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June 25, 2014

Honourable Jeff Johnson  
Minister of Education  
424 Legislature Building  
10800 - 97 Avenue  
Edmonton, Alberta  
T5K 2B6

Honourable Wayne Drysdale  
Minister of Infrastructure  
324 Legislature Building  
10800 - 97 Avenue  
Edmonton, Alberta  
T5K 2B6

Dear Minister Johnson and Minister Drysdale:

**RE: Calgary Board of Education's Interim Capital Plan 2014-2015**

In response to a conversation with Minister Johnson on Friday, June 20, 2014, the Board of Trustees requested advice from Administration regarding temporary schools in growing communities. At a meeting of the Board of Trustees of the Calgary Board of Education (CBE) held on June 24, 2014, Trustees reviewed a report from Administration on an Interim School Capital Plan 2014/15 and passed the following resolution:

**“THAT the Board of Trustees approves, in principle, the Calgary Board of Education's Interim School Capital Plan 2014-2015, subject to certain conditions as stated in the report, for submission to Alberta Education, and authorizes communications as discussed.”**

The Interim School Capital Plan 2014/15 report is attached to this letter. It details a request from the CBE for capital funding for temporary schools in growing communities, and the accommodation plans and conditions related to the funding request.

Our request consists of the following six projects with a total estimated cost of \$43 M:

- West Springs MS design and mini school,
- Southeast High School design,
- Saddle Ridge ES design and mini school,
- Cranston MS design and mini school
- Aspen Woods ES design and mini school, and
- Westgate ES modular addition

The CBE requests that the Minister of Education, together with the Minister of Infrastructure, approve the CBE's *Interim School Capital Plan 2014/15*.

An additional request which we would ask the Ministers to consider is a change in the borrowing regulations to allow the CBE to borrow funds for approved capital projects, provided that the Province would support the annual borrowing costs.

Should you have any questions pertaining to this capital plan, your department may contact Mr. Frank Coppinger, Superintendent, Facilities and Environmental Services at 403-214-1202.

Thank you in advance for considering this request for capital funding for temporary schools.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Joy Bowen-Eyre". The signature is fluid and cursive, with the first name "Joy" being the most prominent.

Joy Bowen-Eyre, Chair  
Board of Trustees  
Calgary Board of Education

pc David Stevenson, Chief Superintendent of Schools  
Frank Coppinger, Superintendent, Facilities & Environmental Services



**report to  
Board of Trustees****Interim School Capital Plan 2014/15**

Date	June 24, 2014
Meeting Type	Regular Meeting, Private Agenda
To	Board of Trustees
From	David Stevenson Chief Superintendent of Schools
Purpose	Decision
Originator	Frank Coppinger, Superintendent, Facilities & Environmental Services
Governance Policy Reference	Operational Expectations OE-8: Communication With and Support for the Board OE-12: Facilities
Resource Person(s)	Eugene Heeger, Director, Design & Property Development Darlene Unruh, Director, Planning & Transportation

## 1 | Recommendation

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It is recommended:

- THAT the Board of Trustees approves, in principle, the six school projects outlined in Calgary Board of Education's Interim School Capital Plan 2014 -2015, subject to certain conditions as stated in the report, for submission to Alberta Education, and authorizes communications as discussed.

## 2 | Issue

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The Ministry of Alberta Education has indicated that the use of temporary schools may be considered by the Alberta Government to address the immediate student accommodation pressures in the growing City of Calgary. The Board does not have a position on temporary schools outside the Three Year School Capital Plan.



### 3 | Back ground

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On June 20, 2014, the Minister of Education indicated to the Board Chair that he would like to go to the Treasury Board with a request to fund temporary schools for the Calgary Board of Education.

It was understood that these schools would have no impact on other capital requests, past or future.

Media reports indicated that the government hope was to have temporary sites ready come 2016 and then have them replaced with a permanent school when it was fully developed.

### 4 | Analysis

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The most pressing community needs for new schools, outside those school projects already approved, are those listed in Year 1 of the CBE Three Year School Capital Plan 2015 – 2018.

The top five priority projects are West Springs/Cougar Ridge Middle, Southeast Calgary High, Saddle Ridge Elementary, Cranston Middle and Aspen Woods Elementary. Their locations in the West, Northeast and Southeast areas of the City of Calgary are illustrated in **Appendix I**.

Another critical project, not mentioned in the CBE School Capital Plan, is the return of the use of the Glenmeadows School, to the Calgary Board of Education, following the planned Calgary Arts Academy move to another facility in the Stampede grounds. As this relocation is unlikely to occur before September 2016, the temporary installation of six modular classrooms may be needed at Westgate School.

Photo maps of the sites are shown in **Attachment II**.

The addition of four mini schools, similar to the construction of temporary Elbow Park School, on the elementary and middle school sites would be in alignment with the CBE School Capital Plan.

The recommended standard configuration of the mini schools would be a 14 unit modular school with 10 classrooms, washroom, office, storage and learning commons. These units would form the first stage of development of the schools on their respective sites.

The Southeast High School design is appropriate at this time in order to capitalize on partnership arrangements with the adjacent City of Calgary community.

Any deviation from this priority list would bring into question the integrity of the CBE's processes for establishing overall school priorities in Calgary.

A preliminary analysis of the student utilizations of these proposed sites is outlined below:

### 1. West Springs / Cougar Ridge Middle

The addition of a 250 student capacity mini school, as an initial section of the eventual middle school, would allow all K-6 students to stay in this community. As not all space requirements for programs e.g. Career & Technology Foundations (CTF) would be available, the grade 7-9 students would continue to attend Vincent Massey School.

The combining of West Springs/ Cougar Ridge for middle school ranking is based on a middle school capacity of 900 students. This mini school would be 650 spaces deficient for this purpose.

With this mini school there would not be space available for Cougar Ridge students at this time and therefore they would continue to attend Rosscarrock School for K-6 and Vincent Massey School for 7-9 classes.

Although it may be suggested that this space could accommodate Area IV Spanish students until such time as the Glenmeadows School became available, this step would be difficult for the West Springs regular program stakeholders to accept.

Conducting the design now in order that it may be fast tracked when provincial funding is approved would assist in obtaining public confidence.

A communication strategy would be needed to inform the community of proposed student accommodation plans.

### 2. Southeast High

The completion of the schematic designs for the new Southeast High School is needed at this time in order to develop partnership arrangements with the City of Calgary's community centre, in a similar manner to the Northeast High School. The capacity of this school would be 1800 students.

### 3. Saddle Ridge Elementary

The addition of this 250 student capacity mini school, in conjunction with the existing elementary and the approved middle school that is currently under development, would permit the K-4 student population to remain in their community and not be overflowed to another school.

The site where this mini school would be located is in a section of the Saddle Ridge Community that is just commencing building. Site conditions would need to be confirmed.

#### 4. Cranston Middle

The addition of this 250 student capacity mini school would permit all K-4 students to remain in their community. As the school would not include CTF spaces the grade 5-9 students would continue to attend Nickle School.

The addition of this small amount of student accommodation space in Cranston would be very welcomed by parents with young children in the community, but it would not satisfy the community pressure for a new middle school.

#### 5. Aspen Woods Elementary

The addition of this mini school will accommodate all K-4 regular program students living in Aspen Woods. These students are currently designated to three different elementary schools (Olympic Heights School, Wildwood School, and Jeannie Elliot School) depending on whether they live on the east or west side of 85 street S.W. These bus receiver schools are all K-6 schools. CBE would work with the community to identify one bus receiver that could accommodate all Grade 5 and 6 students.

#### 6. Westgate School

The Westgate School may accommodate an addition of 6 modular units. With their addition, the demand for student spaces for the 2015/16 school year at this site should be met.

### 5 | Financial Impacting

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#### Consultants

- Bridging & Cost Consulting Services for two elementary schools: \$1.4 M
- Bridging & Cost Consulting Services for two middle schools: \$1.6 M
- Prime Consulting & Cost Consulting Services for the Concept Design of the high school: \$1.0 M

The estimated fees and budget required for these consulting services are: **\$4.0 M**

### Mini Schools

A detailed breakdown of mini school costs is shown in **Attachment III**.

The four modular schools are estimated to have a total estimated project cost of **\$34.64 M**.

### Westgate Modulares

It is estimated that the construction of six modular classrooms linked to the Westgate School would have a total cost of **\$900 K**.

### IT Equipment and Commissioning

The estimated cost for technology equipment and commissioning at five sites is **\$1.0 M**.

### CBE Management and Administration

The use of hired personnel and CBE administration resources is estimated to cost approximately **\$2.46 M**.

The total estimated expenditure to accomplish the 2014/15 Interim school Capital program is **\$43.0 M**.

## 6 | Implementation Consequences

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The Alberta Government is suggesting the immediate development and construction of temporary modular schools in Calgary. One elementary school, two middle schools, a high school and six modulares are the immediate priorities.

Experienced and knowledgeable architectural, engineering, and cost consultants would be required to assist CBE Administration with developing the designs, site planning, the extent and location of the modular units in relation to a future core building, and the construction phasing of these new schools.

Administration proposes the immediate procurement and appointment of Bridging Consultants to take the process up to Design- Build tender stage for three schools. The bridging consulting services would include architectural, landscape, structural, mechanical, electrical, civil, and other specialist consultant services required to complete a comprehensive RFP package for Design-Build proponents.

The procurement could be achieved quickly through a change order process with the existing bridging consultants, or through a new RFP procurement process, for the planning of the elementary and middle schools.

However, this approach may delay the roll-out of the development. A Prime Consultant would be separately procured for the concept design development (not working drawings) of the new high school. Cost consultants and project managers would also be contracted by the CBE separately, according to current Alberta Infrastructure guidelines.

The implementation consequences of these additional temporary modular school projects, suggest significant additional internal CBE resource requirements to administer the contracts and to monitor and track the financial transactions.

There would also be additional time demands on educational staff directly linked to these projects, as well as the need for significant Provincial Government liaison.

Alberta Government and the CBE will need to establish a detailed communication plan to clarify costs of taxpayer dollars and short term capital funding.

An objective for these projects would be to have the mini schools available for students in September 2015. Although the mini school for Elbow Park students was completed in six months, the risk is that the development and building permits may take longer to obtain in a non-emergency environment.

## 7 | Conclusion

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In order to alleviate immediate student accommodation pressures in Calgary, and prepare for the next round of school capital approvals, an estimated expenditure of \$43.0 M is required to accomplish the temporary school facilities in the following School Capital Plan for 2014/15, independent of the normal school capital plan process.

- West Springs MS design and mini school
- Southeast HS Design
- Saddle Ridge ES design and mini school
- Cranston MS design and mini school
- Aspen Woods Elementary School design and mini school
- Westgate ES modular addition

This interim capital plan is subject to the following conditions:

- These projects would not impact other school capital requests; past or future.
- Mini schools fit on sites and are linked in the future to the permanent schools.
- Sites are serviced and ready for immediate use.
- City of Calgary development and building permit requirements are met.
- Total project funds required are provided by the Province.
- Materials and supplies availability do not inhibit project delivery schedules.
- Contractors are available to undertake the projects at budgeted costs.
- Projects obtain acceptance through a public engagement process.

**DAVID STEVENSON**  
**CHIEF SUPERINTENDENT OF SCHOOLS**

#### ATTACHMENTS

Attachment I: Three Year School Capital Plan Priorities  
Attachment II: Site Photos  
Attachment III: Mini School Project Costs

#### GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

Governance Culture: The Board defined its own work and how it will be carried out. These policies clearly state the expectations the Board has for individual and collective behaviour.

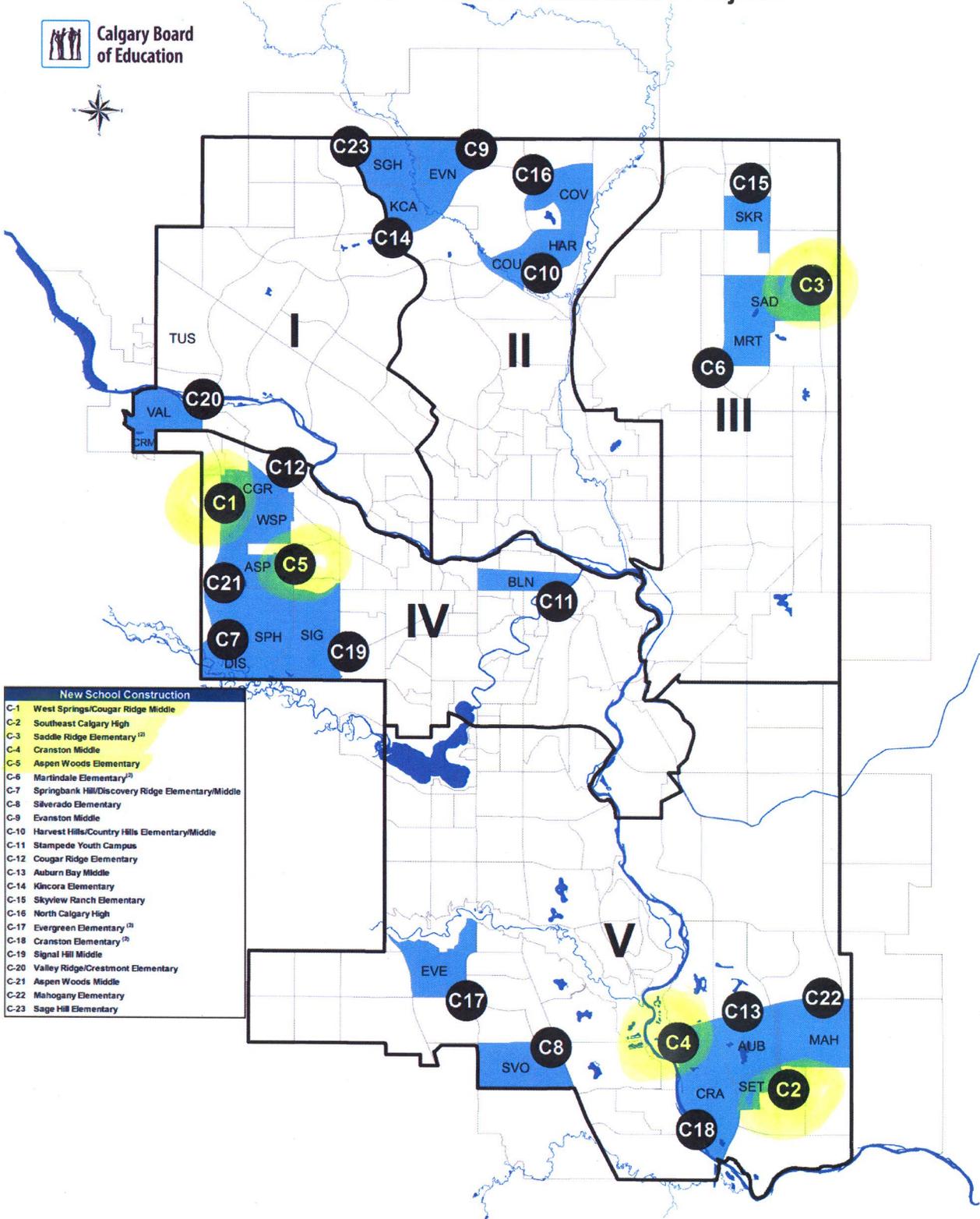
Board/Chief Superintendent Relationship: The Board defined in policy how authority is delegated to its only point of connection – the Chief Superintendent – and how the Chief Superintendent's performance will be evaluated.

Operational Expectations: These policies define both the nonnegotiable expectations and the clear boundaries within which the Chief Superintendent and staff must operate. They articulate the actions and decisions the Board would find either absolutely necessary or totally unacceptable.

Results: These are our statements of outcomes for each student in our district. The Results policies become the Chief Superintendent's and the organization's performance targets and form the basis for judging organization and Chief Superintendent performance.

Map 5

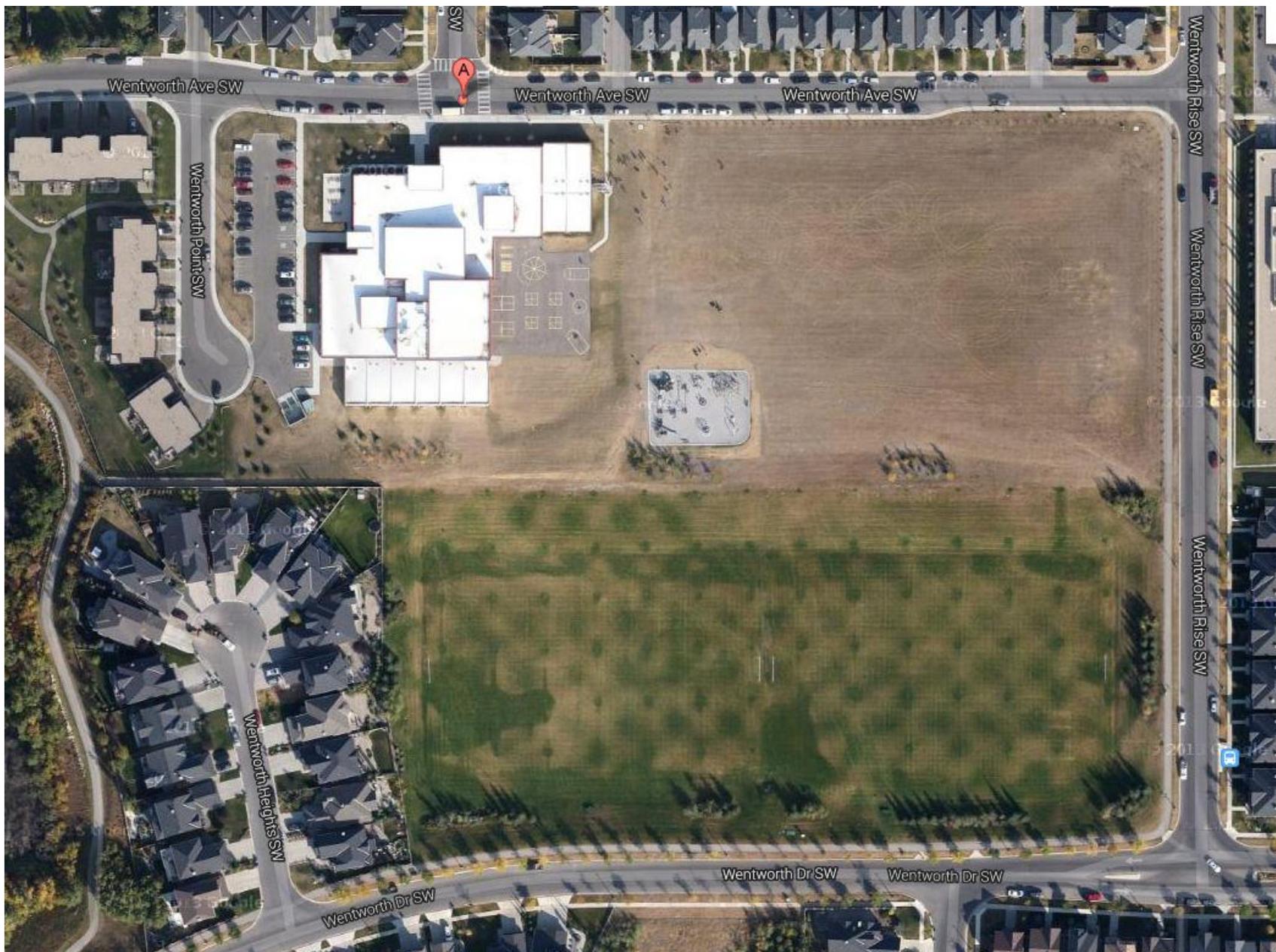
2015-2018 - New School Construction Projects



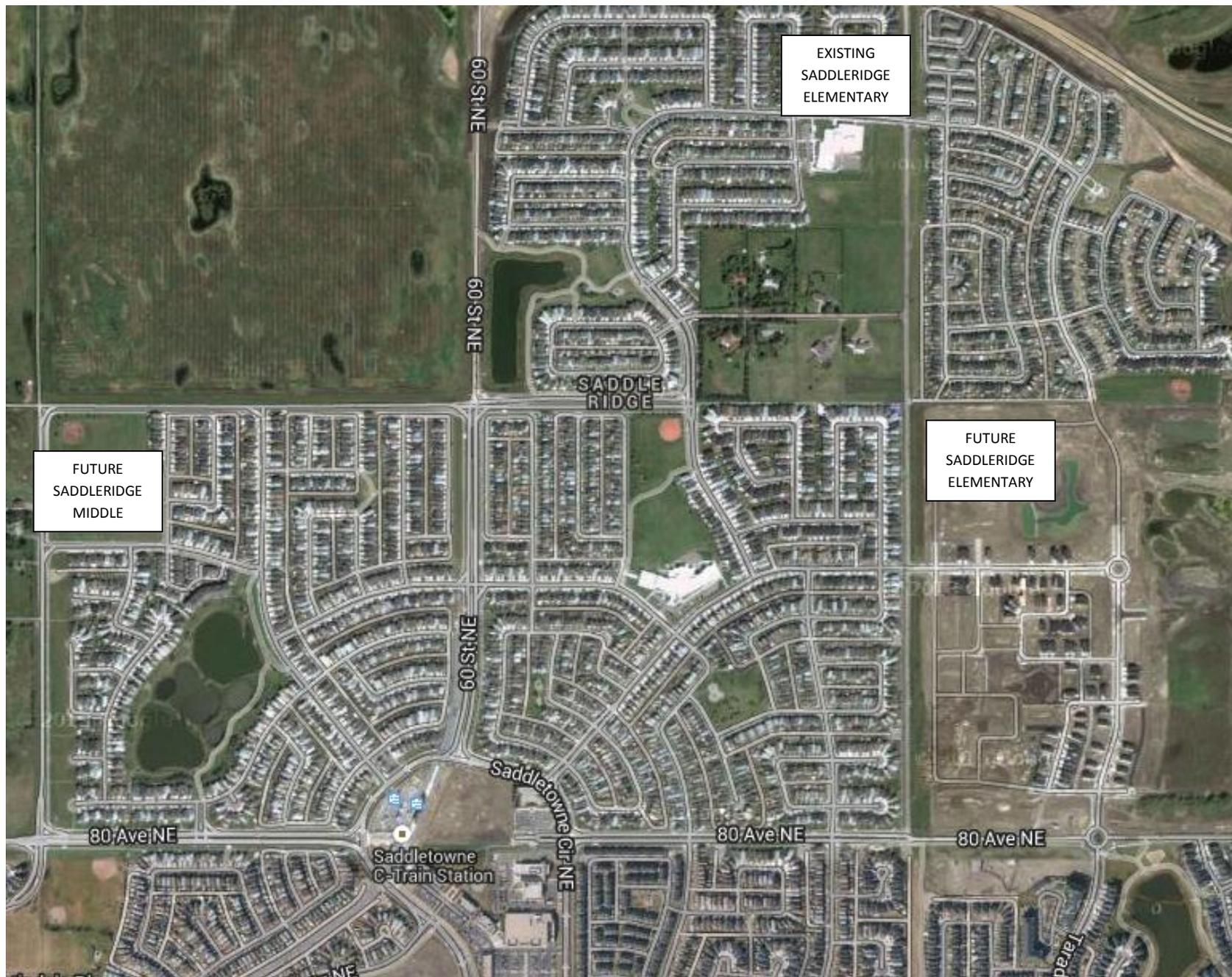
New School Construction	
C-1	West Springs/Cougar Ridge Middle
C-2	Southeast Calgary High
C-3	Saddle Ridge Elementary <sup>(2)</sup>
C-4	Cranston Middle
C-5	Aspen Woods Elementary
C-6	Martindale Elementary <sup>(2)</sup>
C-7	Springbank Hill/Discovery Ridge Elementary/Middle
C-8	Silverado Elementary
C-9	Evanston Middle
C-10	Harvest Hills/Country Hills Elementary/Middle
C-11	Stampede Youth Campus
C-12	Cougar Ridge Elementary
C-13	Auburn Bay Middle
C-14	Kincora Elementary
C-15	Skyview Ranch Elementary
C-16	North Calgary High
C-17	Evergreen Elementary <sup>(2)</sup>
C-18	Cranston Elementary <sup>(2)</sup>
C-19	Signal Hill Middle
C-20	Valley Ridge/Crestmont Elementary
C-21	Aspen Woods Middle
C-22	Mahogany Elementary
C-23	Sage Hill Elementary

Prepared by: Planning & Transportation  
 March 4, 2014  
 Map: New School Construction Projects.mxd

# WESTSPRINGS SCHOOL



# SADDLERIDGE COMMUNITY



# CRANSTON COMMUNITY



# ASPEN WOODS COMMUNITY



# WESTGATE SCHOOL



# PROJECT REVIEW

# Attachment III

## CBE Mini School (14 Unit – 10 Classrooms)

### PROJECT COST ESTIMATE

<u>ITEM</u>	<u>QTY</u>	<u>UNIT COST</u>	<u>TOTAL</u>
<b>Premanufactured Modulares</b>			
A Unit with corridor	5	\$210,000	\$1,050,000
B Unit (no corridor)	5	\$190,000	\$950,000
Washroom Unit	1	\$320,000	\$320,000
Office Unit	1	\$300,000	\$300,000
Learning Commons Unit	2	\$200,000	\$400,000
Activity Centre	1	\$ 1, 200,000	\$1,200,000
<b>Furniture &amp; Equipment</b>	12	\$20,000	\$240,000
Modulars' movement to site	14	\$16,000	\$224,000
Steel Screw Piling for modular			\$256,000
Stairs, Skirting, exterior finishes			\$230,000
Services supply & installation (incl. sinks and A/C)			\$470,000
<b>SITE SERVICING</b>			
Landscaping – Soft			\$250,000
Parking Lot, walkways, play compounds			\$300,000
Siteworks & Catchbasins			<u>\$250,000</u>
	<b>SUBTOTAL</b>		<u>\$6,440,000</u>
Contingency 15%			<u>\$970,000</u>
<b>Construction Total</b>			<b>\$7,410,000</b>
Consultant Fees & Project Admin. (15%)			\$1, 110,000
Non refundable GST @ 1.6%			<u>\$140,000</u>
	<b>TOTAL PROJECT COST</b>		<b>\$8,660,000</b>