

DATE: February 25, 2020

TO: Board of Trustees

FROM: Darrel Robertson, Superintendent of Schools

SUBJECT: Draft *Three-Year Capital Plan 2021–2024*

ORIGINATOR: Dr. Lorne Parker, Assistant Superintendent

RESOURCE STAFF: Josephine Duquette, Scott Humphrey, Hodan Jama, Roland Labbe, Shaminder Parmar, Jennifer Thompson, Christopher Wright

REFERENCE: [Infrastructure Planning Principles Policy \(EA.BP\)](#)
[Strategic Plan 2018–2022](#)
Ten-Year Facilities Plan 2020–2029

ISSUE

The Board of Trustees is required to annually approve and submit to the province the Division's Three-Year Capital Plan (Attachment I). The deadline for submission of the *Three-Year Capital Plan 2021–2024* to Alberta Education is April 1, 2020.

BACKGROUND

In October 2019, Alberta Education announced funding for a new K–9 school in the Keswick neighbourhood and design funding for a new high school in The Meadows area. As a result, the Keswick School project has been removed as a capital priority.

Edmonton Public Schools is in the process of completing seven school capital projects approved from previous Three-Year Capital Plans. This includes four new schools, one school modernization/addition/demolition, and two replacement schools.

School Name	Type of Project	Anticipated Opening
Aleda Patterson School (K–3)	Replacement	2021/2022
Alex Janvier School (4–9)	Replacement	2021/2022
Dr. Anne Anderson School (10–12)	New	2021/2022
Garth Worthington School (K–9)	New	2021/2022
Highlands School (K–9)	Modernization/Addition/Demolition	2021/2022
Soraya Hafez School (K–6)	New	2020/2021
Thelma Chalifoux School (7–9)	New	2020/2021

In the past, the Three-Year Capital Plan included an outline of the strategic direction for Division facility planning. This information is better suited within the Ten-Year Facilities Plan and has been shifted accordingly. The intention is to update the Ten-Year Facilities Plan annually with the review and approval of the Three-Year Capital Plan. The Three-Year Capital Plan will focus on the capital priorities for the Division.

RELATED FACTS

- The Three-Year Capital Plan is required to be approved by the Board of Trustees annually and submitted prior to April 1 of each year.
- The format of the Three-Year Capital Plan focuses on the methodology for the identification and prioritization of capital priorities for the Division.
- The Division is completing seven school capital projects approved from previous Three-Year Capital Plans. This includes four new schools, one school modernization/addition/demolition, and two replacement schools.
- The list of new construction priorities has been adjusted to reflect the approved design and construction funding for a new K–9 school in the Keswick neighbourhood, previously priority two in the Capital Plan, and design funding for a new high school in The Meadows area.
- The proposed Glenridding Heights junior high – Phase II has shifted from a Year 3 priority to Year 2 to accommodate the growing junior high population. The additional space can also provide flexibility within the grade capacity and potentially some relief for the senior high capacity challenges.
- The proposed McConachie junior high has shifted from a Year 2 priority to a Year 1 priority to accommodate the growing junior high population in northeast Edmonton.

RECOMMENDATION

That the proposed capital priorities for modernization and new construction identified in the *Three-Year Capital Plan 2021–2024* be approved.

OPTIONS

Based on the information provided in this report, the following options are considered most appropriate:

1. Approve the *Three-Year Capital Plan 2021–2024*, as presented for submission to Alberta Education.
2. Approve the *Three-Year Capital Plan 2021–2024*, as amended for submission to Alberta Education

CONSIDERATIONS and ANALYSIS

The Three-Year Capital Plan is one of the best tools the Division has to advocate for adequate, stable and predictable funding that will ensure our ability to provide quality infrastructure for all students for years to come. The uncertainty of access to capital funding creates challenges in prioritizing projects for both modernization/replacement schools and new construction. Funding for modernization projects and Infrastructure Maintenance and Renewal funding has been consistently below levels required to maintain optimal learning environments in the Division's aging infrastructure. Administration and the Board of Trustees continue to explore innovative approaches and potential funding models that represent overall efficiencies and allow for responsible approaches to meeting the demand for student accommodation while upgrading and maintaining aging infrastructure. The proposed capital priorities are based on the Infrastructure Planning Principles, Strategic Plan 2018–2022, and Ten-Year Facilities Plan 2020–2029.

Capital Planning Methodology

The *Three-Year Capital Plan 2021–2024* outlines the Division's capital priorities for the next three-year period. The *Plan* reflects an investment in both mature areas and new growth areas in the Division's capital priorities. It includes a breakdown of project costs required by the project and demonstrates that the Division has evaluated its ability to deliver the requested projects during the three-year period. Once approved, the priorities are entered into the provincial database system, including copies of provincially required Site Readiness Checklists for new or replacement school projects identified in Year 1 of the

submission. Alberta Education reviews and prioritizes the Division's school capital projects in accordance with their criteria as listed in the *Alberta School Capital Manual, March 2015* (Attachment II): health and safety, building condition, utilization rates, enrolment projections, education program delivery and impact, site readiness and infrastructure performance. The review will also include any additional information provided such as regional plans or partnership opportunities.

New Construction Considerations

All requests for new construction are located in developing neighbourhoods, with most being in the southwest, southeast and west areas of the City. Schools serving these areas are currently experiencing high utilization rates and more students are projected to be generated from the ongoing development. While the Division has been fortunate to receive and open almost 19,000 seats since 2010, the enrolment growth the Division has experienced matched this number in the 2017–2018 school year and continues to grow at approximately 3,000 students per year.

It is projected that enrolment in Kindergarten to Grade 9 will grow by approximately 10,000 students in the next five years with only 3,400 additional Kindergarten to Grade 9 seats being opened through new construction projects in that same time period. The majority of the projected students will reside in developing areas where schools are at or nearing capacity. Students will continue to be accommodated in schools in mature and established areas where there is some available space. If no new construction is realized, students will face increasing travel times to their designated schools, adding to student transportation challenges for families and the Division.

The proposed priorities for new construction and major additions are based on a review of all land development plans, policies and data for the City of Edmonton, and analysis of pre-school and student residency data that includes but is not limited to:

- number of current students residing in an area and the number of projected students for that area
- the pace of development and the amount of development remaining in an area
- utilization of the schools that the majority of students residing in the area attend
- average distance travelled by the students to their designated school from the proposed site
- the "site readiness" of the proposed project site as defined by the Province
- impact of any capacity recently constructed or currently under construction

Modernization/Replacement Project Considerations

The modernization/replacement project priorities remain unchanged from the previous capital plan as there has been no funding received for this category of projects. Several factors were used to prioritize modernization/replacement projects including the following:

- current and projected student enrolment
- school utilization
- building condition audits and deferred maintenance
- building replacement costs
- Facility Condition Index
- community consultation

Space for Students in Mature Communities

In March 2016, the Division began an extensive consultation process with three mature community clusters – Britannia (four schools), Rosslyn (seven schools) and Westlawn (four schools) – around school consolidation concepts. Working committees were created in each cluster to explore this concept with the ultimate goal of placing a community-driven plan for consideration in the *Three-Year Capital Plan*

2018–2021. The working committees consisted of principals, parents and community representatives. The concepts developed through the committees were taken to the general public in March 2017.

A preferred consolidation concept for the Westlawn cluster was identified and approved by the Superintendent in the spring of 2017. The approved concept will consolidate Afton, Glendale, Sherwood and Westlawn schools into a new K–3 school on the Afton School site (Aleda Patterson School) and a new Grade 4–9 school on the Westlawn School site (Alex Janvier School). Funding was announced for the project in May 2018. The project is now entering the construction phase and is anticipated to open in September 2021.

A preferred consolidation concept for the Britannia cluster was confirmed in the fall of 2018. The concept will consolidate Brightview, Britannia, Mayfield and Youngstown schools into a new pre-K–3 school on the Mayfield School site and a new K–9 school on the Britannia School site. The Board of Trustees approved an amendment to the *Three-Year Capital Plan 2018–2021* to include this concept in October 2018. The closure of schools in the cluster may come to the Board of Trustees for consideration once funding is approved for the construction of the replacement school buildings. The project is proposed as priority six in Year 1 of the aggregated capital priorities list.

The Greater Highlands and the Greater Lawton communities underwent a similar consultative process beginning in 2014. In the Greater Lawton area, this resulted in the consolidation of three schools into a new K–9 school. Ivor Dent School welcomed students in September 2017. In Greater Highlands, a concept plan was approved that consolidates Highlands, Montrose and Mount Royal schools into a newly modernized K–9 Highlands School. This project has been funded, and is under construction and anticipated to open in 2021.

Past and future Space for Students initiatives provide the Division with opportunities to collaborate with provincial and municipal governments and partner agencies, as well as community groups, to contribute positively to community sustainability.

The two ongoing Space for Students initiatives in the city’s mature areas of Britannia and Rosslyn remain as capital priorities. To reflect the ongoing work involving the Division’s aging infrastructure in the mature communities, one additional placeholder is included in the list of priorities. The placeholder is intended to accommodate the outcomes from potential future school consolidation discussions.

NEXT STEPS

The approved *Three-Year Capital Plan 2021–2024* will be submitted to Alberta Education by April 1, 2020.

ATTACHMENTS and APPENDICES

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|---------------|--|
| ATTACHMENT I | Three-Year Capital Plan List of Priorities |
| ATTACHMENT II | Alberta School Capital Manual |

JD:or

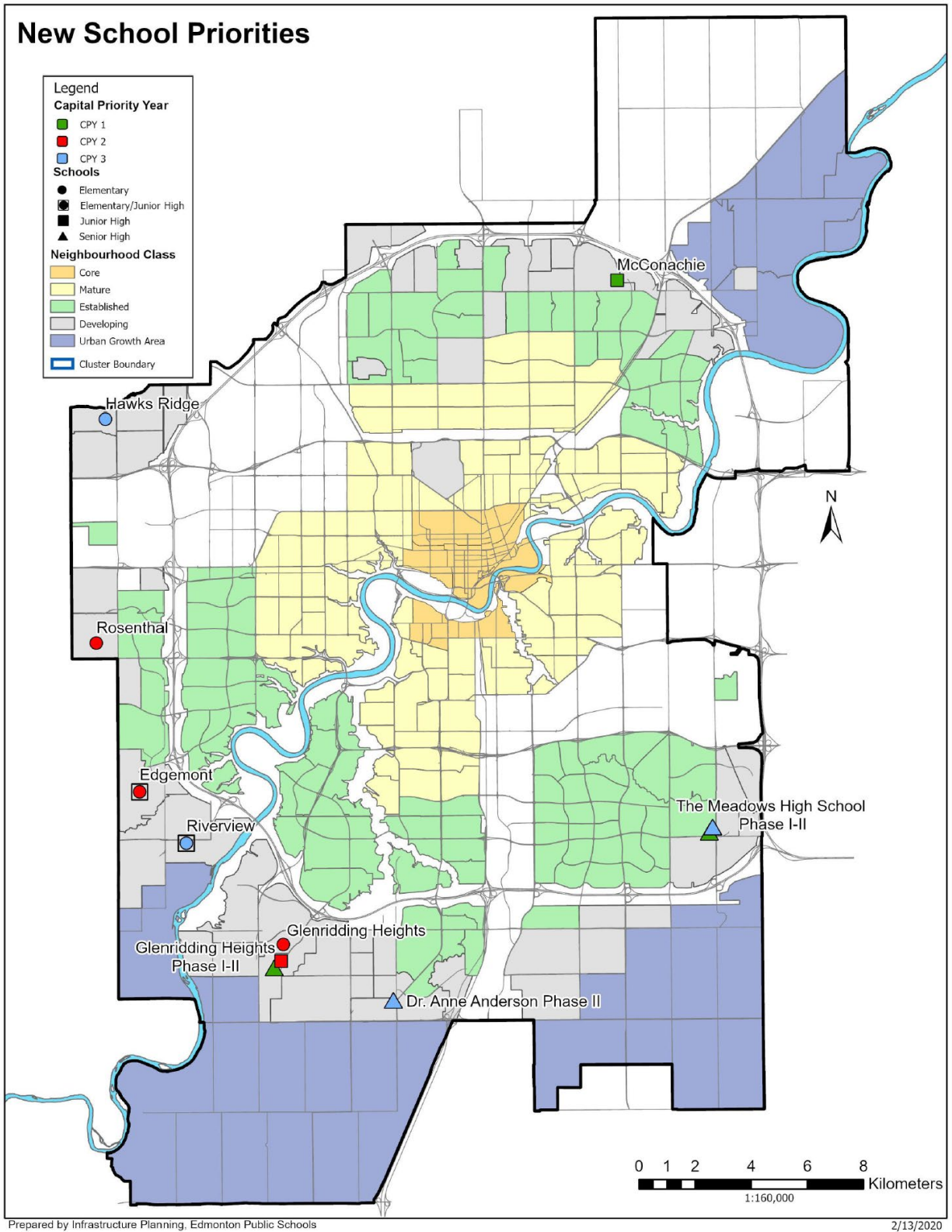
Edmonton Public Schools New Construction Priorities 2021–2024

Priority 2020–2023	Priority 2021–2024	New Construction Project Location	Capacity	Sector	Cost (millions)
Year 1	Year 1				
1	1	The Meadows High School 10–12 – Phase I**	1,800*	SE1	\$81
5	2	McConachie 7–9	950	N	\$36
3	3	Glenridding Heights 10–12 – Phase I	1,600	SW2	\$78
Year 2	Year 2				
4	4	Edgemont K–9	950	W	\$34
10	5	Glenridding Heights 7–9 – Phase II	800	SW2	\$15
7	6	Rosenthal K–6	650	NW	\$22
6	7	Glenridding Heights K–6	650	SW2	\$22
Year 3	Year 3				
8	8	Hawks Ridge K–6	650	NW	\$22
9	9	Riverview K–9	950	W	\$34
11	10	Two High School Additions – Phase II	1,200	SE1/SW2	\$22

*Opening Capacity

** Design Funding approved October 2019

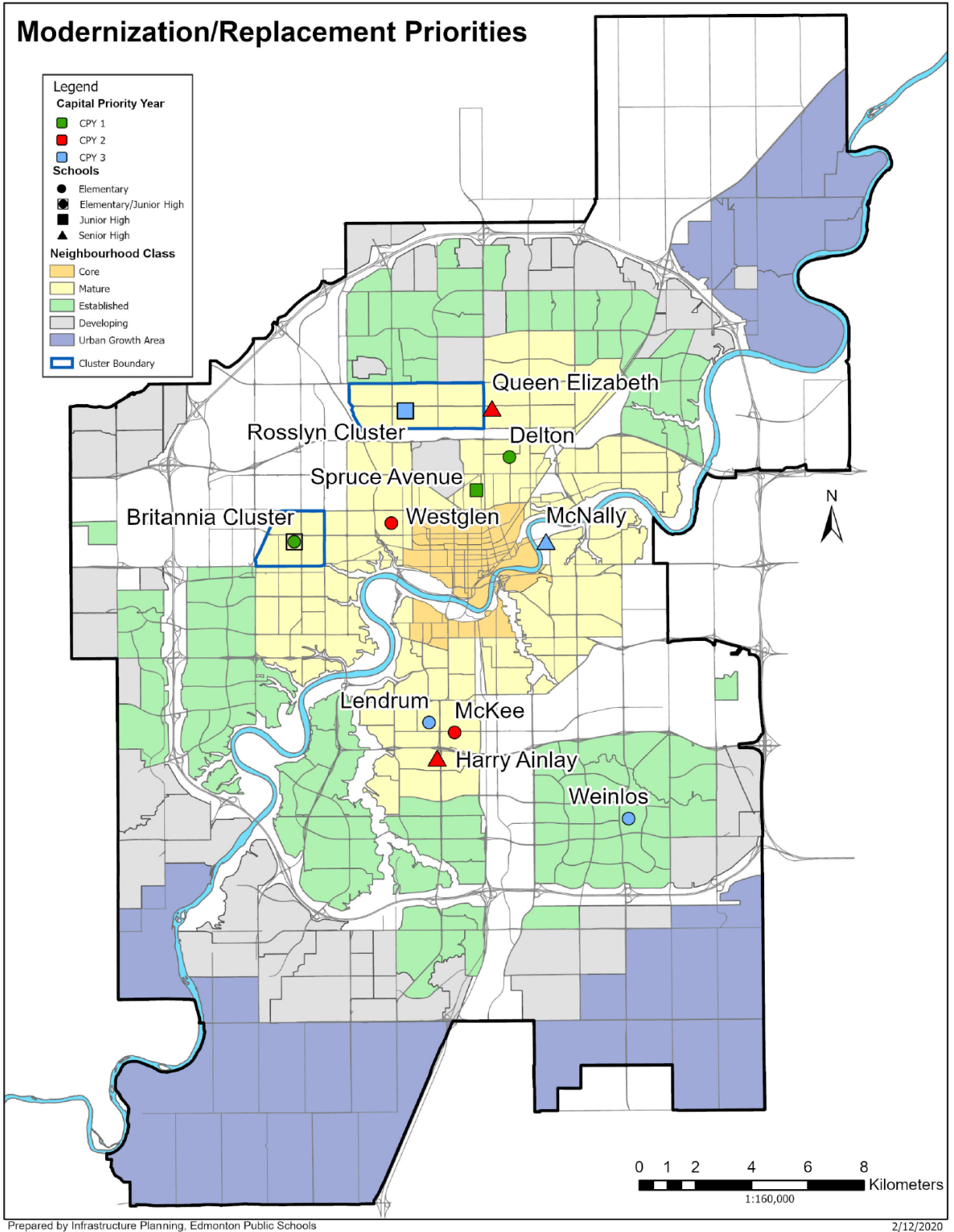
New Construction Map



Edmonton Public Schools Modernization/Replacement Priorities 2021-2024

Priority 2020–2023	Priority 2021–2024	Modernizations/Replacements	Capacity	Sector	Cost (millions)
Year 1	Year 1				
1	1	Delton Replacement K–6	650	C	\$17
2	2	Spruce Avenue Replacement 7–9	450	C	\$15
NA	3	Britannia Cluster: Concept C Space for Students in Mature Communities	1,100	NW	\$43
Year 2	Year 2				
3	4	Queen Elizabeth Modernization/Replacement	Modernization/ Replacement	N	TBD/\$78
4	5	Harry Ainlay Modernization	Modernization	SW1	TBD
5	6	McKee Modernization/Replacement	350	SC	\$17
6	7	Westglen Modernization/Replacement	350	C	\$13.5
Year 3	Year 3				
NA	8	Space for Students in Mature Communities Rosslyn Cluster: Concept to be Determined	1,800–2,400 Replacement or Modernization	N	\$62–73
7	9	Lendrum Modernization/Replacement	350	SC	\$9
8	10	Weinlos Modernization/Replacement	350	SE1	\$13.5
9	11	McNally Modernization/Replacement	Modernization/ Replacement	SC	TBD
NA	12	Space for Students in Mature Communities Project as determined by Infrastructure Plan	New or modernization	TBD	TBD

Modernization/Replacement Map



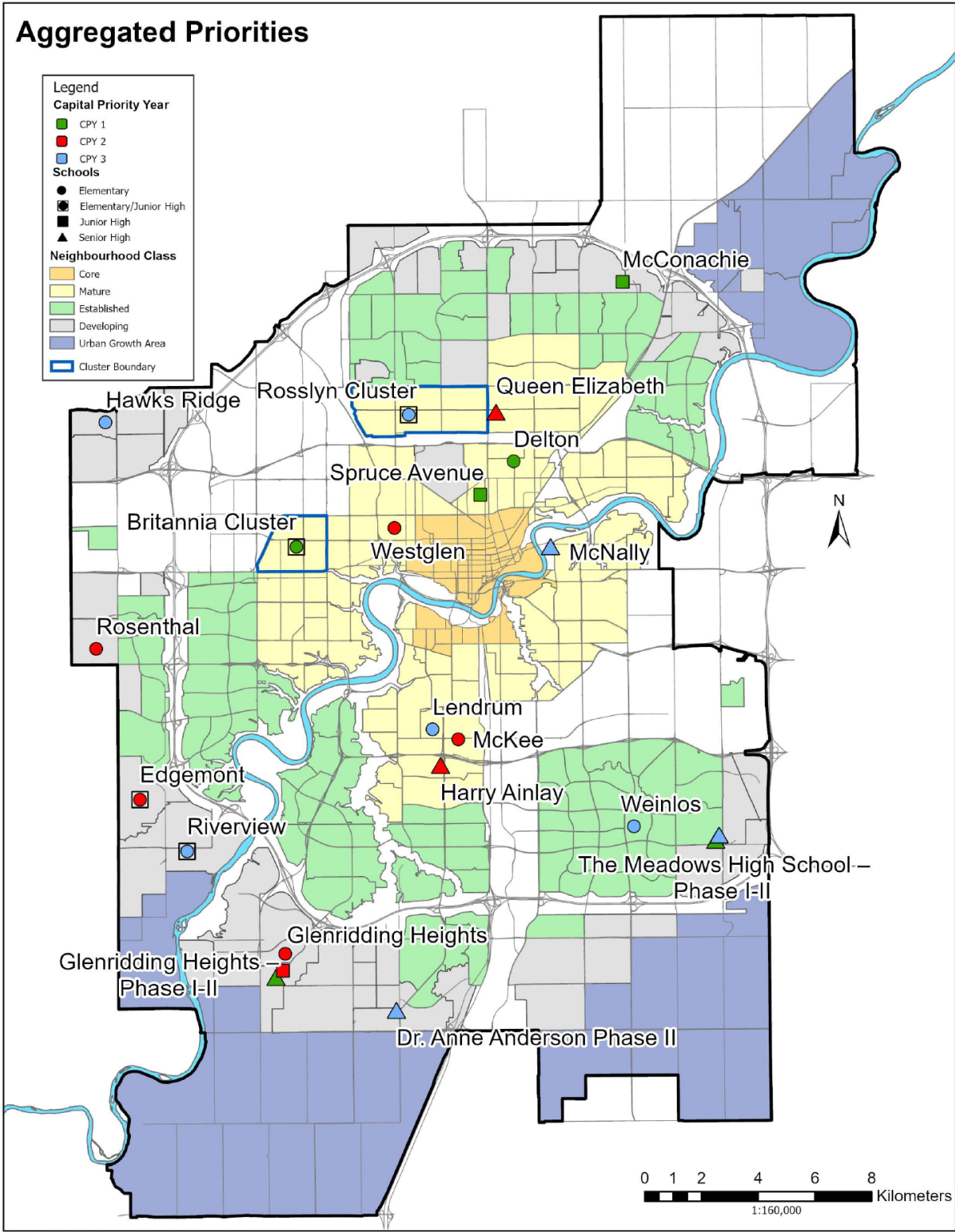
Edmonton Public Schools Aggregated Priorities 2021-2024

Priority 2020–2023	Priority 2021–2024	Aggregated Priorities	Capacity	Sector	Cost (millions)
Year 1	Year 1				
1	1	The Meadows High School 10–12 – Phase I**	1,800*	SE1	\$81
3	2	Delton Replacement K–6	650	C	\$17
4	3	Spruce Avenue Replacement 7–9	450	C	\$15
10	4	McConachie 7–9	950	N	\$36
5	5	Glenridding Heights 10–12 – Phase I	1,600	SW2	\$78
8	6	Britannia Cluster: Concept C Space for Students in Mature Communities	1,100	NW	\$43
Year 2	Year 2				
7	7	Edgemont K–9	950	W	\$34
6	8	Queen Elizabeth Modernization/Replacement	Modernization/Replacement	N	TBD/\$78
9	9	Harry Ainlay Modernization	Modernization	SW1	TBD
20	10	Glenridding Heights 7–9 – Phase II	800	SW2	\$15
13	11	Rosenthal K–6	650	NW	\$22
12	12	McKee Modernization/Replacement	350	SC	\$13.5
11	13	Glenridding Heights K–6	650	SW2	\$22
14	14	Westglen Modernization/Replacement	350	C	\$13.5
Year 3	Year 3				
15	15	Space for Students in Mature Communities Rosslyn Cluster: Concept to be Determined	1,800–2,400 Replacement or Modernization	N	\$62–73
16	16	Hawks Ridge K–6	650	NW	\$22
17	17	Lendrum Modernization/Replacement	350	SC	\$9
18	18	Weinlos Modernization/Replacement	350	SE1	\$13.5
19	19	Riverview K–9	950	W	\$34
21	20	McNally Modernization/Replacement	Replacement or Modernization	SC	TBD
22	21	Two High School Additions – Phase II	1,200	SE1/SE2	\$22
23	22	Space for Students in Mature Communities Project as determined by Infrastructure Plan	New or modernization	TBD	TBD

** Design Funding approved October 2019

* Opening Capacity

Aggregated Priorities Map



2. School Capital Plans

2.1 Ten-Year Facilities Plan

The Ten-Year Facilities Plan provides a broad overview of the school jurisdiction's facilities. It helps each school jurisdiction, Education and Infrastructure identify long-range facility needs to support the school jurisdiction's education and technology plans.

School jurisdictions must develop their Ten-Year Facilities Plan and must submit to Education upon Capital Planning's request. School jurisdictions may also be asked to submit additional information or a business case in support of a project. A school jurisdiction should review its plan annually to confirm that it is up to date and relevant.

The plan should include the following information:

- Enrolment pressures and emerging learning opportunities that need to be addressed through expansion (i.e., new schools, additions and modular classrooms). The plan must indicate the jurisdiction's expected utilization rates for the ten-year period. This should include enrolment projections for areas of growth and for areas with declining enrolments.
- Modernization needs for schools for the ten-year period.
- Grade structures and forecast of program changes requiring capital funding either under the modernization program to convert existing space, or construction under the expansion program to facilitate the new program(s) and technology.
- Facility condition evaluation information.
- Declining enrolments that may lead to closure of programs or school buildings.
- The need for capital funding to modernize or add space to the school(s) where students are being relocated.

2.2 Three-Year Capital Plan

Each year school boards must assess their school capital needs and prioritize proposed projects based on safety of existing school facilities, enrolment pressures, modernization needs, etc. These projects are identified in their Three-Year Capital Plan and Ten-Year Facilities Plan. The Three-Year Capital Plan must be approved by the Board of Trustees or Charter School Authority and signed off on an annual basis and then submitted to Education for consideration of funding.

The projects requested in these plans - new and replacement schools, modernizations and additions - are examined and the Government of Alberta determines the most pressing needs as identified by the school boards. Education prioritizes these project requests by first considering school board priorities and then other criteria. See section 4.1 of the manual for details on the criteria. High-priority projects from the provincial school capital plan are considered and approved when funds become available. Education's needs are looked at in the context of the infrastructure needs of other government ministries.

The fiscal year for capital plans is April 1 to March 31. The Three-Year Capital Plan must be submitted by April 1 of the year prior to the commencing year of the plan. For example, the plan submitted on April 1, 2014 is for the years 2015 to 2018.

The Three-Year Capital Plan must:

- identify the highest priority school facility/infrastructure needs for the three-year period;

- be updated by the school jurisdiction and submitted on an annual basis;
- include, at a minimum, the detailed breakdown of costs by facility required to complete the web-based New School Project Application and the Expansion and Modernization Project Application (Infrastructure's Forms 1 and 2 available on the Web Application Program [WAP]);
- demonstrate that the school jurisdiction has evaluated its ability to deliver the requested projects during the three-year period; and
- include a completed copy of the Site Readiness Checklist (Form 8) for new or replacement school projects that are included in the first year of the jurisdiction's three year capital request.

Should a site be deemed not ready after approval of a project, any and all costs to rectify the situation shall be borne by the jurisdiction. If the site is deemed not viable the approval may be withdrawn.

3. Creating Your Three-Year Capital Plan

The following steps will assist you in preparing your Three-Year Capital Plan.

3.1 Consider Accommodation Options

Approaches for Delivering Education Programs

School jurisdictions should consider possible alternatives and approaches for delivering education programs and accommodating students. Examples include but are not limited to:

- making more efficient use of existing space available in other schools or other facilities in the community, in other communities in the region, or in other school jurisdictions;
- adjusting grade structures within the school(s);
- operating schools for longer periods each day;
- offering year-round schooling; and
- enhancing technology in schools (e.g. videoconferencing) to provide for additional opportunities for students to access education programs.

In preparing three-year capital plans, school jurisdictions may consider the following options to help address accommodation needs:

- new schools and major additions
- modernizations and replacement schools.

Requests for modular classrooms and leasing are submitted through a different process (see section 10).

3.1.1 Expansion Program

This funding program supports construction of new school buildings or major additions to existing school buildings to accommodate growth in enrolment and new program requirements.