West Glanbrook Elementary Accommodation Review

Bell-Stone Elementary School – Mount Hope Elementary School

Report To: Director of Education
Hamilton-Wentworth District School Board

Report From: West Glanbrook Accommodation Review Committee

Submitted: January 23rd, 2014

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1. Executive Summary

At the June 17th, 2013 Board meeting, Trustees approved a recommendation to initiate the West Glanbrook Accommodation Review which included Bell-Stone and Mount Hope Schools. The mandate of the Accommodation Review Committee (ARC) was to act in an advisory role that will study, report and provide recommendations on accommodation option(s) with respect to the group of schools being reviewed for the Board of Trustees' consideration and decision. The West Glanbrook Accommodation Review Committee comprised of parents, teachers, the principal and area trustee began its work on October 2nd, 2013.

This report outlines the recommendation of the West Glanbrook Review Committee and details the work completed by the ARC throughout the entire process. Over the course of seven (7) Working Group Meetings, four (4) Public Meetings, school tours, community input through email, voicemail and public meetings, as well as countless hours spent reviewing background information the ARC developed a total of three possible accommodation options.   Through further consultation and feedback from the community the ARC choose to recommend the following two options. The recommendations are not ranked in order of preference.

1) Closure of Bell-Stone Elementary School in June of 2014 and the relocation of Bell-Stone students to Mount Hope Elementary School in September 2014 with capital improvements to Mount Hope Elementary School.

2) Allow Bell-Stone Elementary School and Mount Hope Elementary School to remain open and complete a second accommodation review including Bell-Stone and Mount Hope, as well as Bellmoore Elementary School.

2. Accommodation Review Process

In June 2009, the Ministry of Education revised their "Pupil Accommodation Review Guidelines" which outline the necessary steps to follow when school closures are being considered. In accordance with the guidelines, the Hamilton-Wentworth District School Board revised its Pupil Accommodation Review Policy (Policy No. 3.8, Appendix B.3), in May 2013.

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).

2.1   Purpose of the Accommodation Review Committee

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 purpose of the Pupil Accommodation Review Policy is to provide direction regarding pupil accommodation reviews undertaken to determine the future of a school or group of schools.

The Accommodation Review Committee (ARC) serves as an advisory body to the Board of Trustees of the Hamilton-Wentworth District School Board. The mandate of the West Glanbrook ARC, as outlined in the Terms of Reference section (Appendix B.5), is to produce a report to the Board that encompasses the following:

- 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)

o   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:
    o   School operations (heating, lighting, cleaning, routine maintenance)
    o   School administration
    o   School renewal
    o   Transportation

To fulfill this mandate a number of key criteria should be considered by the ARC.   These *Reference Criteria* include the following:

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

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

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

(d) Quality Teaching and Learning Environments: The ARC should consider the program environments and how they are conducive to learning. This includes spaces such as Science Labs, gymnasiums, other specialty rooms, etc.

(e) Transportation: The ARC should consider the Board's existing Transportation Policy and how it may be impacted by or limit proposed Accommodation Scenarios.

(f) Partnerships: As a requirement of the Policy and Ministry guidelines, the ARC should also consider opportunities for partnerships.

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

2.2 Composition of the Accommodation Review Committee

The Board's policy stipulates that voting ARC membership will 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;
  - o 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;

In accordance with the above composition guidelines the table below represents the West Glanbrook Accommodation Review Committee membership list:

Position	Name
Accommodation Review Committee Chair (Acting)	Sue Dunlop
Accommodation Review Committee Chair	Krys Croxall
Voting Members	
Bell-Stone parent representative from School Council/Home and School	Amie Vandevrie
Bell-Stone parent representative from School Council/Home and School	Theresa Weylie
Bell-Stone parent representative <u>not</u> from School Council/Home and School	Steve Paul
Bell-Stone teaching staff	Janet Lewis
Bell-Stone non-teaching staff	Position not filled
Mount Hope parent representative from School Council/Home and School	Alyson Brave
Mount Hope parent representative from School Council/Home and School	Melanie Holjak
Mount Hope parent representative <u>not</u> from School Council/Home and School	Trisha Woehrle
Mount Hope teaching staff	Karen Stewart
Mount Hope non-teaching staff	Position not filled

Table 1: West Glanbrook Membership List

The Accommodation Review Committee had 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

Non- Voting Representatives	
Position	**Name**
Area Trustee	Alex Johnstone
Bell-Stone Principal	Rob Maudsley
Mount Hope Principal	Rob Maudsley
Planning and Accommodation Resource Staff	Ian Hopkins
Facilities Management Resource Staff	Daniel Del Bianco
Administrative Support Staff	Colleen Pyke

Table 2: Non-Voting Representative and Resource Staff List

2.3   Meetings of the Accommodation Review Committee

In preparation for the four public meetings, the ARC was also involved in seven (7) working group meetings. These working group meetings were designed to facilitate the exchange of ideas, comments and/or concerns between ARC members on the topics which were to be presented at the public meetings. Although working group meetings were centred on ARC members' discussion, the public was invited to attend as observers. As outlined in the Terms of Reference, the ARC held four public meetings in order to receive input from the community as follows:

a) **Public Meeting #1 (October 9th, 2013, Mount Hope Elementary School)**
   Members of the Public in Attendance: 9
   At the first public meeting, the ARC described its mandate, provided an overview of the accommodation review process and described why the accommodation review was occurring. Staff then presented current enrolment/projections, facility information and the Staff Accommodation Option to the public. After the presentations, the public engaged in facilitated group discussion. In

preparation for Public Meeting #1, the ARC held the following working group meetings:

- Working Group Meeting #1 (October 2nd, 2013)

b) **Public Meeting #2 (November 6th, 2013, Bell-Stone Elementary School)**
Members of the Public in Attendance: 4

At the second public meeting, resource staff and committee members provided an overview of the accommodation review process, work completed by the ARC and School information Profiles (SIP). After the presentations, the public engaged in facilitated group discussion. In preparation for Public Meeting #2, the ARC held the following working group meetings:

- Working Group Meeting #2 (October 16th, 2013)
- Working Group Meeting #3 (October 30th, 2013)

c) **Public Meeting #3 (December 4th, 2013, Mount Hope Elementary School)**
Members of the Public in Attendance: 8

At the third public meeting, ARC members provided an overview of the accommodation review process and reviewed the work that they had completed to date, presented the two proposed accommodation options and discussed the next steps of the committee. After the presentations, the public engaged in facilitated group discussion. In preparation for Public Meeting #3, the ARC held the following working group meetings:

- Working Group Meeting #4 (November 27th, 2013)

d) **Public Meeting #4 (January 22nd, 2014, Bell-Stone Elementary School)**
Members of the Public in Attendance: 5

At the fourth public meeting, ARC members provided an overview of the accommodation review process and their final recommendations. The presentation provided an outline of the ARC report that will be presented to the Director of Education. After the presentations, the public engaged in facilitated group discussion. In preparation for Public Meeting #4, the ARC held the following working group meetings:

- Working Group Meeting #5 (December 11th, 2013)
- Working Group Meeting #6 (January 15th, 2014)

The final Working Group Meeting (#7) on January 22nd, 2014 was held after the public meeting to review community input from Public Meeting #4 to finalize the ARC recommendations and report. Minutes of all of the public meetings and working group meetings were recorded, made available to the public via the Board's website and are attached as appendices to this report.

2.4   Resources Available to the Accommodation Review Committee

Throughout the entire process ARC members relied on a number of resources and data to assist them in developing and assessing potential accommodation options. These resources include the School Information Profiles (Appendix E.1), the ARC resource binder, school tours and the knowledge of resource staff. All of the information contained within the resource binder (including the School Information Profiles) was made available to the public via the ARC website and has been included in the appendices of this report.

2.4.1   School Information Profiles

Prior to the commencement of the ARC, the Board in accordance with the Ministry of Education Guidelines developed and approved a School Information Profile. The SIP is a "tool" available to the ARC designed to provide an overview of each of the schools based on the following considerations:
- o *Value to the student*
- o *Value to the community*
- o *Value to the school board*
- o *Value to the local economy*

The SIP document provided a starting point and the ARC then customized each school profile to address unique local factors which should be considered during the ARC process. Review of the SIP allowed the ARC members to gain a better understanding of all the schools involved in the process.

2.4.2   Staff Recommendation

As outlined in the Ministry of Education Pupil Accommodation Review Guidelines (Appendix B.1), the Hamilton-Wentworth District School Board presented an alternative accommodation option which addressed the objectives and Reference Criteria as outlined in the Terms of Reference. The option created by Board staff proposed the closure of Bell-Stone Elementary School in June 2014 and the relocation of those students to Mount Hope Elementary School beginning in September 2014 (Appendix H.1 – H.3).

2.4.3   School Tours

Tours of the facilities involved in the ARC process were conducted during two working group meetings (Working Group Meetings #3 and #4). During that time, ARC members were provided with the opportunity to participate in a guided tour of schools. The 20 minute tours included a tour of the interior (i.e., gymnasium, classrooms, library, washrooms, etc.).

2.4.4   Resource Staff

Resource staff were made available at all public and working group meetings to assist the ARC members in deciphering any information in the resource binder and to address any questions regarding Board/ Ministry of Education policies and guidelines. Resource staff members were also available to respond to requests for additional information from the ARC, as directed by the Chair.

2.5   Communication Strategy

Very early on in the process the Board realized the importance of developing an effective communication strategy to ensure that the community was continuously informed throughout the process. Notice of the public meetings was provided to the public through flyers sent home by the schools with the students, the Board's accommodation review website, phone calls home to parents and advertisements in local community newspapers (Appendix Q.2a – Q.2d). All public meeting notices included the date, time, location, purpose, contact name and number.

2.6   Community Input

Community input was an integral part of the Accommodation Review process. Throughout the entire process the public was encouraged to share their ideas and comments through email, voicemail and through the group discussion period at all of the public meetings. Members of the community were also welcome to attend all working group meetings as observers of the process.

3. Accommodation Review Committee Recommendation

The West Glanbrook Accommodation Review Committee is recommending two options for the Board of Trustee's consideration. The recommendations are not ranked in order of preference.

3.1 Accommodation Review Committee Recommendation #1

The West Glanbrook Accommodation Review Committee is recommending the closure of Bell-Stone Elementary School in June of 2014 and the relocation of Bell-Stone students to Mount Hope Elementary School as identified in Map #2 on page 10. The current boundaries can be seen in map #1. The committee is also requesting a secondary school boundary review to be completed after the West Glanbrook Accommodation Review conclusion to consider the possibility of Mount Hope Elementary School graduates attending either the New South Secondary School or Ancaster High School based on location of student residence.

With the amalgamation of Bell-Stone Elementary School into Mount Hope Elementary School the committee proposes the following facility renovations at Mount Hope Elementary School:

| Capital Request	Year of Completion
Upgraded Student Washrooms	2014
Full Day Kindergarten Addition	2015
Parking Lot – Configuration	2015
Playground – Surface	2015
Gym Expansion	2015

Table 3: ARC Recommended Capital Projects

The renovation of all student washrooms in the Mount Hope facility is proposed to be completed the summer of 2014. The washrooms are considered to be in poor condition and do not appropriately meet the needs of students. With the addition of more students, a third full day kindergarten space is proposed. The parking lot at Mount Hope Elementary School is too congested with bussing and parents picking up and dropping off students. It is proposed that the parking lot is reconfigured and or expanded to better provide adequate space for busses and cars alike. The black top playground surface is in poor condition and it is proposed that the area be resurfaced. Finally, the gym is recommended to be expanded to meet the Ministry of Education suggested benchmark. Due to time constraints of the recommendation it is suggested that the full day kindergarten room addition, parking lot, gym expansion and playground resurfacing be completed for the September 2015 school year.

West Glanbrook Accommodation Review
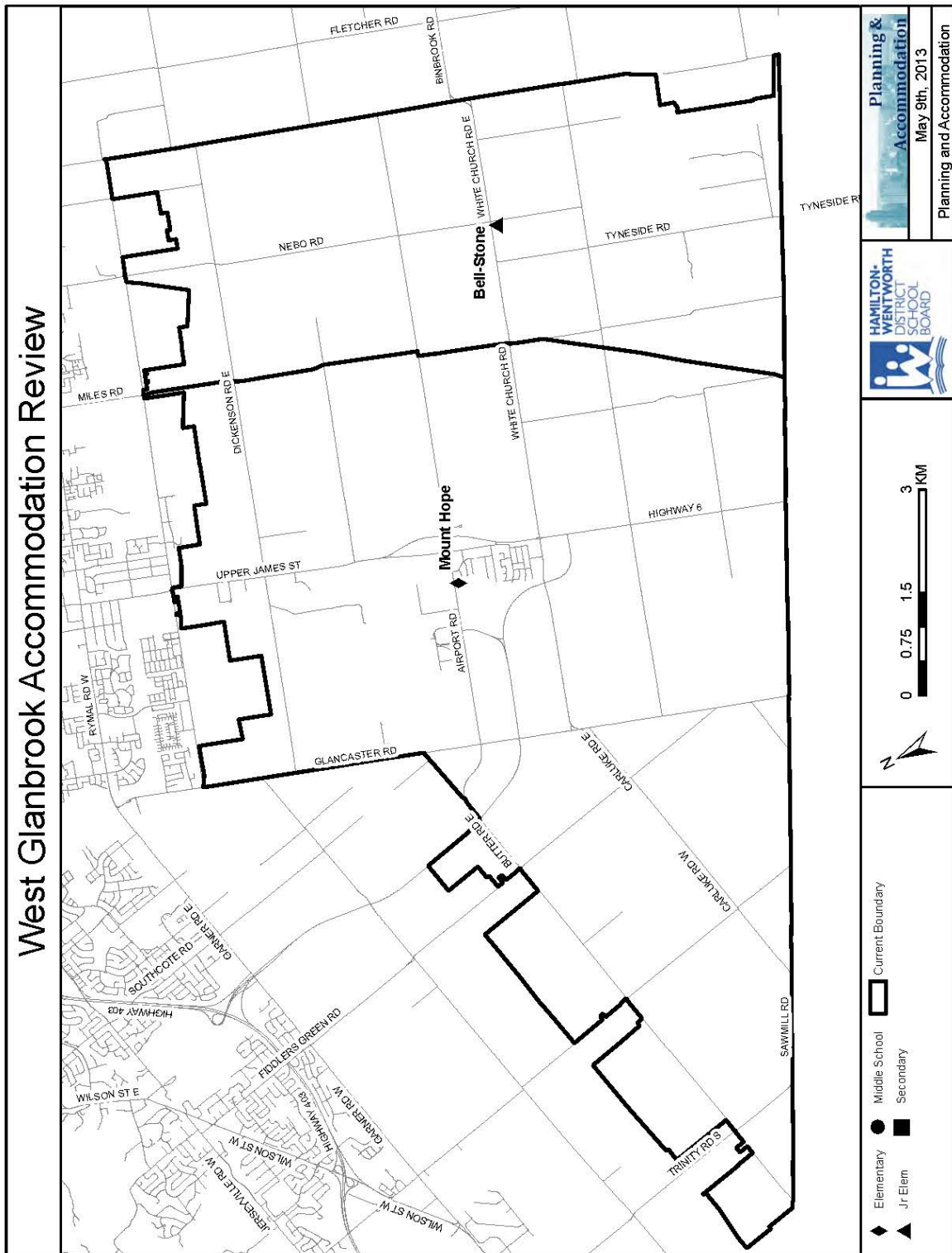
West Glanbrook Accommodation - Option #1
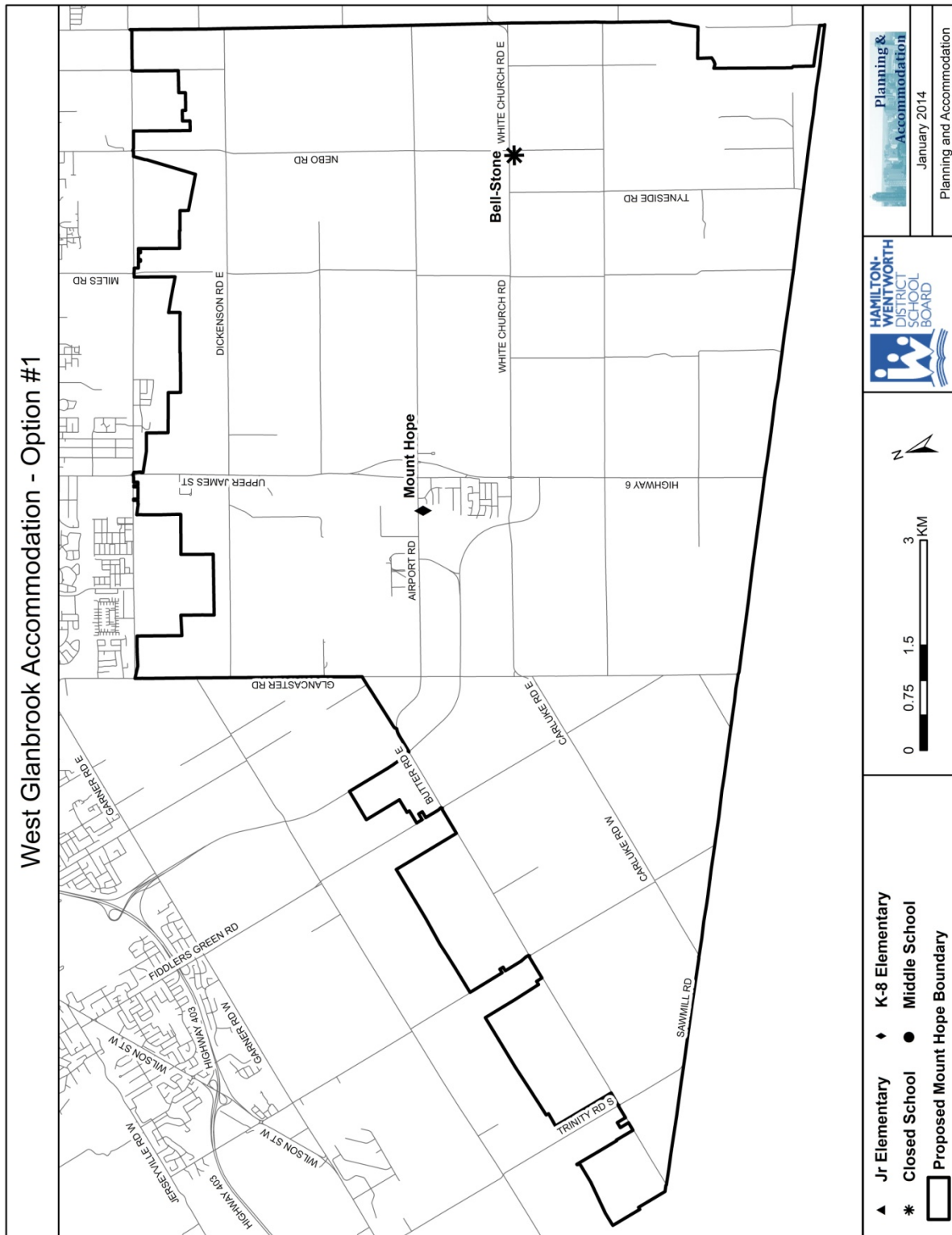
In developing their final recommendation, the ARC has successfully used the reference criteria to fulfill their mandate based on the following factors:

a) **Facility Utilization:** As of October 31st 2013 Bell-Stone's enrolment was 55 and Mount Hope's was 311. Bell-Stone's utilization is 30% and Mount Hope's is 85%. Combined there are 180 excess pupil places between the two schools. By combining the two student populations in the Mount Hope facility the projected enrolment for September 2014 would be 361 and the utilization would be 99%.

School	OTG	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bell-Stone	181	55									
		30%									
Mount Hope	365*	311	361	364	373	378	392	393	400	398	394
		85%	99%	100%	102%	104%	107%	108%	110%	109%	108%

Table 4: ARC Option Enrolment Projections

*With the proposed Full Day Kindergarten addition the on-the-ground capacity of Mount Hope Elementary School would increase by one kindergarten classroom. The projected OTG with the addition would be 385 bringing the projected 2015 utilization to 95% and the 2022 projected utilization to 102%.

b) **Permanent and Non-permanent Accommodation:** The ARCs proposal includes only the use of permanent space for the long term future. Temporary accommodation may be needed while a full day kindergarten room is added to the facility.

c) **Program Offerings:** The ARC has not proposed any changes to the programs currently offered at Mount Hope.

d) **Quality Teaching and Learning Environments:** Amalgamating the Bell-Stone Elementary School enrolment of 55 students with the larger Mount Hope Elementary School will benefit both schools. Bell-Stone students and families bring a wonderful tradition of caring, integration and positive school climate to Mount Hope Elementary School, which will only enhance the school experience for each student. Mount Hope Elementary School is a vibrant JK-8 school with multiple classes of each grade. Teachers collaborate regularly within grade and division teams to expand their learning and improve their teaching practice. They share technology and student and teacher resources among teams and are able to bring a rich learning environment to students. Recently, Mount Hope Elementary School's wireless access was updated, the computer lab disbanded to move workstations into classrooms and new technology was purchased. An amalgamated school means students will be able to access more varied resources. A larger school also allows for greater flexibility in class composition, program offerings and teacher assignments. In addition, a larger school often offers greater choice for co-curricular (e.g., school events, excursions) and extra-curricular activities (e.g., clubs, athletics).

e) **Transportation:** Currently, the walking distances for elementary aged students are 1.0 km for JK and SK students and 1.6 km for students in grades 1-8. Currently, all in catchment Bell-Stone Elementary School students receive bussing. Due to Bell-Stone's rural location, all in catchment students are eligible for bussing. In the situation that Bell-Stone Elementary School closes, all in catchment students at Bell-Stone Elementary School would be eligible for bussing to Mount Hope Elementary School. Mount Hope Elementary School currently receives six bus runs per day and with the addition of Bell-Stone Elementary School students the number of bus runs is projected to increase to seven per day. No additional transportation funding would be required for this recommendation.

f) **Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships. On June 26th, 2013 a letter from HWDSB's Director of Education was sent to potential facility partners. The letter indicated that HWDSB currently has surplus space in many of the buildings and invited potential facility partnerships to contact HWDSB to share facilities to the benefit of students and its community. There were no responses to appropriately use the excess space in the West Glanbrook Accommodation Review area.

g) **Equity:** The Accommodation Review Committee considered the accessibility of Mount Hope Elementary School. The Mount Hope facility requires upgrades for accessibility including ramps, exterior door access, interior access and a standalone barrier free washroom. In accordance with the Integration Accessibility Standards Regulation to create a barrier free and accessible Ontario all HWDSB schools must be accessible by 2025. With the amalgamation of Bell-Stone Elementary School and Mount Hope Elementary School all students would still have access to transportation and travel time will remain less than 60 minutes as per the HWDSB transportation policy. All students will also continue to have the same access to program, extra-curriculars and learning resources.

3.1.1 Financial Impact

One of the Accommodation Review Committee's recommendations is the addition of a Full Day Kindergarten room to accommodate the additional students from Bell-Stone Elementary School. Table 5 below shows the projected cost of a Full Day Kindergarten room. There are currently 72 FDK students at Mount Hope Elementary School and with the additional students from Bell-Stone Elementary School a third class is recommended.

New School Construction/Additions/FDK	Status Quo	ARC Recommendation
New School Construction	$0	$0
Full Day Kindergarten	$0	$475,000
Additions	$0	$0
Projected Total for Construction	**$0**	**$475,000**

Table 5: New School Contraction/Additions/FDK

Over the past few years HWDSB has been allocated funding from the Ministry of Education to implement the FDK program. There is FDK funding remaining from reduced scope projects throughout the system. Reduced scope projects were completed at school designated to be in an accommodation review. The remaining funding can be used to create the third FDK space at Mount Hope Elementary. As stated in section 3.1, the accommodation review committee is recommending five capital projects to be completed at Mount Hope Elementary School. Table 6 shows the funding strategy for the ARC option #1 recommended projects. The table also shows the additional remaining renewal costs over the next 10 years at Mount Hope Elementary School. The table compares the ARC option #1 to Status Quo which is the current situation.

Allowance to Meet Ministry Benchmark	Status Quo	ARC Recommendation
Projected Total	$900,000	$300,000
ARC Requested Capital Projects	**Status Quo**	**ARC Recommendation**
Projected Total	$0	$1,425,000
Renewal Costs-High and Urgent 1-5 years	**Status Quo**	**ARC Recommendation**
Projected Total	$1,332,333	$850,000
Remaining Renewal Costs-Not High and Urgent 6+ years	**Status Quo**	**ARC Recommendation**
Projected Total	$2,968,644	$1,140,000
Total Estimated Renewal Costs	$5,200,977	$3,715,000
Less the Proceeds of Disposition	**Status Quo**	**ARC Recommendation**
Projected Total	$0	$400,000
Balance to Fund	**$5,200,977**	**$3,315,000**

Table 6: Funding Strategy

When comparing the ARC option and Status Quo there is a projected savings of approximately $1.5 million in renewal dollars. Renewal includes the replacement and upgrading school components (mechanical, structural, electrical etc.) that no longer function properly. In the chart, total renewal dollars also encapsulate an allowance to meet Ministry of Education suggested benchmarks for gym size, administrative space, staff space and library space. Renewal needs are addressed and prioritized on a yearly basis as part of the annual capital renewal plan completed by Facilities Management.

Proceeds of disposition are another available source of funding for capital projects. The proceeds of disposition value is an estimation based the average value of rural property in HWDSB's inventory. The value has a +/- 20% range and will vary based on market conditions.

Incorporating the savings from proceeds of disposition, the final balance needed to fund ARC option #1 is $3,315,000 compared to the Status Quo cost of $5,200,977 which is a savings of approximately $1,885,977.

Additional projected yearly administration and operational savings can be seen in Table 7 below.

Annual Administration Savings	Status Quo	ARC Recommendation
Projected Total	$0	$179,769

Annual Operational Savings	Status Quo	ARC Recommendation
Projected Total	$0	$160,292

Table 7: Additional Savings

A complete financial breakdown with more detail can be found in Appendix N.2.

3.2 Accommodation Review Committee Recommendation #2

The Accommodation Review Committee is recommending a second option for the Trustees' consideration. The second recommendation is to allow Bell-Stone Elementary School and Mount Hope Elementary School to remain open and to complete a second accommodation review including Bell-Stone and Mount Hope, as well as Bellmoore Elementary School.

Throughout the accommodation review process, community input is always welcome. The primary question/comment from the public has been regarding the inclusion of Bellmoore in the accommodation review. Bellmoore is located close to Bell-Stone and although a new school, it is already over capacity with four portables. By including Bellmoore in an accommodation review with Mount Hope and Bell-Stone the committee believes there are more solutions (e.g., grade re-organization, boundary change) to the accommodation issues in the area.

4. Summary

In June 2013, Trustees of the Hamilton-Wentworth District School Board initiated an Accommodation Review process which included Bell-Stone and Mount Hope Elementary Schools. The Accommodation Review was initiated by Trustees to address the long-term viability of these schools.

Enrolment at Bell-Stone has steadily declined to the point where program viability at Bell-Stone is negatively affected. If the enrolment were to remain the same or decline, triple combined grades would be a possibility.

An Accommodation Review Committee (ARC), consisting of parents, a principal, teachers, and a trustee began their work in October 2013 to develop an accommodation option for the two schools contained within the ARC. Over the course of seven (7) Working Group Meetings, four (4) Public Meetings, school tours, community input through email, voicemail and public meetings, as well as countless hours spent reviewing background information the ARC developed a total of 3 possible accommodation options. Through further consultation and feedback from the community the ARC choose to recommend 2 options – as described above – to the Director of Education and Trustees for the Hamilton-Wentworth District School Board.

5. List of Appendices

A School Board Reports
A.1 Accommodation review Standing Committee Report
A.2 Long Term Facilities Master Plan Guiding Principles

B Accommodation Review Committee Documents
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B.2 Administrative Review of Accommodation Review Process
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C Committee Membership
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D Timeline and Schedule
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E School Information Profiles
E.1 SIPs
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E.3 Utilization Maps 2012- 2022
E.4 Socioeconomic Maps

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F.3 Enrolments by Grade
F.4 Grade Organization
F.5 Site Plan
F.6 Walking Distance Map
F.7 Student Distribution Map
F.8 EQAO Results

G Mount Hope Overview (G.1-8 same as F.1-8)

H Staff Accommodation Review Recommendation
H.1 Recommendation Summary
H.2 Recommendation Enrolment Numbers
H.3 Proposed Boundary Map

N   Accommodation Review Committee Meeting Working Group #6 Jan. 15, 2014
N.1 Agenda
N.2 Financial Summary
N.3 Draft Accommodation Review Report
N.4 Approved Minutes for Working Group #6 Jan. 15, 2014
N.5 Sign-in sheet for Working Group #6 Jan. 15, 2014

O   Accommodation Review Committee Meeting Working Group #7 Jan. 22, 2014
O.1 Agenda
O.2 Draft Report for Approval
O.3 Approved Minutes for Working Group #7 Jan. 22, 2014
O.4 Sign-in sheet for Working Group #7 Jan. 22, 2014

P   Public Meetings
P.1 Public Meeting #1 October 09, 2013
   a. Agenda
   b. Presentation
   c. Staff Option
   d. Facilitator Notes
   e. Reference Criteria
   f. Terms of Reference
   g. Approved Minutes for October 09, 2013
   h. Sign-in sheet for October 09, 2013

P.2 Public Meeting #2 November 06, 2013
   a. Agenda
   b. Presentation
   c. School Information Profiles
   d. Facilitator Notes
   e. Approved Minutes for November 6, 2013
   f. Sign-in sheet for November 06, 2013

P.3 Public Meeting #3 December 04, 2013
   a. Agenda
   b. Presentation
   c. Option #1
   d. Option #2
   e. Questions for Public and Facilitator Notes
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P.4 Public Meeting #4 January 22, 2014
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    b. Letter: Tim Simmons to Elementary ARCs

Q.2 Media
    a. Newspaper Advertisement – Public Meeting #1 Oct. 9, 2013
    b. Newspaper Advertisement – Public Meeting #2 Nov. 6, 2013
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    d. Newspaper Advertisement – Public Meeting #4 Jan. 22 2014