



Three-Year Capital Plan 2020-2023

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1.0 Introduction

Elk Island Public Schools (EIPS) Three-Year Capital Plan 2020-2023 identifies the Division's highest capital priorities for two project types: *New School Construction / Replacement* and *School Building Modernization / Major Additions*.

The 2020-2023 Capital Plan priorities have largely remained the same as the 2019-2022 Capital Plan. The reasoning for this is none of the capital priorities were funded last year and a review of current facility data and student projections have indicated similar trends as identified in the 2019-2022 Capital Plan. Therefore, EIPS made minor adjustments to the capital priorities where new information has become available.

As the sixth largest school divisions in Alberta, EIPS serves over 17,170 students from kindergarten to Grade 12. The 43 schools operated by the Division are dispersed between rural and urban settings within Sherwood Park, the City of Fort Saskatchewan, the Town of Vegreville, Strathcona and Lamont counties, and the western portion of the County of Minburn. EIPS is tasked with providing high-quality educational programming and flexible learning environments to residents in both rural and urban settings. The Three-Year Capital Plan helps identify the school facility needs of each community served by the Division by analyzing historic student enrolment data, projecting enrolment trends and evaluating the condition of existing capital assets.

The uncertainty of access to capital funding creates challenges in prioritizing projects, for both modernizations/replacement schools and new school construction. While the future unfunded projects, identified in the *Alberta Budget 2018 – Fiscal Plan – Capital Plan*, provide some assurance for capital project funding, the timelines remain uncertain. Unfunded capital projects carried forward from the Alberta Budget 2018 include Rudolph Henning Junior High and Sherwood Heights Junior High. Funding for modernization projects has been consistently below levels required to maintain high quality learning environments in all of the Division's aging infrastructure.

2.0 Status of Current Capital Plan

No funding announcements have been made for EIPS since March 2017. At that time, funding was announced for the Wye Elementary Replacement School. The original building required significant mechanical and electrical upgrades that would have brought the cost of modernizing the plant beyond its replacement value.

3.0 Status of Current Capital Projects

3.1 Wye Elementary Replacement School – Sherwood Park (Heritage Hills)

Wye Elementary Replacement School is currently scheduled to open in September of 2020. The replacement school is being constructed to accommodate 650 students and is estimated to cost approximately \$20 million to build. This school has been relocated to a site in the Heritage Hills neighbourhood within Sherwood Park.

3.2 Davidson Creek Elementary – Sherwood Park

Davidson Creek Elementary opened in September of 2018. The school is designed to accommodate 600 students within the urban service area of Sherwood Park. The opening of Davidson Creek Elementary has brought high quality learning environments closer to many families.

3.3 Ardrossan Elementary – Strathcona County

Ardrossan Elementary Replacement School opened to students in September of 2018. The school had an opening capacity of 650 and a build-out capacity of 700. The replacement school was constructed beside the old Ardrossan Elementary school, which is currently undergoing abatement and will eventually be demolished.

3.4 SouthPointe School – Fort Saskatchewan

SouthPointe School celebrated a successful grand opening in September 2017. The opening marked the arrival of the first new school in Fort Saskatchewan in 35 years. SouthPointe had an opening capacity of 556 students and a build-out capacity of 800. The build out capacity is achievable through the addition of modular classrooms.

3.5 Fultonvale Elementary Junior High– Strathcona County

The modernization of Fultonvale Elementary Junior High was completed in September of 2017. The modernization which added innovative learning spaces, a collaborative learning commons and a contemporary gathering space, opened with a capacity of 600 students and a build-out capacity of 700.

4.0 Desired Outcomes for the 2020-2023 Capital Plan

The 2020-2023 Three-Year Capital Plan identifies priorities for improving learning environments, responding to community needs, addressing deferred maintenance and sizing Division space to efficiently meet short-term and long-term needs. The desired outcomes of the Three-Year Capital Plan include the following:

- Ensure the Division has sufficient infrastructure to offer high quality learning environments for all students that is geographically located to serve regional demographics.
- Support asset management plans for all buildings.
- Ensure sufficient space is available for partnerships and community supports.
- Be consistent with a sustainable transportation system designed to serve the Division's needs.
- Demonstrate commitment to the upkeep and maintenance of infrastructure needs beyond 2023.
- Support financial efficiencies to ensure Division funds are directed to the areas that provide benefits for the most students.

Consistent application of the Guiding Principles (see Section 5.0) through the development of the Three-Year Capital Plan is expected to build the confidence and trust of all stakeholders involved in the Division's long-range planning. Government stakeholders and the public will see that the Division's infrastructure is effectively supporting high quality learning opportunities and supports for all students, responsive to community needs and enabling the realization of the Division's vision and mission. The Division will have opportunities for ongoing engagement with partners, community members, municipalities and provincial ministries to implement the identified priorities.

5.0 Guiding Principles

The priorities identified in this capital plan combine best practice planning principles with EIPS' Administrative Procedures. The objective is to ensure fair and equitable access to programs and facilities for students across the Division. In keeping with EIPS Priorities, the guiding principles of this capital plan support a model of evidence-based decision making that provides clear, coordinated and consistent recommendations as follows:

5.1 Alignment with EIPS Priorities

Priority 1: Promote growth and success for all students.

Goal 3: Success Beyond High School.

Outcome: More students are engaged in school, achieve excellence, and are supported in their transition beyond high school.

The Three-Year Capital Plan aims at ensuring the long-term viability of capital assets within the Division. By providing the right spaces in the correct areas, programming is tailored to the needs of each student. The results are schools that keep students engaged and supported throughout their time at EIPS while igniting a passion for lifelong learning.

Priority 2: Enhance high quality learning and working environments.

Goal 2: Quality infrastructure for all.

Outcome: Student learning is supported through the use of effective planning, managing and investment in division infrastructure.

The Three-Year Capital Plan rationalizes decisions that affect a large portion of central Alberta's population. These decisions must be made through careful consideration of a number of variables. The results ultimately lead to facilities that support student learning and serve the needs of their respective communities.

Priority 3: Enhance public education through effective engagement, partnerships, and communication.

Goal 1: Parents as partners.

Outcome: Student learning is supported and enhanced through parent engagement.

The Three-Year Capital Plan is developed through the analysis of data; shared and refined by senior administration and presented to the Board of Trustees. Decisions that impact program delivery are shared with parents and community stakeholders for input. Engaging stakeholders and communicating goals and objectives are key parts of arriving at well-considered decisions.

5.2 Student Accommodation Principles

- Provide fair and equitable access to facilities for all students.
 - In sectors with surplus student space, Division capital priorities will focus on the management of student space at individual schools through the addition/removal of modular classroom space and the modernization or replacement of facilities.
 - Replacement school requests are considered when the cost for modernization exceeds 75 per cent of the replacement cost.
 - Core student space that is surplus will be identified and considered for potential use by program reconfigurations, partners and/or tenants.
 - Efforts will be made to fill the surplus space with uses that are "exempt" as they improve

- school utilization and provide value to the community (example: not-for-profit leases such as child care and administrative uses).
- Division capital priorities will request that the modernization of all facilities will occur on an ongoing basis so that all matters of education, health and safety are addressed.
 - Modernization is intended to prolong the life of the facility through the replacement of major components. In general, any situation which poses risk to life, health and safety would be a top priority.
 - Modernization is intended to preserve and improve the quality of the learning environment and prolong the life of the facility.
 - In sectors where there are new or developing communities without a local school or in communities where enrolment exceeds space within the designated school, Division capital priorities will focus on the deployment of modular classrooms to the designated receiving school(s) and/or the construction of a new school(s) to serve the additional enrolment pressure.
 - The decision to construct a new school takes into account whether or not the existing building can adequately support the placement of additional modular units. In some cases, additional modular units cannot be added to a school because of code requirements, occupancy loads or site limitations.
 - The construction of an additional new school supports equity of access to quality learning environments for all students.
Division capital priorities for new school construction will support the efficient use of student space and resources.
 - Provide fair and equitable access to program choices for all students.
 - Programming will be aligned with enrolment demand and where students reside.
 - Programming will support effective and efficient use of student space.
 - Programming will support effective and efficient use of student transportation resources.
 - Commit to clear, coordinated and consistent decision making that is transparent.
 - Planning recommendations will be made by consulting with appropriate senior staff and administrations, further refined and communicated through public engagement.
 - Review of municipal documents from Strathcona County, the City of Fort Saskatchewan, Lamont County, the County of Minburn and/or other school boards regarding proposed plans (where appropriate). Additional consultations will occur as needed.
 - Be fiscally and environmentally conscious and responsible.
 - Efficiency and responsibility with regards to funding must be a pillar of all planning decisions.
 - Where possible, planning decisions should bear in mind environmental consequences regarding transportation, facility condition and new facility location.

5.3 New School Construction

New school priorities in this plan are based on an analysis of student growth both as a larger Division and individually by sector. The methodology and guidelines for identifying new school priorities within the Capital Plan are further outlined in Appendix 1 – New Construction Guidelines.

5.4 School Building Modernizations / Major Additions

Major modernizations are prioritized using the following variables: facility condition, student enrolment, school building utilization and modernization/school building age. Each category is ranked to provide an overall score. The methodology and guidelines for identifying major modernization priorities within the Capital Plan are further outlined in Appendix 2 – Major Modernization Guidelines.

Metrics	Utilization	Enrolment	FCI Deferred Maintenance	PO&M and Instruction		Age
School Name	2017/2018 ACU	Historical 5 Year Enrolment Change (%)	2017/2018 FCI Value	Total Cost Per Student	Total Cost Per School	Building Age
A.L. Horton Elementary	78%	4.5%	6%	\$7,920.25	-\$426,575.16	62
Andrew School	35%	-10.0%	10%	\$13,098.93	-\$1,656,645.16	62
Ardrossan Junior Senior High	79%	-3.2%	11%	\$6,912.32	\$2,555,987.84	61
Bev Facey Community High	67%	-13.8%	25%	\$7,507.82	\$3,829,156.84	39
Brentwood Elementary	89%	-7.9%	26%	\$7,373.22	-\$74,346.16	55
Bruderheim School	72%	-5.4%	27%	\$9,684.31	-\$2,054,979.16	41
Clover Bar Junior High	72%	-16.1%	26%	\$7,085.85	-\$541,483.16	48
Ecole Campbelltown	87%	15.2%	20%	\$6,476.44	\$170,446.84	63
Ecole Parc Elementaire	67%	25.9%	22%	\$10,867.36	-\$964,223.16	57
F.R. Haythorne Junior High	103%	-5.5%	24%	\$6,435.09	\$965,330.84	27
Fort Saskatchewan High	58%	-8.6%	17%	\$8,094.59	-\$55,001.16	62
Fultonvale Elementary Junior High	78%	-6.6%	31%	\$7,342.25	\$381,868.84	44
Glen Allan Elementary	89%	-15.6%	29%	\$7,832.35	\$65,933.84	47
James Mowat Elementary	87%	6.2%	37%	\$7,250.10	-\$665,270.16	38
Lakeland Ridge School	86%	3.9%	0%	\$6,509.19	\$1,490,000.84	15
Lamont Elementary	63%	3.9%	21%	\$9,287.54	-\$872,111.16	65
Lamont High	73%	-11.4%	14%	\$8,727.65	-\$697,558.16	62
Mills Haven Elementary	97%	0.9%	33%	\$7,660.35	\$274,717.84	48
Mundare School	60%	-12.7%	26%	\$11,615.53	-\$1,567,748.16	62
Pine Street Elementary	103%	-54.9%	23%	\$6,614.56	\$708,185.84	57
Rudolph Hennig Junior High	77%	-0.5%	13%	\$6,908.58	-\$86,277.16	49
Salisbury Composite High	58%	11.6%	21%	\$7,262.52	\$4,452,108.84	51
Sherwood Heights Junior High	73%	11.0%	25%	\$6,787.43	\$162,220.84	61
Uncas Elementary	57%	0.0%	11%	\$7,956.24	-\$1,702,278.16	42
Vegreville Composite High	44%	-10.8%	18%	\$8,619.87	-\$230,155.16	54
Wes Hosford Elementary	93%	-10.1%	32%	\$7,069.52	-\$38,910.16	45
Westboro Elementary	76%	1.1%	23%	\$7,170.31	-\$1,002,958.16	49
Win Ferguson Elementary	97%	-9.6%	21%	\$7,341.30	-\$176,551.16	43
Woodbridge Farms Elementary	107%	-32.3%	18%	\$6,775.75	-\$385,858.16	41

The above chart is a condensed overview of an analysis tool referred to as a Major Modernization Matrix. The matrix includes a range of matrices used to evaluate and rank each school. The ranking categories are as follows:

Utilization – Determined annually through Alberta Infrastructure’s 2017/2018 ACU report. Typically reported one year behind the current school year.

Historical 5-Year Enrolment Change – Represented as a percentage by subtracting the five-year enrolment from the current enrolment, divided by the five-year enrolment.

FCI Value – Recorded as a percent as determined by dividing the five-year requirement cost by the building replacement cost. Retrieved via Alberta Infrastructure’s VFA Program.

Total Cost Per Student – Costs include PO&M and instruction. The average cost per student is \$7,963.

Total Cost Per School – Costs include PO&M and instruction. Costs are recorded as a dollar value ABOVE or BELOW the average cost per school in the Division. The average cost per school is \$3,333,308.

Building Age – The age of each facility based on the construction date reported in Alberta Infrastructure’s School Facility Condition Evaluation.

The Major Modernization Matrix is used in conjunction with 10-year enrolment projections to gain a better perspective on the viability of each respective facility. Because the tool is designed to work with long-range student projections, the matrix ranking is not used as the sole basis of determining Capital Plan priorities. Other factors that help inform capital priorities include contextual/qualitative information as provided by Facility Services staff and long-range enrolment projections.

6.0 Sector Profiles

Each sector in the Division presents unique opportunities and challenges in the delivery of high quality education. A demographic overview provides context to the priorities recommended within the Three-Year Capital Plan. Part of the overview also includes a review of excess surplus space within each sector. This is used to make recommendations around potential attendance areas, transportation options and right-sizing of certain facilities. Sector capacity is based on the 2017/2018 ACU report from Alberta Infrastructure. Wye Elementary school and the additional capacity anticipated to open in 2020 with Wye Elementary replacement school is included in the Sherwood Park sector. This is because the Wye Elementary replacement school is being constructed in Sherwood Park. Historic enrolment, projections and capacity for Alternative Christian schools were excluded in all sectors with the exception of Fort Saskatchewan (Fort Saskatchewan Christian School) as Fort Saskatchewan Elementary and Fort Saskatchewan Christian share a building.

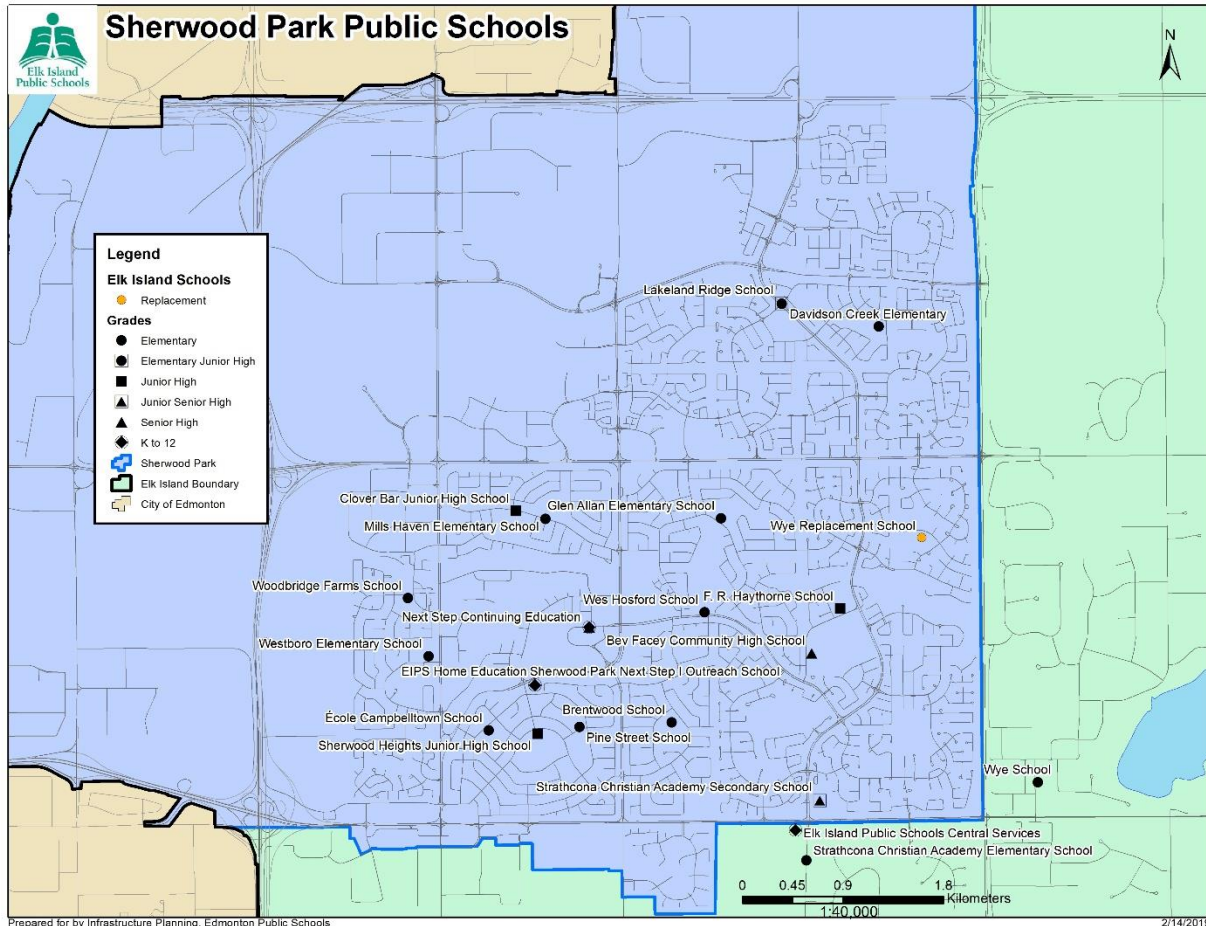
Sector profiles take into consideration economic diversity, growth potential and long-range regional plans. Municipal Development Plans and Area Structure Plans affecting potential growth areas were reviewed as part of each sector profile.

Enrolment and capacity data was graphed for each sector. Each graph plots the number of available K-9 student spaces in schools within each sector along with the recorded enrolment over the past five years. Enrolment and student capacity is then projected forward 10 years. Historic and projected enrolments do not include self-contained special education students or pre-kindergarten students

The visible trend in each EIPS sector demonstrates a surplus of student spaces (capacity) at or beyond 2028. Despite the availability of space, many of the schools within each sector have aging buildings with

a growing deferred maintenance deficit. Sector profiles provide an additional perspective when recommending capital priorities.

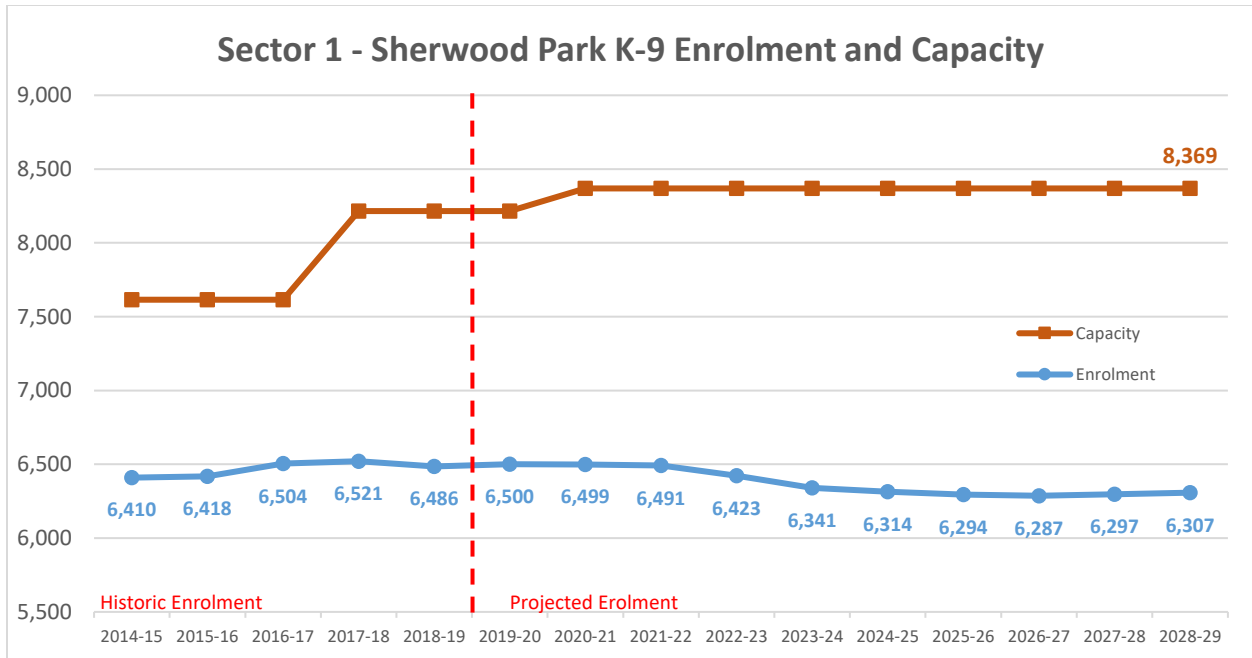
6.1 Sherwood Park



The Hamlet of Sherwood Park is home to **70,618 residents** according to 2016 census data. This is a 9.1% change from its 2011 reported population of 64,733. Proposed new development within the hamlet boundary is expected to occur mainly east of Sherwood Drive and north of Lakeland Drive.

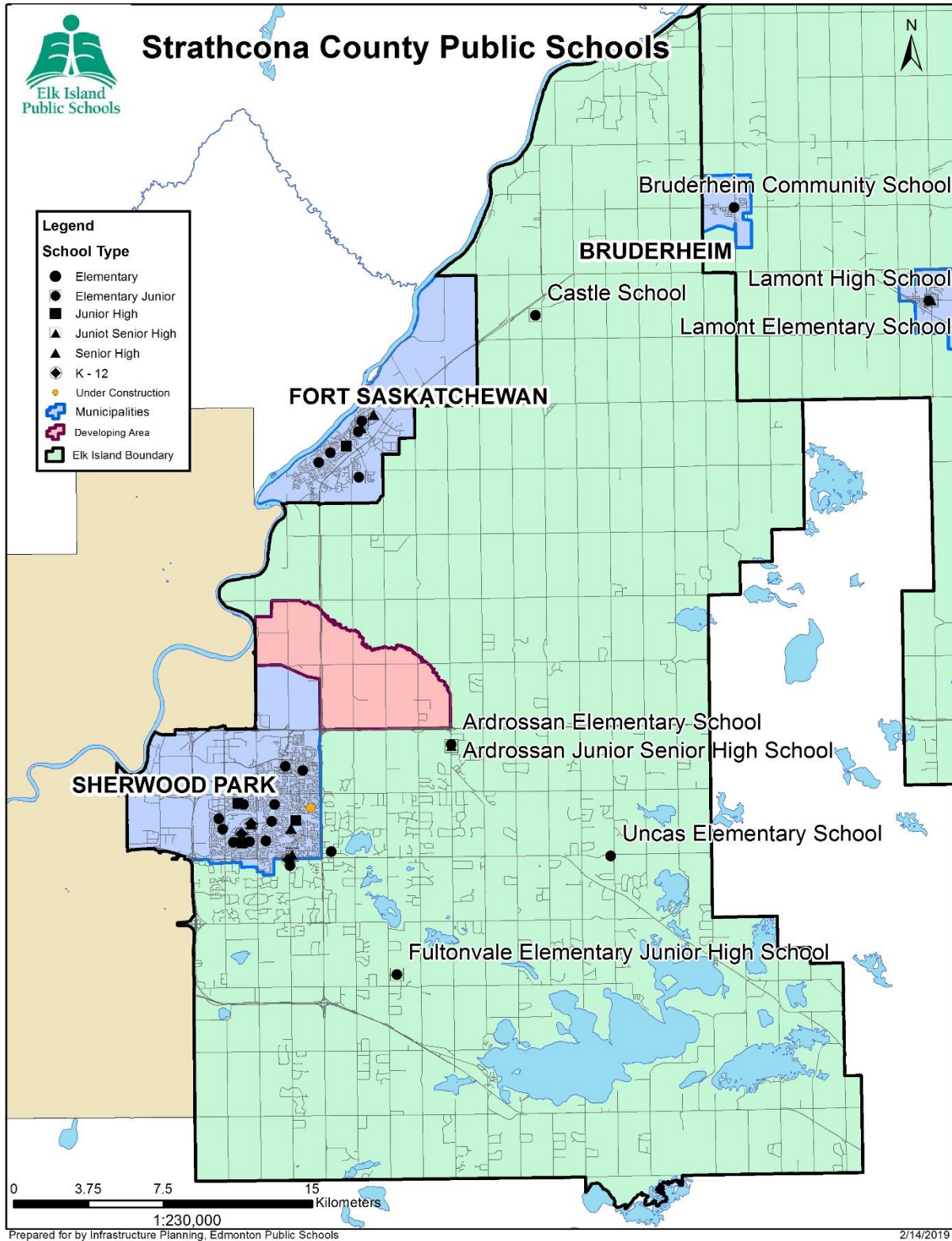
Conversation with developers involved in both Cambrian Crossing and Bremner indicate that both plans are delayed due to unresolved servicing issues, land ownership negotiations and political uncertainty. Concept plans for Bremner hold the most opportunity for transformative change to Sherwood Park’s residency and urban form. Early concepts presented to Council demonstrate an emphasis on diversifying the local economy, accommodating a variety of housing types and maintaining the natural environment.

New communities east of Sherwood Drive, including Summerwood, Aspen Trail, Emerald Hills, Cambrian Crossing and Bremner, and developing communities south of Wye Road, including Salisbury Village and Hillshire, will also have an impact on student enrolment but there is sufficient capacity within existing schools in Sherwood Park beyond 2030.



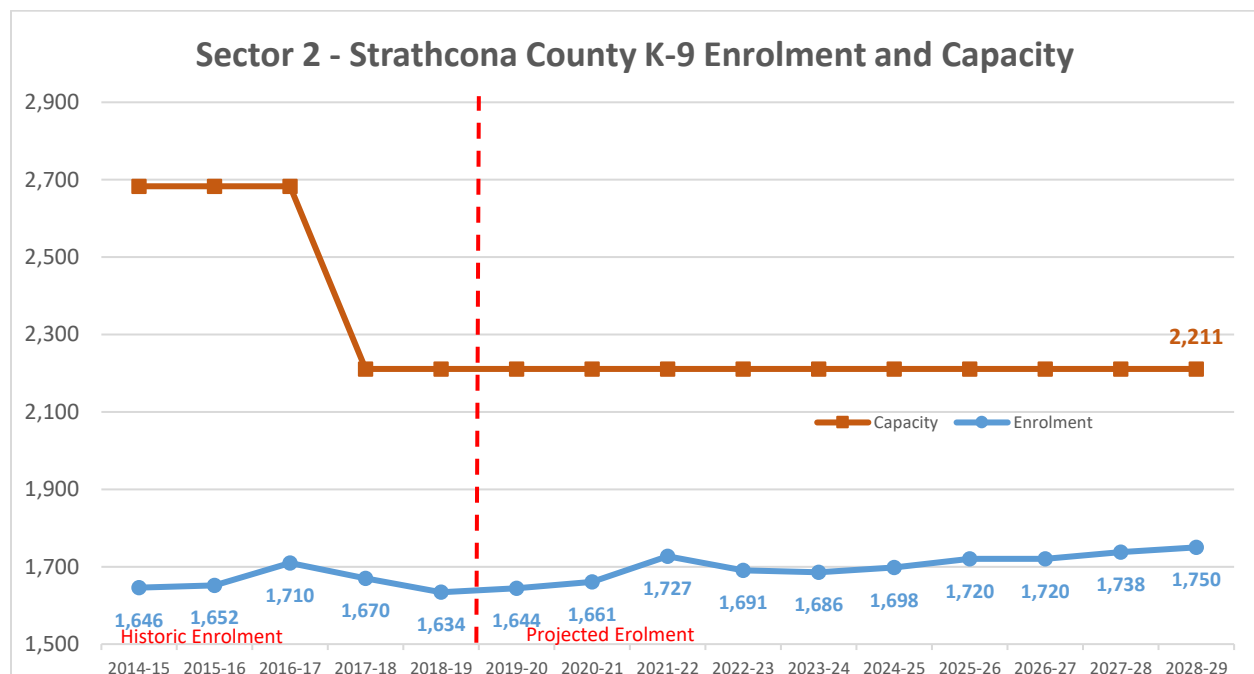
The above graph plots K-9 student space capacity within all EIPS schools in Sherwood Park along with the historical and projected enrolment to 2028. Note that Davidson Creek Elementary (600 capacity) and Wye Elementary replacement (650 capacity) is included in the enrolment and capacity projections. Excess student capacity within the sector is projected to increase to 2,062 in 2028-29. This demonstrates there is sufficient capacity in EIPS facilities to accommodate student growth beyond 2028 in this sector.

6.2 Rural Strathcona County



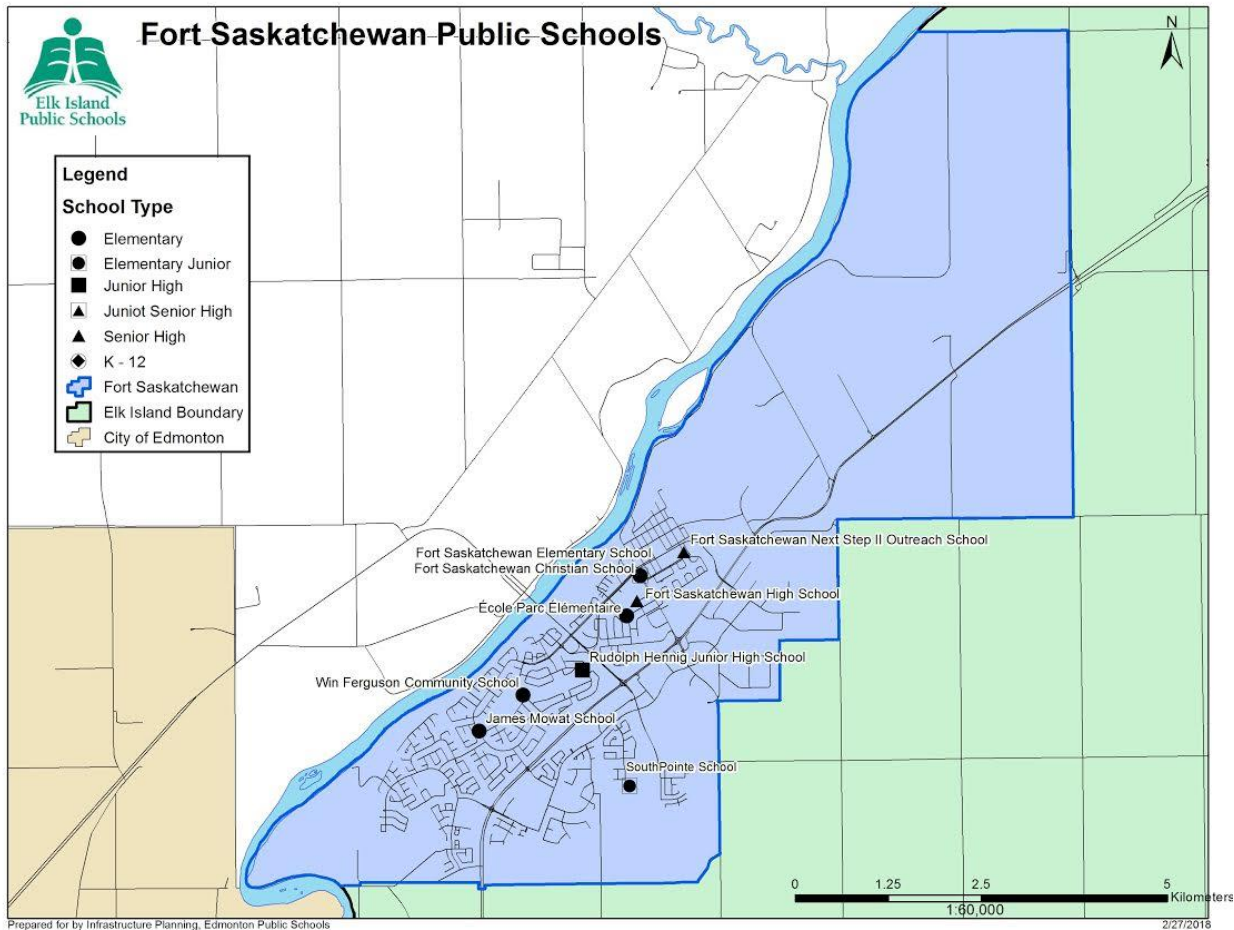
Rural Strathcona County has a population of **27,467 residents** as reported in the 2016 Statistics Canada census. This marks a decrease of 290 reported residents as of the last federal census in 2011. Although this decrease of 0.98% is not statistically significant, the decrease in rural residents and subsequent increase in urban residency reflects a global pattern of urbanization. Economically, the region remains tied to fluctuations in natural resource commodities. Recent economic forecasts indicate an upward trend in both crude oil prices and oil production between now and 2022.

Major industrial drivers within the Strathcona Industrial Area (SIA) include the Keyera Rail Terminal, Kinder Morgan and Keyera Tank Terminal Project, Imperial Oil Co-generation Plant, Kinder Morgan Pipeline Bridge and the Gibson Tank Construction. Upcoming projects that will further strengthen the regional economy include the Heartland Petrochemical Complex—Canada’s first integrated Propane Dehydrogenation and Polypropylene Facility.



Enrolment is projected to gradually increase by approximately 116 students by 2028-29. Despite the anticipated growth the overall excess student capacity within EIPS schools in rural Strathcona County is 461 spaces. This demonstrates the sector has sufficient capacity to accommodate any future growth well into 2028.

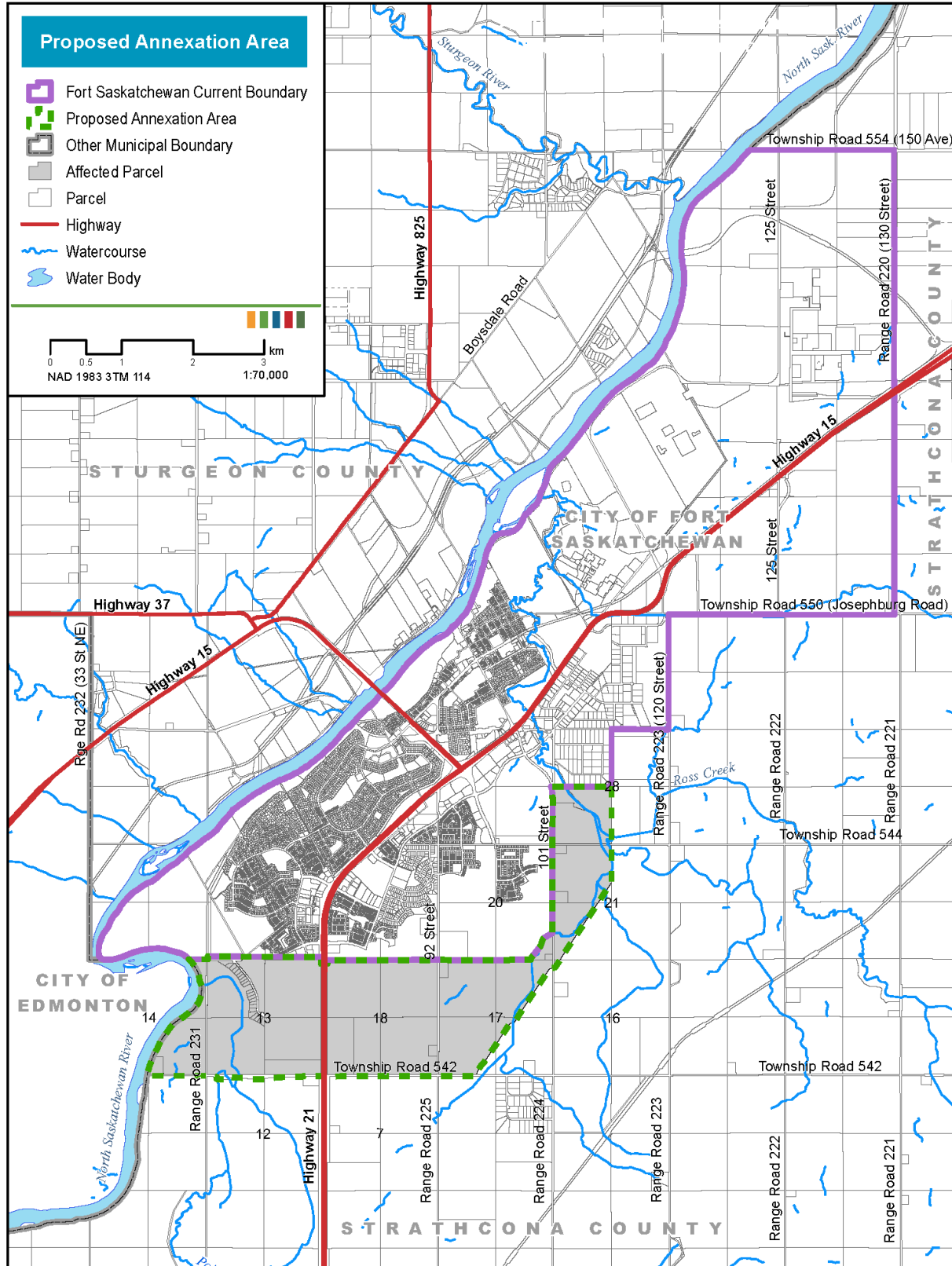
6.3 Fort Saskatchewan



Fort Saskatchewan has a total population of **25,533 residents**. This marks a 3.9% increase from the 2016 municipal census numbers or a population increase of 964 people (<https://www.foresask.ca/city-government/census/results>).

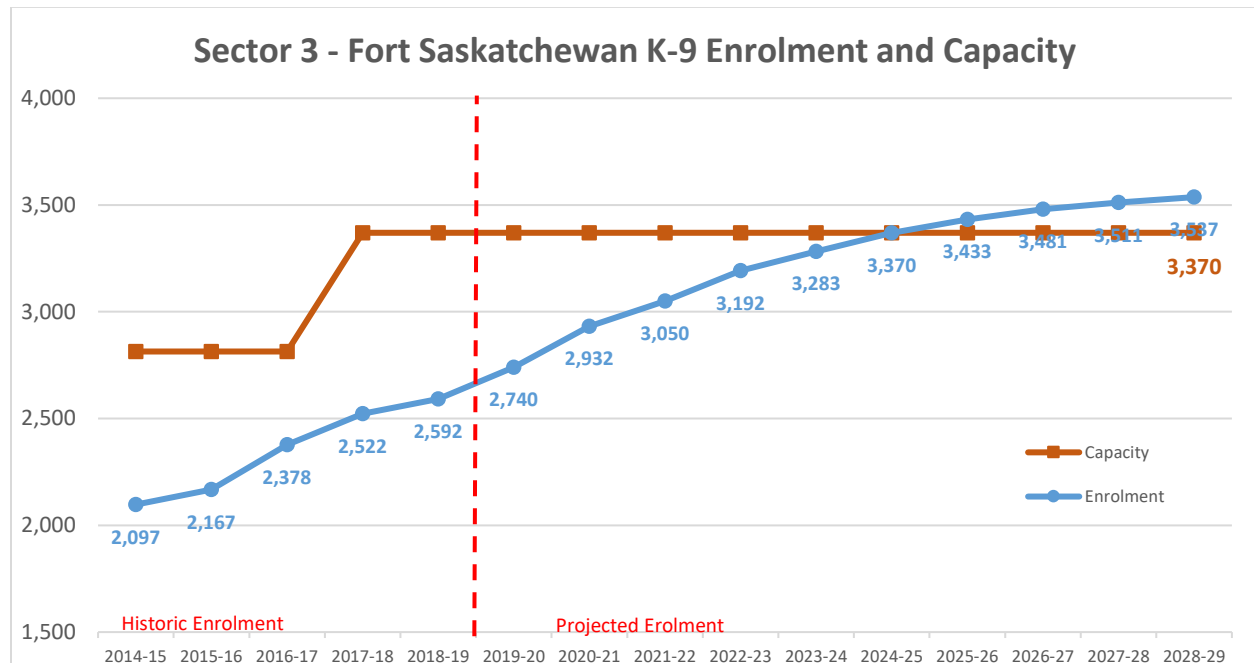
With this population growth, the City and surroundings have experienced residential development pressures, changes in the nature of commercial services and continued industrial development. Part of this increase can be attributed to rising home prices in surrounding municipalities including Edmonton and Sherwood Park. Employment rates in Fort Saskatchewan have remained above the provincial average despite the downturn in 2015.

In recent years, residential development pressures have been most pronounced in Westpark and Southfort, with Area Structure Plans completed for both areas in 2003. Based on projected growth rates, Southfort and Westpark provide enough new land to accommodate new residential development beyond the 2031 horizon of this Municipal Development Plan (MDP). The City of Fort Saskatchewan has completed a Downtown Area Redevelopment Plan and Design Guidelines (DARP) that highlights opportunities for residential intensification in the City Centre area, and it is anticipated this could alleviate some of the pressures on the City's declining residential land base.



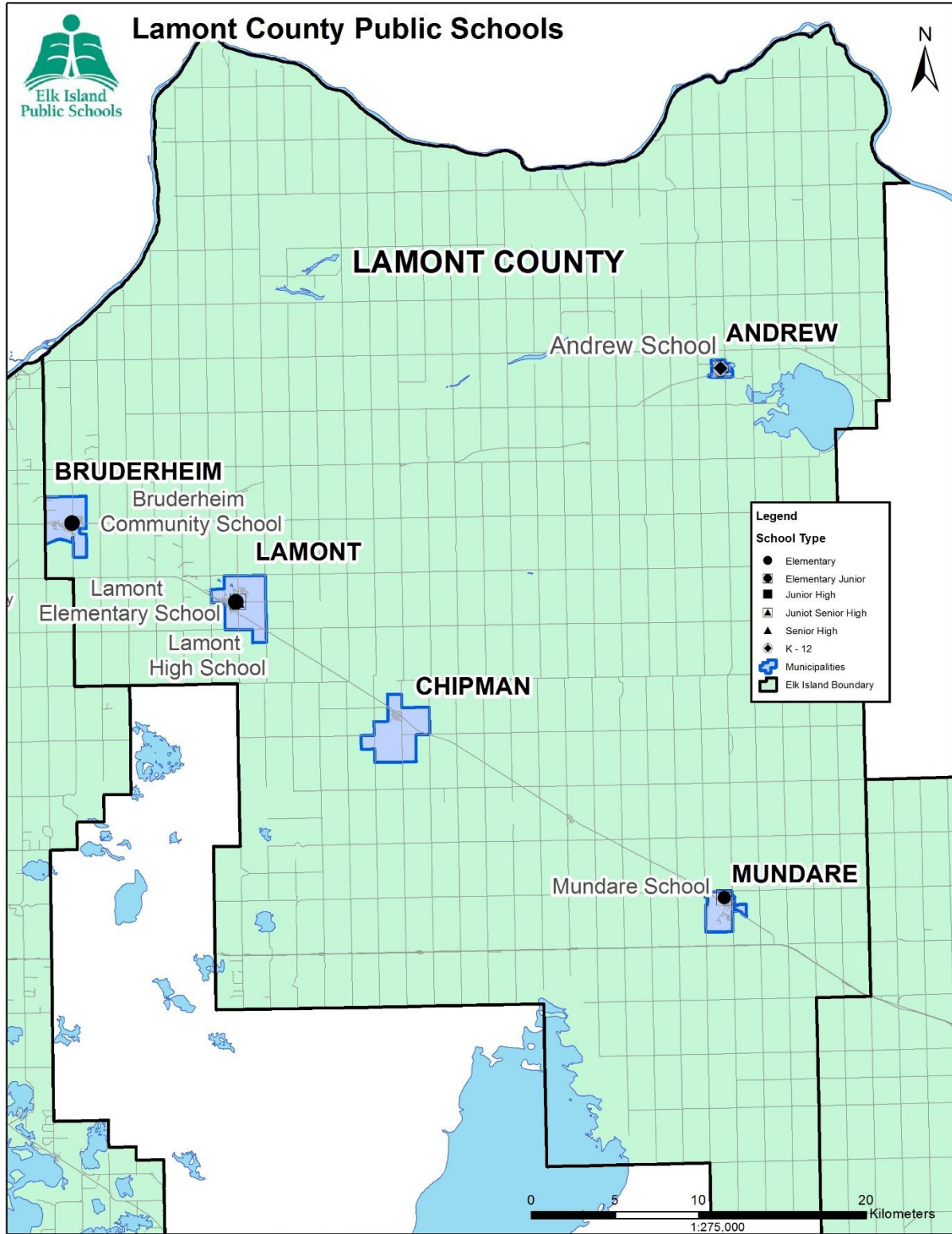
In 2018 Strathcona County and Fort Saskatchewan have agreed to proceed with the annexation of 952 hectares of land. The annexation of lands to Fort Saskatchewan may take up to two years to be

approved by the Municipal Government Board. Upon approval the annexed lands will allow the municipality to accommodate residential and commercial growth. The lands are primarily located along the southwest edge of the city and should be considered when evaluating current and future student within Fort Saskatchewan.



K-9 student capacity within EIPS schools in Fort Saskatchewan is 3,370. Growth projections within the sector show a steady increase over the next 10 years. It is anticipated that within six years the K-9 enrolment will meet or exceed the capacity within the sector. This is further confirmed by birthrate data as reported by Alberta Health via their Interactive Health Data Application (IHDA). Much of the growth in Fort Saskatchewan is concentrated in the developing areas of Westpark and Southfort. SouthPointe School can accommodate an additional 250 students spaces through the placement of modular classrooms. It is important to note that Fort Saskatchewan Christian is included in the capacity and enrolment projections.

6.4 Lamont County

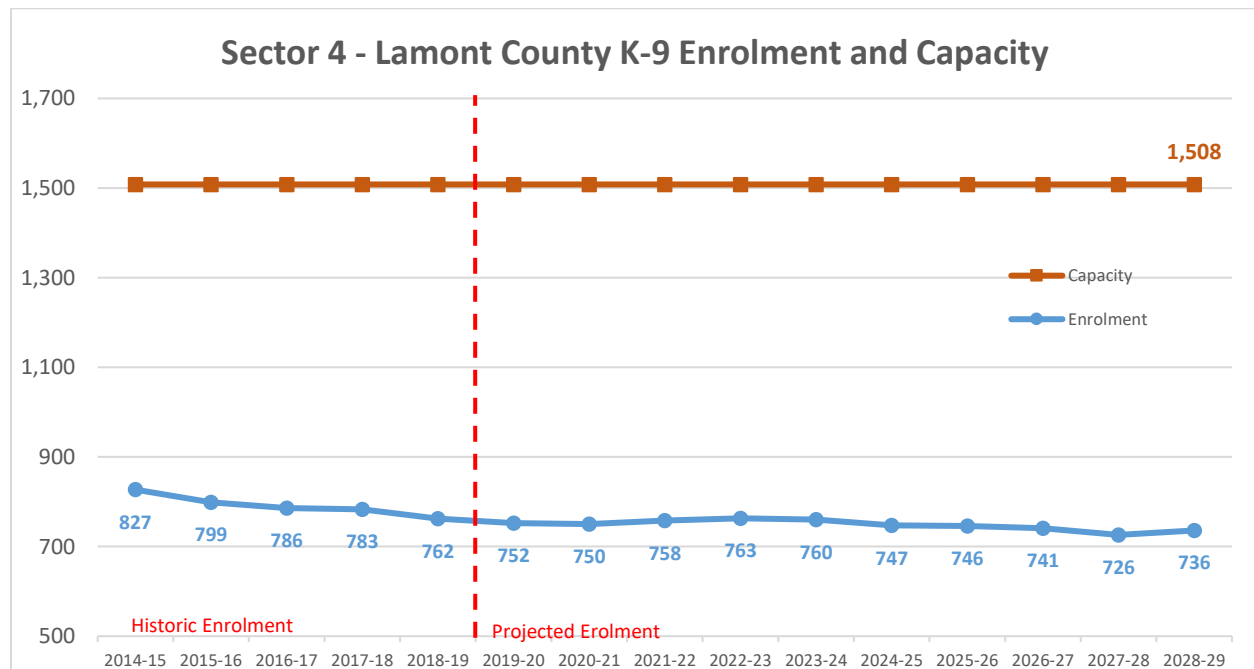


Lamont County has a rural population of 3,899 residents as reported in the 2016 Statistics Canada census. The total population including Bruderheim (1,308), Lamont (1,774), Mundare (852) Andrew (452) and Chipman (247) is **8,532 residents**. This marks a 2.8% increase or 234 people from 2011 (8,298). The Hamlets of Hilliard, St. Michael, Star and Wostak are included in the rural count.

The largest population centres in the sector include Lamont, Bruderheim, Mundare, Andrew and Chipman; all of which have EIPS schools serving the towns and surrounding farm communities with the exception of Chipman.

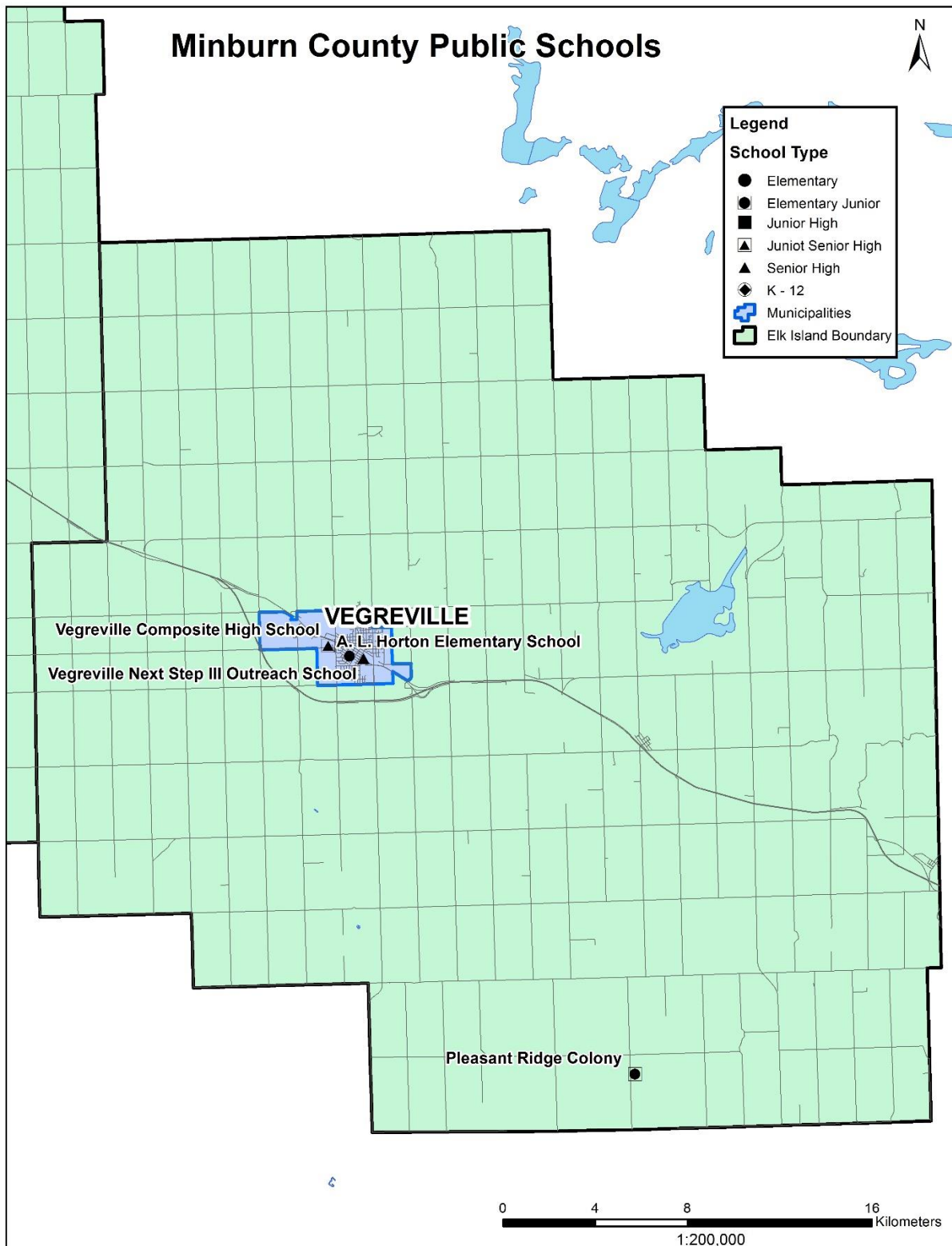
The sector is a largely agriculture-based economy with the exception of the Industrial Heartland Area Structure Plan (ASP). This ASP does not include residential development as part of its land use pattern, however the plan outlines protections for existing agricultural areas as well as residential acreages.

Industrial development within the Industrial Heartland including the Inter Pipeline and Pembina Pipeline projects provide continued opportunity for growth within Lamont County. With its centrally located, industrial-zoned land base, the region is ideally situated for industry connections to world markets through rail and high-load corridors.



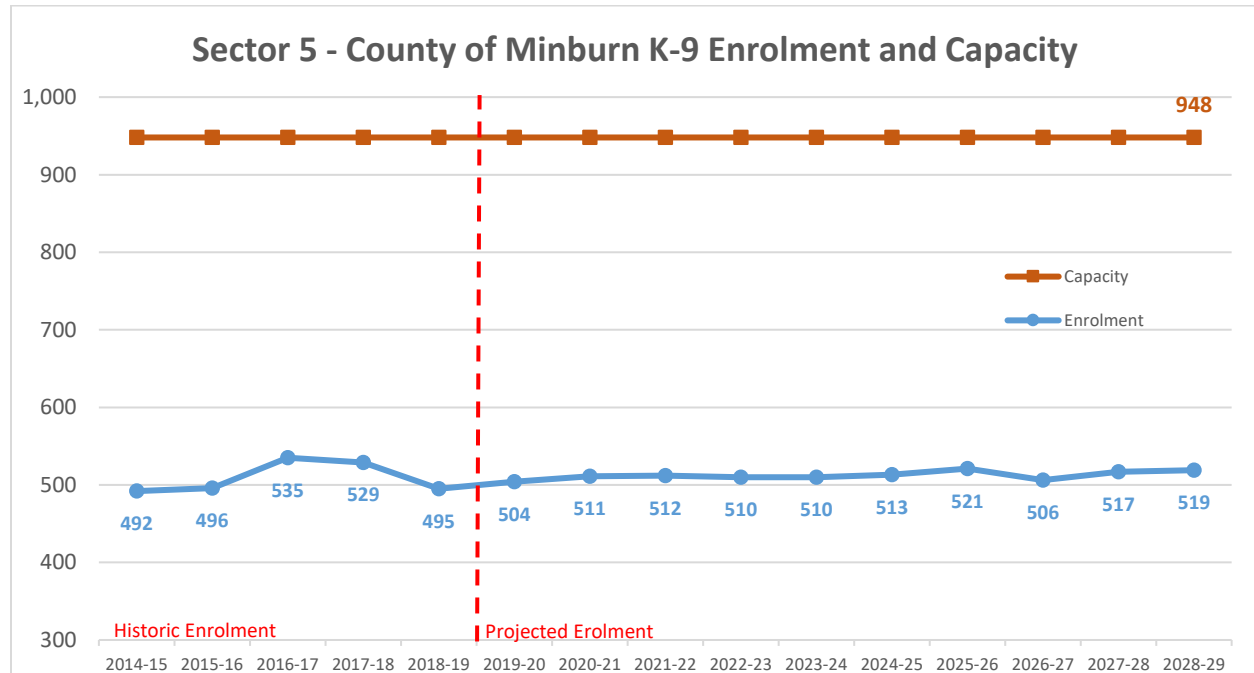
K-9 student capacity within EIPS schools in Lamont County is 1,508. Student enrolment within the sector is projected to decline by 26 students over the next 10 years. The sector will maintain a surplus capacity leveling out at 772 student spaces by 2028.

6.5 County of Minburn



The County of Minburn has a rural population 3,188 residents as reported in the 2016 Statistics Canada census. The rural census area includes Lavoy, Ranfurly and Minburn. The town of Vegreville has an additional 5,708 people; Innisfree (193) and Mannville (341). The total population of including towns and villages is **9,430 residents**. This marks an overall decrease of 7% or 693 people from 2011 (10,123).

EIPS students within the County of Minburn are served by A.L. Horton Elementary, Vegreville Composite High and Pleasant Ridge Colony School.



Enrolment is projected to gradually increase by approximately 24 students by 2028-29. The overall student capacity within EIPS schools in the County of Minburn is 948 spaces. Despite the projected growth within the sector, both schools within Vegreville will have a combined surplus of 429 student spaces.

7.0 List of Major Modernizations and New School Capital Priorities

Alberta Education requires that each school jurisdiction submit a Three-Year Capital Plan as a combined list. This aggregated list provides a balance between needs in both the rural and urban areas overseen by Elk Island Public Schools.

7.1 Aggregated Capital Priority List

Priority	School	Sector	Year 1	Cost
1	Sherwood Heights Junior High	1	Part of the Sherwood Park Cluster Study – École Campbelltown, Pine Street, Sherwood Heights Replacement	\$28,000,000
2	Rudolph Hennig Junior High	3	Rudolph Hennig Junior High Replacement School in Southridge	\$28,000,000
3	Pine Street Elementary	1	Part of the Sherwood Park Cluster Study – École Campbelltown, Pine Street, Sherwood Heights Replacement	TBD
Priority	School	Sector	Year 2	Cost
4	École Campbelltown	1	Part of the Sherwood Park Cluster Study – École Campbelltown, Pine Street, Sherwood Heights Replacement	TBD
5	Fort Saskatchewan High	3	Fort Saskatchewan High Replacement School in Southridge	\$30,000,000
6	James Mowat Elementary	3	Fort Saskatchewan Value-Management Study – James Mowat Replacement School in Westpark	\$15,000,000
7	Win Ferguson Elementary	3	Fort Saskatchewan Value-Management Study – Major Modernization	TBD
Priority	School	Sector	Year 3	Cost
8	A.L Horton Elementary, Vegreville Composite High	5	Vegreville Value-Management Study – A.L Horton Elementary, Vegreville Composite High. Planning funding only.	\$1,000,000
9	Salisbury Composite High	1	Salisbury Composite High - Major Modernization	\$45,000,000

Some priorities require further technical studies in the form of a Cluster Study and a Value-Management Study. The following definition should be used in this Three-Year Capital Plan:

Cluster Study – A review of programming, functionality, condition and projected enrolment within schools in close proximity. The aim is to optimize the use of the buildings through a combination of replacements, modernizations, grade re-configurations or consolidations,

Value-Management (VM) Study – An in-depth review of key systems within a building to determine its optimal function, measure performance, durability and reliability. The aim is to find the least costly solutions to achieve a set of predetermined requirements.

7.2 Description of Capital Priorities

Sherwood Park Cluster Study

Capacity limitations at some schools and decreases in enrolment at other schools within Sherwood Park require the Division to develop a comprehensive student accommodation strategy to help inform future decisions around the best use of space within all buildings in Sherwood Park.

Sherwood Heights Junior High Replacement

Sherwood Heights Junior High was previously identified as the number 1 priority in the 2019-2022 Capital Plan and listed as a unfunded capital project in Alberta Budget 2018 – Fiscal Plan – Capital Plan. The school is central to the Maplegrove and Sherwood Heights communities and currently accommodates grades 7-9 regular stream, French immersion, Logos, academic excellence and transition programming. Enrolment projections using the existing grade levels and program streams point to a peak enrolment of approximately 676 students by 2028. The building is 61 years old combined with the condition of major systems and challenges with Physical Education programming make this school a suitable candidate for a replacement. In consultation with Alberta Infrastructure the modernization costs of Sherwood Heights would exceed 75% of the cost to replace the facility. The replacement of a facility provides the opportunity to develop high quality learning environments and right size Division space to meet current and future needs.

École Campbelltown Major Modernization

In January 2019 the Board established a second elementary French immersion school in Sherwood Park, designated to the Wye Replacement School and scheduled to open to students for the 2020-2021 school year. With two French immersion programs in Sherwood Park enrolment projections indicate relief to current enrolment pressures at École Campbelltown. École Campbelltown is a 63 year old building that requires mechanical and electrical upgrades to bring it up to current standards. A modernization would also allow the Division to right size École Campbelltown to meet the needs for current and future students who choose to receive French Immersion programming within Sherwood Park.

Pine Street Elementary Major Modernization

Part of the Sherwood Park cluster study is Pine Street Elementary. The building is 57 years old and requires mechanical and electrical upgrades to bring it up to current standards. Enrolment projections for Pine Street Elementary show some relief in enrolment with the opening of Davidson Creek Elementary. Surplus space within Pine Street Elementary will ensure that modernizations happen with the least amount of disruption to student learning.

Fort Saskatchewan Cluster Study

In October 2018 Alberta Education in partnership with Elk Island Public Schools engaged with Cornerstone PMP to conduct a value-management study for schools within Fort Saskatchewan. Cornerstone consulted with various stakeholders including schools families, Principals, EIPS senior administration and trustees. Four concepts were evaluated on a variety of criteria and compared to a baseline concept originally identified by EIPS. The concepts differ in the recommendation around Fort Saskatchewan High and Rudolph Hennig Junior High. All concepts maintained 12 modulars should be added to SouthPointe School; James Mowat Elementary should be demolished and replaced to a 600 capacity building on a new site; and Win Feguson Elementary should be modernized at the schools current capacity. Status que was maintained for Fort Saskatchewan Elementary, Fort Saskatchewan Christian and École Parc Élémentaire in all options. Based on the predicted enrolment pressures, future

developments associated with the proposed annexation, and existing challenges in providing high quality education in close proximity to families, Fort Saskatchewan High School and Rudolph Hennig Junior High should be consolidated into a new purpose built 7-12 school on the Southridge site at a capacity of 1400 students.

Rudolph Hennig Junior High Replacement School in Southridge

Rudolph Hennig Junior High was listed as the number 2 priority on the 2019-2022 Capital Plan. This priority was also listed within the 2018 Alberta Finance Budget Report as an unfunded capital request. The building is 49 years old and is 77% utilized with a current enrolment of 413 students. Projections point to an enrolment decline over the next two years followed by a gradual increase beyond 2030-2031. Due to the condition of major components within the building and limitations related to the size and height of the gymnasium a replacement school in Southridge would best serve the projected needs of the sector.

Fort Saskatchewan High Replacement School in Southridge

Fort Saskatchewan High is located on a 10-hectare parcel shared with École Parc Élémentaire and Fort Saskatchewan Elementary / Fort Saskatchewan Christian. Fort Saskatchewan High is 62 years old. Currently the building is 58% utilized with an enrolment of 387 students. Although the enrolment is projected to increase by 226 students over a 10-year period, the condition of the building and lack of adequate field space provides a barrier to providing a fully rounded high school experience. A replacement school in Southridge would better serve Fort Saskatchewan's high school population by providing access to a more advanced facility and better outdoor amenities. A new building would also add additional capacity to meet the projected needs of the sector.

Vegreville Value-Management Study

A value-management study for A.L. Horton Elementary and Vegreville Composite High is required to adequately arrive at the correct number of student spaces for each grade level within the Vegreville area. A.L. Horton Elementary is 62 years old and is currently 78% utilized with an enrolment of 331 students. Vegreville Composite High is 54 years old and currently 44% utilized with an enrolment of 355 students. A detailed study will need to involve stakeholders from the municipality in conjunction with Elk Island Catholic Schools. A review of surplus student space, projected enrolment and operational costs will determine a student accommodation strategy that addresses the cost of running each school while balancing the need to support programs for students and parents in Vegreville.

Salisbury Composite High – Major Modernization

Salisbury Composite High is 61 years old and is currently 58% utilized with a current enrolment of 1,139 students. The school can accommodate a total of 1,978 students. Current projections indicate enrolment will peak at approximately 1,302 students by 2023 and then continue to gradually decline. However, with new growth areas such as Cambrian Crossing and Bremner scheduled to develop, there continues to be a need for high school space within the sector. As both of these areas begin to develop, the delivery of new schools will inevitably take time to be funded. Modernizing space within Salisbury Composite High would meet the need for additional space, address deferred maintenance issues and improve and optimize student learning spaces. Furthermore, a major modernization would help reimagine CTS programming within the Division by creating opportunities for innovation in personalized pathways and STEM training.

Appendix 1 - New Construction Guidelines

New Construction Guidelines are applied to new school construction projects. The projects are identified and prioritized based on:

- **Current Student Residency Patterns:** the current enrolment total by school and by home residency address. These patterns are compared with historical trends.
- **Projection of Utilization and Enrolment:** student enrolment is projected forward and is used in combination with school capacity to project school utilization forward.
- **Sector Utilization Rates by Residence and Enrolment:** the number of students attending/residing a school in a planning sector divided by the number of student spaces (provincially calculated capacities of the schools) in that sector. The same calculation is provided for projected numbers of students attending these school facilities.
- **Utilization of Current Designated Schools:** the utilization of the schools currently designated to the proposed attendance area. The school utilization is an indication of a school's ability to accept additional students from developing neighbourhoods.

Consideration is also given to:

- **Median Travel Time:** the average travel time in minutes for students on yellow bus one way.
- **Number of Buses:** the number of yellow buses used in the proposed attendance area to transport students to school.
- Replacement school priority is based on a school's condition rating (FCI), utilization, current/projected enrolments and ratio of replacement value to total cost of required maintenance.

Appendix 2 - Major Modernization Guidelines

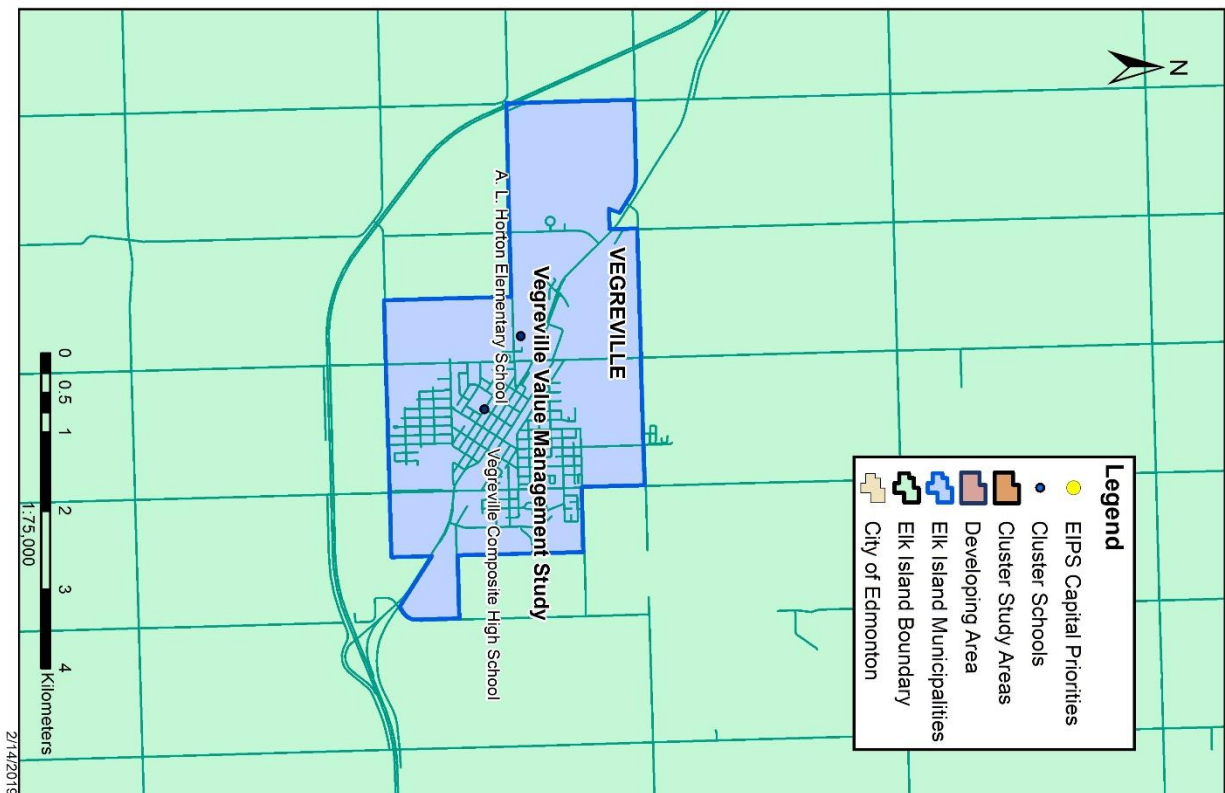
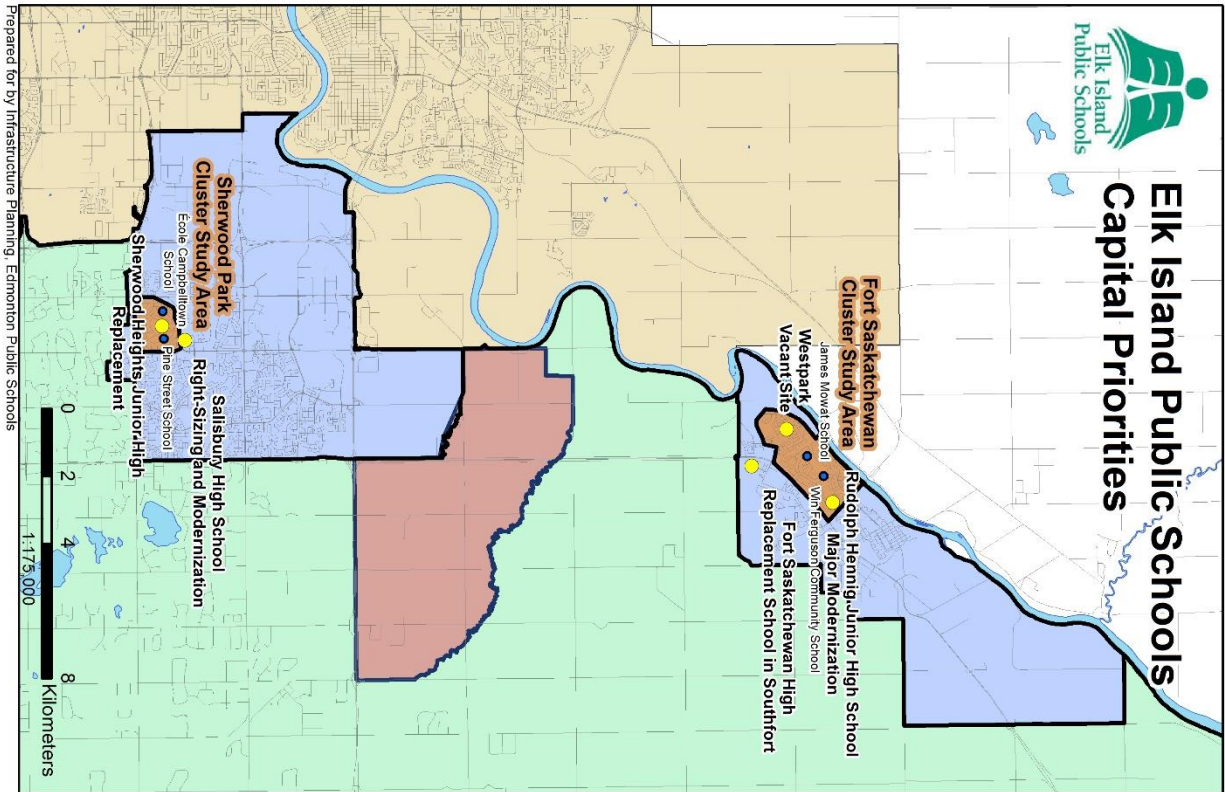
Major Modernization Guidelines are for existing school facilities that are in need of “restoration for either the entirety or a portion of a school facility to improve its functional adequacy and suitability for present and future educational programs” (School Capital Manual – Alberta Infrastructure).

The projects are identified and prioritized based on multiple facility-based criteria such as:

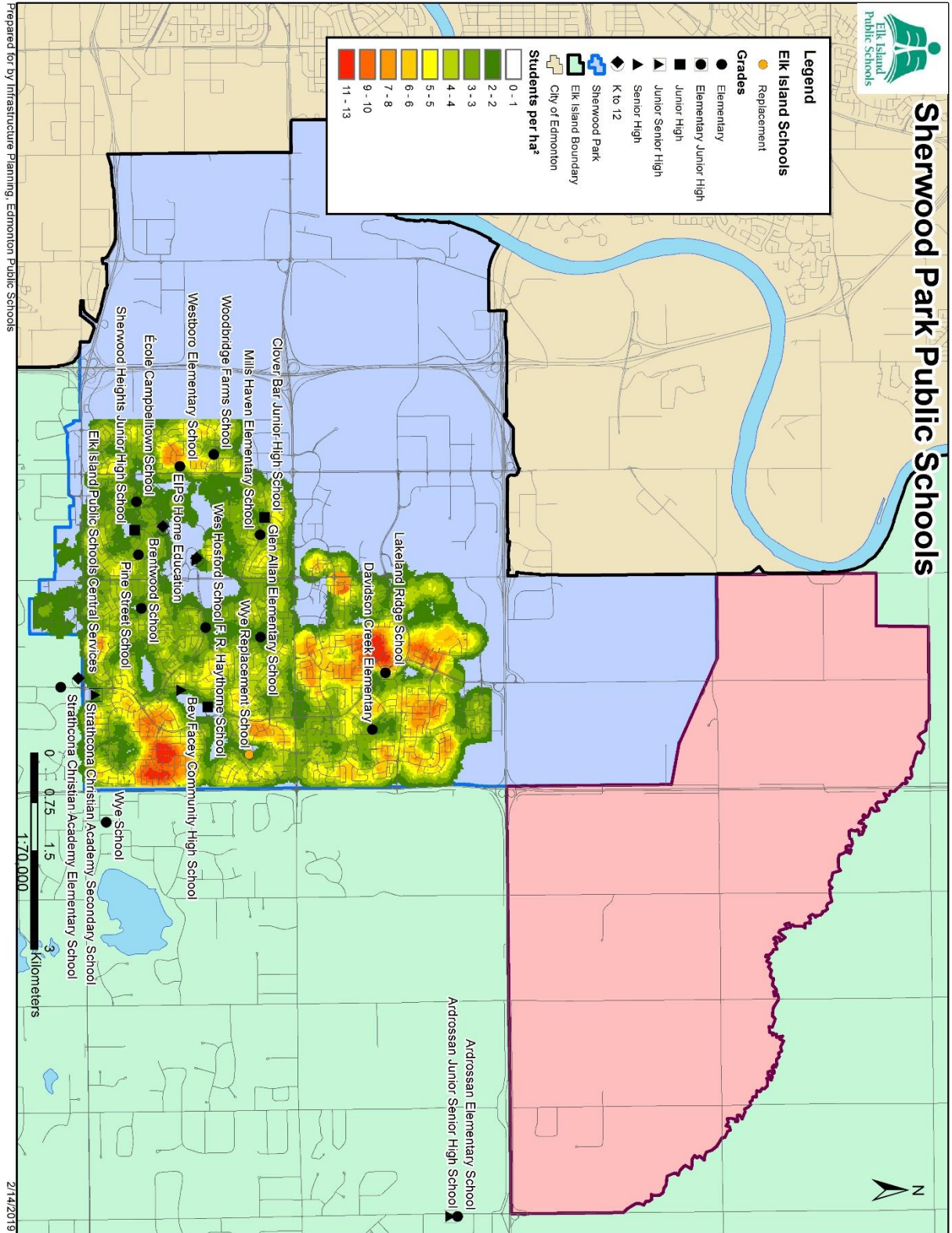
- **Asbestos Abatement Necessity:** the determination of the amount of asbestos abatement required if at all.
- **Barrier-Free Status:** the assessment of the school’s barrier-free status: completely barrier-free, partially barrier-free or not barrier-free at all.
- **Building Envelope Condition:** the condition of the building envelope and whether structural integrity, security, or health and safety of the building have been compromised.
- **Current Enrolment:** the current enrolment of the school as of September 30 for the current school year.
- **Electronic Systems Condition:** the condition of the electronic systems within the building and whether a full or partial replacement is necessary.
- **Facility Condition Index (FCI):** the Facility Condition Index (FCI %) comes from the Alberta Infrastructure evaluations conducted on our facilities within the last five years. Evaluations provide recommended investment values for the subsequent five years and the replacement cost of the building. FCI % equals the investment required divided by the replacement cost.
- **Heating Plant Condition:** the condition of the school’s heating plant/ventilation system (HVAC unit).
- **Infrastructure Maintenance and Renewal (IMR) Spending:** IMR funds previously spent on the school building on maintenance for smaller projects.
- **Projected Enrolment:** the projected enrolment of the school. This ensures the modernization funds are being spent on facilities that are meant to continue to educate students into the future.
- **Roof Condition:** the condition of the roof and whether a partial or total replacement is necessary.
- **Utility and Maintenance Costs:** the cost to provide utilities and maintain the school building.

Project priority may be adjusted due to enrolment, viability, utilization, other capital priorities and extenuating circumstances.

Appendix 3 – Map of Capital Priorities 2020-2023



Appendix 4 – Heat Map of Enrolment in Sherwood Park



Appendix 5 – Heat Map of Enrolment in Fort Saskatchewan

