

District Configuration Committee

2003 School Amalgamation Report

January 2003



SCHOOL DISTRICT NO. 57 (PRINCE GEORGE)

1. The Forces Behind Amalgamation

1.1 Enrolment

In December of 1986 a Surplus School Space Committee report was submitted to School District No. 57's Board of School Trustees. The report commented:

The problem facing the district then, is one of enrolment decline and surplus space in which to accommodate this enrolment. The Kindergarten to Grade 12 enrolment totals for the past decade is as follows:

76-77	21,401
77-78	21,571
78-79	21,288
79-80	21,927
80-81	20,664
81-82	20,896
82-83	20,668
83-84	20,397
84-85	19,985
85-86	19,545
86-87	19,331

(All enrolments are as at September 30 with each Kindergarten pupil counted as 1)

Looking at actual enrolments in recent years and enrolment projections for the near future, we see the following pattern:

98-99	19,123
99-00	18,566
00-01	18,123
01-02	17,665
02-03	16,759
03-04	16,167
04-05	15,645
05-06	15,318
06-07	15,089

The enrolment in School District No. 57 has declined significantly, continues to decline, and is in a relatively rapid period of decline. The result is an ever-increasing inventory of underutilized school space.

1.2 Funding Model Changes

In the spring of 2002 the Ministry of Education announced a new funding allocation system for BC's public schools. This formula took effect July 1, 2002. Full details are available at www.gov.bc.ca/bced/.

If a new allocation system is introduced at the same time that the total funding available is held constant, some districts receive relatively more and some districts receive relatively less. School District No. 57 is arguably one of the "hardest hit" of all districts. There are three main reasons for this:

- 1) The new allocation system distributes most of a district's funding on a per pupil basis. Regardless of how educational programs are delivered, the per-pupil funding remains constant.
- 2) School District No. 57 has much surplus school space due to enrolment decline. The former allocation system paid School District No. 57, in part, on the basis of the number of square meters of space, thus while the space was underutilized, it was still paid for. The new system does not pay on a space basis at all, thus school districts that efficiently use space are relatively "rewarded" and districts that have surplus space are relatively "penalized".
- 3) School District No. 57 has many small schools as compared to a few large schools. The former allocation funded School District No. 57 was a base amount per school regardless of the number of pupils in the school. The new system does not fund any base amount per school. The effect of this change is that districts that have many small schools are "penalized", relative to districts that have the same number of students in a few large schools. Due to enrolment decline and due to the district's past "neighbourhood school" planning approach, the district now finds itself with many small elementary schools.

1.3 Frozen Provincial Educational Spending and Rising Costs

The provincial government determines the total funds to be distributed. The new funding allocation system determines how the province's financial resources for K-12 will be divided. For the three-year period, 2002-2005, the actual dollar amount to be divided has been frozen.

At the same time, school districts are subject to a variety of cost increases. Included here are increases arising from labour and benefit costs, utilities, supplies and services. These cost increase pressures are significant for School District No. 57. For 2003-2004, this effect is in the order of magnitude of \$2,500,000. Since "new" money to offset this amount is not available, the money must come from cuts to existing operations.

1.4 The Financial and Educational Advantages of Amalgamation

Public budget discussion documents tabled in the spring of 2002 projected School District No. 57 budget cuts totalling close to \$27,000,000 over the

2002-2005 period. As all districts are required to file a balanced budget and since the projected revenue stream will be short a total of \$27,000,000 compared to 2001-2002 funding levels, the question is not one of making the cuts or not, but of what to cut.

Amalgamating smaller schools with empty space into larger schools that more fully utilize available space means increased cost efficiency. The result is that schools that remain open have higher funding levels and the per pupil resources available to provide educational programs increase. In practical terms, this means smaller average class size, more instructional and non-instructional support for students, and more instructional supply funding than would have otherwise been the case.

2. How the Ministry of Education Funds School District No. 57

2.1 Recent Changes

In the spring of 2002, the Ministry of Education announced province-wide changes to the funding allocation system for school districts, commencing July 1, 2002. In addition, districts were informed that the new system would remain in effect for at least three school years to facilitate district planning. The new system differs substantially from the former system. Accordingly, what “made financial sense” in the past may or may not “make financial sense” in the present for a school district. A full description of the new funding allocation system can be found at the Ministry of Education’s website: www.gov.bc.ca/bced. The following section of this report comments on implications of the new system with respect to factors affecting school amalgamation decision-making.

2.2 Basic Allocation

The bulk of revenue now received by School District No. 57 comes in the form of a “basic allocation” generated by a fixed dollar amount per student (\$5,308 per student for 2002-2003). This amount is independent of the size or configuration of the school attended by the student. In the previous system, the district received funding based on the floor area of the school and also received a fixed amount per school regardless of enrolment. These two funding parameters have been eliminated with funding now allocated on a per pupil basis. The result is that districts are now “financially driven” to have a few large schools to accommodate the same number of students as compared to a greater number of smaller schools.

2.3 Small Community Supplement

The new funding allocation system recognizes that there are increased costs associated in providing service to educational programs in small communities. Elementary schools located further than 5 km from other elementary schools and secondary schools located further than 25 km from other secondary schools receive this recognition. A summary of the supplements received by

School District No. 57 is included in Appendix IX B. Schools recognized in this category are typically referred to as “rural” schools.

2.4 Supplement For Unique Geographical Factors, Physical and Environmental

This supplement is a “roll-up” of many factors. A description of the components is included in Appendix IX A. Of particular interest to amalgamation decision-making is the “sparseness factor” component. Districts receive recognition for schools that are located more than 40 km from the board office. A summary of the supplements received by School District No. 57 is included in Appendix IX A.

2.5 Implications for Rural Schools

The district receives “sparseness factor” recognition for all elementary and secondary schools greater than 40 km from the board office. In addition, “small community supplement” recognition is received for some but not all of the schools in this category. The cumulative effect of these two grants is important when considering the amalgamation of small rural schools. If schools the size of Dunster Fine Arts Elementary School, Hixon Elementary, Bear Lake Elementary and McLeod Lake Elementary were located close to other schools in Prince George, or close to existing elementary schools in Mackenzie, McBride, or Valemount, there would be compelling financial reasons for amalgamation. However, at the present time, the small community and sparseness grants relieve this pressure.

3. How School District No. 57 Funds Schools

3.1 Schools are Funded by Formula

Amalgamation decision-making is not just affected by the province’s funding allocation system to school districts. Districts in turn resource schools and this determines the school’s ability to offer educational programs.

The most straightforward approach is for a district to fund schools on a set amount per student. No district does this. A major factor behind this is that it is always more costly, for the same level of educational opportunity, to provide service in small schools as opposed to larger schools. A second factor is the nature of the education program to be offered. For example, it is more expensive to staff a grade 1 - 3 class than a grade 4 - 7 class, because the average class size permitted for grades 1 - 3 is 22 students, whereas an average of 30 students is allowed for grades 4 - 7 classes.

3.2 2002-2003 Allocation

For 2002-2003, schools in School District No. 57 received funding according to the following schedule:

Per School:

- Elementary school \$100,000
- Middle school \$260,000
- Secondary school \$185,000

Additional Per-School Supplement for Small Elementary Schools \$20,000 (maximum):

- For schools with 160 or more students or schools with 20 or less students, there is no supplement.
- For schools with 159 or less students, but greater than 140, \$1,000 per student will be deducted from the \$20,000.
- For schools with less than 40 students, \$1,000 per student will be deducted from the \$20,000.

Per Student:

Kindergarten	\$4,445
Grade 1 to 3	\$4,075
Grade 4 to 7	\$3,445
Grade 8 to 10	\$3,997
Grade 11 and 12	\$4,355
Adult	\$3,550
Learning Resources – Elementary	\$28
Learning Resources 8 to 10	\$36
Learning Resources 11 and 12	\$41
Learning Resources – Continuing Education	\$35
2002 School Closure Savings Supplement per Student	\$75

3.3 Implications for Amalgamation

The funding levels outlined in this section of the report refer to the funds used by schools to provide educational programs.

They include:

- salaries for instruction and instructional support
- most supplies

They do not include:

- salaries for custodians and property maintenance
- maintenance and custodial supplies
- utilities

Thus, this section of the report does not cover all the savings that result from amalgamation but only that from the school's program operating grant. The funding based on a per pupil allocation is the same regardless of the school the student attends so when amalgamation occurs there is no change to this amount. When a school is closed the per school amount and, if applicable, the small elementary supplement is made available to offset budget reductions that would otherwise have occurred.

4. What is an Ideal Size Elementary School for School District No. 57?

4.1 Present School Staffing Patterns Surveyed

For the provision of the same educational program and service, per pupil costs are greater in smaller schools. When considering amalgamations, the question arises as to what constitutes a small and a large school. More importantly, there is the question of what is the best "balance" of educational factors, financial factors, and elementary school enrolment size within the context of School District No. 57.

To address this question, a subcommittee of the District Configuration Committee set itself to the consideration and comparison of elementary schools by enrolment size. The focus was on identifying service factors that are significantly impacted by variations in enrolment and on the identification of an enrolment threshold where there may be advantages in terms of service levels.

School District No. 57 schools were identified by a random numbering system, and grouped according to enrolment numbers. A range and a mean for each of the following staffing levels (FTE) were calculated for schools in each size category:

- Administration
- Learning assistance
- Support teacher
- Teacher librarian
- Library clerical
- Computer program instruction
- ESL/ESD teacher
- Enrichment teacher
- Office clerical

The statistical results of this survey are included in Appendix IV B.

4.2 Sub-Committee's Findings

Support teacher time: This was not considered in further discussions as it depends directly on the enrolment of special needs students and is not related directly to a school's total enrolment.

Computer teacher time: This was not considered in further discussions, as that time frequently is recorded as "preparation" time, so that actual computer teacher time was essentially hidden by the statistics.

Curriculum enrichment teacher time: This was not considered, as it was not a major factor.

ESL/ESD teacher time: This was not considered further, as it is directly dependent on ESL/ESD enrolment rather than on overall enrolment.

Administration time: Fulltime administration becomes a factor near an enrolment of 200, and increases only marginally up to school enrolments of 350; therefore, schools of approximately 350 students appear to be the most economic in terms of administration costs. At enrolments beyond 350, there is a more significant increase in administration time and, therefore, cost.

Learning assistance time: Enrolments of less than 100 tend to generate very little available time for learning assistance, which may make it impractical or at least very challenging to provide a significant degree of support to students requiring learning assistance. Enrolments from 250 to around 350 appear to make available .5 to almost full time learning assistance, allowing for comprehensive L.A. offerings, and permitting the scheduling flexibility required to make that support effective.

Teacher-librarian time: This increases to approximately .5 in schools with enrolments beyond 300. This level of librarian services allows for effective use

of school resources, provides scheduling flexibility, and allows teacher librarians to focus considerable effort on actual teaching, rather than “collection” maintenance.

Library clerical time: This becomes a regular and significant school-staffing factor at schools near the 300-student enrolment mark. Library clerk time is critical in that it provides further flexibility in scheduling “open” library times, increasing student access to school resources, and again, allowing the teacher-librarian to focus time and energy on instructional aspects of his/her responsibilities.

Office clerical time: At enrolments of 200 and beyond, it becomes common for there to be a full time secretary in school offices, and while some schools beyond the 300 enrolment mark do have more than a full-time secretary, most remain at the 1.0 FTE level. A full-time secretary ensures that parents and others are almost always able to make telephone contact with the school. The nature, and just as importantly, the quantity of work done by school secretaries requires significant engagement with the school. It is clear that such engagement is most cost effective in schools with enrolments exceeding 300 students.

General Conclusions

The subcommittee felt that both in terms of cost advantage and organization efficiency, schools with 300+ enrolments seem to be preferable. Discussions also noted that schools beyond a certain enrolment size may lose some of the benefits of “cost effectiveness” to other factors, such as difficult communications, and complications to social structure which could be counter productive for students, staff and parents.

5. School Amalgamation Criteria

5.1 Fourteen Factors

What factors should be considered when considering amalgamating elementary schools? The committee was helped in starting this consideration by the suggestions forwarded with its mandate. As a result of discussing these and other ideas, a list of 14 criteria was determined:

- No. 1 Operational costs should be reduced.
- No. 2 Maintenance costs should be reduced.
- No. 3 Building and site should require no major renovation nor upgrade nor soon to be needed capital repair.
- No. 4 The physical plant should meet program needs and provide a supportive learning environment.
- No. 5 Safety issues must be adequately addressed.
- No. 6 Transportation costs should be minimized.

- No. 7 Educational programs should be geographically accessible.
- No. 8 Receiving school(s) must have sufficient enrolment capacity.
- No. 9 Receiving school(s) should be impacted in a positive or neutral manner and not in an adverse manner.
- No. 10 All communities involved should be impacted in a positive or neutral manner.
- No. 11 Choice school programs should be suitably located.
- No. 12 The least number of students possible should be relocated.
- No. 13 Amalgamations should not restrict the ability to reconfigure zones or schools in the next year or two.
- No. 14 Amalgamations should appear to be effective over the next five years.

5.2 Weighting the Amalgamation Criteria

When considering amalgamation options, should all of the above criteria be considered equally? If criteria are not of equal importance, then we must determine what emphasis to place on each one. To help sort out these issues the committee used a “prioritization matrix” approach. This strategy is designed to move planning groups away from a “shoot from the hip approach” to rationally narrow down the focus. A side advantage to this approach is that it provides insight into the thinking of the committee as it worked its way to the report’s conclusions.

Appendix IV A includes the matrix developed, after much discussion, to determine the weighting that each criterion would play in the final overall rating of amalgamation options. The matrix yielded the following results.

5.3 Weighting of School Amalgamation Criteria

Rank No.	Criterion	% Weight
1	Safety issues must be adequately addressed.	20.3
2	The physical plant should meet program needs and provide a supportive learning environment.	17.8
3	Amalgamations should appear to be effective over the next five years.	10.6
4	Building and site should require no major renovation nor upgrade nor soon to be needed capital repair	9.8

Rank No.	Criterion	% Weight
5**	Educational programs should be geographically accessible.	6.3
5**	Receiving school(s) must have sufficient enrolment capacity.	6.3
5**	Amalgamations should not restrict the ability to reconfigure zones or schools in the next year or two.	6.3
8	Operational costs should be reduced.	5.9
9	Maintenance costs should be reduced.	4.8
10	Receiving school(s) should be impacted in a positive or neutral manner and not in an adverse manner.	3.7
11	Transportation costs should be minimized.	3.0
12	All communities involved should be impacted in a positive or neutral manner.	2.2
13	The least number of students possible should be relocated.	2.0
14	Choice school programs should be suitably located	1.1
TOTAL		100.1

**Note: Three criteria have the same weighting and rank at the No. 5 position.

6. Selection of School Closure Candidates for Further Analysis

6.1 A Full Analysis is Only Required for Some Schools

A full analysis of an amalgamation option involves detailed consideration with respect to all fourteen criteria. If the committee did this for all elementary schools the time required would be prohibitive. However, such an approach is not required as there are many schools that are not realistic candidates for closure.

Examples of factors ruling out closure include:

- The school was a “receiving” school last year and is now near capacity.
- The school is “large” and there is not adequate space in surrounding schools to accommodate students if the school were closed.
- The school is the only one in a community. Provincial funding to the district relating to small community and sparseness factors address the higher operating costs.

Accordingly, all elementary schools in School District No. 57 were “screened”. If the school was selected for further analysis the committee considered it in the next step. If it was deemed not to be a candidate for further analysis the reasons for this were recorded. The table on the following pages summarizes this approach.

School Closure Candidates for Further Analysis

School	Candidate for further analysis	Not candidate for further analysis	Reason
Austin Road Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in the Kelly Road zone, due to current number of students.
Bear Lake Elementary		X	<ul style="list-style-type: none"> The only school in the community. Currently, the small community supplement and sparseness allocation result in no long-term net financial operating benefit from closure. No geographically accessible alternatives for primary students.
Beaverly Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in geographic area due to current number of students.
Blackburn Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in the Blackburn zone, due to current number of students.
Buckhorn Elementary		X	<ul style="list-style-type: none"> Small community supplement results in little financial gain from amalgamating.
Carney Hill Elementary		X	<ul style="list-style-type: none"> Potential receiving school within the PGSS zone.
Central Fort Traditional Elementary	X		<ul style="list-style-type: none"> Amalgamate with Harwin Elem. and Quinson or Highland (Traditional).
College Heights Elementary		X	<ul style="list-style-type: none"> The receiver of amalgamation last year. (Not for closure but for possible movement of French Immersion students.)
Dunster Fine Arts Elementary		X	<ul style="list-style-type: none"> The only school in the community. Currently, the small community supplement and sparseness allocation result in no long-term net financial operating benefit from closure.
Edgewood Elementary		X	<ul style="list-style-type: none"> The receiver of amalgamation last year. It is currently at capacity.
Foothills Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone.

School	Candidate for further analysis	Not a candidate for further analysis	Reason
Giscome Elementary		X	<ul style="list-style-type: none"> The only school in the community. Currently, the small community supplement and sparseness allocation result in no long-term net financial operating benefit from closure. No geographically accessible alternatives for some primary students.
Glenview Elementary		X	<ul style="list-style-type: none"> Potential receiving school in the Kelly Road zone due to Wildwood foundation issues.
Hart Highlands Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in the Kelly Road zone, due to current number of students.
Harwin Elementary		X	<ul style="list-style-type: none"> A receiver school last year. May be a receiver for this year's amalgamation.
Heritage Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone.
Highglen Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone.
Highland Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone.
Hixon Elementary		X	<ul style="list-style-type: none"> The only school in the community. Currently, the small community supplement and sparseness allocation result in no long-term net financial operating benefit from closure. No geographically accessible alternatives for primary students.
K.G.V. Elementary	X		<ul style="list-style-type: none"> Amalgamation with Harwin and Ron Brent.
Lakewood Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone.
Mackenzie Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in Mackenzie zone, due to current number of students.
Malaspina Elementary		X	<ul style="list-style-type: none"> Receiver of amalgamation last year. No reasonable alternative in the College Heights zone, due to current number of students.

School	Candidate for further analysis	Not a candidate for further analysis	Reason
McBride Centennial Elementary		X	<ul style="list-style-type: none"> Currently, the small community supplement and sparseness allocation result in no long-term net financial operating benefit from closure. No geographically accessible alternatives for primary students.
McLeod Lake Elementary		X	<ul style="list-style-type: none"> The only school in the community. Currently, the small community supplement and sparseness allocation result in no long-term net financial operating benefit from closure. No geographically accessible alternatives for some primary students.
Meadow Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone.
Morfee Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in the Mackenzie zone, due to current number of students.
Nukko Lake Elementary		X	<ul style="list-style-type: none"> Small community supplement allocation results in little financial operating benefit from closure. No geographically accessible alternatives for some primary students.
Peden Hill Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in zone, due to current number of students.
Pineview Elementary		X	<ul style="list-style-type: none"> Small community supplement allocation results in little financial operating benefit from closure. No reasonable alternative in the Blackburn zone, due to current number of students.
Pinewood Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone or the John McInnis/PGSS zone.
Quinson Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the Lakewood/DP Todd zone.
Ron Brent Elementary	X		<ul style="list-style-type: none"> Amalgamate with South Ft. George, Carney Hill and Van Bien.
Salmon Valley Elementary		X	<ul style="list-style-type: none"> Small community supplement allocation results in little financial gain from amalgamating.
Shady Valley Elementary	X		<ul style="list-style-type: none"> Amalgamate within the Kelly Road zone.

School	Candidate for further analysis	Not a candidate for further analysis	Reason
South Fort Elementary	X		<ul style="list-style-type: none"> Amalgamate with Carney Hill and Ron Brent.
Southridge Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in the College Heights zone, due to current number of students.
Springwood Elementary		X	<ul style="list-style-type: none"> Potential receiving school in the Kelly Road zone due to Wildwood facility audit.
Spruceland Elementary		X	<ul style="list-style-type: none"> A centrally located large school and has capacity for increased enrolment.
Valemount Elementary		X	<ul style="list-style-type: none"> Currently, the small community supplement and sparseness allocation result in no long-term net financial operating benefit from closure. No geographically accessible alternatives for primary students.
Van Bien Elementary	X		<ul style="list-style-type: none"> Amalgamation options within the John McInnis/PGSS zone.
Vanway Elementary		X	<ul style="list-style-type: none"> The receiver of amalgamation last year. Now a relatively large school close to capacity.
Westwood Elementary		X	<ul style="list-style-type: none"> No reasonable alternative in the John McInnis zone, due to current number of students.
Wildwood Elementary	X		<ul style="list-style-type: none"> Amalgamate within the Kelly Road zone. Major physical plant foundation issue.

7. Analysis of Options for Amalgamation: Part I

7.1 Fourteen Options

The fifteen schools selected as possible closure candidates were then considered in a variety of amalgamation scenarios. Fourteen options were crafted with the understanding that because some schools were involved in more than one option, not all fourteen options could be implemented. The following options are not listed in priority order.

Option Number	Option
1	Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.
2	Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.
3	Amalgamate Highglen Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highglen Elementary. Montessori program would be relocated to another location.
4	Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.
5	Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceland Elementary effective September 2003.
6	Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.
7	Amalgamate Lakewood Elementary with Foothills Elementary and Spruceland Elementary effective September 2003.
8	Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.
9	Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.
10	Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.
11	Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Bien Elementary effective September 2003.
12	Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.
13	Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.
14	Amalgamate Wildwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.

Note: The Van Bien option was not added until later in the analysis. Refer to section 10.2 – Discussion of Options.

7.2 What Method of Analysis would help Evaluate the Options?

With so many amalgamation options and with so many criteria, how do you consider all the information and how do you reach a conclusion? To address these questions, the “prioritization matrix” approach used to weight the 14 amalgamation criteria was also applied to this part of the analysis:

- It allowed each option to be considered against every other option, one at a time. This provided for a more reasoned approach than global considerations.
- It allowed each criterion to be considered, one at a time. This too helped focus the deliberations.
- It allowed for the application of weighting to each criterion.
- It yielded scores that could then be combined and compared to one another.
- It provided a record that could help the report reader follow the thinking of the committee as it deliberated.

The committee discussed the amalgamation options with respect to closure criteria. Appendix III contains “Closure Option Data and Notes Worksheets” assembled during these discussions. Then the seventeen members each completed a matrix for every criterion. The ratings were then combined to produce matrixes. Below is a guide to interpreting the matrixes.

Criterion Ranking Guide

Criterion	Explanation
No. 1: Safety	The higher the number, the safer the situation.
No. 2: Physical Plant	The higher the number, the more program space in the receiving school(s) e.g. lots of storage and small working places, suitable library space and spacious classrooms.
No. 3: Effectiveness	The higher the number, the more effective the amalgamation would be over the next five years in accommodating projected enrolments.
No. 4: Building Upgrades	The higher the number, the less money that would be required to implement the option. A school that would require a lot of upgrading to accommodate students would receive a lower number.

Criterion	Explanation
No. 5: Geographic Accessibility	The higher the number, the greater the argument for closure. The further students would have to travel to school, the lower the number.
No. 6: Enrolment Capacity	The higher the number, the more enrolment capacity a receiving school has.
No. 7: Future Configuration	The higher the number, the less restriction for reconfiguring in the next year or two. If the amalgamation would restrict future configuration, then it would generate a lower number.
No. 8: Savings	The higher the number, the greater the savings to the district.
No. 9: Maintenance Costs	The higher the number, the greater the savings to the district. The internal facility audit percentage for the schools is a good indicator. We want to maximize savings, so the lower the audit percentage, and the greater the costs.
No. 10: Impact on Receiving Schools	The higher the number, the less the impact. If the amalgamation would create a negative impact, the option would generate a lower number.
No. 11: Transportation	The higher the number, the lower the transportation costs.
No. 12: Impact on Community	The higher the number, the lower the impact on the community. If the amalgamation would impact badly on the community, it would generate a lower number.
No. 13: Relocation of Students	The higher the number, the fewer students to be relocated from the catchment area.
No. 14: Choice Programs	The higher the number, the less the impact on the specific location of choice programs.

7.3 Ranking Matrices

The matrices appear on the following pages.

Closure Criterion No. 1
Description: Safety Issues Must Be Adequately Addressed

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
1	***	1	1	1	1	1	1	1	5	5	5	5	0.2	1	20.2	9.8
2	1	***	1	1	1	1	1	1	1	1	5	5	1	1	21	7.3
3	1	1	***	1	1	1	1	1	1	1	5	5	1	1	21	7.3
4	1	1	1	***	1	1	1	1	5	5	5	5	1	1	29	10.1
5	1	1	1	1	***	1	1	1	5	5	5	5	1	1	29	10.1
6	1	1	1	1	1	***	1	1	1	5	5	5	1	1	26	8.7
7	1	1	1	1	1	1	***	1	1	1	5	5	0.2	1	20.2	7.0
8	1	1	1	1	1	1	1	***	1	1	5	5	0.2	1	20.2	7.0
9	0.2	1	1	0.2	0.2	1	1	1	***	1	5	5	1	1	18.6	6.5
10	0.2	1	0.2	0.2	0.2	0.2	1	1	1	***	1	5	1	1	13	4.5
11	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	1	***	1	0.2	0.2	4.2	1.5
12	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	1	***	0.2	0.2	3.4	1.2
13	5	1	1	1	1	1	5	5	1	1	5	5	***	1	35	11.8
14	1	1	1	1	1	1	1	1	1	1	5	5	1	***	21	7.3
TOTAL															286.8	100.0

Closure Criterion No. 2
Description: The Physical Plant should meet program needs and provide a supportive learning environment

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	1	13	6.5
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	6.5
Amalgamate Highline Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highline Elementary (Montessori program) would be relocated to another location.	3	---	---	---	5	1	1	1	1	1	1	1	1	1	1	13	6.5
Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	0.2	---	0.2	0.2	0.2	1	1	1	1	1	1	1	17	8.4
Amalgamate Quinson Elementary with Highland Traditional Elementary and Sprucefield Elementary effective September 2003.	5	1	1	1	5	---	---	---	1	1	1	1	1	1	1	17	8.4
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	5	1	---	---	1	1	1	5	1	1	1	21	10.4
Amalgamate Lakewood Elementary with Foothills Elementary and Sprucefield Elementary effective September 2003.	7	1	1	1	5	1	1	---	1	1	1	1	1	1	1	17	8.4
Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September, 2003.	8	1	1	1	1	1	1	1	---	1	1	1	1	1	1	13	6.5
Amalgamate Central Fort George Traditional Elementary with Herwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	1	---	1	1	1	1	1	13	6.5
Amalgamate King George V Elementary with Herwin Elementary and Ron Brent Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	---	1	1	1	1	1	13	6.5
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Ben Elementary effective September 2003.	11	1	1	1	1	1	0.2	1	1	1	1	---	0.2	1	1	11.4	5.7
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	5	---	1	1	17	8.4
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	1	1	1	1	---	1	13	6.5
Amalgamate Wildwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	6.5
TOTAL																201.2	100.0

Closure Criterion No. 3
Description: Amalgamations should appear to be effective over the next five years

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (9) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	---	---	---	---	---	---	---	---	---	---	---	---	---	---	7.1
Amalgamate Highglenn Elementary (regular program) with Oakton Elementary and Highland Traditional Elementary effective September 2003. Close Highglenn Elementary Montessori program would be relocated to another location.	3	1	1	---	---	---	---	---	---	---	---	---	---	---	---	---	7.1
Amalgamate Highland Traditional Elementary with Meadow Elementary and Oakton Elementary effective September 2003.	4	1	1	---	---	---	---	---	---	---	---	---	---	---	---	---	7.1
Amalgamate Oakton Elementary with Highland Traditional Elementary and Sprucefield Elementary effective September 2003.	5	1	1	1	---	---	---	---	---	---	---	---	---	---	---	---	7.1
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	---	---	---	---	---	---	---	---	---	---	7.1
Amalgamate Lakewood Elementary with Foothills Elementary and Sprucefield Elementary effective September 2003.	7	1	1	1	1	1	---	---	---	---	---	---	---	---	---	---	7.1
Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	---	---	---	---	---	---	---	---	---	7.1
Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Oakton Elementary effective September 2003.	9	1	1	1	1	1	1	1	---	---	---	---	---	---	---	---	7.1
Amalgamate King George V Elementary with Harwin Elementary and Ron Beel Elementary effective September 2003.	10	1	1	1	1	1	1	1	---	---	---	---	---	---	---	---	7.1
Amalgamate Ron Beel Elementary with Currey Hill Elementary, South Fort George Elementary and Van Ron Elementary effective September 2003.	11	1	1	1	1	1	1	1	---	---	---	---	---	---	---	---	7.1
Amalgamate South Fort George Elementary with Currey Hill Elementary and Ron Beel Elementary effective September 2003.	12	1	1	1	1	1	1	1	---	---	---	---	---	---	---	---	7.1
Amalgamate Shack Valley Elementary with Hart Highroads Elementary effective September 2003.	13	1	1	1	1	1	1	1	---	---	---	---	---	---	---	---	7.1
Amalgamate Westwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	1	1	1	1	1	1	1	---	---	---	---	---	---	---	---	7.1
TOTAL																182	100.0

Closure Criterion No. 4
 Description: Building and site should require no major renovation, upgrade, or soon to be needed capital repair

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	***	1	5	1	1	1	1	1	1	1	1	1	1	1	17	8.8
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	***	1	1	1	1	1	1	1	1	1	1	1	1	13	6.7
Amalgamate Highgen Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Class Highgen Elementary Montessori program would be relocated to another location.	3	0.2	1	***	1	1	1	1	1	0.2	1	1	1	1	1	11.4	5.9
Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	1	***	1	1	1	1	1	1	1	1	0.2	1	12.2	6.3
Amalgamate Quinson Elementary with Highland Traditional Elementary and Sprucecreek Elementary effective September 2003.	5	1	1	1	1	***	1	1	1	1	1	1	1	1	1	13	6.7
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	6.7
Amalgamate Lakewood Elementary with Foothills Elementary and Sprucecreek Elementary effective September 2003.	7	1	1	1	1	1	1	***	1	1	1	1	1	1	1	13	6.7
Amalgamate Pinewood Elementary with Washwood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	1	***	1	1	1	1	1	1	13	6.7
Amalgamate Central Fort George Traditional Elementary with Herwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	1	***	1	1	1	1	1	13	6.7
Amalgamate King George V Elementary with Herwin Elementary and Ron Brent Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	1	***	5	1	1	1	17	8.8
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Buren Elementary effective September 2003.	11	1	1	1	1	1	1	1	1	1	0.2	***	1	1	0.2	11.4	5.9
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	1	***	1	1	13	6.7
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	5	1	1	1	1	1	1	1	1	***	1	17	8.8
Amalgamate Wildwood Elementary with Glenview Elementary and Sprucewood Elementary effective September 2003.	14	1	1	1	1	1	1	1	1	1	1	5	1	1	***	17	8.8
TOTAL																194	100.0

Closure Criterion No. 5
Description: Educational programs should be geographically accessible

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.6
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	---	1	1	1	1	1	1	1	1	1	1	1	1	13	7.6
Amalgamate Highgen Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highgen Elementary. Monesson program would be relocated to another location.	3	1	1	---	1	1	1	1	1	1	1	1	1	1	1	13	7.6
Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	1	---	1	1	1	1	1	1	1	1	1	1	13	7.6
Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceleaf Elementary effective September 2003.	5	1	1	1	---	1	1	1	1	1	1	1	1	1	1	13	7.6
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.6
Amalgamate Lakewood Elementary with Foothills Elementary and Spruceleaf Elementary effective September 2003.	7	1	1	1	1	1	1	---	1	1	1	1	1	1	1	13	7.6
Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	1	---	1	1	1	1	1	1	13	7.6
Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	1	---	1	1	1	5	1	17	9.2
Amalgamate King George V Elementary with Harwin Elementary and Renbourn Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	---	1	1	1	1	1	13	7.6
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Ben Elementary effective September 2003.	11	1	1	1	1	1	1	1	1	1	---	1	1	1	1	13	7.6
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	---	1	1	1	13	7.6
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	0.2	1	1	1	---	1	12.2	6.6
Amalgamate Wildwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.6
TOTAL																185.2	100.0

Closure Criterion No. 6
 Description: Receiving schools must have sufficient enrolment capacity

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Annalsdale Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Annalsdale Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	---	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Annalsdale Higgins Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close High Glen Elementary-Monessori program would be allocated to another location.	3	1	1	---	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Annalsdale Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	1	---	1	1	1	1	1	1	1	1	1	1	13	7.1
Annalsdale Quinson Elementary with Highland Traditional Elementary and Sprucefield Elementary effective September 2003.	5	1	1	1	1	---	1	1	1	1	1	1	1	1	1	13	7.1
Annalsdale Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	---	1	1	1	1	1	1	1	1	13	7.1
Annalsdale Lakewood Elementary with Foothills Elementary and Sprucefield Elementary effective September 2003.	7	1	1	1	1	1	1	---	1	1	1	1	1	1	1	13	7.1
Annalsdale Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	1	---	1	1	1	1	1	1	13	7.1
Annalsdale Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	1	---	1	1	1	1	1	13	7.1
Annalsdale King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	1	---	1	1	1	1	13	7.1
Annalsdale Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Ben Elementary effective September 2003.	11	1	1	1	1	1	1	1	1	1	1	---	1	1	1	13	7.1
Annalsdale South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	1	---	1	1	13	7.1
Annalsdale Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	1	1	1	1	---	1	13	7.1
Annalsdale Willowood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	1	1	1	1	1	1	1	1	1	1	1	1	1	---	13	7.1
TOTAL		1	1	1	1	1	1	1	1	1	1	1	1	1	1	162	100.0

Closure Criterion No. 7
 Description: Amalgamations should not restrict the ability to reconfigure zones or schools in the next year or two

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lowwood Elementary effective September 2003.	1	***	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2		***	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Higgins Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Higgins Elementary. Morrison program would be relocated to another location.	3	1	1	***	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	1	***	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Quinson Elementary with Highland Traditional Elementary and Sprucefield Elementary effective September 2003.	5	1	1	1	1	***	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	***	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Lowwood Elementary with Foothills Elementary and Sprucefield Elementary effective September 2003.	7	1	1	1	1	1	1	***	1	1	1	1	1	1	1	13	7.1
Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September, 2003.	8	1	1	1	1	1	1	1	***	1	1	1	1	1	1	13	7.1
Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	1	***	1	1	1	1	1	13	7.1
Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	1	***	1	1	1	1	13	7.1
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Ben Elementary effective September 2003.	11	1	1	1	1	1	1	1	1	1	1	***	1	1	1	13	7.1
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	1	***	1	1	13	7.1
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	1	1	1	1	***	1	13	7.1
Amalgamate Willow Elementary with Glenview Elementary and Sprucewood Elementary effective September 2003.	14	1	1	1	1	1	1	1	1	1	1	1	1	1	***	13	7.1
TOTAL																182	100.0

Closure Criterion No. 8
Description: Operational costs should be reduced

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	***														17	7.0
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2		***													17	7.0
Amalgamate Highland Elementary (regular program) with Ounson Elementary and Highland Traditional Elementary effective September 2003. Close Highland Elementary. Montessori program would be relocated to another location.	3			***												13	5.4
Amalgamate Highland Traditional Elementary with Meadow Elementary and Ounson Elementary effective September 2003.	4															33	13.6
Amalgamate Ounson Elementary with Highland Traditional Elementary and Sprucefield Elementary effective September 2003.	5															21	8.6
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6															12.2	5.0
Amalgamate Lakewood Elementary with Foothills Elementary and Sprucefield Elementary effective September 2003.	7															16.2	6.7
Amalgamate Pinewood Elementary with Lakewood Elementary and Foothills Elementary effective September 2003.	8									0.2						11.4	4.7
Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Ounson Elementary effective September 2003.	9															21	8.6
Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	10															25	10.3
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Buren Elementary effective September 2003.	11															15.4	6.3
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12															14.6	6.0
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13															5	2.1
Amalgamate Wilwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14															21	8.6
TOTAL																242.8	100.0

Closure Criterion No. 9
Description: Maintenance costs should be reduced

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	***	0.2	1	1	1	1	1	1	0.2	0.2	1	1	1	0.2	9.8	3.7
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	5	***	1	1	1	1	1	1	0.2	0.2	1	1	1	0.2	14.6	5.4
Amalgamate Highlands Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highland Elementary Montessori program would be relocated to another location.	3																
Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	***	1	0.2	1	1	1	0.2	0.2	1	1	1	0.2	9.8	3.7
Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceland Elementary effective September 2003.	5	1	1	1	***	1	1	1	1	0.2	0.2	1	1	1	0.2	10.6	3.9
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	***	0.2	1	0.2	0.2	1	1	1	1	18.2	6.0
Amalgamate Lakewood Elementary with Foothills Elementary and Spruceland Elementary effective September 2003.	7	1	1	1	1	1	5	***	1	0.2	0.2	1	1	1	0.2	9.8	3.7
Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	1	***	0.2	0.2	1	1	1	0.2	15.4	5.7
Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highlands Traditional Elementary or Quinson Elementary effective September 2003.	9															10.6	3.9
Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	10	5	5	5	5	1	5	5	5	***	1	1	1	1	1	41	15.3
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Stan Elementary effective September 2003.	11															45	16.8
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	***	1	1	0.2	12.2	4.5
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	1	1	1	***	1	0.2	12.2	4.5
Amalgamate Willowood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	5	5	5	5	1	5	1	5	1	1	5	5	5	***	49	18.3
TOTAL																260.4	100.0

Closure Criterion No. 10
 Description: Receiving schools should be impacted in a positive or neutral manner

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	---	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Highline Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highline Elementary, Montross program would be relocated to another location.	3	1	1	---	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	1	---	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceford Elementary effective September 2003.	5	1	1	1	1	---	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	---	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Lakewood Elementary with Foothills Elementary and Spruceford Elementary effective September 2003.	7	1	1	1	1	1	1	---	1	1	1	1	1	1	1	13	7.1
Amalgamate Pinewood Elementary with Lakewood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	1	---	1	1	1	1	1	1	13	7.1
Amalgamate Central Fort George Traditional Elementary with Herwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	1	---	1	1	1	1	1	13	7.1
Amalgamate King George V Elementary with Herwin Elementary and Ron Brent Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	1	---	1	1	1	1	13	7.1
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Ben Elementary effective September 2003.	11	1	1	1	1	1	1	1	1	1	1	---	1	1	1	13	7.1
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	1	---	1	1	13	7.1
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	1	1	1	1	---	1	13	7.1
Amalgamate Lakewood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	1	1	1	1	1	1	1	1	1	1	1	1	1	---	13	7.1
TOTAL																182	100.0

Closure Criterion No. 11
 Description: Transportation costs should be minimized

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	5	17	8.2
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	---	1	1	1	1	1	1	1	1	1	1	1	5	17	8.2
Amalgamate Highlands Elementary (regular program) with Durson Elementary and Highland Traditional Elementary effective September 2003. Close High Glen Elementary. Mentions program would be reallocated to another location.	3	1	1	---	1	1	1	1	1	1	1	1	1	1	5	17	8.2
Amalgamate Highlands Traditional Elementary with Meadow Elementary and Durson Elementary effective September 2003.	4	1	1	1	---	1	1	1	1	1	1	1	1	1	5	17	8.2
Amalgamate Oakton Elementary with Highland Traditional Elementary and Sprucefield Elementary effective September 2003.	5	1	1	1	1	---	1	1	1	1	1	1	1	1	5	17	8.2
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	---	1	1	1	1	1	1	1	1	13	6.3
Amalgamate Lakewood Elementary with Foothills Elementary and Sprucefield Elementary effective September 2003.	7	1	1	1	1	1	1	---	1	1	1	1	1	1	5	17	8.2
Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	1	---	1	1	1	1	1	5	17	8.2
Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Oakton Elementary effective September 2003.	9	1	1	1	1	1	1	1	1	---	1	1	1	1	1	13	6.3
Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	1	---	1	1	1	1	13	6.3
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Buren Elementary effective September 2003.	11	1	1	1	1	1	1	1	1	1	1	---	1	1	1	13	6.3
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	1	---	1	5	17	8.2
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	1	1	1	1	---	1	13	6.3
Amalgamate Willow Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	---	6.6	3.2
TOTAL																207.6	100.0

Closure Criterion No. 12
 Description: All communities involved should be impacted in a positive or neutral manner

- (0-1) Exceedingly Less Important
- (0-2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	---	1	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Highland Elementary (regular program) with Oakton Elementary and Highland Traditional Elementary effective September 2003. Close Highland Elementary-Monroeton program would be relocated to another location.	3	1	1	---	1	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Highland Traditional Elementary with Meadow Elementary and Oakton Elementary effective September 2003.	4	1	1	1	---	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceleaf Elementary effective September 2003.	5	1	1	1	---	1	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	---	1	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Lakewood Elementary with Foothills Elementary and Spruceleaf Elementary effective September 2003.	7	1	1	1	1	1	---	1	1	1	1	1	1	1	1	13	7.1
Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	8	1	1	1	1	1	1	---	1	1	1	1	1	1	1	13	7.1
Amalgamate Central Fort George Traditional Elementary with Herwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	---	1	1	1	1	1	1	13	7.1
Amalgamate King George V Elementary with Herwin Elementary and Ron Beck Elementary effective September 2003.	10	1	1	1	1	1	1	1	1	---	1	1	1	1	1	13	7.1
Amalgamate Ron Beck Elementary with Carney Hill Elementary, South Fort George Elementary and Van Ben Elementary effective September 2003.	11	1	1	1	1	1	1	1	1	1	---	1	1	1	1	13	7.1
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Beck Elementary effective September 2003.	12	1	1	1	1	1	1	1	1	1	1	---	1	1	1	13	7.1
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	1	1	1	1	---	1	1	13	7.1
Amalgamate Wilwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	1	1	1	1	1	1	1	1	1	1	1	1	---	1	13	7.1
TOTAL		1	1	1	1	1	1	1	1	1	1	1	1	1	1	182	100.0

Closure Criterion No. 13
 Description: The least number of students possible should be relocated

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL	% WEIGHT
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	***	1	0.2	1	1	0.2	1	1	0.2	0.2	0.2	0.2	0.2	0.2	6.6	2.0
Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	1	***	0.2	0.2	1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	4.2	1.2
Amalgamate Highline Elementary (regular program) with Oakton Elementary and Highland Traditional Elementary effective September 2003. Close Highline Elementary. Montessori program would be relocated to another location.	3	5	5	***	5	5	1	1	1	1	1	1	1	1	1	29	8.6
Amalgamate Highland Traditional Elementary with Meadow Elementary and Oakton Elementary effective September 2003.	4	1	5	0.2	***	1	1	1	1	0.2	0.2	1	0.2	0.2	0.2	12.2	3.6
Amalgamate Oakton Elementary with Highland Traditional Elementary and Sprucecrest Elementary effective September 2003.	5	1	1	0.2	1	***	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	5	1.5
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	5	5	1	1	5	***	1	1	1	0.2	1	1	0.2	1	23.4	7.0
Amalgamate Lakewood Elementary with Foothills Elementary and Sprucecrest Elementary effective September 2003.	7	1	5	1	1	5	1	***	1	1	0.2	1	1	0.2	1	19.4	5.8
Amalgamate Pinewood Elementary with Woodwood Elementary and Foothills Elementary effective September 2003.	8	1	5	1	1	5	1	1	***	0.2	0.2	1	1	0.2	1	18.6	5.5
Amalgamate King George V Traditional Elementary with Hanes Elementary, SA proceeds split to attend Highland Traditional Elementary or Quarm Elementary effective September 2003.	9	5	5	1	5	5	1	1	5	***	0.2	1	1	1	1	32.2	9.8
Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	10	5	5	5	5	5	5	5	5	5	***	5	1	1	1	53	16.8
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Buren Elementary effective September 2003.	11	5	5	1	1	5	1	1	1	1	0.2	***	0.2	0.2	0.2	21.8	6.5
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	5	5	1	5	5	1	1	1	1	1	5	***	1	1	33	9.8
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	5	5	1	5	5	5	5	5	1	1	5	1	***	1	45	13.4
Amalgamate Wildwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	5	5	1	5	5	1	1	1	1	1	5	1	1	***	33	9.8
TOTAL																206.4	100.0

Closure Criterion No. 14
Description: Choice programs should be suitably located

- (0.1) Exceedingly Less Important
- (0.2) Significantly Less Important
- (1) Equally Important
- (5) Significantly More Important
- (10) Exceedingly More Important

Option	Option No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	TOTAL
Amalgamate Focibilla Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	1	---	1	1	1	1	1	1	1	1	1	1	1	1	1	13
Amalgamate Heritage Elementary with Focibilla Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	2	---	---	---	---	---	---	---	---	---	---	---	---	---	---	13
Amalgamate Highlands Elementary (regular program) with Quinson Elementary and Highlands Traditional Elementary effective September 2003. Close Highlands Montessori program would be relocated to another location.	3	---	---	---	---	---	---	---	---	---	---	---	---	---	---	13
Amalgamate Highlands Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	4	1	1	1	---	1	1	1	1	1	1	1	1	1	1	13
Amalgamate Quinson Elementary with Highlands Traditional Elementary and Sprucefield Elementary effective September 2003.	5	1	1	1	---	---	---	---	---	---	---	---	---	---	---	13
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	6	1	1	1	1	1	---	1	1	1	1	1	1	1	1	13
Amalgamate Lakewood Elementary with Focibilla Elementary and Sprucefield Elementary effective September 2003.	7	1	1	1	1	1	1	---	---	---	---	---	---	---	---	13
Amalgamate Pinewood Elementary with Westwood Elementary and Focibilla Elementary effective September 2003.	8	1	1	1	1	1	1	1	---	---	---	---	---	---	---	13
Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	9	1	1	1	1	1	1	1	---	---	---	---	---	---	---	13
Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	10	1	1	1	1	1	1	1	---	---	---	---	---	---	---	13
Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Blen Elementary effective September 2003.	11	1	1	1	1	1	1	1	---	---	---	---	---	---	---	13
Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	12	1	1	1	1	1	1	1	---	---	---	---	---	---	---	13
Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	13	1	1	1	1	1	1	1	---	---	---	---	---	---	---	13
Amalgamate Withwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	14	1	1	1	1	1	1	1	---	---	---	---	---	---	---	13
TOTAL		1	1	1	1	1	1	1	1	1	1	1	1	1	1	182
																100.0

8. Analysis of Options for Amalgamation: Part II

8.1 Ranking of Closure Options

At this stage of analysis the ratings with respect to each criterion were combined with the weighting for the criterion. The result is a “ranking of closure options across all criteria”, which can be found on the following two pages.

Ranking of Closure Options Across All Criteria

Option No.	Option	Criterion % Weight															
		20.3		17.8		13.8		9.8		8.1		6.3		5.3			
		Option % Weight with respect to Criterion	Criterion % Weight x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	Criterion % Weight x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	Criterion % Weight x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	Criterion % Weight x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	Criterion % Weight x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	Criterion % Weight x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	Criterion % Weight x (Option % Weight) = OPTION VALUE		
1	Amalgamate Froebis Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	9.8	1.5954	6.5	1.157	7.1	0.7526	8.8	0.8624	7.0	0.441	7.1	0.4473	7.1	0.4473	7.0	0.413
2	Amalgamate Heritage Elementary with Froebis Elementary, Mission Elementary, and Highland Traditional Elementary effective September 2003.	7.3	1.4819	6.5	1.157	7.1	0.7526	6.7	0.6566	7.0	0.441	7.1	0.4473	7.1	0.4473	7.0	0.413
3	Amalgamate Highland Elementary (regular program) with Quince Elementary and Highland Traditional Elementary effective September 2003. Class Highland Elementary Montessori program would be relocated to another location.	7.3	1.4819	8.4	1.4952	7.1	0.7526	5.9	0.5782	7.0	0.441	7.1	0.4473	7.1	0.4473	7.0	0.413
4	Amalgamate Highland Traditional Elementary with Mission Elementary and Quince Elementary effective September 2003.	10.1	2.0503	4.9	0.8722	7.1	0.7526	6.3	0.6174	7.0	0.441	7.1	0.4473	7.1	0.4473	13.6	0.8024
5	Amalgamate Quince Elementary with Highland Traditional Elementary and Sprouck Elementary effective September 2003.	10.1	2.0503	8.4	1.4952	7.1	0.7526	6.7	0.6566	7.0	0.441	7.1	0.4473	7.1	0.4473	8.6	0.5074
7	Amalgamate Lakewood Elementary with Froebis Elementary and Sprouck Elementary effective September 2003.	8.7	1.7661	10.4	1.8512	7.1	0.7526	6.7	0.6566	7.0	0.441	7.1	0.4473	7.1	0.4473	5.0	0.295
8	Amalgamate Pinewood Elementary with Winwood Elementary and Froebis Elementary effective September 2003.	7.0	1.421	8.4	1.4952	7.1	0.7526	6.7	0.6566	7.0	0.441	7.1	0.4473	7.1	0.4473	6.7	0.3953
9	Amalgamate Central Fort George Traditional Elementary with Herwin Elementary, but provide option to attend Highland Traditional Elementary or Quince Elementary effective September 2003.	7.0	1.421	6.5	1.157	7.1	0.7526	6.7	0.6566	7.0	0.441	7.1	0.4473	7.1	0.4473	4.7	0.2773
10	Amalgamate King George V Elementary with Herwin Elementary and Ron Brent Elementary effective September 2003.	6.5	1.3195	6.5	1.157	7.1	0.7526	6.7	0.6566	9.2	0.796	7.1	0.4473	7.1	0.4473	8.6	0.5074
11	Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Blin Elementary effective September 2003.	4.5	0.9135	6.5	1.157	7.1	0.7526	8.8	0.9624	7.0	0.441	7.1	0.4473	7.1	0.4473	10.3	0.6077
12	Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	1.9	0.2045	9.7	1.0146	7.1	0.7526	5.9	0.5782	7.0	0.441	7.1	0.4473	7.1	0.4473	6.3	0.3717
13	Amalgamate Study Vale Elementary with Hill Highlands Elementary effective September 2003.	1.2	0.2436	8.4	1.4952	7.1	0.7526	6.7	0.6566	7.0	0.441	7.1	0.4473	7.1	0.4473	6.0	0.364
14	Amalgamate Winwood Elementary with Carney Hill Elementary and Sprouck Elementary effective September 2003.	11.9	2.3545	6.5	1.157	7.1	0.7526	8.8	0.9624	6.6	0.4158	7.1	0.4473	7.1	0.4473	2.1	0.1239
7.3	1.4819	6.5	1.157	7.1	0.7526	8.8	0.9624	7.0	0.441	7.1	0.4473	7.1	0.4473	7.1	0.4473	8.6	0.5074
99.81		100.11		99.41		100.21		99.81		99.41		99.41		99.41		99.91	

Ranking of Closure Options Across All Criteria

Option No.	Option	Criterion % Weight											RAW TOTALS OF Option Values	GRAND TOTAL % RANKING	
		4.8		3.7		3		2.2		2		1.1			
		Option % Weight with respect to Criterion	(Criterion % Weight) x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	(Criterion % Weight) x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	(Criterion % Weight) x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	(Criterion % Weight) x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion	(Criterion % Weight) x (Option % Weight) = OPTION VALUE	Option % Weight with respect to Criterion			(Criterion % Weight) x (Option % Weight) = OPTION VALUE
1	Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	3.7	0.1776	7.1	0.2627	8.2	0.246	7.1	0.1562	2.0	0.04	7.1	0.0781	7.4706	7.47783
2	Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary, and Highland Traditional Elementary effective September 2003.	5.4	0.2592	7.1	0.2627	8.2	0.246	7.1	0.1562	1.2	0.024	7.1	0.0781	6.8229	6.8295
3	Amalgamate Highgate Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highgate Elementary. Montessori program would be relocated to another location.	3.7	0.1776	7.1	0.2627	8.2	0.246	7.1	0.1562	8.6	0.172	7.1	0.0781	7.0547	7.06153
4	Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	3.9	0.1872	7.1	0.2627	8.2	0.246	7.1	0.1562	3.6	0.072	7.1	0.0781	7.4327	7.43969
5	Amalgamate Quinson Elementary with Highland Traditional Elementary and Sprucehead Elementary effective September 2003.	6.0	0.288	7.1	0.2627	8.2	0.246	7.1	0.1562	1.5	0.03	7.1	0.0781	7.8587	7.86531
6	Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	3.7	0.1776	7.1	0.2627	6.3	0.189	7.1	0.1562	7.0	0.14	7.1	0.0781	7.6607	7.66812
7	Amalgamate Lakewood Elementary with Foothills Elementary and Sprucehead Elementary effective September 2003.	5.7	0.2796	7.1	0.2627	8.2	0.246	7.1	0.1562	5.8	0.116	7.1	0.0781	7.1899	7.19586
8	Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	3.9	0.1872	7.1	0.2627	8.2	0.246	7.1	0.1562	5.5	0.11	7.1	0.0781	6.6403	6.64673
9	Amalgamate Central Fort George Traditional Elementary with Herwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	15.3	0.7344	7.1	0.2627	6.3	0.189	7.1	0.1562	9.6	0.192	7.1	0.0781	7.4797	7.48694
10	Amalgamate King George V Elementary with Herwin Elementary and Ron Brent Elementary effective September 2003.	16.8	0.8064	7.1	0.2627	6.3	0.189	7.1	0.1562	15.8	0.316	7.1	0.0781	7.4372	7.4444
11	Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Blen Elementary effective September 2003.	4.5	0.216	7.1	0.2627	6.3	0.189	7.1	0.1562	6.5	0.13	7.1	0.0781	5.3892	5.39442
12	Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	4.5	0.216	7.1	0.2627	8.2	0.246	7.1	0.1562	9.8	0.196	7.1	0.0781	5.9926	5.9994
13	Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	4.5	0.216	7.1	0.2627	6.3	0.189	7.1	0.1562	13.4	0.268	7.1	0.0781	7.7108	7.71826
14	Amalgamate Wildwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	18.3	0.8784	7.1	0.2627	3.2	0.096	7.1	0.1562	9.8	0.196	7.1	0.0781	7.7643	7.77182
	TOTAL	99.9		99.4		100.3		99.4		100.1		99.4		99.033	100

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8.2 Rank Order of Amalgamation Options

The grand total scores of the last section can then be used to list the closure options in rank order. The table below lists this order. In addition, it lists the associated annual school organization/utilities/custodial savings associated with the option.

Option No.	Option	Grand Total Ranking % Score	Rank Order	School Org. Staff Savings \$	Utilities/Custodial Savings \$	Total Savings \$
5	Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceland Elementary effective September 2003.	7.87	1	100,000	124,363	224,363
14	Amalgamate Wildwood Elementary with Glenview Elementary and Springwood Elementary effective September 2003.	7.77	2	120,000	95,272	215,272
13	Amalgamate Shady Valley Elementary with Hart Highlands Elementary effective September 2003.	7.72	3	120,000	40,679	160,679
6	Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	7.67	4	119,000	62,864	181,864
9	Amalgamate Central Fort George Traditional Elementary with Harwin Elementary, but provide option to attend Highland Traditional Elementary or Quinson Elementary effective September 2003.	7.49	5	103,000	108,959	211,959
1	Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	7.48	6	100,000	108,023	208,023
4	Amalgamate Highland Traditional Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	7.44	7	107,000	126,112	233,112

Option No.	Option	Grand Total Ranking % Score	Rank Order	School Org. Staff Savings \$	Utilities/Custodial Savings \$	Total Savings \$
10	Amalgamate King George V Elementary with Harwin Elementary and Ron Brent Elementary effective September 2003.	7.44	7	120,000	101,918	221,918
7	Amalgamate Lakewood Elementary with Foothills Elementary and Spruceland Elementary effective September 2003.	7.20	9	100,000	106,910	206,910
3	Amalgamate Highglen Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highglen Elementary. Montessori program would be relocated to another location.	7.06	10	100,000**	113,607	213,607
2	Amalgamate Heritage Elementary with Foothills Elementary, Meadow Elementary and Highland Traditional Elementary effective September 2003.	6.83	11	100,000	112,023	212,023
8	Amalgamate Pinewood Elementary with Westwood Elementary and Foothills Elementary effective September 2003.	6.65	12	100,000	82,085	182,085
12	Amalgamate South Fort George Elementary with Carney Hill Elementary and Ron Brent Elementary effective September 2003.	6.00	13	120,000	70,963	190,963
11	Amalgamate Ron Brent Elementary with Carney Hill Elementary, South Fort George Elementary and Van Bien Elementary effective September 2003.	5.39	14	100,000	106,910	206,910

9. How Should Options in The Bowl West of Highway 97 be Handled?

9.1 Amalgamation Packages

Not all options can be implemented, as there are overlaps. This is particularly true for a cluster of schools in the bowl west of Highway 97. Due to the number of schools involved there are many possible combinations. After considerable discussion the committee narrowed the possible amalgamation packages down to five. It is recognized that these are not the only viable possible amalgamation packages. However, for the purposes of the report, they are thought to provide sufficient guidance.

9.2 Possible Amalgamation Packages

Package A

Option	Option Score	School Org. Staff Savings \$	Utilities/Custodial Savings \$	Total Savings \$
Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceland Elementary effective September 2003.	7.87	100,000	124,363	224,363
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	7.67	119,000	62,864	181,864
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	7.48	100,000	108,023	208,023
Amalgamate Highglen Elementary (regular program) with Quinson Elementary and Highland Elementary effective September 2003. Close Highglen Elementary. Montessori program would be relocated to another location.	7.06	100,000	113,607	213,607
Total for Package A	7.52 (The mean option score for Package A)			\$827,857

Note: If this entire package was implemented, Highglen Elementary students would not move to Quinson Elementary.

Package B

Option	Option Score	School Org. Staff Savings \$	Utilities/Custodial Savings \$	Total Savings \$
Amalgamate Highland Elementary with Meadow Elementary and Quinson Elementary effective September 2003.	7.44	107,000	126,112	233,112
Amalgamate Highglen Elementary (regular program) with Quinson Elementary and Highland Elementary effective September 2003. Close Highglen Elementary. Montessori program would be relocated to another location.	7.06	100,000	113,607	213,607
Amalgamate Foothills Elementary with Heritage Elementary and Lakewood Elementary effective September 2003.	7.48	100,000	108,023	208,023
Total for Package B	7.33 (The mean option score for Package B)			\$654,742

Note: If this entire package were implemented, Highglen Elementary students would not go to Highland Traditional Elementary.

Package C

Option	Option Score	School Org. Staff Savings \$	Utilities/Custodial Savings \$	Total Savings \$
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	7.67	119,000	62,864	181,864
Amalgamate Lakewood Elementary with Foothills Elementary and Spruceland Elementary effective September 2003.	7.20	100,000	106,910	206,910
Amalgamate Highglen Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highglen Elementary. Montessori program would be relocated to another location.	7.06	100,000	113,607	213,607
Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceland Elementary effective September 2003.	7.87	100,000	124,363	224,363
Total for Package C	7.45 (The mean option score for Package C)			\$826,744

Note: If this entire package was implemented, Highglen Elementary students would not move to Quinson Elementary.

Package D

Option	Option Score	School Org. Staff Savings \$	Utilities/Custodial Savings \$	Total Savings \$
Amalgamate Quinson Elementary with Highland Traditional Elementary and Spruceland Elementary effective September 2003.	7.87	100,000	124,363	224,363
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	7.67	119,000	62,864	181,864
Amalgamate Lakewood Elementary with Foothills Elementary and Spruceland Elementary effective September 2003.	7.20	100,000	106,910	206,910
Total for Package D	7.58 (The mean option score for Package D)			\$613,137

Package E

Option	Option Score	School Org. Staff Savings \$	Utilities/Custodial Savings \$	Total Savings \$
Amalgamate Lakewood Elementary with Foothills Elementary and Spruceland Elementary effective September 2003.	7.20	100,000	106,910	206,910
Amalgamate Highglen Elementary (regular program) with Quinson Elementary and Highland Traditional Elementary effective September 2003. Close Highglen Elementary. Montessori program would be relocated to another location.	7.06	100,000	113,607	213,607
Amalgamate Meadow Elementary with Highland Traditional Elementary and Heritage Elementary effective September 2003.	7.67	119,000	62,864	181,864
Total Package for E	7.31 (The mean option score for Package E)			\$602,381

10. Interpreting and Reflecting on the Analysis to this Point

10.1 Reflecting

Use of prioritization matrices can help focus comparisons and provide a disciplined approach to the fair consideration of many options. However, the results still require interpretation and reflection. This is the time where the committee asked itself questions, such as:

- Do the results “make sense”?
- Were there considerations that were left out at any step?
- How do we best interpret the final option “scores” – what numerical differences are meaningful and what are not?
- How is all the information “pulled together”?

The table that follows notes the thinking of the committee as it reflected on the analysis to date. Options are grouped by geographic area.

10.2 Discussion of Options

Area	Component Options	Commentary	Potential Savings
Bowl – West of Highway 97	One of amalgamation packages A, B, C, D, or E	<ul style="list-style-type: none"> • Closure of schools in this area yields approx. \$200,000 annual savings per school. • In packages where 4 schools would be closed, there are significant savings. • Option C involves Lakewood Elementary, which may impact secondary reconfiguration in the future. • Five packages are listed, but this is not exhaustive. • In option A, Highglen Elementary would close and regular program students would go to Highland Traditional Elementary. • The overall option scores are relatively close in ranking comparison. • The two strongest options for financial reasons would be A and C. • For options A, B, C and E, the listed savings are true only if the Montessori program is moved to an existing school in a dual track configuration. 	\$827,857

Area	Component Options	Commentary	Potential Savings
Bowl (King George V Elementary and Central Fort George Traditional Elementary		<ul style="list-style-type: none"> • While the option lists both Harwin Elementary and Ron Brent Elementary as receiving schools, the 83 students that live within the King George V Elementary catchment area can be accommodated at Harwin Elementary. • If all students go to Harwin Elementary, there would be fewer safety issues with respect to crossing a major thoroughfare. • There are currently 123 students residing in the Central Fort George Traditional Elementary catchment area. 	\$433,877
Carney Hill Elementary/ Ron Brent Elementary/ South Fort George Elementary		<ul style="list-style-type: none"> • Options 11 and 12 scored lowest in the overall ranking. • Safety consideration was a major factor in this ranking. 	\$206,910
Pinewood Elementary		<ul style="list-style-type: none"> • If all Pinewood Elementary students went to Westwood Elementary, then portables may be required. • Foothills Elementary may or may not be available depending on package chosen for the Foothills area. 	\$182,085
Shady Valley Elementary		<ul style="list-style-type: none"> • Hart Highlands Elementary was chosen as the receiving school due to bussing factors. • A related option would be to have the Shady Valley Elementary students bussed to Austin Road Elementary instead of Hart Highlands Elementary. 	\$160,679
Wildwood Elementary		<ul style="list-style-type: none"> • Physical plant foundation issue is a dominant factor. • Shuttle service, presently taking students across the highway to Heather Park Middle School, could be expanded to accommodate Springwood Elementary students. 	\$215,272

Area	Component Options	Commentary	Potential Savings
Van Bien Elementary		<ul style="list-style-type: none"> • While this option was not considered in the Matrix ratings, reflection by the committee suggests that it should also receive consideration. • Students could amalgamate with Peden Hill Elementary and Carney Hill Elementary schools. • While the amalgamation of Van Bien Elementary and Carney Hill Elementary is tight at the present time, it may be an increasingly viable option in future years. • Safety issues involve the Highway 16/Ferry Ave. intersection and travel along Upland Street. • Savings include \$100,000 + \$62,891 (custodial) + \$57,164 (utilities) = \$220,055 • At the present time, three classrooms at Carney Hill Elementary are being rented to the Carney Hill Neighbourhood Centre. 	\$220,055
TOTAL			\$2,246,735

11. Concluding Comments

11.1 There is No “One-Time” Fix

In light of the changing provincial funding allocation system and the rapid enrolment decline, amalgamations made in any one year will not fully address all issues. An amalgamation that results in a fully occupied school in September 2003 may well result in a school with surplus space just two or three years later. A school with just some surplus space now may well have considerable underutilized space in just a few years. This ongoing dynamic works against the stability that the district has enjoyed for many years. Adding to the complexity of this trend is the fact that the emerging surplus space is not concentrated in just one or two schools so further amalgamations could conceivably involve many catchment areas. Even if all future enrolments were known with certainty, it would not be possible to go to a “final” amalgamation configuration as the next year’s enrolment could not fit into it. The best that the district can do is to work incrementally. The options listed in this report comprise increments that are possible for September 2003.

11.2 “Choice Schools” Add a Further Variable

Creation of choice schools adds further pressure on the enrolment viability of other schools. Choice schools may draw extensively from their immediate geographic area but students may be drawn from other catchment areas. The result is increased under-utilized space in the affected schools. If the choice school is “single track” it may well mean that the total number of schools is one greater than would have otherwise been the case.

11.3 Middle School Creation Adds a Further Variable

While there is no one middle school configuration, typically grade 7 or both grades 6 and 7 from existing elementary schools can be involved. In times of increasing enrolment, the creation of a middle school can “free-up” much needed space in elementary schools. However, in times of decreasing enrolment, removal of one or two grade levels is an additional factor in elementary enrolment viability.

11.4 Many Schools are not Viable Amalgamation Options

The mandate given the District Configuration Committee asked for all School District No. 57 elementary schools to be considered. All elementary schools were, but many were determined not to be viable candidates for amalgamation at this time for the reasons listed earlier in this report. This list is just as important as the option list as in times of amalgamation it is most natural to ask “why my school” and “why not that school”?

11.5 Actual Savings are Larger Than the Amounts Listed

In the “Discussion of Options” section, reconfigurations generating an operational saving of \$2,246,735 are listed. Should amalgamations listed occur, the actual savings would be larger. How much larger cannot be quantified at this point because other factors are involved. Nevertheless, it is clear that if the closed schools were removed from district inventory there will be future savings in property maintenance and site serving costs. Other district infrastructure service and management costs would also be reduced.

11.6 All Options Listed are Viable

What is striking when reviewing the “grand total ranking of all closure options across all criteria” (Section 8.1) is how close together the scores are. While the options can be placed in a rank order there is not a large gap between them. If there is a “natural break” in the distribution of scores it is between the top 12 options as a group and the bottom 2 options (South Fort George Elementary and Ron Brent Elementary). A contributing factor to the concentrated range of scores is that only selected schools were included in the matrix analysis. If all schools had been included in the matrix, there would have been a much wider distribution of scores, as the added schools would have scored lower.