



# North ARC

## Secondary Accommodation Review

Delta – Glendale – Orchard Park – Parkview – Sir John A. Macdonald – Sir Winston Churchill

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

**Report From:** North Secondary Accommodation Review Committee

**Submitted On:** January 12, 2012

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## **1.0 Executive Summary**

At the March 22, 2010 Board meeting, the Hamilton-Wentworth School Board Trustees approved a recommendation to initiate an accommodation review for the north cluster of secondary schools which includes Delta, Glendale, Orchard Park, Parkview, Sir John A. Macdonald and Sir Winston Churchill. The mandate of the Accommodation Review Committee (ARC) was to produce a report to the Board which addressed a number of different criteria including accommodation, facility condition, program, transportation, funding and implementation. The North ARC, comprised of parents, students, community representatives, principals, teachers, trustees and non-teaching staff began its work on January 11, 2011.

Over the course of ten (10) working group meetings and four (4) public meetings the North ARC believes that the following recommendation satisfies the mandate of the Committee:

- The closure of Delta, Parkview and Sir John A. Macdonald Secondary Schools in June 2015 and the construction of a new school on a centrally located site with a target opening date of September 2015.

This report provides the supporting analysis to the recommendation and details the work completed by the North ARC throughout the entire process.

## **2.0 Accommodation Review Process**

In June 2009, the Ministry of Education revised its “Pupil Accommodation Review Guideline” which outlines the necessary steps to follow when school closures are being considered. In accordance with the guideline, the Hamilton-Wentworth District School Board revised its Pupil Accommodation Review Policy (No. 12.0, Appendix A-2), in December 2009.

The Pupil Accommodation Review Policy states that the Hamilton-Wentworth District School Board is committed to providing viable learning programs in quality facilities in a fiscally responsible manner. Various factors may result in the need to consolidate, close or relocate one or more schools in order to align pupil accommodation with resident enrolment. These factors include: changes in demographics and/or student enrolment, mobility rates and/or migration patterns, government policies or initiatives, curriculum or program demands, operating costs, and the physical limitations of buildings.

## **2.1 Purpose of the Accommodation Review**

School Boards in Ontario are responsible for providing schools for their students and for operating and maintaining their schools as effectively and efficiently as possible to support student achievement. The purpose of the Board's Pupil Accommodation Review Policy is to provide direction regarding public accommodation reviews undertaken to determine the future of a school or group of schools.

The ARC serves as an advisory body to the Board of Trustees of the Hamilton-Wentworth District School Board. The mandate of the North ARC, as outlined in the Terms of Reference (Appendix A-1), is to produce a report to the Board that encompasses the following:

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

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

**(c) Program:** Develop recommendations around the strategic locations of Secondary School programs, including, but not limited to, Regular, Vocational, Programs of Choice, Specialist High Skills Majors, French Immersion, Community and Continuing Education, Special Education, Alternative Education, Supervised Alternative Learning for Excused Pupils, Gateway, Care Treatment and Correctional Programs.

- Take into consideration the "Secondary Education of the Future" report

**(d) Transportation:** Develop recommendations that address the implications of other recommendations on pupil transportation.

**(e) Funding:** Develop a funding strategy to address any capital works that are contemplated in the recommendations above.

**(f) Implementation:** Develop recommendations for implementation timeframes for any of the above recommended changes.

**(g) Scope:** The ARC's work (i.e., discussion and recommendations) applies only to the following schools: Sir John A. Macdonald, Parkview, Delta, Sir Winston Churchill, Glendale and Orchard Park.

**(h) Timeline:** The ARC will complete its work and submit its report to the Director of Education by Thursday, January 12, 2012.

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 (ARC)**

The Board’s policy stipulates that ARC membership will consist of the following persons:

- **Chair - One Member of Executive Council** (who will not have any “voting” status);

### **Voting Members Include the Following:**

- **One Principal** who is not directly associated with any of the schools in the Review Area (*to be chosen by the respective Principals’ Association*);
- **One Teacher** who is not directly associated with any of the schools in the Review Area (*to be chosen by the respective Teacher Union Executive*);
- **Two Student Leaders** from outside the review area;
- **Two “Public School Supporter” Community Leaders** (*Community Leaders must not be directly associated with any of the schools in the Review Area. Community Leaders are to be appointed by the Parent Involvement Committee*);
- **Two Parent Representatives** from each of the schools directly affected by the accommodation review (*to be appointed by School Council*).

### **Non-voting Members include the Following:**

- **Any Superintendent of Education** whose direct responsibilities include a school in the Review Area;
- **The Trustee(s)** whose ward includes a school in the Review Area;
- **The Ward Councilor(s)** whose ward includes a school in the Review Area;
- **One Principal** from each of the schools directly affected by the accommodation review;
- **One Teacher** from each of the schools directly affected by the accommodation review (*to be chosen by teaching peers*);

- **One Non-Teaching Staff Representative** from each of the schools directly affected by the accommodation review (to be chosen by non-teaching staff members at each of the schools).

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

<b>Name</b>	<b>Affiliation</b>	<b>Representing</b>
Vicki Corcoran, Superintendent of Leadership and Learning		Chair
<b>VOTING MEMBERS</b>		
Rick Kunc	Hamilton-Wentworth DSB	One Principal Representative
<i>Declined</i>	Hamilton-Wentworth DSB	One Teacher Representative
Annie Fu Mohamud Mohamed Mohamud	Hamilton-Wentworth DSB	Two Student Leader Representatives
Michael Chalupka Grant Thomas	Hamilton-Wentworth DSB	Two Public School Community Leader Representatives
Michele Cameron Sandra Binns	Delta	Two Parent Representatives
Lisa Deys Jane Withers	Glendale	Two Parent Representatives
Marie Jackson Anna Busse	Orchard Park	Two Parent Representatives
Barb Wachner Laura Gill	Parkview	Two Parent Representatives
Jane Henry Prema Rao	Sir John A. Macdonald	Two Parent Representative
Joyce Schneider Dawn Spencer	Sir Winston Churchill	Two Parent Representatives
<b>NON-VOTING MEMBERS</b>		
Pat Rocco Pam Reinholdt Peter Joshua	Hamilton-Wentworth DSB	Area Superintendents of Education
Judith Bishop Tim Simmons Ray Mulholland Todd White Robert Barlow	Hamilton-Wentworth DSB	Area Trustees
Jason Farr Bernie Morelli Sam Merulla Chad Collins Maria Pearson	City of Hamilton	Area Ward Councillors
Bob Pratt	Delta	Principal
Lawrie Cook	Glendale	Principal
Marco Barzetti	Orchard Park	Principal
Paul Beattie	Parkview	Principal
Don Pente	Sir John A. Macdonald	Principal

Glenn Cooke	Sir Winston Churchill	Principal
Danielle Bawden	Delta	Teacher
Scott Barr	Glendale	Teacher
Mark Currie	Orchard Park	Teacher
Michael Root	Parkview	Teacher
Carol Town	Sir John A. Macdonald	Teacher
Geoff Coombs	Sir Winston Churchill	Teacher
<i>Declined</i>	Delta	Non-Teaching Staff Representative
<i>Declined</i>	Glendale	Non-Teaching Staff Representative
<i>Declined</i>	Orchard Park	Non-Teaching Staff Representative
Nancy Leach	Parkview	Non-Teaching Staff Representative
Jim Holubeshen	Sir John A. Macdonald	Non-Teaching Staff Representative
Marilyn Bratkovich	Sir Winston Churchill	Non-Teaching Staff Representative

### 2.3 Meetings of the Accommodation Review Committee

In preparation for the four public meetings, the ARC was also involved in ten (10) 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 (February 22, 2011, Sir John A. Macdonald Secondary School) – Appendix D

##### Members of the Public that Signed In: 18

At the first public meeting, resource staff outlined the ARC's mandate, provided an overview of the accommodation review process, reviewed the data contained within the School Information Profiles (SIP) and presented the proposed accommodation option created by Board staff. After the presentations by resource staff, the ARC Chair facilitated a question/answer session with members of the public to seek input on the information contained in the SIP. In preparation for Public Meeting #1, the ARC held the following working group meetings:

- Working Group Meeting #1 (January 11, 2011) – Appendix B
- Working Group Meeting #2 (February 1, 2011) - Appendix C



**b) Public Meeting #2 (May 24, 2011, Glendale Secondary School) – Appendix H**

**Members of the Public that Signed In: 37**

At the second public meeting, resource staff provided an overview of the accommodation review process. ARC members reviewed the work that they had completed to date and presented four (4) “concept options” developed by the ARC. After the presentations, the ARC Chair facilitated a question/answer session with members of the public to seek input regarding the ARC’s “Concept Options”. In preparation for Public Meeting #2, the ARC held the following working group meetings at which input from Public Meeting #1 was considered.

- Working Group Meeting #3 (March 22, 2011) – Appendix E
- Working Group Meeting #4 (April 12, 2011) – Appendix F
- Working Group Meeting #5 (May 3, 2011) – Appendix G

**c) Public Meeting #3 (October 25, 2011, Sir Winston Churchill Secondary School) – Appendix L**

**Members of the Public that Signed In: 15**

At the third public meeting, resource staff provided an overview of the accommodation review process. Members of the ARC reviewed the work that they had completed to date, presented their proposed accommodation option and discussed the next steps of the committee. After the presentations, the ARC Chair facilitated a question/answer session with members of the public to seek input on the information presented. In preparation for Public Meeting #3, the ARC held the following working group meetings at which input from Public Meeting #2 was considered.

- Working Group Meeting #6 (June 14, 2011) – Appendix I
- Working Group Meeting #7 (September 13, 2011) – Appendix J
- Working Group Meeting #8 (October 4, 2011) – Appendix K

**d) Public Meeting #4 (December 6, 2011, Sir John A. Macdonald Secondary School) – Appendix N**

**Members of the Public that Signed In: 20**

At the fourth public meeting, resource staff provided an overview of the accommodation review process while ARC members presented their final recommendations. The presentation provided a draft outline of the ARC report that will be presented to the Director of Education on January 12, 2012. After the presentations, the ARC Chair facilitated a question/answer session with members of the public to seek input on the ARC’s

final recommendations and on the framework of the ARC report. In preparation for Public Meeting #4, the ARC held the following working group meetings at which input from Public Meeting #3 was considered.

- Working Group Meeting #9 (November 15, 2011) – Appendix M

One final Working Group Meeting (#10) was held on January 10, 2012 to review community input from Public Meeting #4 prior to finalizing the ARC recommendations and report.

Detailed minutes of all of the public meetings and working group meetings were recorded, made available to the public via the Board’s website and have been attached as appendices to this report.

## **2.4 Resources Available to the Accommodation Review Committee**

Throughout the entire process ARC members relied on a number of resources and data to assist them in developing and assessing potential accommodation options. These resources include the School Information Profiles (Appendix B-6), the ARC resource binder 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 (SIP)**

Prior to the commencement of the ARC, the Board, in accordance with the Ministry of Education Guideline developed and approved a School Information Profile. The SIP is a “tool” available to the ARC and 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 information 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 Guideline (Appendix A-3), the Hamilton-Wentworth District School Board presented an alternative accommodation option which addressed the objectives and Reference Criteria as outlined in the Terms of Reference. The option created by Board staff proposed the closure of Delta Secondary School and Parkview Secondary School in June 2013 with those students being redistributed to the remaining facilities, effective September 2013 (Appendix C-15).

#### **2.4.3 School Tours**

Tours of the facilities involved in the ARC process were conducted on Saturday, March 26, 2011. During that time, ARC members were provided with the opportunity to participate in a guided tour of schools included in the accommodation review process (Appendix C-18). The 30-45 minute tours included a site walk of the outside of the facility as well as a tour of the interior (i.e., gymnasium, classrooms, library, 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 were also available to respond to requests for additional information from the ARC, as directed by the Chair of the ARC.

### **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, and advertisements in local community newspapers (Appendix P-1 and P-2). 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

question/answer 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. All input received from the community either through email or during the public meetings was taken into consideration as the ARC developed its final recommendations.

In addition to community input, the ARC also requested presentations from three community groups. These presentations were made during working group meetings and played an integral part in the ARCs decision making process. These presentations include:

- David Derbyshire, Community Planning Team (Appendix F-11)
- Terry Cooke, Hamilton Community Foundation (Appendix I-10)
- Paul Johnson: Director of Neighbourhood Development Strategies, City of Hamilton (Appendix K-5)

### **3.0 North ARC Recommendations**

The North Accommodation Review Committee is proposing the following recommendations for the Trustees of the Hamilton-Wentworth District School Board to consider:

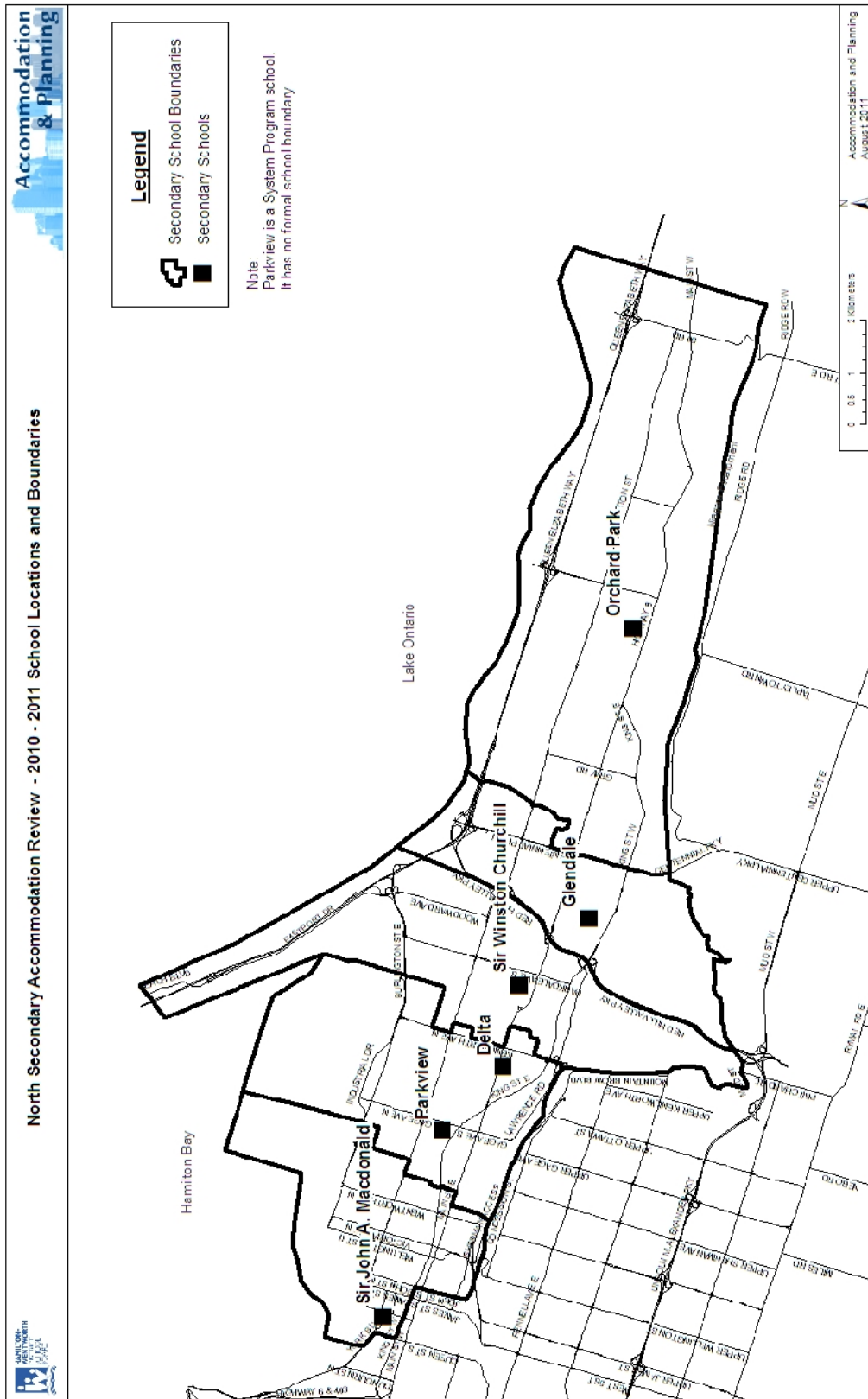
1. The closure of Delta Secondary School, Parkview Secondary School and Sir John A. Macdonald Secondary School in June 2015 and the construction of a new secondary school to be located on a site between Delta Secondary School and Sir John A. Macdonald Secondary School with a target opening date of September 2015.

Please Note: It is the expectation of the North ARC that the new school will include a 700-seat theatre and that space for community partnerships be included where interest and support is evident.

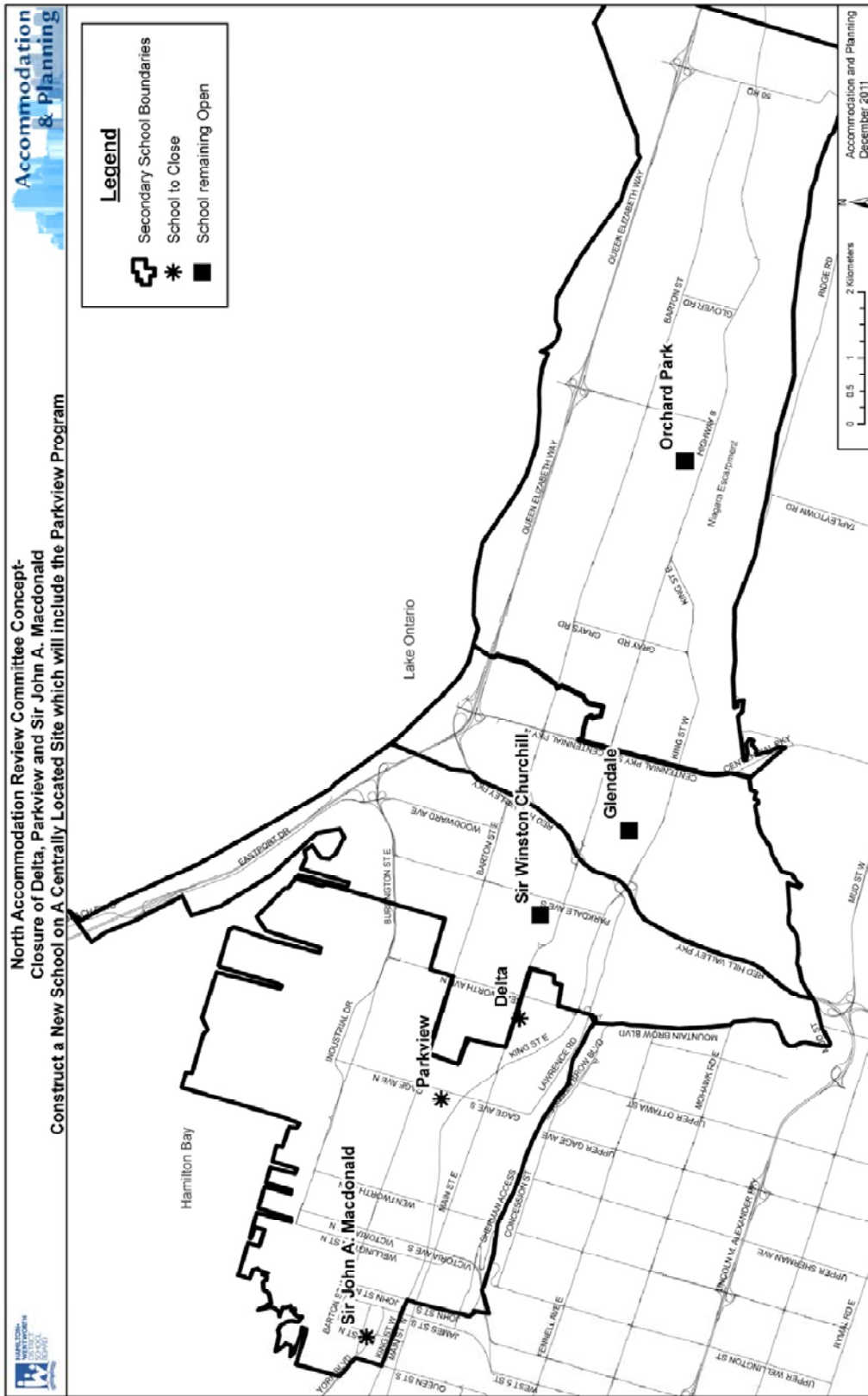
2. The proposed boundaries for the new school, as outlined in Map #2, would include all of the existing Sir John A. Macdonald catchment area and the majority of the Delta boundary along with the Parkview program. Under this boundary proposal, Queen Mary (currently an associate school for Delta) would become an associate school for Sir Winston Churchill.
3. That all schools remain open until such time as the new facility is ready to open in September 2015 and the students will move en masse to the new school.

4. The creation of a post-ARC committee comprised of school council members, students, parents, staff and community members to inform direction around the transition, program, facilities and supports for the preservation of the Parkview Program.
  
5. That the Facilities Management Department will consult with the principal and specialists to ensure that the remaining facilities meet the program strategy and address the renewal needs as outlined by this ARC Committee.

# Map #1: Current Situation



# Map #2: North ARC Recommended Option (Proposed Boundaries)



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

**(a) Accommodation**

- One of the fundamental challenges faced by the North ARC was to develop an accommodation strategy which would address the number of surplus pupil places in the cluster both in the short- and long-term in spite of an ongoing decline in secondary enrolment. As of October 2010 there were 5,421 students attending the six schools located within this cluster for an overall utilization rate of 77%. Long-term projections indicate that over the course of the next ten years, enrolment is projected to decline to approximately 4,300 students with the overall utilization at 62% (Table 1). During that same time period the number of surplus pupil spaces is projected to increase from 1,614 to approximately 2,700.

The North ARC has recommended the closure of Delta, Parkview and Sir John A. Macdonald in June 2015 and the construction of a new facility, with a target opening date of September 2015. Under this option, the overall utilization of the cluster will improve to 98% by 2015 (the year of implementation) and 91% by 2020 (Table 2). Under this scenario, there will be approximately 100 surplus pupil places in 2015 increasing to approximately 400 by 2020. The recommended boundary for the new school would include all of the existing Sir John A. Macdonald catchment area and the majority of the Delta boundary along with the Parkview program. Under this boundary proposal, Queen Mary (currently an associate school for Delta) would become an associate school for Sir Winston Churchill. The following tables summarize the historical and projected by-school enrolments/utilization rates for the current situation and the North ARC recommendation.

**Table 1: Historical and Projected Enrolment (Current Situation)**

Secondary School	2010 OTG Capacity	2010/2011	% Utiliz.	2015/2016	% Utiliz.	2020/2021	% Utiliz.
Delta	1,431	775	54%	635	44%	641	45%
Glendale	1,122	930	83%	883	79%	809	72%
Orchard Park	1,290	1,137	88%	1,096	85%	1,133	88%
Parkview	534	266	50%	244	46%	229	43%
Sir John A. Macdonald	1,569	1,122	72%	793	51%	726	46%
Sir Winston Churchill	1,089	1,191	109%	992	91%	806	74%
<b>Total</b>	<b>7,035</b>	<b>5,421</b>	<b>77%</b>	<b>4,643</b>	<b>66%</b>	<b>4,344</b>	<b>62%</b>



**Table 2: Historical and Projected Enrolment (North ARC Recommendation)**

Secondary School	2015 OTG Capacity		2015/ 2016	% Utiliz.	2020/ 2021	% Utiliz.
Delta	--		--	--	--	--
Glendale	1,122		883	79%	809	72%
Orchard Park	1,290		1,096	85%	1,133	88%
Parkview	--		--	--	--	--
Sir John A. Macdonald	--		--	--	--	--
Sir Winston Churchill	1,089		1,189	109%	1,050	92%
New School	1,250*		1,475	118%	1,397	112%
<b>Total</b>	<b>4,751</b>		<b>4,643</b>	<b>98%</b>	<b>4,344</b>	<b>91%</b>

\*Note: Proposed capacity, may be subject to change

### (b) Facility Condition

- According to the ReCAPP® (Renewal Capital Asset Planning Process) software, the current back-log of renewal needs for the six schools is estimated to be approximately \$55,000,000. Assuming that no additional repair work is undertaken in the interim, this total is projected to increase to approximately \$90,000,000 by 2020 (Table 3).

With the closure of Delta, Parkview and Sir John A. Macdonald, the ARC's recommended proposal would remove the three schools with the highest Facilities Condition Index (FCI) in this cluster from the Board's inventory; thereby eliminating approximately \$53,000,000 in future renewal needs (Table 4). FCI is the comparison of the renewal needs of the building relative to the replacement value of the building. The higher the FCI, the poorer the condition of the building.

The future renewal needs for the remaining schools would be addressed through the Board's annual renewal plan developed by the Facilities Management Department. The following tables identify the current and projected renewal needs of all six schools contained within this accommodation review under both the current situation and North ARC recommendation.

**Table 3: Estimated Renewal Needs (Current Situation)**

Secondary School	2010	2010 FCI	2020	2020 FCI
Delta	\$14,381,717	31%	\$26,132,092	57%
Glendale	\$4,448,173	18%	\$9,280,413	38%
Orchard Park	\$6,795,521	21%	\$12,102,735	37%
Parkview	\$4,142,059	33%	\$6,892,082	56%
Sir John A. Macdonald	\$15,475,567	41%	\$20,419,480	55%
Sir Winston Churchill	\$9,923,629	32%	\$15,191,957	49%
<b>Total</b>	<b>\$55,166,666</b>		<b>\$90,018,759</b>	

**Table 4: Estimated Renewal Needs (North ARC Recommendation)**

Secondary School	2010	2010 FCI	2020	2020 FCI
Delta	\$14,381,717	31%	--	--
Glendale	\$4,448,173	18%	\$9,280,413	38%
Orchard Park	\$6,795,521	21%	\$12,102,735	37%
Parkview	\$4,142,059	33%	--	--
Sir John A. Macdonald	\$15,475,567	41%	--	--
Sir Winston Churchill	\$9,923,629	32%	\$15,191,957	49%
<b>Total</b>	<b>\$55,166,666</b>		<b>\$36,575,105</b>	
<b>Difference vs. Current Situation</b>			<b>(\$53,443,654)</b>	

**(c) Program**

- In an attempt to evenly distribute programming across the entire North cluster of schools, the Committee has made the following proposals regarding program type and placement. The following tables summarize the existing programs currently offered at the schools along with those that have recently been introduced and/or relocated from one of the schools that have been recommended for closure. The recommended location and implementation of these programs is contingent on Trustee approval and student interest.

**Table 5: New Secondary School Program Strategy**

<b>Programs of Choice (POC)/ Specialization</b>	<b>Specialist High Skills Major (SHSM)</b>	<b>Special Education</b>
Arts Academy	Energy: Alternative Sources & Energy Efficiency	Tier 1: Resource Support Program
Basketball Academy	Hospitality & Tourism: Food Services	Tier 2: Comprehensive Support Program
ESL/ELD	Arts & Culture: Fine Arts	Tier 3: Graduated Support Program
NYA:WEH Program	Horticulture & Landscaping	
OPS (Ontario Public Service): Learn and Work Program	Information & Communication Technology	
ALPHA Program (ELL)		
Advanced Placement (A.P)		
Cosmetology		

**Table 6: Glendale Program Strategy**

<b>Programs of Choice (POC)/ Specialization</b>	<b>Specialist High Skills Major (SHSM)</b>	<b>Special Education</b>
ALPHA Program	Arts & Culture	Tier 1: Resource Support
ESL/ELD	Health & Wellness*	Tier 3: Extensive Support Program, Autism
International Baccalaureate (IB)	Business*	Tier 2: Comprehensive Support*
Soccer Academy	Non-Profit*	
Strings*	Transportation*	
French Immersion (FI)*		

**Table 7: Orchard Park Program Strategy**

<b>Programs of Choice (POC)/ Specialization</b>	<b>Specialist High Skills Major (SHSM)</b>	<b>Special Education</b>
Basketball Academy	Hospitality & Tourism: Food Services	Tier 1: Resource Support
Fashion & Aesthetics Industry	Construction*	Tier 3: Specific Support Program, Developmental
Football Academy	Health & Wellness (Fitness Focus)*	Tier 3: Graduated Support Program
Robotics	Justice & Community Service*	Tier 2: Comprehensive Support*
Advanced Placement*		

**Table 8: Sir Winston Churchill Program Strategy**

<b>Programs of Choice (POC)/ Specialization</b>	<b>Specialist High Skills Major (SHSM)</b>	<b>Special Education</b>
Environmental Program, Grd 12	Health & Wellness	Tier 1: Resource Support
Hockey Academy	Personal Support Worker	Tier 3: Specific Support Program, Developmental
Outbound*	Hospitality & Tourism: Food Services*	Tier 3: Graduated Support Program
NYA:WEH Program*	Arts & Culture: Digital Media*	Comprehensive Support Program*
	Aviation & Aerospace*	
	Environment*	
	Manufacturing*	

\*New programs and/or those that have been relocated from one of the schools being recommended for closure.

**(d) Transportation**

- The Board’s existing Transportation Policy (Appendix F-3) states that secondary students residing in “all developed urban areas” will be eligible for transportation services when the walking distance exceeds 3.2km. Approximately 83% of the total student population across the entire north cluster presently reside within walking distance to their home school, while 17% are eligible for transportation. The proposed ARC option would result in approximately 79% of the total student population in the North cluster residing within walking distance to their home school, thereby increasing the total number of students eligible for transportation to 21% (Appendix M-3). There are a number of additional factors, such as the exact location of the new school site, which must be considered prior to determining the full impact that the North ARC recommendation will have on transportation.

**(e) Funding**

- The following table summarizes the estimated costs and potential funding sources associated with the North ARC recommendation. Approximately \$9,000,000 or 22% of the entire project can be self-funded through the proceeds of disposition from the sale of the school sites proposed for closure. The balance of funds would be requested from the Ministry of Education through the submission of a business case (Table 9). Should no additional funding become available through the Ministry of Education, the ARC requests that Board staff explore alternate funding strategies (i.e., community partnerships, private-public partnerships, etc.).

To date, the HWDSB has only received one letter of interest from a suitable organization willing to explore the possibility of a potential partnership as it relates to a new secondary school. The possibility of a partnership will be explored in more detail once the Board of Trustees have made their final decision and a suitable site for the new school has been located.

**Table 9: North ARC Recommended Funding Strategy**

Estimated Costs		
1.	New Construction (1,250 Pupil Place School)	\$32,513,395
2.	Land Acquisition (15 acre site @ \$400,000/acre)	\$6,000,000
3.	Program Strategy	\$2,700,000
4.	Other (i.e. parkland dedication, moving costs, etc.)	\$350,000
5.	Sub Total (Line 1 through 4)	<b>\$41,563,395</b>
Potential Funding Sources		
6.	Proceeds of Disposition (@ \$400,000/acre)	(\$8,945,000)
7.	Ministry of Education (New School)	(\$32,513,395)
8.	Sub Total (Line 4 + 6)	<b>(\$41,458,395)</b>
Potential Cost to the Board (Line 5 – 8)		<b>\$105,000</b>

**(f) Implementation**

- The North ARC has proposed the closure of Delta, Parkview and Sir John A. Macdonald in June 2015 and the construction of a new secondary school with a target opening date of September 2015. The Committee has also recommended that in order to minimize disruption, no student should move until such time as construction of the new school is complete.

**(g) Scope**

- The schools identified in the Terms of Reference include: Delta – Glendale – Orchard Park – Parkview – Sir John A. Macdonald – Sir Winston Churchill

**(h) Timeline**

- The final ARC report was submitted to the Director of Education on Thursday, January 12, 2012.

## **4.0 Additional Considerations**

As part of their recommended option, the North Accommodation Review Committee members request the Board of Trustees take the following considerations into account when making its final decision.

### **1. Parkview Program**

Throughout the entire ARC process, the one issue that resonated most with Committee members and the public was the safe environment and programming offered at Parkview Secondary School. The Parkview community including students, staff and family members were present at all of the public meetings to ensure that their voices were heard. The Committee, through numerous hours of deliberation, came to the conclusion that the Parkview program is not solely defined by the physical structure of the building. What makes the program successful is the staff and as long as the students and staff remain together, in this case as part of a new school, then the program will remain successful. The recommendation to include the Parkview students as part of the proposed new school ensures that needs of both the students and the program can be factored into the design of the new facility. To that end, the North ARC has recommended that the creation of a post-ARC committee comprised of school council members, students, parents, staff and community members to inform direction around the transition, program, facilities and supports for the preservation of the Parkview program.

### **2. Location of the New School**

The North ARC has recommended that the new school be constructed on a site to be located between the existing Delta and Sir John A. Macdonald school sites. A new school in this location would ensure that it is centrally located within its proposed boundary while minimizing the walking distance. Although the Hamilton-Wentworth District School Board does not currently own a site in this location, the North ARC believes that this is the ideal location and that rebuilding on one of the existing sites (i.e., Sir John A. Macdonald, Parkview or Delta) would be challenging as a result of the site sizes and also because this would leave too large of a void between the remaining schools. Furthermore, the construction of a new school in this location would complement the City of Hamilton's proposed revitalization plan for the area.

## 5.0 Summary

In March 2010, Trustees of the Hamilton-Wentworth District School Board initiated an Accommodation Review process which included Delta, Glendale, Orchard Park, Parkview, Sir John A. Macdonald, and Sir Winston Churchill secondary schools. The Accommodation Review was initiated by Trustees to address the long-term viability of this group of schools. Over the course of the past decade, enrolment in the area has steadily declined as the surrounding communities mature while the renewal requirements at each of the facilities continue to escalate.

An Accommodation Review Committee, consisting of parents, principals, teachers, students, trustees, community representatives and non-teaching staff, began their work in January 2011 to develop an accommodation strategy for the six (6) schools identified within the Terms of Reference. Over the course of ten (10) 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 North ARC developed several possible accommodation options. Through further consultation and feedback from the community, the North ARC chose to recommend the closure of three secondary schools (Delta, Parkview and Sir John A. Macdonald) in June 2015 and the construction of a new secondary school with a target opening date of September 2015. The North ARC worked collectively in order to address the needs of all students and the school communities throughout the North cluster of secondary schools. The Committee originally considered four alternate options throughout the process and believes that their final recommendation best addresses the criteria established by the ARC in addition to the criteria identified as part of the ARC mandate through the following:

- Considering the needs of all students across the North cluster of schools through the equal distribution of program and supports
- Locating schools strategically across the North cluster to allow for equal access by all students
- Eliminating the surplus pupil places and increasing the overall utilization rate at the remaining facilities
- Incorporating input from public meetings and community presentations
- Providing a sustainable funding solution which eliminates high renewal need schools from the Board's inventory while at the same time having the ability to self-fund a portion of a new secondary school in the lower city through proceeds of disposition from the sale of three school sites

- Contributing to the revitalization of the lower City of Hamilton

While the decision to close schools is never an easy process, the North ARC believes that the proposed accommodation strategy as outlined in this report will best address the long-term needs of all students residing in the North cluster.



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