APPENDIX A

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

FINAL STAFF REPORT

TORONTO DISTRICT SCHOOL BOARD
MAY 26, 2021

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1. EXECUTIVE SUMMARY

Ministry of Education Statement:

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

While the Final Staff Report does identify a recommended scenario, this final board staff recommendation is not to be construed as the preferred or already approved scenario by the Board of Trustees. It is merely the scenario that staff, based on analysis and feedback from the public, feel is the best scenario upon which to finalize the review process.

For further guidance on the pupil accommodation review process please refer to the *Pupil Accommodation Review Guideline* and/or the Parent's Guide to Pupil Accommodation Reviews.

Purpose of this Report

The purpose of the Final Staff Report is to provide the Board of Trustees with an update on the process of the modified pupil accommodation review, to summarize the public's feedback on the review, and to seek approval on the final staff recommendations from the Board. The need to conduct the modified pupil accommodation review at this time was due to the fire in May 2019 that significantly damaged the York Memorial building. This review is consistent with the TDSB's Long-Term Program and Accommodation Strategy which identified a study of the secondary schools in this area to address declining enrolment, under-utilization, geographic redundancy, and attendance area anomalies.

1A. WHY IS A PAR NEEDED AND DECISION BEING SOUGHT

A modified pupil accommodation review of George Harvey CI and York Memorial CI commenced in February 2020. This study was included in the TDSB's Long-Term Program and Accommodation Strategy to address the following issues:

- The declining enrolment and under-utilization of George Harvey CI, which is currently operating at 38% utilization (545 students);
- George Harvey CI and York Memorial CI are located within the same attendance area, and are within close proximity to one another (approximately 700 meters apart); and
- George Harvey CI has four small pockets of residential areas assigned to it and does not have a local secondary attendance area.

In addition, the May 2019 fire significantly damaged the York Memorial building at 2690 Eglinton Avenue West and caused an urgent need for the review to be completed now in order to:

- Provide certainty for the students, parents and staff of York Memorial CI about the future of their school;
- Ensure that the York Memorial site does not sit dormant for a prolonged period in its current state; and
- Determine how the insurance claim funds will be used to accommodate students impacted by the fire.

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

As per the Ministry of Education's Pupil Accommodation Review Guideline and the TDSB's Accommodation and Program Review Policy P068, a modified review can be approved by the Board of Trustees when the affected schools satisfy at least one of four conditions specified in the policy. In this situation, the under-utilization condition was met – George Harvey CI is currently 38% utilized, well below the threshold of 65% identified in the policy, and is projected to remain at this level for the next five years.

Due to the pandemic, the review was paused in March 2020 and postponed to the next school year. The review resumed in March 2021 when the Board determined that it was safe to continue the consultation process following the TDSB's new virtual consultation procedure. With the concluding of the public consultation process, a decision is being

sought from the Board of Trustees to determine whether George Harvey CI and York Memorial CI should be consolidated, and if so, when the consolidation should take place.

1B. SCHOOLS UNDER REVIEW AND PROPOSED SCENARIOS

As per the Ministry of Education's Pupil Accommodation Review Guideline and the TDSB's Accommodation and Program Review Policy P068, staff must present a minimum of one recommended scenario and two alternative scenarios, one of which could include a status quo scenario.

The following four scenarios were developed for this review:

Scenario 1 – Status Quo – No Consolidation: York Memorial CI students and staff will continue to be accommodated at the Scarlett Heights site until the rebuild of York Memorial CI is complete. George Harvey CI students will remain at their site.

Scenario 2 – George Harvey and York Memorial Consolidate in 2022: York Memorial CI students and staff will remain at the Scarlett Heights site until the end of the 2021-22 school year. In 2022, they will consolidate with the George Harvey CI students and staff (become one school) and move into the George Harvey CI building. The consolidated school will move into the rebuild on the York Memorial CI site in 2026.

Scenario 3 – George Harvey and York Memorial Consolidate in 2026 at the Rebuild on the York Memorial CI Site: George Harvey CI and York Memorial CI will operate on two separate sites and will consolidate as one school in the rebuild on the York Memorial CI site in 2026. This means York Memorial CI will continue to operate on the Scarlett Heights site until the completion of the rebuild.

Scenario 4 – George Harvey and York Memorial Consolidate in 2026 as a Campus Occupying the Rebuild on the York Memorial Site and the George Harvey Building: George Harvey CI and York Memorial CI will operate on two separate sites until the rebuild on York Memorial CI site opens in 2026. The two schools will consolidate in 2026 and become one school. The consolidated school will occupy the rebuild on the York Memorial CI site and the George Harvey CI building and function as a campus – one school with one timetable, using two buildings (i.e. students will be moving between the two buildings).

Please note that Scenario 2 in the Initial Staff Report was originally proposing that George Harvey CI and York Memorial CI would consolidate in September 2021.

However due to the delay caused by the pandemic, the timeline in Scenario 2 was updated to propose that the consolidation would occur in September 2022.

1C. RECOMMENDED SCENARIO – SCENARIO 2

TDSB staff recommends Scenario 2 – George Harvey CI and York Memorial CI consolidate in September 2022.

George Harvey CI and York Memorial CI will consolidate at the George Harvey site in September 2022. Then the new consolidated school will move into a new building on the York Memorial site in September 2026. The new consolidated school will serve the current secondary attendance areas of George Harvey CI and York Memorial CI. Once York Memorial CI is consolidated with George Harvey CI in 2022, the Scarlett Heights site will no longer be an operating school. After the consolidated school moves into the new building on the York Memorial site in 2026, the George Harvey site will no longer be an operating school.

Rationale for the Recommended Scenario

This scenario achieves the vision for a TDSB secondary school approved by the Board of Trustees in the Secondary Program Review. It supports equity of access for students by establishing a strong neighbourhood school that will offer a wide range of programs including specialty programs that will meet the needs and interests of all students and support all post-secondary destinations.

By consolidating the two schools, students will benefit from the increased course offerings associated with a composite school of over 1,000 students. Students will be able to take courses that support the five pathways to university, college, apprenticeship, direct to workplace, and independent living. By implementing the consolidation in 2022, the students will benefit from the increased course offerings at the earliest opportunity.

George Harvey CI has a declining enrolment and is projected to continue to decline in the long run. This will eventually impact the range of courses the school will be able to offer to George Harvey students. An earlier consolidation will allow all students enrolled in the consolidated school to access a wider range of course offerings sooner, addressing the declining student population and potentially a further decline in course offerings at George Harvey CI.

Most of the students who experienced the fire and the resulting relocations in 2019 will have graduated and will not have to go through another relocation.

By establishing the consolidated school in the George Harvey building in 2022, the students will benefit from a location that is easier to access. The school will be located within the neighbourhood that it is intended to serve.

Returning to the local attendance area sooner will provide students with excellent access to public transit and reduce their commute time to school. Students will no longer need transportation to Scarlett Heights. Transportation costs would be reduced sooner, resulting in cost savings of approximately $280,000 a year.

By moving the consolidated school to a new building at 2690 Eglinton Avenue West in 2026, the students will benefit from state-of-the-art instructional spaces housed within a unique facility that preserves the historical significance of the site.

By consolidating the schools in 2022, the TDSB will achieve efficiencies in staffing and facility operations sooner with one less small school and under-utilized building to operate.

Name of the Consolidated School

York Memorial CI has a unique historical significance in the York community and is protected by a heritage by-law. In 1929, the Township of York decided to build “an institute of higher learning” as a memorial to commemorate the youth of the Township of York who died in World War 1. It was rededicated in 1949 as a World War 2 memorial. In 1985, York Memorial CI was designated a heritage building by the City of York. York Memorial CI is the only secondary school in Ontario built expressly as a memorial to Canadian war dead, with memorial features built into its design. The school is included in the Canadian Military Memorials Database (Veterans Affairs, Canada). The Ministry of Veterans Affairs, Canada, and the Provincial President of the Royal Canadian Legion have stated that this building is a memorial site and the name must be retained to honour the sacred pledge of remembrance. In working with Toronto Heritage Preservation Services over the past year, it has become clear that the name of the school is integral to the historical value of the site.

Given the above factors, staff is recommending that the name of the consolidated school be York Memorial CI. Students enrolled in the consolidated school will be provided with an opportunity to determine ways to honour the traditions of both schools and to create new traditions for the future. For example, to honour the history of George Harvey CI, a specialized instructional area in the new building on the York Memorial site (such as the gym) could be named after the school.

Transition and Implementation Plan

Staff acknowledges and recognizes the significant change and stress that students and staff of George Harvey CI and York Memorial CI experienced over the past two years from the devastation of the York Memorial building, the emergency relocation of York Memorial CI to the George Harvey building, the move of York Memorial CI to the Scarlett Heights building, and the impact of the pandemic. Consolidating the two schools will be another challenge that the students and staff will experience. To support the students and staff through this change, staff are recommending that a Project Manager Principal be assigned on or before September 2021 to be the new principal of the consolidated school a year in advance of the consolidation occurring. The Project Manager Principal will develop and implement a comprehensive transition plan to support the consolidation.

The Project Manager Principal will establish a Transition Committee to address all issues related to the consolidation such as determining the timetable and deciding on uniform or dress code of the consolidated school. They will ensure that students have a role on the Transition Committee to participate in decision-making and to lead the discussion on ways to honour the traditions of both schools and to create new traditions for the consolidated school.

The Project Manager Principal will identify the needs for additional administrative and support staff to support student and staff mental health and safety in the transition process. Staff from Professional Support Services will work with students on an individual, family and collective level to support their well-being. They will work with staff and students of the two schools over the next year to ensure concerns and anxieties around the move are addressed as soon as possible. They will work with the Student Support Teams of each school to determine the best ways to address the mental health needs of students before, during, and after the transition.

The Project Manager Principal will also identify the needs for additional administrative and support staff to assist with the complex issues of retrofitting the George Harvey building with students and staff present, and to address the time and workload impacts of combining the equipment and resources of two schools into one building and bringing about the physical move of those materials.

The Project Manager Principal will ensure that time and resources are provided to bring student leaders from both schools together to plan for activities to support the students coming together into the consolidated school. They will also ensure that time and resources are provided for team building activities for the teaching and support staff who will be assigned to the consolidated school for September 2022.

The Project Manager Principal will work with students, current administrators, and staff of both schools on the retrofits for the George Harvey building to receive the consolidated school. They will also serve as the academic lead to work with Design and Construction staff on the plans for the new school building at 2690 Eglinton Avenue.

Impact Summary

a) Student Programming

With approximately 1,300 students, the new consolidated school will have more students, staff, course offerings, and diversity in programming than George Harvey CI and York Memorial CI have now. Students will have access to more academic courses, technical courses, and electives. The special programming at both schools can be accommodated at the new consolidated school. By consolidating the two schools in 2022, the students of both George Harvey CI and York Memorial CI will benefit as soon as possible from the increased course offerings. The new building to be constructed on the York Memorial site will be designed to current building standards, to provide state-of-the-art spaces to support the course offerings of the consolidated school.

b) Student Well-Being and Mental Health

To address the mental health of students and staff during the process of consolidation, staff from Professional Support Services (PSS) will be available to students on an individual, family, and collective level to support their well-being and wellness during the transition. A team consisting of leadership and support staff, will work with staff and students early in the process, before the transition takes place, to ensure concerns and anxieties around the move are addressed as soon as possible. PSS staff will work with the Student Support Teams (SST) for each school to determine the best ways to address the mental health needs of students before, during, and after the transition.

After the consolidation is implemented, all students will have access to increased opportunities and supports due to the larger enrolment of the consolidated school. When the new building on the York Memorial site opens in 2026, all students and staff will benefit from a fully-accessible building. The students will also benefit from the sports field on the York Memorial site which is larger than that at George Harvey CI.

c) School Board Resources

The larger enrolment of the consolidated school will allow for efficiencies in staffing models (no supplements required) and facility operations (good match of operating costs to enrolment-based grants). To receive the new consolidated school in 2022, the George Harvey building will require renovations during the 2021-22 school year,

estimated to cost $500,000. While the consolidated school is occupying the George Harvey building, it will be well utilized at approximately 90%.

The new building to be constructed on the York Memorial site will be built to a larger capacity of 1,300 pupil places to accommodate the consolidated school. The insurance claim will pay for the majority of the construction, but additional funds will be required for the increased capacity for which staff will submit a request to the Ministry of Education for approximately $10.9M. Once the consolidation occurs in 2022, York Memorial students will no longer require TTC tickets. The York Memorial site has excellent access to public transit being situated at the intersection of two major arterials, Eglinton Avenue West and Keele Street, with direct access to the Keelesdale Crosstown LRT station (the Crosstown LRT is expected to open in 2022).

d) Local Community

The George Harvey building currently hosts three user groups: the George Harvey Day Care Centre, Skylark Youth Services, and Essential Skills Upgrading (ESU). The day care centre and the Skylark Youth Services will be able to remain in the building during the consolidation. Essential Skills Upgrading will need to be relocated in order to accommodate the consolidated school from September 2022 to June 2026.

For user groups remaining at the building, some change to operations may be required to accommodate the increased enrolment when the two schools consolidate in 2022. The community surrounding the George Harvey site will not experience a change until the consolidated school moves into the new building on the York Memorial site in 2026. The change is anticipated to be minimal since the location of the new building is very close to the George Harvey building. The community will still have a local school within walking distance and access to a school site for permitting. The impact on the user groups of the George Harvey building of the consolidated school moving from the George Harvey building into the new building will not be known until staff have completed their review of the long-term need for the George Harvey property. It is anticipated that the review will be conducted closer to the opening of the new building.

1D. NEXT STEPS

If the consolidation of George Harvey CI and York Memorial CI is approved by the Board of Trustees as recommended in this report, the following actions will occur at the estimated timelines:

Task	Timeline
The Project Manager Principal will be appointed	Summer 2021
The Project Manager Principal will develop and implement the transition plan with a Transition Committee	September 2021 to August 2022
The George Harvey building will be renovated to receive the consolidated school	July 2021 to August 2022
York Memorial CI will move out of the Scarlett Heights building and into the George Harvey building	Summer 2022
George Harvey CI and York Memorial CI will be consolidated as a single school in the George Harvey building	Summer 2022
The consolidated school will remain in the George Harvey building until the new York Memorial building is constructed at 2690 Eglinton Avenue West	Estimated to be 2022 to 2026
Staff will work with the Ministry of Education to secure funds for the expansion of the new York Memorial building at 2690 Eglinton Avenue West	Summer to Fall 2021
The rebuilt York Memorial building at 2690 Eglinton Avenue West will be designed and constructed	Estimated 2026

Task	Timeline
The Scarlett Heights property will be reviewed to determine the TDSB's long-term need for the site	Fall 2021 to Fall 2022
The George Harvey property will be reviewed to determine the TDSB's long-term need for the site	Estimated to be 2026 (when the consolidated school has moved into the rebuilt York Memorial building at 2690 Eglinton Avenue West).

2. BACKGROUND

2A. OVERVIEW OF THE SCHOOLS INVOLVED

York Memorial CI

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

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

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

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

George Harvey CI

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

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

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

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

George Harvey CI has grown a significant English as a Second Language Program. In 2019-20, approximately 28% of the George Harvey students were enrolled in the program. The school has developed a strong technology program offering a wide breadth of courses, such as communications technology, transportation technology, computer engineering, and technological design. It offers five Specialist High Skills Majors: Arts and Culture; Health and Wellness; Information and Communications Technology; Global Citizenship and Leadership, and Construction, Engineering and Automotive.

2B. EVENTS AFTER THE FIRE

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

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

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

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

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

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

Since the fire, the York Memorial building has been undergoing assessment to determine the extent of the damage as well as significant remediation to make the site safe. The damage has been extensive. The auditorium and front section of the building are a total loss and will have to be rebuilt. As required by the City of Toronto, the heritage features of the building are being preserved. The upper floor has been carefully disassembled and stored offsite for later use in a rebuild. A temporary roof has been installed to keep the elements out of the remaining structure.

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

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

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

On February 5, 2020, the Initial Staff Report was submitted to the Board of Trustees and the Board approved the start of the modified pupil accommodation review.

On March 14, 2020, all TDSB schools and administrative buildings were shutdown due to the pandemic. The review was paused and postponed to the next school year.

In March 2021, the George Harvey CI and York Memorial CI modified pupil accommodation review resumed following the TDSB’s new virtual consultation procedure.

2C. CURRENT STATUS OF THE SCHOOLS

In 2018-19, the enrolment at York Memorial CI was 886 students, a 97% utilization rate. After the fire, York Memorial CI's enrolment for 2019-20 declined to 805 students. Due to the capacity of the Scarlett Heights building being smaller than the capacity of the former York Memorial building, the utilization rate remained the same, 97%. In 2020-21, York Memorial CI's enrolment experienced a decline to 770 students, a utilization rate of 93%. With York Memorial CI being accommodated outside of its attendance area at the Scarlett Heights site, the commute distance for in-area students has increased and is most likely a contributing factor to the decline in the school's enrolment. TTC tickets are being provided to in-area students who meet distance or hardship criteria.

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

In 2018-19, the enrolment at George Harvey CI was 521 students, a 36% utilization rate. After the fire, George Harvey CI's enrolment for 2019-20 increased slightly to 539 students, a 37% utilization rate. In 2020-21, George Harvey CI's enrolment slightly increased to 545 students, with a utilization rate of 38%. Some of the increase was due to York Memorial students leaving York Memorial CI to attend a school closer to where they live. However, long term projections suggest that enrolment at George Harvey CI will not continue to increase.

2D. LONG-TERM PROGRAM AND ACCOMMODATION STRATEGY

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

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

Neighbourhood schools that meet the needs of all students – Focus on building strong neighbourhood schools that offer a wide range of programs including specialty

programs that meet the needs and interests of all students and support all post-secondary destinations.

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

Consistent attendance boundaries – Establish consistent attendance boundaries across the TDSB – review instances of shared attendance boundaries where multiple schools are offered based on home address and split attendance boundaries where graduating cohorts are divided among two or more schools.

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

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

3. ACCOMMODATION SCENARIOS

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

3A. ISSUES TO BE ADDRESSED

Declining enrolment and under-utilization – Both George Harvey CI and York Memorial CI have declined in enrolment from 2010. George Harvey CI has a small enrolment of 545 students, well below the preferred school size of 1,000 students. George Harvey CI is 38% utilized, well below the preferred utilization rate of 90%.

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

Attendance area anomalies – George Harvey CI does not have its own local secondary attendance area. It serves the same general area as York Memorial CI. Four small, disconnected pockets of residential addresses have been assigned to George Harvey CI.

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

3B. PROPOSED SCENARIOS

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

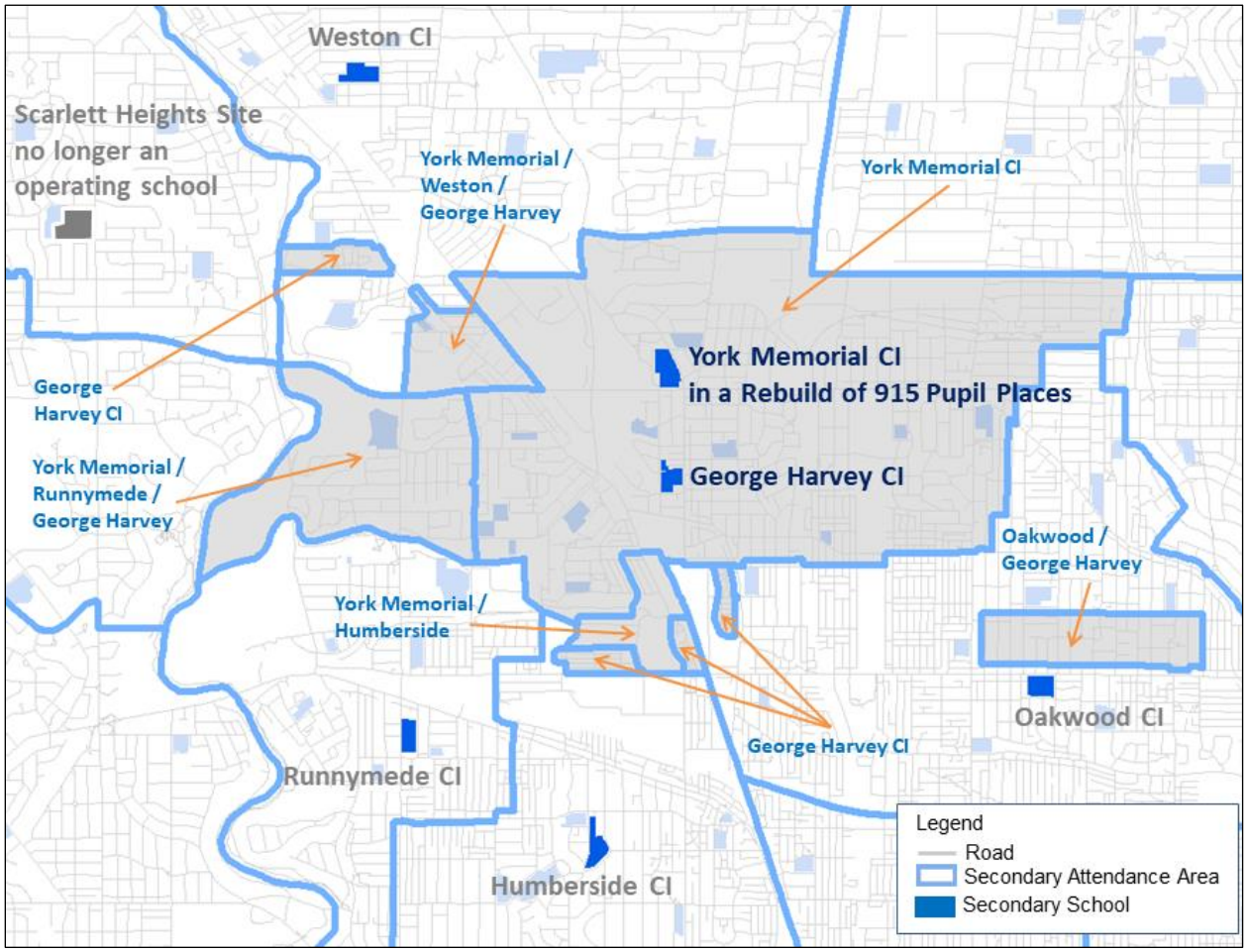
Scenario 1 – Status Quo – No Consolidation

York Memorial CI students and staff will continue to be accommodated at the Scarlett Heights site until the rebuild of York Memorial CI is complete. George Harvey CI students will remain at their site.

	School Year (Oct)	Scarlett Heights site (15 Trehorne Dr): York Memorial CI relocated in 2019			George Harvey site (1700 Keele St): No change			York Memorial site (2690 Eglinton Ave W): York Memorial CI relocated in 2026		
		Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate
Actual Enrolment	2010				914	1,452	63%	1,077	915	118%
	2011				901	1,452	62%	1,041	915	114%
	2012				880	1,452	61%	942	915	103%
	2013				794	1,452	55%	938	915	103%
	2014				705	1,452	49%	917	915	100%
	2015				608	1,452	42%	895	915	98%
	2016				533	1,452	37%	904	915	99%
	2017				542	1,452	37%	878	915	96%
	2018				522	1,452	36%	886	915	97%
	2019	805	828	97%	539	1,452	37%			
	2020	770	828	93%	545	1,452	38%			
Projected Enrolment	2021	793	828	96%	526	1,452	36%			
	2022	769	828	93%	516	1,452	36%			
	2023	789	828	95%	501	1,452	35%			
	2024	816	828	99%	490	1,452	34%			
	2025	814	828	98%	478	1,452	33%			
	2026				455	1,452	31%	827	915	90%
	2027				437	1,452	30%	816	915	89%
	2028				425	1,452	29%	827	915	90%
	2029				420	1,452	29%	849	915	93%
	2030				412	1,452	28%	810	915	89%

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

There are no changes to the schools' attendance areas.



Distances:

700 m between George Harvey CI and York Memorial CI.

5.8 km between York Memorial CI and Scarlett Heights.

6.1 km between George Harvey CI and Scarlett Heights.

Scenario 2 – George Harvey and York Memorial Consolidate in 2022

York Memorial CI students and staff will remain at the Scarlett Heights site until the end of the 2021-22 school year. In 2022, they will consolidate with the George Harvey CI students and staff (become one school) and move into the George Harvey CI building. The consolidated school will move into the rebuild on the York Memorial CI site in 2026.

The George Harvey CI building will need to undergo retrofits in order to accommodate the newly consolidated school from September 2022 to June 2026. The retrofits will take place over the course of the 2021-22 school year, including the summer of 2021 and 2022.

	School Year (Oct)	Scarlett Heights site (15 Trehorne Dr): York Memorial CI relocated in 2019			George Harvey site (1700 Keele St): George Harvey CI and York Memorial CI consolidated in 2022			York Memorial site (2690 Eglinton Ave W): Consolidated school relocates in 2026		
		Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate
Actual Enrolment	2010				914	1,452	63%	1,077	915	118%
	2011				901	1,452	62%	1,041	915	114%
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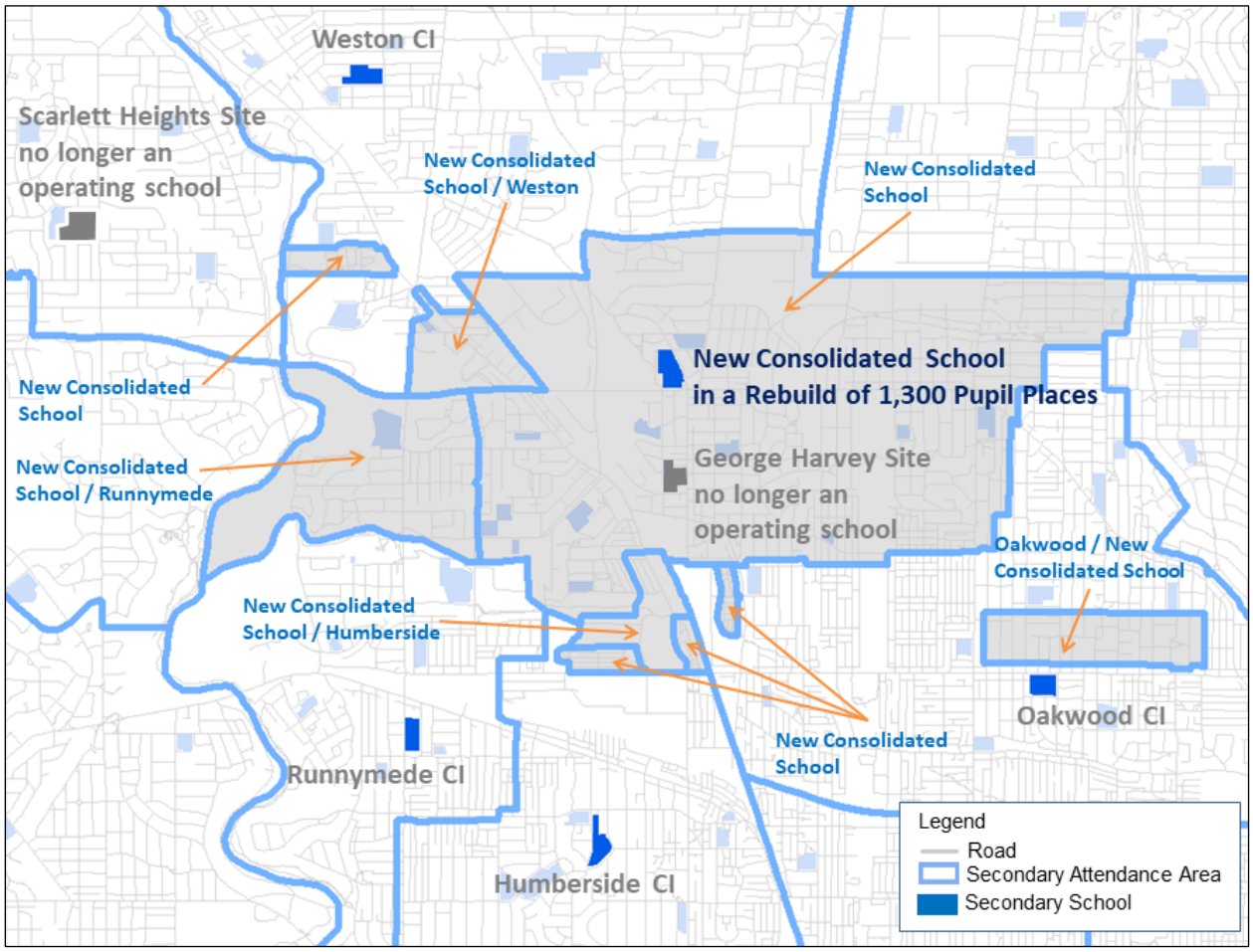
	2016				533	1,452	37%	904	915	99%
	2017				542	1,452	37%	878	915	96%
	2018				522	1,452	36%	886	915	97%
	2019	805	828	97%	539	1,452	37%			
	2020	770	828	93%	545	1,452	38%			
Projected Enrolment	2021	793	828	96%	526	1,452	36%			
	2022				1,285	1,452	88%			
	2023				1,290	1,452	89%			
	2024				1,306	1,452	90%			
	2025				1,292	1,452	89%			
	2026							1,282	1,300	99%
	2027							1,253	1,300	96%
	2028							1,252	1,300	96%
	2029							1,269	1,300	98%
	2030							1,222	1,300	94%

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

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



Distances:

700 m between George Harvey CI and York Memorial CI.

5.8 km between York Memorial CI and Scarlett Heights.

6.1 km between George Harvey CI and Scarlett Heights.

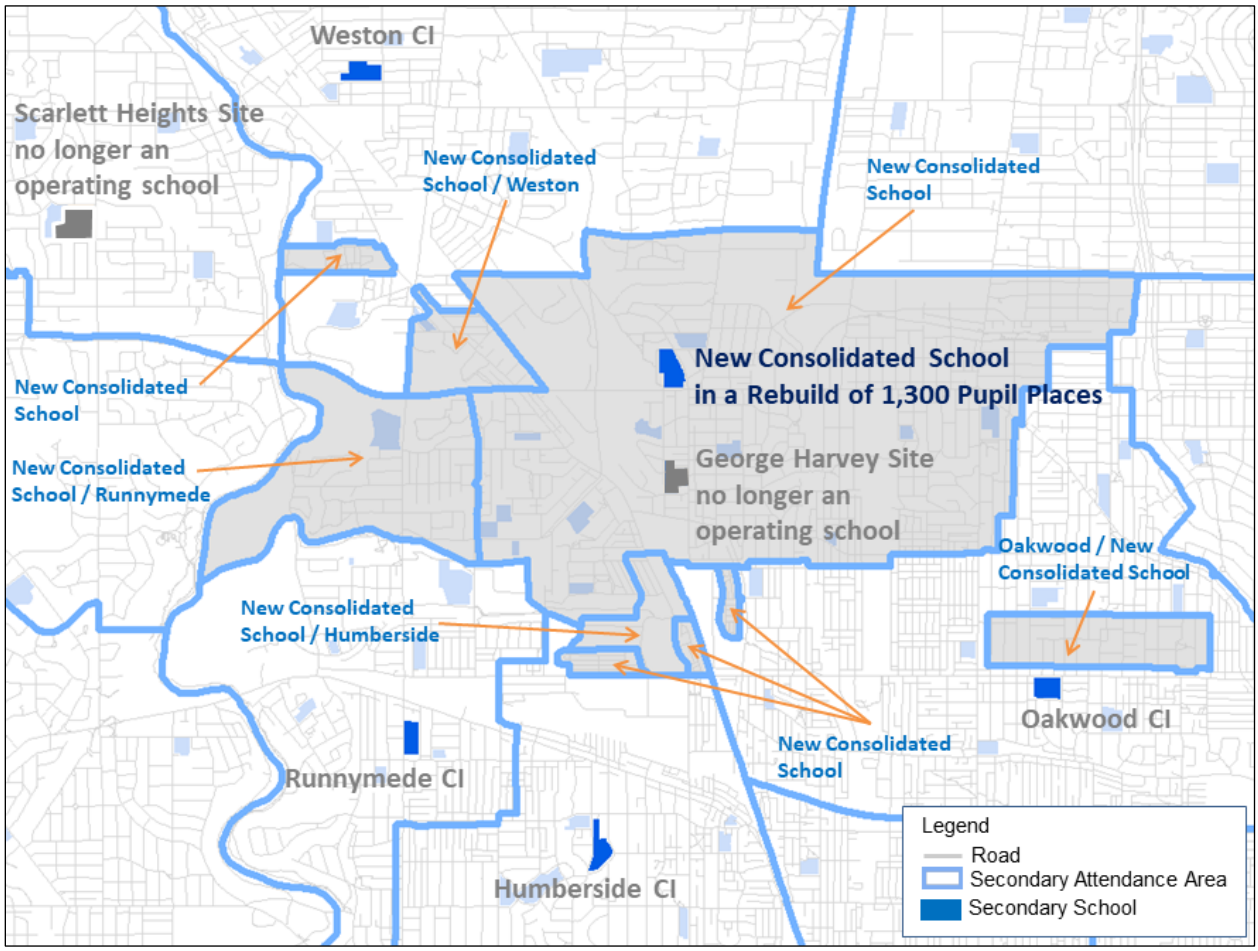
Scenario 3 – George Harvey and York Memorial Consolidate in 2026 at the Rebuild on the York Memorial CI Site

George Harvey CI and York Memorial CI will operate on two separate sites and will consolidate as one school in the rebuild on the York Memorial CI site in 2026. This means York Memorial CI will continue to operate on the Scarlett Heights site until the completion of the rebuild.

	School Year (Oct)	Scarlett Heights site (15 Trehorne Dr): York Memorial CI relocated in 2019			George Harvey site (1700 Keele St): no change until 2026			York Memorial site (2690 Eglinton Ave W): George Harvey CI and York Memorial CI consolidated in 2026		
		Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate
Actual Enrolment	2010				914	1,452	63%	1,077	915	118%
	2011				901	1,452	62%	1,041	915	114%
	2012				880	1,452	61%	942	915	103%
	2013				794	1,452	55%	938	915	103%
	2014				705	1,452	49%	917	915	100%
	2015				608	1,452	42%	895	915	98%
	2016				533	1,452	37%	904	915	99%
	2017				542	1,452	37%	878	915	96%
	2018				522	1,452	36%	886	915	97%
	2019	805	828	97%	539	1,452	37%			
	2020	770	828	93%	545	1,452	38%			
Projected Enrolment	2021	793	828	96%	526	1,452	36%			
	2022	769	828	93%	516	1,452	36%			
	2023	789	828	95%	501	1,452	35%			
	2024	816	828	99%	490	1,452	34%			
	2025	814	828	98%	478	1,452	33%			
	2026							1,282	1,300	99%
	2027							1,253	1,300	96%
	2028							1,252	1,300	96%
	2029							1,269	1,300	98%
	2030							1,222	1,300	94%

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

Similar to Scenario 2, the secondary attendance areas for George Harvey and York Memorial are assigned to the new consolidated school.



Distances:

700 m between George Harvey CI and York Memorial CI.

5.8 km between York Memorial CI and Scarlett Heights.

6.1 km between George Harvey CI and Scarlett Heights

Scenario 4 – George Harvey and York Memorial Consolidate in 2026 as a Campus Occupying the Rebuild on the York Memorial Site and the George Harvey Building

George Harvey CI and York Memorial CI will operate on two separate sites until the rebuild on the York Memorial CI site opens in 2026. The two schools will consolidate in 2026 and become one school. The consolidated school will occupy the rebuild on the York Memorial CI site and the George Harvey CI building and function as a campus – one school with one timetable, using two buildings (i.e. students will be moving between the two buildings).

	School Year (Oct)	Scarlett Heights site (15 Trehorne Dr): York Memorial CI relocated in 2019			George Harvey site (1700 Keele St): No change until 2026			York Memorial (2690 Eglinton Ave W) rebuilt to former size: the two schools consolidated as a campus		
		Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate	Enrolment	Capacity	Utilization Rate
Actual Enrolment	2010				914	1,452	63%	1,077	915	118%
	2011				901	1,452	62%	1,041	915	114%
	2012				880	1,452	61%	942	915	103%
	2013				794	1,452	55%	938	915	103%
	2014				705	1,452	49%	917	915	100%
	2015				608	1,452	42%	895	915	98%
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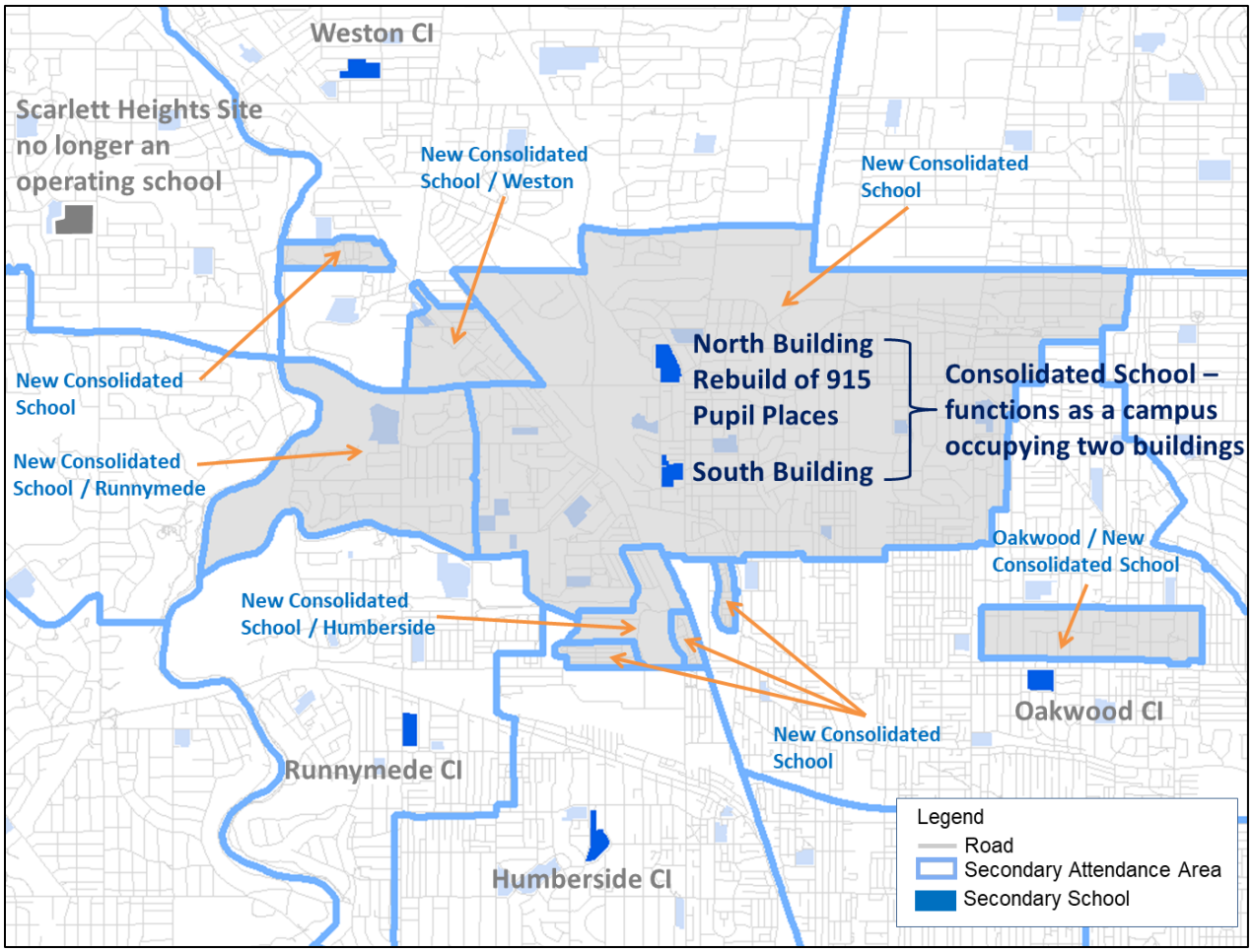
	2018				522	1,452	36%	886	915	97%
	2019	805	828	97%	539	1,452	37%			
	2020	770	828	93%	545	1,452	38%			
Projected Enrolment	2021	793	828	96%	526	1,452	36%			
	2022	769	828	93%	516	1,452	36%			
	2023	789	828	95%	501	1,452	35%			
	2024	816	828	99%	490	1,452	34%			
	2025	814	828	98%	478	1,452	33%			
	2026							1,282	2,367	54%
	2027							1,253	2,367	53%
	2028							1,252	2,367	53%
	2029							1,269	2,367	54%
	2030							1,222	2,367	52%

Note: the capacity of the newly consolidated school is:
Former York Memorial capacity (915) + George Harvey capacity (1452) = 2367.

Scenario 4 Map – Showing School Locations and Attendance Areas after Implementation

Similar to Scenarios 2 and 3, the secondary attendance areas for George Harvey and York Memorial are assigned to the new consolidated school (the difference is the consolidated school occupies two buildings, a north building and a south building).



Distances:

700 m between George Harvey CI and York Memorial CI.

5.8 km between York Memorial CI and Scarlett Heights.

6.1 km between George Harvey CI and Scarlett Heights.

4. IMPACT ASSESSMENTS

4A. STUDENT PROGRAMMING

Scenario 1 – Status Quo – No Consolidation

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

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

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

York Memorial CI will be accommodated in a rebuilt facility on the York Memorial site at 2690 Eglinton Avenue West in 2026. The rebuilt facility will be designed to provide state-of-the-art spaces to support the course offerings of York Memorial CI. George Harvey CI will continue to use their current building.

Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2022

Through the consolidation of George Harvey CI and York Memorial CI, the new consolidated school will have approximately 1,300 students which will generate a greater number of teachers than the two schools currently have as separate schools.

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

By consolidating the two schools in 2022, the students of both George Harvey CI and York Memorial CI will benefit as soon as possible from the increased course offerings.

The new consolidated school will begin in the George Harvey building which has instructional spaces that support both academic and technical courses. The new consolidated school will then move into a rebuilt facility on the York Memorial site at 2690 Eglinton Avenue West in September 2026. The rebuilt facility will be designed to provide state-of-the-art spaces to support the course offerings of the consolidated school.

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

As in Scenario 2, the consolidated school will have more students, staff, course offerings, and diversity in programming than the two schools have now. However, students will benefit from the increase program and course offerings starting September 2026. This means the two schools will remain separate until the rebuilt facility on York Memorial site at 2690 Eglinton Avenue West is completed.

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

Scenario 4 – George Harvey and York Memorial Consolidate in 2026 as a Campus Occupying the Rebuild on the York Memorial Site and the George Harvey Building

Similar to Scenario 3, the two schools will consolidate in 2026 and become one school. The consolidated school will occupy the rebuild on the York Memorial CI site and the George Harvey CI building and function as a campus – one school with one timetable, using two buildings (i.e. students will be moving between the two buildings). The York Memorial rebuild would be built to its original capacity of 915 pupil places.

Students enrolled in the consolidated school will have access to a wide range of course offerings, which will be offered across two school buildings, rather than just one larger building.

Not all of the instructional spaces used by the students will be state-of-the-art. They will be using the older spaces in the George Harvey building as well as the new spaces in the rebuilt York Memorial CI.

4B. STUDENT WELL-BEING

Scenario 1 – Status Quo – No Consolidation

The following table provides an overview of the programs and offerings that support student well-being at George Harvey CI and York Memorial CI from 2019-20.

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

George Harvey CI offers 49 Co-curricular opportunities, 18 Community, Culture and Caring opportunities, 12 Student Success opportunities and 7 Specialization and Other Program opportunities. The George Harvey building is considered somewhat accessible. Visitors can use the elevator to access all floors, however there are changes in levels that render the basement floor inaccessible. The George Harvey site has a single full-sized, natural turf sports field (approximately 1.7 acres in area).

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

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

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

Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2022

When George Harvey CI and York Memorial CI consolidate as a new school in the George Harvey building, all students will have access to increased opportunities and supports enabled by the increased enrolment. These benefits to student well-being will begin in 2022.

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

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

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

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

Scenario 4 – George Harvey and York Memorial Consolidate in 2026 as a Campus Occupying the Rebuild on the York Memorial Site and the George Harvey Building

Similar to Scenario 3, the two schools will consolidate in 2026 and become one school. The consolidated school will occupy the rebuild on the York Memorial CI site and the George Harvey CI building and function as a campus – one school with one timetable, using two buildings (i.e. students will be moving between the two buildings). The York Memorial rebuild would be built to its original capacity of 915 pupil places.

When the two schools consolidate in 2026, students will have access to all programs and offerings that support student well-being. These programs will be made available in both school buildings to all students enrolled in the consolidated school. Please note that students will be using the older classroom spaces of George Harvey.

4C. SCHOOL BOARD RESOURCES

Scenario 1 – Status Quo – No Consolidation

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

Until the new building opens, TTC tickets will continue to be provided to York Memorial CI students travelling to the Scarlett Heights site (provided they meet the eligibility requirements in the Transportation of Students Policy). The annual cost of providing TTC tickets to these students is estimated to be $280,000. If the new building opens in 2026, transportation costs will be incurred for another five years – a total of $1.4M.

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

George Harvey CI will continue to have an annual facility operating cost per pupil that is higher than other schools with similar characteristics. In 2019-20, George Harvey CI had an annual operating cost of $2,055 per pupil. Other schools with similar enrolment levels had an average operating cost of $1,531 per pupil.

The George Harvey building will continue to contribute to the renewal backlog of the TDSB. The building has a renewal backlog of $17.2M and a Facility Condition Index of 37% which are anticipated to increase to $32.6M and 70% over time.

The current user groups in the George Harvey building can remain.

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

Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2022

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

The annual facility operating cost of the George Harvey building could decrease from the current level of approximately $2,000 per pupil to less than $1,000 per pupil, as observed with other schools of over 1,000 students and 90% utilization.

Once the consolidation occurs, York Memorial students will not require TTC tickets. This will result in a cost savings of approximately $280,000 per year.

To receive the York Memorial students, the George Harvey building will require some fit-up to be paid for from School Condition Improvement funds, estimated to be $500,000.

It is anticipated that most of the current user groups in the George Harvey building can remain during the consolidation. The Essential Skills Upgrading program will need to be relocated to another site.

The consolidated school will move into a new building on the York Memorial site when the new building is completed. The new building will be built to a larger capacity than the previous building – 1,300 pupil places. The insurance claim will pay for the majority of the construction, but additional funds will be required for the increased capacity. Staff will submit a request to the Ministry of Education for these capital funds, estimated to be $10.9M. The building is projected to be 90% utilized or greater over the long term which amounts to a highly efficient and cost-effective model.

With the relocation of the consolidated school into the new building on the York Memorial site, the students will benefit from excellent access to public transit. The York Memorial site is situated at the intersection of two major arterials, Eglinton Avenue West and Keele Street, with direct access to the Keelesdale Crosstown LRT station (the Crosstown LRT is expected to open in 2022).

The move of the consolidated school into a reconstructed York Memorial CI has the potential to eliminate the renewal costs of the George Harvey building from the system renewal backlog – a potential reduction of $32.6M.

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

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

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

Since York Memorial CI and George Harvey CI will remain in their current, separate locations until they consolidate as a new school in the new building on the York

Memorial site, they will incur all the costs associated with the status quo for five more years.

Until the consolidation occurs, TTC tickets will be provided to York Memorial CI students who are eligible for transportation at a cost of approximately $280,000 per year. If the consolidation occurs in 2026, the total cost of transportation will be over $1M.

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

The new York Memorial building will be built to a larger capacity of 1,300 pupil places to accommodate the consolidated school. The insurance claim will pay for the majority of the construction. Additional funds will be required for the increased capacity. Staff will submit a request to the Ministry of Education for these capital funds, estimated to be $10.9M. The building is projected to be 90% utilized or greater over the long term which amounts to a highly efficient and cost-effective model.

When the two schools are consolidated into the reconstructed York Memorial building, the renewal costs of the George Harvey building could potentially be eliminated from the system renewal backlog – a potential reduction of $32.6M.

Once relocated into the reconstructed York Memorial building, the students will benefit from excellent access to public transit. The York Memorial site is situated at the intersection of two major arterials with direct access to a Crosstown LRT station.

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

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

Scenario 4 – George Harvey and York Memorial Consolidate in 2026 as a Campus Occupying the Rebuild on the York Memorial Site and the George Harvey Building

Similar to Scenario 3, the two schools will consolidate in 2026 and become one school. The consolidated school will occupy the rebuild on the York Memorial CI site and the George Harvey CI building and function as a campus – one school with one timetable, using two buildings (i.e. students will be moving between the two buildings).

Until the consolidation occurs, the two schools will incur all the costs associated with remaining in their own sites for five more years.

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

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

The George Harvey building will continue to be used before and after the consolidation. The enrolment of the consolidated school will not be sufficient to fully occupy the rebuilt York Memorial building and the George Harvey building. The George Harvey building will remain highly under-utilized. The associated inefficiencies will remain before consolidation and will continue after consolidation.

The George Harvey building will continue to have a high annual facility operating cost of over $2,000 per pupil which is much higher than the cost of schools that are 90% utilized with over 1,000 students. The annual facility operating cost for these schools is less than $1,000 per pupil.

By continuing to use the George Harvey building as school space, there is no opportunity to reduce the renewal backlog of the system.

Students attending classes in the George Harvey building will be utilizing older instructional spaces compared to the newly-built spaces in the reconstructed York Memorial building.

Similar to Scenarios 2 and 3, staff will review the Scarlett Heights property once the building has been vacated by York Memorial CI. As above, the possible options have differing opportunities and costs for the TDSB.

4D. LOCAL COMMUNITY

Scenario 1 – Status Quo – No Consolidation

Current user groups in the George Harvey building can continue to operate in the building without disruption.

The community surrounding the George Harvey site will not experience a change.

Once the new building is constructed and occupied, the community surrounding the York Memorial site at 2690 Eglinton Avenue West will gain the benefits associated with an operating school such as: local students will be able to walk to school; local businesses can gain students as customers; community groups can permit space and the playfield; and local residents can use the open space after school hours.

When York Memorial CI leaves the Scarlett Heights building, the nearby businesses may lose students as customers. However, the local community will still have access to a building for permitting and open space because there is another school, Hilltop MS, immediately adjacent to the Scarlett Heights property that will remain operational.

Scenario 2 – George Harvey CI and York Memorial CI Consolidate in 2022

There are currently three user groups operating within the George Harvey building: a child care centre, Skylark Youth Services, and Essential Skills Upgrading. The child care centre and Skylark Youth Services will be able to operate in the building during the consolidation. Some change to operations may be required to accommodate the increased enrolment when the two schools consolidate. Essential Skills Upgrading will need to be relocated by September 2022 in order to accommodate the consolidated school.

The community surrounding the George Harvey site will not experience a change until the consolidated school moves into the new building at 2690 Eglinton Avenue West in September 2026. The change is anticipated to be minimal since the location of the new building is very close to the George Harvey building. The community will still have a local school within walking distance and access to a school site for permitting. Local business may experience an increase of customers as York Memorial students return to their local attendance area.

Once the new building is constructed and occupied, the community immediately surrounding the site will gain the benefits associated with a nearby operating school.

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

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

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

Since York Memorial CI and George Harvey CI will remain in their current, separate locations until they consolidate as a new school in the new building on the York Memorial site. The user groups and surrounding communities of the George Harvey site and the Scarlett Heights site will be unaffected for a number of years. None of the user groups currently operating within the George Harvey building will need to relocate. During this period the community immediately surrounding the York Memorial site at 2690 Eglinton Avenue West will not enjoy the benefits of an operating school in the immediate area.

When the two schools are consolidated into the new building in September 2026, the surrounding community of the George Harvey site is unlikely to experience a major change since the new building is very close to the George Harvey building. The community will still have a local school within walking distance and access to a school site for permitting.

Once the new building is constructed and occupied, the community immediately surrounding the site will gain the benefits associated with an operating school in the immediate area.

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

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

Scenario 4 – George Harvey and York Memorial Consolidate in 2026 as a Campus Occupying the Rebuild on the York Memorial Site and the George Harvey Building

Similar to Scenario 3, the two schools will consolidate in 2026 and become one school. The consolidated school will occupy the rebuild on the York Memorial CI site and the George Harvey CI building and function as a campus – one school with one timetable, using two buildings (i.e. students will be moving between the two buildings).

Since the George Harvey building will remain operational and will be used by the newly consolidated school, there will be no impact on any of the three user groups within the George Harvey building. No user group will need to be relocated.

The community surrounding the George Harvey site will not experience a significant change.

Once the new building is constructed and occupied, the community immediately surrounding the site will gain the benefits associated with an operating school in the immediate area.

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

5. CONSULTATION

As per the Ministry of Education's Pupil Accommodation Review Guideline and the TDSB's Accommodation and Program Review Policy P068, in a modified review only one public consultation meeting is required.

5A. CONSULTATION MEETINGS WITH THE SCHOOLS AND THE PUBLIC

For the George Harvey CI and York Memorial CI modified pupil accommodation review, in addition to holding a public consultation meeting, 9 meetings were held with different groups to ensure that there were multiple opportunities for people to express themselves in safe spaces. The meetings were held with the following groups on the following dates:

Meeting	Date and Time:	Location
York Memorial CI Student Meeting	Monday, February 24, 2020 10:00 am to 12:00 pm	Scarlett Heights Auditorium
George Harvey CI Student Meeting	Thursday, February 27, 2020 10:00 am to 12:00 pm	George Harvey Auditorium
York Memorial CI Parent Meeting	Monday, March 9, 2020 7:00 pm to 9:00 pm	Scarlett Heights Auditorium
George Harvey CI Parent Meeting	Tuesday, March 10, 2020 7:00 pm to 9:00 pm	George Harvey Auditorium
Elementary Feeder School Council Chair Meeting	Monday, April 19, 2021 6:30 pm to 8:00 pm	Virtual – Zoom Meeting
George Harvey CI Staff Meeting	Tuesday, April 20, 2021 2:45 pm to 3:45 pm	Virtual – Zoom Meeting
York Memorial CI Staff Meeting	Thursday, April 22, 2021 2:30 pm to 3:30 pm	Virtual – Zoom Meeting
York Memorial CI Alumni Meeting	Thursday, April 29, 2021 6:30 pm to 8:00 pm	Virtual – Zoom Webinar Meeting

Meeting	Date and Time:	Location
George Harvey CI Alumni Meeting	Tuesday, May 4, 2021 6:30 pm to 8:00 pm	Virtual – Zoom Webinar Meeting
Public Consultation Meeting	Thursday, May 6, 2021 6:30 pm to 8:00 pm	Virtual – Zoom Webinar Meeting

As mentioned earlier, due to the delay caused by the pandemic, the review was paused in May 2020 and postponed to the next school year. Four meetings were conducted in-person during February and March 2020 and the rest of the community group meetings and the public consultation were held virtually during April and May 2021.

The purpose of holding individual group meetings with the George Harvey CI and York Memorial CI school communities was to provide people with additional opportunities to express their concerns, ask questions and provide feedback within a familiar environment. Those in attendance were able to provide feedback through an online survey and submit their questions via a google form. Meeting notes for all the meetings can be found on the TDSB website, under "*Meetings – Community Engagement*".

York Memorial CI and George Harvey CI Student Meetings:

York Memorial students expressed their disagreement with the recommended scenario and with the general idea of a consolidation. Many students stated their concern that the heritage and the history of York Memorial would be lost if a consolidation were to be approved. In addition, students emphasized that York Memorial students are stressed about moving again into another school so soon, and needing to move again into the new rebuild. These transitions have had a great impact on students' mental health and wellbeing.

York Memorial students conducted their own survey and presented the results in a report to TDSB staff at the York Memorial student meeting. The report also included direct quotes from students. The survey was completed by 629 students and 93% did not agree with the option to consolidate with George Harvey students, and 7% agreed to an early consolidation. The students' survey report can be found on the TDSB website, under **"***Meetings – Community Engagement***".**

George Harvey students also expressed their disagreement with the recommended scenario and with the general idea of a consolidation. A majority of students stated that they did not get along with York Memorial students and there was animosity between the schools. Overall, George Harvey students were concerned that their identity and

individuality would be lost and overlooked if consolidated with York Memorial students, especially considering York Memorial CI has a larger student population.

George Harvey students also conducted their own survey and presented the results in a report to TDSB staff at the George Harvey CI student meeting. The survey was completed by 220 students, results showing 53% of students supporting the status quo scenario, 33% of students supporting an early consolidation, 10% of students supporting a later consolidation, and 4% proposing an alternative scenario. The students' survey report can be found on the TDSB website, under **"***Meetings – Community Engagement".*

Students from both schools raised similar issues regarding the temporary relocation of York Memorial students into the George Harvey building that took place May 2019. These include:

- Hallways were noisy and crowded; classrooms were over-crowded as well
- Bullying amongst students; losing the sense of safety within the school
- A larger student population made it difficult for students to study and learn, stating a smaller student population was a more conducive learning environment for them.

York Memorial CI and George Harvey CI Parent Meetings:

York Memorial parents expressed their worry for students' mental health and academic performance. Parents stated the incident of the fire, the move to George Harvey, and the move to Scarlett Heights, have had significant impact on student's mental health and academic performance. As a result, they oppose that a consolidation happen between the two schools, or at least for it to happen so soon.

In addition, many parents were York Memorial CI alumni and they emphasized the importance of preserving the historical and heritage aspects of the school name, building, and overall school identity.

Staff were presented with two petitions during the York Memorial parent meeting, to show support for York Memorial students and staff to stay at their current location (i.e. Scarlett Heights) until the rebuild is complete. One of the lists was exclusively signed by students, with 160 signatures; the second list was exclusively signed by parents, with 81 signatures.

George Harvey parents also expressed their worry for students' mental health and academic performance. Parents stated their students prefer a smaller school

population, as it is a more ideal learning environment, where there are more opportunities for one-on-one sessions with teachers. Some parents stated that they are not completely opposed to a consolidation; however, they disagree with removing the uniform and becoming a non-semestered school.

Elementary Feeder School Council Chair Meeting:

Attendees asked about the benefits of running one larger high school versus two smaller high schools. They expressed concerns that a larger school population of 1,300 students will result in an increase in bullying/conflict amongst students. In addition, they were concerned with the idea of operating a large school population during the pandemic.

York Memorial CI and George Harvey CI Staff Meetings:

York Memorial CI staff had mixed views. Some were in support of the idea of consolidating the two schools, however they stated that a later consolidation at the York Memorial site is more reasonable and preferred. Staff expressed that they have anxiety and stress around the idea of moving again so soon (i.e. 2022) and then needing to move again into the York Memorial rebuild in 2026. They spoke about their experience moving into George Harvey temporarily and then moving again into Scarlett Height, stating they did not have sufficient time to prepare their teaching material. Staff stated that the George Harvey building was not in good condition and did not have sufficient space to accommodate the programming needs of York Memorial. Finally, staff expressed their worry around how these transitions will impact the mental health and academic performance of students.

George Harvey CI staff had mixed views. Some were in agreement with a consolidation but were concerned that the experience they had back in May 2019 would occur again. Staff asked about what this consolidation meant for staffing at the newly consolidated school, and whether staff is expected to be “surplused”. Staff asked what the name of the consolidated school will be when they are at the George Harvey building between 2022 and 2026. A follow up to that question was how the Board plans to honour the history and traditions of George Harvey when the consolidated school will be named “York Memorial CI”. Staff expressed that there is a perception that York Memorial CI is better than George Harvey, and this was made clear when York Memorial students and staff were temporarily relocated into the George Harvey building. As a result of this, George Harvey staff is asking how this animosity and attitude to one another will be addressed when the consolidation takes place, whether it’s an early or later consolidation.

York Memorial CI and George Harvey CI Alumni Meetings:

York Memorial alumni mainly raised questions about how the heritage by-laws and the "York Memorial" name will be honoured when it comes to rebuilding the York Memorial building and how the identity of the school will be preserved when it comes to consolidating the two schools. In addition, York Memorial alumni were thankful that the final staff report will be recommending that the name of the consolidated school be "York Memorial".

George Harvey alumni asked about the reasons for consolidating earlier, and why not just wait until the rebuild on the York Memorial site is complete in 2026. They also questioned how the Board plans to address the animosity between the two schools when they consolidate and become one school. Finally, there were some questions regarding what the name will be for the consolidated school.

Public Consultation Meeting:

There were five major themes raised during the public consultation meeting on May 6, 2021.

The first theme was in regards to the mental health and well-being of students and staff. Attendees asked many questions regarding the impact this review and potential consolidation will have on students' mental health and academic performance. Attendees stated that after the fire, York Memorial students and staff were not provided with support staff and resources to address the anxiety and stress they experienced afterwards.

The second theme pertained to the retrofits to take place at George Harvey and the proposed timeline they are to be completed by. Attendees expressed their concern that it is unreasonable to be retrofitting the George Harvey building during the 2021-22 school year while students are present within the building. There were questions around what kind of retrofits will be taking place at the George Harvey building. Attendees expressed concern that the George Harvey building does not have sufficient and appropriate spaces to accommodate all programming and academic needs. Attendees stated that it is unreasonable to spend money on George Harvey, since funds have already been spent on the Scarlett Heights building.

The third theme concerned the programming offered at each of the schools. Attendees asked whether the consolidated school will include all academic programs offered at each school (e.g. RUSH, Advanced Placement, ESL, Developmental Disabilities). Attendees also asked about whether the consolidated school would follow a regular dress code or a uniform.

The fourth theme was about the preservation of the schools' histories, identities, and traditions. Some of the attendees asked how George Harvey's identity and name will be honoured when the consolidated school will be called "York Memorial CI".

The fifth theme was in regards to consolidating the schools during the pandemic. Attendees expressed concerns around operating a large school population during the pandemic. Some pointed out that if virtual learning will continue to be offered at the TDSB, there is little point in consolidating since a portion of the students will be learning from home.

5B. SURVEY RESULTS

Staff conducted two surveys. The first survey opened in February 2020 and was closed in May 2020 when the consultation process was put on hold due to the pandemic. When the consultation process resumed, the second survey was opened in April 2021 and closed in May 2021. Survey responses can be found on the TDSB website, under *"Helpful Information".*

2020 Survey – the First Survey:

The first survey was completed by 319 respondents. Results from the first survey show that 70% of respondents chose Scenario 1 – status quo (no consolidation). 30% of respondents were in support of consolidation but differed in when the consolidation should occur. The consolidation scenario that received the most support was Scenario 3 – the two schools consolidate in 2026 at the York Memorial rebuild. 15% of respondents chose this option.

Scenario	George Harvey CI Respondents	York Memorial CI Respondents	Respondents not Identified	Total
Scenario 1 Status Quo	61	159	6	226 (70%)
Scenario 2 Consolidate in 2021	7	8	0	15 (5%)
Scenario 3 Consolidate in 2026	6	38	3	47 (15%)
Scenario 4 Consolidate in 2022	1	8	1	10 (3%)
Scenario 5 Consolidate in 2026 as	9	10	2	21 (7%)

Scenario	George Harvey CI Respondents	York Memorial CI Respondents	Respondents not Identified	Total
Campus				
Total	83	220	12	319

Some of the top comments provided on the survey include:

- Respondents expressed concerns with the preservation of the schools' histories and identities if a consolidation were to happen (comment made by both school communities).
- Respondents felt that the quality of learning will change with a consolidation.
- Many respondents had a bad experience during the temporary relocation of York Memorial CI into the George Harvey building (comment made by both school communities)
- Respondents generally do not support an early consolidation – they want to avoid having too many transitions within a short time period, indicating that additional time is needed before the next transition.

2021 Survey – the Second Survey:

The second survey was completed by 1,088 respondents. Results from the second survey show that 67% of respondents chose Scenario 1 – status quo (no consolidation). 33% of respondents were in support of consolidation but differed in when the consolidation should occur. The consolidation scenario that received the most support was Scenario 3 – the two schools consolidate in 2026 at the York Memorial rebuild. 20% of respondents chose this option.

The responses between the two school communities was quite different. The majority of George Harvey respondents was in support of consolidation (58%). Of these respondents, most preferred consolidation in 2026 in a single building or as a campus (71%). In contrast, the majority of York Memorial respondents was in support of the status quo (70%). Of the 30% of respondents who were in support of consolidation, most preferred consolidation in 2026 in a single building or as a campus (78%).

Scenario	George Harvey CI Respondents	York Memorial CI Respondents	Respondents not Identified	Total
Scenario 1 Status Quo	35	681	16	732 (67%)
Scenario 2 Consolidate in 2022	14	62	7	83 (8%)
Scenario 3 Consolidate in 2026	27	183	12	222 (20%)
Scenario 4 Consolidate in 2026 as Campus	7	42	2	51 (5%)
Total	83	968	37	1,088

Some of the top comments provided on the survey include:

- Many respondents made strong comments on the impact a consolidation will have on students' and staffs' mental health and the academic performance of students. Respondents expressed that the transitions from one school to the other have caused stress and anxiety for students and staff. They are seeking stability in their learning environment.

- Respondents expressed that it will be unreasonable to operate a large school population during a pandemic, especially within the George Harvey building. They stated that it is not fit to accommodate a school of this size (1,300 students), based on their previous experience at the building.

- Respondents commented that it is important to preserve the identity and name of each school. They stated it is best for each school to remain separated.

- Respondents stated that due to the bad experience they had at George Harvey during the temporary relocation in 2019, they do not want to consolidate so soon. Some indicated that they do not want to consolidate at all.

- Some respondents are not opposed to consolidation but requested additional time before the next move or requested to consolidate at the York Memorial rebuild in 2026.

5C. CONSULTATION MEETINGS WITH COMMUNITY PARTNERS AND PUBLIC AGENCIES

Prior to the start of the pupil accommodation review, two teleconferences were held with community partners to share information about the review and answer questions. The teleconferences were also an opportunity for the community partners to provide any information that may be relevant to the review.

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

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

After the commence of the pupil accommodation review began, City staff provided the following written comments.

Parks, Forestry and Recreation (PFR)

PFR requests that TDSB engage with PFR throughout the process of site and building design for York Memorial to ensure the City's ability to deliver recreation programming, both during construction and in the long term, pending the outcome of the City's process to determine next steps for its facilities located on the site.

PFR's interest is focused on the City-owned recreation facilities that are attached to the school, and how the TDSB's redevelopment plans may impact the City's ability to deliver recreation programming at these facilities:

- The City-owned facilities on the site, New Generation Youth Recreation Centre and the Centennial Pool, are currently closed due to damage from the May 2019 fire.

- The City is currently undertaking a process to determine next steps for these facilities.
- The City facilities share plant and equipment (e.g. boiler) with York Memorial.
- The City accesses shared facilities at York Memorial, including the gymnasium, to provide a full range of programming. Having access to an indoor gymnasium is an ongoing requirement.

PFR staff have included the following analysis for the Board's information:

	George Harvey CI	**York Memorial CI**
What is parkland provision level? (based on Parkland Strategy)	Good level of provision 28 m^2 / person+	Generally good level of provision Area to north: 28 m^2 / person+ Area to east: 12-28 m^2 / person
Is site adjacent to a park?	No	Yes – Coronation Park, Keelesdale Park
Are there existing recreation programs in the building?	Yes – Gymnasium space is permitted for some City basketball programming	School is adjacent / connected to PFR facilities: • City-owned New Generation Youth RC, one of ten Council-endorsed Enhanced Youth Spaces • City-owned Centennial Pool Physical plant (boiler) is shared between school and PFR facilities City accesses space in the gymnasium for year-round programming
Is there potential for new or enhanced recreation	N/A– 700 m from new York Community	Yes, in particular to support youth programming,

	George Harvey CI	York Memorial CI
services?	Recreation Centre	leadership development, aquatic programming to address waitlists at York Recreation Centre and sport programming. Restoring a high level of service that takes place at this location will be enabled by the reconstruction of this facility
Is there feasibility for a new recreation facility?		
What is the forestry / tree canopy coverage? (based on new Canopy study)	Neighbourhood 110 Keelesale-Eglinton: 10-30%	Neighbourhood 112 Beechborough-Greenbrook: 31-40%

City Planning

City Planning staff offer the following analysis to provide context on the planning framework and development activity in the vicinity of both school sites:

Urban Structure: Is the Site within a Growth Area (Centre, Avenue, Downtown)?	Eglinton Avenue West is an *Avenue* Keele Street is not in a Growth Area
Land Use: Is the site within a residential Growth Area (Mixed Use Area, Regeneration Area)?	Eglinton Avenue West is designated *Mixed Use Areas* Keele Street is designated *Neighbourhoods*
Is there a Secondary Plan, Avenue Study, Regeneration Area Study or SASP that identifies future residential growth in the area?	Eglinton Connects Study promotes mid-rise, mixed-use development; YMCI site falls between Mount Dennis Mobility Hub and West Side Mall Focus Area at Caledonia Station, both identified as major transit interchanges where future residential growth is anticipated. SASP 30 - West Side Mall Focus Area allows for

	mixed-use redevelopment including tall buildings
Is a Planning Study anticipated in the short term?	Mount Dennis Framework Study • Launched 2020, anticipated for completion in 2021 • Eastern boundary of study area (Black Creek Drive) is approx. 500 m to the west of YMCI site • Study will include a Community Services & Facilities component
Is there active development within 800 m?	1860-68 Keele Street – 216 units (under review) 2 Bicknell Ave – 62 units (under construction) 96 Trethewey Drive – 5 additional units (under review) 955-969 Weston Road – 70 units (approved) 2421 Eglinton Avenue West – 7 units (under review) (West Side Mall landowners have developed tall building intensification concepts, no active application to date)
Is there active development outside the 800 m radius?	2270 Eglinton Avenue West – 141 units (approved) 8 Locust Street and 15 Oxford Dr – 374 units (under review) 15 Martha Eaton Way – 155 new units (under review) 150 Bronoco Avenue – 84 units (appealed) 1924 Eglinton Avenue West – 27 units (under review) 6 Lloyd Avenue – 478 units (appealed)
Is the site within 800 m of existing or funded new rapid transit/transit hub?	Eglinton Crosstown LRT: • Keelesdale Station (Eglinton Ave. W. at Trethewey Dr.) • Mount Dennis Mobility Hub (Eglinton Ave. W. at Weston Road)
Is a rapid transit	Yes – Eglinton Crosstown LRT line and stations

line/hub/station or expansion planned in the short term?	currently under construction SmartTrack station at St Clair West/Old Weston Road (to be studied as a Major Transit Station Area)
Is there a CS&F study as part of a Secondary Plan, Avenue Study, Area Study or Regeneration Area Study, which identifies the need for local community services and facilities?	See Eglinton Connects Report: Volume 2 Appendix G
Does the CS&F Study/Plan identify the need for new schools to serve the projected population?	SASP 30 requires new development on West Side Mall lands to provide enhanced community services and facilities such as new, non-profit licensed child care facilities, new parks and open space, new or consolidated public library, and community agency space.
Other Considerations	• GHCI site is within study area for Transportation Master Plan for Keele / St. Clair vicinity, which recommends extension of Gunns Road from Weston Road to Union Street; extension of Keele Street south from Gunns Road extension; and extension of Davenport Road to connect to Union Street – all of which would improve street network connectivity and access to St. Clair Ave. W. from the north • A portion of GHCI site is mapped within the Natural Heritage System • Area south of Eglinton is reported to have basement flooding issues

Children's Services

Neighbourhood – York Memorial CI is located in a neighbourhood that is a low priority for early years expansion (George Harvey CI is located in a medium priority neighbourhood).

There is currently a child care centre located in George Harvey CI providing care for 10 infants, 15 toddlers and 16 preschool children. The centre has a service agreement with the City of Toronto to provide care for subsidized children.

Despite the fact that the neighbourhood is a low priority, the proposed location of the consolidated George Harvey / York Memorial schools on Eglinton Ave. W. provides convenient access to the Eglinton LRT with a station located at the intersection of Eglinton Ave. W. and Trethewey Dr.

Additional child care spaces, or minimally the replacement of existing spaces is recommended.

Social Development, Finance and Administration

The idea of amalgamating the schools and offering opportunities for all students to be supported in streams that they feel best meet their needs would be ideal in an ideal world, however, this would probably require additional investments to ensure success. The fire creates an opportunity for this to be about more than housing students.

The two schools in such close proximity to each other given the two separate streams creates clear lines of those 'who can and those who can't' but this has always been the models within the educational systems and in many cases the most vulnerable members of the community is left in a position of hopelessness which may not be the intention but the perception.

Scenario 5 offers the best option.

[Note: Scenario 5 was re-numbered as Scenario 4 when the consultation process resumed in early 2021.]

6. SCHOOL INFORMATION PROFILES (SIPS)

Detailed information on the schools involved in the proposed pupil accommodation review can be found on the Accommodation Reviews section on the TDSB public website, under "*Helpful Information"*. The file is titled "*School Information Profile*".