

## JAMES COOK MEMORIAL SCHOOL SYSTEM REVIEW



## BACKGROUND

The Board of Trustees has directed the staff of the Newfoundland and Labrador English School District (NLESD) to investigate the potential for the closure of James Cook Memorial, with K-12 students accommodated at White Hills Academy starting in 2018-19 school year.

## CURRENT CONFIGURATION

The White Hills Academy school system consists of White Hills Academy (K-12) in St. Anthony and Truman Eddison Memorial (K-6) in Griquet. James Cook Memorial (K-12) is a single-school system in Cook's Harbour.

## JAMES COOK MEMORIAL

- James Cook Memorial is a K-12 school with 4 classrooms for 9 students.
- School serves Cook's Harbour, Boat Harbour, and Wild Bight.
- Building was constructed in 1973 with extension in 1977.
- School is 10,250 square feet.
- School has CDLI room, science lab, art room, gymnasium, and a classroom that is used as library.
- School requires roof replacement on high school section and drainage work to address basement flooding.

## WHITE HILLS ACADEMY

- White Hills Academy is a K-12 school with 19 classrooms for 385 students.
- White Hills Academy is a registered accessible school.
- School opened September 2013.
- School has Skilled Trades suite with a planning/design technology lab, learning resource/library, computer lab, CDLI room, gymnasium with stage, music room with separate practice space, fitness room, home economics room, art room, science lab, pervasive needs suite, nurse/medical room, canteen, and cafeteria with separate kitchen.



## ENROLMENT PROJECTIONS AND ROOM REQUIREMENTS

Enrolment projections were conducted by NLESD using Baragar Systems, a custom planning software suite for use by school districts across Canada.

Room requirements are calculated on the basis of maximum class caps. For example, the class cap in primary grades is 25 students, so if there were 50 students projected in Grade 2, this means the room requirement would be listed as 2 rooms of 25 students per class. However, if there were 51 students projected for the next year in Grade 3, the room requirement would be listed as 3 rooms of 17 students per class. Combined classes of up to 18 students for grade 1 to 6 are assumed and included in room requirement calculations. Senior high classes have no official cap; these room requirement calculations assume a cap of 30. Schools with less than 25 students may use multi-grading, in which the cap on number of students depends on the grade configuration.

### JAMES COOK MEMORIAL

Assuming its current K-12 configuration, the enrolment projections for James Cook Memorial are shown in Figure 1 below.

	K	1	2	3	4	5	6	7	8	9	LI	LII	LIII	Total	Rooms
2017	0	1	1	0	0	0	2	0	0	0	0	2	3	9	2
2018	0	0	1	1	0	0	0	2	0	0	0	0	2	6	1
2019	1	0	0	1	1	0	0	0	2	0	0	0	0	5	1
2020	2	1	0	0	1	1	0	0	0	2	0	0	0	7	1
2021	0	2	1	0	0	1	1	0	0	0	2	0	0	7	1
2022	1	0	2	1	0	0	1	1	0	0	0	2	0	8	1
2023	0	1	0	2	1	0	0	1	1	0	0	0	2	8	1
2024	1	0	1	0	2	1	0	0	1	1	0	0	0	7	1
2025	0	1	0	1	0	2	1	0	0	1	1	0	0	7	1
2026	1	0	1	0	1	0	2	1	0	0	1	1	0	8	1

Figure 1: James Cook Memorial enrolment projections

The projection model shows enrolment varying between a low of 5 in 2019 and a high of 8 in 2022, 2023, and 2026. The school currently uses multi-grading for 2 classrooms, and will require a maximum of 1 room thereafter.

## WHITE HILLS ACADEMY

Assuming its current K-12 configuration, the enrolment projections for White Hills Academy are shown in Figure 2 below.

	K	1	2	3	4	5	6	7	8	9	LI	LII	LIII	LIV	Total	Rooms
2017	26	30	13	28	32	30	28	24	40	27	30	39	38	0	385	18
2018	17	27	31	13	29	34	30	33	24	40	31	28	35	1	373	18
2019	22	18	28	31	14	31	34	39	33	24	44	29	24	1	372	19
2020	25	23	19	28	32	16	31	42	39	33	28	42	25	1	384	20
2021	23	26	24	19	29	34	16	38	42	39	37	26	38	1	392	20
2022	23	24	27	24	20	31	34	23	38	42	43	35	22	1	387	19
2023	24	24	25	27	25	22	31	40	23	38	46	41	31	1	398	19
2024	23	25	25	25	28	27	22	40	40	23	42	44	37	1	402	18
2025	23	24	26	25	26	30	27	30	40	40	27	40	40	1	399	19
2026	24	24	25	26	26	28	30	33	30	40	44	25	36	1	392	19

Figure 2: White Hills Academy enrolment projections

The projection model shows enrolment varying between a low of 372 in 2019 and a high of 402 in 2024. This enrolment trend indicates a need for a maximum of 20 classrooms. White Hills Academy has 19 regular classrooms, however it has a number of programming spaces available that can be utilized.

### ACCOMMODATING JAMES COOK MEMORIAL AT WHITE HILLS ACADEMY

Enrolment projections for the combined K-12 enrolments of White Hills Academy and James Cook Memorial are shown in Figure 3 below.

	K	1	2	3	4	5	6	7	8	9	LI	LII	LIII	LIV	Total	Rooms
2017	26	30	13	28	32	30	28	24	40	27	30	39	38	0	385	18
2018	17	27	32	14	29	34	30	35	24	40	31	28	37	1	379	18
2019	23	18	28	32	15	31	34	39	35	24	44	29	24	1	377	19
2020	27	24	19	28	33	17	31	42	39	35	28	42	25	1	391	20
2021	23	28	25	19	29	35	17	38	42	39	39	26	38	1	399	20
2022	24	24	29	25	20	31	35	24	38	42	43	37	22	1	395	19
2023	24	25	25	29	26	22	31	41	24	38	46	41	33	1	406	20
2024	24	25	26	25	30	28	22	40	41	24	42	44	37	1	409	20
2025	23	25	26	26	26	32	28	30	40	41	28	40	40	1	406	19
2026	25	24	26	26	27	28	32	34	30	40	45	26	36	1	400	19

Figure 3: Combined White Hills Academy and James Cook Memorial enrolment projections

The addition of James Cook Memorial students to White Hills Academy does not change the maximum room requirement at White Hills Academy, however, it reaches this requirement in four years rather than two years. White Hills Academy has 19 regular classrooms, however, it has a number of programming spaces available that can be utilized.

## PROGRAMMING AND SERVICES

There are two teaching units deployed at James Cook Memorial (one of whom is also the principal). Due to declining enrolments, the school could see further reductions, becoming a sole charge school with less than 10 students. As enrolments decline, provision of a wide range of services, resources, and educational opportunities becomes more difficult. This is especially true for high school programming. Additionally, a reduction in the number of teaching units will provide less opportunity for collaboration among teachers and more teaching outside the teacher's area of expertise.

With declining enrolments, opportunities for a wide range of interactions with different children are decreased. This is particularly relevant because much of the curriculum, particularly at the primary level, is focused around group activities and play-based learning.

## CLASS COMPOSITION

James Cook Memorial has one teacher responsible for 4 students in grades K to 6 and one teacher (who is also the principal) responsible for 5 students in grades 7 to 12.

White Hills Academy consists of 2 English stream classes per grade in kindergarten and grades 1, 3, 4, 5, and 8. Grades 2, 6, 7, and 9 are single-stream. Currently Level 1 has 30 students, Level 2 has 39 students, and Level 3 has 38 students. With a larger number of teachers, there is more opportunity for collaboration at all grade levels, divisions, and departments. Teacher planning and collaboration provide enhanced opportunities for student learning.

## CORE CURRICULUM

White Hills Academy offers the required curriculum as set by the Department of Education, as well as a large range of general, academic, and advanced courses at the senior high level. Students would be taught by teachers trained in more specialty areas such as physical education, technology, music, French, and special education. The school has a fully equipped science room, technology lab, art room, and skilled trades room.

## CO-CURRICULAR AND EXTRA-CURRICULAR PROGRAMMING

Schools provide a variety of extra-curricular, co-curricular, and intramural activities and programs which may be available to students if consolidation of schools occurs.

## CDLI

James Cook Memorial offers the high school program through distance learning and CDLI. White Hills Academy offers courses in senior Science and Advanced Mathematics through CDLI.

## STUDENT SUPPORT SERVICES

Student Support Services staff at White Hills Academy would allow for greater support of students who are 'at risk'. Through collaboration, members of the team can problem solve in supporting students, academically and behaviourally. More time would be available for numeracy and literacy support, and teachers would have flexibility to support teaching and learning opportunities.

## COMMUNITY PROGRAMS IN SCHOOL

Students and staff of James Cook Memorial actively participate in a variety of events that promote leadership and healthy living.

White Hills Academy also takes part in a variety of community partnerships and activities for healthy living, scholarships, and awards.

## TRANSPORTATION

### 1. Transportation Description

- a. Regular Transportation current service for White Hills Academy:
  - i. One 24 passenger bus (Contracted)
  - ii. Six 70 passenger buses (Board Owned)
- b. Regular transportation current service for James Cook Memorial:
  - i. One private vehicle (contracted)
- c. Change in Requirements if JCM Closed:
  - i. No change

### 2. Distances

- a. Distance from school to school: 47.8 km
- b. Cook's Harbour proposed route is 53.76 km (including pick-up in Wild Bight)
  - i. Estimated route time (using 30 km speed between stops): 50 minutes
  - ii. If a student requires pick-up in Wild Bight (1.5 km from James Cook Memorial, towards Boat Harbour), run time would increase to 55 minutes. This run time is similar to the run time for L'Anse Aux Meadows as there are less stops to make and a greater portion of the run falls on the Viking Trail (22.9 km vs. 10.7 km).

## WEATHER CLOSURES

The total number of weather and utility closures at James Cook Memorial and White Hills Academy in the last two years are comparable. In 2015-16 school year (as shown in figure 5), there were 6.5 days of closure at James Cook Memorial and 7.8 days of closure at White Hills Academy.

Date	James Cook Memorial	White Hills Academy
<b>2015-2016</b>		
January 14, 2016	3 hrs (AM) – Weather (W)	Full Day – Weather (W)
January 22, 2016	Open	3 hrs (AM) - W
January 26, 2016	3 hrs (AM) - W	Open
February 10, 2016	Full Day - W	Full Day - W
February 22, 2016	Open	3 hrs (AM) - W
March 3, 2016	3 hrs (AM) - W	3 hrs (AM) - W
March 4, 2016	Full Day - W	Full Day - W
March 22, 2016	3 hrs (AM) - W	Full Day - W
March 23, 2016	Full Day - W	Full Day - W
March 24, 2016	Full Day - W	Full Day - W
<b>Total</b>	32 hours (6.5 days)	39 hours(7.8 days)

Figure 5: Weather/utility closures at James Cook Memorial and White Hills Academy, 2015-16

In 2016-17 school year (as shown in figure 6), there were 14.2 days of closure at James Cook Memorial and 13.6 days of closure at White Hills Academy.

Date	James Cook Memorial	White Hills Academy
<b>2016-2017</b>		
December 15, 2016	Open	3 hrs (AM) - W
December 16, 2016	Full Day - W	Full Day - W
December 19, 2016	Open	3 hrs (AM) - W
January 6, 2017	Full Day - W	Open
January 10, 2017	3 hrs (AM) - W	Open
January 17, 2017	3 hrs (AM/PM) - W	Open
January 20, 2017	2 hrs (AM) - Power	2 hrs (AM) - W
January 26, 2017	Full Day - W	Full Day - W
January 27, 2017	3 hrs (AM) - Power	Open
February 10, 2017	Full Day - W	Full Day - W
February 15, 2017	Full Day - W	2 hrs (PM) - W
March 2, 2017	Full Day - W	Full Day - W
March 3, 2017	Full Day - W	Full Day - W
March 6, 2017	Full Day - W	Full Day - W
March 9, 2017	Open	3 hrs (AM) - W
March 13, 2017	Open	3 hrs (AM) - W
March 15, 2017	Open	2 hrs (PM) - W
March 23, 2017	Full Day - W	Full Day - W
March 24, 2017	Open	Full Day - W
March 30, 2017	Full Day - W	Full Day - W
March 31, 2017	Full Day - W	Full Day - W
April 4, 2017	Full Day - W	Open
<b>Total</b>	71 hours (14.2 days)	68 hours (13.6 days)

Figure 6: Weather/utility closures at James Cook Memorial and White Hills Academy, 2016-17

A closer examination reveals that in 2015-16, there was only one partial day during which James Cook Memorial was closed while White Hills Academy remained open. There were four partial days during which White Hills Academy was closed while James Cook Memorial remained open.

In 2016-17, there were two full days and four partial days during which James Cook Memorial was closed while White Hills Academy remained open. There was one full day and five partial days during which White Hills Academy was closed while James Cook Memorial remained open.

## FINANCES

Closing James Cook Memorial would result in a potential savings of \$113,000 in operating costs (as shown in figure 5) and 1 teaching unit. Transportation cost would be increased by \$10-15,000 per year to extend the existing James Cook Memorial route to travel to White Hills Academy. This results in a total potential savings of \$198,000.

### Newfoundland & Labrador English School District Breakdown of operating expenses

	<u>James Cook Memorial</u>
Salaries and benefits:	
Support staff	66,200
Utilities:	
Phone	7,500
Electricity	4,000
Fuel	18,700
Janitorial products	300
Snow removal	14,000
Municipal fees	1,100
Garbage collection	600
Repairs and maintenance	600
<b>Total</b>	<b><u>113,000</u></b>

Figure 5: James Cook Memorial operating costs