

# ***SECONDARY SCHOOL BOUNDARY REVIEW***

**Waterloo Region District School Board**

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**FINAL REPORT**

**Prepared By:**



**the ammendolia group ltd.**

The Ammendolia Group  
p: 416-255-9520 f: 416-255-9619  
e: [jack@tagconsultants.ca](mailto:jack@tagconsultants.ca)

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# WATERLOO REGION DISTRICT SCHOOL BOARD – SECONDARY SCHOOL BOUNDARY REVIEW

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## EXECUTIVE SUMMARY

The Region of Waterloo encompasses the urban centres of Kitchener, Waterloo and Cambridge, as well as the surrounding townships of Wilmot, Woolwich, Wellesley and North Dumfries. Similar to many places in Canada, 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 and construction 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, which is tasked with serving an increasing and mobile population with schools that are geographically fixed.

The location and size of most of the WRDSB's secondary schools were based on population growth and settlement patterns from almost half a century ago. From the 1950's to the late 1970's, the City of Kitchener accounted for more than half of all housing development in the Region, compared to just below 40% from the early 80's to the present. The City of Waterloo accounted for less than 18% of housing growth from the 50's to the 70's but more than 26% post 1980. In addition to changing settlement patterns throughout the Region, there has also been a marked shift in population moving away from urban city centres. Historically, most of the population growth pre-1970's/80's occurred in dense developments in close proximity to the city centre. In the last few decades, population growth has moved outside city centres to the suburbs and many city centres are in decline and have aging populations.

Projected 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. From 2011 to 2021 the Region's population is expected to increase by approximately 97,000. Changes in population and development/settlement patterns present difficult challenges for school boards, especially when dealing with secondary schools. The WRDSB has three secondary schools located in fairly close proximity to each other in the urban centre of Kitchener; as well



as three secondary schools in the urban centre of Cambridge. Due to the close proximity of these schools, many of them have overlapping walking web boundaries<sup>1</sup> and the senior elementary schools that feed into them are often split between more than one school. In an ideal situation, secondary school boundaries would be located centrally to the communities they serve. This approach has the dual effect of creating a natural boundary around the school based on the neighbourhoods it serves, as well as reducing the need for transportation. In reality however, the majority of schools in the system were built and located to accommodate historical population and settlement patterns, thus limiting the options available for the school board when development patterns change.

The WRDSB has contracted the consultant to study its existing secondary school boundaries. The study has three primary objectives:

- 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 consultation with school board staff, to assist in guiding the process.

- 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.

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<sup>1</sup> A walking web boundary indicates the area around a school where students are expected to walk - based on acceptable walking route distance to school. For the WRDSB, secondary students are expected to walk up to 3.2 km before transportation may be provided.



As a result of the observations and analysis that was undertaken during the review, a determination was made that the following principle should be added to further guide the development of recommendations.

- 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 recognized the Board’s policy on secondary school size (Policy 4013) which is a guideline of principles for building secondary schools or adjusting secondary school boundaries. The policy outlines targets and ranges of school sizes and student populations and associated utilization, program and funding requirements. While this policy was considered in this analysis, it should be noted that recommendations are not consistent with rigid adherence to said policy in order to maintain flexibility to meet the unique circumstances of each school.

Therefore, the recommendations in this 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. Overall, the recommendations included in this report are intended to outline a strategic approach to achieving natural boundaries, providing options for addressing accommodation issues that may arise over the next 20 years, while continuing to allow the board the flexibility to address immediate pressures and “hot spots”.

### **Short Term Recommendations**

There are certain issues that require short term action because of existing growth pressures and identified boundary anomalies. For example, two of the report’s primary recommendations refer to Sir John A Macdonald Secondary School (SJAM) in Waterloo and Huron Heights Secondary School (HHSS) in Kitchener. In



the case of SJAM, a combination of accelerated growth in the school's boundary area and the presence of a specialized program, Fast Forward, has resulted in enrolment exceeding the capacity of the school within its first five years of operation. A similar issue has occurred with Huron Heights, where growth in the area has resulted in the school age population exceeding the built capacity of the school. The issue at HHSS was addressed through a boundary change, taking students living in the Huron Woods area, which is within walking distance of Huron Heights, and bussing them to Preston High School in Cambridge. This solution, while alleviating the pressure on Huron Heights, would be considered a boundary anomaly because it does not reflect the "natural boundary" concept, which is one of the underlying principles of this study. Therefore, the key short term recommendations included in this study are;

- That the Board consider changing the boundary for Huron Heights so that all students living within walking distance of the school are able to attend. This recommendation is consistent with the natural boundary principle guiding this study, and would address the boundary anomaly that is currently disrupting the local community. In the short term these students might be accommodated through the reconfiguration of internal space as well as temporary (portable or portapak) space. It should be noted that in the medium to long term, regional and Board projections indicate that a threshold may be reached within the area to support a new West Kitchener Secondary School. This option is explored further in the medium term recommendations.
- That the Board consider a boundary reconfiguration between Sir John A Macdonald and Kitchener - Waterloo C.I. (KCI). Due to the nature of the Fast Forward program, and its facility requirements, it is unlikely that the Board will be able to move the program to accommodate current enrolment pressures. Therefore, the recommended change would re-direct students from the Westvale area, which has no natural connection to SJAM based on the definition of this study, to KCI. In the short term this would relieve pressures at SJAM, supplement the core population at KCI, and provide the Board with some flexibility to consider future options regarding accommodation pressures in Waterloo.

### **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. As indicated above, growth in West Kitchener is projected to increase to a point where the Board may need to consider an additional secondary facility in that area to accommodate the needs of the community. While the short term recommendation outlined above would require temporary accommodation at Huron Heights, it should be noted that any move to increase the permanent capacity of the school would



adversely affect the ability of the school board to support an additional facility in the medium to long term. Similarly, medium to long term projections, combined with the changing demographics of its natural boundary, suggest that WCI will continue to experience declining enrolment over the medium to long term. While this process will reduce the need for temporary accommodation currently at the site, it also creates an opportunity for WCI to accommodate some of the overflow that Bluevale Collegiate Institute is likely to experience in the medium to long term. Therefore, the key medium term recommendations included in this study are;

- That the Board consider all options, including the need for a new West Kitchener school in the medium to long term, prior to adding permanent capacity to Huron Heights. Furthermore, given that the timeframe for completing a new secondary school can be fairly lengthy, in some cases 5 years from approval to opening, it is recommended that the school board begin the process of examining the need for, and feasibility of, a new West Kitchener school in the near term. This could be supported through an Education Development Charge (EDC) study.
- That the Board continue to monitor the enrolment of BCI and examine the possibility of a boundary change that includes WCI, should projected growth in BCI's boundary materialize. Parts of Sandowne and Lexington PS's attendance areas fall within the walking web of WCI and would be a likely choice to attend WCI if necessary. Alternatively, excess capacity at KCI could also be used to relieve pressure at BCI due to increased enrolment in the medium term.

### **Long Term Recommendations**

As noted above, the Region of Waterloo is projected to experience significant growth over the next ten years. This, combined with the Province of Ontario's focus on more intensified developments, higher density uses and a greater share of construction in the developed areas of urban centres, will continue to impact the distribution of students and the school board's long term facility needs. In that respect, the location of existing and future facilities, as well as the boundaries used to capture a mobile school age population, will continue to represent a challenge for the Board. In particular, as additional pockets of growth in the outer areas of the Region, East and West Kitchener, North Waterloo and East Cambridge, attract more of the school age population, the ability of existing facilities in the urban centres to effectively service these populations will be a challenge. Considering these issues, the key long term recommendations of this report are:

- That the Board develop a long-term strategy for Waterloo that addresses the continued decrease in the school age population around WCI, the changing demographics of the neighbourhood in which it is located, and the need to service growth in other areas of the city.





- That the Board develop a long-term strategy for West and East Kitchener to address the projected growth in these areas and the continued decreases in the school age population near the urban city centre.
- That the Board develop a long-term strategy for Cambridge to address the projected growth in pockets of South East Galt and Hespeler. This strategy may recognize that given current and projected enrolment, schools in Cambridge will likely operate at a smaller student population than other facilities of the Board, while continuing to offer a complete core program to students.



## 1.0 INTRODUCTION

### 1.1 BACKGROUND

The purpose of this study is to provide an independent and objective review of the Waterloo Region District School Board's (WRDSB) existing secondary school boundaries. Typically, a school board conducts a boundary review in reaction to factors such as changes in population (both declining and increasing), new subdivisions or growth areas in a school board's jurisdiction or significant changes to program or grade structure. While the WRDSB has experienced many of these situations over the past several years, this boundary review is not specific to a singular situation but rather a general observation of the existing boundaries, how they relate to each other and any associated issues. In this way the Board is able to proactively identify issues, determine the impact on the secondary system as a whole and prioritize problems that require immediate attention versus those that may require further study.

A review of a school's boundary must consist of strong background information that helps characterize the boundary as well as identify anomalies or issues within the boundary. The review contained herein, incorporated factors such as;

- 10 year secondary school enrolment projections (projections provided by WRDSB Planning Department).
- Ministry rated capacities of permanent and temporary space to determine school utilization of space. In addition, detailed discussions with WRDSB staff and school principals allowed the consultant to determine functional capacities of the school. The functional capacity is not an official capacity but rather an analysis of how the school's space is actually used and may differ from the Ministry rated capacity. For example, a school may have a rated capacity of 1200 but because of specialized program requirements the school may only be able to accommodate 1000 students.
- Identification of major growth areas and expected long term populations consistent with new Regional growth forecast.
- Historical trends of relevant demographic and socio-economic data of boundary populations.
- A review of program draws and the number of students that attend schools outside of their home boundary.



## **1.2 OVERVIEW OF METHODOLOGY**

The methodology with regard to this particular boundary review had two distinct components; the first was to attempt to identify what an ideal natural boundary for each secondary school might be when considering the school's location, walking distances, natural barriers and existing and long term populations. The second component involved making observations of the existing boundaries, identifying issues (if any) in the boundary and determining whether a boundary reconfiguration incorporating the aforementioned considerations would alleviate the issues. To provide context and background to the study an in-depth analysis of demographic and socio-economic trends for each existing boundary was completed. In addition, the new Regional population forecast was also allocated according to existing secondary boundaries to provide a long-term outlook of future development patterns.

One of the main components in considering the idea of natural boundaries is the number of students that live within the walking web of the school. For this analysis, the newly passed 3.2km walking web was used for each secondary school – meaning that students who live within 3.2 km of the school must walk and transportation is provided for those who live in the school's boundary beyond this distance. The emphasis for a school boundary should be to try and ensure that the boundary encompasses the highest number of walkers and minimizes the amount of transportation required. In other words, if students are currently bussed to one school but live within the walking web of another school an effort should be made to reconfigure the boundary to capture those walkers. In the majority of instances examined in this analysis, WRDSB secondary students who are bussed do not live within walking webs of other WRDSB secondary schools and thereby require transportation regardless of which school they attend (exceptions highlighted in the school by school analysis found later in this report).

The secondary schools and boundaries of the WRDSB differ greatly from one another and some have distinct issues. There are school boundaries such as Forest Heights in Kitchener which is a perfect example of a true community school with a natural boundary – the majority of the boundary of the school falls within the school's walking web, there are no physical barriers impeding access to the school and there is little to no bussing necessary for the students in the school's boundary. Cameron Heights' boundary, on the other hand could be considered 'unnatural'. The school is also located in Kitchener and in close proximity to Forest Heights, Kitchener-Waterloo CI, and Eastwood CI. This boundary is irregularly shaped and as a result most of the southwest portion of the boundary falls outside of the school's walking web with approximately 25% of the



students eligible for transportation. In this analysis, the challenge is to determine whether reconfiguring a boundary based on the natural boundary principle would alleviate issues associated with the school. The total number of schools and students that would be affected by a boundary change should also be considered in justifying a reconfiguration.

The WRDSB has contracted the consultant to study its existing secondary school boundaries. The study has three primary objectives:

- 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.

The ultimate objective of this boundary analysis was to provide recommendations, where deemed necessary, on boundary reconfigurations that would correct identified issues and create optimal and effective long term boundaries. There were issues identified in the analysis where the consultant did not feel a boundary reconfiguration would correct the situation. In some of these cases the recommendation identifies future capital construction as a possible accommodation solution.

The different types of boundaries and issues associated with the WRDSB secondary schools, suggests that a singular methodological approach could not work with all schools. The observations made, issues identified and ultimately the recommendations provided, are based on each individual school and what was deemed best for that boundary and school community. That said, the consultant did use some high level parameters when considering a boundary reconfiguration, namely;

- 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.
- 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.

The following section of the report presents background information for each secondary school and its associated boundary in the Board’s jurisdiction, including observations and preliminary recommendations.



## 2.0 OBSERVATIONS AND RECOMMENDATIONS BY SCHOOL

### Bluevale C.I.

#### BACKGROUND

Bluevale is located in the north-eastern portion of the Board's jurisdiction in Waterloo. The school is the 4<sup>th</sup> newest school in the Board's inventory and was constructed in 1972. It is the Board's 4<sup>th</sup> smallest school in terms of the permanent size of the building and also according to the Ministry rated On-The-Ground (OTG) capacity. The existing OTG capacity is 1,116 with enrolment of approximately 1,414 resulting in a utilization of permanent space of almost 127%. The school must utilize a total of 6 units in a portapak and 7 portables to accommodate total enrolment.

#### ENROLMENT AND DEMOGRAPHICS

Enrolment at Bluevale declined steadily between 2003/04 and 2006/07 but has seen some stability and even slight increases in the last year or two. The school's boundary is experiencing population growth in all cohorts due largely to development occurring in the north-eastern portion of the boundary. Enrolment in the short term is projected to remain relatively stable with increases occurring in the mid to long term. Board projections have enrolment reaching 1600+ within 10 years and Regional population projections suggest that this number can be higher when looking out 15-20 years.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>35,264</b>		<b>39,921</b>		<b>4,657</b>	<b>13.2%</b>	
Pre-School Population (0-3)	1,716	4.9%	2,039	5.1%	324	18.9%	0.2%
Elementary School Population (4-13)	4,480	12.7%	5,027	12.6%	548	12.2%	-0.1%
Secondary School Population (14-18)	2,265	6.4%	2,534	6.3%	269	11.9%	-0.1%
Population Over 18 Years of Age	26,804	76.0%	30,322	76.0%	3,518	13.1%	-0.1%
<i>Females Aged 25-44</i>	5,695	16.1%	6,256	15.7%	561	9.9%	-0.5%

#### OBSERVATIONS AND RECOMMENDATIONS

Bluevale is operating over capacity and currently relies on the use of temporary space to provide permanent accommodation. According to the demographics and projections for the area, it is likely that enrolment will remain at levels close to today's enrolment for the short to mid-term with increases expected longer term. The school does not have any "magnet" programs and thus does not accommodate a large number of students from outside its home boundary. Approximately 280 students that reside in Bluevale's boundary attend other WRDSB schools compared with about 100 students that attend Bluevale from outside its home boundary.

A large section of the school's boundary falls outside of the school's walking web because of the school's location in relation to its boundary as well as physical barriers located in the boundary (expressway, river). The majority of areas that fall outside of the school's walking web do not fall in the walking web of another secondary school.



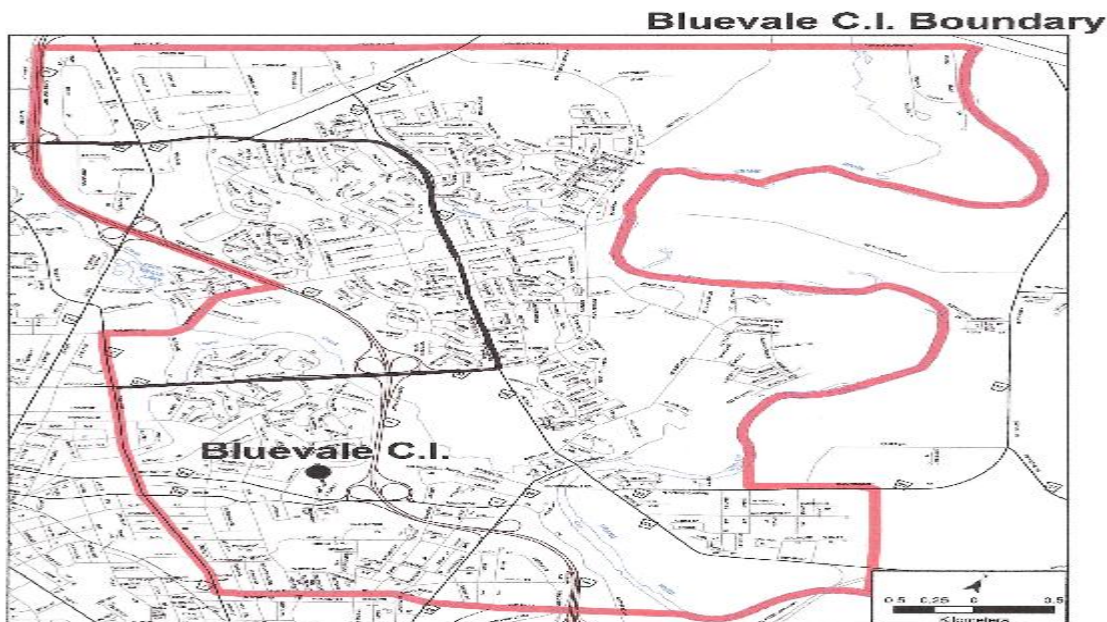
The major issue facing the school is one of enrolment pressures and the long term use of temporary space to accommodate enrolment in excess of capacity. The options at this school are to try and reduce the existing enrolment through a boundary reconfiguration or the addition of permanent space. The Board, as part of greater review of issues at Bluevale, has approved a permanent addition which will increase the OTG capacity to 1,250 pupil places. The addition will add permanent space and reduce the reliance on portables to provide accommodation in the short to mid-term. If longer term projections are realized for the area additional action may be required in the form of boundary reconfiguration.

## RECOMMENDATIONS

**SHORT TERM** – Permanent addition at the school has been approved and will be able to accommodate projected enrolment in the short to medium term.

**MEDIUM TERM** – Explore possible boundary reconfiguration with Waterloo C.I. (WCI). Enrolment at WCI is projected to decline over the medium to long term and there may be opportunities for a boundary reconfiguration with BCI, should BCI's enrolment exceed the functional capacity of the school. Parts of Sandowne and Lexington PS's attendance areas fall within the walking web of WCI and would be the likely choice to attend WCI if necessary. The approximate area is outlined below in a map of BCI's boundary. Alternatively, excess capacity at KCI could also be used to relieve pressure at BCI due to increased enrolment in the medium term.

**LONG TERM** – That the Board develop a long-term strategy for Waterloo that addresses the continued decrease in the school age population around WCI, projected increases in the school age population within BCI's boundary, and the need to service growth in other areas of the city.



## Waterloo C.I.

### BACKGROUND

Waterloo CI was built in 1959 and is located in the north-central portion of the Board's jurisdiction in Waterloo, in between BCI and Sir John A Macdonald's attendance areas. It is the 7<sup>th</sup> largest secondary facility and 9<sup>th</sup> largest according to its OTG capacity of 1,215. Its current enrolment is approximately 1,450 resulting in a utilization of its permanent capacity of just below 120% with surplus enrolment accommodated in a total of 7 portables.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at WCI has been as high as 1,800 as recently as 2003/04, however after the opening of Sir John A Macdonald (SJAM) and the elimination of OAC courses, enrolment declined to between 1,200-1,300. In the past 2-3 years enrolment has increased to its current level of about 1,450. WCI is located in an aging neighbourhood with limited residential development potential that is likely to draw families. In addition, the area is home to a high percentage of university student housing with 40% of the housing in the area being rental housing. The area's proximity to two universities makes it likely that future development, especially intense/higher density development, will be occupied mainly by students. The demographics outline an area population where any growth is coming from the over 18 year old population with school and pre-school aged populations in decline. Consistent with recent demographic trends as well as population forecasts for the area, enrolment is projected to begin declining steadily throughout the next 10 years to below 1,200 – close to its permanent OTG capacity.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>31,014</b>		<b>32,051</b>		<b>1,038</b>	<b>3.3%</b>	
Pre-School Population (0-3)	1,220	3.9%	1,159	3.6%	-61	-5.0%	-0.3%
Elementary School Population (4-13)	3,932	12.7%	3,277	10.2%	-655	-16.7%	-2.5%
Secondary School Population (14-18)	2,070	6.7%	2,097	6.5%	28	1.3%	-0.1%
Population Over 18 Years of Age	23,793	76.7%	25,518	79.6%	1,726	7.3%	2.9%
<i>Females Aged 25-44</i>	4,739	15.3%	4,207	13.1%	-533	-11.2%	-2.2%

### OBSERVATIONS AND RECOMMENDATIONS

While WCI is currently operating over its permanent capacity and utilizes portables, the projected enrolment suggests that in the mid-term this school's enrolment will decline to a level consistent with its permanent capacity. While BCI, as mentioned earlier, is largely a community school that caters primarily to its home boundary population, WCI in contrast relies heavily on out of boundary students to supplement its enrolment. Approximately 470 students attend WCI from out of boundary compared with about 210 students that leave WCI's boundary to attend other WRDSB schools – almost 2.2 times as many students come into the boundary than leave the boundary. In addition, the school building is in poor condition and according to Board staff requires significant investment to renew the facility to current standards.





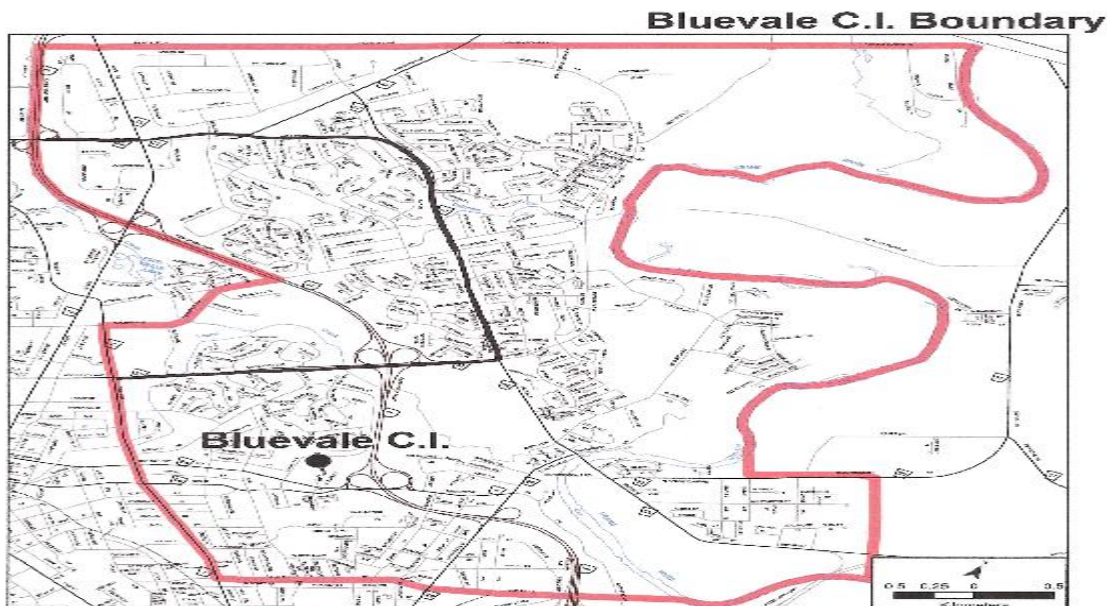
The majority of the school's boundary (but not the majority of enrolment because of out of boundary students) falls within the school's walking web with only about 10% of the school's enrolment needing transportation. There are two areas that are not encompassed by the walking web – the far west end of the boundary (portion of Keatsway school boundary) and the north end of the boundary around Laurel Creek Conservation area. These areas do not fall into the walking web of any WRDSB secondary school.

## RECOMMENDATIONS

### **SHORT TERM** – Status Quo

**MEDIUM TERM** - That the Board continue to monitor the enrolment of BCI and examine the possibility of a boundary change that includes WCI, should projected growth in BCI's boundary materialize. Parts of Sandowne and Lexington PS's attendance areas fall within the walking web of WCI and would be a likely choice to attend WCI if necessary. Alternatively, excess capacity at KCI could also be used to relieve pressure at BCI due to increased enrolment in the medium term.

**LONG TERM** – That the Board develop a long-term strategy for Waterloo that addresses the continued decrease in the school age population around WCI, the changing demographics of the neighbourhood in which it is located, and the need to service growth in other areas of the city. Considering the existing demographics of WCI's boundary and current condition of the facility the long term viability of WCI in its present location should be studied. There may be the potential to relocate this facility in a more suitable location reflecting a natural boundary. A comprehensive review of this strategy should precede any significant capital investments at WCI.



## Sir John A Macdonald

### BACKGROUND

SJAM is one of the Board's newest secondary schools and was opened in 2005 in north-east Waterloo. SJAM is the Board's 3<sup>rd</sup> largest facility at just over 19,000 square metres and also the 3<sup>rd</sup> largest in terms of OTG capacity. The existing OTG capacity is 1,548 with enrolment of approximately 1,563 resulting in a utilization of permanent space of about 101%, however because of program and specialized space requirements the school must utilize 3 portables to fully accommodate its enrolment.

### ENROLMENT AND DEMOGRAPHICS

SJAM is located in Waterloo's major growth area and its enrolment increased steadily after it opened in 2004/05 with approximately 1,100 students to the high 1500's over the past few years. Census data for the boundary indicates that all segments of the population experienced double digit increases, especially the 0-3 year old population which is an excellent indicator of future enrolment growth. The Board projects enrolment in the short term to remain relatively stable with significant increases occurring in about 9-10 years. Board projections have enrolment reaching 1800+ by 2018/19. Regional population projections as well as recent demographic trends suggest that enrolment at SJAM could reach between 1700 and 1800 within 5-7 years. The Board projections and Regional numbers are consistent in terms of ultimate populations but differ slightly in terms of timing.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>18,031</b>		<b>23,173</b>		<b>5,143</b>	<b>28.5%</b>	
Pre-School Population (0-3)	1,045	5.8%	1,321	5.7%	277	26.5%	-0.1%
Elementary School Population (4-13)	3,304	18.3%	3,676	15.9%	372	11.3%	-2.5%
Secondary School Population (14-18)	1,519	8.4%	1,923	8.3%	405	26.6%	-0.1%
Population Over 18 Years of Age	12,164	67.5%	16,253	70.1%	4,090	33.6%	2.7%
<i>Females Aged 25-44</i>	3,155	17.5%	3,706	16.0%	551	17.4%	-1.5%

### OBSERVATIONS AND RECOMMENDATIONS

A combination of factors including accelerated growth in the school's boundary and the presence of a specialized program, Fast Forward, has resulted in enrolment exceeding the capacity of the school within its first five years of operation. If the demographic trends and Regional population projections are accurate then SJAM will continue to experience pressures over the short to medium term, and will likely require significant amounts of temporary space to accommodate the student population within its natural boundary. The school programs that attract students from outside the schools boundary – approximately 266 students come to this school from outside its home boundary compared with about 325 students that leave the boundary to attend other WRDSB schools.

All of Westvale and a portion of Mary Johnston's attendance boundaries fall outside of SJAM's walking web. These areas do not fall into the walking web of any other WRDSB schools.



If short term projected enrolment remains stable the facility should be able to provide adequate accommodation as it is currently configured. However, Regional population projections forecast population to increase in this area by approximately 80% to 2031, thus overwhelming the ability of the school to accommodate students within its natural boundary. Surplus space exists at Kitchener-Waterloo C.I. (KCI) and a boundary reconfiguration between the two schools would help alleviate potential overcrowding at SJAM in the short to medium term, while providing a necessary increase in enrolment at KCI. The Westvale attendance area currently has approximately 250 secondary students that attend SJAM and, as mentioned earlier, falls outside of the school's walking web. The Westvale neighbourhood is a mature built out neighbourhood and the existing secondary students are expected to decline to about 200 over the mid-term. Based on current transportation policies, this neighbourhood would have to be bussed regardless of what school it was directed to. It is recommended that the Westvale neighbourhood be made part of KCI's attendance boundary.

## RECOMMENDATIONS

**SHORT TERM** – That the Board consider a boundary reconfiguration between Sir John A Macdonald and Kitchener -Waterloo C.I. (KCI). Due to the nature of the fast forward program, and its facility requirements, it is unlikely that the Board will be able to move the program to accommodate current enrolment pressures. Therefore, the recommended change would re-direct students from the Westvale area, which has no natural connection to SJAM based on the definition of this study, to KCI. In the short term this would relieve pressures at SJAM, supplement the core population at KCI, and provide the Board with some flexibility to consider future options regarding accommodation pressures in Waterloo.

The image below approximates the school boundaries for SJA and KCI and highlights the area that would be part of the boundary reconfiguration.

**MEDIUM TERM** – None.

**LONG TERM** – That the Board develop a long-term strategy for Waterloo that addresses the continued decrease in the school age population around WCI, projected increases in the school age population within SJAM's boundary, and the need to service growth in other areas of the city.



## Kitchener-Waterloo C.I.

### BACKGROUND

KCI is one of the Board's oldest schools (2<sup>nd</sup> oldest) built in 1881 and also its 2<sup>nd</sup> largest at over 20,000 square metres. Its OTG capacity of 1,578 makes it the 2<sup>nd</sup> largest school in terms of capacity, however its enrolment of 1,168 is only the 11<sup>th</sup> largest. This results in a utilization of permanent space of less than 75% with more than 400 surplus spaces. It should be noted that because of program and specialized space requirements (like Fast Forward) the school has less functional space than noted.

### ENROLMENT AND DEMOGRAPHICS

KCI's enrolment has declined steadily over the past several years consistent with the demographics of the neighbourhood it serves. Total population growth in the boundary has been flat and the elementary population from 2001 to 2006 declined by more than 15%. As these declines in the elementary population start feeding into the secondary cohorts, enrolment at the school is expected to decline further. The Board has projected enrolment to decline to below 1,100 in the short term and closer to 1,000 in the mid-term with possible further reductions longer term. Any growth expected in KCI's boundary is expected to be the result of intensification in the way of higher density units (apartments) and unlikely to draw families with school aged children.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>37,089</b>		<b>37,050</b>		<b>-39</b>	<b>-0.1%</b>	
Pre-School Population (0-3)	1,776	4.8%	1,660	4.5%	-116	-6.5%	-0.3%
Elementary School Population (4-13)	4,430	11.9%	3,761	10.1%	-669	-15.1%	-1.8%
Secondary School Population (14-18)	2,092	5.6%	2,152	5.8%	60	2.9%	0.2%
Population Over 18 Years of Age	28,792	77.6%	29,478	79.6%	686	2.4%	1.9%
<i>Females Aged 25-44</i>	6,317	17.0%	5,831	15.7%	-486	-7.7%	-1.3%

### OBSERVATIONS AND RECOMMENDATIONS

As one of the Board's larger schools, it can accommodate upwards of 1,300 students however enrolment is projected to decline to close to 1,000 resulting in ample surplus space. It is in close proximity to many other WRDSB schools, some of which are dealing with existing or future enrolment pressures. The school has magnet and specialized programs (Fast Forward, French Immersion) that help draw students from out of boundary as well as providing diversity and balance in the student population. An almost equal number of students leave the schools boundary to attend other WRDSB schools than students who come in from out of boundary (460 leave and 440 come in).

The vast majority of the school's boundary falls within the school's walking web with the exception of a portion of Empire's attendance area in the west end of the boundary. The majority of the area that falls outside KCI's walking web also falls outside of other school's walking webs. The school has a very low percentage of students that require transportation.



There are possible boundary reconfigurations that could increase enrolment at KCI and help reduce enrolments at neighbouring schools. As was mentioned in the SJAM scenario, it is recommended that Westvale's attendance boundary be directed to KCI which could add approximately 200-250 secondary students to KCI.

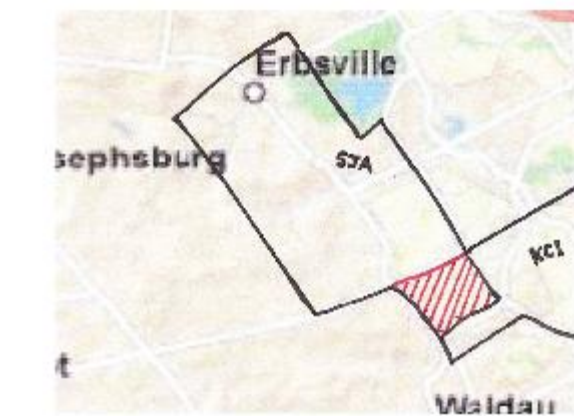
## RECOMMENDATIONS

**SHORT TERM** – That the Board consider a boundary reconfiguration between Sir John A Macdonald and Kitchener -Waterloo C.I. (KCI). Due to the nature of the fast forward program, and its facility requirements, it is unlikely that the Board will be able to move the program to accommodate current enrolment pressures. Therefore, the recommended change would re-direct students from the Westvale area, which has no natural connection to SJAM based on the definition of this study, to KCI. In the short term this would relieve pressures at SJAM, supplement the core population at KCI, and provide the Board with some flexibility to consider future options regarding accommodation pressures in Waterloo.

The image below approximates the school boundaries for SJA and KCI and highlights the area that would be part of the boundary reconfiguration.

**MEDIUM TERM** - That the Board continue to monitor the enrolment of BCI and examine the possibility of a boundary change that includes KCI, should projected growth in BCI's boundary materialize. The use of KCI to offset growth at BCI will be contingent on the Board's long term strategy for accommodating growth in Waterloo.

**LONG TERM** – That the Board develop a long-term strategy for West and East Kitchener to address the projected growth in these areas and the continued decreases in the school age population near the urban city centre. As this latter point relates to KCI, the Board could explore alternative ways to use surplus space either through boundary changes, the introduction of special programs to attract out of boundary students, community use agreements or other partnership opportunities.



## Cameron Heights C.I.

### BACKGROUND

Cameron Heights was built in 1969 making it the Board's 12<sup>th</sup> oldest school. It is located in Kitchener surrounded by the boundaries of KCI, Forest Heights, Eastwood and Huron Heights. It is the Board's largest facility measuring approximately 22,500 square metres and is also the largest school by way of OTG capacity with a capacity of 1,635. It has one of the largest enrolment populations of any WRDSB school with just below 1,750 students for a total utilization of permanent space of almost 107%. The school currently utilizes 4 portables to accommodate its total enrolment.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at CHC has been as high as the 1800's over the past several years and currently sits at approximately 1,750. The south western portion of the school's boundary has experienced robust growth over the past several years and is expected to contribute to increases in the school's enrolment going forward. The total population in the school's boundary increased by more than 11% from 2001 to 2006 and more importantly the pre-school population increased by more than 16%. This is an excellent indicator for future elementary growth and eventually secondary growth. The Board's forecast projects that enrolment at the school will range between the mid 1700's and high 1800's in the short to mid-term and up to 2000+ by 2018/19. Future enrolment increases are due to a combination of the success of the IB program at the school (and the draw it has) as well as the aforementioned demographics. Post 2016, Regional forecasts estimate that the total population in the school boundary could increase by more than 11,000 people through to 2031, which could result in 550-650 new secondary school students.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>39,681</b>		<b>44,177</b>		<b>4,496</b>	<b>11.3%</b>	
Pre-School Population (0-3)	2,136	5.4%	2,483	5.6%	347	16.2%	0.2%
Elementary School Population (4-13)	5,417	13.7%	5,382	12.2%	-35	-0.6%	-1.5%
Secondary School Population (14-18)	2,519	6.3%	2,757	6.2%	238	9.4%	-0.1%
Population Over 18 Years of Age	29,609	74.6%	33,555	76.0%	3,946	13.3%	1.3%
<i>Females Aged 25-44</i>	6,742	17.0%	7,473	16.9%	731	10.8%	-0.1%

### OBSERVATIONS AND RECOMMENDATIONS

Cameron Heights is one of the Board's largest facilities with one of the largest student populations and currently operates over capacity with the use of portables. The school would face challenges to accommodate many more students than its existing enrolment and according to the projections it may have to deal with enrolments of 1800+ within 4-5 years and longer term enrolments of close to 2,000.

In addition to growth from new residential development in portions of its boundary, enrolment in the school's International Baccalaureate (IB) program has been growing steadily. The IB program is a two-year educational program that aims to provide an internationally accepted qualification for entry into higher education and is recognized by many universities worldwide. Waterloo Region has only one high school that offers this program





and it is only one of fewer than 30 schools in the province who offer the program. The school's IB program draws students from all over the Board's jurisdiction and contributes significantly to the approximately 39.2% of the school's enrolment coming from outside its home boundary – the highest of all WRDSB schools. It should also be noted that approximately 580 students who live in Cameron's boundary attend WRDSB schools outside of their boundary largely for specialized or magnet programs.

The boundary of CHC is an irregular shaped boundary with the school located in the north-east portion of the boundary. A significant portion of the south-western portion of the boundary (including the main growth area) falls outside of the school's walking web and contributes to the almost 25% of the student population requiring transportation – fairly high in comparison to adjacent WRDSB secondary schools.

Projected enrolment increases at CHC are expected to cause accommodation pressures at the school in the medium to long term. There are a variety of possible solutions that may help to reduce enrolment at this school ranging from boundary reconfiguration, and capping of specialized programs to new school construction.

**BOUNDARY RECONFIGURATION** - There is a possibility of boundary reconfiguration with Forest Heights secondary school. While Forest Heights is currently over capacity, enrolment at the school is expected to decline significantly over the next several years and in the medium to long term it may be able to accommodate surplus enrolment from Cameron. Practically all of CHC's boundary that falls outside of the school's walking web is within the walking web of Forest Heights. Should enrolment eventually reach the projected number of 2000+ at CHC there are about 400 secondary students in the Williamsburg and Townsend attendance areas that can be moved to Forest Heights. However, the presence of the expressway as a physical barrier may preclude students from Williamsburg and Townsend areas from attending Forest Heights. Another alternative, as outlined below, would be the construction of a new West Kitchener school which would alleviate pressure on both Cameron and Huron Heights.

**CAPPING OF SPECIALIZED PROGRAMS** - Despite its continued popularity with students and parents across the region, another option that could be considered in order to alleviate enrolment pressures in the short to medium term would be capping enrolment in the International Baccalaureate program (IB). As indicated at the outset of this report, one of the guiding principles for this study is, where appropriate, to recommend that specialized programs be used to supplement the core population of a school. The risk in this approach is that a program, such as IB, will become so popular within the region that it begins to compromise the delivery of the core program at a school. While this is not currently the case at Cameron, annual increases in enrolment in the IB program suggest that this could occur. As such, it is recommended that enrolment in the IB program continue to be monitored and, in conjunction with other actions the Board takes regarding the boundary for Cameron, consideration be given to capping the IB program if enrolment pressures materialize over the short to medium term.

**NEW SCHOOL CONSTRUCTION** - The final option that can be explored is the construction of a new secondary facility in west Kitchener. The Region forecasts significant population growth in west Kitchener, especially in the south-western portion of Cameron's boundary, Huron Heights boundary and the boundary area adjacent to Huron Heights that is currently bussed to Preston. Should sufficient growth occur to warrant a new secondary school (pending EDC analysis) in the area and assuming Ministry approvals and funding are secured for a new school, it is recommended that the south-western portion of CHC's boundary be redirected to this new school. This would help alleviate enrolment pressures at CHC and would prevent the need to limit enrolment in the school's IB program. It also creates a more natural boundary around CHC and would largely reduce transportation requirements.



The image below shows the irregular shape of CHC's boundary. The area highlighted in yellow falls largely outside of the walking web of the school and is also one of the major growth areas in the boundary.



## RECOMMENDATIONS

**SHORT TERM** – Status Quo.

**MEDIUM TERM** - That the Board consider all options regarding enrolment pressures at Cameron, including the need for a new West Kitchener school in the medium to long term. Furthermore, given that the timeframe for completing a new secondary school can be fairly lengthy, in some cases 5 years from approval to opening, it is recommended that the school board begin the process of examining the need for, and feasibility of, a new West Kitchener school in the near term. This could be supported through an Education Development Charge (EDC) study.

**LONG TERM** – Options regarding a boundary reconfiguration with Forest Heights or capping of the IB program will have to be examined within the context of a decision regarding the construction of a new secondary school in west Kitchener.





## Forest Heights C.I.

### BACKGROUND

Forest Heights was built in 1964 and is located in Kitchener between the boundaries of KCI and Cameron Heights. It is the Board's 6<sup>th</sup> largest facility measuring almost 17,900 square metres and has an OTG capacity of 1,311 ranking it number 5 in capacity size. It has one of the largest student populations with current enrolment at approximately 1,681 for a total utilization of permanent space of 128%. The school has a total of 10 portable classrooms to fully accommodate enrolment.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at Forest Heights has been as high as 1,881 as recently as four years ago but has started to experience declines in the most recent years – enrolment has declined more than 10% in the last 4 years. Throughout the 90's and into the 2000's this school experienced considerable increases in enrolment as the neighbourhood's population increased. According to the demographics from the 2006 census, the population growth in this area has stabilized and the community is beginning to age. From 2001 to 2006 the elementary population declined by more than 10% and the pre-school population declined by over 17%. Forest Heights is located in a mature built-out neighbourhood with limited future residential development and as such it is very likely the secondary population will experience future declines. Board enrolment projections predict that enrolment at Forest Heights will decline by a further 6-7% in the next five years and then begin to decline significantly in the 5-10 year time frame. Enrolment is estimated to reach close to 1,200 by 2018/19.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>34,510</b>		<b>34,746</b>		<b>236</b>	<b>0.7%</b>	
Pre-School Population (0-3)	1,714	5.0%	1,418	4.1%	-296	-17.3%	-0.9%
Elementary School Population (4-13)	5,279	15.3%	4,728	13.6%	-551	-10.4%	-1.7%
Secondary School Population (14-18)	2,788	8.1%	2,840	8.2%	52	1.9%	0.1%
Population Over 18 Years of Age	24,729	71.7%	25,760	74.1%	1,031	4.2%	2.5%
<i>Females Aged 25-44</i>	5,400	15.6%	4,941	14.2%	-459	-8.5%	-1.4%

### OBSERVATIONS AND RECOMMENDATIONS

Forest Heights has been over capacity for some time but the aging of the population in its home boundary is resulting in a decline in school enrolment which will bring it in-line with the school's capacity. The majority of the school's boundary is in the school's walking web and the school did not provide transportation under the Board's old walking policy distances. In the immediate short term the school will still require the use of temporary space to accommodate its projected enrolment. In approximately 4-5 years enrolment is projected to be at a level where it can be accommodated utilizing the school's permanent space and its 6 class portapak. If longer term enrolment projections are accurate, the school's enrolment could decrease to close to 1,200 thereby providing a surplus of over 200 spaces when including the 6 class portapak with the permanent capacity of the school.



In a longer term scenario the surplus space at Forest Heights could be used to provide relief of accommodation pressures at neighbouring schools such as Cameron Heights. The majority of Cameron's boundary that falls outside of its walking web is located in the walking web of Forest Heights. However, as noted in the Cameron Heights scenario, this option is contingent on the realization and timing of enrolment increases and decreases at Cameron Heights and Forest Heights respectively.

## **RECOMMENDATIONS**

**SHORT TERM** – Status Quo.

**MEDIUM TERM** –That the Board continue to monitor changes in enrolment at both Forest Heights and Cameron and consider options regarding a boundary reconfiguration between FHCI and CHC.

**LONG TERM** –That the Board explore the possibility of a boundary reconfiguration with Cameron Heights, keeping in mind that this option will have to be examined within the context of a decision regarding the construction of a new secondary school in west Kitchener.



## Eastwood C. I.

### BACKGROUND

Eastwood C.I. is located in central Kitchener and is the Board's 4<sup>th</sup> oldest school, constructed in 1955. It measures just over 15,000 square metres making it the 4<sup>th</sup> smallest school in terms of facility size and has an OTG capacity of 1,251 which ranks 8<sup>th</sup>. Current enrolment is approximately 1,390 resulting in a utilization rate of 111%. The school utilizes 3 portables to accommodate its total enrolment.

### ENROLMENT AND DEMOGRAPHICS

Enrolment was relatively stable at Eastwood from the early 2000's through to the mid 2000's but has experienced some recent increases since 2006/07. Demographically the area's population is aging and as such is experiencing declines in every cohort except in the over 18 year old segment. From 2001 to 2006 the elementary population declined by more than 9% and pre-school population by 12.6%. These trends, combined with limited, family attractive development opportunities, suggest that the secondary population in the boundary should experience continued declines in the short to medium term. The Board projects enrolment at Eastwood to remain stable to slightly increasing over the next 10 years. Enrolment is projected to range between the mid 1300's and high 1400's. Eastwood's enrolment contains a high percentage (39%) of out of boundary students because of the draw of its magnet programs. The demographics for the area, as well as the Regional projections suggest that the secondary population of Eastwood's home boundary is likely to experience declines. The stability or increases in the Board's enrolment are likely due to the success of the school's magnet programs.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>33,178</b>		<b>33,033</b>		<b>-146</b>	<b>-0.4%</b>	
Pre-School Population (0-3)	1,613	4.9%	1,409	4.3%	-204	-12.6%	-0.6%
Elementary School Population (4-13)	4,064	12.2%	3,689	11.2%	-375	-9.2%	-1.1%
Secondary School Population (14-18)	2,068	6.2%	2,020	6.1%	-48	-2.3%	-0.1%
Population Over 18 Years of Age	25,435	76.7%	25,915	78.5%	481	1.9%	1.8%
<i>Females Aged 25-44</i>	5,094	15.4%	4,904	14.8%	-190	-3.7%	-0.5%

### OBSERVATIONS AND RECOMMENDATIONS

Eastwood is currently operating at or close to maximum capacity including the use of its 3 portables. Should enrolment remain close to existing levels it can be accommodated effectively at Eastwood as it is currently configured. However, should enrolment increase, as the Board projects, there may be challenges in accommodating it at Eastwood. There are no opportunities for boundary reconfiguration with neighbouring schools because there is not available and surplus space at those schools. As discussed in the CHC scenario, a possible remedy to limiting future enrolment is by placing caps on the number of students allowed into the school's magnet programs. If limited space at this facility becomes a significant issue it may be necessary for the school to explore partnership opportunities with municipal or private organizations who may be able to offer space for the school to use.



## RECOMMENDATIONS

**SHORT TERM** – That the Board continue to monitor enrolment of the core school population, as well as enrolment in its magnet programs, and that it explore options regarding the use of space outside of the school facility to accommodate the Arts program, if needed.

**MEDIUM TERM** - None.

**LONG TERM** – That the Board develop a long-term strategy for West and East Kitchener to address the projected growth in these areas and the continued decreases in the school age population near the urban city centre.



## Grand River C.I.

### BACKGROUND

Grand River C.I. is located in the central east portion of the Board's jurisdiction in the City of Kitchener. The school was constructed in 1965 and measures approximately 18,300 square metres making it the 5<sup>th</sup> largest school in terms of facility size. It has an OTG capacity rated at 1,311 and its current enrolment is approximately 1,450 for a utilization rate of over 110%. The school requires the use of 6 portables to accommodate its total enrolment.

### ENROLMENT AND DEMOGRAPHICS

Throughout the 2000's, enrolment at this school has ranged between the mid 1300's and the high 1400's and has had an increase of more than 100 students since 2005/06. The demographics for the area show that growth in the area's existing population is relatively flat with a minor 2% growth rate from 2001-2006. The elementary and pre-school populations experienced declines of 7% and 6% respectively over the same time period. The Board's projections estimate that enrolment at Grand River could increase to over 1,700 students in the next 5-7 years. The most recent demographics for the area are not entirely consistent with this level of short term growth but enrolment growth in magnet programs at the school could account for some of the differences. It should be noted however that longer term projections based on the Regional population projections predict significant growth for this area post 2016/2021. The Board's projections are in-line with longer term Regional numbers for the area, with the differences in the forecasts being one of timing/phasing.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>26,250</b>		<b>26,797</b>		<b>547</b>	<b>2%</b>	
Pre-School Population (0-3)	1,192	4.5%	1,124	4.2%	-68	-6%	-0.3%
Elementary School Population (4-13)	3,597	13.7%	3,357	12.5%	-240	-7%	-1.2%
Secondary School Population (14-18)	1,850	7.0%	1,898	7.1%	48	3%	0.0%
Population Over 18 Years of Age	19,611	74.7%	20,418	76.2%	807	4%	1.5%
<i>Females Aged 25-44</i>	3,981	15.2%	3,732	13.9%	-249	-6%	-1.2%

### OBSERVATIONS AND RECOMMENDATIONS

Enrolment at Grand River is currently over capacity and projected to remain over capacity in short, medium and long term forecasts. There are no identifiable opportunities for boundary reconfigurations as neighbouring schools do not have surplus and available space. The school currently relies on portables to accommodate its total enrolment and it is likely to continue to rely on temporary accommodations for the foreseeable future. From a longer term perspective, enrolment is projected to continue increasing and the population of the area is forecast to increase significantly over the next 20 years. Large scale growth is dependent on a variety of factors that can ultimately decide the overall magnitude and timing. Any proposed accommodation strategy in this boundary would require further study and monitoring of growth and enrolment levels.



## RECOMMENDATIONS

**SHORT TERM** – That the Board continue to monitor future development/population potential to determine an appropriate accommodation strategy for GRCI. One option to consider may be a permanent addition at GRCI, but this decision should be made within the broader context of accommodation issues facing both ECI and GRCI and the projected growth in East Kitchener and Breslau.

**MEDIUM TERM - None**

**LONG TERM** – That the Board develop a long-term strategy for West and East Kitchener to address the projected growth in these areas and the continued decreases in the school age population near the urban city centre.



## Huron Heights S.S.

### BACKGROUND

Huron Heights is the Board's newest school and was opened during the 2006/07 school year. It is located in Kitchener south of Cameron Height's boundary. It is one of the Board's smallest facilities (only Southwood and Elmira are smaller) measuring approximately 14,260 square metres. The school has an OTG capacity of 1,131 (5<sup>th</sup> smallest) and enrolment in 2009 of just below 1,200 for a utilization of just below 105%. The school does not have any portables and is able to accommodate enrolment through the use of its permanent space.

### ENROLMENT AND DEMOGRAPHICS

The school opened with only grade 9 and 10 enrolment totalling 490 students. Total enrolment increased significantly as the school accommodated the full 9-12 grades reaching approximately 1,182 in 2009. Huron Heights is located in a major growth area in Kitchener which has experienced significant increases in population over the past several years. There was an almost 20% increase in occupied residential dwellings from 2001 to 2006 contributing to a 31.4% increase in population. The population of pre-school, elementary and secondary aged children all experienced double digit increases from 17.4% to 34.6% over the same time period. Board projections for Huron Heights indicate that enrolment is expected to remain somewhat stable at this school over the next 5-10 years ranging between 1100 and 1200. The demographics for the boundary suggest that the secondary population will continue to increase in the area which should contribute to continued increases in enrolment at Huron Heights. In addition, the Regional population projections for the area predict that the total population could increase by another 8,000 people over the next 10 years further contributing to increases in school aged children. This area should be monitored closely in the short to mid-term with regard to enrolment increases and patterns.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>22,137</b>		<b>29,094</b>		<b>6,958</b>	<b>31.4%</b>	
Pre-School Population (0-3)	1,191	5.4%	1,603	5.5%	413	34.6%	0.1%
Elementary School Population (4-13)	3,471	15.7%	4,075	14.0%	605	17.4%	-1.7%
Secondary School Population (14-18)	1,744	7.9%	2,185	7.5%	442	25.3%	-0.4%
Population Over 18 Years of Age	15,732	71.1%	21,231	73.0%	5,499	35.0%	1.9%
<i>Females Aged 25-44</i>	3,811	17.2%	4,647	16.0%	836	21.9%	-1.2%

### OBSERVATIONS AND RECOMMENDATIONS

Huron Heights is currently operating at close to its permanent capacity and further increases in enrolment would mean that internal space might have to be reconfigured and temporary accommodation added in the short term while a more permanent solution is investigated. An area of new development to the west of the school is currently bussed to Preston High School in Cambridge. The enrolment pressures at this school have resulted in two significant issues – it is unlikely that the school will be able to accommodate projected future growth and there are existing students who live within walking distance of the school who are transported by bus to another school. In considering some of the general parameters of the study, namely maximizing the



number of walkers, creating natural boundaries and employing satellite zoning only for special circumstances, any recommendation for this boundary should include directing students that live within walking distance of the school to Huron Heights. Additionally, a recommendation for this boundary must also consider the long-term development potential of the area and incorporate it into any accommodation strategy.

In the short term, the immediate action recommended for Huron Heights is to allow students who are currently living within the school's walking web but are bussed to Preston to attend Huron Heights. Due to the aforementioned lack of available space there are a few scenarios in how this can be accomplished; boundary change, reconfiguration of space/temporary space or the construction of an addition.

The first scenario examined was a boundary change with Preston High School. There are areas in the southern portion of Huron Height's boundary that lie outside of the school's walking web and require transportation regardless of which school they attend. To create available space and reduce the number of students that require transportation and increase the number of students who live within walking distance of the school, it was discussed that a new area of Huron Height's boundary be bussed to Preston, namely the south-eastern portion of the boundary that falls outside the current walking web of Huron Heights. It is estimated that approximately 250 secondary students live in this area. This would reduce enrolment at Huron Heights in the short term and allow it to have space to accommodate future growth in enrolment that is expected in the area.

While this boundary change would provide short term accommodation relief and also allow students in the school's walking web to attend the school, it presents significant short term and long term challenges. In the short term it would disrupt students who have been attending Huron Heights for only a short time and force them to change schools again. Much of the population in the communities that would be affected were likely attending Preston prior to attending Huron Heights and would then be asked to go back to Preston – all in the span of 3-4 years causing significant disruption to the community.

The boundary change would also mean that enrolment at Preston would have to be reduced and reallocated to Cambridge schools with available space in order to accommodate the additional enrolment from Huron Heights boundary. In the boundary change scenario examined, the consultant had a portion of Preston's boundary moving to Galt CI as well as program from Galt moving to Southwood. This had the effect of creating necessary space at Preston and increasing enrolment levels at Galt and Southwood. Again, this scenario would cause a significant level of disruption to communities and also reverse Board accommodation/program decisions in these communities that were made very recently.

Considering the challenges and complexities as well as the fact that any boundary change would likely be a short term solution, it is not a recommended accommodation option for this area.

Another scenario examined was the reconfiguring of internal space at Huron Heights and the use of temporary space (portables) to accommodate surplus enrolment. According to Board staff there is a possibility of adding additional classroom space at this facility through the reconfiguration of classrooms. In addition, there is ample space on site for the addition of portables or portapaks. While portable classrooms should not be used as a permanent accommodation solution they are a useful temporary solution to accommodate peak enrolments or growing enrolments until a more permanent accommodation option is found. In this case, this option would allow the students who are currently bussed to Preston High School to attend Huron Heights. In addition it gives the Board time to further study and monitor development in the area to determine a permanent accommodation solution for the area.





The demographics of the area and the mid to longer term population projections suggest the Board will need to investigate a permanent and longer term accommodation solution for the Huron Heights boundary. The Board could consider a permanent addition at the facility and increase the capacity of the school. While the right sized addition could accommodate existing surplus enrolment as well as short to mid-term enrolments, there is a risk that enrolment levels are higher than anticipated and the Board faces similar accommodation pressures at Huron Heights that it is facing today.

Considering this is a Board-wide review, it is also important to examine potential accommodation options in the context of the system as a whole. While an addition at one school may address an immediate and local accommodation issue, it may adversely impact accommodation solutions that attempt to address larger issues and multiple school boundaries. A permanent addition at Huron Heights would in all likelihood eliminate the consideration of a new west Kitchener secondary school and limit future accommodation options for the Board in this area as well as surrounding boundaries that are also facing accommodation pressures (i.e Cameron Heights).

*A high level analysis based on the Regional population projections suggest that growth in Huron Heights boundary (including area bussed to Preston) combined with the growth area in CHC's boundary as well as existing students in the south-west portion of CHC's boundary should be able to support a new secondary school in West Kitchener. A new secondary school would alleviate enrolment pressures at Huron Heights, reduce transportation needs in the area while creating more natural boundaries and community centred schools with a higher number of walkers. In addition to dealing with issues in the Huron Heights boundary, a new secondary school would also reduce enrolment pressures at Cameron Heights and allow the IB program there to run without significant capping of enrolment at the same time creating a more natural boundary for CHC and reducing transportation.*

*The WRDSB currently owns a large vacant site that would be of sufficient size and in the right location should a new secondary school be deemed necessary. The site is adjacent to City of Kitchener lands and presents a good opportunity for joint partnerships either with the City or other local school boards.*

A map on the following page shows the home boundary for Huron Heights as well as the area that is currently bussed to Preston High School.

## RECOMMENDATIONS

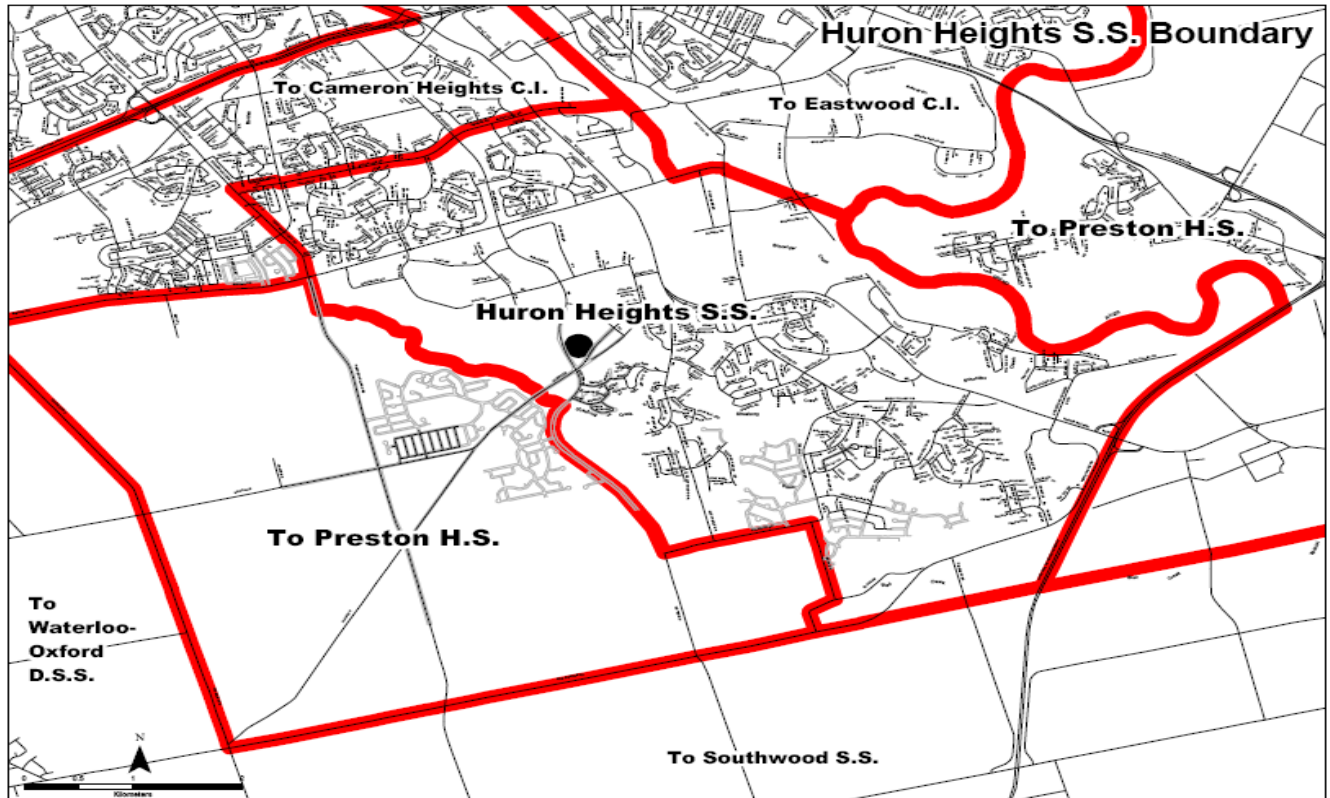
**SHORT TERM** – That the Board consider changing the boundary for Huron Heights so that all students living within walking distance of the school are able to attend. This recommendation is consistent with the natural boundary principle guiding this study, and would address the boundary anomaly that is currently disrupting the local community. In the short term these students might be accommodated through the reconfiguration of internal space as well as temporary (portable or portapak) space. It should be noted that in the medium to long term, regional and Board projections indicate that a threshold may be reached within the area to support a new west Kitchener Secondary School. This option is explored further in the medium term recommendations.

**MEDIUM TERM** - That the Board consider all options, including the need for a new West Kitchener school in the medium to long term, prior to adding permanent capacity to Huron Heights. Furthermore, given that the timeframe for completing a new secondary school can be fairly lengthy, in some cases 5 years from approval to opening, it is recommended that the board begin the process of examining the need for, and feasibility



of, a new west Kitchener secondary school in the near term. This could be supported through an Education Development Charge (EDC) study.

**LONG TERM** – That the Board develop a long-term strategy for West and East Kitchener to address the projected growth in these areas and the continued decreases in the school age population near the urban city centre.



## Preston H.S.

### BACKGROUND

Preston High School is located in Cambridge and is the Board's 5<sup>th</sup> oldest school, constructed in 1955. It is the Board's fifth smallest facility measuring approximately 15,500 square metres. The school has an OTG capacity of 1,104 (3<sup>rd</sup> smallest) and enrolment in 2009 of just under 1,150 for a utilization of about 104%. The school does not have any portables and is able to accommodate enrolment through the use of its permanent space and can reasonably accommodate up to 1,200 students.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at the school has been relatively stable over the past several years – in the early 2000's the school averaged about 1,250 students and over the past few years enrolment has been averaging approximately 1,150 students. Enrolment at this school includes the area west of Huron Heights that is currently bussed here. There are areas of growth within Preston's boundary that are contributing to increases in the population in all cohorts and are likely to result in future enrolment growth in this boundary on both the elementary and secondary panel. The Board's projections estimate that enrolment in the next five years at Preston could reach as high as 1,350 students and then dropping slightly in the longer term to just below 1,300. These projections are consistent with Regional forecasts for the area. However, the area that is currently bussed to Preston is a new development area and Regional forecasts predict significant and sustained growth there. If the existing bussing arrangement of these students to Preston continue, it is likely that enrolment increases at Preston would be greater than what was forecast.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>28,358</b>		<b>32,794</b>		<b>4,436</b>	<b>16%</b>	
Pre-School Population (0-3)	1,467	5.2%	1,743	5.3%	276	19%	0.1%
Elementary School Population (4-13)	4,272	15.1%	4,526	13.8%	254	6%	-1.3%
Secondary School Population (14-18)	1,960	6.9%	2,314	7.1%	354	18%	0.1%
Population Over 18 Years of Age	20,660	72.9%	24,213	73.8%	3,553	17%	1.0%
<i>Females Aged 25-44</i>	4,547	16.0%	5,043	15.4%	496	11%	-0.7%

### OBSERVATIONS AND RECOMMENDATIONS

The school is currently operating close to capacity and the demographics and the projected enrolment suggest that in the short term the school could have some accommodation pressures. A newly developing area in West Kitchener near Huron Heights secondary school is currently directed to Preston and contributes to the projected increases in enrolment.

The majority of Preston's students live within the school's walking web and do not require transportation. However, Preston's boundary is large and also covers less urban/neighbourhood oriented parts of the jurisdiction, in addition to the growth area in Huron Heights' boundary that was previously mentioned. As a result approximately 30% of the school's enrolment does require transportation. There are very limited instances where areas that are not in Preston's walking web fall into the walking web of another WRDSB school (with the exception of the Huron Heights area that is bussed here). The school has about 130 students that



attend from out of boundary and there are approximately 270 students that reside in Preston’s boundary that attend other WRDSB schools.

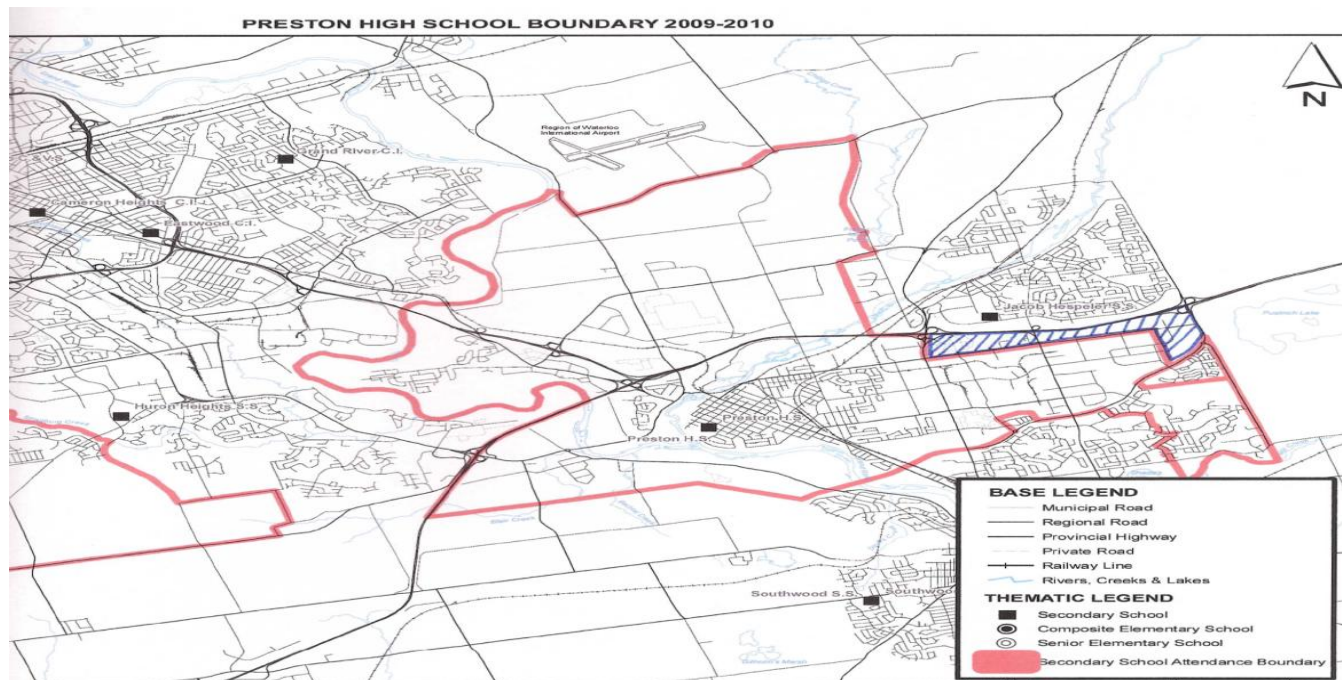
The proposed recommendation regarding allowing the Huron Heights students who are bussed to Preston to attend Huron Heights means that enrolment will be reduced at Preston. The only recommendation for Preston High School is a small boundary change with Jacob Hespeler. There are a small number of students in Jacob Hespeler’s attendance boundary that live south of Highway 401 and currently require transportation to attend Hespeler. The highway is a significant barrier to the JHSS natural boundary and it is recommended that the Board consider directing these students to Preston. A map at the bottom of this page highlights the area being referred to.

**RECOMMENDATIONS**

**SHORT TERM** – Students that are currently bussed to Preston that reside in the boundary of Huron Heights will be returned to Huron Heights. In addition, a small boundary reconfiguration is also recommended with JHSS.

**MEDIUM TERM** – None.

**LONG TERM** – That the Board develop a long-term strategy for Cambridge to address the projected growth in pockets of South East Galt and Hespeler. This strategy may include recognition that given current and projected enrolment, schools in Cambridge may likely operate at a smaller student population than other facilities in the Board, while continuing to offer a complete core program to students.



## Galt C.I.

### BACKGROUND

Galt CI is the Board's oldest school and was originally constructed in 1853. It is located in Cambridge and is in close proximity to two other Cambridge schools, Glenview and Southwood. It is the 8<sup>th</sup> largest facility measuring close to 16,500 square metres and the 11<sup>th</sup> largest in terms of OTG capacity with a capacity of 1,152. In 2009/10 enrolment was approximately 1,084 for a utilization of permanent space of just over 94%. The school does not utilize any portables.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at Galt was as high as 1,240 prior to the elimination of the OAC grade in 2003/04. Since then enrolment has been declining to its current level of below 1,100. The school's boundary has limited new residential development opportunities that are likely to attract families and the demographics indicate that the school could expect reductions in the secondary population going forward. The Board projects that enrolment could fall to below 1,000 in the next five years and less than 900 in the medium to longer term. This is consistent with both the demographics of the area as well as the Regional population projections for the boundary.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>23,930</b>		<b>24,518</b>		<b>588</b>	<b>2.5%</b>	
Pre-School Population (0-3)	1,253	5.2%	1,119	4.6%	-134	-10.7%	-0.7%
Elementary School Population (4-13)	3,579	15.0%	3,368	13.7%	-212	-5.9%	-1.2%
Secondary School Population (14-18)	1,734	7.2%	1,889	7.7%	155	8.9%	0.5%
Population Over 18 Years of Age	17,364	72.6%	18,142	74.0%	779	4.5%	1.4%
<i>Females Aged 25-44</i>	3,871	16.2%	3,591	14.6%	-280	-7.2%	-1.5%

### OBSERVATIONS AND RECOMMENDATIONS

Declining enrolment at Galt has, and will continue to, result in surplus space at the school. The schools surrounding Galt do not have excess enrolment in and of themselves that can be directed to Galt to increase enrolment levels. There are limited options available to school boards to increase enrolment in areas with limited future school aged population growth. Galt's boundary has one of the lowest participation rates in the Board's jurisdiction with almost 42% of students in the boundary attending a Catholic Board school. Enrolment share is dependent on a variety of factors – some like school location and religion/ethnicity of families can't be changed. However, school condition, reputation, program availability etc. can also affect market share and can be controlled somewhat by Board/School policies.

There are no viable boundary recommendations for Galt CI at this time. It is recommended that the Board and school explore program options for this facility that may be able to increase enrolment and market share. Additional community use opportunities and joint partnerships should also be explored to determine if there are alternative uses that can utilize available space.



## RECOMMENDATIONS

**SHORT TERM** – That the Board explore program related options to try and increase enrolment levels.

**MEDIUM TERM** – None.

**LONG TERM** – That the Board develop a long-term strategy for Cambridge to address the projected growth in pockets of South East Galt and Hespeler. This strategy may include recognition that given current and projected enrolment, schools in Cambridge may likely operate at a smaller student population than other facilities in the Board, while continuing to offer a complete core program to students.





## Southwood S.S.

### BACKGROUND

Southwood secondary school is located in the extreme south-west of the Board's jurisdiction in Cambridge. The school was constructed in 1962 making it the Board's 9<sup>th</sup> oldest school. The school measures under 12,500 square metres making it the smallest secondary school in the Board's inventory. It has an OTG capacity of 891 which is also the smallest capacity of all of the secondary schools. Its enrolment in 2009/10 was approximately 985 students for a utilization of permanent space of 110.5%. The school currently utilizes 4 portables as well as an 8 unit portapak and could reasonably accommodate up to 1,100 students according to the functional capacity of the school.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at Southwood has averaged just over 1,000 over the past several years and has been declining slightly. The demographics of the area suggest that in the short to mid-term the boundary could see a decline in secondary populations. Total population growth was flat from 2001-2006 and there were fairly significant declines in both the pre-school and elementary aged populations. Board projections estimate that enrolment could fall below 900 in the short term with longer term levels peaking at about 950.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>22,481</b>		<b>22,705</b>		<b>224</b>	<b>1%</b>	
Pre-School Population (0-3)	1,166	5.2%	990	4.4%	-176	-15%	-0.8%
Elementary School Population (4-13)	3,407	15.2%	3,084	13.6%	-323	-9%	-1.6%
Secondary School Population (14-18)	1,749	7.8%	1,723	7.6%	-26	-1%	-0.2%
Population Over 18 Years of Age	16,160	71.9%	16,908	74.5%	749	5%	2.6%
<i>Females Aged 25-44</i>	3,437	15.3%	3,196	14.1%	-241	-7%	-1.2%

### OBSERVATIONS AND RECOMMENDATIONS

Similar to Galt, recent and projected declines in enrolment are resulting in surplus space. Unlike Galt however, the school captures a good market share of students (almost 80% of students in boundary attend WRDSB schools) and also has one of the lowest percentage of students that attend the school from outside its home boundary (only 7%). As discussed in the Galt analysis, there are limited options for schools to increase enrolment in an area of declining school aged populations. In the Galt scenario, because of the school's low participation rate there was an option for increased market share. However, Southwood already has one of the higher participation rates in the Board's jurisdiction. The Board could explore adding additional specialized programs at Southwood to increase enrolment. It should be noted that this could have the effect of further reducing enrolments at nearby Cambridge schools that are experiencing their own declines in enrolment (i.e. Galt CI).



## RECOMMENDATIONS

**SHORT TERM** – That the Board explore program related options to try and increase enrolment levels.

**MEDIUM TERM** – None.

**LONG TERM** – That the Board develop a long-term strategy for Cambridge to address the projected growth in pockets of South East Galt and Hespeler. This strategy may include recognition that given current and projected enrolment, schools in Cambridge may likely operate at a smaller student population than other facilities in the Board, while continuing to offer a complete core program to students.





## Glenview Park S.S.

### BACKGROUND

Glenview Park is the Board's 7<sup>th</sup> oldest school constructed in 1956 and located in south Cambridge. The school's boundary is south east of Galt's boundary and directly east of Southwood's boundary. The facility measures approximately 15,750 square meters with an OTG capacity of 1,353. According to its 2009/10 enrolment of just over 1,000 the school would have a utilization rate of below 75%. However, based on the programs offered at the school and specialized space requirements the school is currently operating at capacity.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at Glenview was stable throughout the mid 2000's however has started to experience some declines in the most recent 2-3 years. Demographically, the boundary does have some growth pockets which are contributing to increases in the total population as well as the pre-school population. This indicates that in the mid to longer term there is potential for some increases in the secondary population dependant on migration into and out of area and the ability of the school to capture market share with other school service providers. The Board projections estimate that enrolment could fall as low as 750 students by 2014/15 and then increase slightly to about 830 by 2018/19. It should be noted that according to the Regional population projections, post 2018/19 significant growth is forecast for this boundary.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>25,189</b>		<b>27,893</b>		<b>2,704</b>	<b>11%</b>	
Pre-School Population (0-3)	1,234	4.9%	1,519	5.4%	<b>285</b>	<b>23%</b>	<b>0.5%</b>
Elementary School Population (4-13)	3,557	14.1%	3,666	13.1%	<b>109</b>	<b>3%</b>	<b>-1.0%</b>
Secondary School Population (14-18)	1,763	7.0%	1,941	7.0%	<b>179</b>	<b>10%</b>	<b>0.0%</b>
Population Over 18 Years of Age	18,637	74.0%	20,767	74.5%	<b>2,131</b>	<b>11%</b>	<b>0.5%</b>
<i>Females Aged 25-44</i>	3,947	15.7%	4,338	15.6%	<b>391</b>	<b>10%</b>	<b>-0.1%</b>

### OBSERVATIONS AND RECOMMENDATIONS

From a space utilization perspective there are no short term issues at this facility. In the mid-term, if the Board projections are accurate, there may be surplus space at this facility, however, Regional population projections suggest that those declines may be short lived if growth in the area materializes. The major issue at this school seems to lie outside the realm of a typical boundary review and has more to do with program as well as a balanced and diverse enrolment. The school currently devotes significant space and resources to the applied level of study and the Fast Forward program. This has created some space challenges because of the increased classroom size requirements and thus limits the ability of the school to create additional programs to help balance enrolment or increase market share.

The consultant feels that the implications of placing certain programs in certain schools and the effect they have on the student populations should be studied further. It is possible that the addition of another magnet program at Glenview, such as Arts, Strings, Athletics etc. could help create a better balance of enrolment at the school. Other possibilities could include a review of the Fast Forward program and allocating components of the



program to more than one Cambridge school to provide a more equitable distribution of students to other Cambridge schools.

## **RECOMMENDATIONS**

**SHORT TERM** – That the Board explore program related options to increase enrolment and make better use of existing space requirements at the facility.

**MEDIUM TERM** – None.

**LONG TERM** – That the Board develop a long-term strategy for Cambridge to address the projected growth in pockets of South East Galt and Hespeler. This strategy may include recognition that given current and projected enrolment, schools in Cambridge may likely operate at a smaller student population than other facilities in the Board, while continuing to offer a complete core program to students.



## Jacob Hespeler S.S.

### BACKGROUND

Jacob Hespeler is located in Cambridge in the former town of Hespeler and was constructed in 1986 making it the 3<sup>rd</sup> newest school in the Board's inventory. The facility measures approximately 18,350 square metres making it the 4<sup>th</sup> largest facility and has a total OTG capacity of 1,266 which ranks 7<sup>th</sup>. The most recent enrolment for the school is 1,250 which results in a utilization of permanent space just below 99%. The school does not have any portables.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at Jacob Hespeler has experienced slight but steady increases over the past five years resulting in about a 12% increase since 2004/05. This is consistent with the trends in the secondary population over that same time period. The demographics for the area suggest that the recent increases should stabilize somewhat in the short to mid-term with increases in the mid to longer term. There was a 23.5% increase in the pre-school population from 2001 to 2006 and as this population ages it may result in increases in the secondary population going forward. The Board's projections estimate that in the next five years enrolment at Hespeler could decline to below 1,100 and then back up 1,200+ by 2018/19, somewhat consistent with the aforementioned demographic trends.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>20,017</b>		<b>23,526</b>		<b>3,509</b>	<b>17.5%</b>	
Pre-School Population (0-3)	1,101	5.5%	1,360	5.8%	259	23.5%	0.3%
Elementary School Population (4-13)	3,216	16.1%	3,507	14.9%	291	9.0%	-1.2%
Secondary School Population (14-18)	1,570	7.8%	1,839	7.8%	269	17.1%	0.0%
Population Over 18 Years of Age	14,130	70.6%	16,820	71.5%	2,690	19.0%	0.9%
<i>Females Aged 25-44</i>	3,483	17.4%	3,832	16.3%	349	10.0%	-1.1%

### OBSERVATIONS AND RECOMMENDATIONS

Jacob Hespeler is very much a community school with the vast majority of its population residing within the school's walking web. Less than 11% of its enrolment attends from outside its home boundary and just over 10% of the school's population requires transportation to attend the school. The majority of out of boundary students attend the school for its Fast Forward magnet program. About 70% of all students in Hespeler's attendance boundary attend WRDSB schools compared with about 56% in Galt and Glenview's boundaries.

While there are some short term enrolment declines expected, enrolment is still projected to remain above 1,050 at its lowest and eventually reaching levels consistent with existing enrolment today. The only recommendation at this facility consists of a minor boundary change with Preston. Highway 401 currently divides a small section of the southern boundary of this school with the predominant community the school serves. There are approximately 20 students that live in this area and attend Hespeler and are transported. It is recommended that these students be directed to Preston on a go forward basis.



## RECOMMENDATIONS

**SHORT TERM** – The highway currently creates a physical barrier and limits the ability of JHSS to have a natural boundary and be truly a community school maximizing the number of walkers. The recommendation is for the students who live south of Highway 401 to be included in Preston’s home boundary.

**MEDIUM TERM** – None.

**LONG TERM** – That the Board develop a long-term strategy for Cambridge to address the projected growth in pockets of South East Galt and Hespeler. This strategy may include recognition that given current and projected enrolment, schools in Cambridge may likely operate at a smaller student population than other facilities in the Board, while continuing to offer a complete core program to students.



## Elmira D.S.S.

### BACKGROUND

Elmira District Secondary is one of the Board's two secondary rural schools located outside of the Tri-Cities in Elmira. The original school was constructed in 1938 making it the Board's 3<sup>rd</sup> oldest school. The facility measures almost 14,200 square metres and has an OTG capacity of 1,020 making it the Board's 2<sup>nd</sup> smallest school in both facility size and capacity. The school had a reported enrolment of 1,385 in 2009/10 however approximately 285 of these students are what are known as SALEP (supervised alternative learning for excused pupils) students and do not actually attend the school. According to the principal of the school there are approximately 1,100 students attending the school which results in a utilization of just below 108%. The school has 7 portables on site.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at the school has been stable to slightly declining over the past several years which is consistent with the demographics over the same time period. The secondary population has had a slight decline from 2001 to 2006 of 1%. There have been slight increases (2%) in the elementary population and a 5% increase in the pre-school population which suggest that the future second population will likely remain stable with some possible increases in the mid to longer term based on the existing population makeup. Enrolment projected by the Board is consistent with the aforementioned demographics in that it is estimated to increase slightly over the short to mid-term. Post 2015/16 the Board projections predict that the school could experience some more significant increases in enrolment. Long term population projections for the boundary, according to the Region, estimate a 9,000 increase in total population from 2011 to 2031.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>22,249</b>		<b>23,944</b>		<b>1,695</b>	<b>8%</b>	
Pre-School Population (0-3)	1,359	6.1%	1,430	6.0%	71	5%	-0.1%
Elementary School Population (4-13)	3,489	15.7%	3,560	14.9%	71	2%	-0.8%
Secondary School Population (14-18)	1,843	8.3%	1,829	7.6%	-14	-1%	-0.6%
Population Over 18 Years of Age	15,558	69.9%	17,125	71.5%	1,567	10%	1.6%
<i>Females Aged 25-44</i>	2,956	13.3%	2,991	12.5%	35	1%	-0.8%

### OBSERVATIONS AND RECOMMENDATIONS

The location of this school outside of the more urban Tri-Cities area and its distance from other schools does not allow the opportunity to consider boundary reconfiguration. Enrolment at existing levels and at short term projected levels is able to be accommodated as the school is currently configured. Should longer term enrolment and growth projections be realized, a permanent addition to the facility should be considered.



## RECOMMENDATIONS

**SHORT TERM** – None.

**MEDIUM TERM** – That the Board Monitor enrolment levels and residential development actively to determine if additional permanent space is required at the facility.

**LONG TERM** – None.



## Waterloo Oxford D.S.S.

### BACKGROUND

Waterloo Oxford is located outside of the Tri-Cities in the Township of Wilmot at the west end of the Board's jurisdiction. The school was built in 1955 and measures almost 16,000 square metres with a total OTG capacity of 1,152. Current enrolment at the school is approximately 1,335 which results in a total utilization of permanent space of 116%. To accommodate total enrolment, the school utilizes an 8 classroom portapak as well as one portable.

### ENROLMENT AND DEMOGRAPHICS

Enrolment at this school has been extremely stable for the last decade ranging from a low of 1,274 to a high of 1,377. According to the census, the secondary population in the boundary increased by 76 people between 2001 and 2006. The demographics suggest that the secondary population will likely remain stable in the short to mid-term with some increases likely longer term because of the increases in the pre-school population from 2001 to 2006 (13% increase). Board projected enrolment for this school is consistent with the demographics for the area and estimates that enrolment will continue its historical pattern of stability ranging between approximately 1,280 and 1,350. Post 2017/18 enrolment is projected to be to experience some increases and reach levels of 1,400+. From 2016 to 2031, Regional population projections estimate an increase of 6,000 people in the school's boundary.

Population Data	2001 Census	Share Of Total	2006 Census	Share Of Total	2001-2006		
					Absolute Change	Percentage Change	Share Change
<b>Total Population</b>	<b>18,611</b>		<b>21,014</b>		<b>2,403</b>	<b>13%</b>	
Pre-School Population (0-3)	939	5.0%	1,061	5.0%	122	13%	0.0%
Elementary School Population (4-13)	2,929	15.7%	3,113	14.8%	184	6%	-0.9%
Secondary School Population (14-18)	1,562	8.4%	1,638	7.8%	76	5%	-0.6%
Population Over 18 Years of Age	13,181	70.8%	15,202	72.3%	2,021	15%	1.5%
<i>Females Aged 25-44</i>	2,538	13.6%	2,737	13.0%	199	8%	-0.6%

### OBSERVATIONS AND RECOMMENDATIONS

Existing and projected short to mid-term enrolment at this facility is able to be accommodated effectively at this facility as it is currently configured. Longer term projections of enrolment and population suggest that enrolment could reach levels of 1,400 and above which would cause definite accommodation issues. A permanent addition at this facility should be considered if there is sustained long term enrolment growth.

### RECOMMENDATIONS

**SHORT TERM** – None.

**MEDIUM TERM** – That the Board Monitor enrolment levels and residential development activity to determine if additional permanent space is required at the facility.



**LONG TERM** – None.





### 3.0 NEXT STEPS

The observations made in this report differ greatly from school to school – some school boundaries do not present opportunities for reconfiguration or reconfiguration might do little to correct the identified issues. Some school boundaries were found to be ideal as they are presently configured and did not require further action. Observations for some schools identified issues that could be corrected by boundary reconfiguration or change in program offerings. 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.

The school by school analysis clearly outlined the short term, medium term and longer term recommended plans of action as well as highlighting possible challenges or steps that must be taken in order for the recommendation to be carried out. 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, those that require further study by committee/staff and those that are dependent on other Board studies (i.e capital accommodation plan, education development charge study).

