Accommodation Review Report prepared by the Director of Education, including the Board/Staff proposed alternative accommodation option(s). As well, the Accommodation Review Committee will describe the Terms of Reference, including its mandate; outline its study process; give the public a briefing on the data and issues to be addressed and receive community input;
 - At the second public meeting, the Accommodation Review Committee will present a completed SIP (refer to Appendix D) for the school(s) under consideration and receive community input;
 - At the third public meeting, the Accommodation Review Committee will present the accommodation option(s) and request community input;
 - At the fourth public meeting, the Accommodation Review Committee will present to the public, the draft Accommodation Review Committee Accommodation Report with its interim accommodation recommendation(s) and receive community input. The Accommodation Review Committee may make changes to the report based upon feedback at this meeting.
- 6.2 The Accommodation Review Committee Chair will call the first public meeting no earlier than thirty (30) calendar days after the date of its appointment.

- 6.3 Notice of the first public meeting will be provided no less than thirty (30) calendar days in advance of the meeting.
- 6.4 Notice of the public meetings will be provided through school newsletters, letters to the school community, the Board's website and advertisements in local community newspapers, and will include the date, time, location, purpose, contact name and email address.

7.0 Accommodation Review Committee Accommodation Report

- 7.1 The Accommodation Review Committee Accommodation Report, which is a mandatory outcome of the Accommodation Review Committee's work, is to be submitted to the Director of Education, by the Chair of the Accommodation Review Committee. The *Accommodation Review Committee Accommodation Report* is to be drafted in plain language.
- 7.1.1 The Accommodation Review Committee will prepare a report that will make accommodation recommendation(s) consistent with the objectives and *Reference Criteria* outlined in the Terms of Reference.
- 7.1.2 The Accommodation Review Committee should also consider the following issues and try to address these as well as possible in the *Accommodation Review Committee Accommodation Report*:
- The implications for the program for students both in the school under consideration for consolidation, closure or program relocation and in the school(s) where programs may be affected.
 - The effects of consolidation, closure or program relocation on the following:
 - The attendance area defined for the school(s)
 - The need and extent of transportation
 - The financial effects of consolidating or not consolidating the school, including any capital implications.
 - Savings expected to be achieved as a result of the consolidation, closure or program relocation:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - Expenditures to address school renewal issues which will no longer be required
 - Revenue implications as a result of the consolidation, closure or program relocation.
 - Additional expenditures, if any, at schools which will accommodate students displaced as a result of a consolidation, closure or program relocation decision taken by the Board:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - School administration
 - School renewal
 - Transportation
- 7.1.3 The Chair of the Accommodation Review Committee will deliver the *Accommodation Report* to the Director of Education not earlier than ninety (90) calendar days and not later than one hundred and twenty (120) calendar days after the beginning of the Accommodation Review Committee's first public meeting. The Director of Education will post the *Accommodation Review Committee Accommodation Report* on the Board's website.

7.1.4 The Accommodation Review Committee shall present the *Accommodation Review Committee Accommodation Report* to the Board of Trustees.

7.2 In the event that, in preparing its *Accommodation Report*, the Accommodation Review Committee cannot agree on recommendations regarding the future of the school(s) being considered, then the *Accommodation Report* with no recommendations shall be delivered to the Director of Education and shall be posted to the HWDSB website. The report shall include a statement indicating that the Accommodation Review Committee members were unable to agree upon recommendations to the Board of Trustees.

8.0 Capital Planning Objectives and Partnership Opportunities

8.1 The Board is to outline its capital planning objectives for the area under review in order to provide the Accommodation Review Committee with context for the accommodation review processes and decisions.

- The Board is to provide five-year enrolment projections, by grade, for each school included in the review. In addition, if requested by the Accommodation Review Committee, longer-term enrolment projections and/or school-age population data for the subject review area will be provided in order to support effective decision-making by the Accommodation Review Committee.
- These capital planning objectives should take into account opportunities for partnerships with other school boards and appropriate public organizations that are financially sustainable, safe for students, and protect the core values and objectives of the school board.
- The Board is to inform the Accommodation Review Committee of such known or reasonably anticipated partnership opportunities, or lack thereof, at the beginning of the Accommodation Review Committee process.

9.0 Alternative Accommodation Option(s) by the Board

9.1 The Board must present at least one alternative accommodation option at the beginning of the accommodation review process that addresses the objectives and the *Reference Criteria* outlined in the Terms of Reference.

9.2 Where the Board's proposed alternative accommodation option(s) include new capital investment, the Board staff will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, Board staff will propose how students would be accommodated if funding does not become available.

9.3 Accommodation Review Committee resource staff will provide the necessary data to enable the Accommodation Review Committee to examine the options proposed. This analysis is necessary to assist the Accommodation Review Committee in finalizing the Accommodation Review Committee Accommodation Report to the Director of Education.



Pupil Accommodation Review Policy

Date Approved:**Projected Review Date:**

Purpose:

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. The policy also ensures that the decision making process is in accordance with the revised guidelines established by the Ministry of Education. The purpose of this policy is to prescribe how accommodation reviews are undertaken to determine the future of a school or group of schools.

Guiding Principles:

Accommodation review decisions should take into account the following:

1. The needs of all the students in all of the schools within a family of schools and community input.
2. The Guiding Principles as defined in Hamilton-Wentworth District School Board's (HWDSB's) Long-Term Facilities Master Plan.

Intended Outcomes:

The intended outcome of this policy is to ensure that where the Board of Trustees make a decision regarding the future of a school, that decision is made with 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 following criteria will be used to assess the schools.

- The impact of the current and projected enrolment on the operation of the school(s) and on program delivery.
- The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery.
- The impact on the student, Hamilton-Wentworth District School Board, the community and the local economy (in order of importance).

Responsibility:

- Director of Education

Terminology:

Family of Schools: Group of schools that may be included as part of the accommodation review process based on their ability to address the overall accommodation issues.

Long-Term Facilities Master Plan: A comprehensive planning document illustrating the condition and utilization of current facilities, and possible accommodation solutions designed to enhance student achievement.

Preliminary School Accommodation Review Report: Initial report to the Board of Trustees outlining the rationale and scope of a potential accommodation review.

School Information Profile: Contains data to help the Accommodation Review Committee (ARC) and the community understand how well the school(s) meet the objectives and the Reference Criteria outlined in the Terms of Reference.

Terms of Reference: Outlines the mandate, scope, reference criteria, operating procedure and structure of the ARC.

Action Required:

This policy will be supported through the development and implementation of a Policy Directive that outlines:

- How a Pupil Accommodation Review is initiated
- The decision to establish the ARC
- What information is provided to the ARC
- The final ARC report
- The Director's report to the Board of Trustees
- The Board of Trustees Meeting for public input
- The Board of Trustees Meeting to decide on School Accommodation Review
- The Administrative Review of the Accommodation Review Process
- Timelines

In order to further support this policy, a *Terms of Reference* (Appendix A), will be developed and implemented to guide the Accommodation Review Committees. The *Terms of Reference* will outline:

- Mandate of the ARC
- Membership of the ARC
- Operation of the ARC
- Reference criteria
- Working meetings
- Public meetings
- Accommodation Review Committee Accommodation Report
- Capital Planning objectives and partnership opportunities
- Alternative Accommodation Option(s) by the Board of Trustees

Timelines:

Action	Timeline	Section
School Accommodation Utilization Review (Long-Term Facilities Master Plan Update)	Annually	
Presentation of the Preliminary School Accommodation Review Report to Board	As a result of the School Accommodation Utilization Review	
Decision to establish an ARC	As a result of the Preliminary School Accommodation Review Report	
Notice of Board decision to establish an ARC	Within seven (7) days of decision*	
Establishment of the membership of the ARC	Following the decision to establish an ARC	
Delivery of School Information Profile (SIP) package to the ARC	Prior to or at the first Working Group Meeting	
Notice of first Public Meeting	There will be at least 30 day's notice prior to public meeting*	
First Public Meeting	As scheduled by HWDSB Senior Administration	
Second Public Meeting	As scheduled by the ARC	
Third Public Meeting	As scheduled by the ARC	
Fourth Public Meeting	As scheduled by the ARC	
Delivery of the final ARC report	Not earlier than ninety (90) days and not later than one hundred and twenty (120) days after the ARC's first Public Meeting*	
Presentation of the Director's Report and the ARC Accommodation Report	Not less than thirty (30) days after the final ARC report was delivered to the Director of Education*	
Committee of the Whole Meeting (regular or special) for Public Input	As scheduled by Trustees within sixty (60) days prior to making their final decision *	
Committee of the Whole Meeting (regular or special) to decide on School Accommodation Review	As scheduled by Trustees no earlier than sixty (60) days from when the Director's Report is officially received by Trustees*	
Notice of decision on School Accommodation Review	Within fourteen (14) days of decision*	

* Calendar days excluding school holidays such as summer vacation, Christmas and Spring Break (including adjacent weekends).

Progress Indicators:

Intended Outcome	Measurements
<ul style="list-style-type: none"> The impact of the current and projected enrolment on the operation of the school(s) and on program delivery 	<ul style="list-style-type: none"> Preliminary School Accommodation Review Report to the Board of Trustees
<ul style="list-style-type: none"> The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery 	<ul style="list-style-type: none"> School Accommodation Review Report

References:**Government Documents**

- Pupil Accommodation Review Guidelines, Ministry of Education (Revised June 2009)
- Administrative Review of Accommodation Review Process, Ministry of Education

HWDSB Strategic Directions

- Achievement Matters
- Engagement Matters
- Equity Matters

HWDSB Documents

- Long-Term Facilities Master Plan

Impact of Condition Index on Asset Performance (5 Year FCI)				
FCI Levels	HWDSB Schools	Facilities	Learning	Staff and Budgets
Good 0-20%	<ul style="list-style-type: none"> -A.M. Cunningham -A.A. Greenleaf -Ancaster Meadow -Balaclava -Bellmoore -Cathy Weaver -Chedoke -Dr. Davey -Gatestone -Guy Brown -Hillcrest -Janet Lee -Lawfield -Prince of Wales -Queen Victoria -Ray Lewis -Saltfleet -Sir Wilfred Laurier -Sir William Osler -Templemead -Waterdown DHS -Winona 	<ul style="list-style-type: none"> -Facilities will look clean and functional -Limited and manageable component and equipment failure may occur -Facilities will compete well for enrollment 	<ul style="list-style-type: none"> -Student achievement will be optimized by high quality facility conditions -Student and staff morale will be positive and evident 	<ul style="list-style-type: none"> -Maintenance and operations staff time will be devoted to regular scheduled maintenance
Average 21-40%	<ul style="list-style-type: none"> -Bell-Stone -Bennetto -C. B. Stirling -Central -Dr. J. Seaton -Earl Kitchener -Eastmount Park -Franklin Road -G.R. Allan -Glendale -Glen Echo -Billy Green -Gordon Price -Helen Detwiler -Hill Park -Holbrook -Lake Avenue -Lincoln Alexander -Lisgar -Memorial (Ham) -Millgrove -Mountain View -Mount Hope -Mountview -Norwood Park -Orchard Park -Parkview -Pauline Johnson -Queen Mary -Queen's Rangers -R.L. Hyslop -Ridgemount -Roxborough Park -Ryerson -Sir Allan MacNab -Strathcona -Taplestown -Westwood 	<ul style="list-style-type: none"> -Facilities are beginning to show signs of wear -More frequent component and equipment failure will occur 	<ul style="list-style-type: none"> -Student achievement is unlikely to be at risk from facility conditions -Student and staff morale may be affected 	<ul style="list-style-type: none"> -Maintenance and operations staff time may be diverted from regular scheduled maintenance -May be some variability in operational costs

<p style="text-align: center;">Fair 41-64%</p>	<ul style="list-style-type: none"> -Adelaide Hoodless -Ancaster H & VS -Barton -Beverly Central -Buchanan Park -Cardinal Heights -Collegiate Ave -Delta -Dundana -Dundas Central -Eastdale -Ecole Elementaire Michaëlle Jean -Fessenden -Flamborough Centre -G.L. Armstrong -Glen Brae -Glenwood -Green Acres -Hess Street -Highland -Huntington Park -James MacDonald -Mary Hopkins -Memorial (SC) -Mountain S.S. -Parkside -Prince Philip -Queensdale -R.A. Riddell -Richard Beasley -Rosedale -Rousseau -Sir Isaac Brock -Sir John A. MacDonald -Sir Winston Churchill -Spencer Valley -Viscount Montgomery -W.H. Ballard -Westdale -Westview -Yorkview 	<ul style="list-style-type: none"> -Facilities will look worn with apparent and increasing deterioration -Frequent component and equipment failure may occur. Occasional building shut down might occur -The facility will be at a competitive disadvantage and enrollment could be impacted 	<ul style="list-style-type: none"> -Student achievement will be at risk of deterioration (5%-10%) -Symptoms will become apparent in: <ul style="list-style-type: none"> • Attendance issues • Student and staff wellness • Disciplinary incidents • Staff turnover -Concern about negative morale with student s and staff will be raised and become evident 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can impact budgets -Maintenance and operations staff time will likely be diverted from regular scheduled maintenance and forced to “reactive” mode which increases costs
<p style="text-align: center;">Poor over 65%</p>	<ul style="list-style-type: none"> -Ancaster Senior -C.H. Bray -Dalewood -Elizabeth Bagshaw -Greensville -Highview -Linden Park -Mount Albion -Parkdale -Sherwood -Westmount -Woodward 	<ul style="list-style-type: none"> -Facilities will look worn with obvious deterioration -Equipment failure in critical items more frequent. Occasional building shut down could occur. Management risk is high -The facility will be at a competitive disadvantage and will be at a high risk of enrollment shortfalls 	<ul style="list-style-type: none"> -Student achievement could be impacted -Growing organizational stress will also become apparent to: <ul style="list-style-type: none"> • Attendance issues • Student and staff wellness • Staff turnover -Lack of maintenance will affect the attitudes and morale of students and staff 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can consume budgets -Maintenance and operations staff will not be able to provide regular scheduled maintenance due to high level of “reactive” calls which increases costs

Figure 7: Impact of Condition Index on Asset Performance

Section 11: Accommodation Strategy Schedule

Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
1 Westdale								
Dalewood								
GR Allan			FDK					
Glenwood								
Prince Philip				Closed				
2 Flamborough								
Allan Greenleaf		BR	FDK				ARC	
Balaclava	FDK	BR					ARC	
Flamborough Centre			FDK				ARC	
Guy Brown		BR					ARC	
Mary Hopkins			FDK				ARC	
Millgrove		BR	FDK					
3 Central Mountain								
Cardinal Heights		GR	ARC					
Eastmount Park			ARC	FDK				
Franklin Road			ARC/FDK					
GL Armstrong			ARC/FDK					
Linden Park		GR	ARC	FDK				
Norwood Park								
Pauline Johnson			ARC					
Queensdale			ARC	FDK				
Ridgemount		GR	ARC					
4 East Hamilton City 1								
Hillcrest			ARC	FDK				
Parkdale			ARC					
Rosedale			ARC	FDK				
Roxborough Park			ARC					
Viscount Montgomery			ARC	FDK				
WH Ballard			ARC	FDK				
Woodward			ARC	FDK				

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
5 West Hamilton City								
Bennetto				ARC				
Cathy Wever				ARC				
Central			FDK	ARC				
Dr. Davey				ARC				
Earl Kitchener				ARC/FDK				
Hess Street			FDK	ARC				
Queen Victoria	FDK			ARC				
Ryerson				ARC				
Strathcona			FDK	ARC				
6 West Glanbrook								
Bell-Stone			ARC/FDK					
Mount Hope			ARC					
7 East Mountain								
CB Stirling	FDK					ARC		
Helen Detwiler	FDK							
Highview	FDK							
Huntington Park			FDK					
Lawfield				ARC/FDK				
Lincoln Alexander	FDK					ARC		
Lisgar				ARC				
Ray Lewis			FDK					
Richard Beasley				ARC				
Templemead			FDK			ARC		
8 Lower Stoney Creek								
Collegiate Avenue			FDK	ARC				
Eastdale	FDK			ARC				
Green Acres				ARC/FDK				
Memorial (Stoney Creek)			FDK	ARC				
Mountain View	FDK			ARC				
RL Hyslop			FDK	ARC				
Winona	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
9 West Hamilton Mountain								
Buchanan Park	FDK				ARC			
Chedoke	FDK				ARC			
Gordon Price	FDK				ARC			
Holbrook			FDK		ARC			
James Macdonald			FDK		ARC			
Mountview				FDK	ARC			
RA Riddell			FDK		ARC			
Westview					ARC			
Westwood					ARC			
10 Ancaster								
Ancaster Meadow			LP	FDK	ARC			
Ancaster Senior					ARC			
CH Bray				FDK	ARC			
Fessenden				FDK	ARC			
Queen's Rangers	FDK				ARC			
Rousseau	FDK				ARC			
11 East Hamilton City 2								
Elizabeth Bagshaw			FDK		ARC			
Glen Brae					ARC			
Glen Echo				FDK	ARC			
Lake Avenue	FDK							
Sir Isaac Brock					ARC			
Sir Wilfrid Laurier			FDK		ARC			

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
12 Central Hamilton City								
AM Cunningham				FDK		ARC		
Adelaide Hoodless	FDK					ARC		
Memorial (Hamilton)	FDK					ARC		
Prince of Wales						ARC		
Queen Mary						ARC		
13 Dundas and West Flamborough								
Beverly Central	FDK		ARC					
Dr. Seaton	FDK		ARC					
Greensville	FDK		ARC					
Spencer Valley		BR	ARC					
Dundana				FDK		ARC		
Dundas Central			FDK			ARC		
Sir William Osler			FDK			ARC		
Yorkview						ARC		
14 East Glanbrook and Upper Stoney Creek								
Bellmoore	FDK		LP					
Billy Green	FDK							
Gatestone		BR		FDK				
Janet Lee	FDK							
Michaëlle Jean								
Mount Albion	FDK	BR						
Tapleystown	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



EXECUTIVE REPORT TO STANDING COMMITTEE

DATE: Monday June 10th, 2013

TO: Standing Committee

FROM: John Malloy, Director of Education
Daniel Del Bianco, Senior Facilities Officer
Ellen Warling, Manager Planning and Accommodation

RE: West Glanbrook Accommodation Review

Action X

Monitoring

Recommended Action:

That the Board approves the West Glanbrook Elementary Accommodation Review as identified in the 2012 Long Term Facilities Master Plan (LTFMP) schedule (Appendix E). The LTFMP schedule identifies the following schools:

- Bell-Stone (JK-6)
- Mount Hope (JK-8)

An accommodation review committee for the above mentioned schools will be struck in September 2013. The accommodation review committee final report will be submitted to the Director of Education no earlier than Monday January 27th 2014 and no later than Monday February 24th 2014. The Accommodation Review will adhere to the scope and guiding principles of the Terms of Reference (Appendix A) and Pupil Accommodation Policy (Appendix B). The first public meeting will be Wednesday, October 9th 2013, location TBA.

Rationale/Benefits:

To ensure efficient use of space within the 'brick and mortar' of schools to accommodate current and long-term enrolment demands. The goal is to balance enrolment with capacity of permanent space and minimize the use of non-permanent structures such as portables and port-a-paks.

To address the maintenance and capital improvements required for those schools that are to remain open after the accommodation review process is complete. The goal is to ensure long-term facility sustainability while maintaining quality teaching and learning environments. By maintaining and improving learning environments the facilities become more conducive to student learning and program delivery.

To provide equity of access to facilities and programs for all HWDSB students.

Background:

The West Glanbrook Planning Area as identified by Long Term Facilities Master Plan – 2012 (LTFMP) is located in south-central Hamilton just east of Ancaster. The planning area, school location and boundaries are depicted in Appendix C. There are two schools in the planning area; Bell-Stone and Mount Hope. Bell-Stone is a JK to grade 6 elementary school which graduates students into Mount Hope Elementary School. Mount Hope is a JK to grade 8 elementary school that graduates students into Ancaster High.

School	OTG		2012	2017	2022
Bell-Stone	181	Enrolment	61	62	63
		Utilization	34%	34%	35%
Mount Hope	365	Enrolment	290	316	331
		Utilization	79%	87%	91%
Total	546	Enrolment	351	379	394
		Utilization	64%	69%	72%

Table 1: October Projected Headcount Enrolment and Utilization
 OTG: On-the-Ground Capacity

In the table above is a 10 year enrolment projection, broken down in 5 year increments, for each school. The values represent the total number of students at the school if programming and boundaries are to remain as they are today. The utilization represents how much of the school is being occupied as a percentage of students in relation to the on-the-ground capacity (OTG). A school’s OTG is a Ministry formulated capacity.

The West Glanbrook Planning Area has a current total utilization of 64%, meaning there are approximately 190 empty pupil places within the two schools. Bell-Stone currently has a utilization of 34% and the enrolment is projected to remain steady over the next 10 years. Mount Hope currently has a utilization of 72% and is projected to increase over ten years due to residential development in the school’s catchment area.

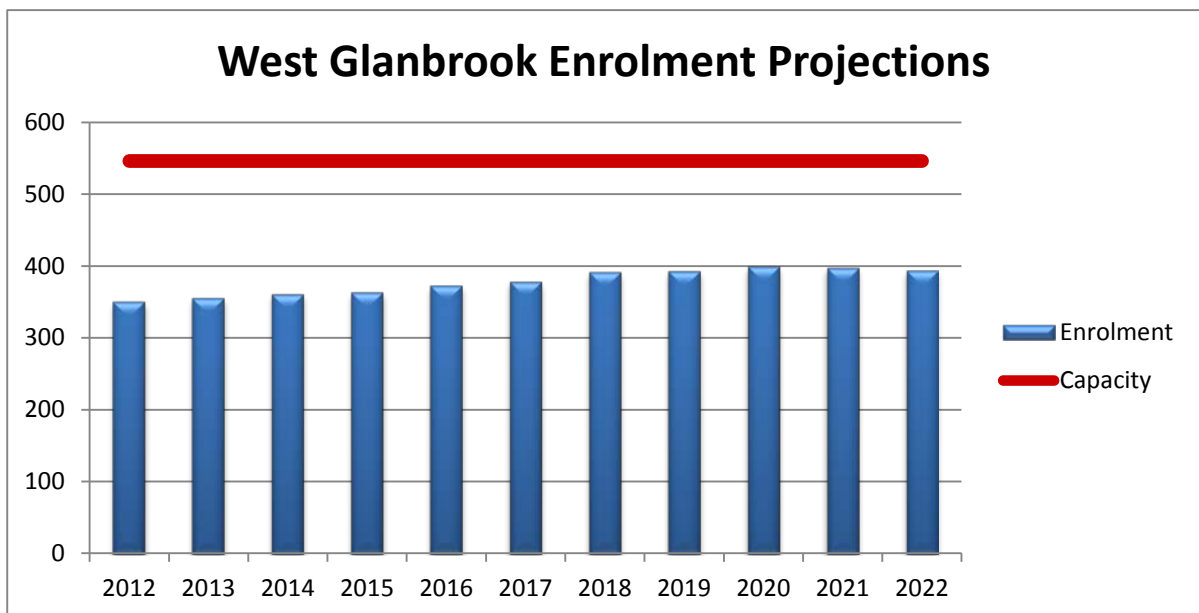


Figure 1: Combined October Projected Enrolments and Capacities

Background Continued:

Another key reference criterion is the condition of the school facility (Table 2). The current measure of facility condition is the Facility Condition Index (FCI). The FCI is the ratio of estimated deferred maintenance costs to estimated replacement cost of the facility. To calculate the FCI, divide the total estimated cost to complete deferred maintenance by the estimated replacement value. Below are the FCI Levels of each school based from a 5 year renewal needs estimate.

School	FCI Level
Bell-Stone	Average
Mount Hope	Average

Table 2: Impact of Condition Index on Asset Performance

Table 2 indicates an 'FCI Level' descriptor is as per the measurement increments in the Impact on Condition Index on Asset Performance (5 Year FCI) chart in the LTFMP (Appendix D).

- 1) Implementation for ARC Recommendation: Upon Board approval of recommendation/s, implementation is projected to occur no earlier than the commencement of the 2014-15 school year. Estimated implementation would likely occur in the 2015-16 school year contingent on variables such as the scope of implementation (e.g. capital requirements), available funding, or unforeseen logistical challenges.
- 2) Composition of ARC: The ARC Policy in Section 2.3 allows for a modification of the number of voting members. The standard number of voting members per school in the ARC is five (Two parent council reps, one non-parent council rep, one teaching rep, and one non-teaching rep). For this ARC, the number of voting members per school has not been modified.

HWDSB School Reports

In the next section of the document is a school information report for both elementary schools in the West Glanbrook Accommodation Review. The report includes a variety of information about each school. It includes location information and a detailed map showing each school's property. There is facility information which includes construction year, additions, gross square feet, site size and capacity. Also included are current and projected enrolment, grade information, FDK implementation year and non-permanent accommodation facts.

May 17, 2013

Bell- Stone

Address: 6025 White Church and Nebo

Grades: JK-6

City: Mount Hope

Current FI Grades:

Postal Code: L0R 1W0

FDK Implementation Date: 2014-2015

Portables: 0

Capacity: 181

Portapaks: 0

2012 Enrolment: 61

Utilization 34%

Number Of Storeys: 1

2017 Enrolment: 62

Utilization: 34%

Original Construction Year: 1963

Building Addition Years: 1993

Site Acres: 11.25

Building Gross (Ft2): 15,541

Building Gross (M2): 1,444

2022 Enrolment: 63

Utilization 35%

**All Enrolments are Nominal Counts



May 17, 2013

Mount Hope

Address:	9149 Airport Road	Grades:	JK-8
City:	Mount Hope	Current FI Grades:	
Postal Code:	L0R 1W0	FDK Implementation Date:	2011-2012
Portables:	0	Capacity:	365
Portapaks:	0	2012 Enrolment:	290
		Utilization:	79%
Number Of Storeys:	2	2017 Enrolment:	316
Original Construction Year:	1952	Utilization:	87%
Building Addition Years:	1956, 1957, 1966	2022 Enrolment:	331
Site Acres:	8.71	Utilization:	91%
Building Gross (Ft2):	35,088	**All Enrolments are Nominal Counts	
Building Gross (M2):	3,260		





Pupil Accommodation Review Terms of Reference

The Terms of Reference were developed in accordance with the Ministry's 2009 revised *Pupil Accommodation Review Guidelines*.

1.0 Mandate of the Accommodation Review Committee

- 1.1 With school valuation as its focus and the Board's strategy for supporting student achievement, the Accommodation Review Committee is to lead the public review and act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools or school being reviewed for the Board of Trustees' consideration and decision.
- 1.2 A separate Accommodation Review Committee shall be established for each group of schools being studied.
- 1.3 This Accommodation Review Committee is charged with the review of the following schools:
 - **Bell-Stone (JK-6)**
 - **Mount Hope (JK-8)**

2.0 Membership of the Accommodation Review Committee

- 2.1 The Accommodation Review Committee should consist of the following persons:
 - The Accommodation Review Committee Chair as appointed by Executive Council;
 - Two (2) parent representatives who are members of School Council and/or Home and School Association from each school under review;
 - One (1) parent representative who is not a member of School Council or Home and School Association from each school under review;
 - If only one school is being reviewed then the representatives may be increased to two (2);
 - One (1) teaching representative from each school under review;
 - One (1) non-teaching staff from each school under review;

- 2.2 The Accommodation Review Committee membership will be deemed to be properly constituted whether or not all of the listed members are able to participate.
- 2.2.1 Written invitation to participate on the Accommodation Review Committee will be issued with a deadline date for acceptance. No response by that date will be considered as non-acceptance.
- 2.3 Accommodation Review Committee membership may be adjusted so that the Committee may function effectively.
- 2.4 All members of the Accommodation Review Committee are voting members with the exception of the Accommodation Review Committee Chair and feeder school representative who are non-voting members.
- 2.4.1 When a vote is called only the voting members present will cast their vote via ballot. A vote shall be passed when fifty percent (50%) plus one of the Accommodation Review Committee members vote in favour of the motion. Should there be a tie vote the motion/recommendation is defeated.
- 2.4.2 Quorum shall be defined as fifty percent (50%) plus one of the Accommodation Review Committee members.
- 2.5 Recognizing the value of the Accommodation Review Committee's contribution to the Board's ability to provide quality educational opportunities for its students, Accommodation Review Committee members must be prepared to make a commitment to attend all, or nearly all of the working meetings and public meetings
- 2.6 In the event that an Accommodation Review Committee member is unable to commit to attending all, or nearly all of the meetings, the Accommodation Review Committee Chair has the authority to address the attendance issue and recommend a solution.
- 2.7 The Accommodation Review Committee will have resource support available to provide information when requested or to provide expertise not already within the Accommodation Review Committee. The following people are available resources:
- The Trustee(s) of each school(s) under review;
 - The Trustee(s) of associated schools;
 - The Superintendent(s) of Student Achievement for each school(s) under review;
 - The Principal from each school under review
 - Administrative support for minute taking;
 - Dedicated resources to enable the Accommodation Review Committee to understand the issues that exist and to provide:
 - support to ensure compliance with the Board's policy and procedure;
 - information relevant to the mandate of the Accommodation Review Committee as requested by the Accommodation Review Committee;
 - information relevant to the mandate of the Accommodation Review Committee to support community questions or requests;
- 2.7.1 If the Accommodation Review Committee Chair sees a need for additional expertise or if additional expertise is requested by the Accommodation Review Committee, guest Accommodation Review Committee resources may be invited to attend specified meetings

(i.e. students, HWDSB staff, members of the community or local economy) as approved by the ARC members.

3.0 Operation of the Accommodation Review Committee

3.1 Executive Council will be responsible for appointing the Chair of the Accommodation Review Committee.

The Accommodation Review Committee Chair is responsible for:

- Convening and chairing Accommodation Review Committee meetings;
- Managing the development of the process according to the Accommodation Review Committee mandate, the *Terms of Reference* and the supporting School Information Profile (SIP);
- Coordination of the activities of the Accommodation Review Committee, requesting support, resources, and information relevant to the Accommodation Review Committee's mandate from the HWDSB staff;
- Ensuring completion of the *Accommodation Review Committee Accommodation Report*.

3.2 A SIP for each affected school necessary to permit the Accommodation Review Committee to carry out its mandate will be provided at or prior to the Accommodation Review Committee's first working meeting.

3.3 For each affected school the SIP will include the following and will be made available to the public via a posting on the Board's website and in print format at the Education Centre upon request:

- The section of the Board's most recent Long-Term Facilities Master Plan that deals with the municipality or area under review;
- Relevant background information regarding the schools located within the area of the accommodation review.

3.4 The Accommodation Review Committee will meet as often as required to review and analyze all pertinent data and prepare for the mandatory public meetings.

3.5 The Accommodation Review Committee shall determine a schedule of the dates, times and location of meetings. This should be established at the first meeting of the Accommodation Review Committee subject to Section 6.1 of this Policy.

3.6 Working meetings of the Accommodation Review Committee may be held regardless of all voting members being present.

3.7 The Accommodation Review Committee will complete its work within the timelines outlined in this Policy.

3.8 In the event that a member is unable to fulfill his/her duties on the Accommodation Review Committee, the Principal of the affiliated school(s) working with the Chair of the Accommodation Review Committee, may co-opt another representative. If a replacement cannot be found, the Accommodation Review Committee will continue to function.

3.9 The Accommodation Review Committee will provide information to the affected school communities on an ongoing basis.

- 3.10 Board staff will respond to reasonable requests for additional information that has been approved by the Accommodation Review Committee and will include the response(s) to the question(s), in the Accommodation Review Committee's working binder under the appropriate section, and will post the responses on the Board's website.
- 3.11 Requests for information in keeping with the Accommodation Review Committee's mandate and in keeping with the schools under review, will be provided by Accommodation Review Committee Resource staff in a timely manner for the Accommodation Review Committee's use and if the information is requested from an external party, for the Accommodation Review Committee's approval. It may not always be possible to obtain responses to requests for information in time for the next scheduled meeting. If this occurs, Accommodation Review Committee Resource staff will provide an estimated availability time.
- 3.12 All Accommodation Review Committee meetings will be structured to encourage an open and informed exchange of views.
- 3.13 The Accommodation Review Committee may create alternative accommodation option(s), consistent with the objectives and Reference Criteria outlined above.
- 3.14 Where the Accommodation Review Committee recommends accommodation option(s) that include new capital investment, the Accommodation Review Committee Chair will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, the Accommodation Review Committee, will propose how students would be accommodated if funding does not become available. Accommodation Review Committee Resource staff will provide analysis support for this process.
- 3.15 All accommodation options developed by the Board or by the Accommodation Review Committee are to address, at a minimum, where students would be accommodated; changes that may be required to existing facilities; program availability and transportation.

4.0 Reference Criteria

- 4.1 The key criteria that will be used by the Accommodation Review Committee 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 port-a-paks. 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 Accommodation Review Committee must consider program offerings, each with their own specific requirements, at each location.
 - d) **Quality Teaching and Learning Environments:** The Accommodation Review Committee should consider the program environments and how well they are conducive to learning.
 - e) **Transportation:** The Accommodation Review Committee should consider the Board's existing Transportation Policy and how it may be impacted by or limit proposed accommodation recommendations.
 - f) **Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships.

- g) **Equity:** The Accommodation Review Committee 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.

4.2 The Accommodation Review Committee may add additional reference criteria.

5.0 Working Meetings

- 5.1 The goal of the working meetings is to ensure that information is prepared for presentation at each of the minimum four (4) public meetings. The materials prepared will support the objectives and the Reference Criteria of this Terms of Reference and will help the Accommodation Review Committee in its development of the Accommodation Review Committee Accommodation Report.
- 5.2 The Accommodation Review Committee Resource staff will work with the Accommodation Review Committee to prepare all working meeting and Public Meeting agendas and materials. Meeting agendas and materials are to be made available by e-mail to the Accommodation Review Committee members and posted on the Board's website when possible at least 24 hours in advance of the scheduled meeting.
- 5.3 Accommodation Review Committee Resource staff will ensure that accurate minutes are recorded. These minutes are to reflect the discussions that take place and decisions that are made at working meetings and at Public Meetings. Accommodation Review Committee meeting minutes will be posted to the Board's website after the minutes have been approved by the Accommodation Review Committee.
- 5.4 All information provided to the Accommodation Review Committee is to be posted on the board's website and made available in hard copy if requested.
- 5.5 Working Meetings of the Accommodation Review Committee shall be open to observation by the public.

6.0 Public Meetings

- 6.1 In addition to Accommodation Review Committee working meetings, the Accommodation Review Committee will hold a minimum of four (4) public meetings. Public meetings will occur in one of the affected schools, provided the school is an accessible facility, or at an alternate facility within the local community. These meetings will be organized as follows:
- At the first public meeting, the Accommodation Review Committee will present the Preliminary School Accommodation Review Report prepared by the Director of Education, including the Board/Staff proposed alternative accommodation option(s). As well, the Accommodation Review Committee will describe the Terms of Reference, including its mandate; outline its study process; give the public a briefing on the data and issues to be addressed and receive community input;
 - At the second public meeting, the Accommodation Review Committee will present a completed SIP (refer to Appendix D) for the school(s) under consideration and receive community input;
 - At the third public meeting, the Accommodation Review Committee will present the accommodation option(s) and request community input;
 - At the fourth public meeting, the Accommodation Review Committee will present to the public, the draft Accommodation Review Committee Accommodation Report with its interim accommodation recommendation(s) and receive community input. The Accommodation Review Committee may make changes to the report based upon feedback at this meeting.

- 6.2 The Accommodation Review Committee Chair will call the first public meeting no earlier than thirty (30) calendar days after the date of its appointment.
- 6.3 Notice of the first public meeting will be provided no less than thirty (30) calendar days in advance of the meeting.
- 6.4 Notice of the public meetings will be provided through school newsletters, letters to the school community, the Board's website and advertisements in local community newspapers, and will include the date, time, location, purpose, contact name and email address.

7.0 Accommodation Review Committee Accommodation Report

- 7.1 The Accommodation Review Committee Accommodation Report, which is a mandatory outcome of the Accommodation Review Committee's work, is to be submitted to the Director of Education, by the Chair of the Accommodation Review Committee. The *Accommodation Review Committee Accommodation Report* is to be drafted in plain language.
- 7.1.1 The Accommodation Review Committee will prepare a report that will make accommodation recommendation(s) consistent with the objectives and *Reference Criteria* outlined in the Terms of Reference.
- 7.1.2 The Accommodation Review Committee should also consider the following issues and try to address these as well as possible in the *Accommodation Review Committee Accommodation Report*:
- The implications for the program for students both in the school under consideration for consolidation, closure or program relocation and in the school(s) where programs may be affected.
 - The effects of consolidation, closure or program relocation on the following:
 - The attendance area defined for the school(s)
 - The need and extent of transportation
 - The financial effects of consolidating or not consolidating the school, including any capital implications.
 - Savings expected to be achieved as a result of the consolidation, closure or program relocation:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - Expenditures to address school renewal issues which will no longer be required
 - Revenue implications as a result of the consolidation, closure or program relocation.
 - Additional expenditures, if any, at schools which will accommodate students displaced as a result of a consolidation, closure or program relocation decision taken by the Board:
 - School operations (heating, lighting, cleaning, routine maintenance)
 - School administration
 - School renewal
 - Transportation
- 7.1.3 The Chair of the Accommodation Review Committee will deliver the *Accommodation Report* to the Director of Education not earlier than ninety (90) calendar days and not later than one hundred and twenty (120) calendar days after the beginning of the

Accommodation Review Committee's first public meeting. The Director of Education will post the *Accommodation Review Committee Accommodation Report* on the Board's website.

7.1.4 The Accommodation Review Committee shall present the *Accommodation Review Committee Accommodation Report* to the Board of Trustees.

7.2 In the event that, in preparing its *Accommodation Report*, the Accommodation Review Committee cannot agree on recommendations regarding the future of the school(s) being considered, then the *Accommodation Report* with no recommendations shall be delivered to the Director of Education and shall be posted to the HWDSB website. The report shall include a statement indicating that the Accommodation Review Committee members were unable to agree upon recommendations to the Board of Trustees.

8.0 Capital Planning Objectives and Partnership Opportunities

8.1 The Board is to outline its capital planning objectives for the area under review in order to provide the Accommodation Review Committee with context for the accommodation review processes and decisions.

- The Board is to provide five-year enrolment projections, by grade, for each school included in the review. In addition, if requested by the Accommodation Review Committee, longer-term enrolment projections and/or school-age population data for the subject review area will be provided in order to support effective decision-making by the Accommodation Review Committee.
- These capital planning objectives should take into account opportunities for partnerships with other school boards and appropriate public organizations that are financially sustainable, safe for students, and protect the core values and objectives of the school board.
- The Board is to inform the Accommodation Review Committee of such known or reasonably anticipated partnership opportunities, or lack thereof, at the beginning of the Accommodation Review Committee process.

9.0 Alternative Accommodation Option(s) by the Board

9.1 The Board must present at least one alternative accommodation option at the beginning of the accommodation review process that addresses the objectives and the *Reference Criteria* outlined in the Terms of Reference.

9.2 Where the Board's proposed alternative accommodation option(s) include new capital investment, the Board staff will advise the Accommodation Review Committee on the availability of funding. Where no funding exists, Board staff will propose how students would be accommodated if funding does not become available.

9.3 Accommodation Review Committee resource staff will provide the necessary data to enable the Accommodation Review Committee to examine the options proposed. This analysis is necessary to assist the Accommodation Review Committee in finalizing the Accommodation Review Committee Accommodation Report to the Director of Education.



Pupil Accommodation Review Policy

Date Approved:

Projected Review Date:

Purpose:

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. The policy also ensures that the decision making process is in accordance with the revised guidelines established by the Ministry of Education. The purpose of this policy is to prescribe how accommodation reviews are undertaken to determine the future of a school or group of schools.

Guiding Principles:

Accommodation review decisions should take into account the following:

1. The needs of all the students in all of the schools within a family of schools and community input.
2. The Guiding Principles as defined in Hamilton-Wentworth District School Board's (HWDSB's) Long-Term Facilities Master Plan.

Intended Outcomes:

The intended outcome of this policy is to ensure that where the Board of Trustees make a decision regarding the future of a school, that decision is made with 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 following criteria will be used to assess the schools.

- The impact of the current and projected enrolment on the operation of the school(s) and on program delivery.
- The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery.
- The impact on the student, Hamilton-Wentworth District School Board, the community and the local economy (in order of importance).

Responsibility:

- Director of Education

Terminology:

Family of Schools: Group of schools that may be included as part of the accommodation review process based on their ability to address the overall accommodation issues.

Long-Term Facilities Master Plan: A comprehensive planning document illustrating the condition and utilization of current facilities, and possible accommodation solutions designed to enhance student achievement.

Preliminary School Accommodation Review Report: Initial report to the Board of Trustees outlining the rationale and scope of a potential accommodation review.

School Information Profile: Contains data to help the Accommodation Review Committee (ARC) and the community understand how well the school(s) meet the objectives and the Reference Criteria outlined in the Terms of Reference.

Terms of Reference: Outlines the mandate, scope, reference criteria, operating procedure and structure of the ARC.

Action Required:

This policy will be supported through the development and implementation of a Policy Directive that outlines:

- How a Pupil Accommodation Review is initiated
- The decision to establish the ARC
- What information is provided to the ARC
- The final ARC report
- The Director's report to the Board of Trustees
- The Board of Trustees Meeting for public input
- The Board of Trustees Meeting to decide on School Accommodation Review
- The Administrative Review of the Accommodation Review Process
- Timelines

In order to further support this policy, a *Terms of Reference* (Appendix A), will be developed and implemented to guide the Accommodation Review Committees. The *Terms of Reference* will outline:

- Mandate of the ARC
- Membership of the ARC
- Operation of the ARC
- Reference criteria
- Working meetings
- Public meetings
- Accommodation Review Committee Accommodation Report
- Capital Planning objectives and partnership opportunities
- Alternative Accommodation Option(s) by the Board of Trustees

Timelines:

Action	Timeline	Section
School Accommodation Utilization Review (Long-Term Facilities Master Plan Update)	Annually	
Presentation of the Preliminary School Accommodation Review Report to Board	As a result of the School Accommodation Utilization Review	
Decision to establish an ARC	As a result of the Preliminary School Accommodation Review Report	
Notice of Board decision to establish an ARC	Within seven (7) days of decision*	
Establishment of the membership of the ARC	Following the decision to establish an ARC	
Delivery of School Information Profile (SIP) package to the ARC	Prior to or at the first Working Group Meeting	
Notice of first Public Meeting	There will be at least 30 day's notice prior to public meeting*	
First Public Meeting	As scheduled by HWDSB Senior Administration	
Second Public Meeting	As scheduled by the ARC	
Third Public Meeting	As scheduled by the ARC	
Fourth Public Meeting	As scheduled by the ARC	
Delivery of the final ARC report	Not earlier than ninety (90) days and not later than one hundred and twenty (120) days after the ARC's first Public Meeting*	
Presentation of the Director's Report and the ARC Accommodation Report	Not less than thirty (30) days after the final ARC report was delivered to the Director of Education*	
Committee of the Whole Meeting (regular or special) for Public Input	As scheduled by Trustees within sixty (60) days prior to making their final decision *	
Committee of the Whole Meeting (regular or special) to decide on School Accommodation Review	As scheduled by Trustees no earlier than sixty (60) days from when the Director's Report is officially received by Trustees*	
Notice of decision on School Accommodation Review	Within fourteen (14) days of decision*	

* Calendar days excluding school holidays such as summer vacation, Christmas and Spring Break (including adjacent weekends).

Progress Indicators:

Intended Outcome	Measurements
<ul style="list-style-type: none"> The impact of the current and projected enrolment on the operation of the school(s) and on program delivery 	<ul style="list-style-type: none"> Preliminary School Accommodation Review Report to the Board of Trustees
<ul style="list-style-type: none"> The current physical condition of the school(s) and any repairs or upgrades required to ensure optimum operation of the building(s) and program delivery 	<ul style="list-style-type: none"> School Accommodation Review Report

References:**Government Documents**

- Pupil Accommodation Review Guidelines, Ministry of Education (Revised June 2009)
- Administrative Review of Accommodation Review Process, Ministry of Education

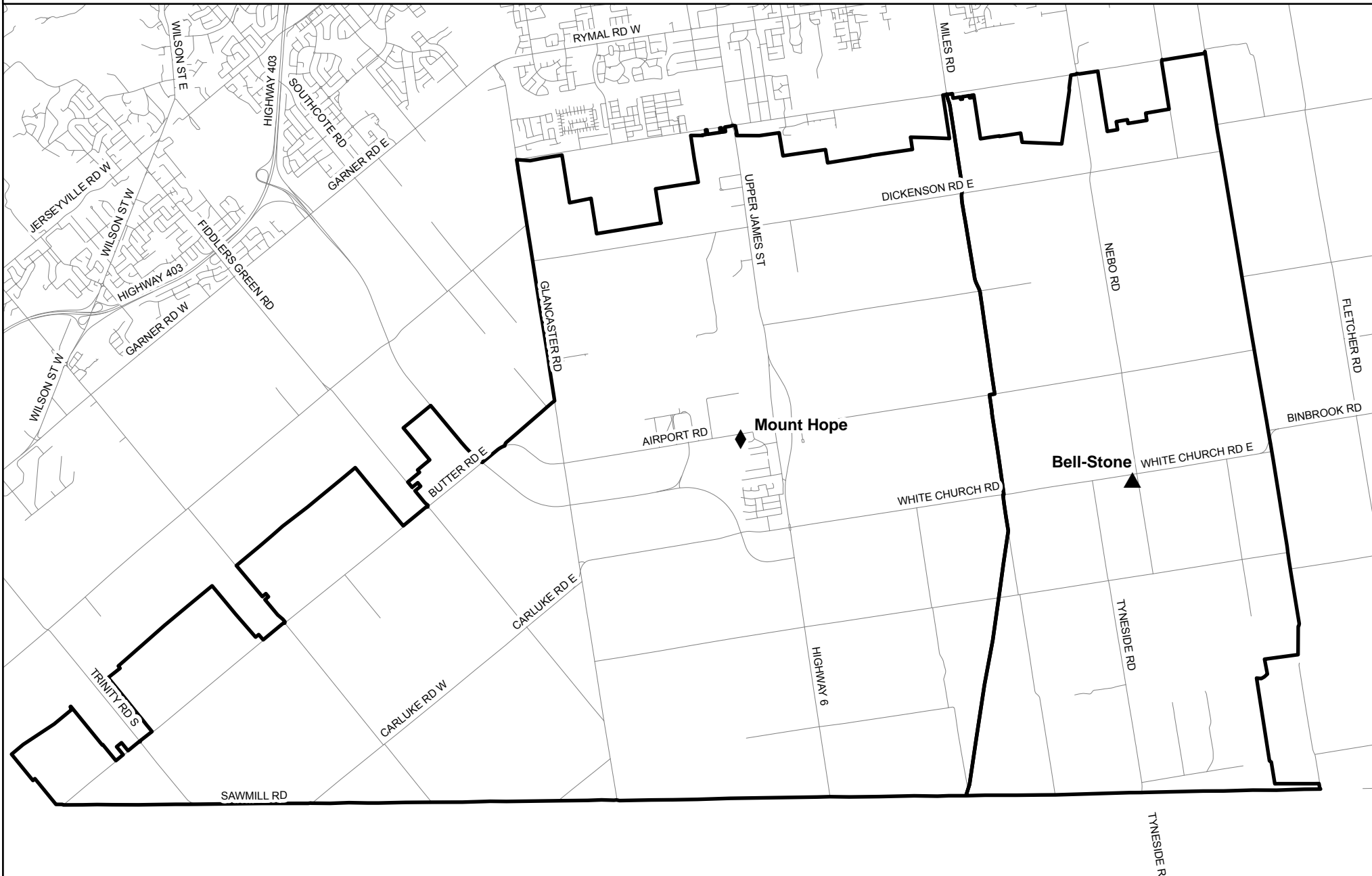
HWDSB Strategic Directions

- Achievement Matters
- Engagement Matters
- Equity Matters

HWDSB Documents

- Long-Term Facilities Master Plan

West Glanbrook Accommodation Review



◆ Elementary	● Middle School	□ Current Boundary
▲ Jr Elem	■ Secondary	

N

0 0.75 1.5 3 KM



Planning & Accommodation

May 9th, 2013

Planning and Accommodation

Impact of Condition Index on Asset Performance (5 Year FCI)				
FCI Levels	HWDSB Schools	Facilities	Learning	Staff and Budgets
Good 0-20%	<ul style="list-style-type: none"> -A.M. Cunningham -A.A. Greenleaf -Ancaster Meadow -Balaclava -Bellmoore -Cathy Weaver -Chedoke -Dr. Davey -Gatestone -Guy Brown -Hillcrest -Janet Lee -Lawfield -Prince of Wales -Queen Victoria -Ray Lewis -Saltfleet -Sir Wilfred Laurier -Sir William Osler -Templemead -Waterdown DHS -Winona 	<ul style="list-style-type: none"> -Facilities will look clean and functional -Limited and manageable component and equipment failure may occur -Facilities will compete well for enrollment 	<ul style="list-style-type: none"> -Student achievement will be optimized by high quality facility conditions -Student and staff morale will be positive and evident 	<ul style="list-style-type: none"> -Maintenance and operations staff time will be devoted to regular scheduled maintenance
Average 21-40%	<ul style="list-style-type: none"> -Bell-Stone -Bennetto -C. B. Stirling -Central -Dr. J. Seaton -Earl Kitchener -Eastmount Park -Franklin Road -G.R. Allan -Glendale -Glen Echo -Billy Green -Gordon Price -Helen Detwiler -Hill Park -Holbrook -Lake Avenue -Lincoln Alexander -Lisgar -Memorial (Ham) -Millgrove -Mountain View -Mount Hope -Mountview -Norwood Park -Orchard Park -Parkview -Pauline Johnson -Queen Mary -Queen's Rangers -R.L. Hyslop -Ridgemount -Roxborough Park -Ryerson -Sir Allan MacNab -Strathcona -Taplestown -Westwood 	<ul style="list-style-type: none"> -Facilities are beginning to show signs of wear -More frequent component and equipment failure will occur 	<ul style="list-style-type: none"> -Student achievement is unlikely to be at risk from facility conditions -Student and staff morale may be affected 	<ul style="list-style-type: none"> -Maintenance and operations staff time may be diverted from regular scheduled maintenance -May be some variability in operational costs

<p style="text-align: center;">Fair 41-64%</p>	<ul style="list-style-type: none"> -Adelaide Hoodless -Ancaster H & VS -Barton -Beverly Central -Buchanan Park -Cardinal Heights -Collegiate Ave -Delta -Dundana -Dundas Central -Eastdale -Ecole Elementaire Michaëlle Jean -Fessenden -Flamborough Centre -G.L. Armstrong -Glen Brae -Glenwood -Green Acres -Hess Street -Highland -Huntington Park -James MacDonald -Mary Hopkins -Memorial (SC) -Mountain S.S. -Parkside -Prince Philip -Queensdale -R.A. Riddell -Richard Beasley -Rosedale -Rousseau -Sir Isaac Brock -Sir John A. MacDonald -Sir Winston Churchill -Spencer Valley -Viscount Montgomery -W.H. Ballard -Westdale -Westview -Yorkview 	<ul style="list-style-type: none"> -Facilities will look worn with apparent and increasing deterioration -Frequent component and equipment failure may occur. Occasional building shut down might occur -The facility will be at a competitive disadvantage and enrollment could be impacted 	<ul style="list-style-type: none"> -Student achievement will be at risk of deterioration (5%-10%) -Symptoms will become apparent in: <ul style="list-style-type: none"> • Attendance issues • Student and staff wellness • Disciplinary incidents • Staff turnover -Concern about negative morale with student s and staff will be raised and become evident 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can impact budgets -Maintenance and operations staff time will likely be diverted from regular scheduled maintenance and forced to “reactive” mode which increases costs
<p style="text-align: center;">Poor over 65%</p>	<ul style="list-style-type: none"> -Ancaster Senior -C.H. Bray -Dalewood -Elizabeth Bagshaw -Greensville -Highview -Linden Park -Mount Albion -Parkdale -Sherwood -Westmount -Woodward 	<ul style="list-style-type: none"> -Facilities will look worn with obvious deterioration -Equipment failure in critical items more frequent. Occasional building shut down could occur. Management risk is high -The facility will be at a competitive disadvantage and will be at a high risk of enrollment shortfalls 	<ul style="list-style-type: none"> -Student achievement could be impacted -Growing organizational stress will also become apparent to: <ul style="list-style-type: none"> • Attendance issues • Student and staff wellness • Staff turnover -Lack of maintenance will affect the attitudes and morale of students and staff 	<ul style="list-style-type: none"> -Emergency repairs and maintenance costs can consume budgets -Maintenance and operations staff will not be able to provide regular scheduled maintenance due to high level of “reactive” calls which increases costs

Figure 7: Impact of Condition Index on Asset Performance

Section 11: Accommodation Strategy Schedule

Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
1 Westdale								
Dalewood								
GR Allan			FDK					
Glenwood								
Prince Philip				Closed				
2 Flamborough			LP					
Allan Greenleaf		BR	FDK				ARC	
Balaclava	FDK	BR					ARC	
Flamborough Centre			FDK				ARC	
Guy Brown		BR					ARC	
Mary Hopkins			FDK				ARC	
Millgrove		BR	FDK					
3 Central Mountain								
Cardinal Heights		GR	ARC					
Eastmount Park			ARC	FDK				
Franklin Road			ARC/FDK					
GL Armstrong			ARC/FDK					
Linden Park		GR	ARC	FDK				
Norwood Park								
Pauline Johnson			ARC					
Queensdale			ARC	FDK				
Ridgemount		GR	ARC					
4 East Hamilton City 1								
Hillcrest			ARC	FDK				
Parkdale			ARC					
Rosedale			ARC	FDK				
Roxborough Park			ARC					
Viscount Montgomery			ARC	FDK				
WH Ballard			ARC	FDK				
Woodward			ARC	FDK				

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
5 West Hamilton City								
Bennetto				ARC				
Cathy Wever				ARC				
Central			FDK	ARC				
Dr. Davey				ARC				
Earl Kitchener				ARC/FDK				
Hess Street			FDK	ARC				
Queen Victoria	FDK			ARC				
Ryerson				ARC				
Strathcona			FDK	ARC				
6 West Glanbrook								
Bell-Stone			ARC/FDK					
Mount Hope			ARC					
7 East Mountain								
CB Stirling	FDK					ARC		
Helen Detwiler	FDK							
Highview	FDK							
Huntington Park			FDK					
Lawfield				ARC/FDK				
Lincoln Alexander	FDK					ARC		
Lisgar				ARC				
Ray Lewis			FDK					
Richard Beasley				ARC				
Templemead			FDK			ARC		
8 Lower Stoney Creek								
Collegiate Avenue			FDK	ARC				
Eastdale	FDK			ARC				
Green Acres				ARC/FDK				
Memorial (Stoney Creek)			FDK	ARC				
Mountain View	FDK			ARC				
RL Hyslop			FDK	ARC				
Winona	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
9 West Hamilton Mountain								
Buchanan Park	FDK				ARC			
Chedoke	FDK				ARC			
Gordon Price	FDK				ARC			
Holbrook			FDK		ARC			
James Macdonald			FDK		ARC			
Mountview				FDK	ARC			
RA Riddell			FDK		ARC			
Westview					ARC			
Westwood					ARC			
10 Ancaster								
Ancaster Meadow			LP	FDK	ARC			
Ancaster Senior					ARC			
CH Bray				FDK	ARC			
Fessenden				FDK	ARC			
Queen's Rangers	FDK				ARC			
Rousseau	FDK				ARC			
11 East Hamilton City 2								
Elizabeth Bagshaw			FDK		ARC			
Glen Brae					ARC			
Glen Echo				FDK	ARC			
Lake Avenue	FDK							
Sir Isaac Brock					ARC			
Sir Wilfrid Laurier			FDK		ARC			

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase



Planning Area	2012/2013		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
	September	January						
12 Central Hamilton City								
AM Cunningham				FDK		ARC		
Adelaide Hoodless	FDK					ARC		
Memorial (Hamilton)	FDK					ARC		
Prince of Wales						ARC		
Queen Mary						ARC		
13 Dundas and West Flamborough								
Beverly Central	FDK		ARC					
Dr. Seaton	FDK		ARC					
Greensville	FDK		ARC					
Spencer Valley		BR	ARC					
Dundana				FDK		ARC		
Dundas Central			FDK			ARC		
Sir William Osler			FDK			ARC		
Yorkview						ARC		
14 East Glanbrook and Upper Stoney Creek								
Bellmoore	FDK		LP					
Billy Green	FDK							
Gatestone		BR		FDK				
Janet Lee	FDK							
Michaëlle Jean								
Mount Albion	FDK	BR						
Tapleystown	FDK							

Note:

- Year 1 and 2 FDK are complete and not shown on this list
- Subject to Board approval and terms of reference

FDK	: FDK Implementation
ARC	: ARC
GR	: Grade Reorganization

BR	: Boundary Review
Closed	: Closed
LP	: Land Purchase