

Salmon Arm School Reconfiguration

Background Information:

In 2019, the Board contracted Cascade Facilities Management Consultants to conduct and prepare a [Long-Range Facilities Plan](#) for School District 83. It is important to note this was a “facilities plan” and not an educational plan. The plan is a framework to support the long-term use of district facilities and future capital plans submitted to the Ministry.

Upon completion of the long-range facilities plan, the Board of Education engaged in public consultation through the 2020-21 school year regarding proposed configuration changes for the Salmon Arm area. Five options were considered by the Board and publicly debated. In 2021, the Board of Education passed a motion to adopt Option E5 “in principle” for Salmon Arm school configuration. During the fall of 2021, the Board of Education chose to pause configuration changes until a new strategic plan could be developed in the 2022-23 school year. Numerous strategic planning meetings were held in communities across the district, with the following mission, vision, values, and strategic priorities being adopted.

Mission:

Empowering students to become confident, curious, and caring individuals who thrive in their learning, relationships, and community.

Vision:

Preparing students to become educated citizens who can contribute to a dynamic, sustainable, and diverse world.

Values:

Belonging, Respect, Reconciliation, Empathy, Equity, Perseverance

Strategic Priorities:

INTELLECTUAL DEVELOPMENT

(Each student will develop their literacy skills, numeracy skills, and competencies to become their most capable self)

HUMAN & SOCIAL DEVELOPMENT

(Each student will feel welcome, safe, and connected to peers and adults in their schools)

CAREER DEVELOPMENT

(Each student will develop the skills and competencies necessary to be successful in a career pathway of their choice)

DEVELOPING A CULTURE OF WELL-BEING

(Each student will feel socially, emotionally, and mentally supported within their schools and the district)

ORGANIZATIONAL DEVELOPMENT

(We will develop and enhance procedures, practices, and partnerships that will assist in meeting the district strategic priorities)

EFFECTIVE GOVERNANCE AND LEADERSHIP

(We will work to represent the interests of all students by actively advocating for student's learning and well-being through Strategic Planning, Policy, and responsible Stewardship)

During the November 2023 public board meeting, a motion was carried directing district administration to bring possible configuration options for the Salmon Arm area schools back to the Board for their consideration. Since that time, district administration has undertaken revisiting the options put forth in the 2020 – 2029 Long-Range Facilities Plan. An additional option was considered for E3 which would see Salmon Arm move to a K-7 configuration for elementary schools with three 8 – 12 secondary campuses.

It is important to note, many of the enrolment pressures experienced in 2019-2021 have changed. Baragar Systems data is projecting enrolment in the Salmon Arm area to plateau over the next decade. Configuration decisions should center around the district values of belonging, respect, reconciliation, empathy, equity, and perseverance, while balancing the strategic priorities of intellectual, human/social, career development, and well-being coupled with responsible stewardship of district resources.

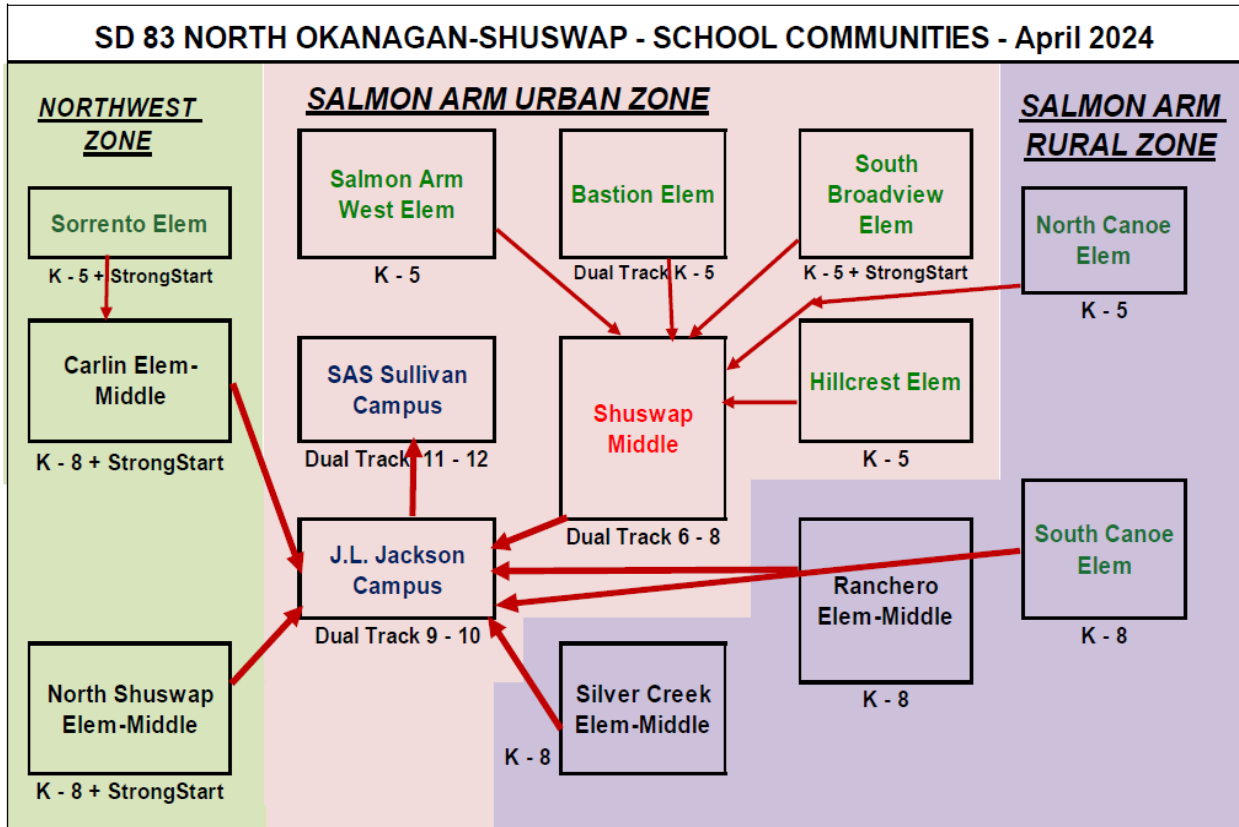
List of Schools Considered in the Salmon Arm Zone of School District No. 83

Schools Considered in the Salmon Arm Zone of School District No. 83					
Zone & School Type	Name of School	Current Configuration	Current Enrolment	Projected Enrolment 2024-25	Projected Enrolment 2025-26
Urban Elementary	Bastion	K – 5	128 – Regular 219 – FI	131 – Regular 217 – FI	133 – Regular 222 – FI
	Hillcrest	K – 5	297	294	298
	Salmon Arm West	K – 5	97	94	90
	South Broadview	K – 5, StrongStart	206	200	206
Rural Elementary	North Canoe	K – 5	73	74	72
Rural Elementary/Middle	Ranchero	K – 8	143	145	146
	Silver Creek	K – 8	75	72	69
	South Canoe	K – 8	142	145	153
Middle	Shuswap	6 – 8	432 – Regular 127 – Early FI 95 – Late FI	392 – Regular 131 – Early FI 89 – Late FI	392 – Regular 131 – Early FI 89 – Late FI
Secondary	J.L. Jackson	9 – 10	528 – Regular 121 – FI	560 – Regular 119 – FI	556 – Regular 113 – FI
	Salmon Arm Secondary	11 – 12	522 – Regular 124 – FI	531 – Regular 112 – FI	556 – Regular 106 – FI
Alternate	Salmon Arm Storefront	10 – 12	55	57	56
Feeder Schools into Salmon Arm from the Northwest					
NW Elementary/Middle	Carlin	K – 8, StrongStart	281	288	292
NW Elementary/Middle	North Shuswap	K – 8, StrongStart	129	127	125

Salmon Arm School Feeder System

The following diagram illustrates the transitions which occur within both rural and urban Salmon Arm schools. Currently, all rural and urban Salmon Arm students transition to J.L. Jackson to complete grades 9 and 10 with a final transition to Salmon Arm Secondary for grades 11 and 12.

Students attending rural Salmon Arm schools experience two transitions upon leaving their elementary experience while students in urban Salmon Arm schools three times after completing elementary school.



Capacity Utilization

For purposes related to configuration, it is important to understand that the Ministry of Education and Child Care establishes the Operational Capacity of schools across the province based on the space standards for elementary, middle and secondary schools. The Operational Capacity forms a base line capacity which remains fixed and is subject to change only if changes are made to the physical space through things like the addition of portables/modulars.

The Functional Capacity of a school can be the same as the Operational Capacity but often it is not. The Functional Capacity considers grade structure and classroom student capacity. For example, elementary classrooms have a lower functional capacity than middle or secondary schools.

The following chart identifies the Operational Capacity, Functional Capacity, and percentage of space that is utilized in each of the rural and urban Salmon Arm elementary schools.

SCHOOL	ZONE	GRADES	OP. CAP	FUNC. CAP	2023-24 ENROL	% CAP UTIL
Bastion	Salmon Arm Urban	K – 5	375	372	347	93%
Hillcrest	Salmon Arm Urban	K – 5	337	315	297	88%
Salmon Arm West	Salmon Arm Urban	K – 5	134	120	97	72%
South Broadview	Salmon Arm Urban	K – 5	318	293	206	65%
North Canoe	Salmon Arm Rural	K – 5	134	120	73	54%
Ranchero	Salmon Arm Rural	K – 8	182	163	143	79%
Silver Creek	Salmon Arm Rural	K – 8	135	100	75	55%
South Canoe	Salmon Arm Rural	K – 8	159	127	142	89%
Carlin	N. West	K – 8	372	325	281	76%
North Shuswap	N. West	K – 8	182	134	129	71%

With many districts across the province experiencing enrolment pressures, it is not uncommon to see schools with their percent of utilization exceed values such as 130% and more. Within the community of Salmon Arm, it will be important for catchment boundaries to be redrawn to reconcile space issues within certain schools and to allow for future city development.

Description and Associated Costs of Possible Configuration Options for the Salmon Arm Zone

Options	Description	Organizational Change	Possible Capital Implications	Projected Costs
<p>E5: Salmon Arm Urban Elem. (K-5), one middle (6-8), two Secondary (9-12) 2021 Motion to adopt this option in “principle”</p>	<p>All Urban Salmon Arm schools remain K – 5. Shuswap Middle remains as the grade 6-8 school with Jackson and Salmon Arm Secondary becoming two gr. 9-12 secondaries.</p>	<p>Significant change for JLJ and SAS. With enrolment pressures at Hillcrest and Bastion, there will need to be a redrawing of catchment areas for the elementary schools.</p> <p>A “Family of Schools” or defined catchment boundaries to be established for the Secondary schools.</p>	<p>There will be a need to move existing and purchase new modulars/portables to house gr. 9 to 12 students within two Secondary Schools.</p> <p>Capital investment in J.L. Jackson for updates.</p>	<p><i>See attached financial spreadsheet.</i></p>
<p>E1: Status Quo Salmon Arm Urban Elem. (K-5), one middle (6-8), one Secondary (9-10), one Secondary (11-12)</p>	<p>All elementary schools within Salmon Arm (K-5), Rancho/South Canoe/Silver Creek (K-8)</p>	<p>With enrolment pressures at Hillcrest and Bastion, along with future housing developments, there will be the need to redraw catchment areas for elementary.</p>	<p>With enrolment pressures continuing in Hillcrest and Bastion areas, if boundaries are not redrawn, there will be a need for modulars/portables to be moved or purchased.</p>	<p><i>No anticipated projected costs – access to two portables that can be moved if needed, at minimal cost. In addition, Local Capital reserves are in place for the purchase of one portable, if needed.</i></p>

Options	Description	Organizational Change	Possible Capital Implications	Projected Costs
<p>E2: Reconfigure Salmon Arm Urban schools to K-6 Elem. with three Secondaries (7-12).</p>	<p>Salmon Arm Urban elementary schools would add an additional grade. JLJ, SMS, and SAS would all become three separate grade 7-12 campuses.</p>	<p>Organizational change for nine schools. The middle school would be changed to a secondary campus.</p> <p>Rural elementary schools would need to stay at K – 8 configurations to prevent reducing enrolments to concerning levels.</p>	<p>Continued enrolment pressures Salmon Arm elementary schools, particularly BAS and HIL. Renovations be likely be required at both Shuswap Middle and J.L. Jackson.</p>	<p><i>See attached financial spreadsheet.</i></p> <p>As part of the projected costs there is a need to include the combined timetables of elementary (gr. 7) with secondary. This is a more costly option from a human resources standpoint.</p>
<p>E3: Reconfigure Salmon Arm Urban to K-7 Elementaries and two Secondaries (8-12)</p>	<p>Shuswap Middle becomes a K-7 elementary school.</p> <p>Consideration could be given to rural schools sending students to Salmon Arm for grade 8 entry into secondary school. This would make the secondary experience equitable for all.</p> <p>A K – 7 model across all urban and rural Salmon Arm elementary schools reduces the current “inequity” for extra-curricular activities and school connectedness.</p>	<p>Organizational change for nine schools. Addition of two grades to the elementary schools with reorganization of two secondaries to house grade 8-12 students.</p> <p>Enrolment pressures within elementary schools is diminished with additional space required at both secondary schools.</p> <p>This model requires that certain elementary schools consistently feed into the same secondary school.</p>	<p>Modular/portables would be required at the two secondary schools. This could be accomplished in part through moving existing portables and purchasing new portables.</p> <p>In the event of a future Sorrento Secondary school, it would provide enrolment relief for Salmon Arm secondary schools.</p> <p>The Superintendent will be visiting Sorrento and the North Shuswap to collect more feedback from the community.</p>	<p><i>See attached financial spreadsheet.</i></p>

Options	Description	Organizational Change	Possible Capital Implications	Projected Costs
<p>E3 Variation: Reconfigure Salmon Arm Urban to K-7 Elementaries and three Secondaries (8-12)</p>	<p>Shuswap Middle becomes an 8-12 secondary school.</p> <p>Once again consideration would be given to rural schools sending students to Salmon Arm for grade 8 entry to maintain equitable opportunities as best as possible.</p>	<p>Organizational change for nine schools.</p> <p>Significant change for SMS to house secondary classes and two additional grades to be added to urban elementary schools.</p> <p>JLJ adding grades 8, 11, and 12 to the existing configuration. SAS would need to take on grades 8-10 to the existing configuration and SMS would not maintain grade 7 but would add grades 9-12.</p>	<p>This model reduces the need for portables/modulars at the secondary schools but would require capital to upgrade SMS to a secondary school along with required changes at the JLJ campus.</p> <p>The elementary schools will require portables/modulars to address the significant enrolment pressures faced.</p>	<p><i>See attached financial spreadsheet.</i></p>
<p>E4: Change Salmon Arm Urban Elementaries to K-6, two middle schools (7-9), and one secondary (10-12)</p>	<p>Shuswap Middle becomes a grade 7-9 school from 6-8 with JLJ becoming a middle school (gr. 7-9). SAS becomes a grade 10-12 secondary school.</p>	<p>Organizational change for nine schools.</p> <p>Grade 6 is added to all elementaries, Shuswap loses grade 6 and adds grade 9. JLJ becomes a middle school campus with SAS adding grade 10.</p> <p>This model also combines elementary and secondary instructional minutes which makes the general organization of the school much more challenging.</p>	<p>The capacity of SAS would be significantly exceeded and would need additional portables/modulars.</p> <p>Enrolment pressures exist at the elementary level.</p>	<p><i>See attached financial spreadsheet.</i></p> <p>From a human resources standpoint, this becomes a more expensive model when we mix elementary instructional minutes with secondary minutes at the middle level.</p>

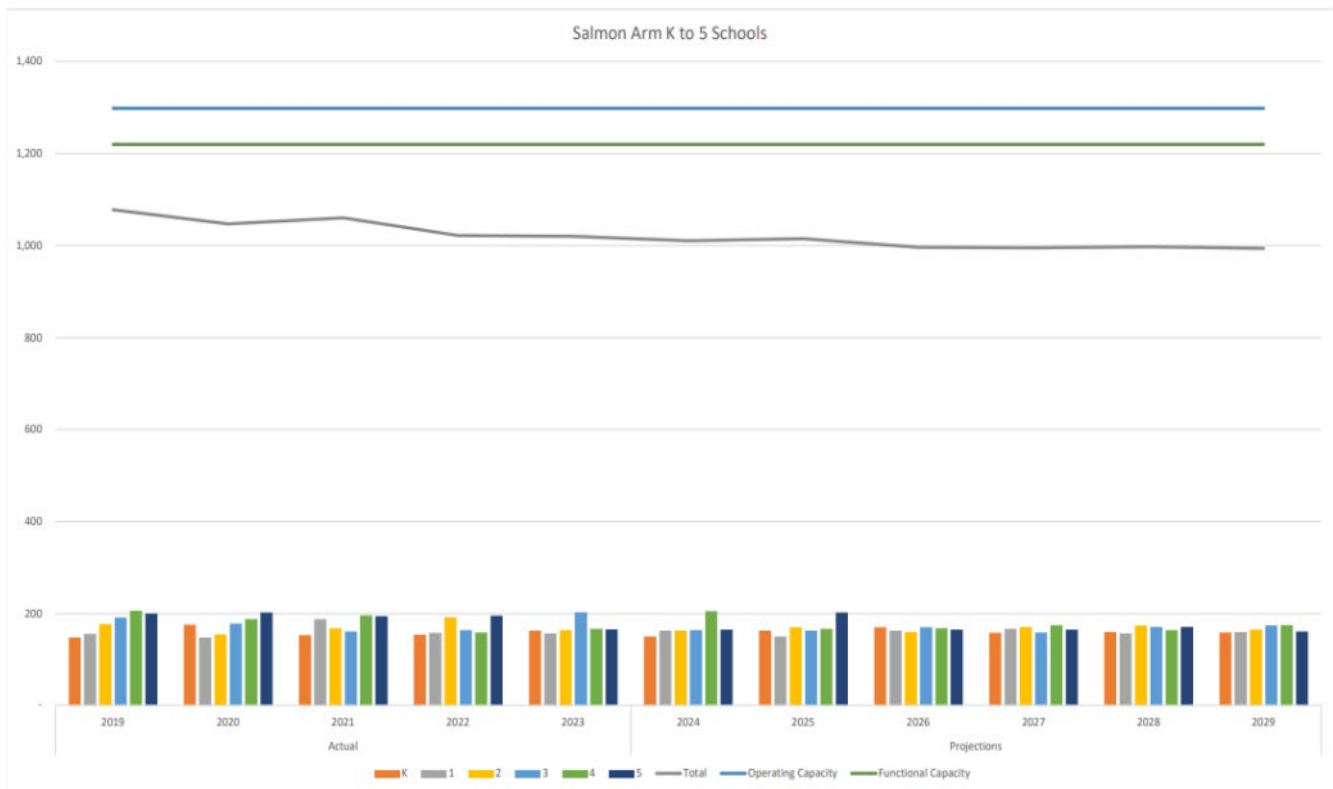
The options listed were considerations the Board debated in 2020-21 after extensive community consultation. In 2021, the Board of Education passed a motion to adopt Option E5 “in principle” for Salmon Arm school configuration. Many of the enrolment pressures experienced in 2019-2021 are not as significant in 2024. It appears that student enrolment will plateau over the foreseeable future. Any decisions regarding a configuration change need to be made in alignment with the 2024–2028 Strategic Plan and the accompanying mission, vision, and values.

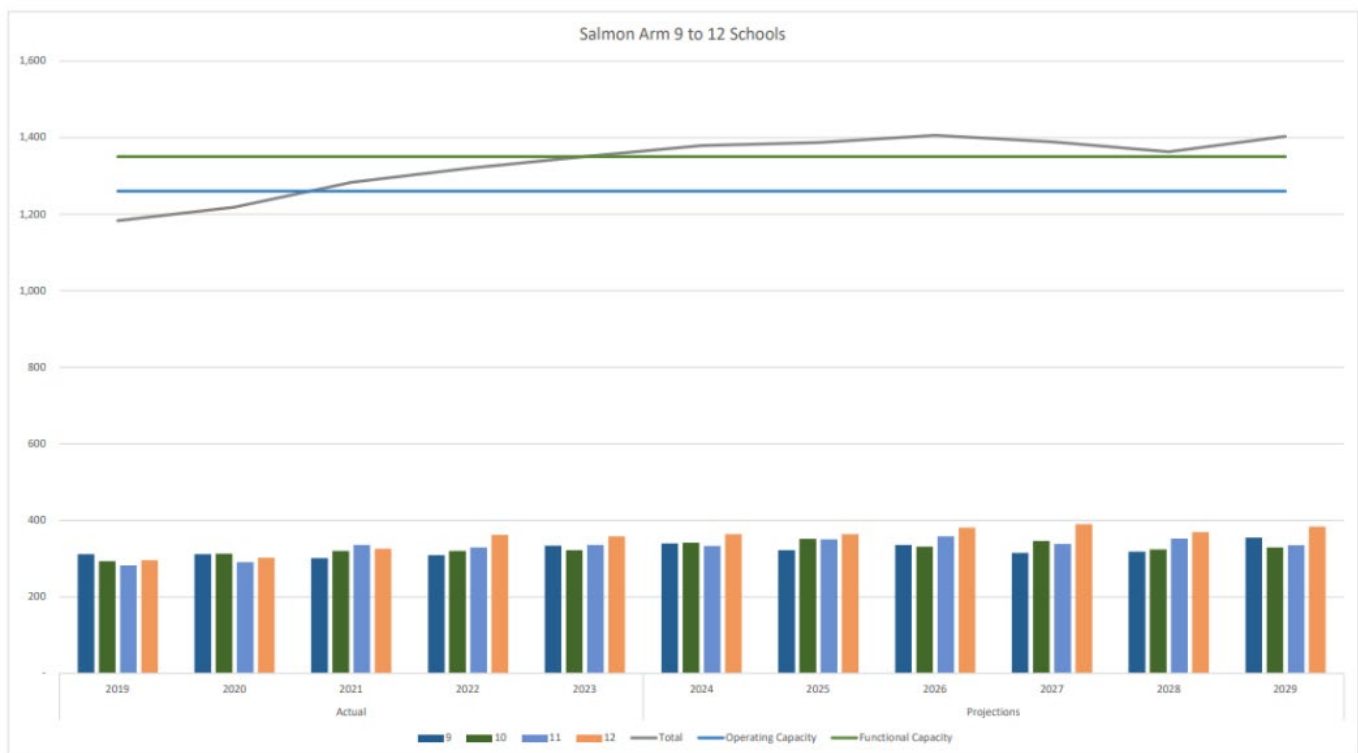
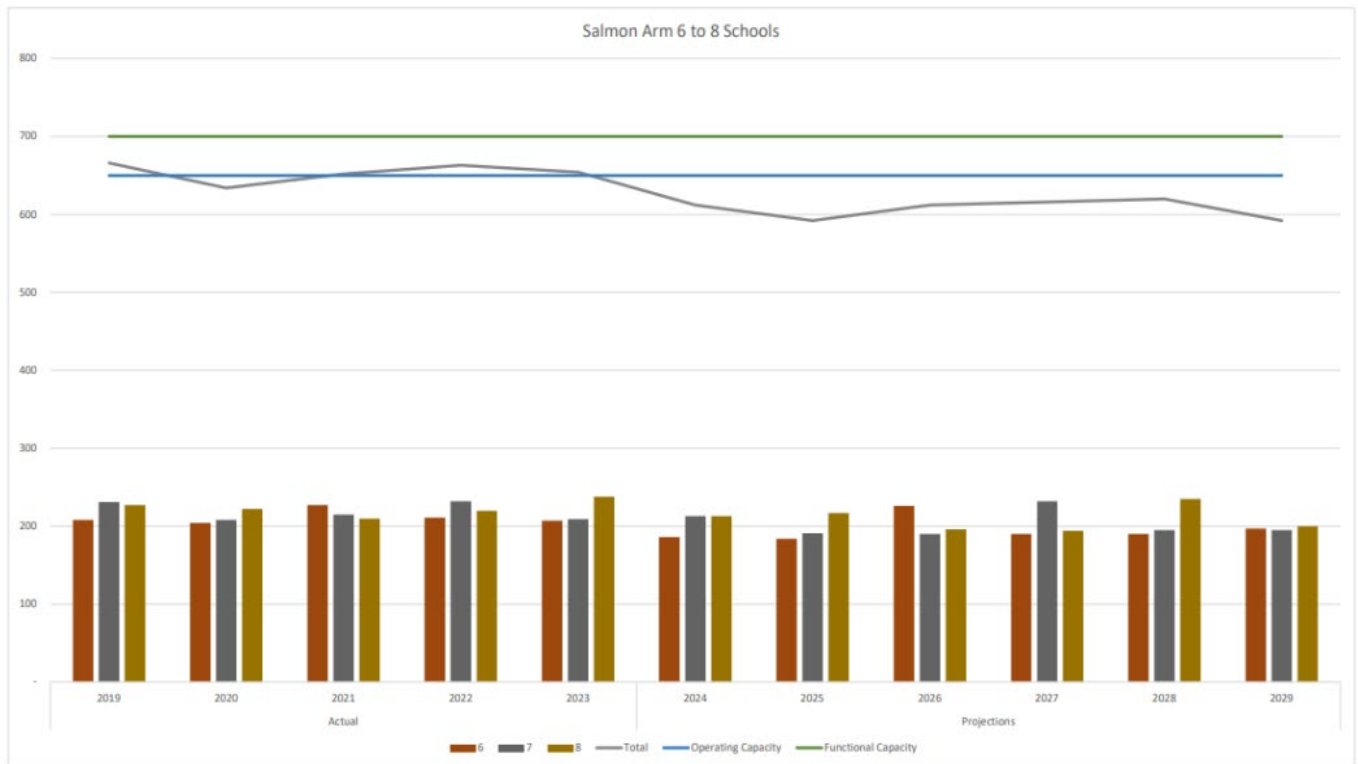
Exploring the Configuration Options Through Enrolment Data

To understand the following configuration options, it is important to note that for each graph, the blue line refers to the *Operational Capacity* set by the Ministry, the green line represents the *Functional/Effective Capacity* set by the district due to collective agreements around class size & composition language, and the gray line indicates the *current enrolment*.

1. **E5: Salmon Arm Urban Elementary (K-5), one middle (6-8), two secondaries (9-12)**
 - Currently the Option adopted by the former Board of Education “in principle”

Current Enrolment vs Operational and Functional/Effective Capacity





The E5 Option remains a very viable option for reconfiguration and reduces the number of transitions by one. It results in the least disruption across the Salmon Arm area. This option would likely result in some boundary changes to relieve some pressure from Hillcrest Elementary, causing families to attend South Broadview. There will be the need to add portables or modulars to Hillcrest Elementary as more homes are built in that area. Bastion also continues

to have enrolment pressures and currently is turning away families from its catchment area, causing them to cross the Trans Canada highway to attend South Broadview. The size of the middle school seems to be a significant concern shared by staff and parent/ caregivers who have attended the public sessions.

The two secondary schools will require portables or modulars to accommodate the additional enrolment which is also the case for some of the other options being presented. Another advantage to this model is having students begin and complete a graduation program in the same secondary school.

What this model does not address from an educational standpoint is maintaining a very large middle school which combines both elementary and secondary instructional minutes. It is not ideal for extracurricular activities and does not provide the same level of student leadership in a K-5 model as that which could exist in a K-7 model.

2. **E1: Salmon Arm Urban Elementary (K-5), one middle school (6-8), one junior secondary (9-10), one senior secondary (11-12)**

- The current “status quo” model

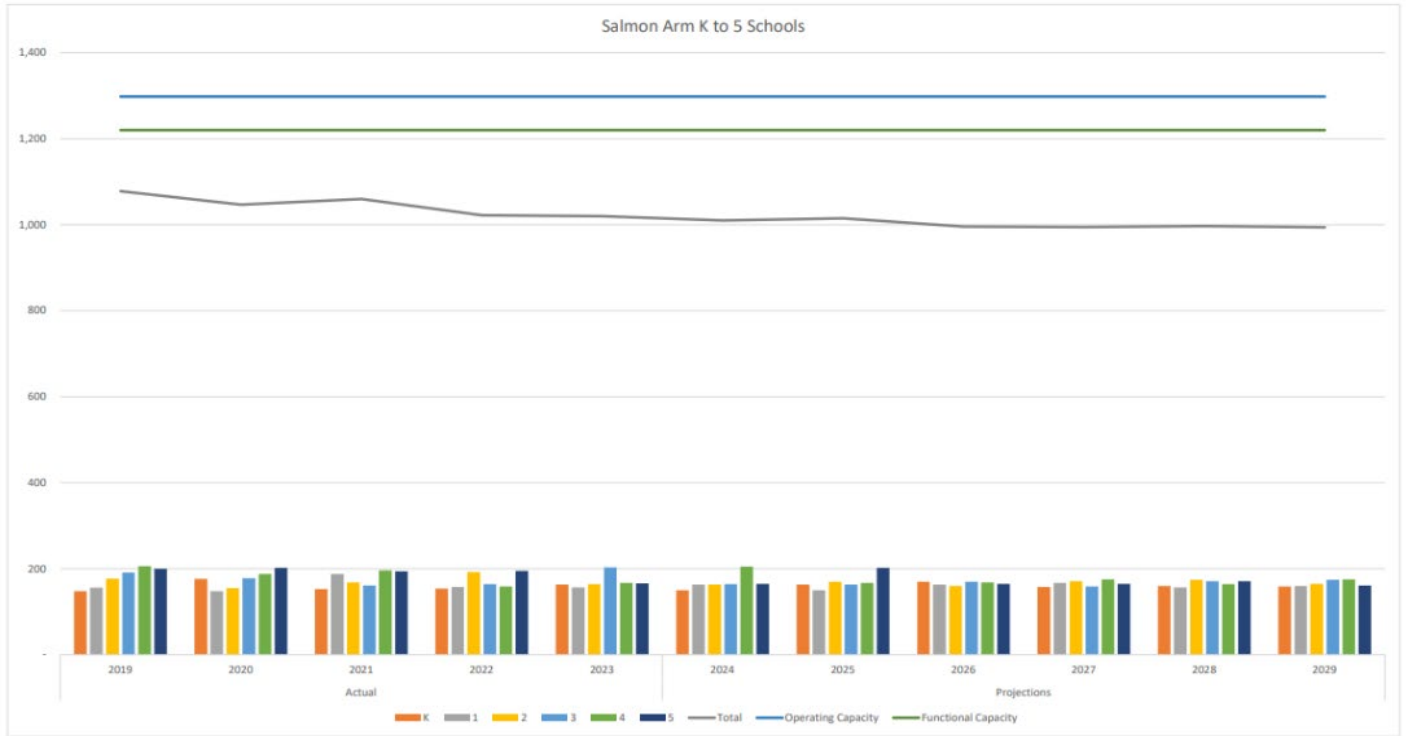
Current Salmon Arm Configurations:

There has been a great deal of consideration given to the needs of “priority learners.” The Ministry and district both define priority learners as; Children and Youth in Care, Students with Diverse Learning abilities/needs, and students of Indigenous Ancestry (both on and off reserve). It is believed that the numerous transitions within Salmon Arm schools negatively impact many learners but most significantly priority learners.

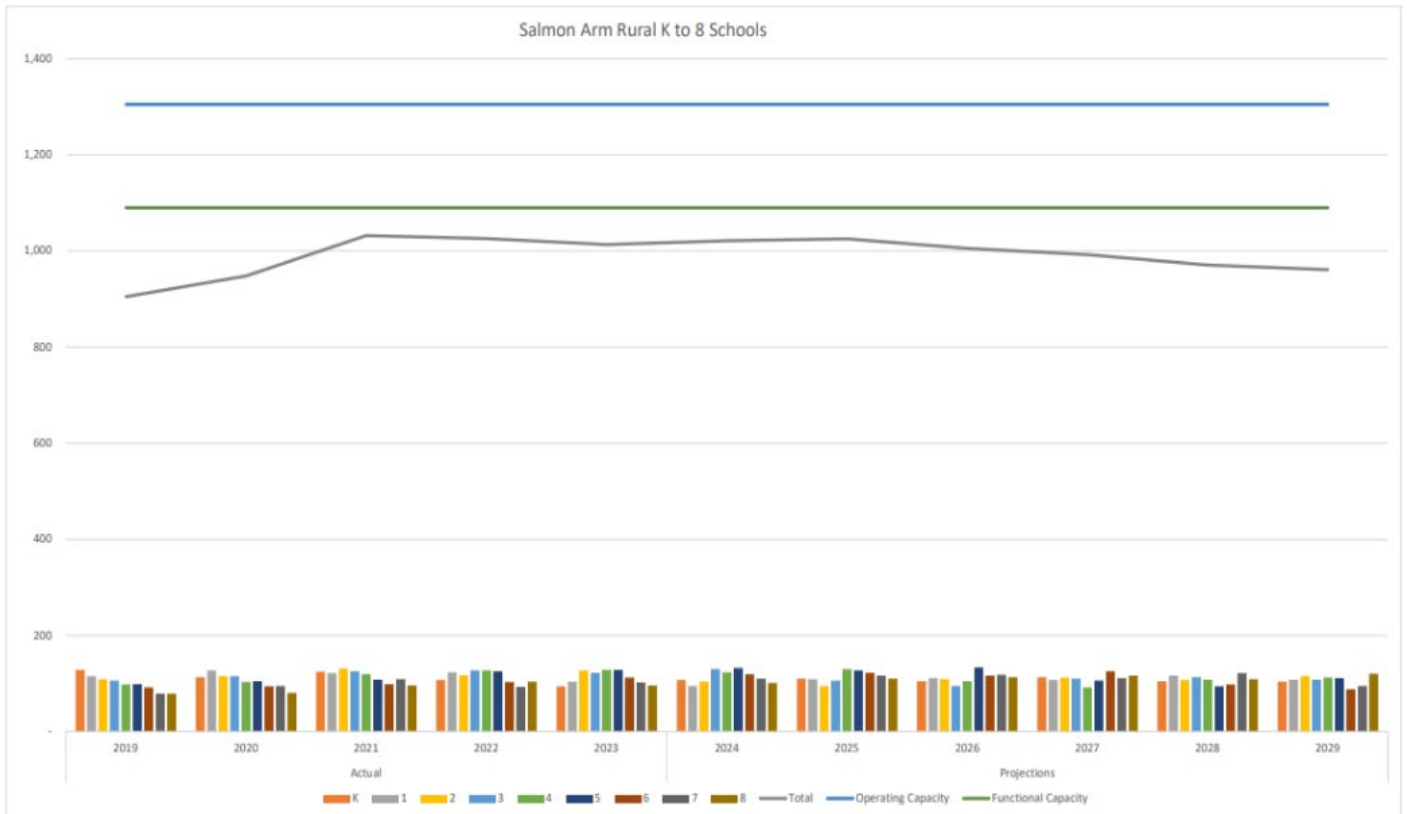
Currently within the community of Salmon Arm, students are expected to transition after their kindergarten to grade five experiences, into a middle school with grades six to eight, then to a junior secondary for grades nine and ten and finally into a senior secondary school to complete grades eleven and twelve. School District No. 83 is the only district in the province that requires students to change schools during their secondary experience. This practice results in students having to begin a graduation program in one school and completing it in a different school. Data would indicate that priority learners are most impacted by these transitions. Student completion rates, grade to grade transitions, student sense of belonging, and connectedness to school seem to align with the timing of transitions. When data and research are considered in tandem, it is difficult to ignore the impact that school transitions have on students attending school within the community of Salmon Arm.

Reducing school transitions within Salmon Arm has the overwhelming support of the senior leadership team as well as the Principal and Vice Principal team. In a recent survey, 76% of the 212 teachers and support staff agreed that transitions are a barrier to student success with 78% of respondents agreeing that it is beneficial for students to spend a prolonged period in one school.

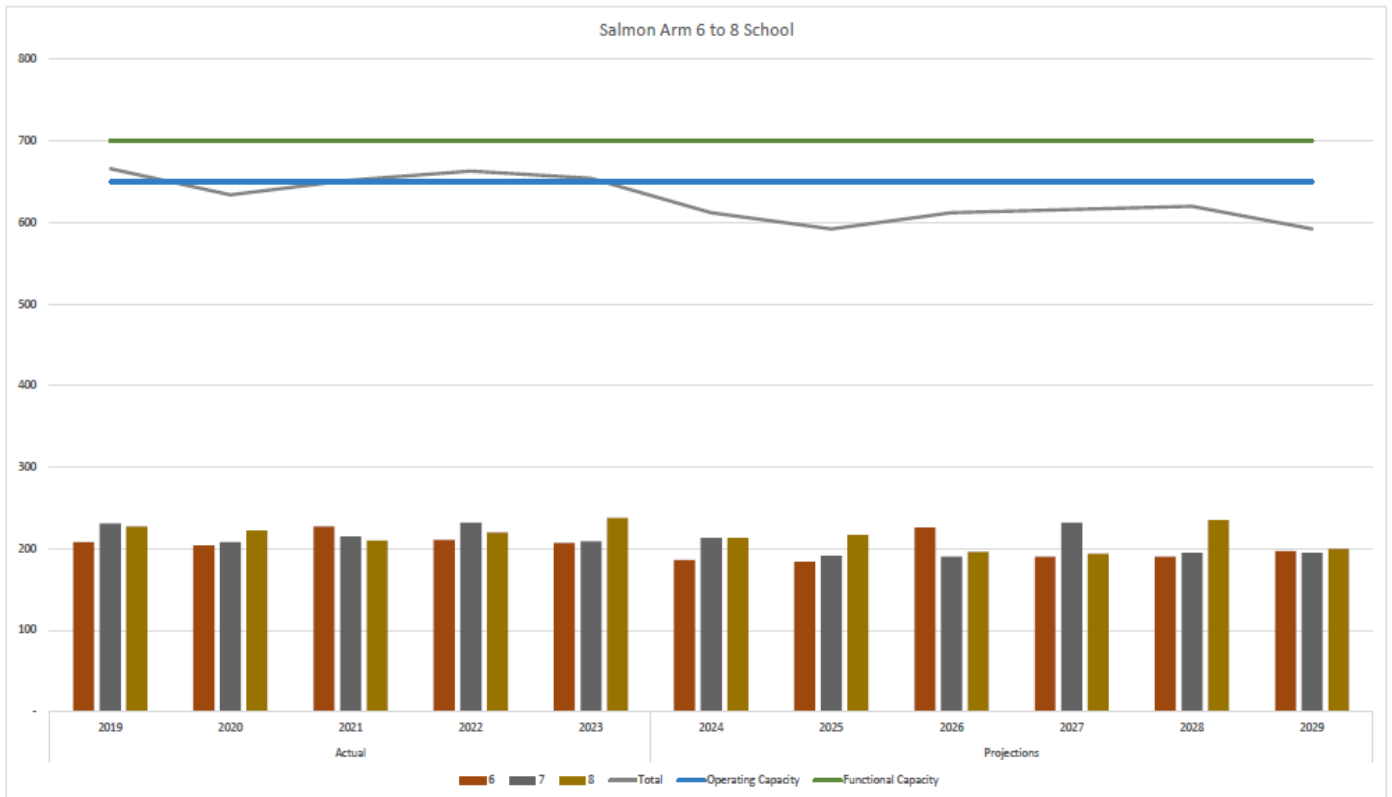
Salmon Arm Urban Elementary Schools Remain K – 5



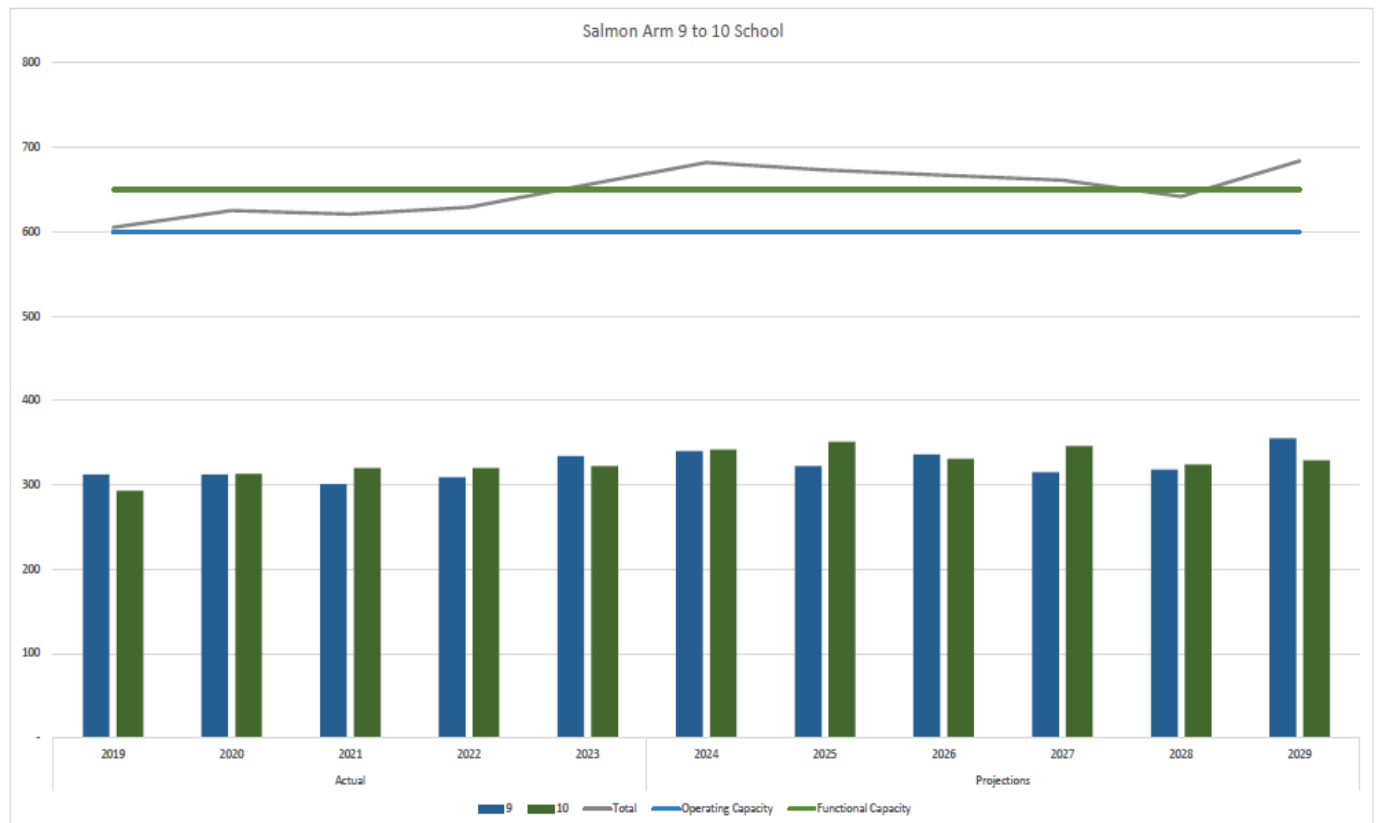
Salmon Arm Rural Elementary Schools Remain K – 8



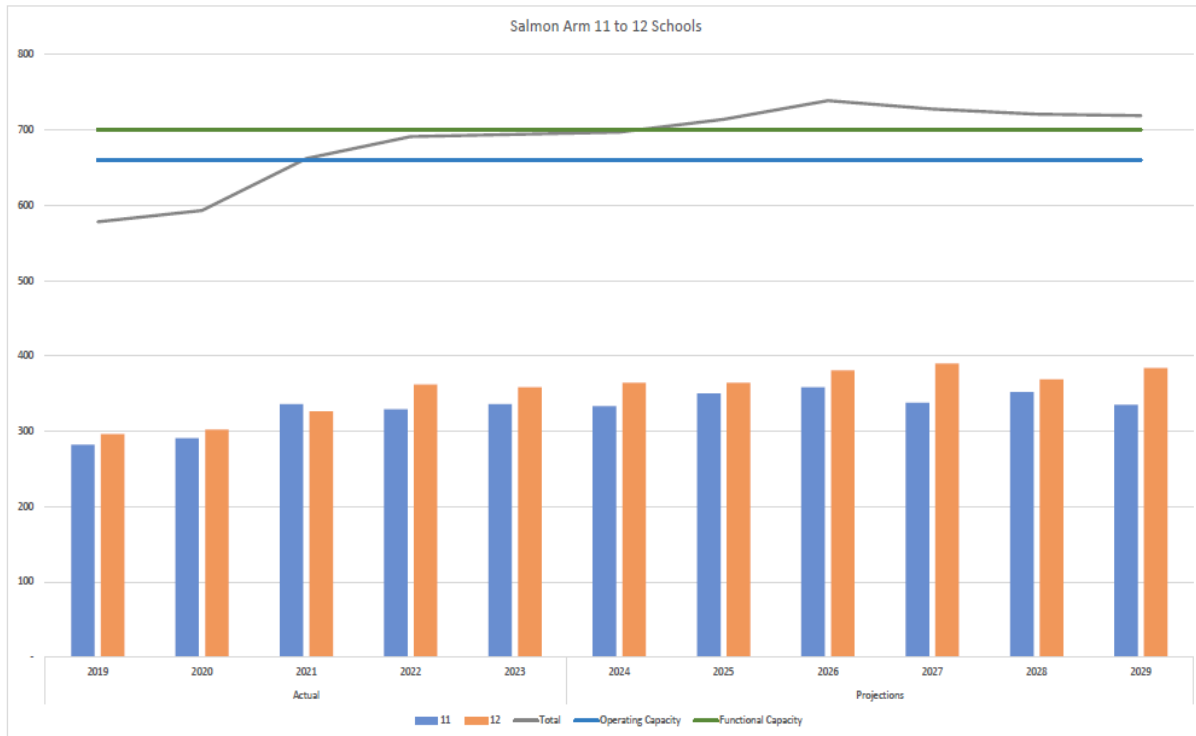
Middle School Remains Gr. 6 – 8



Junior Secondary School Remains Gr. 9 – 10



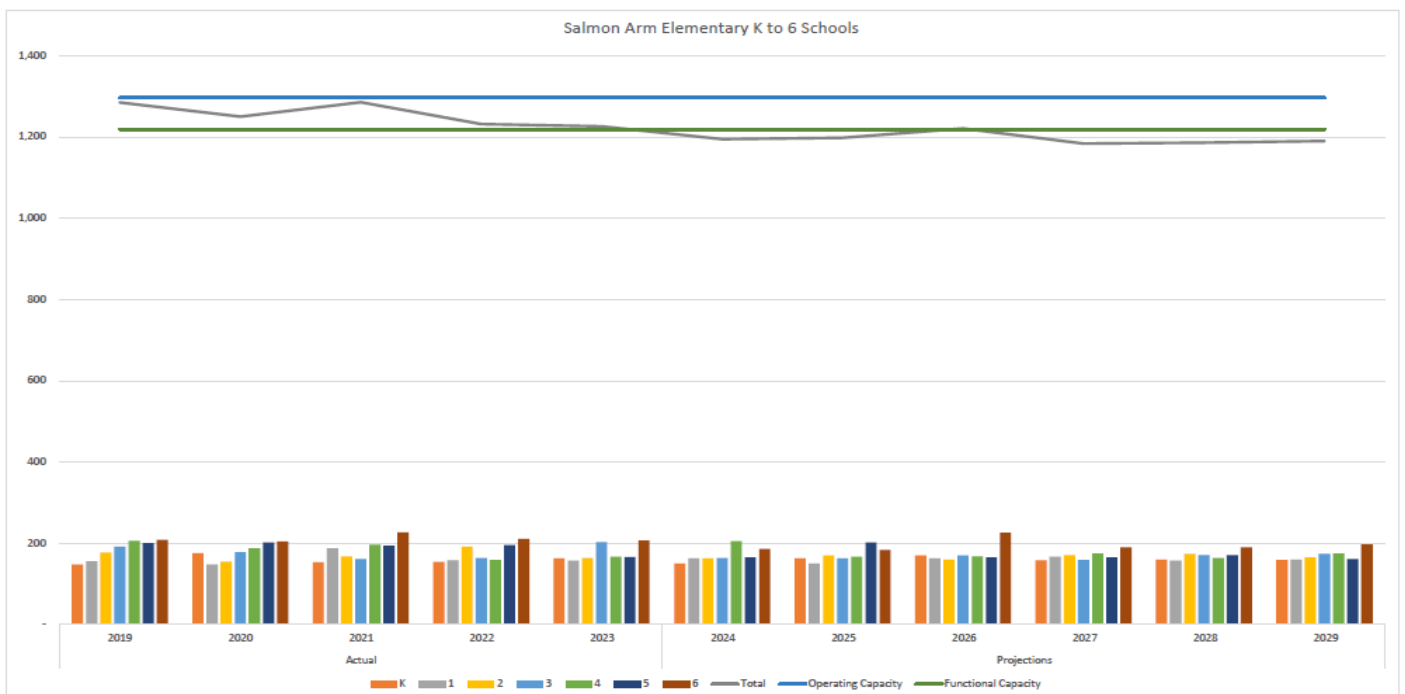
Senior Secondary School Remains Gr. 11 – 12



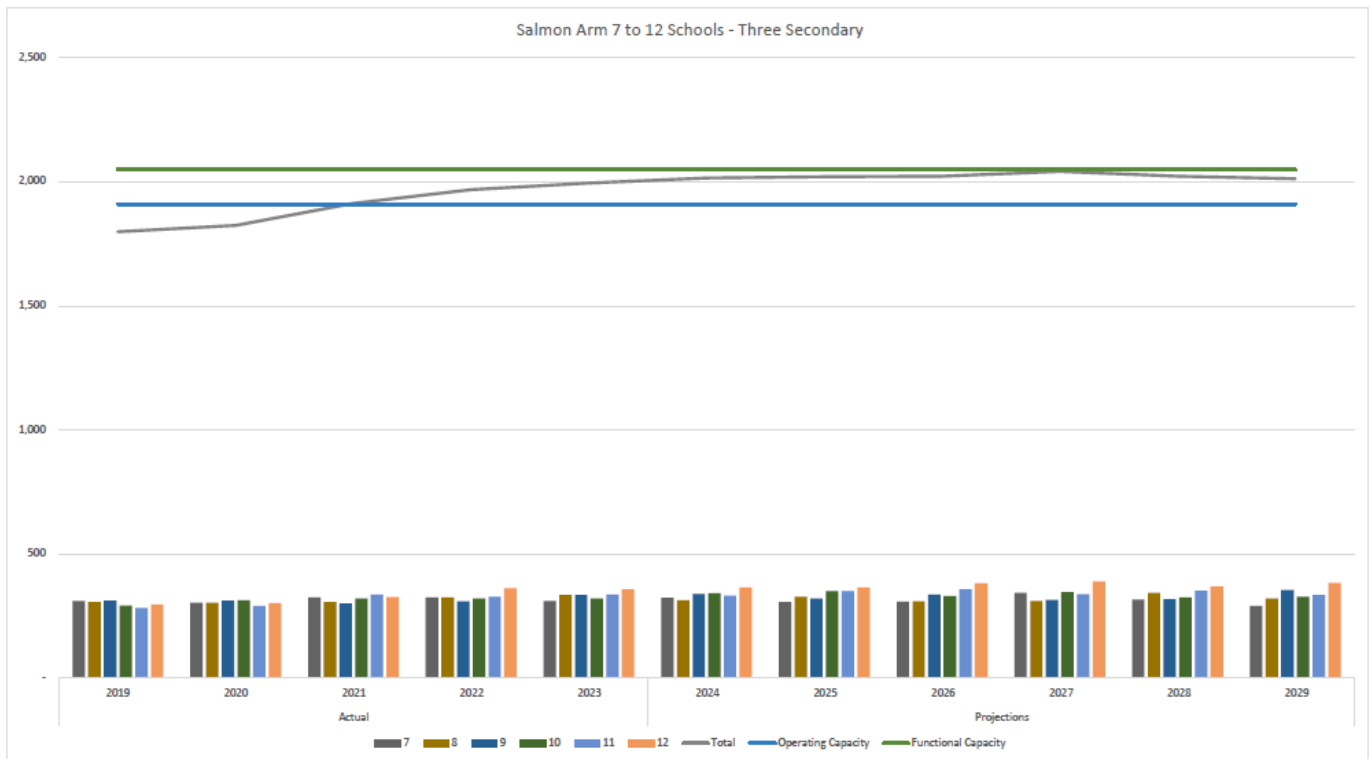
According to Baragar data the enrolment trends we can expect to see within the current school configurations identifies that a larger cohort of students have begun transitioning from Salmon Arm elementary schools and the middle school into the secondary schools. Overall, the elementary schools within Salmon Arm have the capacity to hold more students, however, schools such as Bastion and Hillcrest are still hovering close to capacity.

3. E2: Salmon Arm Urban Elementary (K-6), three Secondary Schools (7-12)

Salmon Arm Urban Elementary Schools K – 6 Enrolment



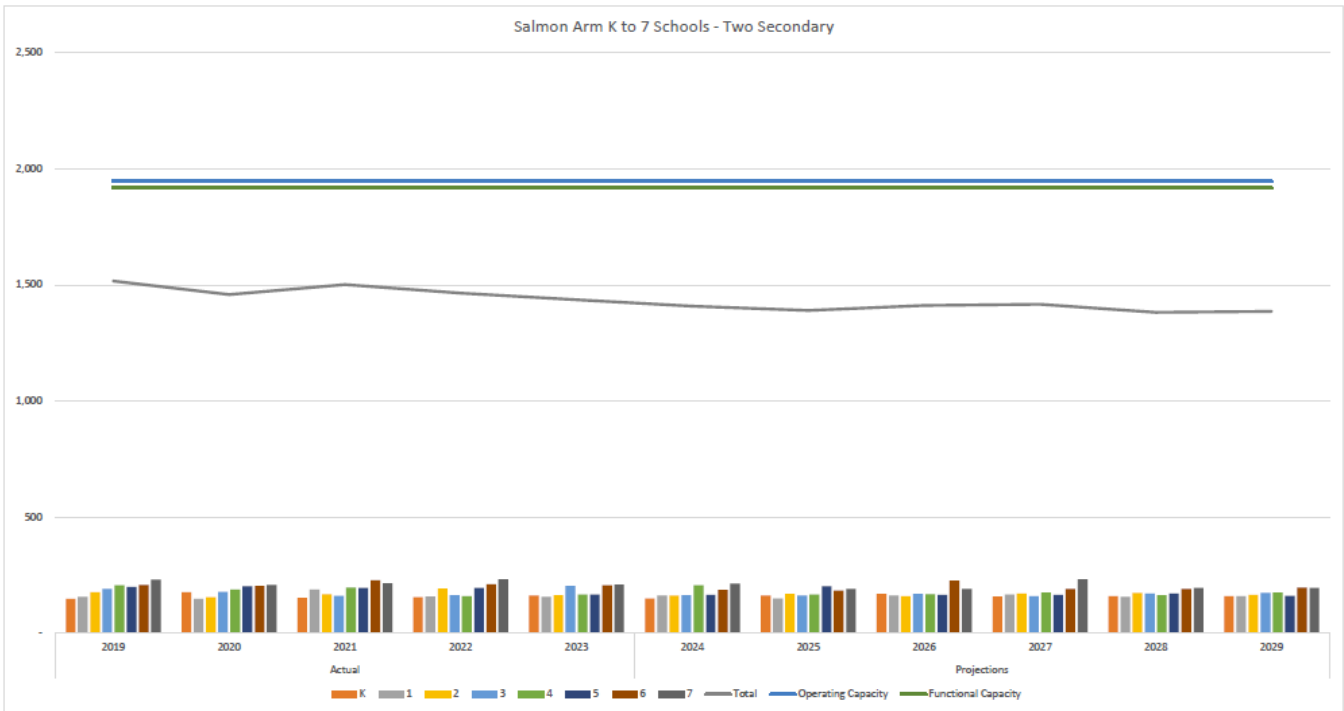
Salmon Arm Three Secondary Schools Gr. 7 – 12



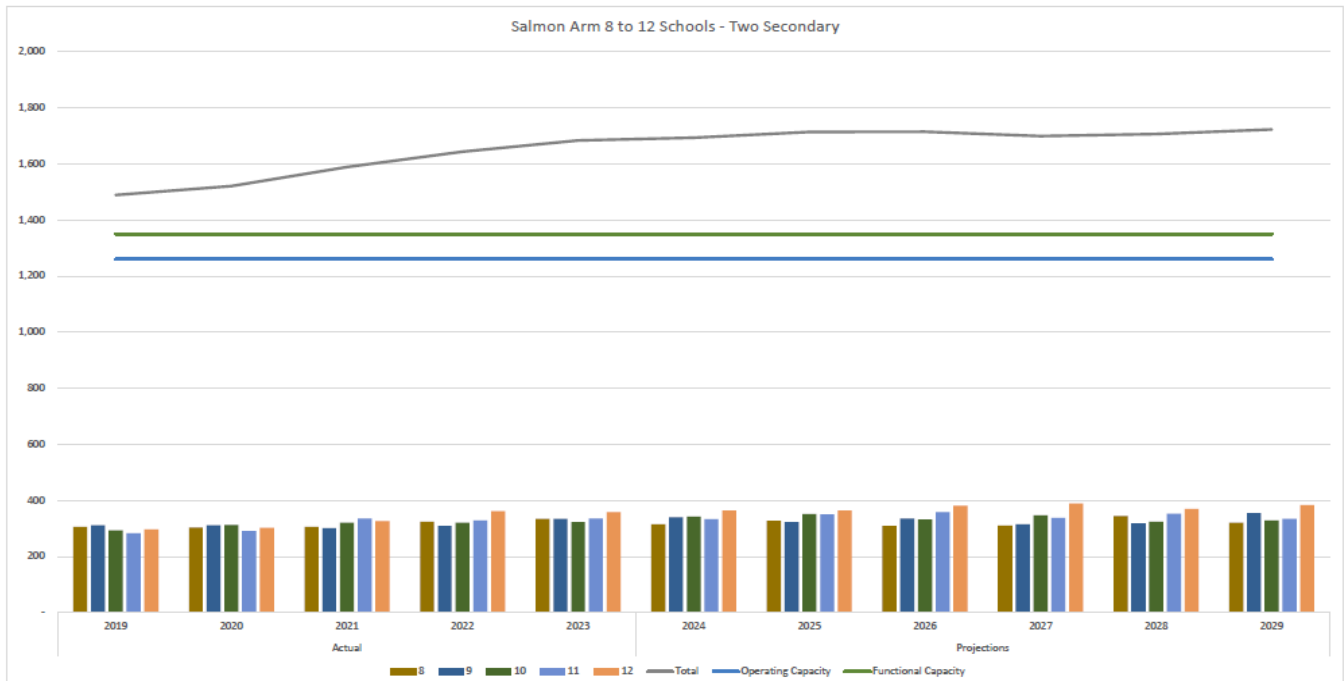
E2 would likely cause significant enrolment pressures across both elementary and secondary Salmon Arm schools. This configuration option would also cause significant challenges for rural students who attend secondary school within the community of Salmon Arm. If rural schools were to adopt a K – 6 configurations, the reduction of students would be significant and may impact the viability of the school. If rural schools were to maintain their students in the current K to 8 model, students from these schools would join a secondary school two years later than the students from urban schools. This would create an inequity for participation in extra-curricular activities and school connectedness.

4. E3: Salmon Arm Urban Elementary (K-7), two Secondary Schools (8 – 12)

Salmon Arm Urban Elementary Schools K – 7 Enrolment with SMS Becoming an Elementary School



Salmon Arm Two 8 – 12 Secondary School Enrolment



The E3 model successfully reduces enrolment pressures from Salmon Arm urban elementary schools and results in Shuswap Middle School being converted into an additional urban

elementary. With the addition of another elementary school in the southeast part of Salmon Arm, it would relieve the enrolment pressures which Hillcrest Elementary School is currently experiencing and is likely to face into the future due to new housing developments in the area. City planners have also discussed high density developments near the downtown core of Salmon Arm which currently does not have a neighbourhood elementary school. The conversion of Shuswap Middle into an elementary school could potentially hinder the Ministry of Education and Child Care from investing in a downtown elementary until such time as enrolment pressures warrant additional space. E3 would also require elementary catchment boundaries to be redrawn.

The Possibility of a Single-Track K – 7 French Immersion School

E3 would also allow for the consideration of a single-track K – 7 elementary school. There would be two possibilities to consider:

1. With Bastion being the only elementary school currently on the north side of the Trans-Canada highway, it would be a consideration to move all early French Immersion students to South Broadview and keep the late French Immersion at Bastion. Bastion already has materials and resources at the school which could be used. Removing both early and late French Immersion from Bastion to South Broadview does not allow for enough space.
2. Another alternative would be to move all French Immersion students from Bastion to Shuswap Middle, making it the single-track French Immersion school. The reduced enrolment at Bastion could be compensated by redrawing catchment boundaries making it the overflow school for downtown Salmon Arm, Salmon Arm West, and North Canoe as those students are already bussed and would not be required to cross the Trans Canada Highway on foot. This would also take into account the Hillcrest students living in the downtown area. South Broadview would remain status quo.

Option 1:

Bastion (Cap. 375)	South Broadview (Cap. 318)	Shuswap (Cap. 650)	Hillcrest (Cap. 337)
<ul style="list-style-type: none"> • Move approximately 217 Early FI students to South Broadview • Maintain approx. 140 English students • Maintain approx. 90 Late French Immersion (gr. 6 & 7) • Additional 50 – 60 students with holding students for additional 2 years • New enrolment would be approx. 290 students 	<ul style="list-style-type: none"> • Approx. 217 Early FI students from Bastion move to South Broadview • Approx. 65 Early FI from Shuswap would join the K-7 configuration • The existing 200 SBR students would move to Shuswap making SBR a single-track FI school (K-7) • New enrolment would be approx. 282 students 	<ul style="list-style-type: none"> • Approx. 200 students from South Broadview would move to Shuswap • With the Hillcrest catchment redrawn and maintaining grade 6 & 7, an additional 100 - 150 students could be added to bring the enrolment to approximately 300 – 350 students. 	<ul style="list-style-type: none"> • With the catchment boundary redrawn, enrolment will be maintained while also allowing room for growth

Option 2:

Bastion (Cap. 375)	South Broadview (Cap. 318)	Shuswap (Cap. 650)	Hillcrest (Cap. 337)
<ul style="list-style-type: none"> • Move approximately 217 Early FI students to Shuswap • Maintain approx. 140 English students • Additional 50 – 60 students with holding students for additional 2 years • Redraw boundaries for Salmon Arm West and North Canoe • Overflow from downtown Salmon Arm could attend Bastion, many of whom currently attend Hillcrest 	<ul style="list-style-type: none"> • The existing 200 South Broadview Students would stay, with the exception of those who are overflow and live in the Bastion catchment. 	<ul style="list-style-type: none"> • Shuswap Middle could become a single-track French Immersion School with all early and late French Immersion students • Enrolment would be approximately 372 students in total • It becomes the most efficient use of resources 	<ul style="list-style-type: none"> • With the catchment boundary redrawn, enrolment will be maintained while also allowing room for growth

The Possibility of a Dual-Track K – 7 French Immersion School

E3 would also allow for the consideration of a dual-track K – 7 elementary school. With Bastion being the only elementary school currently on the north side of the Trans-Canada highway, it would be reasonable to either move all early French Immersion students to Shuswap Middle and keep the late French Immersion at Bastion or to move both early and late to Shuswap Middle. Moving the early French Immersion to Shuswap prevents the situation where students who would be currently enrolled would need to transition to a “former K-5” school such as South Broadview or Bastion. This might be an easier scenario for parents and students to accept.

With Shuswap Middle currently being a dual track French Immersion school, it would be an easy conversion to a K – 7 dual track elementary school.

Bastion (Cap. 375)	South Broadview (Cap. 318)	Shuswap (Cap. 650)	Hillcrest (Cap. 337)
<ul style="list-style-type: none"> • Move approximately 217 Early FI students out. • Maintain approx. 140 English students 	<ul style="list-style-type: none"> • South Broadview would maintain its current catchment • The enrolment could possibly drop if families from the 	<ul style="list-style-type: none"> • Approximately 217 Early French Immersion students from Bastion move to Shuswap 	<ul style="list-style-type: none"> • With the catchment boundary redrawn, enrolment will be maintained while also allowing room for growth

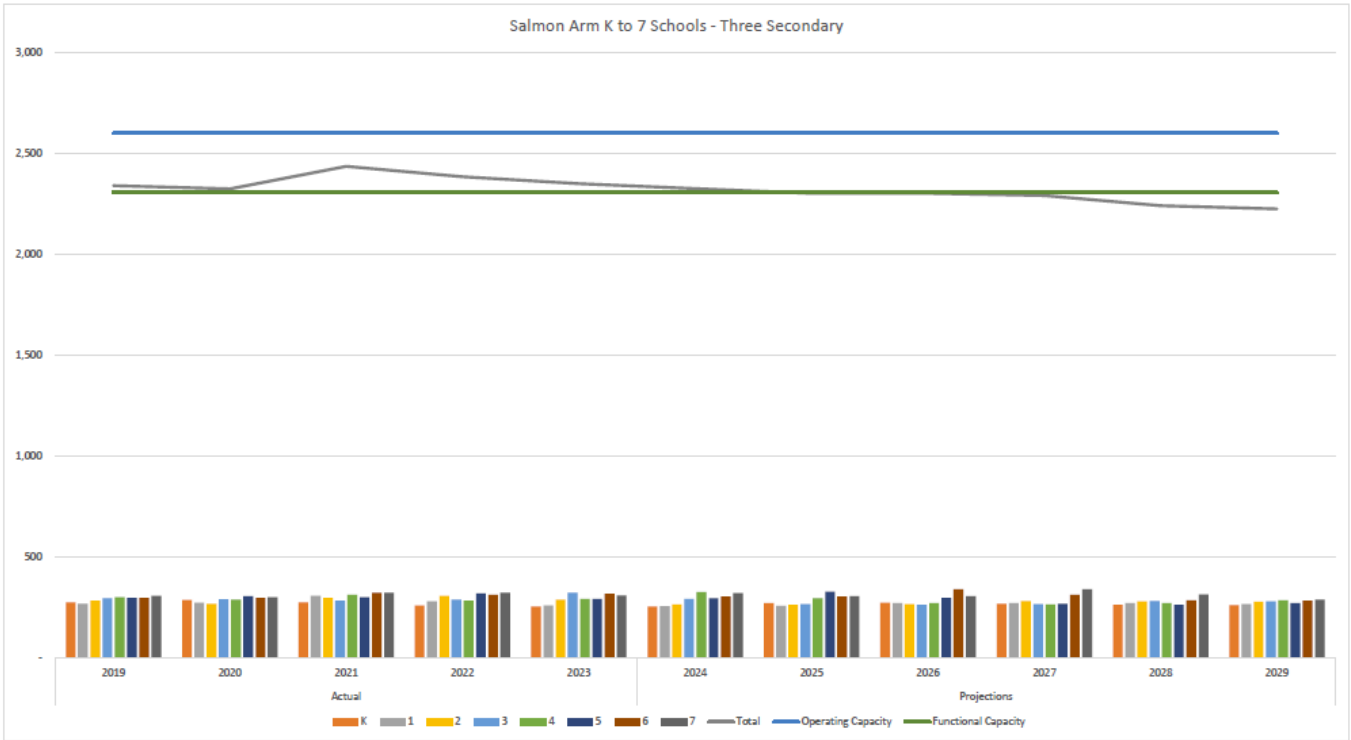
<ul style="list-style-type: none"> • Maintain approx. 90 Late FI (gr. 6 & 7) • Additional 50 – 60 students with holding students for additional 2 years • New enrolment would be approx. 290 students • Because some families were moved to South Broadview as the overflow school, there is a possibility that these students would be able to return to Bastion • Bastion could also be considered an overflow school if Late FI was moved to SMS 	<p>Bastion catchment are allowed to return to their neighbourhood school</p> <ul style="list-style-type: none"> • South Broadview would continue to be one of the overflow schools for families in Salmon Arm 	<ul style="list-style-type: none"> • Approx. 65 Early FI from Shuswap would remain in the K-7 configuration • With the Hillcrest catchment redrawn and maintaining grade 6 & 7, an additional 100 - 150 students could be added to bring the enrolment to approximately 380 – 430 students • If Late French Immersion was to also be housed at SMS, the enrolment could fluctuate by an additional 90 students. 	
--	--	--	--

Though adopting E3 would relieve elementary school enrolment pressures, it would result in the two secondary campuses being over capacity. This could be alleviated through the use of modulars or portables at each of the campuses. A variation of E3 could see the district moving to K – 7 configurations within the elementary schools and converting Shuswap Middle into a third secondary school. This would result in elementary schools within Salmon Arm exceeding capacity thus resulting in the need for modulars or portables and resulting in catchment boundaries being redrawn.

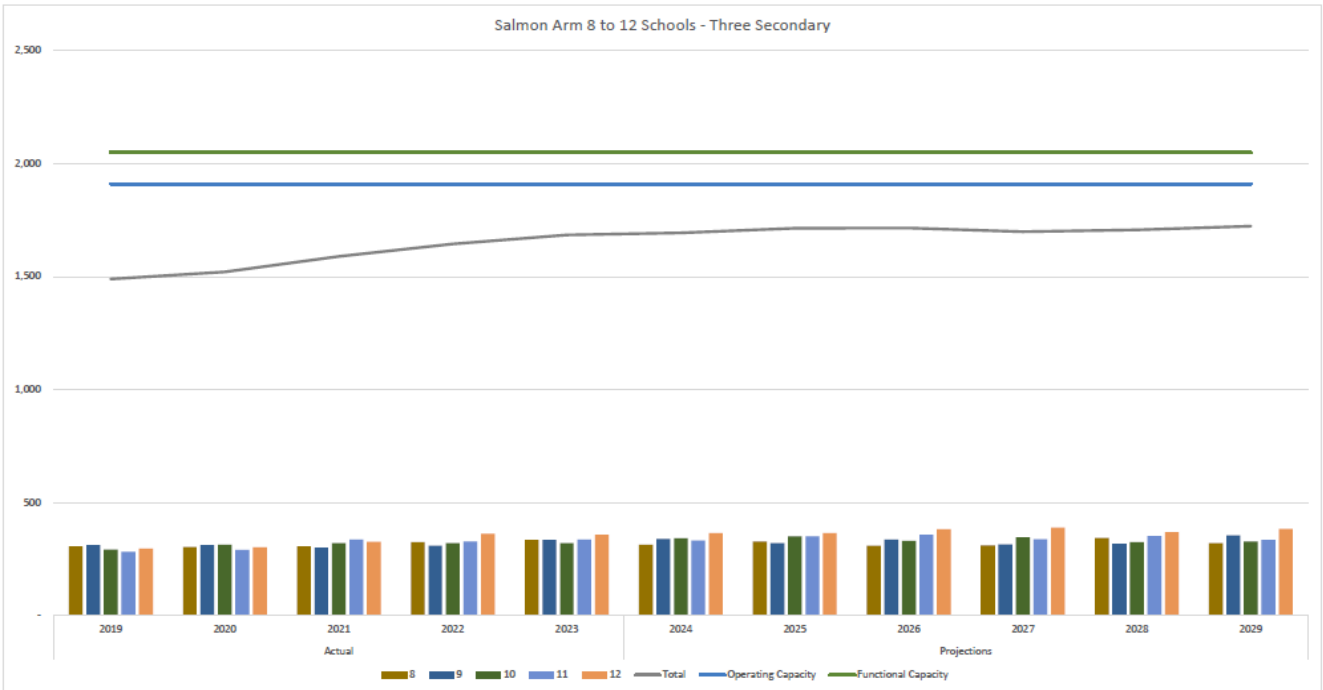
This option has the greatest level of support according to the staff survey which was shared in early March.

5. E3: Variation - Salmon Arm Urban Elementary (K-7), three Secondary Schools (8 – 12)

Salmon Arm Urban Elementary Schools K – 7 Enrolment with SMS Becoming a Secondary School



Salmon Arm Three 8 – 12 Secondary School Enrolment

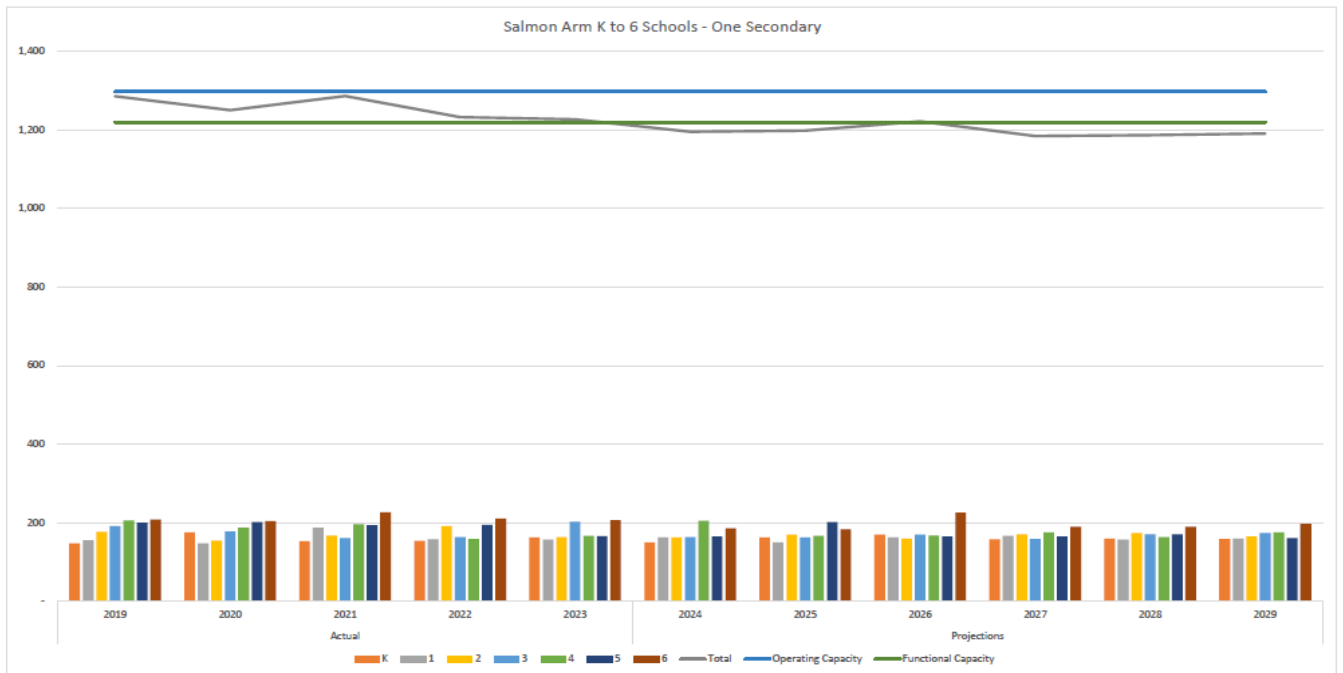


The variation to E3 as presented would create pressure on elementary school numbers and would undoubtedly require modulars or portables to accommodate the student numbers. This variation might also reduce secondary student numbers to a degree where the variation of classes and number of blocks could be significantly impacted.

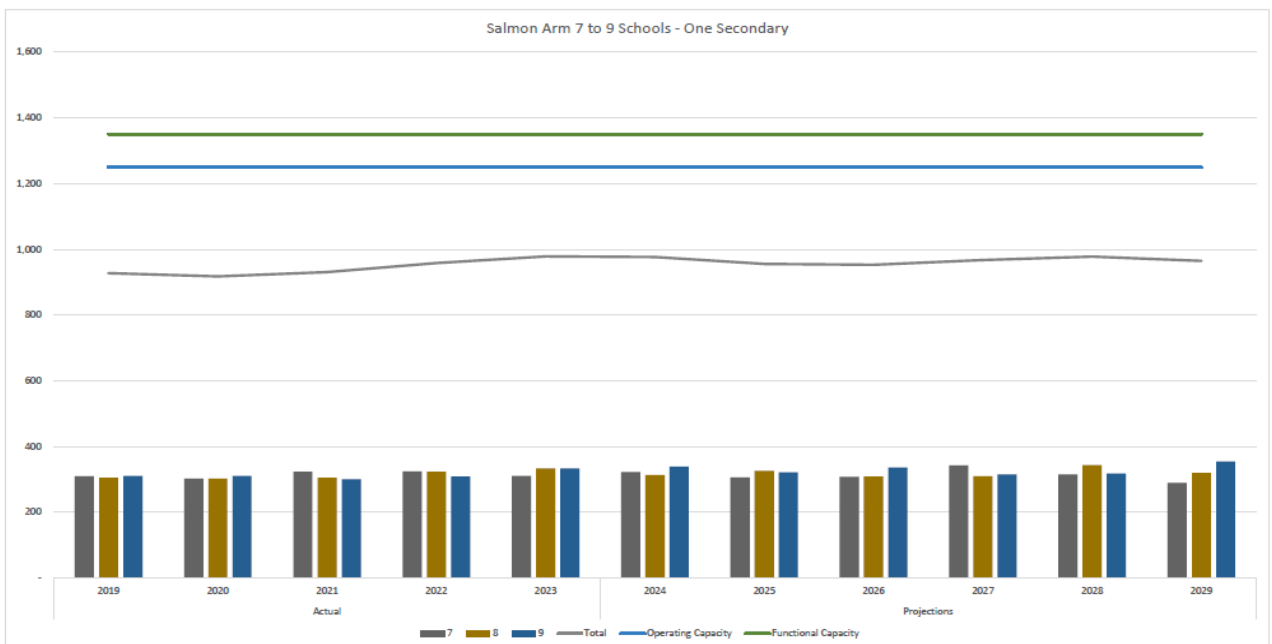
The two variations of E3 are the preferred options according to the staff survey which was sent out in early March with the three secondary school model being a second choice to the two secondary school model (original E3 option).

6. E4: Salmon Arm Urban Elementary (K-6), two middle schools (7-9), one secondary school (10-12)

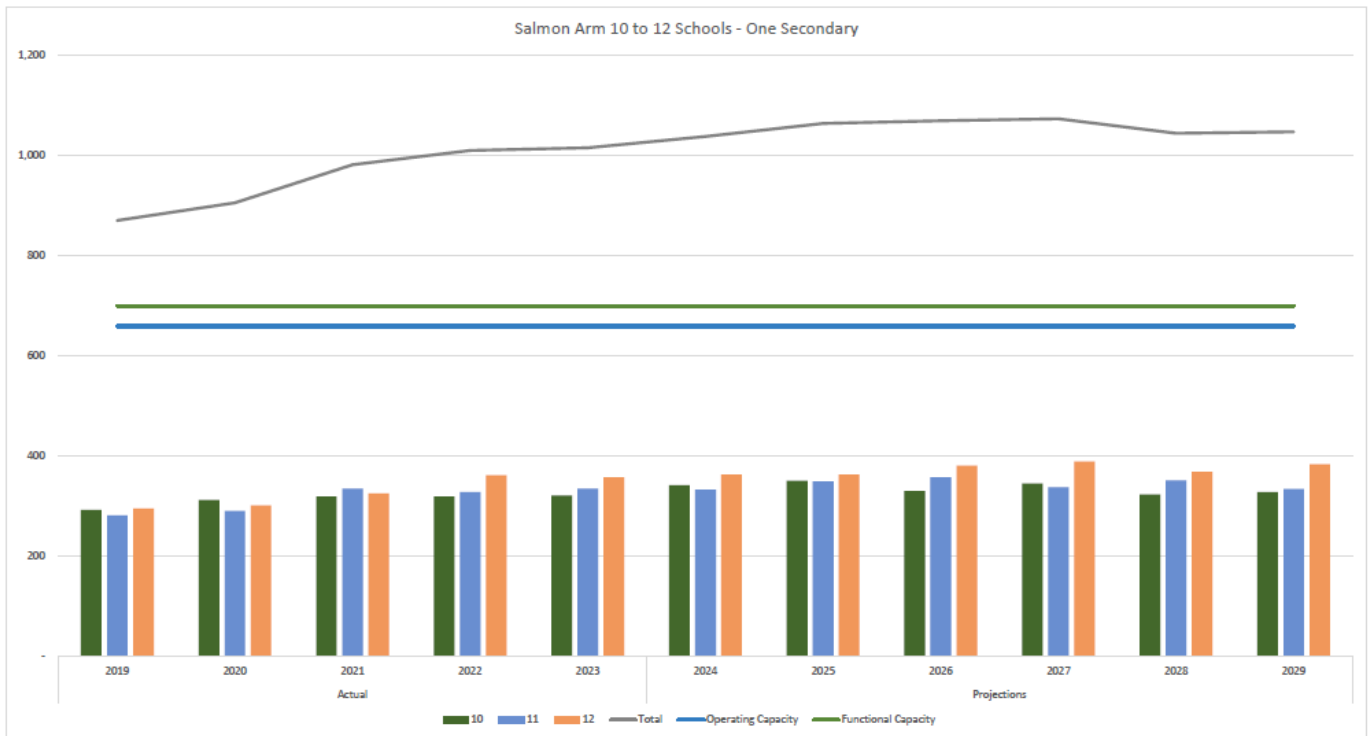
Salmon Arm Urban Elementary Schools K – 6 Enrolment



Salmon Arm Urban Two Middle School (7 – 9)



Salmon Arm One Secondary School (10 – 12)



The E4 model results in significant pressures at the elementary level and would require boundary changes and portable/modular consideration. Likewise, the housing all grade 10-12 students within one campus result in a significant number of portables/modulars on the current Salmon Arm Secondary campus.

E4 also creates two middle schools that would combine elementary and secondary instructional minutes that results in a more costly model.