

# Central Mountain Elementary Accommodation Review

Cardinal Heights – Eastmount Park – Franklin Road –  
G.L. Armstrong – Linden Park – Pauline Johnson –  
Queensdale - Ridgemount

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

Report From: Central Mountain Accommodation Review Committee

Submitted: February 13<sup>th</sup>, 2014

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## **1. Executive Summary**

At the June 17th, 2013 Board meeting, Trustees approved a recommendation to initiate the Central Mountain Accommodation Review which included Cardinal Heights, Eastmount Park, Franklin Road, G.L. Armstrong, Linden Park, Pauline Johnson, Queensdale and Ridgemount elementary schools. The mandate of the 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 or school being reviewed for the Board of Trustees' consideration and decision. The Central Mountain Accommodation Review Committee (ARC) comprised of parents, teachers, non-teaching staff, principals and the area trustee began its work on October 1<sup>st</sup>, 2013.

This report outlines the recommendation of the Central Mountain Review Committee and details the work completed by the ARC throughout the entire process. Over the course of eleven (11) Working Group Meetings, four Public Meetings, school tours, community input through email, voicemail and public meetings, as well as countless hours spent reviewing background information the ARC and community members developed a total of thirty-five (35) possible accommodation options. Through further consultation and feedback from the community the ARC choose to recommend two options detailed in the following report.

## 2. Accommodation Review Process

In June 2009, the Ministry of Education revised their “Pupil Accommodation Review Guidelines” (Appendix B.1) 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 (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 Central Mountain 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)
  - 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

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;
- One (1) parent representative who are members of School Council and (1)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 or one (1) non-teaching staff from each school under review;

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

| <b>Position</b>  | <b>Name</b>         |
|--|---------------------|
| Accommodation Review Committee Chair   | Michael Prendergast |
| <b>Voting Members</b>  |                     |
| Cardinal Heights parent representative from School Council/Home and School               | Marney Campbell     |
| Cardinal Heights parent representative not from School Council/Home and School           | Candice Campbell    |
| Cardinal Heights teaching or non-teaching staff  | Lourie Vanderzyden  |
| Eastmount Park parent representative from School Council/Home and School                 | Candice Romaker     |
| Eastmount Park parent representative not from School Council/Home and School             | Jenn Clarke         |
| Eastmount Park teaching or non-teaching staff  | Denise McCafferty   |
| Franklin Road parent representative from School Council/Home and School                  | Margaret Toth       |
| Franklin Road parent representative not from School Council/Home and School              | Janeen Schaeffer    |
| Franklin Road teaching or non-teaching staff   | Barbara Jalsevac    |
| George L. Armstrong parent representative from School Council/Home and School            | Amber Bourque       |
| George L. Armstrong parent representative <u>not</u> from School Council/Home and School | Robert Nixon        |
| George L. Armstrong teaching or non-teaching staff                                       | Patricia Mousseau   |
| Linden Park parent representative from School Council/Home and School                    | Kathy Long          |
| Linden Park parent representative not from School Council/Home and School                | Phillip Viana       |
| Linden Park teaching or non-teaching staff   | Dianna Gamble       |
| Pauline Johnson parent representative from School Council/Home and School                | Laurie Walowina     |
| Pauline Johnson parent representative not from School Council/Home and School            | Jamie McLean        |
| Pauline Johnson teaching or non-teaching staff   | Marj Howden         |
| Queensdale parent representative from School Council/Home and School                     | Leanne Friesen      |
| Queensdale parent representative not from School Council/Home and School                 | Adam Hinks          |
| Queensdale teaching or non-teaching staff  | Diana Asrani        |

|  |                     |
|--|---------------------|
| Ridgemount parent representative from School Council/Home and School     | Position not filled |
| Ridgemount parent representative not from School Council/Home and School | Philip Erwood       |
| Ridgemount teaching or non-teaching staff                                | Sharon Miller       |

Table 1: Central Mountain 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 request

| <b>Non- Voting Representatives</b>        |                          |
|---|--------------------------|
| Area Trustee                              | Lillian Orban            |
| Cardinal Heights Principal                | Nanci-Jane Simpson       |
| Eastmount Park Principal                  | Linda Astle              |
| Franklin Road Principal                   | Jennifer Robertson-Heath |
| George L. Armstrong Principal             | Doug Trimble             |
| Linden Park Principal                     | Julie Beattie            |
| Pauline Johnson Principal                 | Colin Hazell             |
| Queensdale Principal                      | Maria Carbone            |
| Ridgemount Principal                      | Biljana Arsovic Filice   |
| Planning and Accommodation Resource Staff | Ellen Warling            |
| Planning and Accommodation Resource Staff | Ian Hopkins              |
| Administrative Support Staff              | Kathy Forde              |

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 eleven (11) 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 8<sup>th</sup>, 2013, Cardinal Heights)**

**Members of the Public in Attendance: 137**

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 1<sup>st</sup>, 2013)

b) **Public Meeting #2 (November 5<sup>th</sup>, 2013, G.L. Armstrong)**

**Members of the Public in Attendance: 158**

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 School Information Profile information session. The public then engaged in facilitated group discussions. In preparation for Public Meeting #2, the ARC held the following working group meetings:

- Working Group Meeting #2 (October 15<sup>th</sup>, 2013)
- Working Group Meeting #3 (October 29<sup>th</sup>, 2013)

c) **Public Meeting #3 (December 10<sup>th</sup>, 2013, Hill Park Secondary School)**

**Members of the Public in Attendance: 86**

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 3 proposed accommodation options and discussed the next steps of the committee. After the presentations, the public engaged in a accommodation review option information session. The public then engaged in a question and answer period with committee members and board staff. In preparation for Public Meeting #3, the ARC held the following working group meetings:

- Working Group Meeting #4 (November 12<sup>th</sup>, 2013)
- Working Group Meeting #5 (November 26<sup>th</sup>, 2013)
- Working Group Meeting #6 (December 3<sup>rd</sup>, 2013)

d) **Public Meeting #4 (February 4<sup>th</sup>, 2014, Hill Park Secondary School)**

**Members of the Public in Attendance: 84**

At the fourth public meeting, ARC members provided an overview of the accommodation review process and their final four recommendations for consideration. The presentation provided an

outline of the ARC process, an outline of the ARC report and the final options for consideration. After the presentations, the public engaged in facilitated group discussion and a ‘town hall’ style question and answer period. In preparation for Public Meeting #4, the ARC held the following working group meetings:

- Working Group Meeting #7 (January 14<sup>th</sup>, 2014)
- Working Group Meeting #8 (January 21<sup>st</sup>, 2014)
- Working Group Meeting #9 (January 28<sup>th</sup>, 2014)

The two final Working Group Meetings (#10 and #11) were held on February 4<sup>th</sup> and February 11<sup>th</sup>, 2014. These two meetings were used 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 evaluating 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:

- *Value to the student*
- *Value to the community*
- *Value to the school board*
- *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 following:

- Close Queensdale and Eastmount Park in June 2014. Students, depending on address, will attend G.L. Armstrong or Franklin Road, which will each need two-room renovations for full-day kindergarten.
- Close Linden Park in June 2014. Students, depending on address, will attend Ridgemount or Pauline Johnson. Ridgemount will add two full-day kindergarten rooms and six classrooms; construction estimated to be completed for September 2016.
- Establish Pauline Johnson as a primary school for grades JK-3 and Cardinal Heights as a junior/intermediate school for grades 4-8, in September 2014. If the Board is able to secure funding for the construction of a new 550 pupil place JK-8 school on the existing site, both schools would close once the new school is constructed.

The full details can be found in Appendix N. Please note that this option is not final and is subject to change before the end of the accommodation review process.

### **2.4.3 School Tours**

Tours of all the facilities involved in the Accommodation Review were made available before or during working group meetings. When necessary, tours were made available for committee members during school hours. 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 (ARC) website, phone calls and advertisements in local community newspapers (Appendix Z). 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 Recommendations

Throughout the accommodation review process the Central Mountain ARC received and created thirty-five (35) options with different variations of boundaries, school closures and grade structures. Due to the unique communities and geographic location, meeting the needs of all the committee/community members was a difficult task. The current location and boundaries of the schools can be seen in Map 1: Current Situation on page 10 of the report.

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

#### **Recommendation #1 (Originally option #32)**

- Closure of George L. Armstrong in June of 2015. Students residing on East 15<sup>th</sup> Street and west will attend Queensdale for JK-6. Students residing east of East 15<sup>th</sup> Street will attend Eastmount Park for JK-6. Students in grade 7 and 8 from Eastmount Park will attend Franklin Road and Queensdale grade 7 and 8s will attend a renovated JK-8 Linden Park.
- Linden Park will be renovated to accommodate approximately 400 JK-8 students for September 2015. It is estimated that Linden Park would need two Full Day Kindergarten spaces and 2-3 classrooms due to its expanded boundary. Linden Park would also need a gym expansion to meet Ministry benchmark.
- Franklin Road will remain a JK-8 and receive the grade 7 and 8s from Eastmount Park. The ARC recommends a gym addition at Franklin Road to meet Ministry benchmark.
- Closure of Ridgemount in June 2015. Students residing north of the Lincoln Alexander Parkway will attend Linden Park for grades JK-8 and students residing south of the Lincoln Alexander Parkway will attend Pauline Johnson for grades JK-3 and Cardinal Heights for grades 4-8.
- Build a JK-8 new 650 pupil place school to replace Cardinal Heights and Pauline Johnson - to be ready for the 2017 school year. It is proposed that the school is built on the current Cardinal Heights/Pauline Johnson property.

Please see Map #2 on page 11 for further information on boundaries and school location. Recommendation #1 recommends four school closures and one new build (if funding is available). If provincial funding was not available for a new school then only two schools would close and Pauline Johnson (K-3) and Cardinal Heights (4-8) would remain open acting as one elementary school due to their proximity on a shared property.

### **Recommendation #2 (Originally Option #35)**

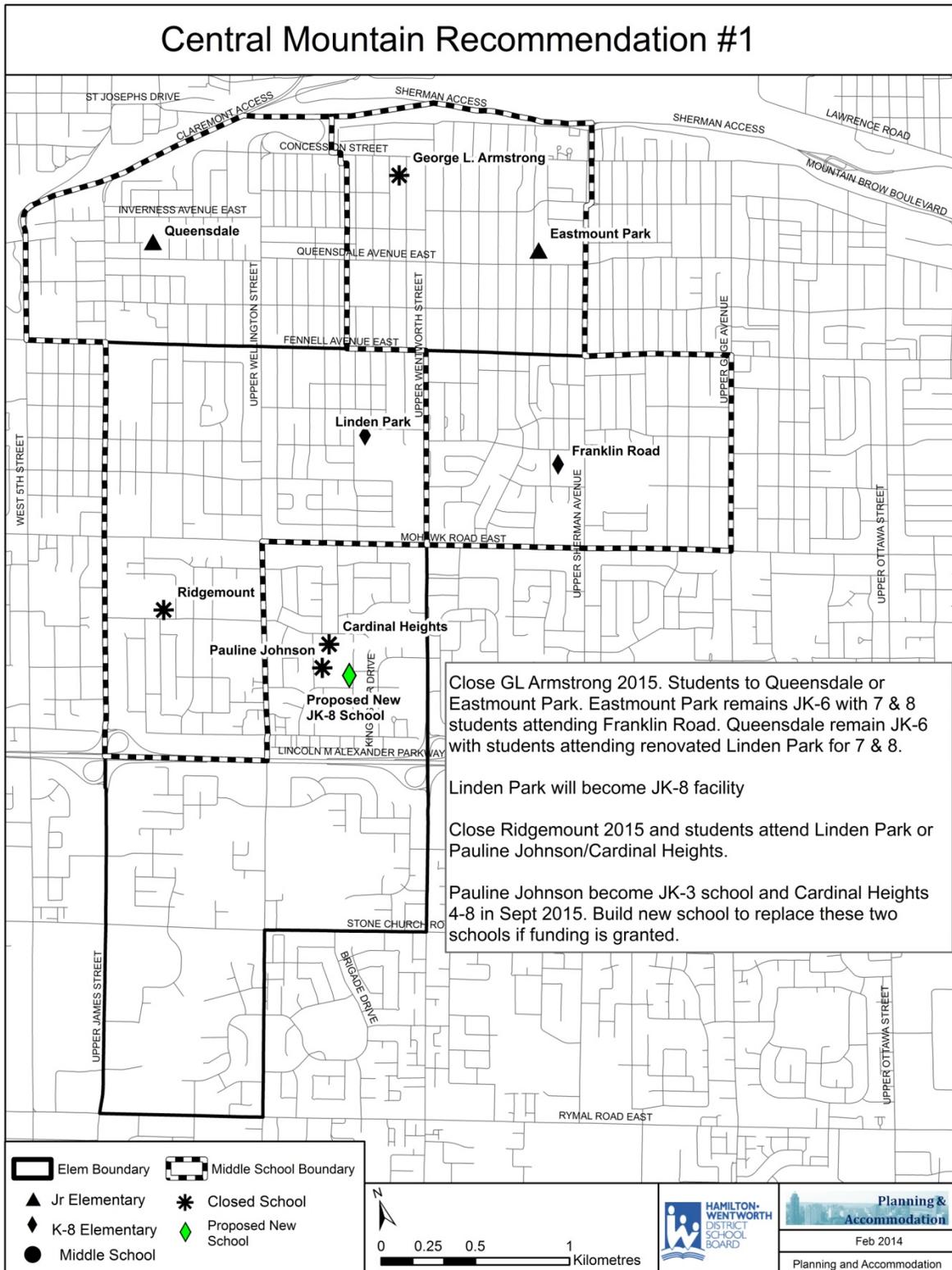
- Close Eastmount Park in June of 2015. All students attend George L. Armstrong for JK-8.
- Close Linden Park in June of 2015. Student residing east of Upper Wellington will attend Franklin Road for JK-8 and student residing west of Upper Wellington will attend Queensdale for JK-6 and George L. Armstrong for grades 7 and 8.
- George L. Armstrong will remain a JK-8 school but will require 2 additional full day kindergarten rooms.
- Franklin Road will remain a JK-8 school but will require 1 additional FDK room. The ARC recommends a gym addition at Franklin Road to meet Ministry benchmark.
- Pauline Johnson and Ridgemount will remain JK-5 schools with the same boundaries.
- Cardinal Heights will remain a 6-8 school with reduced boundaries to receive students from Pauline Johnson and Ridgemount.

Please see Map #2 on page 12 for further information on boundaries and school location.

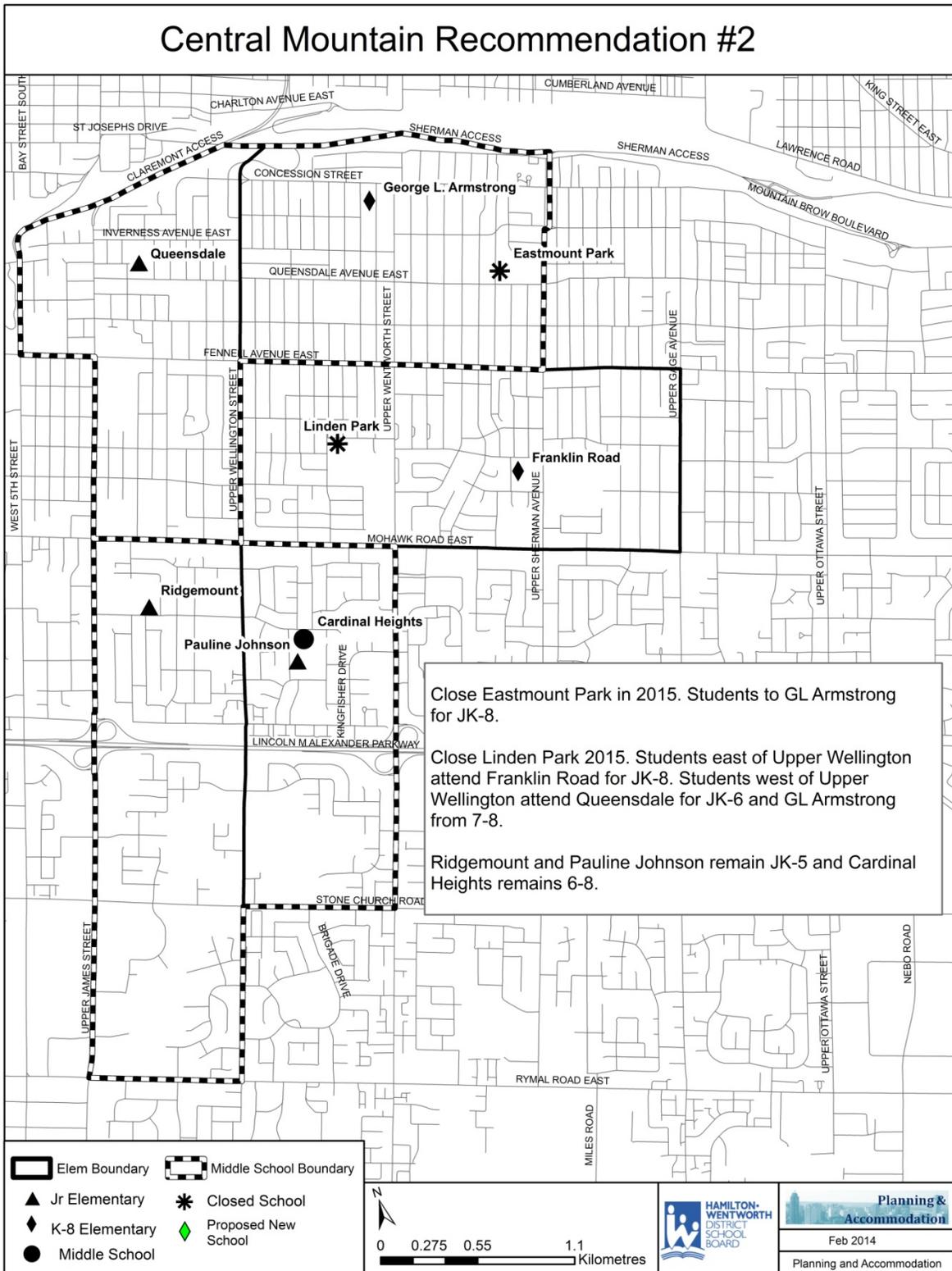
Recommendation #2 does not require a new build and therefore does not need a plan b in the situation funding is not available.



Map #2: Arc Recommended Option #1



Map #3: Arc Recommended Option #2



### 3.1 Reference Criteria

In developing their final recommendation, the ARC has used the reference criteria to fulfill their mandate based on the following factors:

#### a) Facility Utilization:

##### Recommendation #1:

Recommendation #1 has the potential to increase the overall utilization the Central Mountain area from 70% to 96% upon the first phase of implementation in 2015 and retains a high overall utilization if the proposed new school is built by 2017. The overall utilization in 2022 is 92%. All schools upon implementation are within HWDSB's target range of 90% - 110% facility utilization. Three schools will be less than 90% full by 2022 according to HWDSB enrolment projections. Recommendation #1 reduces the overall on the ground capacity from 2,954 to 2,145 which is a difference of 828 pupil places. There will be a projected 167 excess pupil places in 2022. Table 4 below shows the enrolment projections with the changes described in section 3.1. There are two implementation years in 2015 and 2017 as seen below. Complete enrolment projections are available in Appendix X.2

| School   | OTG                     | 2013  | 2015  | 2017  | 2022  |
|--|-------------------------|-------|-------|-------|-------|
| <b>Cardinal Heights (4-8 2015)<br/>Close June 2017</b> | 308                     | 312   | 281   |       |       |
|  |                         | 101%  | 91%   |       |       |
| <b>Eastmount Park (K-6)</b>                            | 348                     | 216   | 326   | 306   | 287   |
|  |                         | 62%   | 94%   | 88%   | 82%   |
| <b>Franklin Road (K-8)</b>                             | 463                     | 355   | 418   | 427   | 402   |
|  |                         | 77%   | 90%   | 92%   | 87%   |
| <b>George L. Armstrong (Closed<br/>June 2015)</b>      | 633                     | 327   |       |       |       |
|  |                         | 52%   |       |       |       |
| <b>Linden Park (K-8)</b>                               | 319                     | 154   | 428   | 417   | 395   |
|  |                         | 48%   | 106%  | 103%  | 97%   |
| <b>Pauline Johnson (K-3 2015)<br/>Close June 2017</b>  | 314                     | 265   | 322   |       |       |
|  |                         | 84%   | 103%  |       |       |
| <b>Queensdale (K-6)</b>                                | 279                     | 188   | 258   | 251   | 231   |
|  |                         | 67%   | 93%   | 90%   | 83%   |
| <b>Ridgemount (Closed June 2015)</b>                   | 290                     | 247   |       |       |       |
|  |                         | 85%   |       |       |       |
| <b>New K-8 (Open Sept 2017)</b>                        | 650                     |       |       | 625   | 664   |
|  |                         |       |       | 96%   | 102%  |
| <b>Total</b>   | Current<br>OTG<br>2,954 | 2,062 | 2,033 | 2,026 | 1,978 |
|  |                         | 70%   | 96%   | 94%   | 92%   |
| <b>2015 OTG</b>  | 2,117                   |       |       |       |       |
| <b>2017 OTG</b>  | 2,145                   |       |       |       |       |

Table 4: Recommendation #1 Enrolment Projections

## **Recommendation #2:**

Recommendation #2 has the potential to increase the overall utilization of the Central Mountain area from 70% to 89% upon implementation and 86% in 2022. Upon implementation in 2015 three of the six schools are within HWDSB's target range of 90% - 110% facility utilization and an additional two are above 85%. Only two schools will be less than 90% by 2022 according to HWDSB enrolment projections. Recommendation #2 reduces the overall on the ground capacity from 2,954 to 2,287 which is a difference of 667 pupil places. There will be a projected 309 excess pupil places by 2022. Table 5 below shows the enrolment projections with the changes described in section 3.1. There are two implementation years in 2015 and 2017 as seen below. Complete enrolment projections are available in Appendix X.2.

| School                     | OTG                  | 2013  | 2015  | 2017  | 2022  |
|----------------------------|----------------------|-------|-------|-------|-------|
| Cardinal Heights (6-8)     | 308                  | 312   | 218   | 225   | 228   |
|                            |                      | 101%  | 71%   | 73%   | 74%   |
| Eastmount Park (Closed)    | 348                  | 216   |       |       |       |
|                            |                      | 62%   |       |       |       |
| Franklin Road (JK-8)       | 463                  | 355   | 476   | 466   | 448   |
|                            |                      | 77%   | 103%  | 101%  | 97%   |
| George L. Armstrong (JK-8) | 633                  | 327   | 538   | 511   | 467   |
|                            |                      | 52%   | 85%   | 81%   | 74%   |
| Linden Park (Closed)       | 319                  | 154   |       |       |       |
|                            |                      | 48%   |       |       |       |
| Pauline Johnson (JK-5)     | 314                  | 265   | 295   | 300   | 305   |
|                            |                      | 84%   | 94%   | 96%   | 97%   |
| Queensdale (JK-6)          | 279                  | 188   | 253   | 267   | 250   |
|                            |                      | 67%   | 91%   | 96%   | 90%   |
| Ridgemount (JK-5)          | 290                  | 247   | 253   | 258   | 280   |
|                            |                      | 85%   | 87%   | 89%   | 97%   |
| Total                      | Current<br>OTG 2,954 | 2,062 | 2,033 | 2,026 | 1,978 |
|                            |                      | 70%   | 89%   | 89%   | 86%   |
| 2015 OTG                   | 2,287                |       |       |       |       |

Table 5: Recommendation #2 Enrolment Projections

- b) Permanent and Non-Permanent Accommodation:** The ARC recommendation does not include the use of portables or portapaks. Temporary accommodation may be needed while any renovations at the schools are completed.

c) **Program Offerings:** In both ARC recommendations the only programming changes at schools will be the grade organizations. Below you can see a table for each recommendation which shows the current grade organization and grade organization upon implementation at each school.

**Recommendation #1:**

| School           | Current Grade Organization | 2015 Implementation | 2017 Implementation |
|------------------|----------------------------|---------------------|---------------------|
| Cardinal Heights | 6-8                        | 4-8                 | Closed              |
| Eastmount Park   | JK-6                       | JK-6                | JK-6                |
| Franklin Road    | JK-8                       | JK-8                | JK-8                |
| G.L. Armstrong   | JK-8                       | Closed              | Closed              |
| Linden Park      | JK-5                       | JK-8                | JK-8                |
| Pauline Johnson  | JK-5                       | JK-3                | Closed              |
| Queensdale       | JK-6                       | JK-6                | JK-6                |
| Ridgemount       | JK-5                       | Closed              | Closed              |
| New School       | -                          | -                   | JK-8                |

Table 6: Recommendation #1 Grade Organization Changes

- Queensdale grade 6 graduates will attend Linden Park for grades 7 and 8.
- Eastmount Park grade 6 graduates will attend Franklin Road for grades 7 and 8.
- Pauline Johnson grade 3 graduates will attend Cardinal Heights for grades 4-8 until the new school is completed in 2017.

**Recommendation #2:**

| School           | Current Grade Organization | 2015 Implementation |
|------------------|----------------------------|---------------------|
| Cardinal Heights | 6-8                        | 6-8                 |
| Eastmount Park   | JK-6                       | Closed              |
| Franklin Road    | JK-8                       | JK-8                |
| G.L. Armstrong   | JK-8                       | JK-8                |
| Linden Park      | JK-5                       | Closed              |
| Pauline Johnson  | JK-5                       | JK-5                |
| Queensdale       | JK-6                       | JK-6                |
| Ridgemount       | JK-5                       | JK-5                |

Table 7: Recommendation #2 Grade Organization Changes

- Queensdale grade 6 graduates will attend G.L. Armstrong for grades 7 and 8.
- Pauline Johnson and Ridgemount grade 5 graduates will attend Cardinal Heights for grades 6-8.

- d) Quality Teaching and Learning Environments:** Consolidation of schools within this planning area can benefit all schools. Students and families bring a wonderful tradition of caring, integration and positive school climates, which will only enhance the school experience for each student. 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 richer learning environment to students. When teachers learn together, teaching and learning improve. An amalgamated school means students will benefit from this teacher expertise and be able to access more varied resources. More classes per grade 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, arts activities) and extra-curricular activities (e.g., clubs, athletics).
- e) Transportation:** Both recommendations are able to adhere to HWDSB's Transportation Policy. The current walking distances for elementary students is 1.0 km for grades JK/SK and 1.6 km for grades 1-8. When closing and amalgamating schools often the boundaries sizes are increased and as a result the amount of transportation can increase. Walkable schools were an important consideration for the community and committee. Currently, in the Central Mountain area there are 9 buses providing 316 students with transportation. 316 students are approximately 16% of the students attending Central Mountain elementary schools. Please note the analysis does not include transportation for special needs students.

**Recommendation #1:** Recommendation #1 is projected to require only two more buses (total 11) than currently used in the Central Mountain area. The number of students receiving transportation would increase from 316 to 495. Approximately 25% of students would require transportation in this recommendation.

**Recommendation #2:** Recommendation #2 is projected to require only three more buses (total 12) than currently used in the Central Mountain area. The number of students receiving transportation would increase from 316 to 457. Approximately 23% of students would require transportation in this recommendation. Although there are less students being bussed in this scenario, due to school locations and number of schools open there is one more bus required to meet the needs of the students than in recommendation #1.

- f) Partnerships Opportunities:** As a requirement of the Policy and Ministry guidelines, the Accommodation Review Committee should also consider opportunities for partnerships. On June 26<sup>th</sup>, 2013 a letter from HWDSB's Director of Education John Malloy 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 that would appropriately use the excess space in the Central Mountain Accommodation Review area.
- g) Equity:** 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 schools in the Central Mountain area, 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. In order for this to happen we request that schools that are being consolidated be considered for upgrades to resolve accessibility issues.

### 3.2 Financial Impact

The 35 options that were created by or presented to the committee members were discussed, analyzed and eventually voted on to determine the options viability. As the options were narrowed, financial information was requested for each option. The following tables show a comparison between the two recommendations and the status quo. Status quo is the scenario if no changes were to occur.

Table 8 shows the construction costs. No construction occurs in the status quo scenario. In each scenario there is an estimated cost for full day kindergarten renovations/construction, regular classrooms additions and new school construction. The projected cost of a FDK renovation is \$235,000 and a FDK addition is \$475,000. New school costs vary based on the size of the school. Using Ministry of Education construction benchmarks, the cost to build the school is determined by the number of pupils the building is designed for. ARC recommendation #1 proposes a 650 pupil place school. Recommendation #2 does not propose a new build.

| Capital and Facility Costs |   |            |                       |                       |
|----------------------------|---|------------|-----------------------|-----------------------|
| A                          | New School Construction/Additions/FDK                 | Status Quo | ARC Recommendation #1 | ARC Recommendation #2 |
|                            | New School Construction                               | \$0        | \$12,000,000          | \$0                   |
|                            | Full Day Kindergarten                                 | \$0        | \$950,000             | \$1,415,000           |
|                            | Additions   | \$0        | \$750,000             | \$0                   |
|                            | <b>Projected Total</b>                                | <b>\$0</b> | <b>\$13,700,000</b>   | <b>\$1,415,000</b>    |
|                            | Ministry Funding                                      | Status Quo | ARC Recommendation #1 | ARC Recommendation #2 |
|                            | Potential Capital Funding - Pending Ministry Approval | \$0        | \$12,750,000          | \$0                   |
|                            | Approved Full Day Kindergarten                        | \$0        | \$950,000             | \$1,415,000           |
|                            | <b>Projected Total</b>                                | <b>\$0</b> | <b>\$13,700,000</b>   | <b>\$1,415,000</b>    |

**Table 8: Construction Costs**

Table 9 below captures estimated allowances to meet Ministry benchmarks, renewal costs and proceeds of disposition. Allowance to meet Ministry of Education suggested benchmarks represent items like gym size, administrative space, staff space and library space that potentially will need to be addressed. Items were captured during recent school visits. Renewal needs represent deferred maintenance – both high and urgent, and future identified maintenance. Renewal needs are addressed and prioritized on a yearly basis as part of the annual capital renewal plan completed by Facilities Management. Renewal costs are 1 to 10 year costs to the board. Proceeds of disposition are another available source of funding for capital projects. The proceeds of disposition value is an estimated value based on recent land appraisals. The values have a +/- 20% range and will vary based on market conditions. Ministry benchmark items, deferred maintenance and proceeds of disposition are captured in accordance to the options below.

**Renewal, Proceeds of Disposition and Land Costs**

| B | <b>Allowance to Meet Ministry Benchmark</b>                 | <b>Status Quo</b>   | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
|---|---|---------------------|------------------------------|------------------------------|
|   | Projected Total   | \$4,500,000         | \$2,400,000                  | \$3,300,000                  |
|   | <b>Renewal Costs-High and Urgent 1-5 years</b>              | <b>Status Quo</b>   | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
|   | Projected Total   | \$10,115,187        | \$4,591,906                  | \$8,092,388                  |
|   | <b>Remaining Renewal Costs-Not High and Urgent 6+ years</b> | <b>Status Quo</b>   | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
|   | Projected Total   | \$21,522,248        | \$11,570,226                 | \$14,994,386                 |
|   | <b>Total Estimated Renewal Costs</b>                        | \$36,137,435        | \$18,562,132                 | \$26,386,774                 |
|   | <b>Less the Proceeds of Disposition</b>                     | <b>Status Quo</b>   | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
|   | Projected Total   | \$0                 | \$6,143,500                  | \$3,608,000                  |
|   | <b>Balance to Fund by HWDSB</b>                             | <b>\$36,137,435</b> | <b>\$12,418,632</b>          | <b>\$22,778,774</b>          |

Table 9: Renewal, Proceeds of Disposition and Land Costs

The balance to fund by HWDSB is calculated by adding the total renewal needs and subtracting the proceeds of disposition. Proceeds of disposition can be used as a form of funding for capital and renewal projects. Currently (Status Quo) there is an estimated \$36.1m in renewal needs for all eight schools. Renewal includes the replacement and upgrading school components (mechanical, structural, electrical etc.) that have reached their identified life cycle. The renewal totals have two different timeframes. The high and urgent needs are school components that should be investigated or replaced within 1-5 years depending on its condition. The remaining renewal needs refer to school components that are estimated to need replacement within 6 to 10 years. It is important to note that the renewal costs are addressed and prioritized in a year by year basis and renewal totals will be addressed over a 10 year period. Each recommendation proposes the closure of different facilities and sale of different lands, therefore the totals will vary. The balance to fund for recommendation #1 is \$12.4m and recommendation #2 is \$22.8m.

| C | <b>Accessibility Costs</b> | <b>Status Quo</b> | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
|---|----------------------------|-------------------|------------------------------|------------------------------|
|   | Projected Total            | \$1,235,000       | \$495,000                    | \$885,000                    |

Table 10: Accessibility Costs

Table 10 above the shows the remaining accessibility costs after schools closures. Currently there is an estimated \$1.2m in costs to ensure each school meets the Integration Accessibility Standards Regulation.

|   | <b>Status Quo</b> | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
|---|-------------------|------------------------------|------------------------------|
| <b>Total Cost of Option (A+B+C)</b>   | \$37,372,435      | \$26,613,632                 | \$25,078,774                 |
| <b>10 Year Potential Capital/Facility Savings (Status Quo - Total Cost of Option)</b> | \$0               | \$10,758,803                 | \$12,293,661                 |

Table 11: Total of Options

Table 11 shows the grand total and the 10 year potential savings compared to the status quo. The total cost of option is the combined cost of the funding needed for construction, balance to fund and

projected accessibility costs. The 10 year potential capital/facility savings is calculated by subtracting the option total cost from the status quo costs.

| <b>Annual Administrative, Operational and Transportation Savings/Costs</b> |                   |                              |                              |
|--|-------------------|------------------------------|------------------------------|
| <b>Annual Administration Savings (7)</b>                                   | <b>Status Quo</b> | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
| Projected Total  | \$0               | \$516,805                    | \$362,223                    |
| <b>Annual Operational Savings (8)</b>                                      | <b>Status Quo</b> | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
| Projected Total  | \$0               | \$580,660                    | \$389,082                    |
| <b>Total Projected Annual Savings</b>                                      | <b>\$0</b>        | <b>\$1,097,465</b>           | <b>\$751,305</b>             |
| <b>Annual Transportation Cost (9)</b>                                      | <b>Status Quo</b> | <b>ARC Recommendation #1</b> | <b>ARC Recommendation #2</b> |
| Projected Total  | \$346,500         | \$423,500                    | \$462,000                    |

Table 12: Annual Administrative, Operational and Transportation Costs.

Estimated annual administration and operational savings can be seen in Table 12 above. This information was also considered by the Committee. Administrative savings include all of the expenditures associated with a school’s administrative staff including the salaries of the principal, vice-principal, secretaries, etc. The operational costs encompass all of the expenditures required to operate and maintain the school including heating, lighting, cleaning and routine maintenance. The annual transportation costs were estimated by the Hamilton Wentworth Transportation Services (HWTS). The cost estimation assumes an annual estimated cost of \$38,500 per bus. The cost estimation also assumes the current student enrolment, student locations and an elementary ridership of 66 students per bus. No efficiencies with the current bus fleet, current bell times and special needs bus routes were included in the analysis. It is possible that after consideration of these factors it may be able to reduce transportation costs.

#### **4. Summary**

In June 2013, Trustees of the Hamilton-Wentworth District School Board initiated an Accommodation Review process which included Cardinal Heights, Eastmount Park, Franklin Road, G.L. Armstrong, Linden Park, Pauline Johnson, Queensdale and Ridgemount elementary schools. The Accommodation Review was initiated by Trustees to address the long-term viability of these schools.

An Accommodation Review Committee (ARC), consisting of parents, principals, teachers, and a trustee began their work in October 2013 to develop an accommodation option for the eight schools contained within the ARC. Over the course of eleven (11) 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 35 possible accommodation options. Through further consultation and feedback from the community the ARC choose to recommend 2 options – as described above.

The Committee’s recommendations have been thoughtfully considered and are based on a balance of available information and input through public consultation. The culmination of that work, in this report is respectfully presented 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**

- B.1 Ontario Ministry of Education Pupil Accommodation Guidelines
  - B.2 Administrative Review of Accommodation Review Process
  - B.3 Accommodation Review Policy
  - B.4 Accommodation Review Policy Directive
  - B.5 Accommodation Review Terms of Reference
- 

### **C Committee Membership**

- C.1 Committee Norms
  - C.2 List of Committee Membership
  - C.3 Member Contact List
- 

### **D Timeline and Schedule**

- D.1 Accommodation Review Process and Timeline Chart
  - D.2 Public Meeting Dates
  - D.3 Long Term Facilities Master Plan Accommodation Review Schedule
- 

### **E School Information Profiles**

- E.1 SIPS
  - E.2 Planning Area Information Sheet
  - E.3 Utilization Maps 2012- 2022
  - E.4 Socioeconomic Maps
- 

### **F Cardinal Heights Overview**

- F.1 School Report Sheet
  - F.2 Boundary Map
  - 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 Eastmount Park Overview (G.1-8 same as F.1-8)**

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### **H Franklin Road Overview (H.1-8 same as F.1-8)**

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### **I George L. Armstrong Overview (I.1-8 same as F.1-8)**

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### **J Linden Park Overview (J.1-8 same as F.1-8)**

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### **K Pauline Johnson Overview (K.1-8 same as F.1-8)**

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### **L Queensdale Overview (L.1-8 same as F.1-8)**

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### **M Ridgemount Overview (M.1-8 same as F.1-8)**

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### **N Staff Accommodation Review Recommendation**

- N.1 Recommendation Summary
  - N.2 Recommendation Enrolment Numbers
  - N.3 Proposed Boundary Map
-

**O Accommodation Review Committee Meeting #1 - October 01, 2013**

- O.1 Agenda
  - O.2 Presentation
  - O.3 Schedule
  - O.4 Final Minutes
  - O.5 Sign In Sheet
- 

**P Accommodation Review Committee Meeting #2 - October 15, 2013**

- P.1 Agenda
  - P.2 Presentation
  - P.3 EBEST Qualitative Analysis Presentation
  - P.4 Community Feedback from Public Meeting # 1
  - P.5 Sign In Sheet
- 

**Q Accommodation Review Committee Meeting #3 - October 29, 2013**

- Q.1 Agenda
  - Q.2 Presentation
  - Q.3 Facilities Management Presentation
  - Q.4 Key Themes from Public Meeting # 1
  - Q.5 High and Urgent Renewal Needs
  - Q.6 10 Year Capital History
  - Q.7 Age 0-3 Comparison Map 2006-2011
  - Q.8 Age 4-13 Comparison Map 2006-2011
  - Q.9 Final Minutes
  - Q.10 Sign In Sheet
- 

**R Accommodation Review Committee Meeting #4 - November 12, 2013**

- R.1 Agenda
  - R.2 Presentation
  - R.3 Past Accommodation Review Recommendations
  - R.4 Public Meeting # 2 Feedback
  - R.5 Alternate Options for Discussion
  - R.6 Final Minutes
  - R.7 Sign In Sheet
- 

**S Accommodation Review Committee Meeting #5 - November 26, 2013**

- S.1 Agenda
  - S.2 Presentation
  - S.3 Accommodation Options
  - S.4 Final Minutes
  - S.5 Sign In Sheet
- 

**T Accommodation Review Committee Meeting #6 - December 03, 2013**

- T.1 Agenda
  - T.2 Option 9 Corrected
  - T.3 Options 16-20
  - T.4 Final Minutes
  - T.5 Sign In Sheet
-

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**U Accommodation Review Committee Meeting #7 - January 14, 2014**

- U.1 Agenda
- U.2 Public Meeting # 3 Feedback
- U.3 Financial Summary Options 6, 7, 11
- U.4 Transportation Costs Options 6, 7, 11
- U.5 Options 21-30
- U.6 Options 31-33
- U.7 Options 1-15 Committee Summary
- U.8 Options 31-33 Committee Summary
- U.9 Final Minutes
- U.10 Sign In Sheet

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**V Accommodation Review Committee Meeting #8 - January 21, 2014**

- V.1 Agenda
- V.2 Work Plan
- V.3 Financial Summary Options 6, 7, 11
- V.4 Financial Summary Options 22, 23, 30, 31, 32
- V.5 ARC Report - Draft Table of Contents
- V.6 Final Minutes
- V.7 Sign In Sheet

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**W Accommodation Review Committee Meeting #9 - January 28, 2014**

- W.1 Agenda
- W.2 Committee Options 22, 32, 34, 35
- W.3 Financial Summary Options 22, 32, 34, 35
- W.4 Final Minutes
- W.5 Sign In Sheet

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**X Accommodation Review Committee Meeting #10 - February 04, 2014**

- X.1 Agenda
- X.2 Committee Options 22, 32, 34, 35
- X.3 Financial Summary Options 22, 32, 34, 35
- X.4 Public Meeting # 4 Feedback
- X.5 Final Minutes
- X.6 Sign In Sheet

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**Y Accommodation Review Committee Meeting #11 - February 11, 2014**

- Y.1 Agenda
  - Y.2 Accommodation Review Report Draft
  - Y.3 Final Minutes
  - Y.4 Sign In Sheet
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- Z Public Meetings**
- Za Public Meeting #1 - October 08, 2013**
    - Za.1 Agenda
    - Za.2 Presentation
    - Za.3 Administration Staff Accommodation Option
    - Za.4 Final Minutes
    - Za.5 Public Meeting Ad
    - Za.6 Sign In Sheet
  - Zb Public Meeting #2 - November 05, 2013**
    - Zb.1 Agenda
    - Zb.2 Presentation
    - Zb.3 School Information Profiles
    - Zb.4 Final Minutes
    - Zb.6 Sign In Sheet
  - Zc Public Meeting #3 - December 10, 2013**
    - Zc.1 Agenda
    - Zc.2 Presentation
    - Zc.3 Option 6, 7, 11 Info Package
    - Zc.4 Final Minutes
    - Zc.5 Public Meeting Ad
    - Zc.6 Sign In Sheet
  - Zd Public Meeting #4 - January 21, 2014**
    - Zd.1 Agenda
    - Zd.2 Presentation
    - Zd.3 Committee Options 22, 32, 34, 3
    - Zd.4 Option Information Handout
    - Zd.5 Final Minutes
    - Zd.6 Public Meeting Ad
    - Zd.7 Sign In Sheet
- 

- AA Media and Correspondence**
- AA.1 Correspondence from Working Group Meeting #2
  - AA.2 Correspondence from Working Group Meeting #3
  - AA.3 Correspondence from Working Group Meeting #4
  - AA.4 Correspondence from Working Group Meeting #5
  - AA.5 Correspondence from Working Group Meeting #6
  - AA.6 Correspondence from Working Group Meeting #7
  - AA.7 Correspondence from Working Group Meeting #8
  - AA.8 Correspondence from Working Group Meeting #9
  - AA.9 Correspondence from Working Group Meeting #10
  - AA.10 Correspondence from Working Group Meeting #11
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