



# Director's Report: Central Mountain Elementary Accommodation Review

Report To: Board of Trustees  
Hamilton-Wentworth District School Board

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Submitted: March 24, 2014

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## **1. Executive Summary**

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

Over the course of eleven 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 possible accommodation options. Through further consultation and feedback from the community the ARC chose to recommend two options.

On February 13, 2014 the ARC submitted its official report with two recommendations not ranked in order of preference for the Trustees' consideration. The following report identifies key ARC timelines, provides an analysis of the accommodation option created by the Central Mountain Accommodation Review Committee and outlines the final staff recommendation.

## **2. Timelines**

The following timelines for completion of the Central Mountain ARC are consistent with those outlined in the Ministry of Education's guidelines and the Board's *Pupil Accommodation Review Policy* (No. 3.8).

<b>Process</b>	<b>Timelines</b>
The ARC will complete its work and submit its report to the Director of Education no earlier than Friday, January 23, 2014	February 13, 2014
ARC Report posted on the Board website	February 13, 2014
ARC and Staff reports received by Trustees (Board Meeting)	March 24, 2014
Staff Report posted on the Board website	March 24, 2014
Meeting to receive public delegations	May 6, 2014
Board of Trustees to make final decision (Standing Committee)	June 9, 2014
Board of Trustees to ratify Standing Committee minutes (Board Meeting)	June 16, 2014

Table 1: Process and Timelines

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### **3. ARC Recommendations**

As per the Central Mountain Accommodation Review Committee Report, the ARC is recommending two options for the Board of Trustees' consideration. The recommendations are not ranked in order of preference.

#### **3.1 ARC Recommendation #1**

- 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 new JK-8 650 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 4 for further information on boundaries and school location.

Recommendation #1 recommends four school closures and one new build (if funding is available). If 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.

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### **3.2 ARC Recommendation #2**

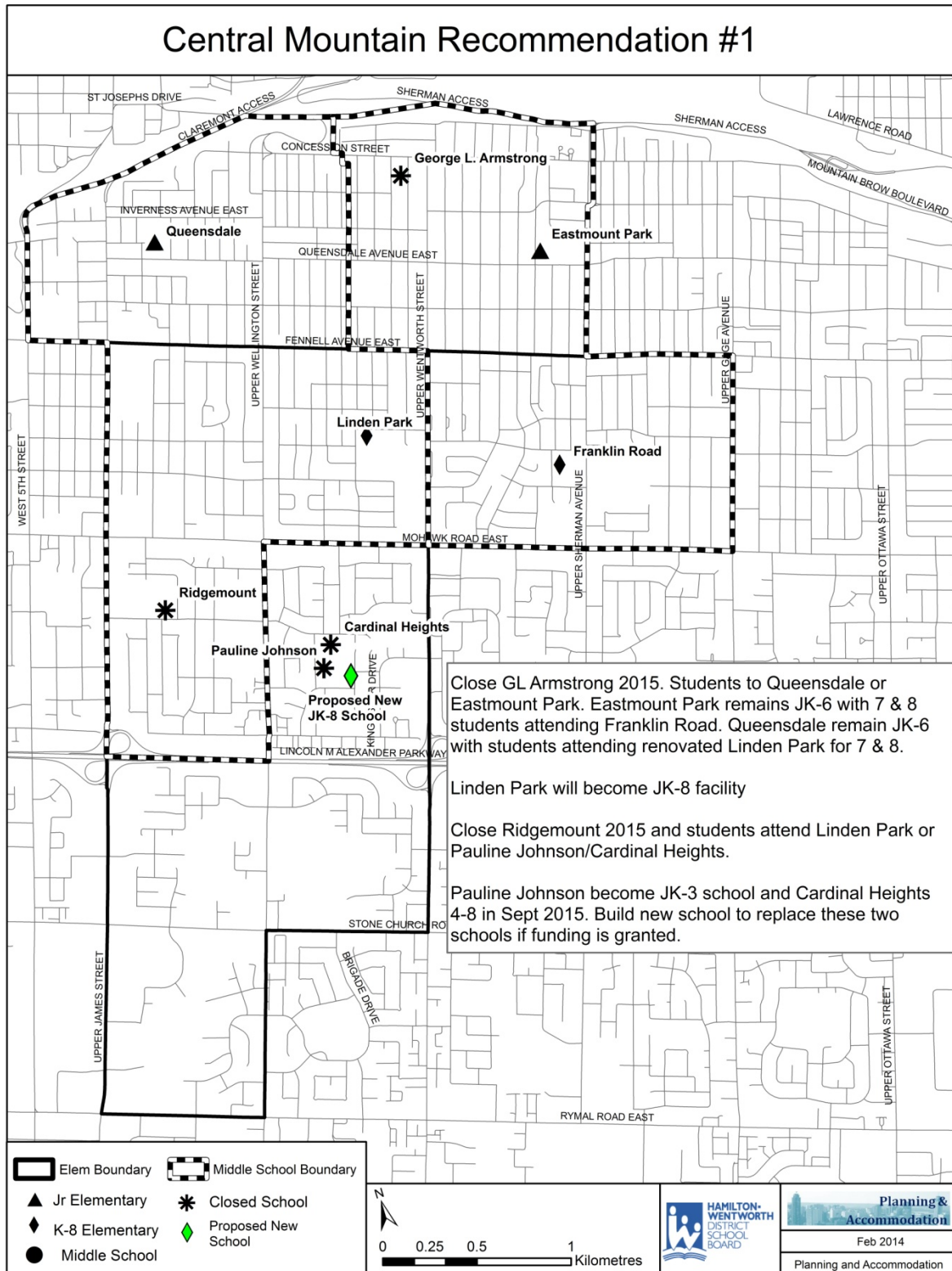
- Close Eastmount Park in **June of 2015**. All students attend George L. Armstrong for JK-8.
- Close Linden Park in **June of 2015**. Student residing east of Upper Wellington will attend Franklin Road for JK-8 and student residing west of Upper Wellington will attend Queensdale for JK-6 and George 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 boundary to receive students from Pauline Johnson and Ridgemount.

Please see Map #2 on page 5 for further information on boundaries and school locations.

Recommendation #2 does not require a new build and therefore does not require a Plan B in the situation funding is not available.

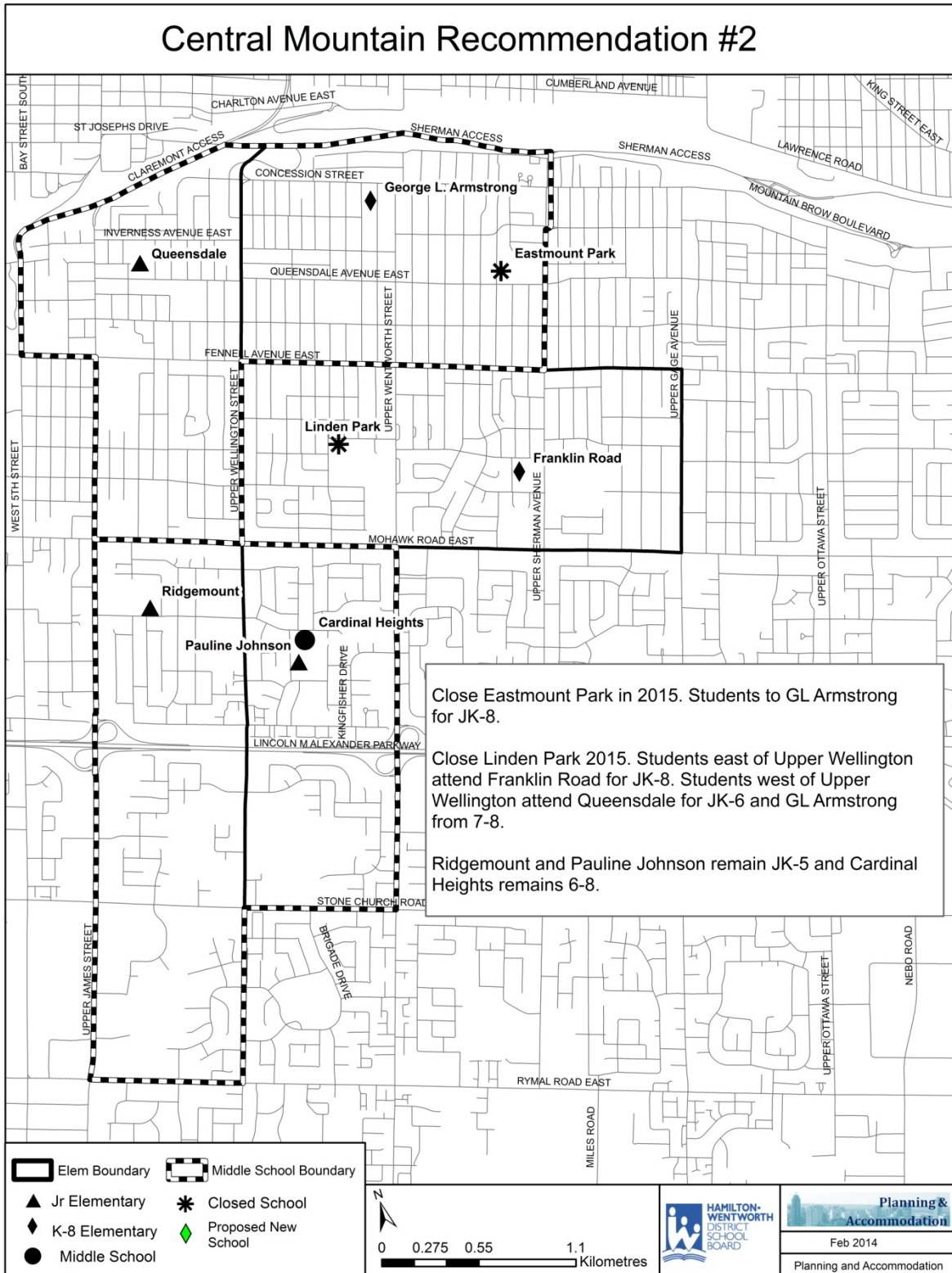
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**Map #1: ARC Recommended Option #1**



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**Map #2: ARC Recommended Option #2**



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#### **4. Revised Staff Recommendation**

The original staff recommendation was to close Eastmount Park, Linden Park and Queensdale. Queensdale students were to attend George L. Armstrong for JK-8. Eastmount Park students were to attend either Franklin Road or George L. Armstrong for JK-8. Linden Park students were to attend either Ridgemount or Pauline Johnson/Cardinal Heights for JK-8. Finally, a new JK-8 facility was proposed to replace the Cardinal Heights/Pauline Johnson facilities on the existing property. After being engaged in this elementary accommodation review process over the past year, HWDSB staff believe that the following recommendations will best address the short- and long-term accommodation requirements of the Central Mountain ARC community while at the same time satisfying criteria as outlined in the Terms of Reference. HWDSB staff is recommending the following for the Board of Trustee's consideration:

- Close Eastmount Park in **June 2015**.
  - All students attend G.L. Armstrong for JK-8.
  - George L. Armstrong receives full day kindergarten renovation.
- Close Linden Park in **June of 2015**.
  - Students, depending on address will attend Queensdale or Franklin Road for JK-8.
  - Franklin Road receives full day kindergarten addition.
- Close Cardinal Heights in **June of 2015**.
  - Students, depending on address attend Pauline Johnson or Ridgemount for JK-8.
  - Pauline Johnson receives two full day kindergarten and two classroom addition to accommodate JK-8 students.
  - Ridgemount receives a four room addition to accommodate JK-8 students.
- Queensdale grade organization becomes JK-8. Full day kindergarten addition required.

Staff is recommending that once the accommodation review decision has been finalized, the special education programs within these 8 schools are reevaluated and appropriate locations for these programs are determined.

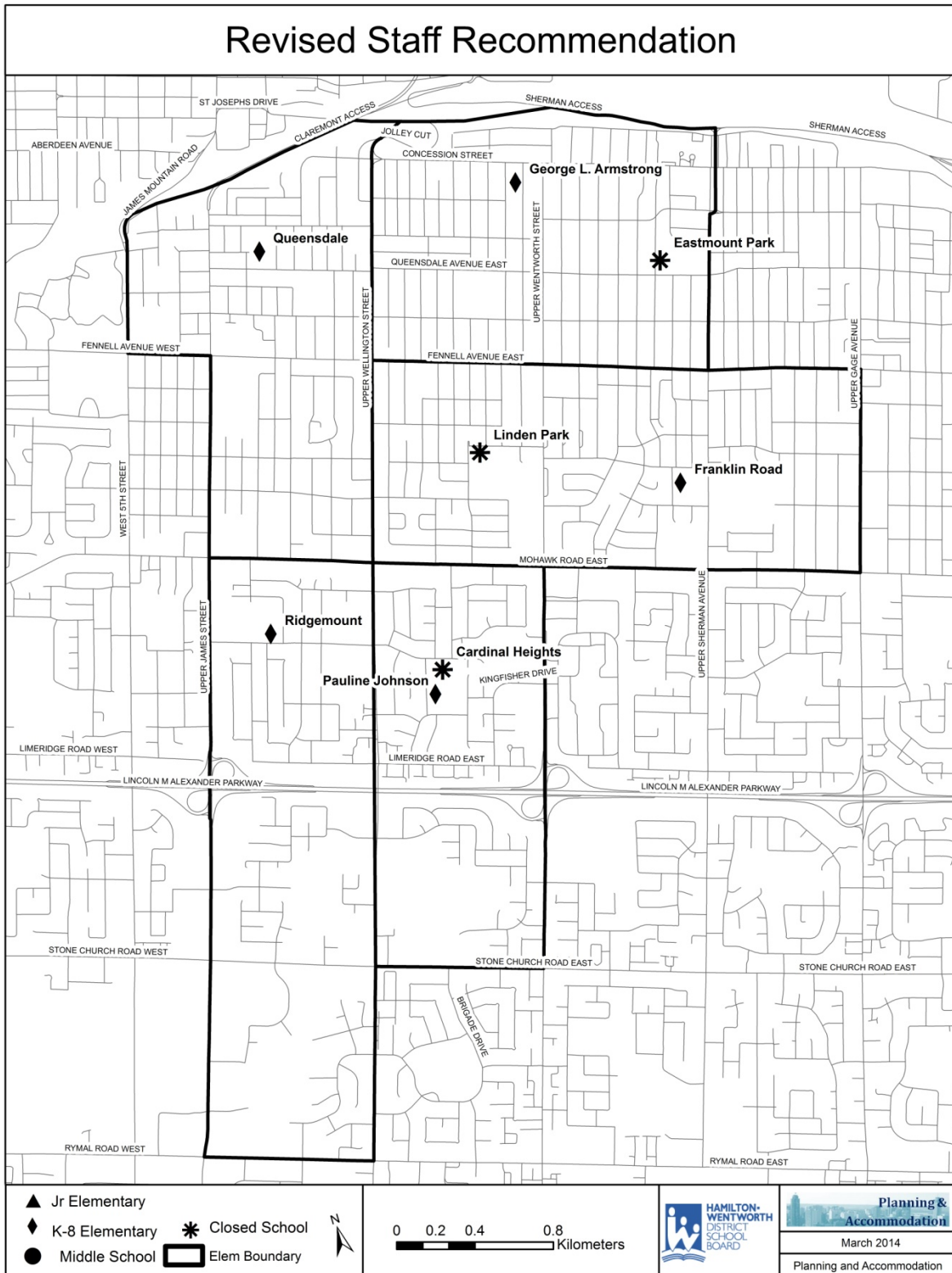
The proposed classrooms and FDK room additions are initial estimated values. Once a final decision has been made by Trustees, staff would finalize the capital needs at each school that will be remaining open to ensure proper student accommodation and best use of funding.

Please see Map #3 on page 7 for further information on boundaries and school location.



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**Map #3: Staff Recommendation**





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## 5. Analysis

As outlined in the Ministry of Education's Pupil Accommodation Review Guidelines (Appendix A), after the ARC presents its Accommodation Report to the Board of Trustees, Board administration will examine the ARC report and present the analysis and recommendations to the Board of Trustees. The following section provides an analysis of both Central Mountain ARC recommendations and the staff recommendation.

The key criteria used in creating the accommodation options are the reference criteria outlined in the Terms of Reference (Appendix B).

- 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.

### ARC Recommendation #1:

School	OTG	2012	2015	2017	2022
Cardinal Heights (4-8 2015) Close June 2017	308	318	281		
		103%	91%		
Eastmount Park (K-6)	348	219	326	306	287
		63%	94%	88%	82%
Franklin Road (K-8)	463	351	418	427	402
		76%	90%	92%	87%
George L. Armstrong (Closed June 2015)	633	338			
		53%			
Linden Park (K-8)	319 405	157	428	417	395
		49%	106%	103%	97%
Pauline Johnson (K-3 2015) Close June 2017	314	254	322		
		81%	103%		
Queensdale (K-6)	279	190	258	251	231
		68%	93%	90%	83%
Ridgemount (Closed June 2015)	290	260			
		90%			
New K-8 (Open Sept 2017)	650			625	664
				96%	102%
Total	Current OTG 2,954	2,087	2,033	2,026	1,978
		71%	96%	94%	92%
2015 OTG	2,117				
2017 OTG	2,145				

Table 2: ARC Recommendation #1 Enrolment Projections

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Central Mountain ARC recommendation #1 proposes the closure of Cardinal Heights, George L. Armstrong, Pauline Johnson and Ridgemount elementary schools between 2015 and 2017. This recommendation also proposes building a new 650 pupil place school on the Cardinal Heights/Pauline Johnson property and a significant rebuild of Linden Park School. The combined utilization for the grouping of schools is proposed to increase from 71% (status quo) to 94% in 2017 when the recommendation is fully implemented. Implementation of this recommendation results in the reduction of approximately 800 pupil places. The long term enrolment projections indicate a slight decrease in overall utilization to 92% in 2022. Upon 2017 implementation of ARC recommendation #1, all but one school is above 90% utilization. In 2022, two of the five schools remain above 90% but all other schools are 80% or higher with approximately 170 excess pupil places between the five remaining schools.

**ARC Recommendation #2:**

School	OTG	2012	2015	2017	2022
Cardinal Heights (6-8)	308	318	218	225	228
		103%	71%	73%	74%
Eastmount Park (Closed June 2015)	348	219			
		63%			
Franklin Road (JK-8)	463	351	476	466	448
		76%	103%	101%	97%
George L. Armstrong (JK-8)	633	338	538	511	467
		53%	85%	81%	74%
Linden Park (Closed June 2015)	319	157			
		49%			
Pauline Johnson (JK-5)	314	254	295	300	305
		81%	94%	96%	97%
Queensdale (JK-6)	279	190	253	267	250
		68%	91%	96%	90%
Ridgemount (JK-5)	290	260	253	258	280
		90%	87%	89%	97%
Total	Current OTG 2,954	2,087	2,033	2,026	1,978
		71%	89%	89%	86%
2015 OTG	2,287				

Table 3: ARC Recommendation #2 Enrolment Projections

Central Mountain ARC recommendation #2 proposes the closure of Eastmount Park and Linden Park elementary schools in 2015. The combined utilization for the grouping of schools is proposed to increase from 71% (status quo) to 89% in 2015. Implementation of this recommendation results in the reduction of approximately 670 pupil places. The long term enrolment projections indicate a slight decrease in overall utilization to 86% in 2022. Upon 2015 implementation of ARC recommendation #2, three of the

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six elementary schools are above 90% utilization. In 2022, four of the six schools remain above 90% but with approximately 310 excess pupil places between the six remaining schools.

**Revised Staff Recommendation:**

School	OTG	2012	2015	2017	2022
<b>Cardinal Heights (Closed June 2015)</b>	308	318			
		103%			
<b>Eastmount Park (Closed June 2015)</b>	348	219			
		63%			
<b>Franklin Road (JK-8)</b>	463	351	476	466	448
	483	76%	99%	97%	93%
<b>George L. Armstrong (JK-8)</b>	633	338	509	488	432
		53%	80%	77%	68%
<b>Linden Park (Closed June 2015)</b>	319	157			
		49%			
<b>Pauline Johnson (JK-8)</b>	314	254	405	416	442
	400	81%	101%	104%	110%
<b>Queensdale (JK-8)</b>	279	190	282	290	286
		68%	94%	97%	96%
<b>Ridgemount (JK-8)</b>	290	260	361	367	371
	382	90%	95%	96%	97%
<b>Total</b>	Current	2,087	2,033	2,026	1,978
	OTG 2,954	71%	93%	92%	90%
<b>2015 OTG</b>	2,197				

Table 4: Staff Recommendation Enrolment Projections

The revised HWDSB staff recommendation proposes the closure of Cardinal Heights, Eastmount Park and Linden Park elementary schools in June 2015. The combined utilization for the grouping of schools is proposed to increase from 71% (status quo) to 93% in 2015. Implementation of this recommendation results in the reduction of approximately 750 pupil places. The long term enrolment projections indicate a slight decrease in overall utilization to 90% in 2022. Between the proposed 2015 implementation and enrolments projected for 2022, four of the five schools are will remain above 90% utilization. In 2022, there are a projected 220 excess pupil places within the planning area.

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- 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.

None of the recommendations proposed by the ARC or HWDSB staff require the use of portables or portapaks to accommodate students over the long-term. Temporary accommodation may be needed while any renovations at the schools are completed.

- 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.

**ARC 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 5: ARC 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.
- Two schools remain junior/middle model with an elementary transition, three schools are JK-8.

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**ARC 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 6: ARC 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.
- Three schools remain junior/middle model and retain elementary school transition, one middle school and two schools are JK-8.

**Staff Recommendation:**

School	Current Grade Organization	2015 Implementation
Cardinal Heights	6-8	Closed
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-8
Queensdale	JK-6	JK-8
Ridgemount	JK-5	JK-8

Table 7: Staff Recommendation Grade Organization Changes

- All schools are JK-8, therefore there are no proposed transitions for students until grade 9.
- 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.

Consolidation of schools within this planning option can benefit all students. In this model, schools will become a community hub reducing the need for students to move schools until they begin secondary

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school. All of the schools will offer full day Kindergarten and provide spaces for community partners for before and after school programs. By following a school model that promotes continuous education from Kindergarten through Grade 8, students and families will create a tradition of caring, integration and positive school climates which will only enhance the school experience. Potential operational savings gained as a result of school consolidations along with School Renewal Grants, proceeds of disposition and any Capital Priorities funding received from the Ministry of Education will be reinvested into the remaining facilities to improve the teaching and learning environments for both students and staff.

Through consolidation most schools will have multiple classes at each grade level so teachers may collaborate regularly within grade and division teams to expand their learning and improve their teaching practice. Schools will be larger; however the size will range between approximately 300 and no greater than 475 which is currently a successful K-8 school model across our district. In larger school settings technology is shared and 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 will have access to 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 activities (e.g., school events, sports teams, excursions, arts activities) and extra-curricular activities (e.g., clubs, Inter - School Athletics).

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

Both ARC recommendations and the staff recommendation 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 boundary's size is increased and as a result the number of students qualifying for transportation can increase.

	<b>Students Eligible for Transportation</b>	<b>Percentage of Students</b>	<b>Number of Buses</b>	<b>Approximate Cost</b>	<b>Estimated Cost Difference</b>
<b>Status Quo</b>	316	16%	9	\$346,500	-
<b>ARC Recommendation #1</b>	495	25%	11	\$423,500	\$77,000
<b>ARC Recommendation #2</b>	457	23%	12	\$462,000	\$115,500
<b>Staff Recommendation</b>	460	24%	11	\$423,500	\$77,000

Table 6: ARC Recommendation #2 Grade Organization Changes

Currently, there are 316 students (not including special education) eligible for transportation and 9 buses operating in the Central Mountain. In ARC recommendation #1 the number of students who would require transportation would increase by an estimated 180 to approximately 495. There would



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also be two additional busses needed to transport the students. Note the number of students bused is based on current student enrolments. Numbers of students eligible for transportation fluctuates yearly based on student enrolment and their addresses. This option would result in a \$77,000 increase to the annual transportation costs for this planning area.

In ARC recommendation #2 the number of students who would require transportation would increase by 141 to approximately 457. There would be three additional busses needed to transport the students. Although there are less students being bused in this scenario compared to recommendation #1, due to school locations and number of schools remaining open there is one more bus required to meet the needs of the students. This option would result in a \$115,000 increase to the annual transportation costs for this planning area.

In the revised staff recommendation the number of students who would require transportation would increase by approximately 140 students. Due to this increase, there are two additional buses required to provide transportation for all eligible students. This option would result in a \$77,000 increase to the annual transportation costs for this planning area.

The annual transportation costs were estimated by the Hamilton Wentworth Student Transportation Services (HWSTS). 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. Bus fleet efficiencies were not included in the analysis. Current bell times were used. Special needs bus routes were excluded from the analysis. Lastly, no hazard exemptions were applied.

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

On June 26, 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 its 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 Central Mountain Accommodation Review area.

- 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.

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 Central Mountain, all students would still have access to transportation and travel time will remain less

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than 60 minutes as per the HWDSB transportation policy. All students will also continue to have the same access to program, extra-curricular and learning resources.

## **6. Financial Analysis & Funding Strategy**

A consolidated comparative costing of the status quo, staff recommendation, as well as the ARC recommendations is illustrated in tables 9 and 10 on page 17. Status quo represents the situation with no accommodation changes. The capital/renewal costs portion of the table below includes estimated allowances to meet Ministry of Education (MOE) benchmarks, renewal needs and accessibility needs. Allowance to meet MOE suggested benchmarks represent items such as gym size, administrative space, staff space and library space that potentially will need to be addressed. Items were captured during recent school visits (2014). 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. Currently (Status Quo) there is a combined estimated \$37m in renewal needs for all eight schools.

There are four potential sources of funding; FDK funding reserves, proceeds of disposition, potential operational savings and MOE funding through the Capital Priorities Submissions. The Ministry of Education has allocated FDK funding for HWDSB schools requiring facility additions or renovations to implement the program. Reduced scope projects were implemented at schools that were designated to be in a current or scheduled accommodation review. By reducing the scope of FDK projects HWDSB was able to reserve funding for schools that are designated to remain open after an accommodation review process. Proceeds of disposition are another available source of funding for capital projects. The proceeds of disposition value is estimated based on recent land estimates. The values have a +/- 20% range and will vary based on market conditions. The operational savings identified in the table represent one year worth of savings achieved by not having to heat, light or provide general maintenance to the schools proposed for closure. Similar to proceeds of disposition, these savings only materialize after a school has been closed. Operational savings have been calculated based on our current funding levels. The table does not include the potential of future operational savings (outside of one year) because of the future unknowns surrounding Ministry funding and escalating energy prices. Each year HWDSB applies for capital funding from the MOE through the Capital Priorities Submission. Proposed new schools would be included in this submission. The total remaining capital/renewal needs in all recommendations will be potentially funded through School Renewal Grants (SRG) over the next 10 years. Each project will be assessed and prioritized on a yearly basis as part of the Annual Capital Renewal Plan.

Central Mountain ARC recommendation #1 proposes the closure of Cardinal Heights, George L. Armstrong, Pauline Johnson and Ridgemount elementary schools between 2015 and 2017. This recommendation also proposes building a new 650 pupil place school on the Cardinal Heights/Pauline Johnson property. The construction cost for a new 650 pupil place school is approximately \$12M. Additional capital costs include FDK renovations/additions and additions that would total approximately

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\$1.7M. The remaining high and urgent renewal (1-5 years) at the five schools would total \$4.6M and the long term (6-10 year) renewal costs would total approximately \$11.6M. The cost to complete the projects to meet Ministry benchmark and accessibility standards at the remaining schools total \$2.4M and \$495K. The funding potential for this option is approximately \$19.5M which includes potential MOE funding for a new school, FDK reserves, proceeds of disposition and one year of operational savings. This would leave HWDSB with a balance to fund of \$13M over the next ten years within this planning area.

For each recommendation that included a new school build it was stressed to the committee that a Plan B would be required for the situation that funding was not provided to build the new school. The following is the financial breakdown of ARC recommendation #1 if there is no funding to replace Cardinal Heights and Pauline Johnson. Plan B for ARC recommendation #1 is leaving both Cardinal Heights and Pauline Johnson open. Cardinal Heights' facility would accommodate grades 4-8 and Pauline Johnson's facility would accommodate grades JK-3. Capital costs which include FDK renovations/additions and classroom additions would total approximately \$2.4M. The remaining high and urgent renewal (1-5 years) at the remaining schools total \$7.5M and the long term (6-10 year) renewal costs total \$14.7M. The cost to complete the projects to meet Ministry benchmark and accessibility standards at the remaining schools total \$3.6M and \$870K. The funding potential for this option is approximately \$8.4M which includes FDK reserves, proceeds of disposition and one year of operational savings. This would leave HWDSB with a balance to fund of \$20.6M over the next ten years within this planning area.

Central Mountain ARC recommendation #2 proposes the closure of Eastmount Park and Linden Park elementary schools in 2015. Capital costs which include FDK renovations/additions and classroom additions that total approximately \$1.4M. The remaining high and urgent renewal (1-5 years) at the six schools total \$8M and the long term renewal (6-10 year) costs are an estimated \$15M. The cost to complete the projects to meet Ministry benchmark and accessibility projects at the remaining schools total \$3.3M and \$885K. The funding potential for this option is approximately \$5.4M which includes FDK reserves, proceeds of disposition and one year of operational savings. This would leave HWDSB with a balance to fund of \$23M over the next ten years within this planning area.

The Central Mountain staff recommendation proposes the closure of Cardinal Heights, Eastmount Park and Linden Park elementary schools in 2015. Capital costs which include FDK renovations/additions and classroom additions would total approximately \$3.6M. The remaining high and urgent renewal (1-5 years) at the five schools totals approximately \$5.8M and the long term renewal (6-10 year) costs are an estimated \$13M. The cost to complete the projects to meet Ministry benchmark and accessibility projects at the remaining schools total \$2.7M and \$710K. The funding potential for this option is approximately \$6.4M which includes FDK reserves, proceeds of disposition and one year of operational savings. This leaves HWDSB with a balance of to fund of \$19.5M over the next ten years within this planning area.

(NOTE: Not included in the financial analysis are estimates for realties such as 'land' related costs such as site purchase, site preparation, or demolition costs (where applicable))

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Capital/Renewal Costs	Status Quo	Staff	ARC #1	ARC #1 B	ARC #2
New School Construction	\$0	\$0	\$12,000,000	\$0	\$0
Allowance to meet MOE Benchmark	\$4,500,000	\$2,700,000	\$2,400,000	\$3,600,000	\$3,300,000
Required Capital Projects (FDK/CR additions)	\$0	\$3,635,000	\$1,700,000	\$2,405,00	\$1,415,000
Renewal Costs-High and Urgent 1-5 years	\$10,115,187	\$5,823,908	\$4,591,906	\$7,533,389	\$8,092,388
Remaining Renewal 6-10 years	\$21,522,248	\$13,017,923	\$11,570,226	\$14,720,164	\$14,994,386
Accessibility	\$1,235,000	\$710,000	\$495,000	\$870,000	\$885,000
<b>Sub-Total (Funding Required in 1-10yrs)</b>	<b>\$37,372,435</b>	<b>\$25,886,831</b>	<b>\$32,757,132</b>	<b>\$29,128,553</b>	<b>\$28,686,774</b>
Less Capital Funding (Pending Ministry Approval)	\$0	\$0	-\$12,000,000	\$0	\$0
Less FDK Funding	\$0	-\$2,135,000	-\$950,000	-\$1,665,000	-\$1,415,000
Less Proceeds of Disposition	\$0	-\$3,608,000	-\$6,143,500	-\$6,143,500	-\$3,608,000
Less Annual Operational Savings (1 yr. Projected)	\$0	-\$655,598	-\$580,660	-\$639,217	-\$389,082
<b>Sub-Total (Potential Funding Sources)</b>	<b>\$0</b>	<b>-\$6,398,598</b>	<b>-\$19,674,160</b>	<b>-\$8,447,717</b>	<b>-\$5,412,082</b>
<b>TOTAL (Balance to be Funded through Annual Renewal Funding over the next 10 years)</b>	<b>\$37,372,435</b>	<b>\$19,488,233</b>	<b>\$13,082,972</b>	<b>\$20,680,836</b>	<b>\$23,274,692</b>

Table 7: Financial Breakdown

<b>Reduced Renewal/Capital Costs (Status Quo Total Minus Recommendation Total)</b>	<b>\$0</b>	<b>\$17,884,202</b>	<b>\$24,289,463</b>	<b>\$16,691,599</b>	<b>\$14,097,743</b>
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Table 8: Renewal Reduction

In ARC recommendation #1, #1B and #2 and the staff recommendation there is the potential that renewal work that will not be required in the next 10 years within the accommodation review area. The figures are listed above in table #8.

## **7. Summary**

The Central Mountain Accommodation Review was a lengthy process which included eight school communities. Through discussion and input received over the course of eleven working group meetings and four public meetings the Central Mountain ARC proposed two recommendations. All participants in the process were committed to the objective of ensuring quality and equitable learning environments for all students in the Central Hamilton area. Of highest importance for many community members involved in the process were walkable schools, school community and equity for all students.

Upon completion of this analysis, it is the recommendation of staff that HWDSB close Cardinal Heights, Eastmount Park and Linden Park elementary schools in June 2015. The remaining five schools; Franklin Road, George L. Armstrong, Pauline Johnson, Queensdale and Ridgemount would be JK-8 elementary schools which would reduce transitions for students. The decision to close schools is never easy, but the staff recommendation attempts to maintain viable learning environments, walkability and school communities.

## **8. List of Appendices**

**Appendix A: Ministry of Education Pupil Accommodation Review Guidelines**

**Appendix B: Central Mountain Accommodation Review Terms of Reference**



**MINISTRY OF EDUCATION**  
**PUPIL ACCOMMODATION REVIEW GUIDELINE**  
(Revised June 2009)

**PURPOSE**

The purpose of the *Pupil Accommodation Review Guideline* (previously referred to as school closure guidelines) is to provide direction to school boards regarding public accommodation reviews undertaken to determine the future of a school or group of schools.

The *Guideline* ensures that where a decision is taken by a school board regarding the future of a school, that decision is made with the full involvement of an informed local community and it is based on a broad range of criteria regarding the quality of the learning experience for students.

In recognition of the important role schools play in strengthening rural and urban communities and the importance of healthy communities for student success, it is also expected that decisions consider the value of the school to the community, taking into account other government initiatives aimed at strengthening communities.

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.

Under paragraph 26, subsection 8 (1) of the *Education Act*, the Minister of Education may issue guidelines with respect to school boards' school closure policies. The *Guideline* is effective upon release.

**SCHOOL BOARD ACCOMMODATION REVIEW POLICIES**

School boards are responsible for establishing and following their own accommodation review policies. At a minimum, boards' accommodation review policies are to reflect the requirements of the *Pupil Accommodation Review Guideline* set out below.

A copy of the school board's accommodation review policy, the government's *Pupil Accommodation Review Guideline* and the *Administrative Review of Accommodation Review Process* documents are to be available at the school board's office and posted on the school board's website.



School boards are expected to undertake long-term enrolment and capital planning that will provide the context for accommodation review processes and decisions. This planning 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 *Guideline* recognizes that, wherever possible, accommodation reviews should focus on a group of schools within a school board's planning area rather than examine a single school. These schools would be reviewed together because they are located close enough to the other schools within a planning area to facilitate the development of viable and practical solutions for student accommodation.

## **ACCOMMODATION REVIEW TERMS OF REFERENCE**

The review of a particular school or schools is to be led by an Accommodation Review Committee (ARC) appointed by the board. The ARC assumes an advisory role and will provide recommendations that will inform the final decision made by the Board of Trustees.

Each ARC must include membership drawn from the community. It is recommended that the committee include parents, educators, board officials, and community members. Trustees are not required to serve on ARCs.

School boards will provide the ARC with a Terms of Reference that describes the ARC's mandate. The mandate will refer to the board's educational and accommodation objectives in undertaking the ARC and reflect the board's strategy for supporting student achievement. The Terms of Reference will contain Reference Criteria that frame the parameters of ARC discussion. The Reference Criteria include the educational and accommodation criteria for examining schools under review and accommodation options. Examples may include grade configuration, school utilization, and program offerings.

The Terms of Reference will identify ARC membership and the role of voting and non-voting members, including board and school administration. The Terms of Reference will also describe the procedures for the ARC, including meetings; material, support, and analysis to be provided by board administration; and the material to be produced by the ARC.

School boards will inform the ARC at the beginning of the process about partnership opportunities, or lack thereof, as identified as part of boards' long-term planning process.

## **SCHOOL INFORMATION PROFILE**

School boards are required to develop a School Information Profile to help the ARC and the community understand how well school(s) meet the objectives and the Reference Criteria outlined in the Terms of Reference. The School

Information Profile includes data for each of the following four considerations about the school(s):

- Value to the student
- Value to the school board
- Value to the community
- Value to the local economy

It is recognized that the school's value to the student takes priority over other considerations about the school. A School Information Profile will be completed by board administration for each of the schools under review. If multiple schools within the same planning area are being reviewed together, the same Profile must be used for each school. The completed School Information Profile(s) will be provided to the ARC to discuss, consult on, modify based on new or improved information, and finalize.

The following are examples of factors that may be considered under each of the four considerations. Boards and ARCs may introduce other factors that could be used to reflect local circumstances and priorities, which may help to further understand the school(s).

### **Value to the Student**

- the learning environment at the school;
- student outcomes at the school;
- course and program offerings;
- extracurricular activities and extent of student participation;
- the ability of the school's physical space to support student learning;
- the ability of the school's grounds to support healthy physical activity and extracurricular activities;
- accessibility of the school for students with disabilities;
- safety of the school;
- proximity of the school to students/length of bus ride to school.

### **Value to the School Board**

- student outcomes at the school;
- course and program offerings;
- availability of specialized teaching spaces;
- condition and location of school;
- value of the school if it is the only school within the community;
- fiscal and operational factors (e.g., enrolment vs. available space, cost to operate the school, cost of transportation, availability of surplus space in adjacent schools, cost to upgrade the facility so that it can meet student learning objectives).

### **Value to the Community**

- facility for community use;

- program offerings at the school that serve both students and community members (e.g., adult ESL);
- school grounds as green space and/or available for recreational use;
- school as a partner in other government initiatives in the community;
- value of the school if it is the only school within the community.

### **Value to the Local Economy**

- school as a local employer;
- availability of cooperative education;
- availability of training opportunities or partnerships with business;
- attracts or retains families in the community;
- value of the school if it is the only school within the community.

### **ACCOMMODATION REVIEW PROCESS**

As indicated above, the public review of each school or group of schools is to be led by a local Accommodation Review Committee appointed by the board.

School boards must present to the ARC at least one alternative accommodation option that addresses the objectives and Reference Criteria outlined in the Terms of Reference. The option(s) will address where students would be accommodated; what changes to existing facilities may be required; what programs would be available to students; and transportation. If the option(s) require new capital investment, board administration will advise on the availability of funding, and where no funding exists, will propose how students would be accommodated if funding does not become available.

The Ministry recommends that, wherever possible, schools should only be subject to an accommodation review once in a five-year period, unless there are exceptional circumstances.

### ***School Information Profile***

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

### ***Public Information and Access***

School boards and ARCs are to ensure that all information relevant to the accommodation review, as defined by the ARC, is made public by posting it in a prominent location on the school board's website or making it available in print upon request. Where relevant information is technical in nature, it is to be explained in plain language.

### ***Accommodation Options***

The ARC may also create alternative accommodation options, which should be consistent with the objectives and Reference Criteria outlined in the Terms of Reference. Board administration will provide necessary data to enable the ARC to examine options. This analysis will assist the ARC in finalizing the Accommodation Report to the board.

ARCs may recommend accommodation options that include new capital investment. In such a case, board administration will advise on the availability of funding. Where no funding exists, the ARC with the support of board administration will propose how students would be accommodated if funding does not become available.

As the ARC considers the accommodation options, the needs of all students in schools of the ARC are to be considered objectively and fairly, based on the School Information Profile and the objectives and Reference Criteria outlined in the Terms of Reference.

### ***Community Consultation and Public Meetings***

Once an accommodation review has been initiated, the ARC must ensure that a wide range of school and community groups is invited to participate in the consultation. These groups may include the school(s)' councils, parents, guardians, students, school staff, the local community, and other interested parties.

As indicated above, the ARC will consult about the customized School Information Profile prepared by board administration and may make changes as a result of the consultation. The ARC will also seek input and feedback about the accommodation options and the ARC's Accommodation Report to the board. Discussions will be based on the School Information Profile(s) and the ARC's Terms of Reference.

Public meetings must be well publicized, in advance, through a range of methods and held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school(s). Public meetings are to be structured to encourage an open and informed exchange of views. All relevant information developed to support the discussions at the consultation is to be made available in advance.

At a minimum, ARCs are required to hold four public meetings to consult about the School Information Profile, the accommodation options, and the ARC Accommodation Report.

Minutes reflecting the full range of opinions expressed at the meetings are to be kept, and made publicly available. ARCs and board administration are to respond to questions they consider relevant to the ARC and its analysis, at

meetings or in writing appended to the minutes of the meeting and made available on the board's website.

### ***ARC Accommodation Report to the Board***

The ARC will produce an Accommodation Report that will make accommodation recommendation(s) consistent with the objectives and Reference Criteria outlined in the Terms of Reference. It will deliver its Accommodation Report to the board's Director of Education, who will have the Accommodation Report posted on the board's website. The ARC will present its Accommodation Report to the Board of Trustees. Board administration will examine the ARC Accommodation Report and present the administration analysis and recommendations to the Board of Trustees. The Board of Trustees will make the final decision regarding the future of the school(s). If the Board of Trustees votes to close a school or schools, the board must outline clear timelines around when the school(s) will close.

### **TIMELINES FOR AN ACCOMMODATION REVIEW PROCESS**

After the intention to conduct an accommodation review of a school or schools has been announced by the school board, there must be no less than 30 calendar days notice prior to the first of a minimum of four public meetings.

Beginning with the first public meeting, the public consultation period must be no less than 90 calendar days.

After the ARC completes its Accommodation Report it is to make the document publicly available and submit the document to the school board administration. After the submission of the Accommodation Report, there must be no less than 60 calendar days notice prior to the meeting where the Board of Trustees will vote on the recommendations.

Summer vacation, Christmas break and Spring break, including adjacent weekends, must not be considered part of the 30, 60 or 90 calendar day periods. For schools with a year-round calendar, any holiday that is nine calendar days or longer, including weekends, should not be considered part of the 30, 60 or 90 calendar day periods.

### **APPLICATION OF ACCOMMODATION REVIEW GUIDELINES**

The *Guideline* applies to schools offering elementary or secondary regular day-school programs. The following outlines circumstances where school boards are not obligated to undertake an accommodation review in accordance with this *Pupil Accommodation Review Guideline*. In these circumstances, a board is expected to consult with local communities about proposed accommodation options for students in advance of any decision by the board.

- Where a replacement school is to be rebuilt by the board on the existing site, or rebuilt or acquired within the existing school attendance boundary as identified through the board's existing policies;

- When a lease is terminated;
- When a board is planning the relocation in any school year or over a number of school years of a grade or grades, or a program, where the enrolment constitutes less than 50% of the enrolment of the school; this calculation is based on the enrolment at the time of the relocation or the first phase of a relocation carried over a number of school years;
- When a board is repairing or renovating a school, and the school community must be temporarily relocated to ensure the safety of students during the renovations
- Where a facility has been serving as a holding school for a school community whose permanent school is over-capacity and/or is under construction or repair.



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## Pupil Accommodation Review Terms of Reference

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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.