



## **Pupil Accommodation Review for George Harvey Collegiate Institute and York Memorial Collegiate Institute – Initial Staff Report**

**To:** Committee of the Whole

**Date:** 29 January, 2020

**Report No.:** 01-20-3828

### **Strategic Directions**

- Provide Equity of Access to Learning Opportunities for All Students
- Allocate Human and Financial Resources Strategically to Support Student Needs

### **Recommendation**

It is recommended:

- a) That a pupil accommodation review be established for George Harvey Collegiate Institute and York Memorial Collegiate Institute; and
- b) That the review proceed as a modified pupil accommodation review process as per the Accommodation and Program Review Policy P068.

### **Context**

The purpose of this report is to request approval for the establishment of a pupil accommodation review for George Harvey Collegiate Institute and York Memorial Collegiate Institute. The schools are located in Ward 6 (Trustee Tonks).

A pupil accommodation review is required to develop a student accommodation plan for these two schools. This study was included in the TDSB's Long-Term Program and Accommodation Strategy 2019-2028 to address under-utilization and identify the best location for the schools. George Harvey CI is 37% utilized and the York Memorial CI and the George Harvey CI sites are in close proximity (700 metres apart). The fire that devastated the York Memorial CI building has caused an urgent need for the review to be completed now in order to provide certainty for the students, parents and staff of

York Memorial CI about the future of their school and to ensure that the building does not sit dormant in its current state for a prolonged period of time.

A modified pupil accommodation review is recommended to expedite the process and receive a decision on the future of the York Memorial site as quickly as possible. The modified process would enable the review to conclude with recommendations going to the Board of Trustees in June 2020 for decision making. A standard pupil accommodation review would extend into the 2020-21 school year. Another reason for the modified review is that the scope of the review will be minimal – it will focus on two schools, George Harvey CI and York Memorial CI. The TDSB has used the modified process in the past. It was used in the review of Vaughan Road Academy.

As per the Ministry of Education's Pupil Accommodation Review Guideline and the TDSB's Accommodation and Program Review Policy P068, a modified review can be approved by the Board of Trustees when the affected schools satisfy at least one of four conditions specified in the policy. In this situation, the under-utilization condition is met – George Harvey CI is currently 37% utilized, well below the threshold of 65% identified in the policy, and is projected to remain at this level for the next five years.

The pupil accommodation review process begins with an Initial Staff Report providing background on the involved schools and the issues to be addressed. The Initial Staff Report contains a minimum of three scenarios for the accommodation of students and indicates which scenario is recommended by staff at this time. These scenarios are discussed in the ensuing public consultations for feedback. The pupil accommodation review process concludes with a Final Staff Report presented to the Board of Trustees for decision making. The Final Staff Report presents the original scenarios and any additional scenarios that were developed in the consultations. It includes a summary of all feedback received.

Appendix A contains the Initial Staff Report for this pupil accommodation review. The report has been created using a draft template provided to TDSB staff by the Ministry of Education at the beginning of January 2020. Once finalized and released by the Ministry, the use of the template for Initial Staff Reports will be mandatory for all Ontario school boards.

Appendix B contains the TDSB's Pupil Accommodation Review Procedure PR598 that has been updated to reference the template. A full description of the modified process can be found in the procedure.

## **Action Plan and Associated Timeline**

If approved by the Board of Trustees, the modified pupil accommodation review will commence in February 2020. Meetings will be held with the students, parents and staff of George Harvey CI and York Memorial CI from February to April 2020. A public meeting will be held in the middle of April 2020. The Final Staff Report will be presented to a Special Committee of the Whole on June 3, 2020. The Final Staff Report will be submitted to the Board of Trustees on June 17, 2020 for decision making.

## **Resource Implications**

The costs incurred in conducting the pupil accommodation review will be supported by the existing budget of the Strategy and Planning Department.

## **Communications Considerations**

During the pupil accommodation review process, notices and information will be provided to the students, parents, and staff of George Harvey CI and York Memorial CI as well as the surrounding school community. Detailed information about the review will also be posted on the TDSB's public website in the Accommodation Reviews section.

## **Board Policy and Procedure Reference(s)**

Policy P068 Accommodation and Program Review

Procedure PR598 Pupil Accommodation Review

## **Appendices**

- Appendix A: Pupil Accommodation Review for George Harvey Collegiate Institute and York Memorial Collegiate Institute – Initial Staff Report
- Appendix B: Pupil Accommodation Review Procedure PR598

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**PUPIL ACCOMMODATION REVIEW FOR  
GEORGE HARVEY COLLEGIATE INSTITUTE AND  
YORK MEMORIAL COLLEGIATE INSTITUTE**

**INITIAL STAFF REPORT**

TORONTO DISTRICT SCHOOL BOARD  
JANUARY 29, 2020

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## 1. EXECUTIVE SUMMARY

### **Ministry of Education Statement**

The purpose of a pupil accommodation review is to bring forward scenarios that enhance educational opportunities for students while optimizing board resources. It is to be expected that among the various scenarios, those proposed and those that have yet to be identified, there will be a combination of positive and negative impacts. It is for the Board of Trustees to weigh the pros and cons of each scenario and make the best decision for their students and the school board.

While the Initial Staff Report does identify a recommended scenario, this initial board staff recommendation is not to be construed as the preferred or already-approved scenario by the Board of Trustees. It is merely the scenario that staff, at this preliminary stage of the pupil accommodation review, feel is the best scenario upon which to initiate the review process. It is possible that during the pupil accommodation review process new scenarios could be brought forward for consideration. Should this occur, the Board of Trustees is expected to select the best scenario from all the scenarios generated – prior to or following the commencement of the pupil accommodation review.

For further guidance on the pupil accommodation review process please refer to the Pupil Accommodation Review Guideline and/or the Parent's Guide to Pupil Accommodation Reviews available on the Ministry of Education public website.

### **Purpose of the Report**

The purpose of this Initial Staff Report is to provide the Board of Trustees with background information about George Harvey CI and York Memorial CI and to request approval to conduct a modified pupil accommodation review involving these two schools. The need to conduct the modified pupil accommodation review at this time is due to the fire that significantly damaged the York Memorial CI building. This review is consistent with the TDSB's Long-Term Program and Accommodation Strategy which identified a study of George Harvey CI and York Memorial CI to address under-utilization and the distribution of sites.

## **1A. WHY A PUPIL ACCOMMODATION REVIEW IS NEEDED AND DECISION SOUGHT**

A pupil accommodation review is needed to develop a student accommodation plan for George Harvey CI and York Memorial CI. This study was included in the TDSB's Long-Term Program and Accommodation Strategy to address under-utilization and identify the best location for the schools. George Harvey CI is 37% utilized and the York Memorial CI site and the George Harvey CI site are in close proximity (700 metres apart). The fire that devastated the York Memorial building at 2690 Eglinton Avenue West has caused an urgent need for the review to be completed now in order to provide certainty for the students, parents and staff of York Memorial CI about the future of their school and to ensure that the building does not sit dormant in its current state for a prolonged period of time.

A modified pupil accommodation review is recommended to expedite the process and receive a decision on the future of the York Memorial CI site as quickly as possible. Another reason for the modified review is that the scope of the review will be minimal – it will focus on two schools, George Harvey CI and York Memorial CI.

As per the Ministry of Education's Pupil Accommodation Review Guideline and the TDSB's Accommodation and Program Review Policy P068, a modified review can be approved by the Board of Trustees when the affected schools satisfy at least one of four conditions specified in the policy. In this situation, the under-utilization condition is met – George Harvey CI is currently 37% utilized, well below the threshold of 65% identified in the policy, and is projected to remain at this level for the next five years.

The decision being sought at the end of the review process concerns the number of secondary schools that should serve this part of the city – two, as currently, or one new consolidated school.

## 1B. SCHOOLS UNDER REVIEW AND PROPOSED SCENARIOS

Two schools will be involved in this pupil accommodation review, George Harvey CI and York Memorial CI. As per the Ministry of Education's Pupil Accommodation Review Guideline and the TDSB's Accommodation and Program Review Policy P068, staff must present a minimum of one recommended scenario and two alternative scenarios, one of which could include a status quo scenario. The following three scenarios were developed for this review:

**Scenario 1 – Status Quo:** York Memorial CI and George Harvey CI remain open as separate schools. York Memorial CI moves into a new building on the York Memorial CI site at 2690 Eglinton Avenue West when the new building opens (expected to be in 2026). There are no changes to the attendance areas for the two schools.

**Scenario 2 – York Memorial CI and George Harvey CI consolidate in 2021:** York Memorial CI and George Harvey CI consolidate in the existing George Harvey CI building in 2021. Afterwards, both schools move into a new building on the York Memorial CI site at 2690 Eglinton Avenue West when the new building opens (expected to be in 2026). All attendance areas for George Harvey CI and York Memorial CI are assigned to the new consolidated school.

**Scenario 3 – York Memorial CI and George Harvey CI consolidate in 2026:** York Memorial CI and George Harvey CI remain open as separate schools in their current locations until a new building opens on the York Memorial CI site at 2690 Eglinton Avenue West. The two schools consolidate and move into the new building (expected to be in 2026). Similar to Scenario 2, all attendance areas for George Harvey CI and York Memorial CI are assigned to the new consolidated school.

The scenario recommended by staff as this time is Scenario 2. Analysis of the scenarios is presented in the rest of this report.

1. RECOMMENDED SCENARIO	
Scenario 2 – George Harvey CI and York Memorial CI consolidate in 2021	
School	Summary of Proposed Actions
<b>York Memorial CI</b>	York Memorial CI will consolidate with George Harvey CI at the George Harvey CI site in 2021. Afterwards, the new consolidated school will move into a new building on the York Memorial CI site in 2026. The new consolidated school will serve the current attendance areas of York Memorial CI and George Harvey CI. Once York Memorial CI is consolidated with George Harvey CI in 2021, the Scarlett Heights site will no longer be an operating school.
<b>George Harvey CI</b>	George Harvey CI will consolidate with York Memorial CI in 2021 at the George Harvey CI site. Afterwards, the new consolidated school will move into a new building on the York Memorial CI site in 2026. The new consolidated school will serve the current attendance areas of George Harvey CI and York Memorial CI. After the new consolidated school moves into the new building in 2026, the George Harvey CI site will no longer be an operating school.
<p><b>Impact Summary:</b></p> <p><u>Student programming</u></p> <p>With approximately 1,300 students, the new consolidated school will have more students, staff, course offerings, and diversity in programming than George Harvey CI and York Memorial CI currently offer. Students will have access to more academic courses, technical courses, and electives. The special programming at both schools can be accommodated at the new consolidated school. By consolidating the two schools in 2021, the students of both George Harvey CI and York Memorial CI will benefit as soon as possible from the increased course offerings. The new building to be constructed on the York Memorial CI site will be designed to provide state-of-the-art spaces to support the course offerings of the consolidated school.</p> <p><u>Student well-being</u></p> <p>Because of the larger enrolment of the new consolidated school, all students will have access to increased opportunities and supports. These benefits to student well-being will begin in 2021. When the new building constructed on the York Memorial CI site opens in 2026, all students and staff will benefit from a fully-accessible building. The students will also benefit from the sports field on the York Memorial site which is</p>	

larger than that at George Harvey CI.

#### School board resources

The larger enrolment of the new consolidated school will allow for efficiencies in staffing models (no supplements required) and facility operations (good match of operating costs to enrolment-based grants). To receive the new consolidated school in 2021, the George Harvey CI building will require some fit-up to be paid for from School Condition Improvement funds. While the consolidated school is occupying the George Harvey CI building, it will be well utilized at approximately 90%. The new building to be constructed on the York Memorial CI site will be built to a larger capacity to accommodate the consolidated school. The insurance claim will pay for the majority of the construction but additional funds will be required for the increased capacity for which staff will submit a request to the Ministry of Education. Once the consolidation occurs in 2021, York Memorial CI students will no longer require TTC tickets. The York Memorial CI site has excellent access to public transit being situated at the intersection of two major arterials, Eglinton Avenue West and Keele Street, with direct access to the Keele Crosstown LRT station (the Crosstown LRT is expected to open in September 2021).

#### Local community

Current user groups in the George Harvey CI building will be able to operate in the building during the consolidation. Some change to operations may be required to accommodate the increased enrolment when the two schools consolidate in 2021. The community surrounding the George Harvey CI site will not experience a change until the consolidated school moves into the new building on the York Memorial CI site in 2026. The change is anticipated to be minimal since the location of the new building is very close to the George Harvey CI building. The community will still have a local school within walking distance and access to a school site for permitting. The impact on the user groups of the George Harvey CI building of the consolidated school moving from the George Harvey CI building into the new building will not be known until staff have completed their review of the long-term need for the George Harvey CI property. It is anticipated that the review will be conducted just prior to the opening of the new building.

**1C. NEXT STEPS**

Task	Timeline
Submit Initial Staff Report to the Board of Trustees for approval to start the process	February 5, 2020
Send notice to Community Partners	February 12, 2020
Hold meeting with Community Partners	First week of March 2020
Meet with the following groups to inform and receive feedback: <ul style="list-style-type: none"> <li>• George Harvey CI students, parents, and staff</li> <li>• York Memorial CI students, parents, and staff</li> <li>• School council chairs of feeder elementary schools</li> </ul>	Last week of February to first week of April 2020
Receive comments from Community Partners	First week of April, 2020
Hold Public Meeting	Middle of April 2020
Post Final Staff Report on TDSB's public website	May 20, 2020
Submit Final Staff Report to Special Committee of the Whole and receive delegations	June 3, 2020
Submit Final Staff Report to the Board of Trustees for final decision making	June 17, 2020

## 2. BACKGROUND

### **York Memorial CI**

York Memorial CI was built in 1929 in memory of those killed in the First World War as an academic school to serve the former City of York. In 1959, an administration centre for the former York Board of Education was constructed on the east side of the site and later attached to the York Memorial building through an addition. In 1967, a community recreation centre was constructed on the west side of the site and attached to the York Memorial building.

The school has consistently maintained a high enrolment of 800 to 1,000 students. The building has been well utilized.

York Memorial CI has developed a specialized program called RUSH (Roadmap to University Success with Honours) that attracts students from outside of the school's attendance area. The school offers Advanced Placement and Pre-advanced Placement courses, as well as four Specialist High Skills Majors: Arts and Culture; Information and Communications Technology; Global Leadership and Citizenship; and Health and Wellness. In the early 2000s, a Developmental Disabilities Program was started in the school.

In 1985, York Memorial CI was designated a heritage building by the former City of York.

### **George Harvey CI**

George Harvey CI was built in 1951 as a vocational school to serve the former City of York. It was located in close proximity to York Memorial CI (approximately 700 metres away) to serve the same general area as York Memorial CI. The school was assigned an attendance area for its commercial program and an attendance area for its technical program. Years later, as enrolment in vocational programming decreased, the school was renamed as a collegiate institute and broadened its programming to include academic courses.

Since the early 2000s, George Harvey CI has been an under-utilized building. A number of user groups have been accommodated in the surplus space: Essential Skills Upgrading (a non-credit program for adults that helps improve reading, writing, and math skills, as well as employability and workplace skills); Skylark Youth Services (a Section 23 program serving

young people with socio-emotional challenges); and George Harvey Child Care Centre (a licensed child care offering infant, toddler and preschool programs).

In the early 2000s, small pockets of residential development occurring in areas served by over-utilized secondary schools were assigned to George Harvey CI to control enrolment at the crowded schools.

George Harvey CI's English as a Second Language Program has grown over the years. Approximately 28% of the George Harvey students are currently enrolled in the program. The school has developed a strong technology program offering a wide breadth of courses such as communications technology, transportation technology, computer engineering, and technological design. It offers four Specialist High Skills Majors: Arts and Culture; Health and Wellness; Information and Communications Technology; and Non-Profit.

### **Fire at the York Memorial CI Site**

On May 6 and 7, 2019, the York Memorial CI building was significantly damaged by fire. The devastation rendered the building unusable and forced the relocation of the York Memorial students and staff.

By May 13, 2019, the York Memorial CI students and staff were relocated to the nearby George Harvey CI building for the remainder of the 2018-19 school year.

On May 22, 2019, the Board of Trustees approved that the Director consult with students, parents, and staff of York Memorial CI about plans for the location of the school for the 2019-20 school year. The Board also approved that the Chair of the Board write to the Minister of Education requesting approval to commence a pupil accommodation review of George Harvey CI and York Memorial CI based on the urgent situation resulting from the fire.

Seeking the Minister's approval to conduct a pupil accommodation review was required because there is currently a provincial moratorium on school closures. As indicated in the TDSB's Long-Term Program and Accommodation Strategy, prior to the moratorium on school closures implemented in June 2017, it was the TDSB's intention to conduct a pupil accommodation review involving George Harvey CI and York Memorial CI to address under-utilization and identify the best location for the schools.

On June 8, 2019, the Chair of the Board sent a letter to the Minister of Education requesting permission to start a pupil accommodation review involving George Harvey CI and York Memorial CI.

On June 19, 2019, following consultation with students, parents and staff of George Harvey CI and York Memorial CI, the Board of Trustees approved the relocation of York Memorial CI to the vacant Scarlett Heights Entrepreneurial Academy building located at 15 Trehorne Drive for September 2019 until a long-term solution has been established for the school.

Since the fire, the York Memorial CI building has been undergoing assessment to determine the extent of the damage as well as significant remediation to make the site safe. The damage has been extensive. The auditorium and front section of the building are a total loss and will have to be rebuilt. The wings on either side of the auditorium are being assessed to determine if it is best to rehabilitate or completely rebuild. As required by the City of Toronto, the heritage features of the building are being preserved. The upper floor has been carefully disassembled and stored offsite for later use in a rebuild. A temporary roof has been installed to keep the elements out of the remaining structure. Once the building is structurally safe, work will stop until a decision is made on the future of the site.

In response to the letter from the Chair of the Board, staff of the Ministry of Education requested a written proposal from the TDSB outlining how the pupil accommodation review for George Harvey CI and York Memorial CI will be conducted.

On November 27, 2019, the Board of Trustees approved a written proposal to be submitted to the Ministry of Education.

On January 7, 2020, the Ministry of Education granted permission for the TDSB to move forward with a modified pupil accommodation review.

### **Current Status of the Schools**

In 2018-19, the enrolment at York Memorial CI was 886 students, a 97% utilization rate. After the fire, York Memorial CI's enrolment for 2019-20 declined to 805 students. Due to the capacity of the Scarlett Heights building being smaller than the capacity of the former York Memorial CI building, the utilization rate remained the same, 97%. York Memorial CI's projected enrolment for 2020-21 is 784 students, a 95% utilization rate. With York Memorial CI being accommodated outside of its attendance area at the Scarlett Heights site, the commuting time and distance for in-area students has increased and is most likely a

contributing factor to the decline in the school's enrolment. TTC tickets are being provided to in-area students who meet distance or hardship criteria.

Prior to the relocation of York Memorial CI, the Scarlett Heights building was unoccupied – it closed as an operating secondary school in June 2018 with the local area being assigned to Kipling CI. Since York Memorial CI has begun operations in the building, local residents have expressed interest in attending York Memorial CI.

In 2018-19, the enrolment at George Harvey CI was 521 students, a 36% utilization rate. After the fire, George Harvey CI's enrolment for 2019-20 increased slightly to 539 students, a 37% utilization rate. Some of the increase was due to York Memorial students leaving York Memorial CI to attend a school closer to where they live. Projections suggest that enrolment at George Harvey CI will not increase in the foreseeable future.

### **Long-Term Program and Accommodation Strategy**

As indicated in the TDSB's Long-Term Program and Accommodation Strategy, prior to the moratorium on school closures implemented in June 2017, it was the TDSB's intention to conduct a pupil accommodation review involving George Harvey CI and York Memorial CI. This review was identified because of the under-utilization of George Harvey CI and the close proximity of the two schools.

The guiding principles for long-term planning approved by the Board of Trustees in April 2019 were used to develop and assess the three scenarios. The following guiding principles are particularly relevant to this review:

**Neighbourhood schools that meet the needs of all students** – Focus on building strong neighbourhood schools that offer a wide range of programs including specialty programs that meet the needs and interests of all students and support all post-secondary destinations.

**Optimal secondary school size of at least 1,000 students** – Aim for enrolments of no less than 1,000 students in secondary schools where possible to ensure that a variety of pathways, opportunities and programs can be offered to all students – review secondary schools with enrolments of less than 700 students to address diminishing opportunities to offer viable programs that meet the needs of all students.

**Consistent attendance boundaries** – Establish consistent attendance boundaries across the TDSB – review instances of shared attendance boundaries where multiple schools are

offered based on home address and split attendance boundaries where graduating cohorts are divided among two or more schools.

**School locations that support active transportation** – Locate schools and plan attendance boundaries to support active, safe and sustainable transportation to and from school with consideration to the distances specified in the Transportation of Students Policy P020 – locate elementary schools within walking distance and secondary schools in close proximity to public transit

**Optimal utilization rate of 90%** – Ensure that school buildings are used efficiently by targeting utilization rates of 90% while recognizing the importance of child care – address issues of underutilization (schools operating at 65% utilization or less) and overutilization (schools operating at 110% utilization or greater) – use existing space in schools efficiently to balance enrolments.

### 3. CONSULTATION WITH COMMUNITY PARTNERS

Two teleconferences were held on January 17, 2020, with community partners to share information about the proposed pupil accommodation review and answer questions. The teleconferences were also an opportunity for the community partners to provide any information that may be relevant to the review.

The first teleconference was with Planning staff of the coterminous school boards: the Toronto Catholic District School Board; the Conseil scolaire Viamonde; and the Conseil scolaire catholique MonAvenir. The staff of the school boards did not have any thoughts to share at this time on how the proposed pupil accommodation review could intersect with their own student accommodation plans.

The second teleconference was with staff of the City of Toronto. The City's staff represented four departments: City Planning; Parks, Forestry and Recreation; Children's Services; and Social Development, Finance and Administration. The staff from Children's Services inquired about the future of the child care centre at George Harvey CI. They were informed that in all scenarios it is likely that the child care centre can remain in the George Harvey building for the foreseeable future. The long-term options for the child care centre will be considered as part of the review of the long-term need for the George Harvey property in Scenarios 2 and 3 – this review will occur closer to the opening of the new building in 2026. City staff from the four departments indicated that they will provide written comments once the pupil accommodation review has officially begun.

## 4. ACCOMMODATION SCENARIOS

### Issues to be Addressed

The purpose of the pupil accommodation review is to develop a plan for accommodating students that provides the best learning opportunities as described by the TDSB's guiding principles for long-term planning. The major issues to be addressed in the student accommodation plan are:

**Declining enrolment and under-utilization** – Both George Harvey CI and York Memorial CI have declined in enrolment since 2010. George Harvey CI has a small enrolment of 530 students, well below the preferred school size of 1,000 students. George Harvey CI is 37% utilized, well below the preferred utilization rate of 90%.

**Geographic redundancy** – The George Harvey CI and York Memorial CI sites are located in close proximity within the same attendance area.

**Attendance area anomalies** – George Harvey CI does not have a local secondary attendance area. Four small, disconnected pockets of residential addresses have been assigned to George Harvey CI. Note: the commercial and technical attendance areas of George Harvey CI will be reviewed in a separate study looking at all the commercial and technical boundaries across the system as part of the Secondary Program Review. It is anticipated that this study will present a report to the Board of Trustees in the spring of 2020.

**Future of the York Memorial site and how to use the proceeds from the insurance claim** – The York Memorial CI site at 2690 Eglinton Avenue West has been fenced off and made safe but is in a holding state awaiting a decision on its future. The site cannot remain in its current condition indefinitely. The TDSB will receive insurance funds that can be used to provide local accommodation for the affected students.

### Student Accommodation Scenarios

For each of the three scenarios, a table is provided that shows actual and projected enrolments, facility capacities, and utilization rates for the affected sites.

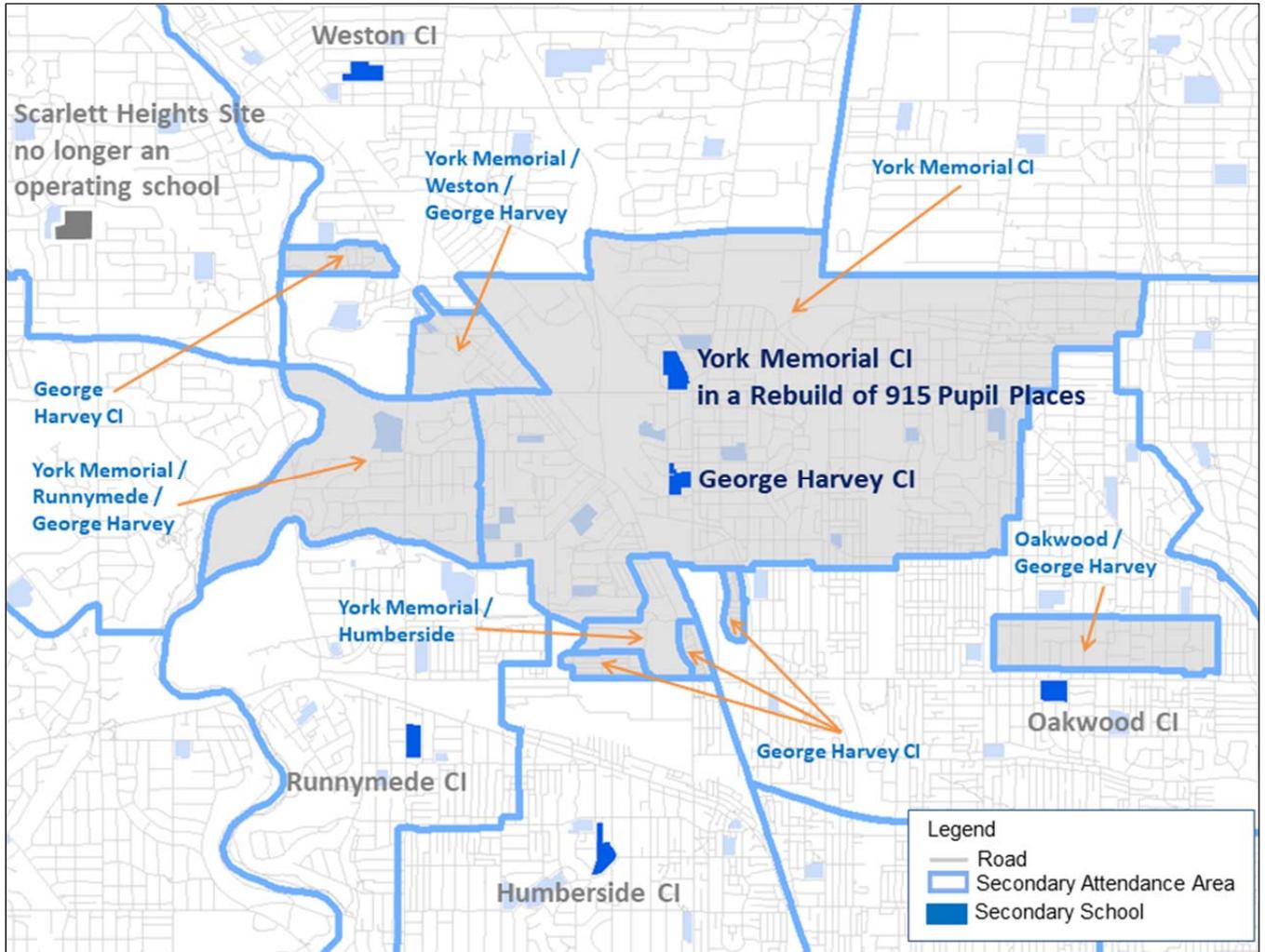
**Scenario 1 – Status Quo – No Consolidation**

In Scenario 1, York Memorial CI students and staff will continue to be accommodated at the Scarlett Heights site until the new rebuild of York Memorial CI is complete. George Harvey CI students will remain at their site. The new building on the York Memorial CI site will be rebuilt to the same capacity as the former building, 915 pupil places.

School Year (Oct)	Scarlett Heights site (15 Trehorne Dr): York Memorial CI relocated in 2019			George Harvey site (1700 Keele St): no change			York Memorial site (2690 Eglinton Ave W): York Memorial CI relocated in 2026			
	Enrolment	Capacity	Utilization	Enrolment	Capacity	Utilization	Enrolment	Capacity	Utilization	
<b>Actual</b>	2010			914	1,452	63%	1,077	915	118%	
	2011			901	1,452	62%	1,041	915	114%	
	2012			880	1,452	61%	942	915	103%	
	2013			793	1,452	55%	938	915	103%	
	2014			705	1,452	49%	917	915	100%	
	2015			602	1,452	41%	895	915	98%	
	2016			532	1,452	37%	904	915	99%	
	2017			535	1,452	37%	878	915	96%	
	2018			521	1,452	36%	886	915	97%	
	2019	805	828	97%	539	1,452	37%			
<b>Projected</b>	2020	784	828	95%	519	1,452	36%			
	2021	820	828	99%	511	1,452	35%			
	2022	807	828	97%	522	1,452	36%			
	2023	816	828	99%	518	1,452	36%			
	2024	822	828	99%	507	1,452	35%			
	2025	788	828	95%	490	1,452	34%			
	2026				465	1,452	32%	792	915	87%
	2027				445	1,452	31%	776	915	85%
	2028				434	1,452	30%	785	915	86%
	2029				428	1,452	29%	803	915	88%
	2030				429	1,452	30%	787	915	86%

### Scenario 1 Map – Showing School Locations and Attendance Areas after Implementation

There will be no changes to the attendance areas for both schools.



Distances:

700 m between George Harvey CI and York Memorial CI.

5.8 km between York Memorial CI and Scarlett Heights.

6.1 km between George Harvey CI and Scarlett Heights.

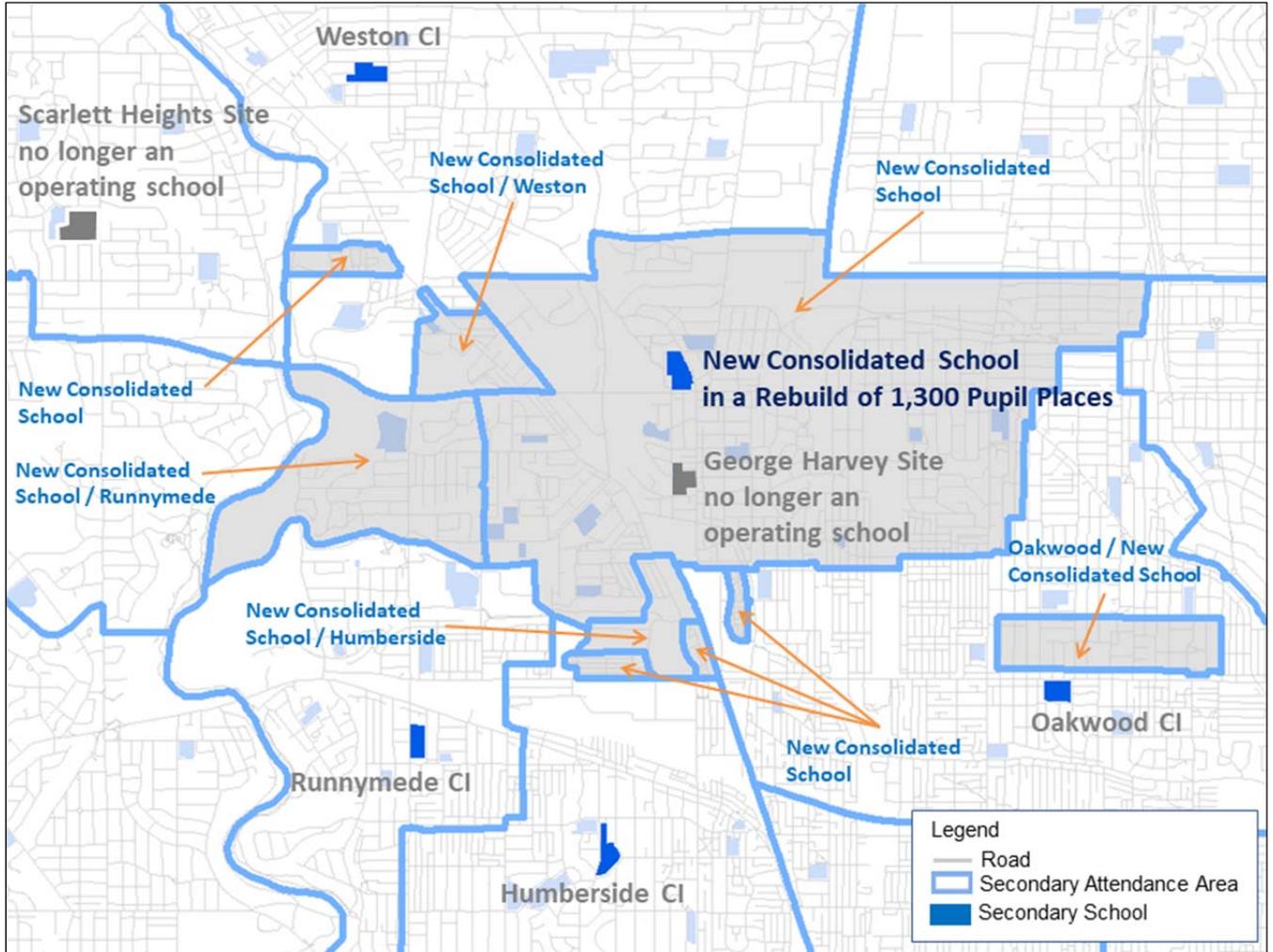
**Scenario 2 – George Harvey and York Memorial Consolidate in 2021**

In Scenario 2, York Memorial CI students and staff will remain at the Scarlett Heights site for one more year (2020-21 school year). In 2021, they will consolidate with the George Harvey students and staff and move into the George Harvey CI building. The consolidated school will move into the new rebuild on the York Memorial CI site in 2026. The new building on the York Memorial CI site will be built to accommodate 1,300 pupil places.

School Year (Oct)	Scarlett Heights site (15 Trehorne Dr): York Memorial CI relocated in 2019			George Harvey site (1700 Keele St): George Harvey CI and York Memorial CI consolidated in 2021			York Memorial site (2690 Eglinton Ave W): George Harvey CI and York Memorial CI relocated in 2026			
	Enrolment	Capacity	Utilization	Enrolment	Capacity	Utilization	Enrolment	Capacity	Utilization	
<b>Actual</b>	2010			914	1,452	63%	1,077	915	118%	
	2011			901	1,452	62%	1,041	915	114%	
	2012			880	1,452	61%	942	915	103%	
	2013			793	1,452	55%	938	915	103%	
	2014			705	1,452	49%	917	915	100%	
	2015			602	1,452	41%	895	915	98%	
	2016			532	1,452	37%	904	915	99%	
	2017			535	1,452	37%	878	915	96%	
	2018			521	1,452	36%	886	915	97%	
	2019	805	828	97%	539	1,452	37%			
<b>Projected</b>	2020	784	828	95%	519	1,452	36%			
	2021				1331	1,452	92%			
	2022				1,329	1,452	92%			
	2023				1,334	1,452	92%			
	2024				1,329	1,452	92%			
	2025				1,278	1,452	88%			
	2026							1,257	1,300	97%
	2027							1,221	1,300	94%
	2028							1,219	1,300	94%
	2029							1,231	1,300	95%
	2030							1,216	1,300	94%

## Scenario 2 Map – Showing School Locations and Attendance Areas after Implementation

All attendance areas for George Harvey CI and York Memorial CI will be assigned to the new consolidated school.



Distances:

700 m between George Harvey CI and York Memorial CI.

5.8 km between York Memorial CI and Scarlett Heights.

6.1 km between George Harvey CI and Scarlett Heights.

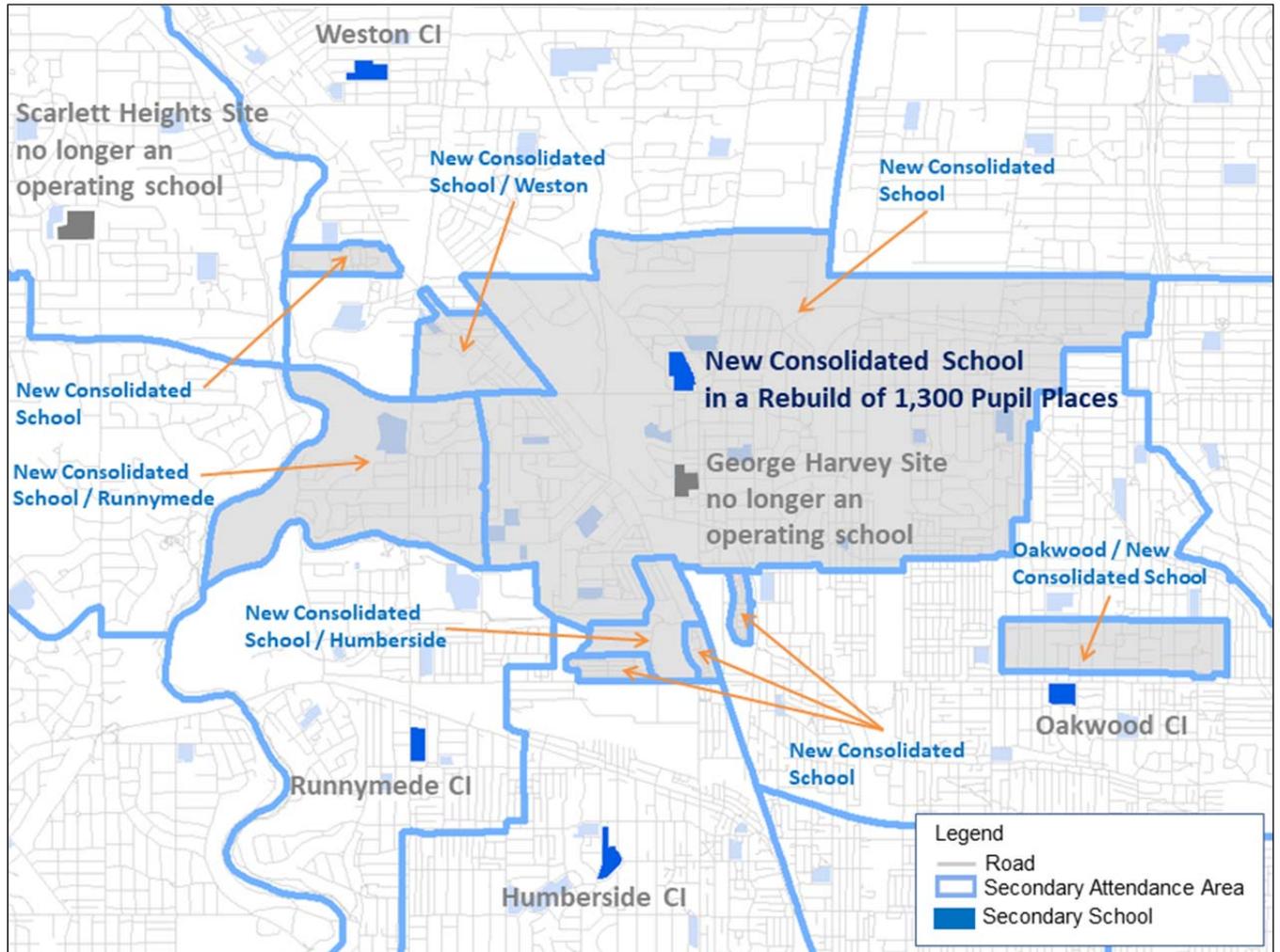
**Scenario 3 – George Harvey and York Memorial Consolidate in 2026 at the New Rebuild on the York Memorial CI Site**

In Scenario 3, George Harvey CI and York Memorial CI will operate on two separate sites and will consolidate as one school in the new rebuild on the York Memorial CI site in 2026. This means York Memorial CI will continue to operate on the Scarlett Heights site until the completion of the rebuild. The new building on the York Memorial CI site will accommodate 1,300 pupil places.

School Year (Oct)	Scarlett Heights site (15 Trehorne Dr): York Memorial CI relocated in 2019			George Harvey site (1700 Keele St): no change until 2026			York Memorial site (2690 Eglinton Ave W): George Harvey CI and York Memorial CI consolidated in 2026			
	Enrolment	Capacity	Utilization	Enrolment	Capacity	Utilization	Enrolment	Capacity	Utilization	
<b>Actual</b>	2010			914	1,452	63%	1,077	915	118%	
	2011			901	1,452	62%	1,041	915	114%	
	2012			880	1,452	61%	942	915	103%	
	2013			793	1,452	55%	938	915	103%	
	2014			705	1,452	49%	917	915	100%	
	2015			602	1,452	41%	895	915	98%	
	2016			532	1,452	37%	904	915	99%	
	2017			535	1,452	37%	878	915	96%	
	2018			521	1,452	36%	886	915	97%	
	2019	805	828	97%	539	1,452	37%			
<b>Projected</b>	2020	784	828	95%	519	1,452	36%			
	2021	820	828	99%	511	1,452	35%			
	2022	807	828	97%	522	1,452	36%			
	2023	816	828	99%	518	1,452	36%			
	2024	822	828	99%	507	1,452	35%			
	2025	788	828	95%	490	1,452	34%			
	2026							1,257	1,300	97%
	2027							1,221	1,300	94%
	2028							1,219	1,300	94%
	2029							1,231	1,300	95%
	2030							1,216	1,300	94%

### Scenario 3 Map – Showing School Locations and Attendance Areas after Implementation

Similar to Scenario 2, all attendance areas for George Harvey CI and York Memorial CI will be assigned to the new consolidated school.



Distances:

700 m between George Harvey CI and York Memorial CI.

5.8 km between York Memorial CI and Scarlett Heights.

6.1 km between George Harvey CI and Scarlett Heights

## 5. IMPACT ASSESSMENTS

### 5A. STUDENT PROGRAMMING

#### Scenario 1 – Status Quo – No Consolidation

George Harvey CI will continue as a school with an enrolment well below the preferred minimum level of 1,000 students. The school will continue to offer its current courses: 15% of the total courses are Academic; 9% are Applied; 3% are Locally Developed; 10% are Technical; 37% are Open; 15% are University; 7% are College; 0.3% are Workplace; and 5% are University/College (Mixed). Other programs that will continue at the school are: English as a Second Language; and four Specialist High Skills Majors (Arts and Culture, Health and Wellness, Information and Communications Technology, and Non Profit).

York Memorial CI will continue as a school with an enrolment just below the preferred minimum level. The school will continue to offer its current courses: 29% of the total courses are Academic; 2% are Applied; 0.2% are Locally Developed; 3% are Technical; 26% are Open; 27% are University; 2% are College; 0.1% are Workplace; and 11% are University/College (Mixed). Other programs that will continue at the school are: Developmental Disabilities; RUSH (Roadmap to University Success with Honours); Advanced Placement; Pre-advanced Placement; and four Specialist High Skills Majors (Arts and Culture, Information and Communications Technology, Global Leadership and Citizenship, and Health and Wellness).

George Harvey CI offers more Applied, Technical, and College courses than York Memorial CI. York Memorial CI offers more Academic, University and University/College (Mixed) courses than George Harvey CI. York Memorial CI offers a greater number of elective courses.

York Memorial CI will be accommodated in a rebuilt facility on the York Memorial CI site at 2690 Eglinton Avenue West. The rebuilt facility will be designed to provide state-of-the-art spaces to support the course offerings of York Memorial CI. George Harvey CI will continue to use its current building.

#### Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2021

Through the consolidation of George Harvey CI and York Memorial CI, the new consolidated school will have approximately 1,300 students which will generate a greater

number of teachers than the two schools currently have as separate schools. The new consolidated school will be able to offer a greater number of courses. Students will have access to more academic courses, technical courses, and electives. The new consolidated school can continue to accommodate the Developmental Disabilities Program, the English as a Second Language Program, the Specialist High Skills Majors, and the specialized programs (RUSH, Advanced Placement).

By consolidating the two schools in 2021, the students of both George Harvey CI and York Memorial CI will benefit as soon as possible from the increased course offerings.

The new consolidated school will begin in the George Harvey CI building which has instructional spaces that support both academic and technical courses. The new consolidated school will then move into a rebuilt facility on the York Memorial CI site at 2690 Eglinton Avenue West. The rebuilt facility will be designed to provide state-of-the-art spaces to support the course offerings of the consolidated school.

### **Scenario 3 – George Harvey CI and York Memorial CI Consolidate in 2026**

As in Scenario 2, the consolidated school will have more students, staff, course offerings, and diversity in programming than the two schools currently offer. Since the two schools will remain separate until the rebuilt facility on the York Memorial CI site at 2690 Eglinton Avenue West is completed, the students will not benefit from the increased course offerings for a number of years.

Similar to Scenario 2, the rebuilt facility will be designed to provide state-of-the-art spaces to support the course offerings of the consolidated school.

**5B. STUDENT WELL-BEING**

**Scenario 1 – Status Quo – No Consolidation**

The following table provides an overview of the current programs and offerings that support student well-being at George Harvey CI and York Memorial CI.

<b>Area / Opportunity</b>	<b>George Harvey CI</b>	<b>York Memorial CI</b>
<b>Co-Curricular</b>		
Arts	7	30
Athletics	14	31
Clubs	12	37
Competitions	2	8
Curricular Enhancement	6	11
Leadership	8	11
<b>Total</b>	<b>49</b>	<b>128</b>
<b>Community, Culture and Caring</b>		
Culture/Caring	9	15
Equity	4	27
Mentoring	0	4
Tutoring	5	7
<b>Total</b>	<b>18</b>	<b>53</b>
<b>Student Success</b>		
Pathways Programs	5	2
Remedial Activities	3	6
Transitions	4	8
<b>Total</b>	<b>12</b>	<b>16</b>
<b>Specializations and Other Programs</b>		
Other Programs	2	2
Special Education Programs	2	2
Specialized Program – Board Sanctioned	3	1
<b>Total</b>	<b>7</b>	<b>5</b>
<b>Grand Total Opportunities</b>	<b>86</b>	<b>202</b>

George Harvey CI offers 49 Co-curricular opportunities, 18 Community, Culture and Caring opportunities, 12 Student Success opportunities and 7 Specialization and Other Program

opportunities. The George Harvey CI building is considered somewhat accessible. Visitors can use the elevator to access all floors, however, there are changes in levels that render the basement floor inaccessible. The George Harvey CI site has a single full-sized, natural turf sports field (approximately 1.7 acres in area).

York Memorial CI offers 128 Co-curricular opportunities, 53 Community, Culture and Caring opportunities, 16 Student Success opportunities and 5 Specialization and Other Program opportunities. With regard to accessibility, York Memorial CI is currently accommodated in the Scarlett Heights building that does not have an elevator, and as such, the second floor is not accessible. However, the first floor is completely accessible. York Memorial CI at the Scarlett Heights site has access to a single full-sized, natural turf sports field with a track and a hard-surface basketball court with four nets (approximately 5.5 acres in area).

While the two schools continue in their current locations, the students will continue to have access to the existing levels of support. George Harvey CI students will have fewer opportunities available to them than York Memorial CI students.

When the new building is constructed and occupied on the York Memorial CI site in 2026, York Memorial CI students will benefit from a fully-accessible site. The rebuilt facility will be designed entirely compliant with the requirements of the Accessibility for Ontarians with Disabilities Act. York Memorial CI students will utilize the existing sports field at the York Memorial CI site which consists of a single full-sized, natural turf field with a track (approximately four acres in area).

### **Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2021**

When George Harvey CI and York Memorial CI consolidate as a new school in the George Harvey CI building, all students will have access to increased opportunities and supports enabled by the increased enrolment. These benefits to student well-being will begin in 2021.

As a consolidated school, the students and staff of George Harvey CI and York Memorial CI will benefit from a fully-accessible building when the new building constructed on the York Memorial CI site opens in 2026. The students will also benefit from the sports field on the York Memorial CI site which is larger than that at George Harvey CI.

### **Scenario 3 – George Harvey CI and York Memorial CI Consolidate in 2026**

When George Harvey CI and York Memorial CI consolidate as a new school in the York Memorial CI site at 2690 Eglinton Avenue West, all students will have access to increased opportunities and supports enabled by the increased enrolment. These benefits to student well-being will be experienced in 2026, later than in Scenario 2.

As in Scenario 2, when the new building is completed and occupied on the York Memorial CI site in 2026, all the students and staff of the consolidated George Harvey CI and York Memorial CI will benefit from a fully-accessible building. The students will also benefit from the sports field on the York Memorial CI site which is larger than that at George Harvey CI.

## 5C. SCHOOL BOARD RESOURCES

### Scenario 1 – Status Quo – No Consolidation

The new building to be constructed on the York Memorial CI site at 2690 Eglinton Avenue West will be built to the same capacity as the previous building that was damaged by the fire – 915 pupil places. The construction of the new building will be paid for from the insurance claim. No additional capital funding should be required.

Until the new building opens, TTC tickets will continue to be provided to York Memorial CI students travelling to the Scarlett Heights site (provided they meet the eligibility requirements in the Transportation of Students Policy). The annual cost of providing TTC tickets to these students is estimated to be \$200,000. If the new building opens in 2026, transportation costs will be incurred for six years – a total of \$1.2M.

George Harvey CI will remain a school with a low enrolment in an under-utilized building. The inefficiencies associated with small enrolments (staffing supplements) and under-utilization (operating cost of the building exceeding the enrolment-based grant) will continue. The current user groups will be able to remain in the building.

After York Memorial CI has moved into the new building, staff will review the Scarlett Heights property to determine its future. The options include: continue to use the property for TDSB purposes (such as a holding site for construction projects or as a multi-purpose centre); retain ownership of the property to address future pressures but lease it out to generate revenue until it is required for TDSB purposes; or, sell the property to reduce costs and generate revenue because it is redundant to the needs of the TDSB.

### Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2021

When York Memorial CI and George Harvey CI consolidate as a new school in the George Harvey CI building at 1700 Keele Street, the combined enrolment of approximately 1,300 students will increase the utilization of the George Harvey CI building to an optimal level (approximately 90%). The larger enrolment will allow for efficiencies in staffing models (no supplements required) and facility operations (good match of operating costs to enrolment-based grant).

Once the consolidation occurs, York Memorial CI students will not require TTC tickets. This will result in a cost saving of approximately \$200,000 per year.

To receive the York Memorial CI students, the George Harvey CI building will require some fit-up to be paid for from School Condition Improvement funds.

It is anticipated that the current user groups in the George Harvey CI building will be able to remain during the consolidation.

The consolidated school will move into a new building on the York Memorial CI site when the new building is completed. The new building will be built to a larger capacity than the previous building – 1,300 pupil places. The insurance claim will pay for the majority of the construction but additional funds will be required for the increased capacity. Staff will submit a request to the Ministry of Education for these capital funds.

With the relocation of the consolidated school into the new building on the York Memorial CI site, the students will benefit from excellent access to public transit. The York Memorial CI site is situated at the intersection of two major arterials, Eglinton Avenue West and Keele Street, with direct access to the Keelesdale Crosstown LRT station (the Crosstown LRT is expected to open in 2021).

Just prior to the consolidated school moving into the new building, staff will review the George Harvey CI property to determine its future. The options include: continue to use the property for TDSB purposes (such as a holding site for construction projects or as a multi-purpose centre); retain ownership of the property to address future pressures but lease it out to generate revenue until it is required for TDSB purposes; or, sell the property to reduce costs and generate revenue because it is redundant to the needs of the TDSB. These options have differing impacts on the user groups in the George Harvey CI building. If the decision is to keep ownership of the property, the user groups can likely remain in the building. If the decision is to sell the property, the user groups will require relocation or termination of agreements.

A similar review of the Scarlett Heights property will occur once the two schools are consolidated. As above, the options include: continue to use the property for TDSB purposes; retain ownership of the property but lease it out until it is required for TDSB purposes; or, sell the property to reduce costs and generate revenue.

### **Scenario 3 – George Harvey CI and York Memorial CI Consolidate in 2026**

Since York Memorial CI and George Harvey CI will remain in their current, separate locations until they consolidate as a new school in the new building on the York Memorial CI site, they will incur all the costs associated with the status quo for approximately six years.

Until the consolidation occurs, TTC tickets will be provided to York Memorial CI students who are eligible for transportation at a cost of approximately \$200,000 per year. If the consolidation occurs in 2026, the total cost of transportation will be approximately \$1.2M.

Until the consolidation occurs, George Harvey CI will remain a school with a low enrolment in an under-utilized building. The associated inefficiencies will continue for a number of years, but come to an end when the consolidation is implemented.

The new building will be built to a larger capacity of 1,300 pupil places to accommodate the consolidated school. The insurance claim will pay for the majority of the construction. Additional funds will be required for the increased capacity. Staff will submit a request to the Ministry of Education for these capital funds.

With the relocation of the consolidated school into the new building on the York Memorial CI site, the students will benefit from excellent access to public transit. The York Memorial CI site is situated at the intersection of two major arterials with direct access to a Crosstown LRT station.

As in Scenario 2, just prior to the consolidated school moving into the new building, staff will review the George Harvey CI property to determine its future. The possible options have differing opportunities and costs for the TDSB, as well as differing impacts on the user groups in the George Harvey CI building.

Similarly, staff will review the Scarlett Heights property once the building has been vacated by York Memorial CI. As above, the possible options have differing opportunities and costs for the TDSB.

## 5D. LOCAL COMMUNITY

### **Scenario 1 – Status Quo – No Consolidation**

Current user groups in the George Harvey CI building will be able to continue to operate in the building without disruption.

The community surrounding the George Harvey CI site will not be impacted because there will be no change to the school.

Once the new building is constructed and occupied, the community surrounding the York Memorial CI site at 2690 Eglinton Avenue West will be able to permit space and the playfield; local residents will be able to use the open space after school hours.

When York Memorial CI leaves the Scarlett Heights building, the change is anticipated to be minimal since the local community will still have access to a building for permitting and open space – Hilltop MS is immediately adjacent to the Scarlett Heights property and will remain operational.

### **Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2021**

It is anticipated that the current user groups in the George Harvey CI building will be able to operate in the building during the consolidation. Some change to operations may be required to accommodate the increased enrolment when the two schools consolidate.

The community surrounding the George Harvey CI site will not experience a change until the consolidated school moves into the new building at 2690 Eglinton Avenue West. The change is anticipated to be minimal since the location of the new building is very close to the George Harvey CI building. The community will still have a local school within walking distance and access to a school site for permitting.

Once the new building is constructed and occupied, the community will have access to the building and playfield for permitting.

When York Memorial CI leaves the Scarlett Heights building, the community will still have access to a public school site for permitting and open space because the adjacent Hilltop MS will continue to operate.

The impact on the user groups of the George Harvey CI building of the consolidated school moving from the George Harvey CI building into the new building will not be known until staff has completed their review of the long-term need for the George Harvey CI property. It is anticipated that the review will be conducted just prior to the opening of the new building.

### **Scenario 3 – George Harvey CI and York Memorial CI Consolidate in 2026**

Since York Memorial CI and George Harvey CI will remain in their current, separate locations until they consolidate as a new school in the new building on the York Memorial CI site, the user groups and surrounding communities of the George Harvey CI site and the Scarlett Heights site will be unaffected for a number of years.

When the two schools are consolidated into the new building, the surrounding community of the George Harvey CI site is unlikely to experience a major change since the new building is very close. The community will still have a local school within walking distance and access to a school site for permitting.

Once the new building is constructed and occupied, the community will have access to the building and playfield for permitting.

When York Memorial CI leaves the Scarlett Heights building, the community will still have access to a public school site for permitting and open space because the adjacent Hilltop MS will continue to operate.

The impact on the user groups of the George Harvey CI building of George Harvey CI being consolidated into the new building will be determined when staff completes their review of the long-term need for the George Harvey CI property. It is anticipated that the review will be conducted just prior to the opening of the new building.

## 6. SCHOOL INFORMATION PROFILES

Detailed information about the schools involved in the proposed pupil accommodation review can be found on the TDSB public website ([www.tdsb.on.ca](http://www.tdsb.on.ca)) in the Accommodation Reviews section. This section can be accessed from the TDSB home page by clicking on “Accommodation Reviews” in the column on the left-hand side.

## Toronto District School Board

Operational Procedure PR598

Title: **PUPIL ACCOMMODATION REVIEW**

Adopted: October 27, 2009

Effected: October 27, 2009

Revised: November 18, 2009; March 6, 2012; April 5, 2016; December 12, 2017,  
(new date will be added)

Reviewed: April 5, 2016, (new date will be added)

Authorization: Executive Council

### 1.0 RATIONALE

This procedure supports the implementation of the Accommodation and Program Review Policy (P068) and is intended to adhere to the Ministry of Education's Pupil Accommodation Review Guideline that may be amended from time to time. In the event of a conflict between the procedure and the ministry guideline, the latter prevails.

### 2.0 OBJECTIVE

To provide guidance when undertaking a Pupil Accommodation Review.

### 3.0 DEFINITIONS

*Board* is the Toronto District School Board, which is also referred to as "TDSB".

*Central Accommodation Team* is a cross-functional team of senior staff that makes decisions and/or recommendations to effectively and efficiently manage the exclusive use of space in TDSB facilities in order to create/maintain the strategic placement of academic programming and services to support students and system-wide accommodation needs.

*Exemption to Pupil Accommodation Review* is a circumstance included in the Ministry of Education's Pupil Accommodation Review Guideline where a Pupil Accommodation Review process does not have to be undertaken.

*Local Feasibility Study* is a preliminary analysis of an accommodation or program concept to determine its viability that is conducted by a staff team and the affected Trustee(s). The team, called the Local Feasibility Team, is led by the local super-

intendent(s) of education or designate. The study could lead to other formal public processes such as Boundary Reviews, Program Area Reviews and Pupil Accommodation Reviews that include community engagement.

*Long-Term Program and Accommodation Strategy* is a roadmap for the future that is approved annually by the Board of Trustees and provides an approach to program and accommodation planning with a ten-year timeframe that allows for responsiveness and flexibility in a changing environment by including an annual cycle of review.

*Modified Pupil Accommodation Review Process* is permitted by the Ministry of Education under certain circumstances where potential pupil accommodation options are deemed by the Board to be less complex, when Trustees may decide to undertake a modified Pupil Accommodation Review process.

*Pupil Accommodation Review* is a Ministry-mandated process to determine the future of a group of schools or a single school.

*Pupil Accommodation Review Committee* is a committee established by the Board of Trustees to conduct a community-based review regarding the future of a group of schools or a single school. In accordance with the Ministry of Education's Pupil Accommodation Review Guideline, the committee assumes an advisory role.

*School Information Profile* is an orientation document designed by the Ministry of Education for use by Pupil Accommodation Review Committees. It includes both school board and school data.

*TDSB* is the Toronto District School Board which is also referred to as the "Board".

*Working Meeting* is a meeting of the Pupil Accommodation Review Committee that is not held in public. It may also be referred to as a committee meeting.

#### **4.0 RESPONSIBILITY**

The Director holds primary responsibility for this policy. Within the Director's Office, the responsibility for the implementation, coordination, day-to-day management of the policy is assigned to the Associate Director, Business Operations and Service Excellence, and subsequently, the System Planning Officer.

#### **5.0 APPLICATION AND SCOPE**

This procedure applies to staff engaged in Pupil Accommodation Reviews.

## PROCEDURES

### 5.1. Scope

This procedure applies to open and active schools offering elementary or secondary regular day school programs but closed schools could be included.

This procedure is intended to adhere to the Ministry of Education's Pupil Accommodation Review Guideline.

### 5.2. Process to Establish a Pupil Accommodation Review Committee

In accordance with the Ministry guideline, school boards are expected to undertake long-term enrolment and capital planning that will provide the context for the Pupil Accommodation Review process. Each year, TDSB staff updates the Long-Term Program and Accommodation Strategy and the Capital Budget and presents them to the Board of Trustees for approval. The Long-Term Program and Accommodation Strategy identifies Local Feasibility Studies that could lead to reviews such as Pupil Accommodation Reviews.

TDSB staff will meet with staff from the City of Toronto, coterminous school boards and community organizations identified before the review process. This interaction will help promote effective communication throughout the year and will help staff update the Long-Term Program and Accommodation Strategy and the Capital Budget.

Once approved by the Board of Trustees, the Long-Term Program and Accommodation Strategy will enable the Central Accommodation Team to move forward with Local Feasibility Studies. Led by a superintendent of education or designate, a Local Feasibility Study ensures due diligence before a Pupil Accommodation Review is considered. The Local Feasibility Team involves the principals of the schools, local trustee(s), and where applicable, staff from other departments. After reviewing the results of the Local Feasibility Study, the Central Accommodation Team will determine if a Pupil Accommodation Review is required.

The establishment of a Pupil Accommodation Review Committee will be approved by the Board of Trustees.

### 5.3. Initial Staff Report

Prior to establishing a Pupil Accommodation Review, an initial staff report will be presented to the Board of Trustees for approval. It must contain a recommended scenario and at least two alternative scenarios, which could include the status quo, to address the accommodation issue(s).

The recommended and alternative accommodation scenarios included in the initial staff report must address the following four impacts:

- Impact on student programming;
- Impact on student well-being;
- Impact on school board resources; and
- Impact on the local community.

All school boards must use the ministry-approved template to write their initial staff reports.

The initial staff report must also include information on actions taken by school board staff prior to establishing a pupil accommodation review process and supporting rationale as to any actions taken or not taken.

Each accommodation scenario included in the initial staff report must include the following:

- Summary of accommodation issue(s) for the school(s) under review;
- Where students will be accommodated;
- Whether proposed changes to existing facility or facilities are required as a result of the Pupil Accommodation Review;
- Any program changes as a result of the recommended and alternative scenarios;
- The impact on student transportation if changes take place;
- How the school board intends to fund new capital investment if it is required as a result of the pupil accommodation review as well as a proposal on how students will be accommodated if funding does not become available; and
- Any relevant information obtained from municipalities and other community partners prior to the commencement of the Pupil Accommodation Review including any confirmed interest in using the underutilized space.

Each recommended and alternative scenario must also include a timeline for implementation.

The initial staff report and School Information Profiles will be made available to the public on the school board's website.

Following Board of Trustee approval to begin a review, staff will provide written notice of the Board of Trustee decision within five (5) business days to the City of Toronto and identified community organizations. The written notice will include an invitation to meet to discuss the recommendations in staff's initial report and to provide an opportunity for a written response prior to the first public meeting.

#### 5.4. Chair of Pupil Accommodation Review Committee

The superintendent of education or designate will oversee the selection of committee members and will chair the committee. If two or more superintendents of education are involved in a review, one of them may serve as chair.

In addition to other duties, the chair will:

- Clarify the advisory role the committee performs;
- Maintain a focus on the best interests of students;
- Review and adopt norms for meetings;
- Maintain integrity of meetings;
- Set all committee meeting and public meeting dates and ensure that details are effectively communicated;
- Clearly present staff's initial recommendation;
- Ensure the Board's Accommodation and Program Review policy and the Ministry of Education's Pupil Accommodation Review Guideline are provided to all committee members and are followed;
- Ensure all required and relevant information including the initial staff report, the committee's mandate, Terms of Reference, School Information Profiles and any program, planning, financial, and policy constraints that will inform committee members and guide them in the de-

velopment of any additional accommodation scenarios are provided to them;

- Advise about the availability of funding if the option requires capital investment and explain how students would be accommodated if funding does not become available;
- Provide the committee and the community with opportunities to generate and give comments about options;
- Coordinate staff engagement;
- Develop a process for public consultation and engagement including providing an opportunity for delegations from the public; and
- Develop a communications plan with the Communications department to ensure accurate and timely reporting of information to the community.

#### 5.5. Membership of a Pupil Accommodation Review Committee

Membership will include:

- Superintendent(s) of education for the schools named in the review or designate(s);
- Up to four parents from each school named in the review (appointed by the School Council in collaboration with the principal; cannot be TDSB staff or related to staff);
  - In order to ensure consistency and fairness, there will be agreement among all named schools to ensure each school has the same number of parent/community representatives. For example, if one school has parent representation of three, then all schools within the review will be limited to three parents.
  - If the number of interested parent representatives exceeds four or if the maximum number as determined by the school with the fewest number of members is exceeded, the parent representatives for each school will be chosen by a lottery coordinated by the superintendent of education or designate.

- Two secondary school students for a review involving elementary schools; two secondary school students from each school in a review for a review involving one or more secondary schools;
- Principal from each school named in the review; and
- Principal from outside the review area (appointed by the Toronto School Administrators' Association).

As per the Ministry guideline, the local trustee(s) will be an ad hoc member (ad hoc members) of the Pupil Accommodation Review Committee.

As required, others who participate as part of a support pool to the committee but are not members include central TDSB staff to provide information, analysis and resource support and any other support deemed necessary by the chair.

As per the Board of Trustee decision on September 7, 2010, the French as a Second Language Advisory Committee (FSLAC) will be invited to submit comments on any Pupil Accommodation Review that could potentially impact French Immersion and Extended French programs.

#### 5.6. Mandate and Work of the Pupil Accommodation Review Committee

The mandate of the committee is to act as an information conduit between the school board and the community. As per the Ministry of Education's guideline, school boards must present a recommended scenario and at least two alternative scenarios, which could include the status quo, that address the accommodation issue(s). The committee may choose to develop an alternative scenario with supporting rationale that is consistent with the Terms of Reference. It may also provide insights to help the Board of Trustees make its decision.

The committee may conduct as many working meetings as required but must have at least one working meeting before the first public meeting occurs.

At this meeting, the following must occur:

- Clarification of the advisory role of the committee;
- Setting dates of all meetings (including a minimum of three public meetings).

- Provision of relevant documents including a copy of the initial staff report approved by the Board of Trustees, Terms of Reference that describe the committee's mandate and School Information Profiles that include data to help committee members understand detailed information about the schools in the review.

The work of the Pupil Accommodation Review Committee will be done during committee's working meetings. Working meetings will include committee members only. The public will have an opportunity to participate during public meetings.

Members are expected to attend all committee and public meetings. Substitutes cannot be sent to meetings to represent absent members. If parents or students resign from the committee, replacements may be sought using the same selection criteria.

Any PARC member may bring forward an option to be considered by the PARC. Where possible, the PARC will decide by consensus whether to bring the option forward for consideration or analysis by staff. Where consensus cannot be reached, the PARC will measure its level of support for the option by a majority vote. Staff will facilitate the discussion by supplying information that both supports and does not support the option under consideration.

If the Pupil Accommodation Review Committee is unable or unwilling to fulfill its role for any reason, TDSB administration will have the discretion to extend the timeline or terminate the work of the committee. If the work of the committee has been terminated, the review will be completed by central TDSB staff.

#### 5.7. Community Participation and Communication

Effective engagement with those affected by decisions during the review process is intended to ensure that the decisions of the Board of Trustees are fully informed and carefully considered.

In addition to broad engagement, efforts will be made to ensure that engagement includes students and families who are part of our most marginalized populations as indicated by measures such as achievement, well-being or census data.

As per the Ministry of Education's guideline, there must be a minimum of three public meetings to allow for active engagement of the community. These meetings must be facilitated but may be structured differently to meet local needs.

After the Board of Trustees has approved the initiation of the Pupil Accommodation Review, there must be no less than forty (40) business days (excluding holiday periods defined in the Ministry guideline) prior to the first public meeting.

There must be no fewer than sixty (60) business days between the first and final public meeting.

The community will be informed about the dates of public meetings in advance of the meetings. The meeting dates will be posted on the TDSB's website. If a meeting must be added, deleted or changed, the superintendent of education or designate will ensure that the change is communicated. If possible, public meetings will be held at different schools involved in the review to encourage community participation.

The superintendent of education or designate will develop a list of local needs to assist with participation at public meetings (e.g. interpretation) and ensure these supports are in place when possible.

Attendance at public meetings will be recorded to track participation during the review process. All participants will complete the attendance sheet when entering the meeting. At a minimum, each participant's name, full address including postal code, relationship to the school (e.g. parent/guardian of student, resident, or community agency representative), and email address will be requested. The collection of this information is for the sole purpose of TDSB and will not be shared with any third party.

Information about the review will be posted on the TDSB's external website and updated regularly throughout the review process. Information will include the names of committee members, the names of the schools involved in the review, dates and times of public meetings, meeting agendas, meeting notes, the School Information Profiles, questions and answers as well as other relevant material where practical.

Other communication methods which may be used include written or electronic notices sent to parents of the schools named in the review and members of the school community.

Questions/comments from the public can be submitted using any of the following methods:

- Submitted by e-mail to the office of the superintendent or designate or the Strategy and Planning department;
- Submitted in writing or stated verbally at a public meeting (the chair will determine the process to receive questions from the public during public meetings); or
- Submitted as a delegation for presentation at a public meeting. Delegations must follow the same process as for the Board's standing committees. Requests to make delegations must be submitted in writing to the chair of the Pupil Accommodation Review by 4:00 p.m., two days before the day of the public meeting or by another deadline determined by the superintendent of education or designate.

Requests must include:

- the topic that will be addressed;
- the name of the speaker;
- address of the speaker;
- contact information for the speaker (phone, fax, e-mail); and
- the name of the organization represented (if applicable).

Each person making a delegation will be given five minutes to speak at designated public meetings.

There will be practical limits within which questions will be addressed. For example, requests for information that are deemed to be irrelevant can be denied with an explanation, and questions that have already been addressed can be referred to previous responses.

All written correspondence from the community will be provided to committee members at the next working meeting. Every meeting will include an agenda item when all written correspondence received since the last meeting is received.

At the end of the review process, TDSB staff will present their final recommendations at a public meeting.

Staff will inform members of the committee and the school community of next steps including the date of the trustee committee meeting and the Board of Trustee meeting at which recommendations by TDSB central staff will be considered, and details concerning how to make delegations to the Board of Trustees.

There must be a minimum of ten (10) business days between the date of the trustee committee at which members of the public can make delegations regarding the review and the date of the Board of Trustee meeting at which a final decision will be made.

A letter will be sent to parents to notify them about the Board of Trustee decision and next steps. A copy of the letter will be posted on the TDSB's website and the school's website.

#### 5.8. School Staff Engagement

The superintendent of education or designate will consult with Employee Services prior to the beginning of the review process to provide support at meetings with staff of the named schools under review.

The superintendent of education or designate will inform staff of schools named in the review as soon as practicable after the Board of Trustees approves the establishment of the Pupil Accommodation Review Committee to explain the reasons for the accommodation review and the ways in which staff will be informed and engaged.

Throughout the process, staff will be provided access to the information that is provided to the public. The superintendent of education or designate will communicate the process for staff to seek information and make comments. School staff may submit comments and/or questions in writing to the superintendent of education or designate.

If staff's initial recommendation changes significantly by the end of the review process, the superintendent of education or designate will contact staff of the schools under review to explain any new recommendations.

All meetings with school staff will occur separately from the public meetings.

Staff of the schools named in the review may attend public meetings to remain informed. Any questions or concerns they may have should be presented to the superintendent of education or designate at their next staff meeting.

Following the completion of the review and a Board of Trustee decision, Employee Services will ensure that affected staff are provided with comprehensive information concerning transfer and placement and with opportunities to ask questions and seek clarification.

#### 5.9. Final Staff Report

School board staff may choose to amend their recommended and alternative accommodation scenarios included in the initial staff report. However, if a new school closure is introduced as part of the final staff report and the closure has not been presented at a public meeting, then an additional public meeting must be held no fewer than twenty (20) business days from the posting of the final staff report.

The final staff report must be posted no fewer than ten (10) business days after the final public meeting.

TDSB central staff will present its report to a trustee committee of the Board of Trustees. The report will include a summary of the Pupil Accommodation Review feedback from the school community and students in a Community Consultation section, analysis of any options generated by the Pupil Accommodation Review Committee, as well as responses received from the City of Toronto and other identified community organizations.

Staff's recommendations will include, where required, surplus declarations, disposition parameters, transfer to the Toronto Lands Corporation, boundary changes, school name updates required to reflect new grade configurations, and proposed implementation timelines.

There must be a minimum of ten (10) business days between the date of the trustee committee at which members of the public can make delegations regarding the review and the date of the Board of Trustee meeting at which a final decision will be made.

The Board of Trustees will make final decisions regarding the future of schools.

### 5.10. Modified Pupil Accommodation Review Process

As per the Ministry's Pupil Accommodation Review Guideline, a modified, shortened review process can be approved by the Board of Trustees in situations that are less complex. The initial staff report must explain the rationale for exempting a school(s) from the standard Pupil Accommodation Review process. The rationale for conducting a modified Pupil Accommodation Review process must be based on one or more of the following factors.

#### 1. Enrolment

- a. Where current and projected enrolment have reached a level where programming is non-viable and programming options for students are limited, such as:
  - i. An elementary school with an enrolment equal to or less than 150 students for the current school year and projected to remain so for the next five years.
  - ii. A secondary school with an enrolment equal to or less than 350 students for the current school year and projected to remain so for the next five years.

#### 2. Utilization Rate

- a. Where a school has a current utilization rate of 65% or lower and is projected to remain so for the next five years. Utilization will be determined by dividing the school's enrolment by the capacity of the school building.

#### 3. Facility Condition

- a. Where a school facility is not physically suitable to serve the school community, such as:
  - i. Where retrofitting or repair may involve major capital investment; or
  - ii. Where the Facility Condition Index deems the school Prohibitive to Repair.

#### 4. Distance

- a. The distance to the nearest available accommodation is within walking distance (as per the TDSB's Transportation of Students policy P020) of the addresses served by the school proposed for closure.

In situations where a modified Pupil Accommodation Review process is approved, a Pupil Accommodation Review Committee will not be established.

The timelines are as follows:

Following the date of the Board of Trustee approval, staff will provide written notice of the Board of Trustee decision within five (5) business days to the City of Toronto and identified community organizations. The written notice will include an invitation to meet to discuss the recommendations in staff's initial report and to provide an opportunity for a written response prior to the first public meeting.

Staff will also notify the Directors of Education of coterminous school boards as well as the Ministry of Education through the office of the Assistant Deputy Minister of the Capital and Business Support Division.

The school board must hold at least one public meeting. Beginning with the date of the Board of Trustee approval to conduct a modified pupil accommodation review, there must be no fewer than forty (40) business days before this public meeting is held. The feedback gathered at the public meeting will be included in a community consultation section of the final staff report.

The final staff report must be publicly posted no fewer than ten (10) business days after the final public meeting.

School board staff may choose to amend their recommended and alternative accommodation scenarios included in the initial staff report. However, if a new school closure is introduced as part of any recommended or alternative scenario in the final staff report, then an additional public meeting must be held no fewer than twenty (20) business days from the posting of the final staff report.

From the posting of the final staff report, there must be no fewer than ten (10) business days before the public delegations.

There must be no fewer than ten (10) business days between public delegations and the final decision of the Board of Trustees.

#### 5.11. Summary of Pupil Accommodation Review Timelines

A staff report will be presented to the Board of Trustee for approval to begin the Pupil Accommodation Review.

Following Board of Trustee approval to initiate the Pupil Accommodation Review, staff will provide written notice of the Board of Trustee decision within five (5) business days to the City of Toronto and identified community organizations. The written notice will include an invitation to meet to discuss the recommendations in staff's initial report and to provide an opportunity for a written response prior to the first public meeting.

Staff will also notify the Directors of Education of coterminous school boards as well as the Ministry of Education through the office of the Assistant Deputy Minister of the Capital and Business Support Division.

There must be no fewer than forty (40) business days between the date of the Board of Trustee approval to initiate the review and the date of the first public meeting.

There must be no fewer than sixty (60) business days between the first and the final public meetings (does not apply to the modified review process).

Staff's final report must be posted no fewer than ten (10) business days after the final public meeting.

From the posting of the final staff report, there must be no fewer than ten (10) business days before the public delegations.

If a new school closure is introduced as part of any recommended or alternative scenario in the final staff report, then an additional public meeting must be held no fewer than twenty (20) business days from the posting of the final staff report.

There must be no fewer than ten (10) business days between public delegations and the final decision of the Board of Trustees.

A graphic showing the Ministry timelines for the standard and modified review process can be found in Appendix A.

#### 5.12. Exemptions

The Ministry's guideline applies to schools offering elementary or secondary programs. However, there are specific circumstances where school boards are not obligated to undertake a pupil accommodation review. As per the guideline, these include:

- When a replacement school is to be built by the school board on the existing site, or built or acquired within the existing school attendance boundary, as identified through the school board's policy;
- When a replacement school is to be built by the school board on the existing site, or built or acquired within the existing school attendance boundary and the school community must be temporarily relocated to ensure the safety of students and staff during the reconstruction, as identified through the school board's policy;
- When a lease for the school is terminated;
- When a school board is planning the relocation (in any school year or over a number of school years) of grades or programs, in which the enrolment constitutes less than 50% of the school's enrolment (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 school 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; or
- Where there are no students enrolled at the school at any time throughout the school year.

In the above circumstances, a school board is expected to inform school communities about proposed accommodation plans for students before a

decision is made by the Board of Trustees. There is no requirement to hold a public meeting.

The school board must also provide written notice to each of the affected single and upper-tier municipalities through the Clerks Department (or equivalent), as well as other community partners that expressed an interest prior to the exemption, and their coterminous school boards in the areas of the affected school(s) through the Director of Education, and to the Ministry of Education through the Assistant Deputy Minister of the Capital and Business Support Division no fewer than five business days after the decision to proceed with an exemption.

A transition plan will be put in place following the Board of Trustee decision to close or move a school or students in accordance with this section.

## **6.0 EVALUATION**

This procedure will be reviewed at a minimum every four (4) years after the effective date or sooner if revisions to the guideline associated with the procedure are instituted by the Ministry of Education.

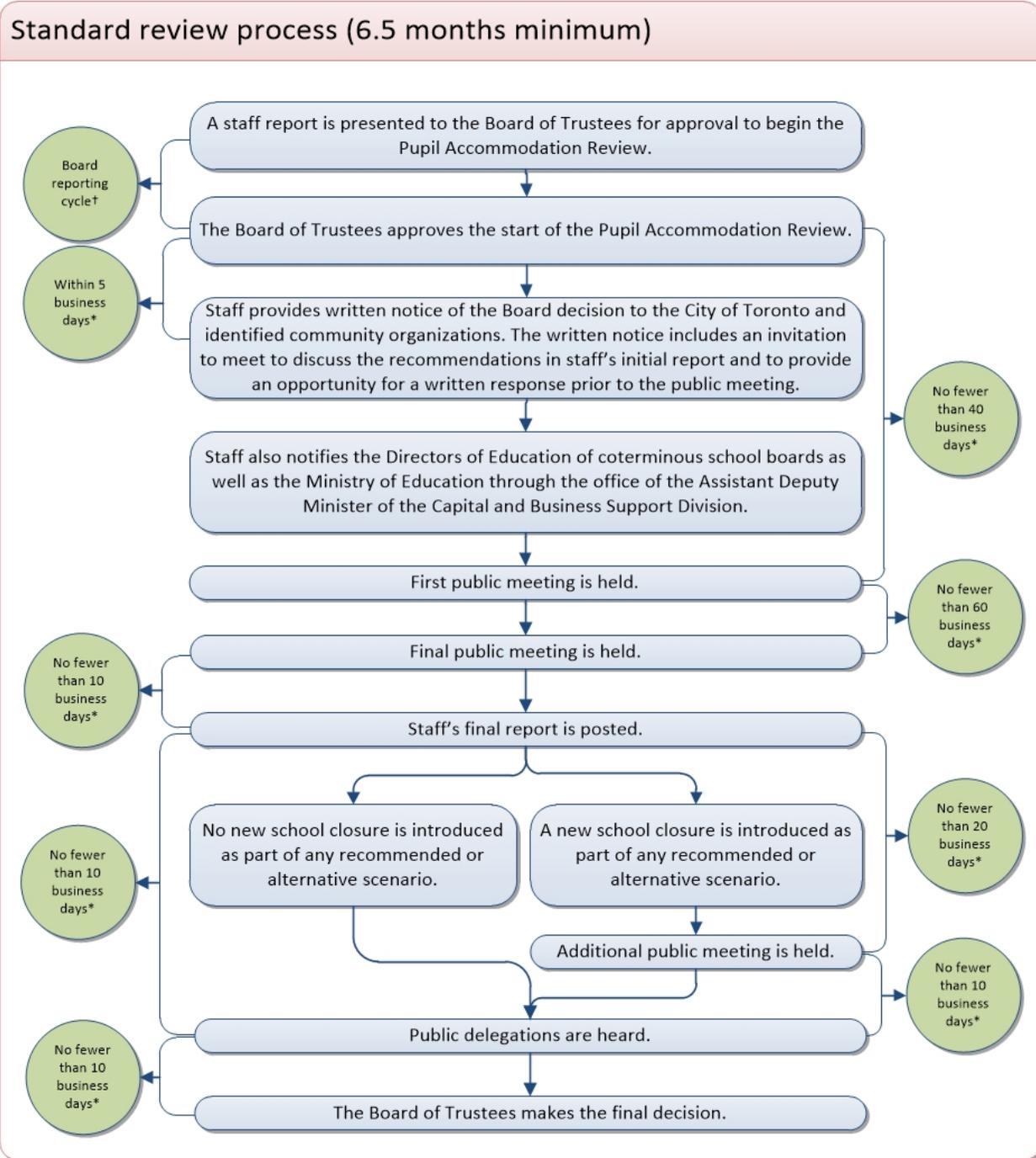
## **8.0 APPENDICES**

Appendix A: Pupil Accommodation Review Processes with Ministry Timelines

## **9.0 REFERENCE DOCUMENTS**

- Accommodation and Program Review Policy (P068)
- Ministry of Education's Pupil Accommodation Review Guideline

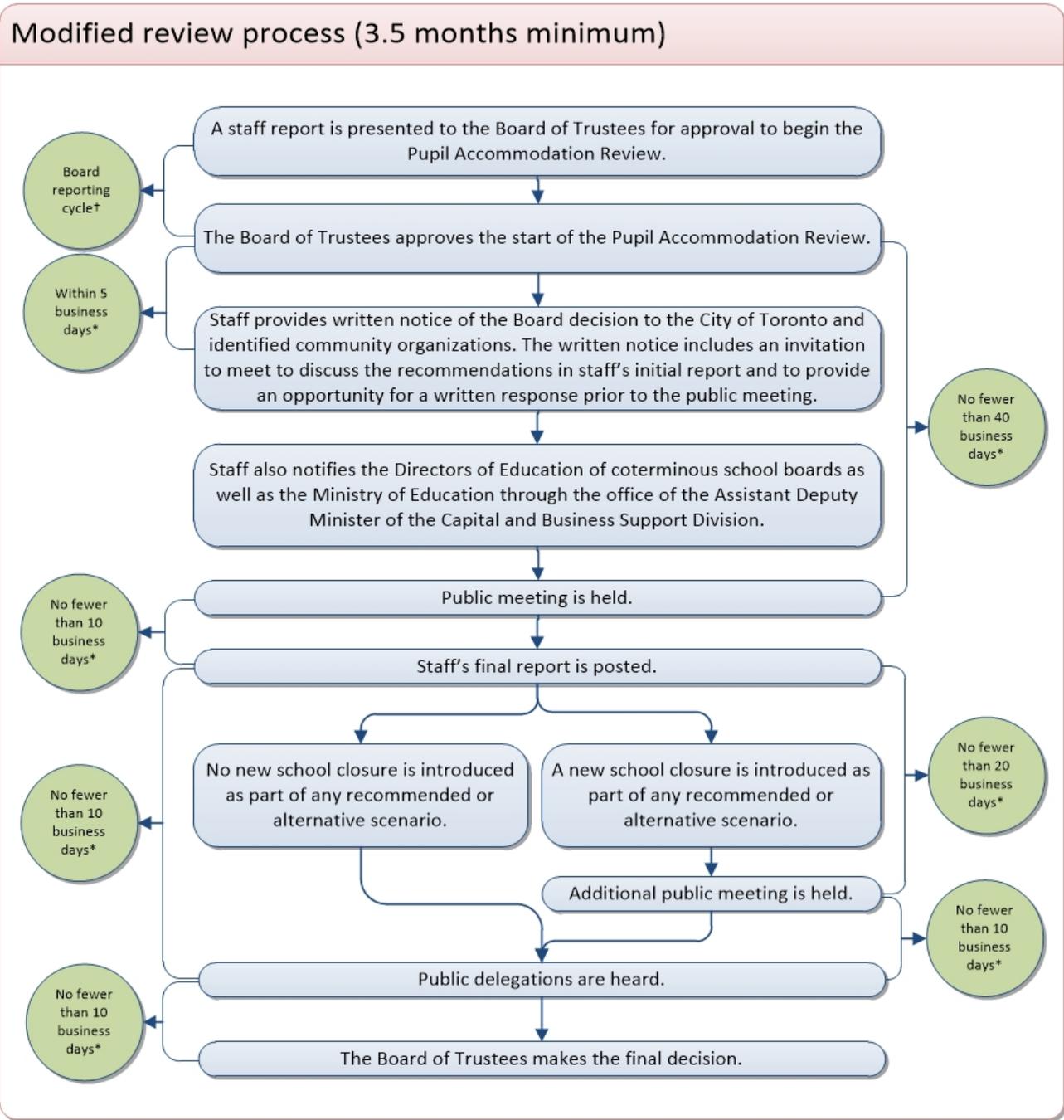
**Pupil Accommodation Review Processes with Ministry Timelines**



† The Toronto District School Board meeting schedule may be found at <https://www.tdsb.on.ca/Portals/0/docs/BoardMeetingSchedule.pdf>

\* A calendar day that is not a weekend or statutory holiday. It also does not include calendar days that fall within school boards' Christmas, spring, and summer breaks.

**Pupil Accommodation Review Processes with Ministry Timelines**



† The Toronto District School Board meeting schedule may be found at <https://www.tdsb.on.ca/Portals/0/docs/BoardMeetingSchedule.pdf>

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