

WATERLOO REGION DISTRICT SCHOOL BOARD

NOTICE AND AGENDA

A Committee of the Whole meeting of the Waterloo Region District School Board will be held in the Board Room, Building 2, 1st Floor, 51 Ardel Avenue, Kitchener, Ontario, on **Monday, May 9, 2016, at 7:00 p.m.**

AGENDA

Call to Order

O Canada

Approval of Agenda

Declarations of Pecuniary Interest

Celebrating Board Activities

Announcements

Delegations

Reports (Human Resource Services and Student Achievement and Well-Being Services Focus)

- | | | |
|-----------|--|---------------------------|
| 1 | Presentation: Recipients of the 2015-2016 Linda Fabi Bursary | |
| 3 | Report of Facts - Code of Conduct Committee | Code of Conduct Committee |
| 5 | 2016-2017 Pupil Accommodation Grant – School Renewal | M. Gerard |
| 12 | 2016-2017 School Condition Improvement Grant – School Renewal | M. Gerard |
| 15 | Capital Priorities Submission | M. Gerard |
| 18 | Education Centre Deferred Maintenance and Space Consolidation | M. Gerard |
| 21 | Annual Accommodation Planning 2016-2017 | M. Gerard |
| 46 | Motion – Trustee C. Millar re Trustee Attendance at Meetings | |
| 48 | Consideration of Amendments to Board Bylaw 4.10.2 – Invocation | |
| 50 | OPSBA 2016 Trustee Nominations/Appointments | Chairperson |

Staff and Board Reports

Question Period (*10 minutes*)

Future Agenda Items (*Notices of Motion to be referred to Agenda Development Committee*)

Adjournment

Questions relating to this agenda should be directed to
Jayne Herring, Manager of Corporate Services
519-570-0003, ext. 4336, or Jayne.Herring@wrdsb.on.ca

Report to Committee of the Whole
May 9, 2016



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: **Recipients of the 2015-2016 Linda Fabi Bursary**

ORIGINATOR: This report was prepared by Jayne Herring, Manager of Corporate Services, on behalf of Chairperson of the Board, Kathleen Woodcock.

PURPOSE/STRATEGIC PLAN:

The Linda Fabi Bursary will provide funding for students who are pursuing a trade, through college or apprenticeship, and who have not already been selected to receive an award at the graduation ceremony.

This report relates to three of the Waterloo Region District School Board's (the Board's) strategic directions: Engaging students, families, staff and communities, Pursuing student achievement and success for all, and Promoting forward thinking.

BACKGROUND:

The Linda Fabi Bursary was established by the Board of Trustees in celebration and recognition of the many contributions and achievements of Linda Fabi during her tenure as Director of Education for the Waterloo Region District School Board.

The total amount of the Bursary is \$2,000, which is to be presented annually to students of the Waterloo Region District School Board. Depending on the number of applicants, this award can be divided so that a number of eligible applicants can be recognized.

This year's recipients will each receive a \$200 award.

STATUS:

The adjudication committee, consisting of Vice-Chair J. Hendry, Past Chair T. Martin and Former Director, L. Fabi, reviewed applications that were submitted by the following students:

Ebert, Leighton	Cameron Heights Collegiate Institute
Kane, Hunter	Forest Heights Collegiate Institute
Mai, Nghi	Forest Heights Collegiate Institute
Syed, Abdul Haleem	Galt Collegiate Institute
Bowering, Patricia	Glenview Park Secondary School
Noseworthy, Cameron	Glenview Park Secondary School
Heideman, Ryan	Grand River Collegiate Institute
Shantz, Cassandra	Grand River Collegiate Institute
Wissmach, Valerie	Grand River Collegiate Institute
Hewitt, Jade	Huron Heights Secondary School
Osborne, Jonathan	Huron Heights Secondary School
Krueger, Cameron	Jacob Hespeler Secondary School
Aultman, Tyler	Kitchener-Waterloo Collegiate & Vocational School (KCI)
Fife, Aidan	Kitchener-Waterloo Collegiate & Vocational School (KCI)

Lauderdale, Marcus	Kitchener-Waterloo Collegiate & Vocational School (KCI)
Ducker, Jake	Preston High School
Floora, Gian	Preston High School
Boa, Simon	Sir John A. Macdonald Secondary School
Peeler, Devon	Sir John A. Macdonald Secondary School
Birk, Cameron	Southwood Secondary School
Lajeunesse, Joseph	Southwood Secondary School
Rees, Tristan	Southwood Secondary School
Ross, Connor	Waterloo-Oxford District Secondary School
Shantz, Kogan	Waterloo-Oxford District Secondary School

The following criteria were taken into consideration:

1. The student's key characteristics.
2. An example of how the student has demonstrated perseverance or has overcome obstacles or made a remarkable comeback during his/her high school career.
3. A staff member's recommendation.

The following recipients were confirmed to meet the criteria and were selected to receive the 2016-2016 Linda Fabi Bursary:

Mai, Nghi	Forest Heights Collegiate Institute
Syed, Abdul Haleem	Galt Collegiate Institute
Bowering, Patricia	Glenview Park Secondary School
Heideman, Ryan	Grand River Collegiate Institute
Shantz, Cassandra	Grand River Collegiate Institute
Wissmach, Valerie	Grand River Collegiate Institute
Osborne, Jonathan	Huron Heights Secondary School
Fife, Aidan	Kitchener-Waterloo Collegiate & Vocational School (KCI)
Boa, Simon	Sir John A. Macdonald Secondary School
Birk, Cameron	Southwood Secondary School

COMMUNICATIONS:

The announcement of the Linda Fabi Bursary recipients will be shared with all schools, staff, students and the public via the Board website.

FINANCIAL IMPLICATIONS:

An amount of \$2,000 will be charged to the Trustee expense budget. This is the second year the award has been issued.

RECOMMENDATION:

No recommendation. For information only.

 **Director of Education**

Report to Committee of the Whole
May 9, 2016



**Waterloo Region
 District School Board**

Inspired learners – Tomorrow's leaders

SUBJECT: Report of Facts - Code of Conduct Committee

ORIGINATOR: This report was prepared by the Code of Conduct Committee, consisting of Committee Chairperson Trustee John Hendry, Trustee Carol Millar and Board Chairperson Kathleen Woodcock.

PURPOSE/STRATEGIC PLAN:

This report has been prepared by the Code of Conduct Committee to provide trustees with the results of the fact-finding investigation of an alleged breach of the Code of Conduct Policy as outlined in Board Policy G201.

BACKGROUND:

On September 14, 2015, between the In Camera and Committee of the Whole Meeting, a verbal interaction occurred between Trustee Andrea Mitchell and Trustee Ted Martin. As a result of this interaction, a complaint by Trustee Andrea Mitchell pursuant to the Board Harassment Policy (Board Policy 1004), was received on September 15, 2015. The process was completed and results were shared confidentially with both parties.

On November 3, 2015, a claim of an alleged breach of the Code of Conduct was presented to Chairperson Kathleen Woodcock by Trustee Andrea Mitchell. The alleged breach involved Trustee Ted Martin and occurred between the In Camera and Committee of the Whole Meetings of September 14, 2015.

The alleged breach was based on the following sections of Board Policy G201, Section 5:

Article 5.3

When expressing individual views, Trustees shall respect the differing points of view of other Trustees on the Board, staff, students and the public.

Article 5.4

Trustees shall at all times act with decorum and shall be respectful of other Trustees of the Board, staff, students and the public.

Article 5.5

All Trustees of the Board shall endeavour to work with other Trustees of the Board and staff of the Board in a spirit of respect, openness, courtesy, and co-operation.

The Respondent provided a written response to the allegation as per Board Policy G201, Article 14.6.

As per Board Policy G201, Article 8, a Code of Conduct Committee was established to investigate the alleged breach and bring a report of the facts to the Board of Trustees.

The membership of the Code of Conduct Committee consisted of the following:

- Trustee John Hendry, Committee Chairperson
- Board Chairperson Kathleen Woodcock
- Trustee Carol Millar

The Board of Trustees approved the attendance of an observer for the interviews. Superintendent of Business Services Matthew Gerard attended the witness and respondent interviews.

On February 22, 2016, the Code of Conduct Committee members discussed the leave of absence request from Trustee Andrea Mitchell and the potential impact it may have on the process.

On February 22, 2016, at the In Camera Committee of the Whole Meeting, the Board of Trustees discussed options to move forward. The direction given by the Board to Committee Chairperson John Hendry was to contact Trustee Andrea Mitchell. On February 23, 2016, Trustee Andrea Mitchell was contacted by telephone and rejected all of the options presented.

On February 29, 2016, a verbal report was provided to the Board by the Code of Conduct Committee. The Board discussed the outcome of the contact with Trustee Andrea Mitchell. The Board determined, by Board motion, to proceed with the investigation using the written statement previously submitted by Trustee Andrea Mitchell.

On March 9, 2016, all interviews were conducted.

STATUS:

The process followed in the interviews:

- Questions were asked by the Committee Chairperson John Hendry.
- Recorders were Board Chairperson Kathleen Woodcock and Trustee Carol Millar.
- Superintendent Matthew Gerard attended the proceedings as an observer.

The following individuals were interviewed:

- Trustee Ted Martin
- Trustee Scott McMillan
- Trustee Mike Ramsay
- Board staff member Jayne Herring

In order to ensure continuity and fairness, questions for the interviews were provided by legal counsel and all interviewees were asked the same questions.

Statement of Facts Gathered by the Code of Conduct Committee

- The two individuals involved are elected Trustees for the Waterloo Region District School Board.
- The alleged incident took place between the In Camera and Committee of the Whole Meetings of September 14, 2015.
- The alleged incident took place in the Board Room in front of Trustee Ted Martin's designated seat.
- Trustee Andrea Mitchell was standing in front of Trustee Ted Martin who was seated.
- It was confirmed that during the verbal exchange between Trustees Andrea Mitchell and Ted Martin, Trustee Scott McMillan was seated next to Trustee Ted Martin. Board staff member Jayne Herring was collecting materials around the board table and Trustee Mike Ramsay was at his designated seat at the board table.
- Statements were made by the Complainant and the Respondent during the verbal exchange. As the content of these statements is not clear from a factual basis, no comment is being provided by the Code of Conduct Committee regarding their statements.

COMMUNICATIONS:

As per Board Policy G201, Article 14.8, a confidential draft of this report was provided to Trustees Andrea Mitchell and Ted Martin for their perusal.

Any corrections or omissions were discussed and approved by the Code of Conduct Committee in the final Report of Facts provided to Trustees.

FINANCIAL IMPLICATIONS:

The cost of legal consultation was in the range of approximately \$2,000.

RECOMMENDATION:

No Recommendation. For information only.

Report to Committee of the Whole
May 9, 2016



**Waterloo Region
 District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: 2016-2017 Pupil Accommodation Grant – School Renewal Allocation

ORIGINATOR: This report was prepared by Matthew Gerard, Superintendent, Business Services & Treasurer; Ian Gaudet, Controller, Facility Services and Ron Dallan, Manager of Capital Projects, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

The purpose of this report is to seek approval for the budget allocations of the 2016-2017 Pupil Accommodation Grant – School Renewal Allocation. The strategic plan is supported by updating existing schools, harnessing the latest technologies and providing an excellent learning environment, which promotes forward thinking and champions quality public education.

BACKGROUND:

The Pupil Accommodation Grant – School Renewal Allocation is provided by the Ministry of Education to address the cost of repairing and renovating schools and infrastructure. This funding has typically allowed major maintenance programs such as roof replacements, mechanical upgrades and school renovations to be completed. Renovations have included program improvements such as those made to science, libraries, special education and athletic facility upgrades as prioritized through Elementary and Secondary Accommodation Committees.

The Waterloo Region District School Board's Allocation for 2016-2017 is estimated to be \$8,534,834. Money received in this allocation must be spent on school renewal projects.

STATUS:

The funds available are divided between major maintenance items and program needs.

Business Services staff establishes the spending priorities for major maintenance programs through condition assessments performed by Facility Services staff and/or outside consultants. These items are placed in the long-range capital forecast and are scheduled as funding permits.

Renovations for program purposes that have been requested by school principals are prioritized through consultation with the Elementary Accommodation Committee (EAC) and the Secondary Accommodation Committee (SAC). Both committees meet approximately six times per year to discuss the needs identified and prioritize projects within the system. The memberships of the committees are listed in Appendix A. School Renewal funds related to program improvements are allocated based on priorities recommended by these committees and are further prioritized at the Accommodation Steering Committee (ASC), see Appendix A(i).

Major maintenance and program improvements proposed in this budget have been prioritized with the intent to bring older schools up to current standards. Many prioritized projects for both major maintenance and program improvements cannot be funded from the amount available in the anticipated allocation.

Appendix B presents the proposed budget by category for school renewal. Appendix C illustrates the projects prioritized by Facility Services staff for the 2016-2017 School Renewal Allocation and Appendix D illustrates a summary of 2015-2016 projects.

COMMUNICATIONS:

When the Waterloo Region District School Board approves the Pupil Accommodation Grant, resources will be assigned and school principals will be advised of upcoming activities to detail the scope of projects and coordinate proposed projects.

FINANCIAL IMPLICATIONS:

It is estimated that the Waterloo Region District School Board's Pupil Accommodation Grant – School Renewal Allocation for the 2016-2017 fiscal year will be \$8,534,834. Money received in this allocation must be spent on renewal projects.

RECOMMENDATION:

It is recommended:

That the Waterloo Region District School Board approve the 2016-2017 Pupil Accommodation Grant expenditures for the year September 1, 2016 to August 31, 2017, not to exceed the estimated level of grant received from the Ministry of Education for School Renewal Allocation, as established in the budget of the report entitled, *2015-2016 Pupil Accommodation Grant – School Renewal Allocation*, dated May 9, 2016.

 Director of Education

**WATERLOO REGION DISTRICT SCHOOL BOARD
BUSINESS SERVICES DIVISION
FACILITY SERVICES DEPARTMENT**

**PUPIL ACCOMMODATION GRANT - SCHOOL RENEWAL ALLOCATION
2015-2016 ACCOMMODATION COMMITTEES
COMMITTEE MEMBERSHIP**

ELEMENTARY ACCOMMODATION COMMITTEE

<i>Michael Martin, Chair</i>	Principal, MacGregor P.S.
Lynn Green	Area 1 - Principal, Elizabeth Ziegler P.S.
Tatania Stroud	Area 2 - Prncipal, St. Andrews P.S.
Marc Laurente	Area 3 - Principal, Hillcrest P.S.
Susan Schaffner	Area 4 - Principal, J.W. Gerth P.S.
Wendy Goulden	Coordinator, Learning Services/JK-6
Ian Mann	Coordinator, Learning Services/JK-12
Rebecca Rouse	Consultant, ITS/JK-8
Dennis Cuomo	Manager, Planning
Ron Dallan	Manager, Capital Projects
Ian Gaudet	Controller, Facility Services
Tony Puim	Facility Manager - Area 1
Mark Kovrig	Facility Manager - Area 2
Barry Kingsley	Facility Manager - Area 3
Barry Easter	Facility Manager - Area 4
Nathan Hercanuck	Senior Planner
Lauren Agar	Senior Planner
Susan Morrison	System Administrator, JK-12 Program

SECONDARY ACCOMMODATION COMMITTEE

<i>Ed Doadt, Chair</i>	Principal, Huron Heights S.S.
Cathy Vollmer-Ashley	Area 1 - Principal, Kitchener-Waterloo C.I. & V.S.
Paul Morgan	Area 2 - Principal, Elmira District S.S.
Hugh Lambert	Area 3 - Principal, Southwood S.S.
Beth Bodkin	Area 4 - Principal, Waterloo Oxford District S.S.
Josh Windsor	Area 1 - V-Principal, Kitchener-Waterloo C.I. & V.S.
Dave Williamson	Area 2 - V-Principal, Waterloo C.I.
Dave Wilson	Area 3 - V-Principal, Glenview Park S.S.
Paula Bender	Area 4 - V-Principal, Forest Heights C.I.
Ron Dallan	Manager, Capital Projects
Ian Gaudet	Controller, Facility Services
Harry Niezen	Secondary Consultant, ITS
Dennis Cuomo	Manager of Planning
Nathan Hercanuck	Senior Planner
Shawn Callon	Principal Planner
Lou Lima	Manager, Mechanical/Electrical/Environmental Services
Anna Splan	Facility Services Officer
Susan Morrison	System Administrator, JK-12 Program

**WATERLOO REGION DISTRICT SCHOOL BOARD
BUSINESS SERVICES DIVISION
FACILITY SERVICES DEPARTMENT**

**PUPIL ACCOMMODATION GRANT - SCHOOL RENEWAL ALLOCATION
2015-2016 ACCOMMODATION STEERING COMMITTEE
COMMITTEE MEMBERSHIP**

ACCOMMODATION STEERING COMMITTEE

<i>Ian Gaudet, Chair</i>	Controller, Facility Services
Matthew Gerard	Superintendent, Business Services and Treasurer
Martha Deacon	Superintendent, Communication & Engagement
Peter Rubenschuh	Superintendent, Student Achievement & Well-Being
Scott Miller	Superintendent, Student Achievement & Well-Being
Mark Carbone	Chief Information Officer
Karen Newland	Controller, Financial Services
Ron Dallan	Manager, Capital Projects
Lynsey Meikle	Communications Officer
Ed Doadt	Principal (Chair, SAC)
Michael Martin	Principal (Chair, EAC)
Dennis Cuomo	Manager, Planning
Nathan Hercanuck	Senior Planner
Lauren Agar	Senior Planner

APPENDIX B

**WATERLOO REGION DISTRICT SCHOOL BOARD
BUSINESS SERVICES DIVISION
FACILITY SERVICES DEPARTMENT**

**PUPIL ACCOMMODATION GRANT - SCHOOL RENEWAL ALLOCATION
BUDGET BY CATEGORY
SEPTEMBER 1, 2016 TO AUGUST 31, 2017**

<i>Program Needs Description</i>	<i>Budget</i>	<i>Major Maintenance Description</i>	<i>Budget</i>
Renovations/Alterations Secondary Program	\$ 1,150,000	Building Envelope (roof, doors, walls, windows)	\$ 300,000
Renovations/Alterations Elementary Program	\$ 1,750,000	Interior Finishes (ceilings, floors, paint, lockers, hardware)	\$ 950,000
Renovations/Alterations Special Education	\$ 100,000	Site Improvements (paving, concrete, masonry, grounds)	\$ 1,020,000
Instructional Computer Infrastructure	\$ 250,000	Mechanical, Electrical Upgrades	\$ 950,000
School Communication Systems	\$ 350,000	Energy Conservation	\$ 100,000
Health & Safety	\$ 100,000	Building Code, Fire Code, OHSA Upgrades, Consulting Fees, Studies	\$ 434,834
Environmental	\$ 650,000	Portable Repairs	\$ 75,000
Accessibility	\$ 125,000	Heating Plant Upgrades	\$ 230,000
Program Subtotal	<u>\$ 4,475,000</u>	Maintenance Subtotal	<u>\$ 4,059,834</u>
		Estimated Total	<u><u>\$ 8,534,834</u></u>

**WATERLOO REGION DISTRICT SCHOOL BOARD
BUSINESS SERVICES DIVISION
FACILITY SERVICES DEPARTMENT
PUPIL ACCOMMODATION GRANT - SCHOOL RENEWAL ALLOCATION
PROJECT PRIORITIES BY CATEGORY
SEPTEMBER 1, 2016 TO AUGUST 31, 2017**

A	Instructional Computer Infrastructure		Allocation:	\$ 250,000
	REGION-WIDE	Renovations/alterations in facilities to address computer program requirements		
B	School Communication Systems		Allocation:	\$ 350,000
	REGION-WIDE	Telephone, PA, and UPS system upgrades		
C	Environmental		Allocation:	\$ 650,000
	REGION-WIDE	Site assessment and data development for asbestos regulations, testing and abatement		
	REGION-WIDE	Environmental Projects		
D	Renovations/Alterations Secondary Program		Allocation:	\$ 1,150,000
	REGION-WIDE	Renovations/alterations to secondary facilities for projects to improve school programs: priorities are established in consultation with the Secondary Accommodation Committee		
E	Renovations/Alterations Elementary Program		Allocation:	\$ 1,750,000
	REGION-WIDE	Renovations/alterations to elementary facilities for projects to improve school programs: priorities are established in consultation with the Elementary Accommodation Committee		
F	Renovations/Alterations Special Education		Allocation:	\$ 100,000
	REGION-WIDE	Renovations/alterations for Special Ed. programs brought forward throughout the school year as identified by Special Ed. staff		
G	Building Code, Fire Code, OHSA, Consultant Fees, Studies		Allocation:	\$ 434,834
	REGION-WIDE	Consulting fees for studies relating to building infrastructure, OH&SA compliance, Building code and Fire code compliance		
H	Energy Conservation		Allocation:	\$ 100,000
	REGION-WIDE	Projects and Studies relating to Energy Conservation		
I	Portable Relocations and Repairs		Allocation:	\$ 75,000
	REGION-WIDE	Repair and upgrades to single portable classrooms and Porta-Paks		
J	Interior Finishes		Allocation:	\$ 950,000
	REGION-WIDE	Ceiling replacements and repairs		
	REGION-WIDE	Flooring replacements		
	REGION-WIDE	Locker replacements		
	REGION-WIDE	Interior painting		
K	Mechanical and Electrical		Allocation:	\$ 950,000
	REGION-WIDE	Upgrade service panels and light fixtures		
	REGION-WIDE	Heating ventilation and air conditioning improvements		
	REGION-WIDE	Backflow prevention implementation		
L	Building Envelope		Allocation:	\$ 300,000
	REGION-WIDE	Roof and window replacements		
	REGION-WIDE	Exterior walls		
	REGION-WIDE	Replacement of exterior doors		
M	Accessibility		Allocation:	\$ 125,000
	REGION-WIDE	Renovations/alterations for school accessibility brought forward by Accessibility Committee		
N	Heating Plant Upgrades		Allocation:	\$ 230,000
	REGION-WIDE	Conversion of steam boilers to hot water boilers		
O	Site Improvements		Allocation:	\$ 1,020,000
	REGION-WIDE	Paving repairs and new parking		
	REGION-WIDE	Field drainage improvements		
	REGION-WIDE	Repair/replacement of fields, walkways, steps and retaining walls		
P	Health and Safety		Allocation:	\$ 100,000
	REGION-WIDE	Upgrades to CCTV, exterior lighting, and improvements for health and safety		
			Estimated Total	<u>\$ 8,534,834</u>

**WATERLOO REGION DISTRICT SCHOOL BOARD
BUSINESS SERVICES DIVISION
FACILITY SERVICES DEPARTMENT
PUPIL ACCOMMODATION GRANT - SCHOOL RENEWAL ALLOCATION
PROJECT PRIORITIES BY CATEGORY
SEPTEMBER 1, 2015 TO AUGUST 31, 2016**

A	Instructional Computer Infrastructure		Allocation:	\$	250,000
	REGION-WIDE	Renovations/alterations in facilities to address computer program requirements			
B	School Communication Systems		Allocation:	\$	350,000
	REGION-WIDE	Telephone, PA, and UPS system upgrades			
C	Environmental		Allocation:	\$	650,000
	REGION-WIDE	Site assessment and data development for asbestos regulations, testing and abatement			
	WODSS	Asbestos abatement - Phase 4			
	GRCI	Asbestos abatement - Phase 6			
	CHCI	Asbestos ceiling tile replacement - 2nd,3rd and 4th floor corridors			
D	Renovations/Alterations Secondary Program		Allocation:	\$	750,000
	REGION-WIDE	Renovations/alterations to secondary facilities for projects to improve school programs: priorities are established in consultation with the Secondary Accommodation Committee			
	KWCI&VS	Convert old Woodshop into Com-Tech Room			
	KWCI&VS	Office Renovation Phase 1			
	GRCI	Detailed design - Chemistry Lab			
	FHCI	Schematic Design - Comp-Tech and Music Room renovations			
	WODSS	Schematic Design - Expand Physics Room and Create Space for Leadership teacher			
E	Renovations/Alterations Elementary Program		Allocation:	\$	750,000
	REGION-WIDE	Renovations/alterations to elementary facilities for projects to improve school programs: priorities are established in consultation with the Elementary Accommodation Committee			
	WINSTON CHURCHILL	Office, Library, Workroom Upgrades, JK-SK upgrade			
	BRESLAU	Library Renovation - carried forward due to budget constraints in prior years			
	HOWARD ROBERTSON	JK/SK upgrades to current standards - plus Principal and VP office A/C			
	WILSON	Double gym - detailed design			
	FOREST GLEN	Library Renovation - detailed design			
F	Renovations/Alterations Special Education		Allocation:	\$	150,000
	REGION-WIDE	Renovations/alterations for Special Ed programs brought forward throughout the school year as identified by Special Ed staff			
	PRUETER	Complete Consolidation of Spec Ed into one area - Add washrooms			
G	Building Code, Fire Code, OHSA, Consultant Fees, Studies		Allocation:	\$	448,944
	REGION-WIDE	Consulting fees for studies relating to building infrastructure, OH&SA compliance, Building code and Fire code compliance			
	WCI	Redesign theatre lighting to eliminate catwalk useage			
H	Energy Conservation		Allocation:	\$	100,000
	ECI	Lighting occupancy sensors for gym and changerooms			
	PHS	Lighting occupancy sensors for gym and changerooms			
	DRIFTWOOD	Upgrade controls for gym and 27 Classrooms			
	NORTHLAKE WOODS	Domestic hot water upgrade for heater and storage tank			
I	Portable Relocations and Repairs		Allocation:	\$	75,000
	REGION-WIDE	Repair and upgrades to single portable classrooms and Porta-Paks			
J	Interior Finishes		Allocation:	\$	700,000
	REGION-WIDE	Ceiling replacements and repairs			
	REGION-WIDE	Flooring replacements			
	REGION-WIDE	Locker replacements			
	REGION-WIDE	Interior painting			
K	Mechanical and Electrical		Allocation:	\$	1,000,000
	REGION-WIDE	Heating ventillation and air conditioning improvements			
	BLAIR OUTDOOR CENTER	Ventilation Upgrade			
	FHCI	A/C upgrade for 2 computer classrooms			
	GLENCAIRN	Replacement of rooftop HVAC units			
	LINWOOD	Boiler plant and tech wing HVAC upgrade			
	WINSTON CHURCHILL	JK-SK classroom HVAC upgrade			
	LEXINGTON	Port-a-pak HVAC upgrade			
L	Building Envelope		Allocation:	\$	1,000,000
	REGION-WIDE	Roof and window replacements			
	REGION-WIDE	Exterior brick repair			
	REGION-WIDE	Replacement of exterior doors			
	CHCI	Chimney assessment and repair			
	BCI	Windows in shop area - replacement			
	JHSS	Exterior brick assessment and repair			
	LINCOLN HEIGHTS	Windows in shop and Spec Ed Rooms - replacement			
	CHALMERS	Roof replacement			
	ELGIN	Exterior brick assessment and repair			
M	Accessibility		Allocation:	\$	1,000,000
	REGION-WIDE	Renovations/alterations for school accessibility brought forward by Accessibility Committee			
	QUEENSMOUNT	Phase 1 - Accessibility Upgrades (Phase 2 next year)			
	SUNNYSIDE	Schematic Design Phase and Cost estimates			
	MARGARET AVENUE	Schematic Design Phase and Cost estimates			
	ST.ANDREWS	Schematic Design Phase and Cost estimates			
	WILLIAM G. DAVIS	Schematic Design Phase and Cost estimates			
	MANCHESTER	Ramp to field			
	WINSTON CHURCHILL	Add chair lift in main entrance			
	KCI	Install lift to stage - unble to complete last year			
N	Heating Plant Upgrades		Allocation:	\$	350,000
	REGION-WIDE	Conversion of steam boilers to hot water boilers			
	ELIZABETH ZIEGLAR	Steam to hot water upgrade			
	STEWART AVE	A/C and ventilation upgrade of 65' wing with Natural Gas heat pump			
O	Site Improvements		Allocation:	\$	1,000,000
	REGION-WIDE	Paving repairs and new parking			
	WCI	Staff parking lot			
	WINSTON CHURCHILL	Winston Churchill-staff parking lot			
	WESTHEIGHTS	Westheights-staff parking lot			
	REGION-WIDE	Field drainage improvements			
	REGION-WIDE	Repair/replacement of walkways, steps and retaining walls			
P	Health and Safety		Allocation:	\$	100,000
	REGION-WIDE	Upgrades to CCTV, exterior lighting, and improvements for health and safety			
			Estimated Total	\$	<u>8,673,944</u>

Report to Committee of the Whole
May 9, 2016



**Waterloo Region
 District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: 2016-2017 School Condition Improvement Grant – School Renewal

ORIGINATOR: This report was prepared by Matthew Gerard, Superintendent, Business Services & Treasurer; Ian Gaudet, Controller, Facility Services and Ron Dallan, Manager of Capital Projects, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

The purpose of this report is to update trustees regarding planned expenditures from the 2016-2017 School Condition Improvement (SCI) Grant. The strategic plan is supported by updating existing schools, harnessing the latest technologies, providing an excellent learning environment which promotes forward-thinking and champions quality public education.

BACKGROUND:

As per Ministry Memorandum 2015:SB04 dated March 26, 2015, \$500M in SCI funding will be once again allocated to boards in 2016-2017 as was the case in 2015-2016. This funding is in response to data collected from the Ministry's Condition Assessment Program which is now complete.

Renewal needs for school facilities that are five years of age or less or are not assets of the board (i.e. short-term leases) have not been audited. Under this revised methodology, the Ministry will also ensure that most of the SCI funding is targeted towards identified major renewal needs, while still providing boards with the flexibility to direct some SCI funding to address other locally-identified renewal needs.

As was the case in 2015-2016, school boards will be restricted to use 80 percent of their SCI funding to address major building components (for example, foundations, roofs, windows) and systems (for example, HVAC and plumbing). It is up to boards to determine how to prioritize this portion of their SCI funding across individual schools, building components and systems. School boards will be allowed to use the remaining 20 percent (unrestricted) of their SCI funding to address any locally-identified renewal needs (for example, interior stairs, floor finishes, ceilings, site lighting, parking lots, equipment and furnishings, demolition etc.).

SCI funding can only be used on depreciable renewal expenditures in schools that are expected to remain open and operating for at least five years and to address renewal priorities of the board, including addressing health and safety, replacing and repairing building components, improving the energy efficiency of schools, and improving accessibility.

The Ministry has arranged with VFA, Inc. (VFA) to support boards with their capital planning and management needs through its VFA Facility Asset Management database. This VFA Facility Asset Management database replaces the Total Capital Planning Solution (TCPS) database that has been in place since 2014. The school renewal expenditures funded through SCI must be reported in the VFA Facility Asset Management database.

STATUS:

Each year several projects for major maintenance are prioritized and funded from the annual Pupil Accommodation Grant – School Renewal but not all prioritized projects can be completed due to the limited amount available. This additional SCI funding will allow for completion of backlogged prioritized projects in the 2016-2017 school year. The intent of these prioritized projects is to bring older schools up to current standards.

Appendix A illustrates types of projects for 2016-2017 that will be considered for this funding.

COMMUNICATIONS:

Once the School Condition Improvement Grant projects are finalized, resources will be assigned and school Principals will be advised of upcoming activities to detail the scope of projects and coordinate scheduled activities.

FINANCIAL IMPLICATIONS:

The Waterloo Region District School Board's School Condition Improvement Grant for 2016-2017 is projected to be \$7,841,720.

RECOMMENDATION:

No recommendation. For information only.

 **Director of Education**

**WATERLOO REGION DISTRICT SCHOOL BOARD
BUSINESS SERVICES DIVISION
FACILITY SERVICES DEPARTMENT**

**SCHOOL CONDITION IMPROVEMENT GRANT - SCHOOL RENEWAL
PROJECTS COMPLETED or TO BE COMPLETED
SEPTEMBER 1, 2016 TO AUGUST 31, 2017**

<u>Key Building Components and Systems (Restricted)</u>		Allocation:	\$ 6,273,376
REGION-WIDE	Plumbing improvements		
REGION-WIDE	Heating ventilation and air conditioning (HVAC) improvements		
REGION-WIDE	Fire Protection		
REGION-WIDE	Electrical Improvements		
REGION-WIDE	Substructure - Foundations, Basement Walls		
REGION-WIDE	Shell/Superstructure - Roofs, Exterior Walls, Windows		
 <u>Locally Identified Needs (Unrestricted)</u>		Allocation:	\$ 1,568,344
REGION-WIDE	Improve Interiors - Stairs, Floor Finishes, Ceilings		
REGION-WIDE	Equipment and Furnishings		
REGION-WIDE	Special Construction (e.g. Improving Accessibility)		
REGION-WIDE	Demolition		
REGION-WIDE	Building Sitework - Parking lots, Site lighting		
		TOTAL	<u><u>\$ 7,841,720</u></u>

Report to Committee of the Whole
May 9, 2016



**Waterloo Region
 District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Capital Priorities Submission

ORIGINATOR: This report was prepared by Matthew Gerard, Superintendent, Business Services & Treasurer; Ian Gaudet, Controller, Facility Services; Ron Dallan, Manager of Capital Projects; Karen Newland, Controller, Financial Services; Dennis Cuomo, Manager of Planning, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

The purpose of this report is to seek approval of the Waterloo Region District School Board's (Board's) 2016-2017 recommended Capital Priorities to be submitted to the Ministry of Education (Ministry) for funding consideration under the Capital Priorities Grant Program. The strategic plan relates to pursuing student achievement and success for all, championing quality public education and promoting forward thinking.

BACKGROUND:

As in previous years it is anticipated the Ministry will request Board Approved Capital Priorities be submitted in the near future.

Projects that address accommodation pressures continue to be the priority for Ministry funding. The Ministry has previously asked that boards focus on one or more of the needs as outlined below:

- Accommodation Pressures - Projects that would have been funded through New Pupil Place (NPP) grants under the previous funding formula to accommodate growth.
- School Consolidations - Projects resulting from Pupil Accommodation Reviews (PARs) that would have historically been funded through Prohibitive to Repair (PTR) or Capital Priorities.
- Facility Condition - Projects that would have been funded through PTR and include replacement or major retrofit of schools with high renewal needs.
- French-Language Accommodation – Projects to provide access to French-language facilities where demographics warrant. This does not include specialized or alternative program such as French Immersion.

Further to the above, on July 31, 2013, Ministry memorandum 2013:B18 detailed the Ministry's intent to fund joint use collaborative projects as a priority under the Capital Priorities Grant Program. This program is intended to encourage school boards collaborate on capital projects.

Business cases will be considered by the Ministry upon submission, anticipated to be in July 2016.

STATUS:

The Capital Priorities list was completed by a working team considering planning, facilities, financial, program and accessibility issues. It will be submitted to the Ministry upon their request through the School Facility Information System (SFIS). Supporting business cases and additional information will also be provided to the Ministry.

Appendix A contains the identified Board priorities that are considered to be in alignment with the Ministry's identified funding priorities. For these priorities, business cases will describe the current situation, the project rationale, scope and estimated cost.

These Capital Priorities reflect the current assessment of needs based on enrolment, and utilization trends, number of projects the board currently has underway and the status of these projects, development activity, building conditions, and the recently completed secondary review. New Ministry initiatives and regional economic activities will continue to impact the Board's capital needs and it is recognized that some priorities listed will continue to change over time. Other needs may become a priority.

COMMUNICATIONS:

The Ministry and Board will be kept up to date as Capital Priorities change and as approvals are required in the future. The information listed in this report will be submitted to the Ministry upon their request.

FINANCIAL IMPLICATIONS:

The Ministry continues its multi-year capital funding allocations designed to target board identified capital needs. The primary means for funding new construction is the Capital Priorities Grant with additional capital funding available to school boards to help manage excess capacity through space reductions, address high and urgent renewal needs and facility condition, repurpose school space for child care, meet enrolment demands through temporary accommodation and purchase land for new schools and additions.

Financial considerations for the Capital Priorities submitted identify needs and estimated costs according to Ministry funding benchmarks. Total project costs for Capital needs for 2017-2018 school year are estimated to be \$87,450,000. The ability of our Board to self-fund capital projects of this magnitude has been significantly reduced as new constraints are placed on the usage of available funds including Proceeds of Disposition and Accumulated Surplus.

Should the Ministry not approve funding of these projects, School Renewal Grants (accessibility, program, and facility infrastructure) will be utilized to maintain and renew existing facilities. Where feasible, projects are grouped to improve the economy of scale and achieve Ministry priorities, the needs of the Board and the individual school needs.

RECOMMENDATION:

It is recommended:

That the Waterloo Region District School Board approve the Capital Priorities for submission to the Ministry of Education as listed in Appendix A of the report entitled, "Capital Priorities Submission" dated May 9, 2016.

 **Director of Education**

APPENDIX A

MAY 9, 2016
 CAPITAL PRIORITIES SUBMISSION
 FACILITY SERVICES DEPARTMENT
 BUSINESS SERVICES DIVISION
 WATERLOO REGION DISTRICT SCHOOL BOARD

<i>Rank</i>	<i>Site</i>	<i>Description</i>	<i>Estimated Cost</i>
1	Grand River C.I.	Accommodation/Consolidation	\$ 5,400,000
2	Cedar Creek P.S.	Accommodation	\$ 3,750,000
3	John Mahood P.S.	Accommodation	\$ 4,200,000
4	Ryerson P.S.	Accommodation	\$ 4,500,000
5	Southwest Kitchener Secondary	Accommodation	\$ 32,000,000
6	Southeast Cambridge (Greengate) Elementary	Accommodation	\$ 13,000,000
7	Huron South (Tartan Ave) Elementary	Accommodation	\$ 12,800,000
8	Waterloo-Oxford D.S.S.	Accommodation	\$ 5,900,000
9	Laurelwood P.S.	Accommodation	\$ 5,900,000
		Total	\$ 87,450,000

Report to Committee of the Whole
May 9, 2016



**Waterloo Region
 District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Education Centre Deferred Maintenance and Space Consolidation

ORIGINATOR: This report was prepared by Matthew Gerard, Superintendent, Business Services & Treasurer; Ian Gaudet, Controller, Facility Services; Karen Newland, Controller, Financial Services; Ron Dallan, Manager of Capital Projects, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

To seek approval for increased allocations for deferred maintenance and space consolidation efforts at the Education Centre. This will enable further upgrading and maintenance of existing infrastructure associated with administrative functions of the Waterloo Region District School Board (Board). This will enable investments into services that our schools rely upon and at the same time may mitigate potential costly emergency repairs.

Delivering on a strategy that renews existing assets and supports core administrative functions fosters wellness and well-being and promotes forward-thinking.

BACKGROUND:

The Education Centre at 51 Ardel Avenue was built in the mid to late 1960s and purchased in the early 1980s to house the corporate headquarters of the then Waterloo County Board of Education.

The Education Centre is approximately 163,000 square feet, slightly smaller than Eastwood Collegiate Institute (166,000sf), but larger than Huron Heights Secondary School (157,000sf). Approximately 350 staff are stationed for work at the Education Centre, with many more utilizing this as a resource to support job functions on a regular basis.

A space study was completed to assess the facility and concluded that “floor areas were disparate. Circulation is not efficient. This arrangement of buildings and relationships between buildings creates inefficiencies in communication between functions and departments.” A lack of meeting space was also identified.

Since the initial outfitting, major renovations completed at the facility have helped to upgrade and brand the dated board room and supporting trustee lounge, washroom refurbishments, new main entrance including parking lot realignment and renewal, Accessibility for Ontarians with Disabilities (AODA) friendly access entrance doors, elevator, reception desk, and atrium.

In following with the fiscal review findings, efforts have been made to reduce footprint at the Education Centre by eliminating leased space of the former Building 7. Further, a large meeting room was created to support on-site meetings with the intent of reducing costly rentals and also aligning the Director's former isolated office space with the Superintendents, Student Achievement & Well-Being and at the same time reducing office footprints in an effort to develop new office standards to be expanded upon throughout the facility to increase collaboration, available space for meeting rooms, and departmental synergies to mitigate the 'disparate' nature of the facility. Staff working in the Education Centre have expressed concerns with the work environment and investment into the facility will improve morale and employee wellness.

STATUS:

At present time the Board annually allocates \$210,000 to address ongoing capital and renewal needs of the building. It has been recognized that there is a significant deferred maintenance backlog at the Education Centre, and despite continued investment and upgrades, additional efforts are required to continue to protect our investment and make it more efficient.

Appendix A presents a projected 5-year needs and proposed allocation model. This is intended to describe an order of magnitude for needs as similarly defined in our school renewal and school condition improvement reports that provide capital funding.

These needs are not prioritized. Priorities will be impacted by maintenance needs, break downs, new initiatives, and other environmental factors, that will support a healthy workplace and positively impact staff wellness.

COMMUNICATIONS:

Communication will be completed with impacted departments affected by capital renewal projects. Additionally, communication through the Education Centre conference on Waterworks will notify other stakeholders of potential disruptions to work flow. Where possible, projects will be completed during the summer months to minimize impacts to staff.

FINANCIAL IMPLICATIONS:

An additional commitment from accumulated surplus in the amount of \$500,000 annually for five years is being sought to invest in deferred maintenance backlog and program enhancements at the Education Centre. This would total a \$2.5M additional commitment from accumulated surplus and enable \$3.55M investment over the next five years. The accumulated surplus “unappropriated” balance is \$23.7M at August 31, 2015 and can support the commitment. It is intended that the committed amount be reviewed at the end of five years against the backlog of renewal needs again.

RECOMMENDATION:

It is recommended:

That the Waterloo Region District School Board approve an additional commitment of \$2.5M from accumulated surplus to deferred maintenance and space consolidation efforts at the Education Centre and that this commitment be allocated at \$500,000 per year as part of the annual budget process commencing in 2016-17 with the final allocation in 2020-21.

 **Director of Education**

**WATERLOO REGION DISTRICT SCHOOL BOARD
BUSINESS SERVICES DIVISION
FACILITY SERVICES DEPARTMENT**

**EDUCATION CENTRE DEFERRED MAINTENANCE & SPACE CONSOLIDATION
NEEDS BY CATEGORY
FIVE YEAR PROJECTION (2016 - 2021)**

<i>Program Needs Description</i>	<i>Budget</i>	<i>Major Maintenance Description</i>	<i>Budget</i>
Program Renovations/Alterations	\$ 1,100,000	Building Envelope (roof, doors, walls, windows)	\$ 2,735,000
Computer Infrastructure	\$ 400,000	Interior Finishes (ceilings, floors, paint, lockers, hardware)	\$ 725,000
Environmental	\$ 280,000	Site Improvements (paving, concrete, masonry, grounds)	\$ 865,000
Communication Systems	\$ 200,000	Mechanical, Electrical Upgrades	\$ 795,000
Health, Safety and Security	\$ 100,000	Energy Conservation	\$ 300,000
Accessibility	\$ 270,000	Building Code, Fire Code, OHSA Upgrades, Consulting Fees, Studies	\$ 275,000
Administrative Functions	\$ 300,000	Portable Repairs	\$ 150,000
		Heating Plant Upgrades	\$ 580,000
Program Subtotal	<u>\$ 2,650,000</u>	Maintenance Subtotal	<u>\$ 6,425,000</u>
		Estimated Total	<u><u>\$ 9,075,000</u></u>

Report to Committee of the Whole
May 9, 2016



**Waterloo Region
 District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Accommodation Planning 2016-2017

ORIGINATOR: This report was prepared by Matthew Gerard, Superintendent, Business Services & Treasurer, Dennis Cuomo, Manager of Planning, Shawn Callon, Principal Planner, Nathan Hercanuck, Senior Planner, Lauren Agar, Senior Planner, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

This report is to provide information about the accommodation planning work to be undertaken in the 2016-2017 school year. The work outlined will advance the Waterloo Region District School Board's (Board) Accommodation Strategy to ensure optimal learning environments. This report relates to the strategic directions of the Board by promoting forward thinking and engaging communities.

BACKGROUND:

Each year student accommodation is reviewed by the Planning Department in consultation with the Elementary Accommodation Committee (EAC), Secondary Accommodation Committee (SAC) and Accommodation Steering Committee (ASC) to determine if there are areas of the Board where enrolment pressure or decline warrants further investigation. If an assessment indicates that improvements are imminent, short-term measures should be sufficient to address any enrolment concerns. Examples include the approval and construction of a new school or a new pocket of development within a declining school's boundary. In other situations, the result will be longer-term accommodation and program challenges. In those cases, undertaking a boundary study or an accommodation review to determine immediate and/or longer-term solutions may be appropriate.

A boundary study, which is led by the Planning Department, involves a group of related schools and may result in changes to boundaries and/or program, as well as school construction and renovations.

With some similarities, an accommodation review is a more formal process led by an Accommodation Review Committee (ARC) that, like a boundary study, may result in boundary and/or program changes, as well as school construction and renovations. Most importantly, in an accommodation review there is also the possibility of school closure(s) and/or consolidation(s).

Boundary studies and accommodation reviews are both public processes that could lead to recommendations affecting school communities; therefore, Board approval is sought before proceeding.

On March 26, 2015, the Ministry of Education released a new Pupil Accommodation Review Guideline (PARG) and a Community Planning and Partnerships Guideline (CPPG), replacing previous versions dated June 26, 2009 and February 11, 2010 respectively.

On April 25, 2016, the Waterloo Region District School Board adopted revised pupil accommodation review and facility partnerships policies (*Board Policy 4000 – Pupil Accommodation Review* and *Board Policy 1011 – Community Planning and Facility Partnerships*) to reflect the changes incorporated in the new PARG and CPPG.

Attached to this report is a table summarizing past boundary studies and accommodation reviews, and outcomes, ongoing and proposed reviews, as well as areas where there may be a need for a review in the future (see Appendix A).

Throughout each school year, the Planning Department reviews proposed and approved residential plans, typically in rapidly growing areas across the region, and to evaluate the available accommodation at nearby schools for students anticipated to be generated by new housing. Where space is deemed to be insufficient *Board Policy 4012 – School Attendance Areas* and *Administrative Procedure 4992 – Temporary Student Accommodation for Development Areas*, provide guidelines and expectations for the creating and assigning Development Areas (DAs) temporarily to holding schools until new accommodation is available - a new school, addition or boundary changes. Appendix B provides a summary of DAs requiring school assignments and new DAs requiring designation so that schools may be assigned in the future when registration of development is imminent.

STATUS:

1. Long-Term Accommodation Plan

The adoption of new policies on pupil accommodation and community planning and partnerships is a prerequisite of the PARG and CPPG to starting any accommodation review process. With those policies in place and procedures developed for their implementation, the final requirement is the adoption of a Long-Term Accommodation Plan by the Board.

CPPG - *“School boards are expected to have capital plans that address the future needs of their students.”*

PARG - *“... school boards must undertake long-term capital and accommodation planning...”*

Development of a Long-Term Accommodation Plan (LTAP) for the Waterloo Region District School Board, informed by relevant information obtained from local municipal governments, the Region of Waterloo and other community partners, will be a priority accommodation planning task for the 2016/17 school year. The LTAP will take into consideration long-term enrolment projections and planning opportunities for the effective use of space in all existing area schools and identify needs for additional space within the Board.

2. Accommodation Strategy

On March 30, 2015, a report entitled “Waterloo Region District School Board Accommodation Strategy” was presented to Trustees. The Accommodation Strategy will support decisions related to property acquisition/disposition, short and long-term accommodation of existing programs and new Ministry initiatives as well as the funding for needed capital projects.

Staff will continue to advance the Accommodation Strategy to address the following components:

- Property and Buildings
- Utilization/Capacity
- Program
- Ministry Initiatives and Processes
- Finances and Funding

A report to Committee of the Whole in fall 2016 will provide an update on the status of each component with specific emphasis on the disposal of property and buildings and the analysis of utilization/capacity with respect to portables and portapaks.

3. Secondary Accommodation

On March 30, 2015 Trustees received the Secondary School Boundary Update Report from a consultant that included a number of recommendations. For reference, the Executive Summary is attached as Appendix C.

a) New South-West Kitchener Secondary School

Following a recommendation of the consultant’s report, the Capital Priorities Submission, May 11, 2015, included a new South-West Kitchener Secondary School. A full business case for the project was developed and submitted to the Ministry in June 2015. Funding for the project was not allocated in the last round and the capital project continues to be a priority for submission in the June 2016 round of capital grants. This accommodation will be needed to manage the irregularities of the existing Cameron Heights Collegiate Institute boundary and enrolment pressures at Huron Heights Secondary School.

Efforts to secure an appropriate site for this new school will continue with the expectation that an agreement will be presented for consideration by Trustees in 2016/17.

b) **Kitchener Core Area Secondary Review**

Another recommendation was for the Board to undertake an accommodation review involving Cameron Heights Collegiate Institute, Eastwood Collegiate Institute and Kitchener-Waterloo Collegiate and Vocational School. The consultant highlighted that the size and proximity of these three schools does not align with existing or projected enrolments within the core of the City, and that students pursuing core curriculum pathways would be equally well served if the Board only had two schools offering this option in the core. However, it was also noted that “this would not preclude the Board from maintaining all three schools, particularly if it chose to utilize one facility as a full magnet or specialized program option for students in the Region”

Actions in 2016-17 resulting from this recommendation will include a working group regarding magnet schools, community schools, and secondary program delivery priorities that will form the basis for accommodation review options. The background analysis, school information profiles and secondary accommodation options will also be completed by May 2017 in preparation of the Initial Staff Report, which proposes the recommended Accommodation Option(s). The presentation and approval of the Initial Staff Report initiates the accommodation review process under *Board Policy 4000 – Pupil Accommodation Review*.

c) **Waterloo Collegiate Institute/Northdale Feasibility Study**

Collaboration with the City of Waterloo and Wilfrid Laurier University, as proposed in the 2015 work plan, “*Accommodation Planning 2015-16*,” May 15, 2015, has led to a Feasibility Study of the Waterloo Collegiate Institute/Northdale neighbourhood as a joint project. The study is currently in the fifth month, engaging with the study partners, stakeholders and potential re-development partners. Completion of the study is expected in June with a report to City of Waterloo Council, Waterloo Region District School Board Trustees, and Wilfrid Laurier Governors in September.

Community engagement to share the results of the study will be one of the first steps of an action plan to be developed to follow up on the recommendations and the decisions of the respective partners.

4. **Other Areas of Focus**

As noted earlier, a Long-Term Accommodation Plan will provide analysis of the accommodation needs in school planning areas throughout the District. Accommodation issues in number of areas will continue to be monitored in the meantime.

A potential accommodation review has been identified in the past for Central Waterloo/Lakeshore. This review would look at smaller school organizations at Winston Churchill, Cedarbrae, Northlake Woods and N.A. MacEachern Public Schools to determine if consolidation is required. The Beaver Creek Meadows District Plan in North-West Waterloo identifies the need for a new elementary school to serve proposed development. Any consideration of Central Waterloo/Lakeshore schools should only be considered in light of the need for holding accommodation prior to the approval and construction of this new school.

Staff will continue to monitor the situation in the following schools, with a view to setting priorities for future study:

- Ryerson Public School
- W.T. Townshend Public School
- Williamsburg Public School
- New Dundee Public School
- Hillcrest Public School

Accommodation for Senior Elementary schools (Grades 7 and 8) in the Central Kitchener-Waterloo area will also be addressed in the LTAP and continue to be monitored. Factors that will influence future decisions include:

- Impacts from the influx and concentration of newcomers in specific neighbourhoods;
- Impact of the Light Rail Transit (LRT) line once it is in operation (post-2017);
- Impacts of enrolment from infill development along the LRT corridor (e.g., Victoria Commons).

COMMUNICATIONS:

Staff will report to Board before engaging with the school and local communities with a communication strategy regarding next steps for secondary accommodation and the report on the Waterloo Collegiate Institute/Northdale Feasibility Study.

Communications regarding the disposition of surplus property will follow *Administrative Procedure 4880 – Disposition of Surplus Real Property*. Under this procedure, local boards, municipalities and other government agencies will be provided the opportunity to acquire the lands; failing that, the general public will be notified of a disposition process.

FINANCIAL IMPLICATIONS:

No financial implications.

RECOMMENDATION:

No recommendation. For information only.

 **Director of Education**

Elementary Accommodation Reviews

Area of Interest	Description	Initiated	Completed	Recommendations adopted by Board
<p>Grand River South/Sunnyside</p> <ul style="list-style-type: none"> Franklin P.S. Howard Robertson P.S. Lackner Woods P.S. Rockway P.S. Sheppard P.S. Sunnyside P.S. Wilson Avenue P.S. Chicopee Hills P.S. 	Residential development placing enrolment pressure on Lackner Woods P.S. Low and/or declining enrolment at other schools in the area.	November 2009	May 2011	<ul style="list-style-type: none"> Boundary changes for Lackner Woods, Howard Robertson Public Schools (completed) Boundary changes for Lackner Woods, Sheppard and Sunnyside Public Schools to coincide with opening of Chicopee Hills Public School Construction of new JK-8 Chicopee Hills Public School Addition to Lackner Woods P.S. (<i>subject to Ministry funding</i>)
<p>Breslau/Stanley Park</p> <ul style="list-style-type: none"> Breslau P.S. Crestview P.S. Franklin P.S. Lackner Woods P.S. Mackenzie King P.S. Smithson P.S. Stanley Park P.S. 	Residential development enrolment pressure on Breslau P.S. Low and/or declining enrolment at other schools in the area.	November 2009	June 2011	<ul style="list-style-type: none"> Boundary changes for Breslau, Mackenzie King, Smithson and Stanley Park Public Schools (completed) Boundary change for Stanley Park Public School to coincide with opening of Chicopee Hills Public School Construction of an addition at Mackenzie King P.S. (completed) Construction of an addition at Breslau P.S. (completed)
<p>West Galt</p> <ul style="list-style-type: none"> Blair Road P.S. Dickson P.S. Highland P.S. St. Andrew's P.S. Tait Street P.S. 	Small school organizations and challenging sites. Concentrated areas of new development. Need to balance enrolment and align program.	February 2011	January 2013	<ul style="list-style-type: none"> Closure of Dickson P.S. (completed and sold) Boundary changes for Blair Road P.S., Highland P.S., Dickson P.S. and Tait Street P.S. (completed) Construction of an addition and start Partial French Immersion program at Tait Street P.S. (completed) Addition of Gr. 6 to Highland P.S. for September 2018
<p>Woolwich and Wellesley Townships</p> <ul style="list-style-type: none"> Floradale P.S. Linwood P.S. St. Jacobs P.S. Three Bridges P.S. 	Small school organizations and facility issues.	February 2011	November 2013	<ul style="list-style-type: none"> Closure of Three Bridges P.S. (completed and sold) Boundary changes for Floradale, St. Jacobs and Linwood Public Schools (completed)
<p>Central Kitchener/Waterloo Senior Schools</p> <ul style="list-style-type: none"> Courtland P.S. Margaret Avenue P.S. MacGregor P.S. 	Review senior elementary facilities to address declining enrolment, program delivery, inconsistent senior elementary school feeds and the possibility of JK-8 facilities	TBD	TBD	<ul style="list-style-type: none"> Postponed..." until such time as the funding for potential outcomes is clarified."

Area of Interest	Description	Initiated	Completed	Recommendations adopted by Board
Central Waterloo/Lakeshore <ul style="list-style-type: none"> • Cedarbrae P.S. • N.A. MacEachern P.S. • Northlake Woods P.S. • Winston Churchill P.S. 	Small school organizations, excess capacity and facility issues.	TBD	TBD	TBD

Elementary Boundary Studies

Area of Interest	Description	Initiated	Completed	Recommendations adopted by Board
Huron Village (Kitchener) <ul style="list-style-type: none"> • Alpine P.S. • Country Hills P.S. • Laurentian P.S. • Jean Steckle P.S. 	Establish a boundary for Jean Steckle P.S.	May 2012	January 2013	<ul style="list-style-type: none"> • Established a JK-8 boundary for Jean Steckle P.S. • Boundary changes for Alpine P.S., Country Hills P.S. and Laurentian P.S.
Elmira <ul style="list-style-type: none"> • John Mahood P.S. • Park Manor P.S. • Riverside P.S. 	Large residential development located in town of Elmira has the potential to overwhelm the existing elementary facilities	May 2012	November 2013	<ul style="list-style-type: none"> • Rebuild/relocation of Riverside P.S. • Boundary changes for Riverside P.S. and John Mahood P.S.
Doon South (Kitchener) <ul style="list-style-type: none"> • Brigadoon P.S. • J. W. Gerth P.S. • Doon P.S. • Pioneer Park P.S. • Groh P.S. 	Need to establish a boundary for a new school within the new Stauffer Woods subdivision (Doon South). This area is currently assigned to Brigadoon P.S. and Doon P.S.	May 2013	January 2014	<ul style="list-style-type: none"> • Interim boundary changes for J.W. Gerth P.S. until new school built (Doon P.S. temp. Gr. 5-8) • Established a JK-8 boundary for new South Kitchener school • Boundary changes for all schools
Baden <ul style="list-style-type: none"> • Baden P.S. • New Dundee P.S. • Sir Adam Beck P.S. 	Address over enrolment at Baden P.S.	November 2013	September 2014	<ul style="list-style-type: none"> • Boundary change for Gr. 7-8 between Baden P.S. and Sir Adam Beck P.S. • Addition to Sir Adam Beck P.S. to accommodate Gr. 7-8 (awaiting Ministry funding). • Interim measures to accommodate Gr. 7-8 prior to completion of Sir Adam Beck P.S. addition.
West Waterloo (Waterloo) <ul style="list-style-type: none"> • Abraham Erb P.S. • Cedarbrae P.S. • Centennial P.S. • Edna Staebler P.S. • Mary Johnston P.S. • Laurelwood P.S. • Vista Hills P.S. 	Establish a boundary for the new Vista Hills P.S.	May 2014	November 30, 2015	<ul style="list-style-type: none"> • Established a JK-8 boundary for Vista Hills P.S. • Boundary changes for Cedarbrae P.S., Centennial P.S., Edna Staebler P.S. and Laurelwood P.S.

Area of Interest	Description	Initiated	Completed	Recommendations adopted by Board
<p><i>Rosenberg III</i> (South West Kitchener)</p> <ul style="list-style-type: none"> • SW Kitchener Development Areas • New West Kitchener (Seabrook/Rosenberg III) School 	<p>Need to establish a boundary for a new South West Kitchener elementary school identified as Rosenberg III. This area is currently identified as a “Development Area” and has no school assigned. Subdivision known as “Wildflowers.”</p>	TBD	TBD	TBD
<p><i>Huron Woods</i> (South West Kitchener)</p> <ul style="list-style-type: none"> • Jean Steckle P.S. • Huron Woods Development Areas • New Huron South (Tartan Ave) School 	<p>Need to establish a boundary for a new South West Kitchener elementary school identified as Tartan Ave. This area is currently identified as a “Development Area” and has no school assigned. Subdivision known as “Huron Woods.”</p>	TBD	TBD	TBD
<p><i>Doon South II</i> (Kitchener)</p> <ul style="list-style-type: none"> • Doon P.S. • Groh P.S. • New South Kitchener (Ormston) school 	<p>Continue Doon South boundary study to assign “Development Areas” to new schools</p>	TBD	TBD	TBD

Development Area School Assignments - May 9, 2016

Administrative Procedure 4992 – Temporary Student Accommodation for Development Areas provides guidelines and expectations to facilitate the management of students from rapidly growing areas of new development and the accommodation of these students in facilities with available space. It applies when the school(s) planned to serve a new development has yet to be constructed, and space is available in other schools to accommodate students from the new development.

Letters will be sent to the KW Real Estate Board and new home sales centres, where possible, to advise them of the holding schools for these developments. Maps indicating school assignments will be posted on the Board's website for the public to view.

Further, the "School Finder" application on the Board's website will be updated to display the school assignments and transportation eligibility once municipal addressing has been assigned.

Prior to assigning development areas to holding schools, school administrators, Superintendents of Student Achievement and Well-Being, Facilities Services and Student Transportation Services of Waterloo Region were consulted.

IDENTIFIED DEVELOPMENT AREAS REQUIRING SCHOOL ASSIGNMENTS:

The following Development Areas were identified in the Huron Village Boundary Study and now require holding school assignments. All new school assignments are effective immediately.

1. **"Rosenberg III" Community (Subdivisions 30T-08202 and 30T-08201), Kitchener**

The first phase (Stages 1, 2, 3 and 6) of the Mattamy Homes "Wildflowers" has been assigned to Queen Elizabeth and Laurentian Public Schools as holding schools. The second phase of the subdivision (Stage 4) has been assigned to Southridge and Laurentian Public Schools.

As of March 31, 2016, there were 166 students attending Board facilities who have moved into this area (135 elementary and 31 secondary students). It is anticipated that the next phase (30T-08202) will register soon. This plan has the potential for 80 single detached homes to be built. This plan also contains the school block for the recently funded New South Kitchener (Seabrook/Rosenberg III) elementary school. Given the current and projected enrolments at nearby schools, it is recommended that the next phase be directed to Southridge and Laurentian Public Schools as holding schools. A map showing the school assignments for the area can be found on Map 1.

The secondary school for this entire community is Huron Heights Secondary School.

Students from this development will continue to be accommodated at holding schools until the new elementary school, currently known as new South Kitchener (Seabrook/Rosenberg III), opens in approximately September 2018.

2. **"Becker Estates" Draft Approved Plan of Subdivision (30T-07205), Kitchener**

The Becker Estates subdivision application (see Map 2) proposes 643-778 residential units over 19 phases. It is anticipated that the first phases of this development will register soon. The Board has not designated an elementary school block in this plan; however, it is anticipated students from this area can be accommodated at a future school site off Tartan Avenue within another plan of subdivision (30T-98201). Timing of this development and potential funding for a school is unclear at this time. Given the current and projected enrolments at nearby schools, it is recommended that the first phase to register be directed to Southridge Public School (JK-6), Laurentian Public School (7-8) and Forest Heights Collegiate Institute (9-12) as holding schools. A map showing the phasing plan for the area can be found on Map 2.

3. **"Huron South" Community (30T-98201), Kitchener**

The initial phases of the Huron South Community, including the Primeland Developments subdivision (see Map 3) have been partially developed, and have been directed to Jean Steckle Public School and Huron Heights Secondary School. This subdivision application falls within the current development area designated through the Huron Village Boundary Study. The Board has designated an elementary school site on Tartan Avenue within a future phase of the development. Timing of this development and potential funding for a school is unclear at this time; however, it is anticipated that phases of this

development will register soon. Given the current and projected enrolments at Jean Steckle Public School, it is recommended that the next phase to register be directed to Southridge Public School (JK-6), Laurentian Public School (7-8) and Forest Heights Collegiate Institute (9-12) as holding schools. A map showing the school assignments for the area can be found on Map 3.

NEW DEVELOPMENT AREAS:

The remaining Development Areas were not previously identified, but now require designation so that holding schools may be assigned closer to their dates of registration.

4. **“Thomasfield” Plan of Subdivision Pending Draft Plan Approval (30T-11701), Breslau**
This Thomasfield Homes subdivision application (see Map 4) currently falls within the Breslau Public School and Grand River Collegiate Institute boundaries. The developer is proposing to build 864-1154 residential units in four phases. The Board has designated an elementary school site in the first phase of the development. Since the timing of this development and potential funding for a school is unclear at this time, it is difficult to project whether there will be adequate space at Breslau Public School and Grand River Collegiate Institute to accommodate students from this area when homes in this area are occupied. As a result, it is recommended that the Board make this a development area (school to be determined) until a long-term solution is implemented. Each phase of development will be assigned to an elementary and secondary school at the time of plan registration.
5. **“Riverland Area 2” Plan of Subdivision Pending Draft Plan Approval (30T-13701), Breslau**
The Riverland Area 2 subdivision application (see Map 5) currently falls within the Breslau Public School and Grand River Collegiate Institute boundaries. The developer, Empire Communities, is proposing to build approximately 567 residential units in three phases. The Waterloo Catholic District School Board has designated an elementary school block in this development. Since the timing of this development and plan 30T-11701 is unclear, it is difficult to project whether there will be adequate space at Breslau Public School and Grand River Collegiate Institute, and/or a new Board facility in subdivision 30T-11701 to accommodate students from this area when homes in this area are occupied. As a result, it is recommended the Board make this a development area (school to be determined) until a long-term solution can be implemented. Each phase of development will be assigned to an elementary and secondary school at the time of plan registration.
6. **“Hunt Club/Arriscraft” Plans of Subdivision Pending Draft Plan Approval (30T-12103 and 30T-12104), Cambridge**
Hunt Club Valley Inc. and Arriscraft International Inc. subdivision applications (see Map 6) are being circulated and reviewed concurrently. The developers are proposing a residential, light industrial and mixed-use development. The applications propose between 1,822 and 2,433 residential units, including: single detached, townhouse and apartment dwelling units, dwelling units within an “adult lifestyle community,” and dwelling units within mixed-use commercial/residential blocks. The Board has reserved Block 46 on Plan 30T-12103 for an elementary school site. Since the timing of this development and potential funding for a school is unclear, it is difficult to project whether there will be adequate space at Silverheights Public School and Preston High School to accommodate students from this area when homes are occupied. As a result, it is recommended the Board make this a development area (school to be determined) until a long-term solution is implemented. Each phase of development will be assigned to an elementary and secondary school at the time of plan registration.
7. **Southeast Cambridge Community (30T-03102, 30T-13101, 30T-13103), Cambridge**
The initial phases of the Greengate Village community in Southeast Cambridge (see Map 7) have been partially developed. There are approximately 335 remaining unbuilt units in current and future phases of plan 30T-03102, as well as 476-493 additional units proposed in neighbouring LVH (MC) Developments and Bosdale Farms plans of subdivision (30T-13101 and 30T-13103). The Board has been working with the City of Cambridge and the developer to reserve an elementary school site north of Moffat Creek, in addition to the planned joint campus school in the south area (multi-use campus to include City of Cambridge, Cambridge Library, Waterloo Catholic District School Board and Waterloo Region District School Board uses). Since the timing of these developments and potential funding for schools is unclear, it is difficult to project whether there will be adequate space at the assigned schools to accommodate students from this area when homes in this area are occupied. As a result, it is recommended the Board make this a development area (school to be determined) until a long-term solution is implemented. Each new phase of development will be assigned to an elementary and secondary school at the time of plan registration.



School TBD

30T-08201
School TBD

Shady Glen Cres

Assigned to
Queen Elizabeth PS (JK-6)
Laurentian PS (7-8)

30T-08202 Assigned to
Southridge PS (JK-6)
Laurentian PS (7-8)

W. Kit. (Seabrook/Rosenberg.III)-(2018)

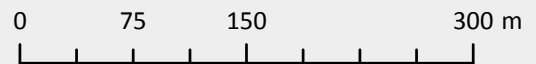
Assigned to
Southridge PS (JK-6)
Laurentian PS (7-8)

30T-08201
School TBD

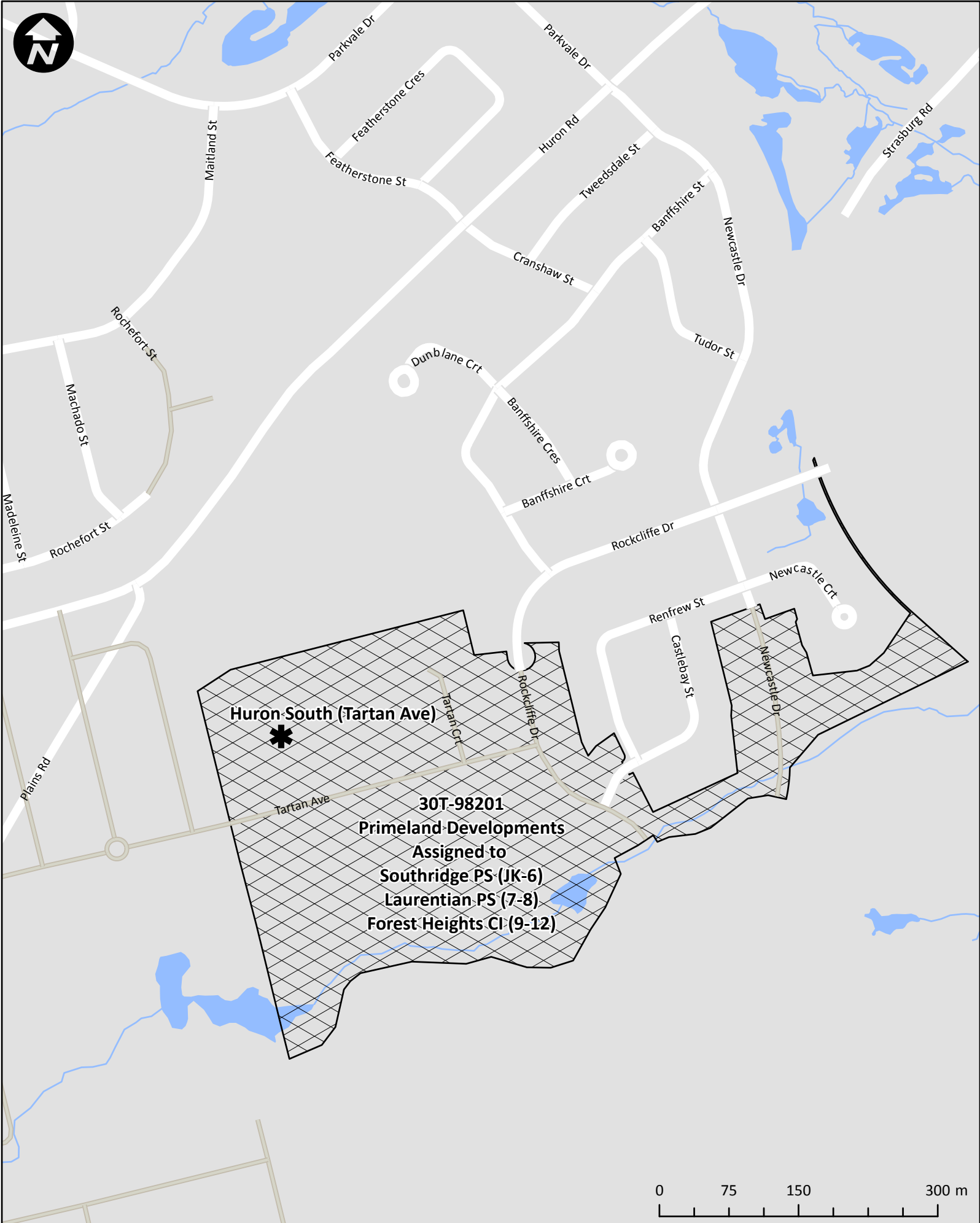
School TBD

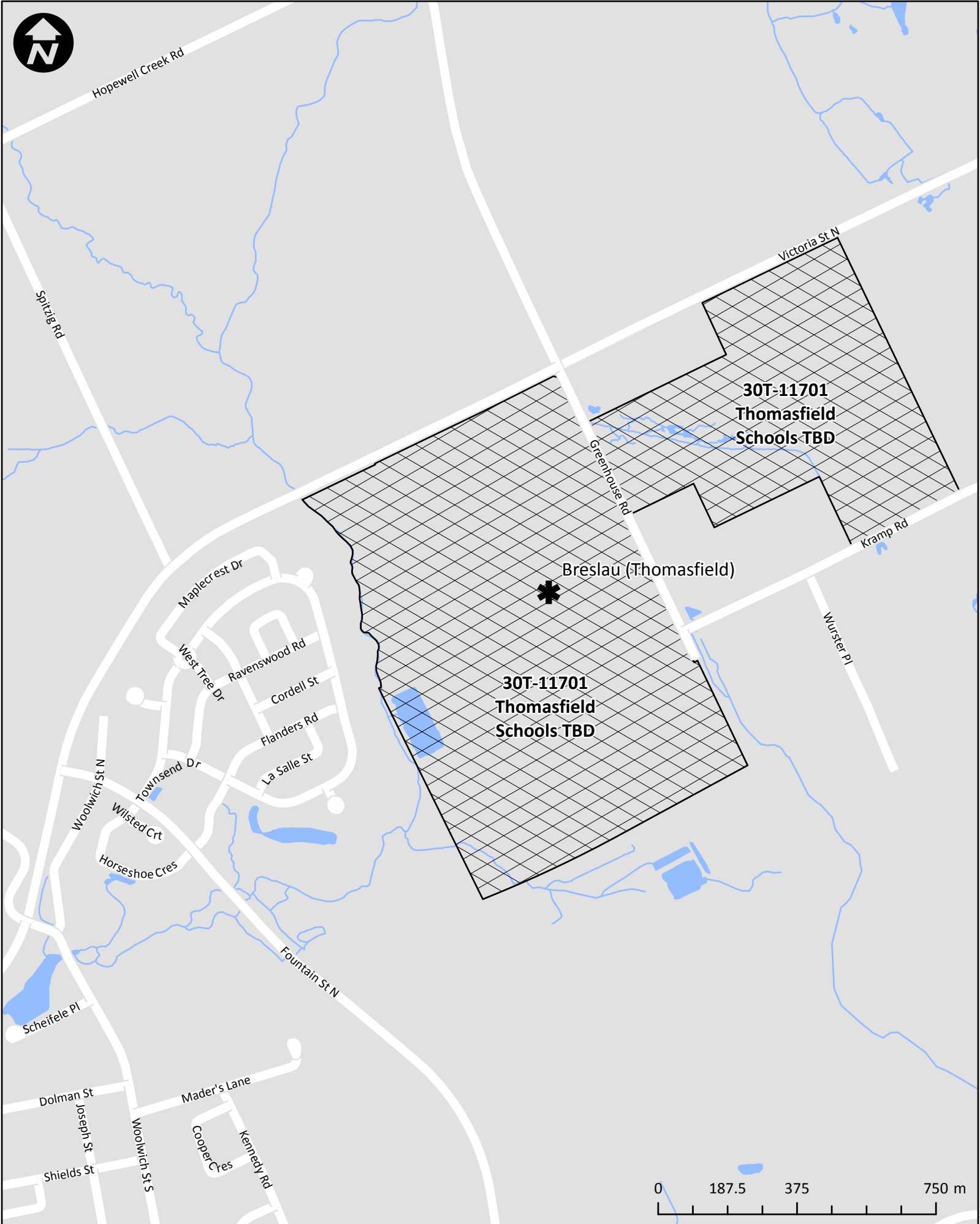
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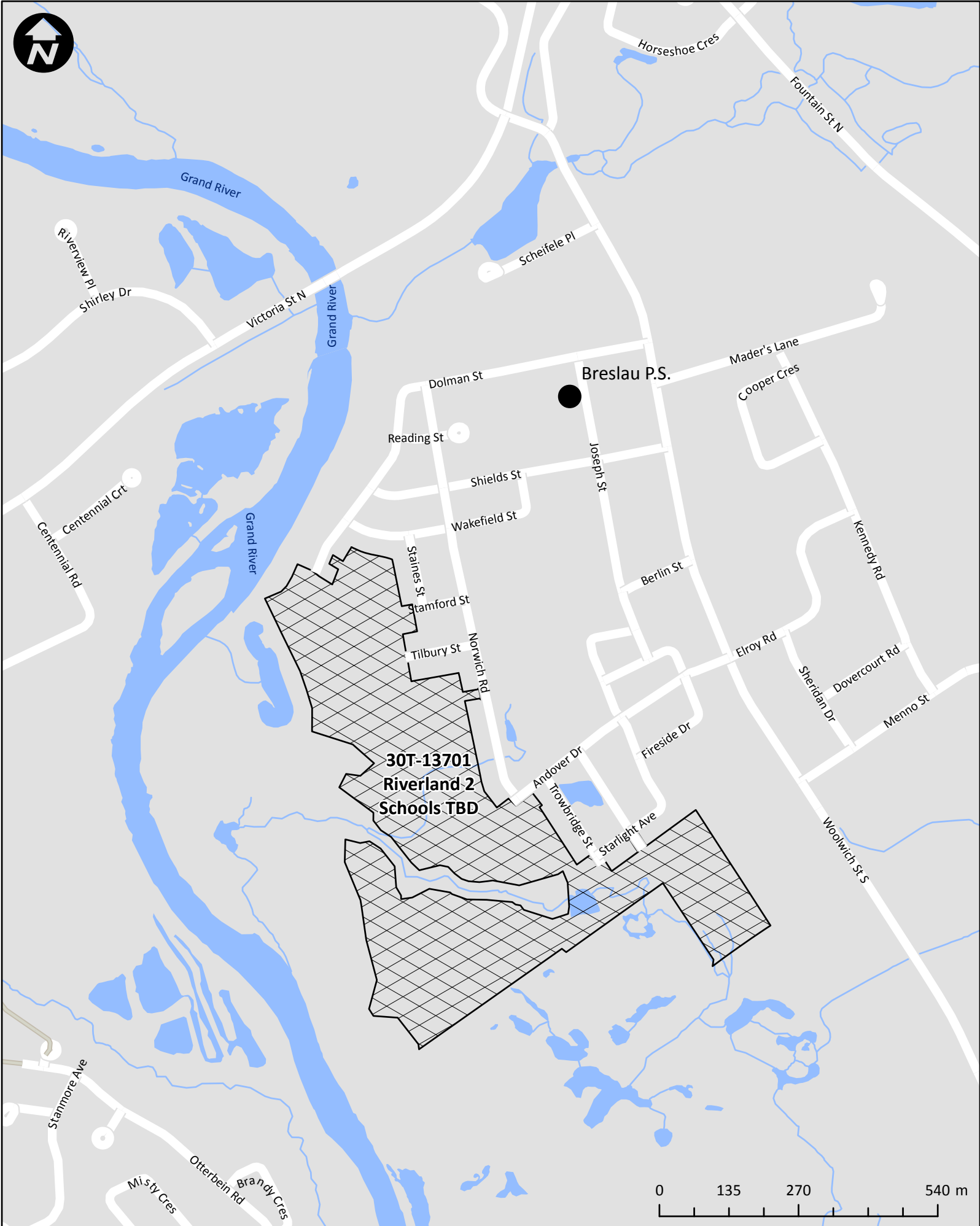
Huron Rd





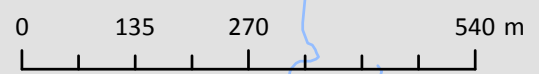


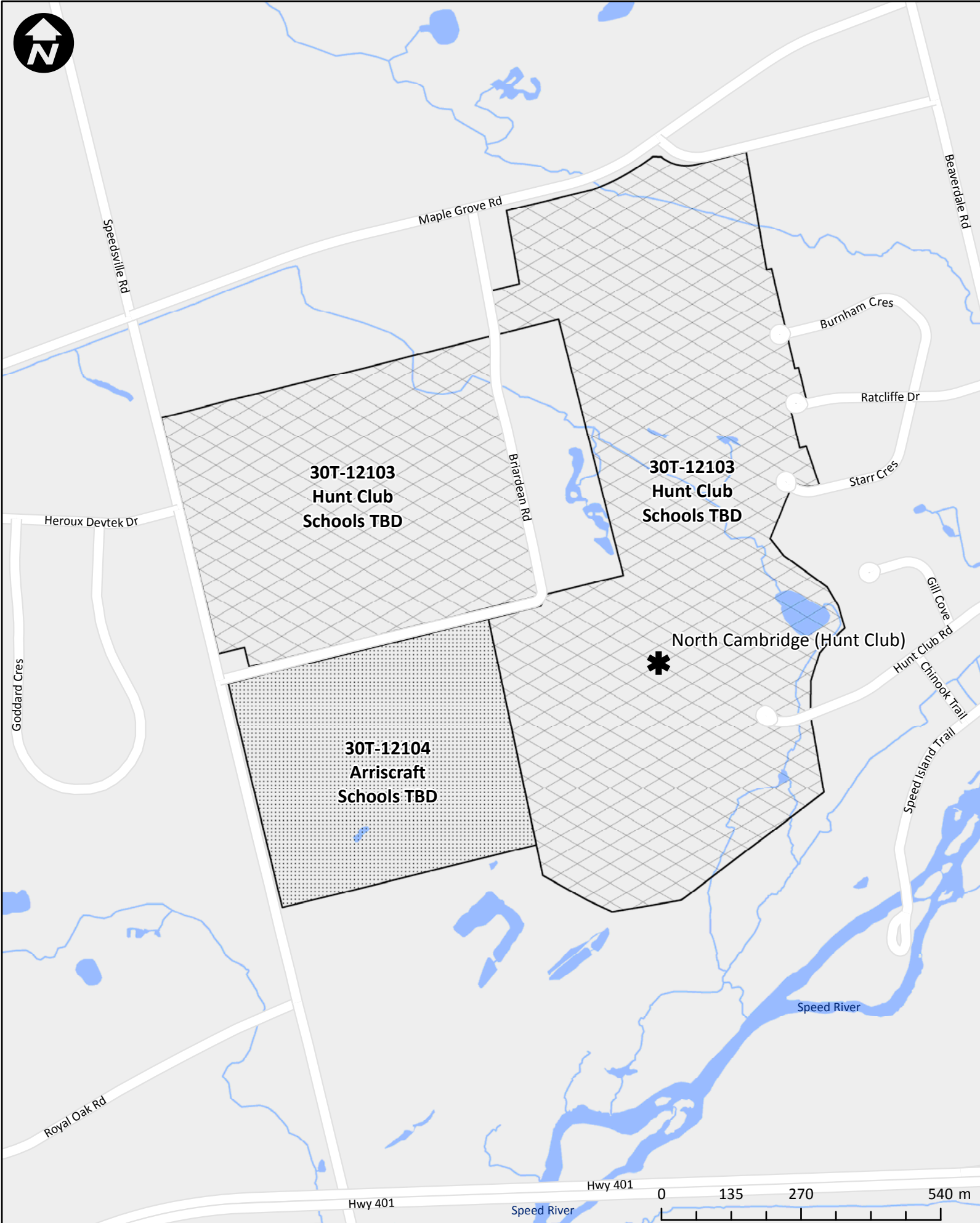


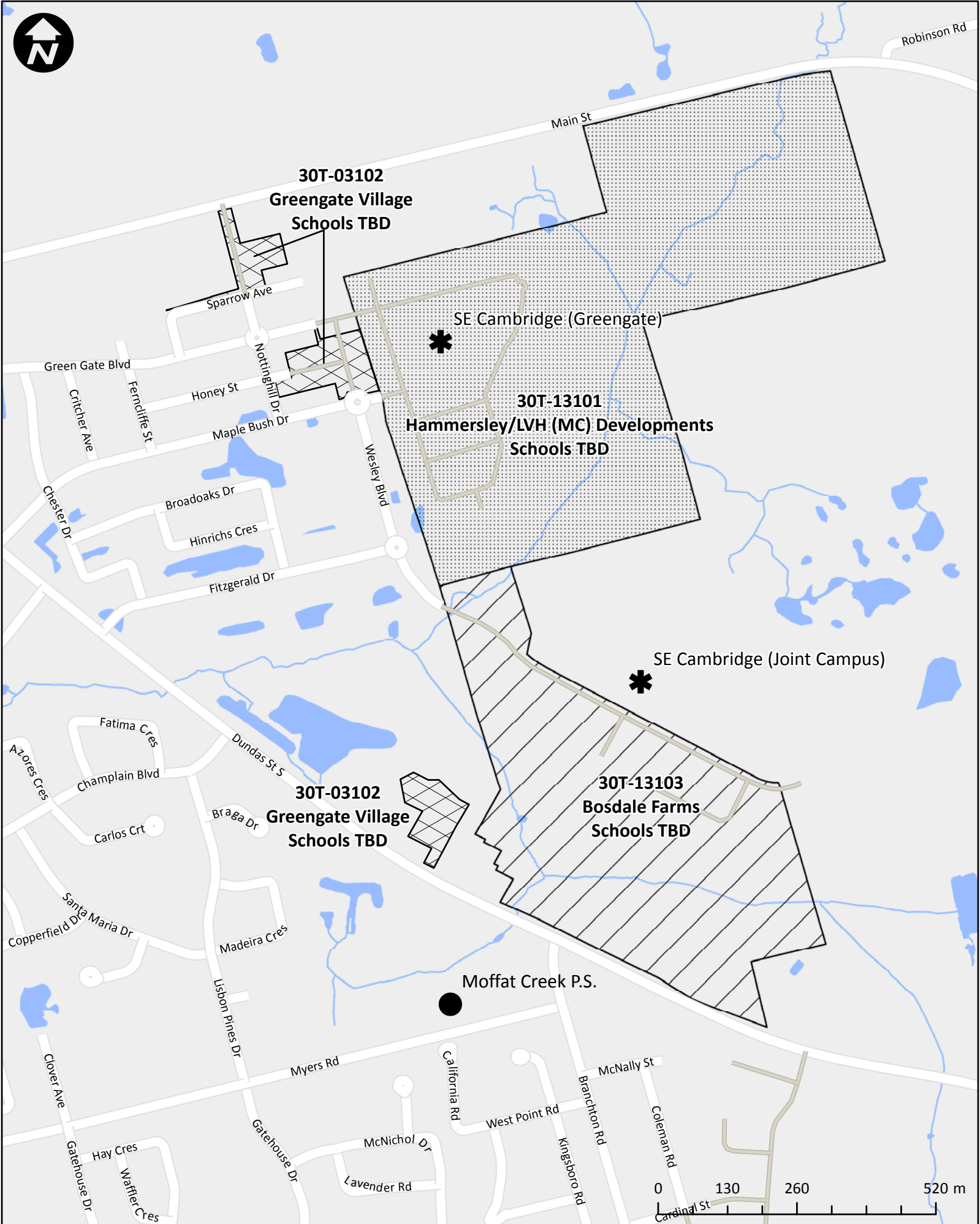


**30T-13701
Riverland 2
Schools TBD**

Breslau P.S.







30T-03102
Greengate Village
Schools TBD

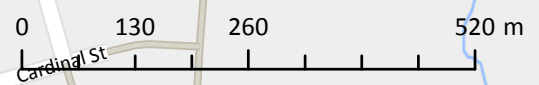
SE Cambridge (Greengate)
30T-13101
Hammersley/LVH (MC) Developments
Schools TBD

30T-03102
Greengate Village
Schools TBD

30T-13103
Bosdale Farms
Schools TBD

Moffat Creek P.S.

SE Cambridge (Joint Campus)



Waterloo Region District School Board (WRDSB)

Secondary Boundaries Updated Review

Final Report

March 23 2015



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 Planning for growth

Executive Summary

This report is an update to the original Secondary School Boundary Review that was completed in May 2010. The focus of the original report was to make observations of the Waterloo Region District School Board's (Board's) existing secondary school boundaries and identify potential issues that may be rectified by boundary reconfiguration. One of the primary reasons the original review was conducted was to analyze existing secondary school boundaries in relation to the communities they serve. The Region experienced significant increases in population post-WWII with what has come to be known as the baby boom generation. These large and sudden increases in population required major infrastructure development throughout the 1950's to the 1970's to respond to the needs of growing communities and cities. Of the Waterloo Region District School Board's (WRDSB) 16 secondary schools, 9 were constructed in a 14 year span between 1955 and 1969. Today the Region continues to experience population growth and this presents an ongoing challenge for the WRDSB, tasked with serving an increasing and mobile population with schools that are geographically fixed. In addition, many of the communities where schools are situated no longer have the same concentrations of secondary school aged populations or those populations are located in different areas of the school's boundary.

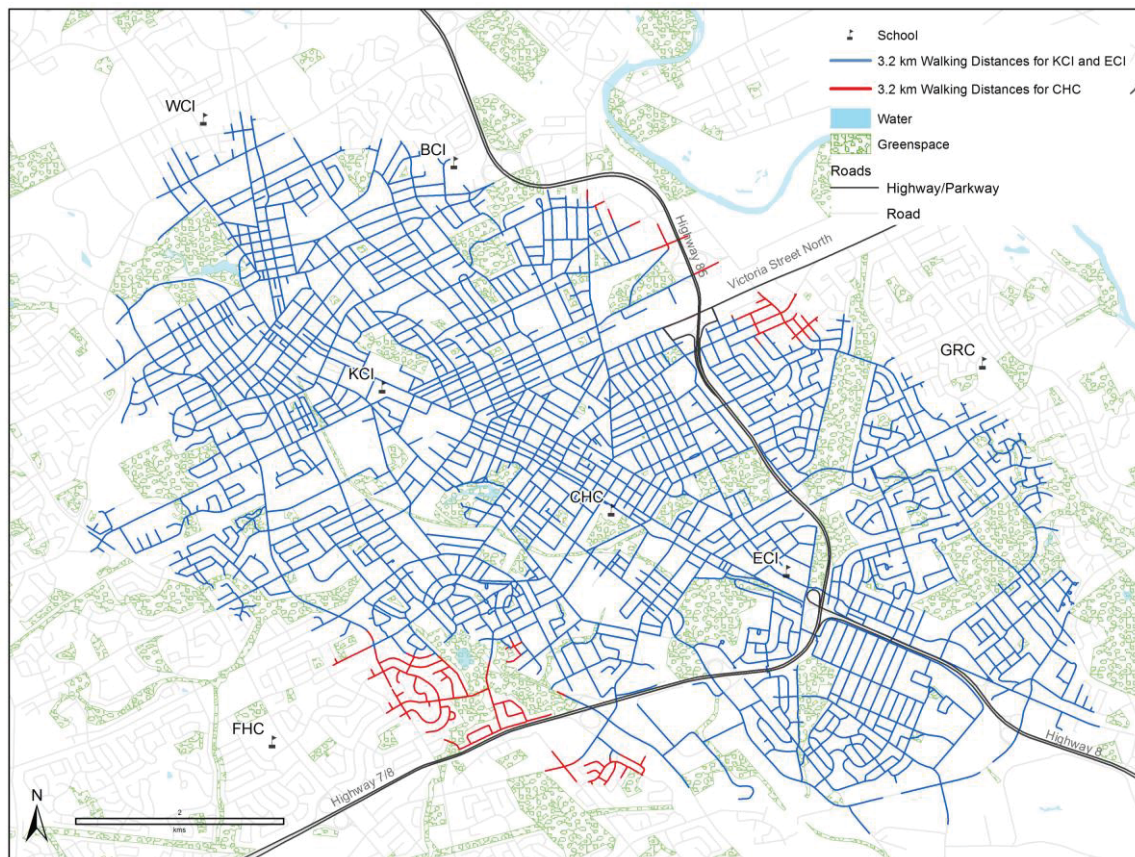
Future population and housing growth in the Board's jurisdiction is largely based on the Province of Ontario's new growth plan, which calls for more intensified developments, higher density uses and a greater share of construction in the developed areas of urban centres. Currently however, much of the residential development continues to grow on the outskirts of the Tri-City's centre, resulting in a decrease in secondary school aged populations living in the core. Changing settlement patterns present challenges for the Board; especially when dealing with secondary schools. It is projected that the Board will experience growth in the secondary panel over the next 10 years that will exceed its existing capacity (see Table 1). However, the extent of this growth varies geographically, resulting in some areas having surplus space while other areas requiring additional capacity.

Table 1: Projected Enrolment vs. Capacity by Municipality

Municipality	On-the-Ground Capacity (OTG) Secondary	2014-15 Secondary Enrolment	2019-20 Secondary Enrolment	2024-25 Secondary Enrolment
Waterloo	4,140	3,996	3,970	3,873
Kitchener	8,355	8,512	8,722	9,763
Cambridge	5,832	4,921	5,176	5,387
Townships	2,247	2,724	2,933	3,051
Total	20,574	20,153	20,801	22,074
Surplus/ (Needed) Capacity	-	+421	(227)	(1,500)

The WRDSB has three secondary schools located in fairly close proximity to each other in the urban centre of Kitchener (see Figure 1); as well as three secondary schools in the urban centre of Cambridge. Due to the close proximity of these schools, students in and around the core are within walking distance of two or more of the core area schools and the senior elementary schools that feed into them are often split between more than one school; the consultant notes that Board Policy 4013 (S.2.1.2) explicitly states that “the linkages between senior elementary programs and secondary schools should be clear, and the transition to secondary school should as much as possible avoid splitting students between schools”.

Figure 1: Walking Distances of KCI, ECI and CHC (Kitchener Centre)



In an ideal situation, secondary school boundaries would be located centrally to the communities they serve, require minimal transportation of students and be accessible with minimal physical barriers. The aforementioned parameters or principles are what make up an ideal natural boundary. The concept of natural boundaries is explored in this report and attempts are made to identify and visualize what natural boundaries might look like in the Board’s jurisdiction. The analysis identifies areas with secondary students where most could walk to school unimpeded by physical barriers. The analysis does not contemplate existing secondary school locations and boundaries and assumes that the school would be centrally located to the clusters identified.

The analysis highlights that even when no regard is paid to the existing locations of secondary schools, it is still difficult to find ideal natural boundaries throughout the Board's jurisdiction. When accounting for the fact that the majority of schools in the system were built and located to accommodate historical population and settlement patterns, any reconfiguration of boundaries to account for the natural boundary principles becomes limited.

The original 2010 boundary review had 3 main objectives which have remained unchanged in the 2015 update:

- To determine the effectiveness of current boundaries in terms of serving "local" populations and achieving a balanced school population to support the delivery of the core program;
- To identify accommodation issues, both existing and projected; and,
- To recommend changes to the existing boundaries in order to maximize the number of students who can walk to school and to address issues identified as a result of the objectives highlighted above.

A study of this nature, in order to be successful and practical in its implementation, must be guided by specific principles that recognize the complexities of the system in which the school board operates. The following principles were developed in 2010, in consultation with school board staff, to assist in guiding the process and they remain relevant in the updated report.

- Secondary school boundaries should, to the extent possible, reflect a natural boundary that maximizes the number of walkers, serves the local population around the school and supports the delivery of the core program;
- Only when there is no natural boundary for a community or school should satellite zoning be used to relieve overcrowding or supplement core school populations. Satellite zoning refers to a situation where students from the home boundary of one school are transported/sent to the home boundary of another school.

In the 2010 review, an additional principle was added during the study process to account for the impact of specialized programming;

- The use of specialized programs, such as magnets, to supplement core school populations should be considered in lieu of physical boundary changes. Conversely, where specialized programs are consuming needed space at a school, and a boundary change will negatively impact the ability of the school to serve its "local" population, consideration should be given to capping or re-locating the program to an adjacent site that can effectively accommodate the program.

In addition, the consultant utilized the Board's policy on secondary school size (Policy #4013) which is a guideline for building secondary schools or adjusting secondary school boundaries. The policy outlines the range of acceptable school sizes to support core program pathways and the efficient utilization of accommodation capacity within the board. While this policy was considered in this analysis, it should be noted that the development of recommendations were not restricted by rigid adherence to the policy in order to maintain flexibility to meet the unique circumstances of each school. The policy was especially useful in the natural boundary analysis to help determine the range of secondary student populations.

This update recognizes that the demographics or accommodation issues of some boundaries have changed in the past 4-5 years, while others have remained similar to what they looked like in 2010. The report highlights those areas that have changed and where necessary, updated recommendations are provided on a school by school basis. There are instances in this report, similar to the 2010 report, where accommodation issues are identified but are deemed to be outside the scope of the review. In some of these instances, other accommodation options are provided for the Board's consideration.

It should also be noted that the Board has made certain boundary, accommodation, and program decisions since the 2010 report, namely;

- The attendance boundaries- of Sir John A MacDonald Secondary School (S.S.) and Kitchener-Waterloo Collegiate & Vocational School (C.V.S.) have been reconfigured, reducing enrolment at Sir John A MacDonald S.S. and increasing enrolment and better utilizing space at Kitchener-Waterloo C.V.S. This boundary change was consistent with the recommendation made in the 2010 Secondary Boundary Study.
- Students from an area of residential development near Huron Heights Secondary School were attending Preston High School due to enrolment pressures at Huron Heights S.S. when the original study was completed in 2010. Since then, a boundary change has been made and students from this area are now attending Huron Heights Secondary School. This is consistent with recommendations made in the 2010 Secondary Boundary Study.
- An addition was constructed at Bluevale Collegiate Institute to increase its permanent capacity to address enrolment pressures.
- The Board instituted an International Baccalaureate (IB) program at Glenview Park Secondary School.

The recommendations presented in this report, similar to the 2010 report, are characterized in terms of their short, medium and long term focus. Short term recommendations are intended to address immediate pressures based on current enrolment, facility utilization, and program draws—short term recommendations are based on a 1-5 year time frame. The medium term recommendations included in this report are intended to address pressures that will confront the

board within 5-10 years. Similar to the short term recommendations, they are based on current and projected enrolment, as well as facility utilization. They also consider the implications of the Region of Waterloo's long term growth forecast. The long term recommendations consider all of these factors and are intended to highlight potential pressures in the 11-20 year time horizon. A summary of the recommendations by time frame is provided below.

Short Term Recommendations

The short term recommendations outlined here are intended to achieve two objectives; one, address immediate accommodation issues that are impacting the Board and two, position the Board to implement the medium and long term recommendations within the timeframe they are needed. The key short term recommendations included in this study are:

- That the Board immediately develop a business case for a South-West Kitchener Secondary School. As the analysis in this report highlights, this accommodation will be needed in the short to medium term, particularly if the Board addresses the irregularities of the existing Cameron Heights C.I. boundary. Further to that, it is generally accepted that the planning-construction cycle for a Secondary School is 5 years long, thus, it is appropriate that the Board elevate this project in its upcoming Capital Priorities Grant submission.
- That the Board undertake an accommodation review involving Cameron Heights Collegiate Institute, Eastwood Collegiate Institute and Kitchener-Waterloo C.V.S. The analysis included in this report highlights that the size and proximity of these three schools does not align with existing or projected enrolments within the core of the City, and that students pursuing core curriculum pathways would be equally well served if the Board only had two schools offering this option in the core. However, it should be noted that this would not preclude the Board from maintaining all three schools, particularly if it chose to utilize one facility as a full magnet or specialized program option for students in the Region
- That the Board be aware of and monitor the potential implications of the City of Waterloo's land use and community improvement plan for the Northdale neighbourhood and the impact it might have on future enrolment at Waterloo Collegiate Institute. In addition, the Board should also explore potential partnership opportunities that may arise from this initiative.

Medium Term Recommendations

In some cases there is a clear connection between short and medium term recommendations, while in others there may not be a need for short term action but medium to long term

projections require that the Board plan for future needs. Subsequently, many of the medium term recommendations are to monitor future growth for some schools while being mindful of opportunities for underutilized schools to accommodate enrolment pressures. Therefore, the key medium term recommendations included in this study are:

- That, depending on the action the Board takes with regard to the recommended Accommodation Review and the construction of a new Secondary School in southwest Kitchener, boundary reconfigurations and/or temporary accommodations be undertaken in this part of the Region. Schools that are likely to be impacted would be Cameron Heights Collegiate Institute, Forest Heights Collegiate and Huron Heights Secondary School. The Board should continue to monitor changes in enrolment and consider appropriate actions; this can include temporary accommodations or the implementation of development areas (holding zones).
- That the Board monitor enrolments and residential growth, which will determine the need for boundary reconfigurations at some Cambridge secondary schools (i.e. Glenview Park Secondary School and Southwood Secondary School)
- That the Board monitor enrolment levels and residential development activity to determine if additional permanent space is required at the schools located outside the Tri-City area (i.e. Elmira District Secondary School and Waterloo-Oxford District Secondary School). In addition, the Board should monitor growth and enrolments to determine if changes to the boundary are necessary given that the Ministry has not approved the addition of permanent space at Grand River Collegiate Institute.

Long Term Recommendations

Longer term recommendations in this report are of a higher level and general nature and focus on the variables that impact future projected enrolments. Longer term forecasts and projections are premised on a variety of factors that may change considerably over the coming years as they are affected by policy, economics and future development patterns. These observations and recommendations are meant to make the Board aware of potential issues. The long term recommendation is:

- That the Board monitor influences on longer term enrolments and explore possible boundary reconfigurations or additional capacity that may address enrolment and population fluctuations. Specific attention should be paid to areas like Waterloo, South West Kitchener and Cambridge.

Conclusion

In concluding this review, the consultant has provided the Board with information that will support staff and the Board in answering fundamental questions regarding accommodation and

boundary needs over the next 10 years and beyond. In particular, the information contained in this report identifies that the Board will need more capacity than is currently in the system. While the Board has experienced significant declines in secondary enrolment over the past number of years, this trend will abate and the Board will begin to experience growth in the secondary panel within 3 years. Within 5 years, the enrolment in Kitchener, particularly the southwest portion, will be sufficient to support the construction of a new Secondary School.

The analysis included in this report also lends itself to the conclusion that existing capacity in Cambridge will be required within the 10 year forecast horizon. While the location and sizes of existing schools in Cambridge create program challenges which are not present anywhere else in the Board, school closures do not appear to be an appropriate solution. Rather, the recommendation is for the Board to determine whether these program challenges are significant enough to warrant further review and action.

In the 2010 report, the consultant highlighted the challenges related to Waterloo C.I., particularly as it relates to the concept of a natural boundary. One of the recommendations in that report was that the Board develop a long-term strategy for Waterloo C.I. that would address the decrease in school age population around Waterloo C.I., and the need to service growth in other areas of the city. In this report, the analysis continues to illustrate that Waterloo C.I. has a core, walkable population of approximately 685 students. The walking distance to the school crosses over the boundaries of Bluevale C.I. and Kitchener-Waterloo C.V.S and many of the students who reside within walking distance to Waterloo C.I. actually reside within walking distance of these other secondary schools as well. However, the analysis also illustrates that the existing capacity of Waterloo C.I. will continue to be needed over the medium-long term to accommodate student enrolment in Waterloo. The school's existing location does not allow for any meaningful boundary reconfigurations that would address the boundary issues outlined above, and the consultant recognizes that a practical alternative does not exist for the Board. Therefore, the Board should be aware of and monitor the potential implications of the City of Waterloo's land use and community improvement plan for the Northdale neighbourhood, and should continue its efforts to explore potential partnership opportunities that may arise from this initiative. This will have the dual effect of retaining needed capacity in Waterloo, as well as leverage the school's proximity to other educational institutions.

Likely the most significant change since the 2010 report, this report is recommending that the Board undertake an Accommodation Review that involves the 3 secondary schools in Kitchener Centre. As illustrated by the analysis in the report, circumstances regarding these three schools, specifically their proximity to one another and, in the case of Cameron Heights C.I. and Eastwood C.I., their reliance on specialized programs to supplement their overall student populations, create an opportunity for the Board to achieve a better balance of core school populations, retain capacity that will be needed over the long term, and address boundary irregularities which do not conform to the criteria or intent of Board policy #4013. In the case of Cameron Heights C.I., less than 60% of the student population resides in the school's boundary and less than 17% reside within walking distance – one of the lowest percentages in the Board.

The students that attend the school from outside of the boundary account for 41% of the school's enrolment and represent one of the highest percentages of out of boundary students in any of the WRDSB secondary schools. Furthermore, the majority of students that attend from out of boundary (72%) are enrolled in the IB program because it draws students from all over the Board's jurisdiction and beyond. Likewise, Eastwood C.I. has a high percentage of students who attend from out of boundary to enrol in its specialized programs (Arts/Music). Approximately 596 students or almost 43% of Eastwood C.I.'s enrolment is from outside of the school boundary, which is the highest in the Board.

Board Policy #4000 provides direction and establishes the process, to undertake Pupil Accommodation Reviews to determine the future of a school or groupings of school. As per the Ministry of Education *Pupil Accommodation Review Guideline* and in accordance with the Board's Policy #4000, the Board is obligated to conduct an Accommodation Review for boundary reconfigurations or program relocation that impact more than 50% of the school's enrolment. As previously stated, Cameron Heights C.I. and Eastwood C.I. have a high percentage of students enrolled in specialized programs, with more than 62% of Cameron Heights C.I. students enrolled in the IB program. Subsequently, an Accommodation Review would be necessary for these groupings of schools.

The observations and subsequent recommendations highlighted in this report vary greatly on a school by school basis. Some school boundaries do not present opportunities for reconfiguration or reconfiguration would do little to correct the identified issues. While other school boundaries were found to be ideal as they are presently configured and did not require further action. The recommendations made from these observations vary in complexity and in many cases the timing and implementation is dependent on a variety of other decisions or variables that the consultant attempted to identify. Subsequently, the next steps that should be taken in this school boundary review process is an attempt to prioritize the recommendations and identify those where the implementation process could start immediately and those that require further study.

**Report to Committee of the Whole
May 9, 2016**



**Waterloo Region
District School Board**

Inspired learners – Tomorrow's leaders

SUBJECT: Motion – Trustee C. Millar re Meeting Attendance

ORIGINATOR: This report was prepared by Manager of Corporate Services Jayne Herring on behalf of Chairperson Kathleen Woodcock.

PURPOSE/STRATEGIC PLAN:

The purpose of this report is to provide the wording of a motion that Trustee C. Millar intends to introduce at the May 9, 2016, Committee of the Whole Meeting.

This motion relates specifically to the Waterloo Region District School Board's strategic directions, particularly in the areas of engaging students, families, staff and communities and promoting forward-thinking.

BACKGROUND:

At the Committee of the Whole Meeting of February 8, 2016, Trustee C. Millar served a notice of motion as supported by Trustees S. McMillan and K. Smith that she intends to present a motion recommending the attendance of Trustees be reported and posted on the Board Corporate Website for all Board, Committee of the Whole, and Board Committee Meetings.

STATUS:

The members of the Agenda Development Committee met on March 7, 2016, and scheduled this motion for consideration at the May 9, 2016, Committee of the Whole Meeting.

COMMUNICATIONS:

No further communication at this time.

FINANCIAL IMPLICATIONS:

No financial implications.

RECOMMENDATION:

It is recommended:

Whereas the Waterloo Region District School Board promotes accountability and transparency; and

Whereas the attendance at Board, Committee of Whole and assigned Board committee meetings are critical components of the Trustee role, Trustee engagement and their ability to be fully informed; and

Whereas Trustee attendance is public information and the public has a right to know.

Therefore, be it resolved, that Trustee attendance (including partial attendance – i.e., leaves during meeting or arrives midway through) at each Board Meeting, Committee of the Whole Meeting and assigned Board Committee Meetings be reported on the Board Corporate Website on a monthly basis and remain posted and regularly updated for the entire term of that Board; and

That this action and information be retroactive to the beginning of September 2015.

 **Director of Education**

**Report to Committee of the Whole
May 9, 2016**



**Waterloo Region
District School Board**

Inspired learners – Tomorrow's leaders

SUBJECT: Notice of Bylaw Amendment: Article 4.10 – Opening Exercises

ORIGINATOR: This report was prepared by Manager of Corporate Services Jayne Herring on behalf of Chairperson Kathleen Woodcock.

PURPOSE/STRATEGIC PLAN:

At the Committee of the Whole Meeting of May 9, 2016, Trustees requested to consider changes to Board Bylaw Article 4.10 – Opening Exercises and specifically, amendments to section 4.10.2 Invocation.

BACKGROUND:

At the February 29, 2016, Board Meeting, Trustees engaged in a generative discussion around the concept of revising the current invocation. During the discussion, trustees agreed by consensus that some form of revision to the Invocation could take place.

As a result of this discussion, trustees requested that the process for Bylaw amendments be initiated and a final course of action would be determined during the discussion.

Notice of the proposed amendments to Board Bylaw 4.10 – Opening Exercises was served and approved by a majority vote at the April 25, 2016, Board Meeting.

STATUS:

At the May 9, 2016, Committee of the Whole Meeting, trustees will discuss and recommend amendments to Board Bylaw 4.10.2 - Invocation.

The current Bylaw reads as follows:

4.10.2 Invocation - Following the singing of the national anthem, O Canada, all Board meetings will be opened with the reciting of the following sentence:

“In preparation for this evening's meeting, let us pause for thirty seconds of silent reflection - to commit our hearts and our heads, and help one another to make the careful and thoughtful decisions that will further the education of all our students.”

To adopt an amendment, alteration or addition to Board Bylaws will require the support of two-thirds of all members of the Board present at the May 9, 2016, Committee of the Whole Meeting.

COMMUNICATIONS:

No communication is required at this time.

FINANCIAL IMPLICATIONS:

No financial implications.

RECOMMENDATION:

That the Waterloo Region District School Board approve amendments to Board Bylaw 4.10.2 – Invocation, as determined and recommended by trustees at the Committee of the Whole Meeting of May 9, 2016.

**Report to Committee of the Whole
May 9, 2016**



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: OPSBA 2016 Annual General Meeting – Trustee Confirmations or Appointments

ORIGINATOR: This report was prepared by Jayne Herring, Manager of Corporate Services, on behalf of Chairperson Kathleen Woodcock.

PURPOSE/STRATEGIC PLAN:

To confirm or appoint trustees to positions within the Ontario Public School Boards' Association (OPSBA) in preparation for the Association's Annual General Meeting (AGM) being held from June 9-12, 2016, in Ottawa, Ontario.

This motion, if approved by the Board, would relate specifically to the Waterloo Region District School Board's strategic directions, particularly in engaging students, families, staff and communities and championing quality public education.

BACKGROUND:

OPSBA has requested that the Board confirm the names of its Voting Delegate/Director and Alternate Voting Delegate/Alternate Director by May 13, 2016.

The Board's current trustee appointments to OPSBA are:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Voting Delegate • Director • Alternate Voting Delegate • Alternate Director | <p>Kathi Smith
Kathi Smith
Kathleen Woodcock
Mike Ramsay</p> |
|--|--|

Note: Should trustees be willing to continue serving in their current roles with the Association, there is nothing within OPSBA's procedures that would prevent re-appointment. However, in a memo to trustees, dated May 2, 2016, the Board Chairperson advised that the nomination/voting process will be consistent with that followed at the Board's inaugural meeting.

STATUS:

Voting Delegate/Voting Alternate – 2016 Annual General Meeting

For the Annual General Meeting, this Board must appoint one member to serve as the Voting Delegate and a second member to act as an Alternate in the absence of the Voting Delegate.

Appointment of OPSBA Director/Alternate Director (June 2016 – June 2017)

The constitution and bylaws of the Ontario Public School Boards' Association entitle certain member boards to appoint a trustee representative to the Association's Board of Directors. The Waterloo Region District School Board meets the criteria to be eligible to appoint one Director, as well as one Alternate Director who would act only in the absence of the Director.

COMMUNICATIONS:

Confirmations and/or appointments will be communicated by the Manager of Corporate Services to OPSBA following Board approval.

FINANCIAL IMPLICATIONS:

There are no financial implications.

RECOMMENDATION:

It is recommended:

- That the Waterloo Region District School Board (confirm OR appoint) Trustee _____ as its Voting Delegate for the June 2016 Annual General Meeting of the Ontario Public School Boards' Association.
- That the Waterloo Region District School Board (confirm OR appoint) Trustee _____ as its Alternate Voting Delegate for the June 2016 Annual General Meeting of the Ontario Public School Boards' Association.
- That the Waterloo Region District School Board (confirm OR appoint) Trustee _____ as its Director to the Ontario Public School Boards' Association Board of Directors for the period June 2016 to June 2017.
- That the Waterloo Region District School Board (confirm OR appoint) Trustee _____ as its Alternate Director to the Ontario Public School Boards' Association Board of Directors for the period June 2016 to June 2017.

 Director of Education