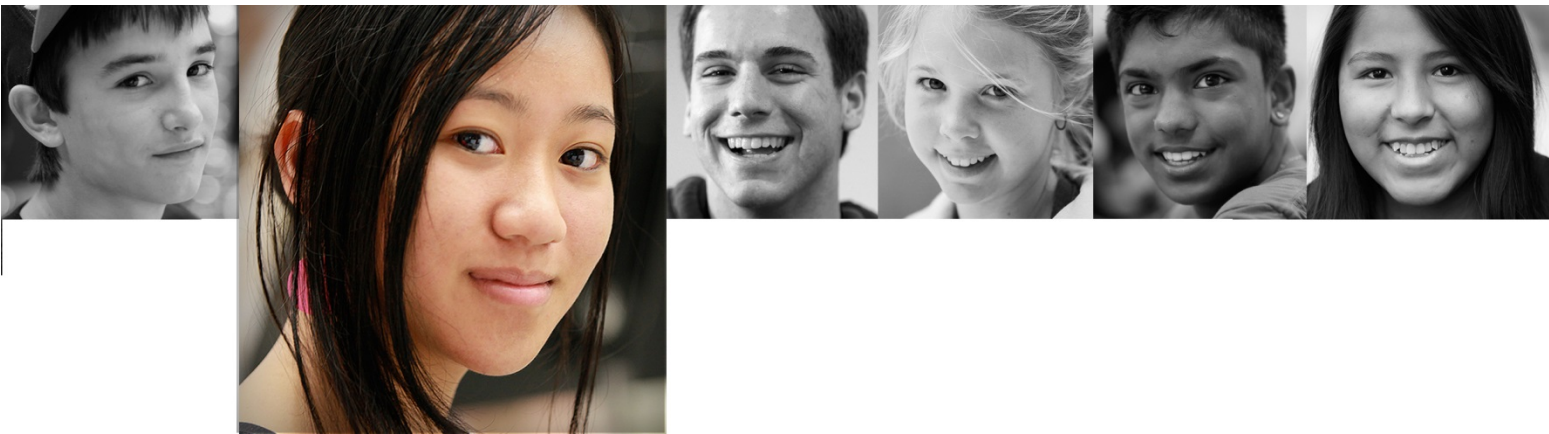


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Three-Year School Capital Plan



2018 – 2021



**Calgary Board
of Education**

March 7, 2017

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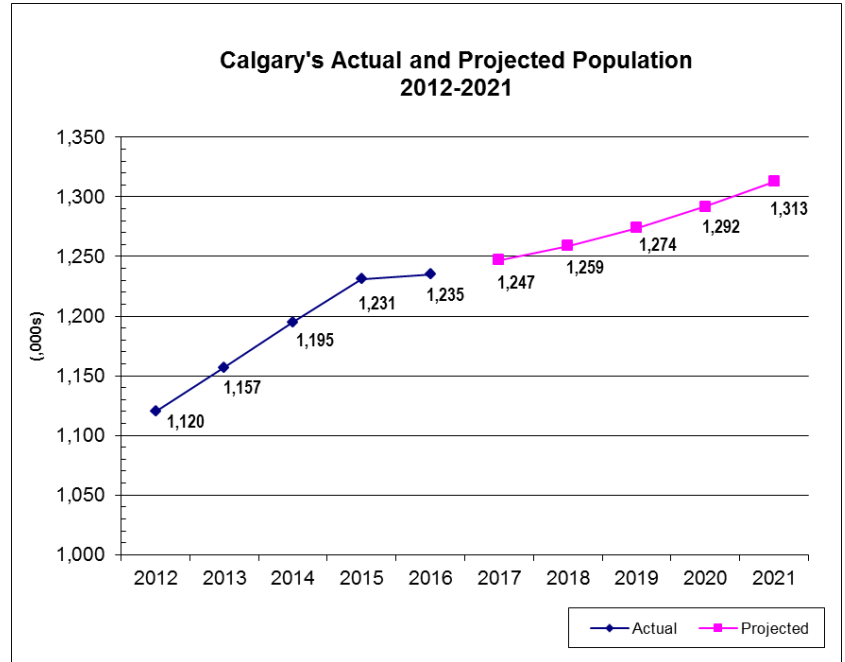
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EXECUTIVE SUMMARY

This Three-Year School Capital Plan 2018-2021 is an analysis of the Calgary Board of Education (CBE's) forecasted school capital needs, as assessed at the present time.

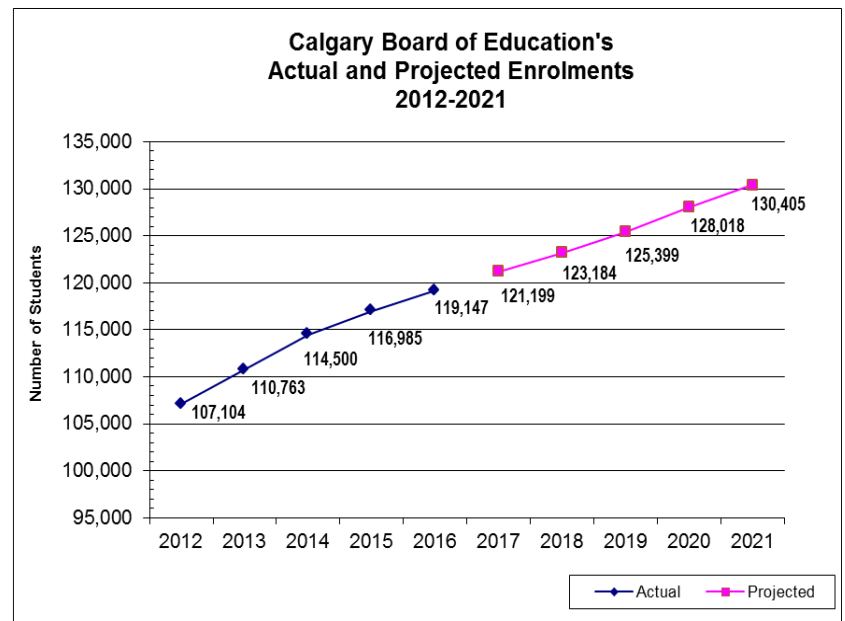
1. Calgary Population

Over the past five years Calgary's population growth has averaged just over 28,000 persons per year. In the *Calgary & Region Economic Outlook 2016-2021 (Fall 2016)*, the City of Calgary (the City) is forecasting that the population of Calgary will reach 1,313,050 in 2021, an increase of 78,050 persons over the next five years. This five-year forecast represents a decreased rate of growth, with an average annual increase of 15,610 persons.



2. Student Enrolment

The CBE's current student enrolment of 119,147 is forecast to increase to 130,405 students by 2021. Taking into consideration the current economic situation and expectations of a lower level of net migration into the City, CBE is projecting a conservative level of student growth over the next five years.

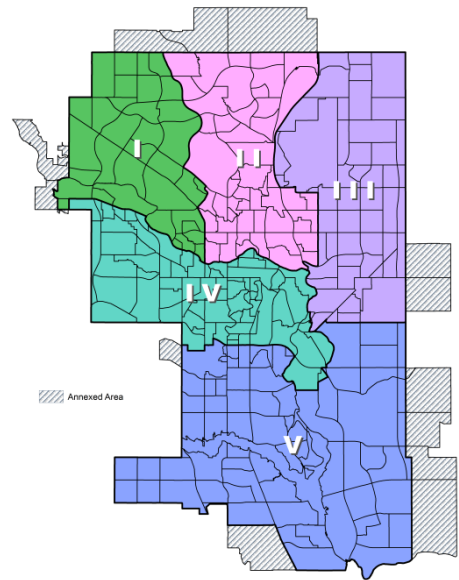


Note: Enrolment includes Home Education, Outreach/Unique Settings, Chinook Learning and CBeLearn.

3. Calgary Suburban Growth and Development

Extrapolating from City forecasts from the *Draft Suburban Residential Growth 2017-2021* the following population increases for suburban locations are identified for the CBE's administrative Areas:

| City Growth Trends by CBE Area 2017-2021 | |
|---|---------------------|
| Area | Population Forecast |
| Area I | 4,919 |
| Area II | 10,856 |
| Area III | 14,520 |
| Area IV | 2,245 |
| Area V | 28,510 |



4. Three-Year Education Plan

Alberta Education requires school boards to maintain three-year plans, updated annually. School boards are responsible for carrying out their education plans; for reporting annually to parents, communities, and government on results and use of their resources; and, for using results information to update plans and improve education for students. The Board of Trustees approved the combined Annual Education Results Report 2015-2016 and the Three-Year Education Plan 2016-2019 on November 29, 2016.

5. Schools Under Construction and Approvals

Since May 2013, the province has announced five major modernizations, two replacement schools and 20 new school construction projects for the CBE. Fifteen new schools along with replacement facilities for Christine Meikle and Elbow Park schools, opened for students during the 2016-2017 school year. The CBE also completed three major modernizations including the modernization of Harold W. Riley School for the new Aboriginal Learning Centre. Five new school construction projects and two high school major modernization projects are currently under development.

The table below summarizes the projects still under development, their approval dates and their projected opening/completion date.

| Schools Under Construction and Approvals | | | | | |
|--|----------------------------------|------------------|--------------|-------------------|---------------|
| Projected School Year Opening | School/Community | Project Type | Grade | Approved Capacity | Approval Date |
| 2017-2018 | Marshall Springs Middle | New Construction | Grades 5-9 | 900 | Feb. 10, 2014 |
| | Griffith Woods Elementary/Middle | New Construction | Grades K-9 | 900 | Oct. 8, 2014 |
| | Manmeet Singh Bhullar Elementary | New Construction | Grades K-4 | 600 | Oct. 8, 2014 |
| | Ron Southern Elementary | New Construction | Grades K-4 | 600 | Oct. 8, 2014 |
| 2018-2019 | Southeast Calgary High | New Construction | Grades 10-12 | 1,800 | Oct. 8, 2014 |
| | James Fowler High | Modernization | Grades 10-12 | n/a | Oct. 8, 2014 |
| | Lord Beaverbrook High | Modernization | Grades 10-12 | n/a | Oct. 8, 2014 |
| Total School Space Capacity | | | | 4,800 | |

6. Capital Priorities – New School Construction

There are 20 new school construction projects identified in the Three-Year School Capital Plan 2018-2021.

| Table 1: New School Construction | | | | | | |
|--|---------------------|----------------|-----------------------|---------------------|--------------------|--|
| Three-Year School Capital Plan 2018-2021 Priorities | | | | | | |
| Priority Ranking | Project Description | Grade | Project Status | Request Type | 2017 Cost (\$) | Number of Years Listed in Capital Plan |
| YEAR 1 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| C-1 Cranston Elementary ⁽²⁾ | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 3 |
| C-2 Coventry Hills/Country Hills Village Elementary ⁽²⁾ | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 2 |
| C-3 Mahogany Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 3 |
| C-4 Skyview Ranch Elementary/Middle | K-9 | New Request | Full buildout to 900 | 26,985,000 | | 4 |
| C-5 Evergreen Elementary ⁽²⁾ | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 4 |
| C-6 Auburn Bay Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | | 3 |
| C-7 Evanston Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | | 4 |
| C-8 ¹ North Calgary High | 10-12 | New Request | Full buildout to 1800 | 57,118,000 | | 4 |
| | | | | YEAR 1 TOTAL | 195,025,000 | |
| YEAR 2 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| C-9 Cougar Ridge Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 4 |
| C-10 Sage Hill Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 3 |
| C-11 Kincora Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 5 |
| C-12 Country Hills/Harvest Hills Elementary/Middle | K-9 | New Request | Full buildout to 900 | 26,985,000 | | 4 |
| C-13 Sherwood/Nolan Hill Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | | 1 |
| C-14 ¹ Innovation Centre / Academy | 10-12 | New Request | Full buildout to 1200 | 36,000,000 | | 4 |
| | | | | YEAR 2 TOTAL | 132,684,000 | |
| YEAR 3 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| C-15 Signal Hill Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | | 4 |
| C-16 Sherwood Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 1 |
| C-17 Aspen Woods Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | | 3 |
| C-18 Valley Ridge/Crestmont Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 3 |
| C-19 Nolan Hill Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 0 |
| C-20 Walden Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 0 |
| | | | | YEAR 3 TOTAL | 110,922,000 | |
| | | | | GRAND TOTAL | 438,631,000 | |

Note: ¹ Senior high schools are not ranked using point criteria. See page 25.

⁽²⁾ = second elementary school for the community

7. Capital Priorities – Major Modernization Projects

There are 11 major modernization projects identified in the Three-Year School Capital Plan 2018-2021.

| Table 2: School Major Modernizations | | | | | | |
|---|---------------------------------|----------------|---------------------|---------------------|--------------------|--|
| Three-Year School Capital Plan 2018-2021 Priorities | | | | | | |
| Priority Ranking | Project Description | | | | | Number of Years Listed in Capital Plan |
| YEAR 1 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| M-1 | Forest Lawn High School | 10-12 | Major Modernization | Major Modernization | 24,000,000 | 8 |
| M-2 | John G. Diefenbaker High School | 10-12 | Major Modernization | Major Modernization | 18,000,000 | 8 |
| M-3 | Nickle School | 5-9 | Major Modernization | Major Modernization | 14,000,000 | 9 |
| M-4 | Ernest Morrow School | 6-9 | Major Modernization | Major Modernization | 16,000,000 | 3 |
| | | | | YEAR 1 TOTAL | 72,000,000 | |
| YEAR 2 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| M-5 | A.E. Cross | 7-9 | Major Modernization | Major Modernization | 16,000,000 | 0 |
| M-6 | Janet Johnstone School | K-4 | Major Modernization | Major Modernization | 9,000,000 | 2 |
| M-7 | Annie Foote School | K-6 | Major Modernization | Major Modernization | 12,000,000 | 2 |
| | | | | YEAR 2 TOTAL | 37,000,000 | |
| YEAR 3 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| M-8 | Cedarbrae School | K-6 | Major Modernization | Major Modernization | 9,000,000 | 2 |
| M-9 | Altadore School | K-6 | Major Modernization | Major Modernization | 10,000,000 | 9 |
| M-10 | Ranchlands School | K-6 | Major Modernization | Major Modernization | 9,000,000 | 2 |
| M-11 | Queen Elizabeth School | K-6 | Major Modernization | Major Modernization | 10,000,000 | 2 |
| | | | | YEAR 3 TOTAL | 38,000,000 | |
| | | | | GRAND TOTAL | 147,000,000 | |

8. Capital Priorities – New Construction & Major Modernizations

There are 31 new construction and major modernization projects identified in the Three-Year School Capital Plan 2018-2021.

| Table 3: New School Construction and Major Modernizations | | | | | | Number of Years Listed in Capital Plan |
|--|---------------------|-----------------------|------------------------|----------------|---------------------|--|
| Three-Year School Capital Plan 2018-2021 Priorities | | | | | | |
| Priority Ranking | Project Description | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| YEAR 1 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| 1 Cranston Elementary ⁽²⁾ | K-4 | New Request | Full build out to 600 | 14,238,000 | | 3 |
| 2 Coventry Hills/Country Hills Village Elementary ⁽²⁾ | K-4 | New Request | Full build out to 600 | 14,238,000 | | 2 |
| 3 Mahogany Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | | 3 |
| 4 Forest Lawn High School | 10-12 | Modernization Request | Major Modernization | 24,000,000 | | 8 |
| 5 Skyview Ranch Elementary/Middle | K-9 | New Request | Full build out to 900 | 26,985,000 | | 4 |
| 6 Evergreen Elementary ⁽²⁾ | K-4 | New Request | Full build out to 600 | 14,238,000 | | 4 |
| 7 Auburn Bay Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | | 3 |
| 8 Evanston Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | | 4 |
| 9 John G. Diefenbaker High School | 10-12 | Modernization Request | Major Modernization | 18,000,000 | | 8 |
| 10 Nickle School | 5-9 | Modernization Request | Major Modernization | 14,000,000 | | 9 |
| 11 Ernest Morrow School | 6-9 | Modernization Request | Major Modernization | 16,000,000 | | 3 |
| 12 ¹ North Calgary High | 10-12 | New Request | Full build out to 1800 | 57,118,000 | | 4 |
| | | | | | YEAR 1 TOTAL | 267,025,000 |
| YEAR 2 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| 13 A.E. Cross School | 7-9 | Major Modernization | Major Modernization | 16,000,000 | | 0 |
| 14 Cougar Ridge Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | | 4 |
| 15 Sage Hill Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | | 3 |
| 16 Janet Johnstone School | K-4 | Modernization Request | Major Modernization | 9,000,000 | | 2 |
| 17 Annie Foote School | K-6 | Modernization Request | Major Modernization | 12,000,000 | | 2 |
| 18 Kincora Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | | 5 |
| 19 Country Hills/Harvest Hills Elementary/Middle | K-9 | New Request | Full build out to 900 | 26,985,000 | | 4 |
| 20 Sherwood/Nolan Hill Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | | 1 |
| 21 ¹ Innovation Centre / Academy | 10-12 | New Request | Full build out to 1200 | 36,000,000 | | 4 |
| | | | | | YEAR 2 TOTAL | 169,684,000 |
| YEAR 3 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| 20 Cedarbrae School | K-6 | Modernization Request | Major Modernization | 9,000,000 | | 2 |
| 23 Altadore School | K-6 | Modernization Request | Major Modernization | 10,000,000 | | 9 |
| 24 Signal Hill Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | | 4 |
| 25 Sherwood Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | | 1 |
| 26 Ranchlands School | K-6 | Modernization Request | Major Modernization | 9,000,000 | | 2 |
| 27 Aspen Woods Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | | 3 |
| 28 Queen Elizabeth School | K-6 | Modernization Request | Major Modernization | 10,000,000 | | 2 |
| 29 Valley Ridge/Crestmont Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | | 3 |
| 30 Nolan Hill Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 0 |
| 31 Walden Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | | 0 |
| | | | | | YEAR 3 TOTAL | 148,922,000 |
| | | | | | GRAND TOTAL | 585,631,000 |

Note: ¹ Senior high schools are not ranked using point criteria. See page 25.

⁽²⁾ = second elementary school for the community

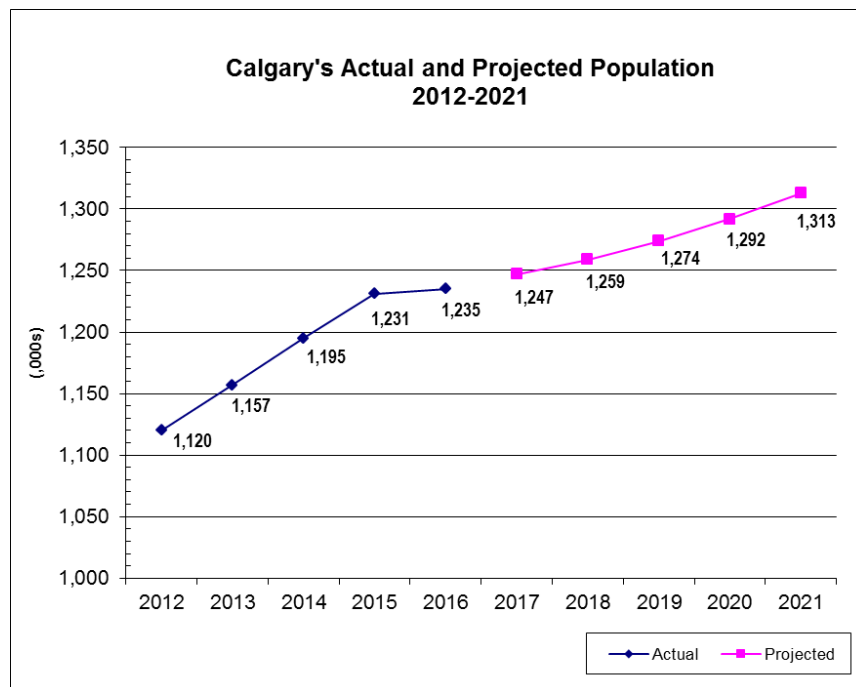
1.0 INTRODUCTION

The Calgary Board of Education (CBE) is a global leader in public education. Recognized as the largest school district in Western Canada, the CBE provides a full range of educational services for all instructional programs from kindergarten through to Grade 12. The CBE addresses the complexity and diversity of our 119,147 students (including Adult Education) in over 240 schools with more than 9,940 full time equivalent employees and an operating budget of \$1.3 billion.

Over the past decade, Calgary has experienced a high level of growth and economic prosperity. Calgary's population has increased by 144,235 persons in the last five years, an average of 28,847 persons per year.

The population grew from 1,230,915 in April 2015 to 1,235,171 in 2016, an increase of 4,256 (0.36%). The population growth consisted of a natural increase of 10,783 persons with a negative net migration of -6,527 persons.

The City of Calgary's report, *Calgary and Region Economic Outlook 2016-2021 (Fall 2016)*, identifies continued growth for Calgary. The City forecast contained in the report projects the population of Calgary will reach 1,313,050 by 2021, an increase of 78,050 persons from the 2016 total of 1,235,171. The five-year population forecast to 2021 represents an average increase of 15,610 persons per year during this period and represents a decreased pace from the previous five-year forecast.



| Calgary Total Population (,000s) | | | | | | | | | |
|----------------------------------|-------|-------|-------|-------|-----------|-------|-------|-------|-------|
| Actual | | | | | Projected | | | | |
| 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| 1,120 | 1,157 | 1,195 | 1,231 | 1,235 | 1,247 | 1,259 | 1,274 | 1,292 | 1,313 |

Calgary & Region Economic Outlook 2016-2021 (Fall 2016)

1.1 CBE Student Enrolment

Total enrolment of 119,147 students was reported on September 30, 2016, and consists of 114,163 pre-kindergarten to Grade 12 students plus 4,984 students enrolled in Home Education, Outreach Programs, Unique Settings, Chinook Learning and CBe-learn.

Enrolment increased by 2,162 students from September 30, 2015, to September 30, 2016, with notable increases at Division I (Grades 1-3) and Division II (Grades 4-6).

Parents and students continue to access program choices offered by the CBE. Enrolment in alternative programs is 24,158 which is an increase of 465 over the previous year. The alternative programs with the highest enrolment are French Immersion (8,577), Traditional Learning Centre (TLC) (6,461) and Spanish Bilingual (3,680).

The following table provides a summary of enrolments including Unique Settings, Outreach Programs, Chinook Learning, and CBe-learn from September 30, 2012, to September 30, 2016.

| Five-Year History of Enrolments by Division 2012-2016 | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| | 2012 | 2013 | 2014 | 2015 | 2016 |
| Pre-Kindergarten | 80 | 145 | 176 | 180 | 197 |
| Kindergarten | 8,252 | 8,936 | 9,213 | 9,209 | 9,106 |
| Grades 1-3 | 24,444 | 25,959 | 27,649 | 28,888 | 29,410 |
| Grades 4-6 | 21,333 | 22,552 | 23,604 | 24,441 | 25,715 |
| Grades 7-9 | 21,623 | 21,751 | 22,237 | 22,624 | 23,292 |
| Grades 10-12 | 25,896 | 26,270 | 26,420 | 26,375 | 26,443 |
| Sub-Total (pre-k to grade 12) | 101,628 | 105,613 | 109,299 | 111,717 | 114,163 |
| Home Education | 247 | 297 | 248 | 270 | 249 |
| Outreach and Unique Settings | 1,789 | 1,772 | 1,971 | 2,060 | 2,066 |
| Chinook Learning Services | 2,760 | 2,515 | 2,393 | 2,327 | 2,211 |
| CBe-learn | 680 | 566 | 589 | 611 | 458 |
| Sub-Total | 5,476 | 5,150 | 5,201 | 5,268 | 4,984 |
| Total | 107,104 | 110,763 | 114,500 | 116,985 | 119,147 |

Five-Year Enrolment Projections

The CBE uses the Cohort-Survival methodology in preparing enrolment projections. The cohort survival projection methodology uses historic birth data and historic student enrolment data to “age” a known population (cohort) through their school grades. The cohort survival ratio is calculated to see how a group of potential students first enter the system at kindergarten and Grade 1 (market share) and how this group of students grows or shrinks over time (retention rates). Enrolment patterns emerge that are used for projections.

The CBE uses pre-school census information, which is collected annually for all communities, combined with historic intake rates at kindergarten and Grade 1 to project how many students will enter our system each year. The annual September 30 enrolment data is used as a base for establishing retention rates that are used to project how existing student populations move through the system from one year to the next.

City of Calgary population projections are not a direct factor in CBE's enrolment projections but they do provide context for comparison. Trends reported by the City with respect to net migration and natural increase (births minus deaths) are considered when evaluating future student growth.

CBE's current enrolment of 119,147 students is forecast to increase to 130,405 students by 2021. An increase of 11,257 students is projected averaging approximately 2,250 additional students annually. Taking into consideration the current economic situation and expectations of a lower level of net migration into the City, CBE is projecting a conservative level of growth over the next five years. The largest increase over this five-year timeframe is projected to be in Division II (Grades 4-6) and Division III (Grades 7-9).

A summary of the September 2016 actual student enrolments and September 2017-2021 projected enrolments are below:

| Five-Year Enrolment Projections 2017-2021 | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual 2016 | Projected | | | | |
| | | 2017 | 2018 | 2019 | 2020 | 2021 |
| Pre-Kindergarten | 197 | 245 | 245 | 245 | 245 | 245 |
| Kindergarten | 9,106 | 9,514 | 9,219 | 9,265 | 9,430 | 9,430 |
| Grades 1-3 | 29,410 | 29,465 | 30,005 | 30,193 | 30,384 | 30,298 |
| Grades 4-6 | 25,715 | 26,927 | 27,728 | 28,122 | 28,174 | 28,687 |
| Grades 7-9 | 23,292 | 24,077 | 24,998 | 26,189 | 27,424 | 28,245 |
| Grades 10-12 | 26,443 | 25,879 | 25,809 | 26,121 | 27,001 | 28,028 |
| Sub-Total (pre-k to grade 12) | 114,163 | 116,106 | 118,005 | 120,135 | 122,658 | 124,933 |
| Home Education | 249 | 254 | 259 | 263 | 268 | 273 |
| Outreach and Unique Settings | 2,066 | 2,111 | 2,148 | 2,182 | 2,222 | 2,268 |
| CBe-learn | 458 | 468 | 476 | 484 | 493 | 503 |
| Chinook Learning | 2,211 | 2,259 | 2,298 | 2,335 | 2,378 | 2,428 |
| Sub-Total | 4,984 | 5,093 | 5,180 | 5,264 | 5,360 | 5,472 |
| Total Student Count | 119,147 | 121,200 | 123,185 | 125,399 | 128,018 | 130,405 |

totals may not add due to rounding

- CBe-learn and Chinook Learning accept registrations on an on-going basis.
- All projections are subject to annual review and update.
- Projections use September 30, 2016, enrolments as a base.

Chinook Learning and CBe-learn register students continually throughout the year. The enrolment reported for both Chinook Learning and CBe-learn represent students who are only enrolled in either of those two programs and not accessing programming at another CBE school. Students enrolled in other CBE schools, that are accessing one or more courses at either Chinook Learning or

CBe-learn, are reported in the pre-kindergarten to Grade 12 enrolment. The enrolment reported for Chinook Learning includes students enrolled in academic success programs (high school upgrading) and does not include students in Adult English Language Learning (ELL) and Continuing Education (personal and professional development).

1.2 Calgary Suburban Growth and Development

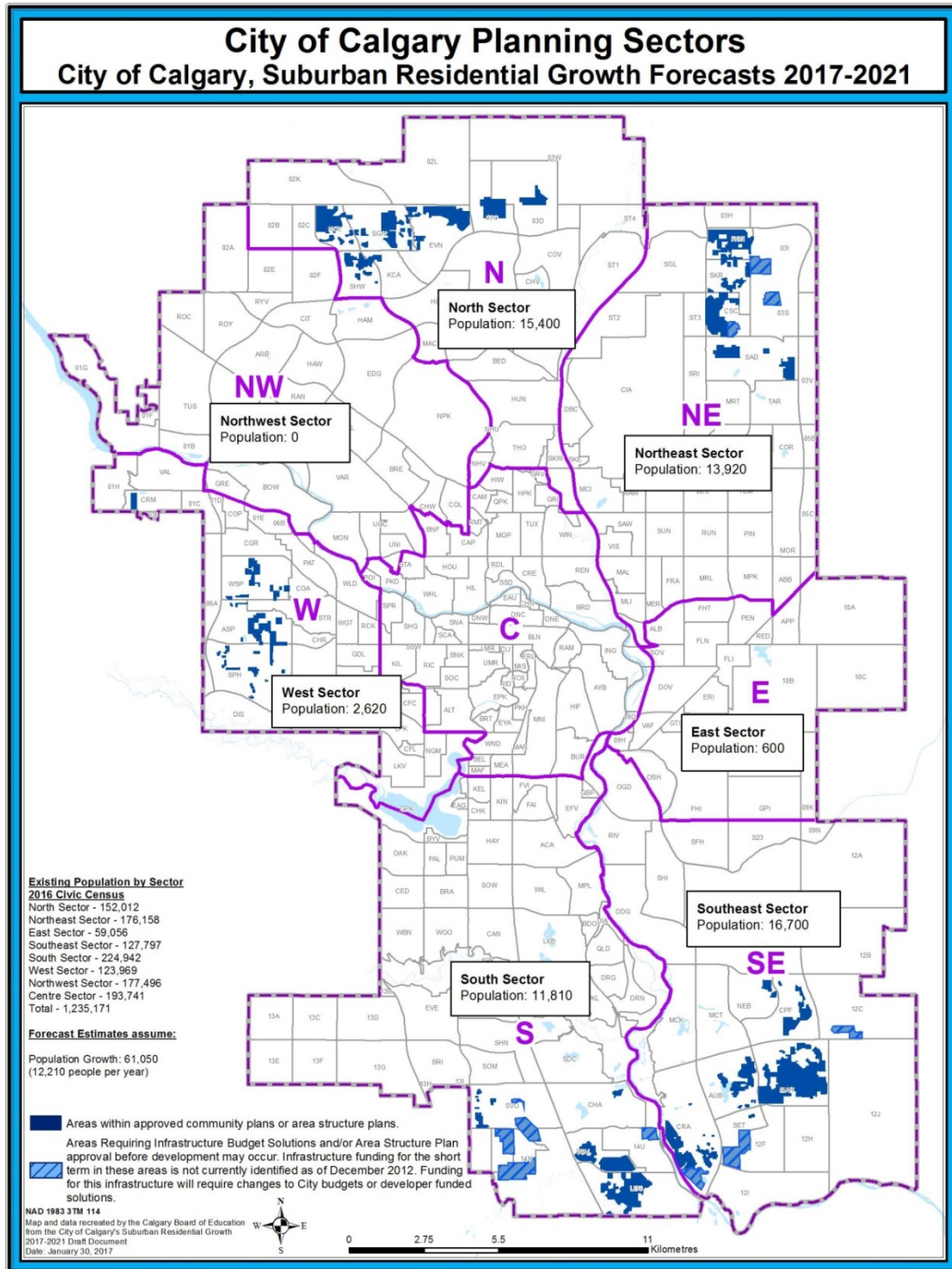
The City of Calgary supports an actively competitive land market in all areas of the city and there over 25 new and developing municipal communities in various stages of development. The large number of concurrently developing communities puts increased pressure on the CBE to meet the expectations of parents for school construction in their community. Although the number of communities has declined slightly over the last decade, the size of the communities being planned and built today are much larger than they have been historically.

Forecasted Suburban Growth 2017-2021

The *Suburban Residential Growth 2017-2021* indicates that 74% of the population growth over the past five years (2011-2015) has been in the developing communities. Although a high level of growth continues to occur in the suburban areas, the percentage of growth in the 5 year rolling average has shown a downward decline from 90-95% range five to ten years ago to the current level. Forecasts over the next five years estimate approximately 78% of the population growth will occur in the new and developing suburbs.

A summary of the five-year period forecast from the Suburban Residential Growth 2017-2021 for suburban locations is as follows (see **Map 1**):

Map 1



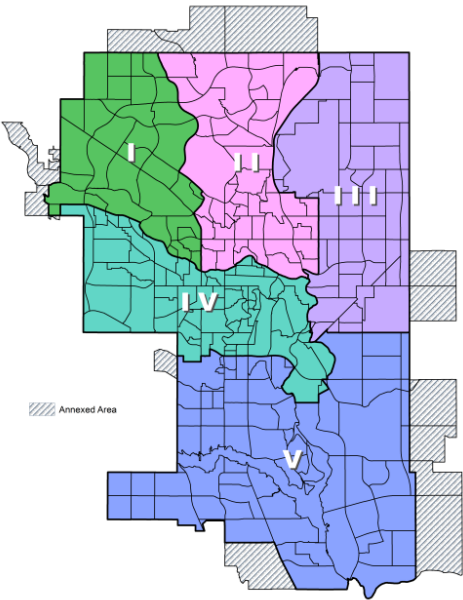
Extrapolating from these City forecasts, the following population increases for suburban locations were prepared to determine populations by CBE's administrative Area boundary:

| City Growth Trends by CBE Area 2017-2021 | | |
|---|-----------------------------|-------------|
| Area | Population Forecast by 2021 | % |
| Area I | 4,919 | 8% |
| Area II | 10,856 | 18% |
| Area III | 14,520 | 24% |
| Area IV | 2,245 | 4% |
| Area V | 28,510 | 46% |
| Total | 61,050 | 100% |

The City of Calgary planning sectors in the map on the previous page do not fully align with CBE's five Administrative Areas and as a result the population forecast in the table has been adjusted as follows:

- A portion of the growth projected for the North in the communities of Nolan Hill and Sherwood has been added to the Area I population forecast.
- A portion of the growth projected for the West in the communities of Valley Ridge and Crestmont has been added to the Area I population forecast.
- Area III includes both the Northeast and East sectors.
- Area V includes the Southeast and South sectors.

The largest population growth over the next five years is projected to be in CBE administrative Area II and Area V.



1.3 Framework for Growth and Change

The new Municipal Development Plan (MDP), *Plan It Calgary*, was implemented April 1, 2010, and is the overarching policy that documents municipal development and transportation. *Plan It Calgary* intends to reduce the amount of growth allocated to the developing communities, which is essentially 100% and to intensify the inner-city and established areas with additional population. The 30-year target of the plan for growth into established areas is 33% and the 60-year target is 50% growth to established areas.

The CBE has identified concerns over the past decade, in annual school capital plans, regarding the large number of concurrently developing communities. The City supports an actively competitive land market in all areas of the city and there are approximately 25 new and developing municipal communities in various stages of development. The large number of developing communities puts increased pressure on the CBE to meet the expectations of parents for new school construction in their community. The CBE continues to indicate more orderly growth could be achieved by phasing growth into a smaller number of communities that are fully completed on a timely basis.

1.4 City of Calgary Annexation

Previously Annexed Lands

The majority of the 36,000 acres annexed to the City of Calgary, from the MD of Foothills in 2005 and MD of Rocky View in 2007, remain outside of the CBE's jurisdictional boundary.

The Minister of Education has identified it is in the best interest of the students to retain the existing school boundaries until urban development warrants change.

The Minister has indicated that annexed lands would be brought into the CBE and Calgary Catholic School District (CCSD) inventory as area structure plans are finalized.

The Calgary City Council has approved regional context studies to guide development in the newly annexed lands:

- **East Regional Context Study** (April 2009) with an eventual population of 160,000 persons and approximately 22,000 jobs upon full build-out.
- **West Regional Context Study** (April 2010) with an eventual population of 22,000 people and 7,000 jobs upon full build-out.
- **North Regional Context Study** (June 2010) with an eventual population of 216,000 persons and approximately 69,000 jobs on full build-out.

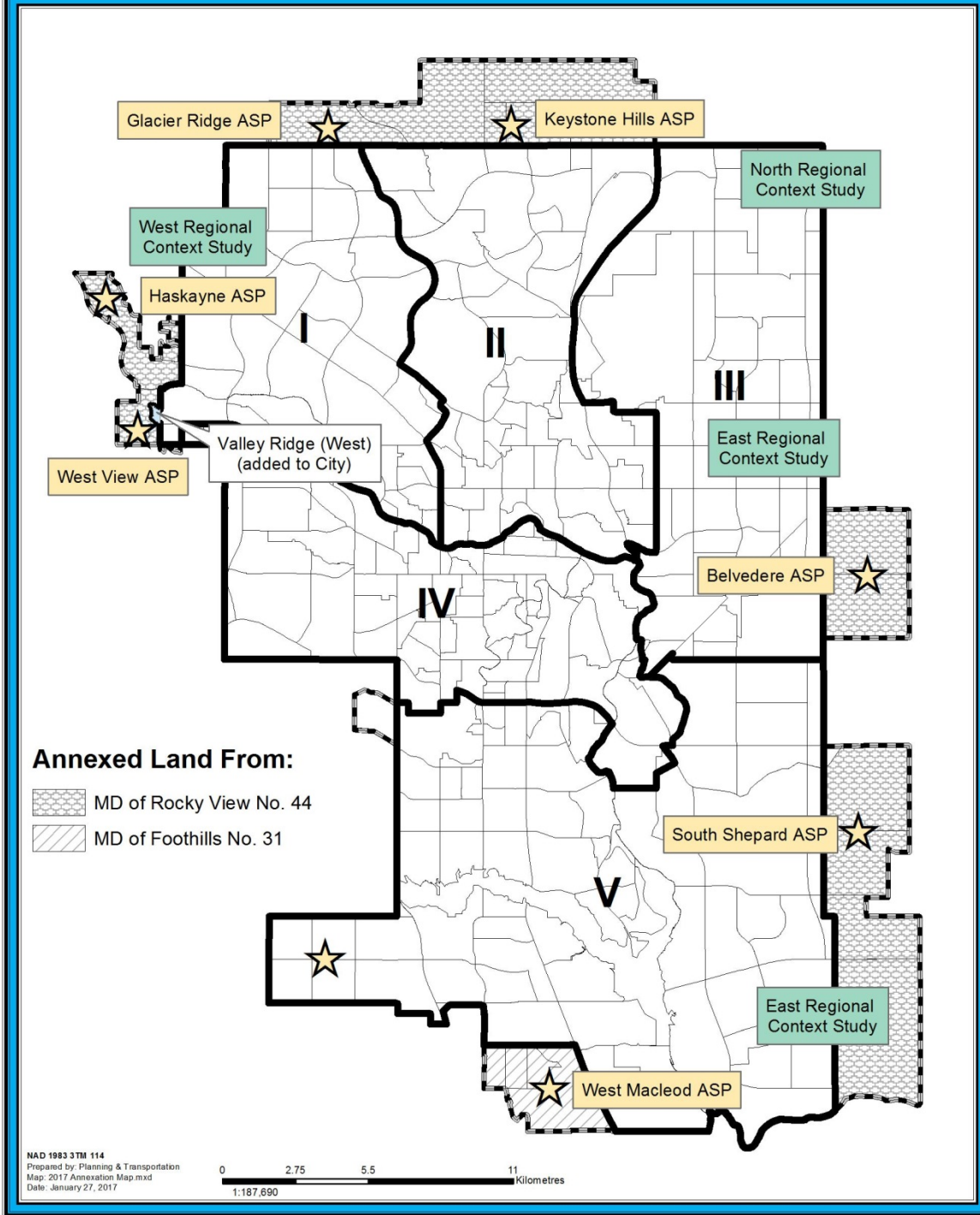
A map on page 10 identifies these locations.

Detailed Area Structure Plans have been, or are being, undertaken to guide future planning in the annexed lands. The CBE participated in meetings, discussions and plan preparation, to enable long-term school planning in following areas:

- The **West View Area Structure Plan** will accommodate a population of approximately 8,300 persons. The ASP has been on hold since December 2010 while the Province conducts a functional study to determine the access location to the West View area.
- The **Keystone Hills Area Structure Plan** was approved July 16, 2012 and will accommodate a population of approximately 60,000 persons.
- The **Belvedere Area Structure Plan** on the east was approved April 8, 2013 and will accommodate a future population of approximately 61,000 persons.
- The **South Shepard Area Structure Plan** was approved May 6, 2013 and will accommodate a population of approximately 28,000 persons.
- The **West Macleod Area Structure Plan** was approved June 10, 2014 and will accommodate a population of approximately 34,000 persons.
- The **Haskayne Area Structure Plan** was approved July 22, 2015 and will accommodate a population of approximately 13,000 persons.
- The **Glacier Ridge Area Structure Plan** was approved December 7, 2015 and will accommodate a population of approximately 58,000 persons.

It is anticipated following approvals of Area Structure Plans and subsequent Outline Plans, that the CBE and CCSD will request, on an as required basis, the Minister to include these lands as part of their respective school boundaries.

Annexation Map



2.0 CAPITAL STRATEGIES

2.1 Calgary Board of Education

CBE has identified the following drivers for capital planning:

- Program Delivery – Projects that are required to enable the delivery of school programs e.g. Career and Technology Studies (CTS) and Career and Technology Framework (CTF).
- Community Schools – New schools required in rapidly growing communities in order to minimize student travel times and meet needs for a local school in their community.
- Aging Facilities – Older schools that require modernization, rehabilitation or replacement in order to provide appropriate learning environments for students. It is estimated the cost for the major maintenance and repair of CBE educational facilities is in excess of \$1.1 billion.

A balanced approach for the plan is developed to ensure the CBE is pursuing capital funding opportunities which recognize the changing needs of students and is focused on building strong ties with parents, partners, and the community. More specifically, the CBE recognizes:

- Provincial funding is required for new school construction in new and developing communities;
- Parents desire schools to be closer to home, especially for younger students;
- Increasing public demand for program alternatives and personalized learning; and
- Transitions for students with minimal disruption in order to provide continuity of learning with consistent peer cohorts.

This approach to planning anticipates a system of core elementary feeder schools for local school communities (attendance areas), complemented with middle/junior high, and senior high schools serving larger geographic areas.

Projects are also required to ensure programming requirements are met through school modernizations. High priority program delivery projects are listed below.

- Chinook Learning –The CBE vision is a central campus and two other locations in the city.
- Career and Technology Studies – In January 2014, the Province approved modernization projects for Bowness High School and Jack James High School. These projects were completed for student use for the 2016/17 school year. In October 2014, CBE received funding approval to modernize James Fowler (Area II) and Lord Beaverbrook (Area V). These modernizations will support delivery of new CTS curriculum.

2.2 Three-Year Education Plan

Alberta Education requires school boards to maintain three-year plans, updated annually. School boards are responsible for carrying out their education plans; for reporting annually to parents, communities, and government on results and use of their resources; and, for using results information to update plans and

improve education for students. The Board of Trustees approved the combined Annual Education Results Report 2015-2016 and the Three-Year Education Plan 2016-2019 on November 29, 2016. A summary of Facilities and Capital Plans identifying new school construction projects and major modernization projects are included in the Three-Year Education Plan.

Long-range education plans will continue to be developed and these plans will inform the annual School Capital Plan and the ten year Student Accommodation and Facilities Strategy to ensure that programs and services for students are provided in suitable facilities in appropriate locations. Education planning information will be based on: the Three-Year Education Plan and other program development undertaken through the Chief Superintendent's office, Learning, and the respective Area Offices. This information, in conjunction with the Three-Year School Capital Plan, Three-Year System Student Accommodation Plan and facility information, will be used to determine school program and facility upgrade strategies for schools.

Facility and capital project plans will be developed through the Facilities and Environmental Services Unit based upon approvals obtained for new school construction, replacement schools, modernizations, facility maintenance, facility upgrades and other projects, as identified in this and other plans approved by the Board of Trustees.

2.3 Administrative Areas and Space Utilization

The CBE has five administrative Areas as indicated on **Map 2**. Within each of these Areas, CBE administration annually reviews new and developing communities for new school construction eligibility. The Province has indicated that utilization is reviewed when evaluating a jurisdiction's capital priorities; however, having an 85% utilization rate in an Area in order to request funding for new school construction is not a firm requirement but rather a guideline.

The CBE desires to use their facilities efficiently and continues to work towards an average 80% utilization rate. The CBE has identified 80% as the target utilization rate necessary to optimize facilities for educational purposes while maintaining flexibility within the system to meet demand for other ongoing considerations such as: classes for students with complex learning needs, early development centres (EDC's), full day kindergarten for selected populations, and before and after school care leases in facilities. Currently, the CBE's overall utilization rate by enrolment is 82%. The utilization rate is 81% for K-GR9 students and 84% for Grades 10-12 students.

A summary of utilization by enrolment and by residence follows below and is included in detail in Appendix I. Utilization by enrolment identifies the number of students attending schools in an Area expressed as a percentage of the total capacity. Utilization by enrolment represents the actual utilization currently experienced by sector/area.

Utilization by residence identifies the number of students residing in an Area expressed as a percentage of the total capacity. Utilization by residence represents the utilization rate that would exist if the CBE were not able to accommodate students in other Areas but rather accommodated the students in

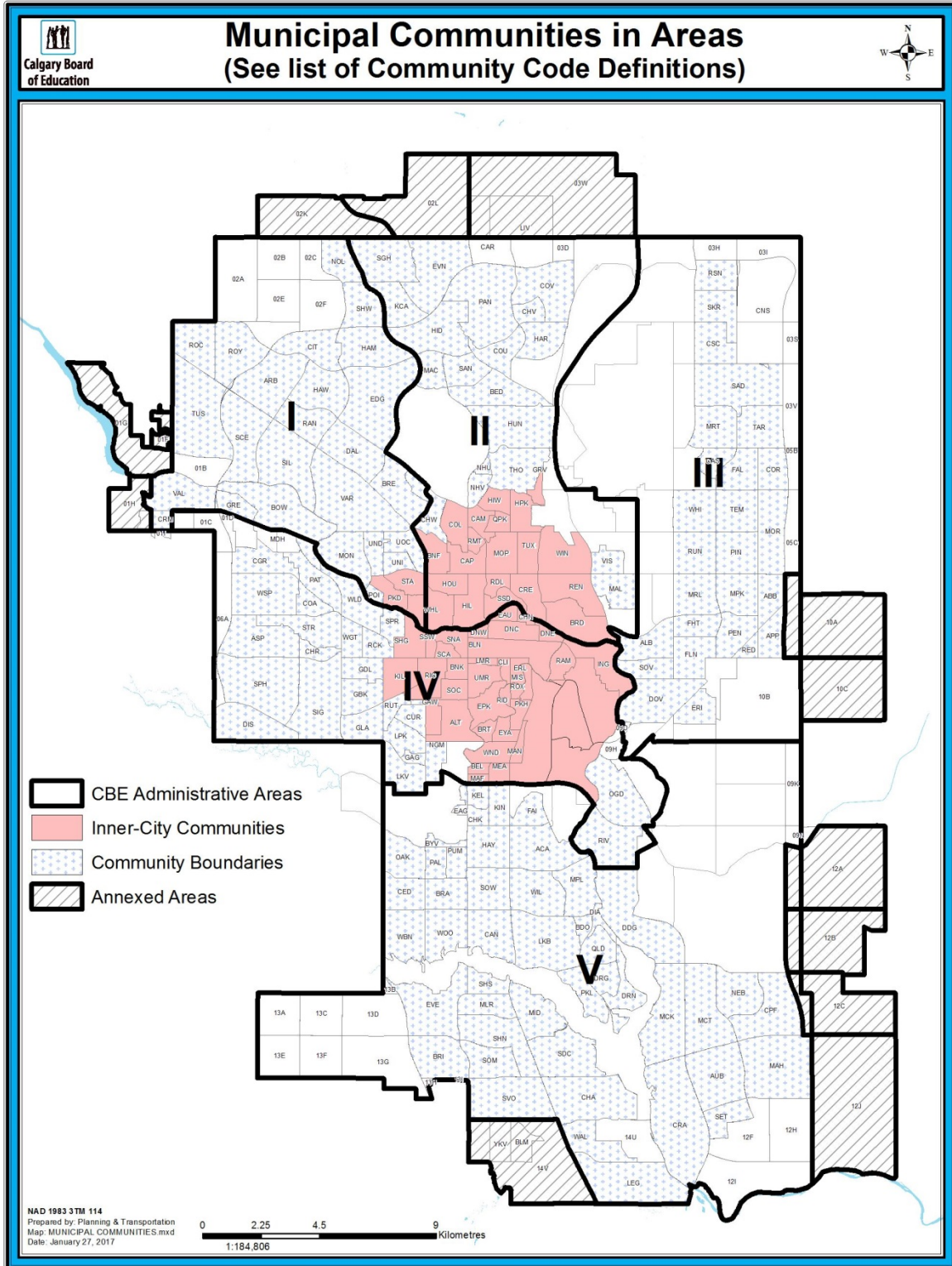
the facilities that exist within the Area where they live. Projections for 2021-2022 account for additional school capacity that has been approved and is currently under construction.

| Area Utilization by Student Enrolment (Actual & Projected) | | | |
|---|---------------|--|---|
| Area | Sector | 2016-2017 Actual K-12 Utilization | 2021-2022 Projections K-12 Utilization |
| Area I | Sector 1 | 71.89% | 75.00% |
| | Sector 2 | 90.80% | 94.00% |
| Total | | 83.12% | 86.29% |
| Area II | Sector 3 | 81.29% | 82.71% |
| | Sector 4 | 86.97% | 107.23% |
| Total | | 83.43% | 91.95% |
| Area III | Sector 5 | 80.72% | 86.09% |
| Total | | 80.72% | 86.09% |
| Area IV | Sector 6 | 85.92% | 82.47% |
| | Sector 7 | 80.84% | 88.44% |
| Total | | 83.57% | 85.07% |
| Area V | Sector 8 | 73.85% | 60.93% |
| | Sector 9 | 88.12% | 109.83% |
| Total | | 79.42% | 82.35% |
| Total | | 81.78% | 86.14% |

| Area Utilization by Student Residence (Actual & Projected) | | | |
|---|---------------|--|---|
| Area | Sector | 2016-2017 Actual K-12 Utilization | 2021-2022 Projections K-12 Utilization |
| Area I | Sector 1 | 87.01% | 90.15% |
| | Sector 2 | 95.14% | 98.33% |
| Total | | 91.84% | 95.01% |
| Area II | Sector 3 | 32.30% | 33.68% |
| | Sector 4 | 131.77% | 152.46% |
| Total | | 69.79% | 78.45% |
| Area III | Sector 5 | 90.30% | 95.50% |
| Total | | 90.30% | 95.50% |
| Area IV | Sector 6 | 92.34% | 88.26% |
| | Sector 7 | 58.55% | 65.96% |
| Total | | 76.71% | 78.55% |
| Area V | Sector 8 | 44.46% | 46.22% |
| | Sector 9 | 138.31% | 133.33% |
| Total | | 81.09% | 84.37% |
| Total | | 81.42% | 85.95% |

Note: 2021-2022 projections include projects currently approved for construction

Map 2
Municipal Communities in Areas
(See List of Community Code Definitions)



Municipal Community Code Definitions

| | | | | | |
|-----|------------------------------|-----|-------------------------------|-----|---------------------------|
| ABB | Abbeydale | GAG | Garrison Green | RSN | Redstone |
| ACA | Acadia | GAW | Garrison Woods | REN | Renfrew |
| ALB | Albert Park/Radisson Heights | GLA | Glamorgan | RIC | Richmond |
| ALT | Altadore | GBK | Glenbrook | RID | Rideau Park |
| APP | Applewood Park | GDL | Glendale | RIV | Riverbend |
| ARB | Arbour Lake | GRV | Greenview | ROC | Rocky Ridge |
| ASP | Aspen Woods | GRI | Greenview Industrial Park | RDL | Rosedale |
| AUB | Auburn Bay | GRE | Greenwood/Greenbriar | RMT | Rosemont |
| BNF | Banff Trail | HAM | Hamptons | RCK | Rosscarrock |
| BNK | Bankview | HAR | Harvest Hills | ROX | Roxboro |
| BYV | Bayview | HAW | Hawkwood | ROY | Royal Oak |
| BED | Beddington Heights | HAY | Haysboro | RUN | Rundle |
| BEL | Bel-Aire | HID | Hidden Valley | RUT | Rutland Park |
| BLN | Bellline | HPK | Highland Park | SAD | Saddle Ridge |
| BDO | Bonavista Downs | HIW | Highwood | SGH | Sage Hill |
| BOW | Bowness | HIL | Hillhurst | SAN | Sandstone Valley |
| BRA | Braeside | HOU | Hounsfield Heights/Briar Hill | SCA | Scarboro |
| BRE | Brentwood | HUN | Huntington Hills | SSW | Scarboro/Sunalta West |
| BRD | Bridgeland/Riverside | ING | Inglewood | SCE | Scenic Acres |
| BRI | Bridlewood | ING | Inglewood | SET | Seton |
| BRT | Britannia | KEL | Kelvin Grove | SHG | Shaganappi |
| CAM | Cambrian Heights | KIL | Killarney/Glengarry | SHS | Shawnee Slopes |
| CAN | Canyon Meadows | KCA | Kincora | SHN | Shawnessy |
| CAP | Capitol Hill | KIN | Kingsland | SHW | Sherwood |
| CAS | Castleridge | LKB | Lake Bonavista | SIG | Signal Hill |
| CED | Cedarbrae | LKV | Lakeview | SIL | Silver Springs |
| CUR | Currie Barricks | LEG | Legacy | SVO | Silverado |
| CHA | Chaparral | LPK | Lincoln Park | SKR | Skyview Ranch |
| CHW | Charleswood | LMR | Lower Mount Royal | SOM | Somerset |
| CHN | Chinatown | LYX | Lynx Ridge | SOC | South Calgary |
| CHK | Chinook Park | MAC | MacEwan Glen | SOV | Southview |
| CHR | Christie Park | MAH | Mahogany | SOW | Southwood |
| CIT | Citadel | MAN | Manchester | SPH | Springbank Hill |
| CSC | Cityscape | MPL | Maple Ridge | SPR | Spruce Cliff |
| CLI | Cliff Bungalow | MRL | Marlborough | STA | St. Andrews Heights |
| COA | Coach Hill | MPK | Marlborough Park | STR | Strathcona Park |
| COL | Collingwood | MRT | Martindale | SNA | Sunalta |
| CPF | Copperfield | MAF | Mayfair | SDC | Sundance |
| COR | Coral Springs | MAL | Mayland Heights | SSD | Sunnyside |
| CGR | Cougar Ridge | MCK | McKenzie Lake | TAR | Taradale |
| CHV | Country Hills Village | MCT | McKenzie Towne | TEM | Temple |
| COU | Country Hills | MEA | Meadowlark Park | THO | Thornciffe |
| COV | Coventry Hills | MID | Midnapore | TUS | Tuscany |
| CRA | Cranston | MIL | Millrise | TUX | Tuxedo Park |
| CRE | Crescent Heights | MIS | Mission | UNI | University Heights |
| CRM | Crestmont | MOR | Monterey Park | UOC | University of Calgary |
| DAL | Dalhousie | MON | Montgomery | UMR | Upper Mount Royal |
| DRG | Deer Ridge | MOP | Mount Pleasant | VAL | Valley Ridge |
| DRN | Deer Run | NEB | New Brighton | VAR | Varsity |
| DIA | Diamond Cove | NOL | Nolan Hill | VIS | Vista Heights |
| DIS | Discovery Ridge | NGM | North Glenmore Park | WAL | Walden |
| DDG | Douglasdale/Glen | NHV | North Haven | WHL | West Hillhurst |
| DOV | Dover | NHU | North Haven Upper | WSP | West Springs |
| DNC | Downtown Commercial Core | OAK | Oakridge | WGT | Westgate |
| DNE | Downtown East Village | OGD | Ogden | WHI | Whitehorn |
| DNW | Downtown West End | PAL | Palliser | WLD | Wildwood |
| EAG | Eagle Ridge | PAN | Panorama Hills | WIL | Willow Park |
| EAU | Eau Claire | PKD | Parkdale | WND | Windsor Park |
| EDG | Edgemont | PKH | Parkhill | WIN | Winston Heights/Mountview |
| EPK | Elbow Park | PKL | Parkland | WBN | Woodbine |
| EYA | Elboya | PAT | Patterson | WOO | Woodlands |
| ERI | Erin Woods | PEN | Penbrooke Meadows | | |
| ERL | Erlton | PII | Pineridge | | |
| EVN | Evanston | POI | Point McKay | | |
| EVE | Evergreen | PUM | Pump Hill | | |
| FAI | Fairview | QPK | Queen's Park Village | | |
| FAL | Falconridge | QLD | Queensland | | |
| FHT | Forest Heights | RAM | Ramsay | | |
| FLN | Forest Lawn | RAN | Ranchlands | | |
| | | RED | Red Carpet | | |

2.4 Planning for Students

Sites for New Schools

The identification and establishment of school sites within any new community in Calgary is a complex process. The CBE works with The City of Calgary, the CCSD and community developers to select school sites based on catchment areas within the development. There is a balance between population, number and type of residential units, location and land dedication. School boards calculate the number and type (elementary and middle) of school sites required based on the estimated number of single and multi-family units in an Area Structure Plan (ASP) multiplied by the average number of children aged 5-14 per housing unit by type.

As a more general guideline to determine an approximate number of schools the CBE would be eligible for an elementary school for every 10,000 residents, a middle school for every 15,000 to 20,000 residents and a high school for every 50,000 to 60,000 residents. Many of the new communities in Calgary are large enough that once full build out has been achieved, the community will require a minimum of one elementary and one middle school to accommodate the students living in the community. Larger communities, once they are fully built-out, will require two elementary schools and one middle school to accommodate students.

Working with Stakeholders

CBE is committed to working with stakeholders and developed a Dialogue Framework to guide this work. This framework guided public engagement as CBE considered the future use of learning space in schools that were impacted by the opening of 15 new schools in 2016-2017. Starting in the spring of 2016, stakeholders, both internal and external, had the opportunity to learn about the opportunities and challenges and participate in conversations that helped shape student accommodation decisions that will be implemented for September 2017 and beyond.

System Student Accommodation Plan

The CBE has a Three-Year System Student Accommodation Plan to inform appropriate decision-making and timely engagement for community members and parents in CBE accommodation planning. The process applies to and informs recommendations regarding all school and program accommodation issues. The Three-Year System Student Accommodation Plan is developed to support and reflect the Three-Year Education Plan, Three-Year School Capital Plan, and the ten year Student Accommodation and Facilities Strategy.

Student accommodation needs are identified by the Planning & Transportation department in consultation with Area Directors. Administration is responsible for using CBE's Dialogue framework to engage internal and external stakeholders regarding student accommodation challenges. The Three Year System Student Accommodation Plan 2016-2019 was presented for information at the June 21, 2016, Board of Trustees meeting and is available on the CBE website at

<http://www.cbe.ab.ca/FormsManuals/Three-Year-System-Student-Accommodation-Plan.pdf>

Program Opportunities for Students

The CBE is committed to a balance among equity, access, excellence, and choice within the school system and consequently offers a wide variety of programs for students of all ages. Programs are designed to enrich the lives of students and to promote quality learning. They recognize the many diverse ways of learning and the many interests and abilities of students. Through the Three-Year System Student Accommodation Plan, these programs are initiated where space is available and as close as possible to where demand for the programs exists. A link to the website is as follows:

<http://www.cbe.ab.ca/schools/managing-space-students/Pages/default.aspx>

2.5 New School Construction and School Approvals

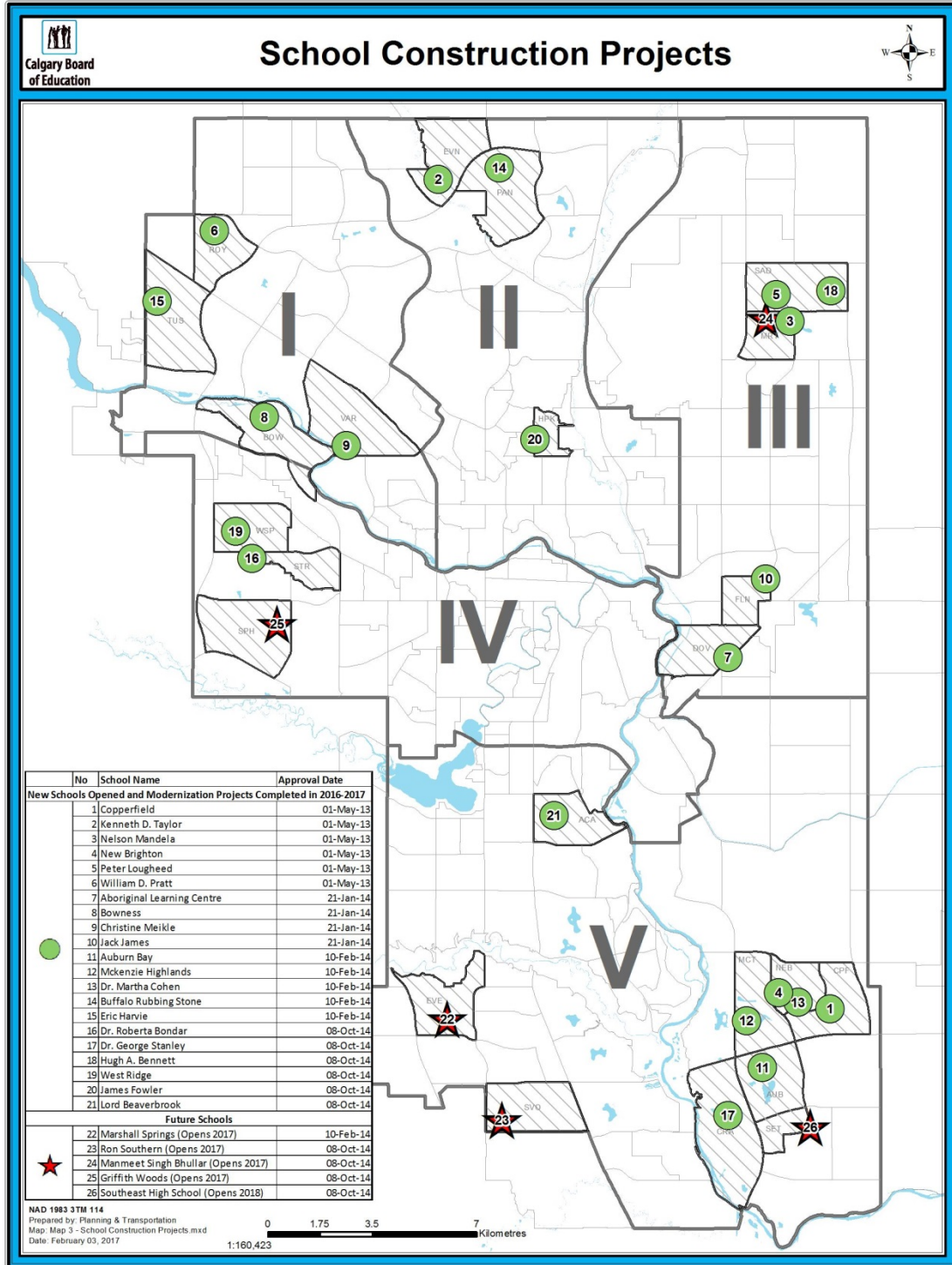
Since May 2013, the province has announced five major modernizations, two replacement schools and 20 new school construction projects for the CBE. Fifteen new schools along with replacement facilities for Christine Meikle and Elbow Park schools, opened for students during the 2016-2017 school year. The CBE also completed three major modernizations including the modernization of Harold W. Riley School for the new Aboriginal Learning Centre. Five new school construction projects and two high school major modernization projects are currently under development.

The table below summarizes the projects still under development, their approval dates and their projected opening/completion date.

| Schools Under Construction and Approvals | | | | | |
|--|----------------------------------|------------------|--------------|-------------------|---------------|
| Projected School Year Opening | School/Community | Project Type | Grade | Approved Capacity | Approval Date |
| 2017-2018 | Marshall Springs Middle | New Construction | Grades 5-9 | 900 | Feb. 10, 2014 |
| | Griffith Woods Elementary/Middle | New Construction | Grades K-9 | 900 | Oct. 8, 2014 |
| | Manmeet Singh Bhullar Elementary | New Construction | Grades K-4 | 600 | Oct. 8, 2014 |
| | Ron Southern Elementary | New Construction | Grades K-4 | 600 | Oct. 8, 2014 |
| 2018-2019 | Southeast Calgary High | New Construction | Grades 10-12 | 1,800 | Oct. 8, 2014 |
| | James Fowler High | Modernization | Grades 10-12 | n/a | Oct. 8, 2014 |
| | Lord Beaverbrook High | Modernization | Grades 10-12 | n/a | Oct. 8, 2014 |
| Total School Space Capacity | | | | 4,800 | |

Map 3 identifies the location of future school openings approved between May 1, 2013 and October 8, 2014.

Map 3



2.6 School Major Modernization

School major modernization projects provide for the renovation of whole or part of a school building for both present and future educational programs. These modernizations address physical obsolescence and/or improve functional adequacy and suitability. School major modernization projects should not exceed 75% of the replacement value of the school building as per provincial guidelines.

A modernization of the Booth Centre to accommodate Chinook Learning was approved in July 2012 by the Provincial Government. Following the flood of 2013, significant damage to the building occurred and different concepts were assessed for the redevelopment of the site with the Calgary Municipal Land Corporation. The school would offer young adult and adult students the opportunity to upgrade their secondary school curriculum courses in a unique and responsive setting. Course offerings would morph according to student requests and could include English language, mathematics, sciences, biology, chemistry, physics, computer studies, social studies, languages. Experimentation, collaboration, design, creativity and innovation would lie at the heart of the Booth Centre learning culture. Students attending the Booth Centre would be exposed to a wide variety of community and industry experts who invite students into the world of their disciplines opening opportunities for students to engage in the creative problem posing and problem solving approaches that define the nature of the creative industries. Ultimately, students, teachers, community and industry experts will work collaboratively to pose and solve real-world problems that emerge as the East Village continues to grow as a central hub of creativity and the arts for the City of Calgary.

Modernizations of two high schools to support the delivery of new CTS curriculum have been approved to include the following improvements:

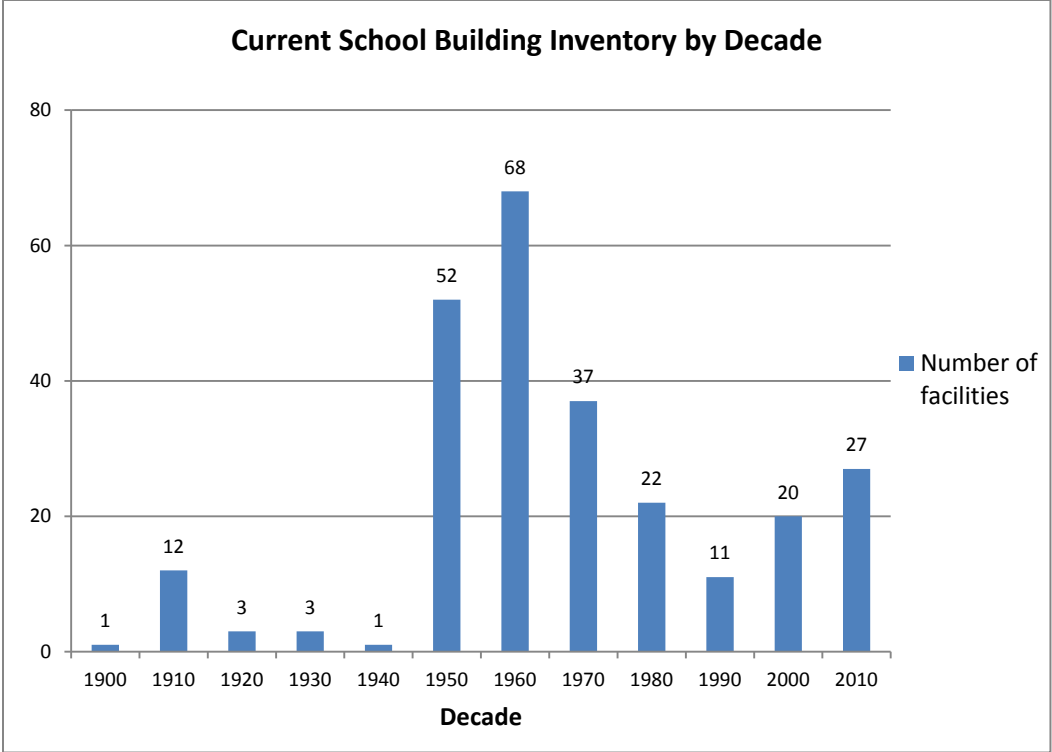
James Fowler

- Focus on upgrading CTS spaces
- Partial mechanical and electrical systems upgrades
- Minor building envelope and interior upgrades
- Building code and barrier free access upgrades

Lord Beaverbrook

- Focus on upgrading CTS spaces
- Partial mechanical and electrical systems upgrades
- Minor building envelope and interior upgrades
- Building code and barrier free access upgrades

The CBE has a current count of 257 owned facilities of which 177 of the school buildings were built before 1980. This represents 69% of the CBE's school building inventory. The current inventory by decade of CBE school buildings is shown in the following graph:



In 2004, the Province undertook a rolling condition assessment of schools in the Renewal Capital Asset Planning Process (RECAPP) and planned to audit CBE facilities every five years. In the spring of 2009, Alberta Infrastructure recommenced evaluations starting with the former 2004 assessments, thus continuing the five-year assessment cycle. Approximately 40 to 50 facilities are audited every year. Findings of the re-evaluation are incorporated into maintenance, modernization, and facility planning for the CBE projects. This Provincial audit contributes to the selection and prioritizing of modernizations for the CBE.

The CBE continues to rank facilities for major modernizations. The criteria used for establishing major modernization priorities are reviewed periodically. The most recent criteria review began in May 2014 and revisions recommended as a result of the review were presented to the Board of Trustees and approved on October 7, 2014. Details of major modernization ranking can be found in Appendix II on pages 84 - 85.

2.7 Collaborative Initiatives with The City of Calgary

For many years, the CBE and The City of Calgary have enjoyed a strong working relationship. This relationship involves both city-wide initiatives and specific initiatives focused on property, leasing, and infrastructure. The following initiatives are examples of the CBE working together with the City:

- The CBE is on the Joint Use Coordinating Committee (JUCC) with the City and the CCSD that deal with joint-use school reserve sites.
- CBE representatives have been involved in many city-wide initiatives such as the new Pedestrian Strategy, School Sites Review project, and Traffic Safety Community meetings.
- The CBE is a member of the Site Plan Team (SPT) with the City and the CCSD which meets every two weeks to review and discuss development applications and issues related to joint use sites.

3.0 NEW SCHOOL CONSTRUCTION CAPITAL PLAN CRITERIA

The CBE does not rank alternative programs for new school construction. As schools are opened in new suburbs, vacancies are created in the bus receiver schools where those students attended prior to the opening of the new school. Administration works to identify opportunities to expand or relocate alternative programs into these spaces as they become available.

In the new and developing municipal communities, elementary school communities generally reflect municipal community boundaries. The junior high and middle school communities can serve one large municipal community or two or more small-to-medium-sized municipal communities. In the inner-city and established areas, school communities tend to cover larger geographic areas for elementary, junior high, and middle schools, and do not always align with municipal community boundaries as there is a large range of municipal community sizes and demographics.

3.1 Construction Planning Criteria: Kindergarten to Grade 9 Schools

The ranking of new school construction priorities is an important issue for all community stakeholders. The CBE first established ranking criteria for new construction priorities in January 2002. The model was designed to be transparent, objective and impart equity and fairness to all Calgary communities. Over the years, these criteria have been reviewed and adjusted periodically as necessary. The most recent criteria review began in May 2014 and revisions recommended as a result of the review were presented to the Board of Trustees and approved on October 7, 2014.

There are two types of criteria in the evaluation process used to rank school communities for capital building priorities in the Three-Year School Capital Plan. These are as follows:

1. **Eligibility Criteria** acts as a screening filter for new capital projects and must be met before a school community evaluation proceeds to the ranking phase.
2. **Ranking Criteria** that will be used to further evaluate and prioritize new capital projects.

Eligibility Criteria

Eligible School Communities

All new and developing municipal communities are evaluated and ranked for new school construction. Inner-city and established communities are not ranked.

Most municipal communities have an elementary site and are ranked individually as a school community. When determining whether to group communities, the CBE uses the projected population based on the full build-out of the community, not the existing population in any given year. If two communities were combined for a new school ranking based on current population, even though the projected population at build-out indicates that each community will require their own school in the longer term, one of the communities would need to be moved to a different school in the future. Past experience has shown that stakeholders are resistant to designation changes once a school exceeds capacity.

In certain cases, the CBE will continue to combine communities for new school ranking when the build-out populations of the combined communities are such that the school is anticipated to accommodate the students from both communities in the long term. Two small municipal communities will be combined for elementary school ranking where they do not exceed a combined projected community population threshold of approximately 10,000 people.

In the case of middle/junior high schools, adjacent municipal communities may be combined if they do not exceed a combined projected population threshold of

approximately 24,000 people. Community build-out projections may vary from year to year due to ongoing adjustments to densities and other factors as determined by the City. Large municipal communities that can sustain a middle/junior high school are ranked individually as a school community.

Accommodation Options

This criterion is used to evaluate student accommodation options for eligible school communities. In some cases, an accommodation option may exist in a nearby community and a school community may not need to be ranked for new school construction.

One example would be the accommodation of Bridlewood GR7-9 students in Samuel W. Shaw School which is located in the adjacent community of Shawnessy. As a result of this accommodation option, the CBE does not currently rank Bridlewood as a priority for a middle/junior high school.

Site Readiness

In the event that a school site in a given community has not been developed/serviced to the level at which construction of a school would be possible within a 12 month timeframe, the school will not be ranked as a construction priority for that year's Three-Year School Capital Plan. Site readiness will be reviewed and assessed on an annual basis.

Developers are required to obtain both Final Acceptance Certificate (FAC) and Construction Completion Certificate (CCC) from the City. These certificates ensure that developers have met all obligations and sites are ready for 'turn-over' to the future landowners which means sites are ready for building construction. Site readiness includes, but is not limited to:

- receiving land title for the site, complete with legal description and appropriate zoning
- services (water, sewer, electricity, etc.) are in place and ready for hook up
- site has suitable topography and no geotechnical or foundational concerns (for construction)
- environmental site assessments are complete; normally already completed by the developer through FAC and CCC obligations to the City
- confirmation the site exists outside of the 1:500 year floodplain
- site has adequate access for both construction and usage

Typically, the CBE would like to receive sites with both FAC and CCC finalized, but, in emergent cases, where the site is required for immediate construction needs, a developer can be released from their obligations over the building envelope area, with those obligations being transferred to the CBE to complete. Examples of obligations would be site grading, landscaping, site drainage, connections to City services.

Ranking Criteria

For school communities that meet the eligibility criteria, an analysis is undertaken using criteria in three categories: Community Growth Profile, Busing and Travel Time, and Accommodation. Points for each of the profiles are totalled and used to rank priorities for new school construction.

Design Only

When there has been government approval for the design of a school in a community, an exception to the standard ranking methodology will be made. The community with the design phase approval will not be assessed through the points ranking criteria.

Preschool Census

Total preschool census numbers are used for each community not just public school supporters. This provides a true reflection of the total number of potential students in a community.

Enrolment in CBE Schools (K-GR4 and GR5-9)

Actual September 30 enrolment numbers are used and include all students from the community who are accessing any CBE school. If a community already has a school, the capacity of the school will be subtracted from the number of students enrolled in the CBE. For example, in a community with 1,200 K-GR4 students and a 600 capacity K-GR4 school, the number of students counted in assessing enrolment for a second elementary school would be 600.

Population Growth

A matrix is used that takes into account the five year projected population growth by sector (based on City of Calgary projections) and the ratio of the number of CBE students per housing unit in a given community. The City of Calgary does not prepare population projections for individual communities but does annually prepare a population forecast by city sector. Utilizing these sector population projections takes future growth into consideration. The use of these two measures together in a matrix results in the greatest number of points, in this category, being assigned to communities with the highest number of students per household that are located in areas of the city that are projected to have the highest growth.

Travel Time

A matrix is used that takes into account median travel time as well as distance from the community to the designated school. Due to new routing software we are now able to calculate median ride time by rider. Previously the median ride time was calculated using route length. Any variance between last year and this year is in part due to a new calculation method. Utilizing the ArcGIS system, distance is calculated from the centre of a community to the regular program designated school. The use of these two measures together in a matrix results in the greatest number of points being assigned, in this category, to communities with the longest travel time and the greatest distance travelled.

Bus Receivers

Points are assigned to a community where there is a need for more than one bus receiver to accommodate the established grade configuration for the regular program (examples include but are not limited to K-GR4 and GR5-9 or K-GR6 and GR7-9).

Existing or Approved School(s) in Community

Points are assigned to a community that has an existing K-GR4 school. Previously this criterion was only assessed for middle school ranking. This criterion is included in the K-GR4 ranking process to address completion of a full school build out, in the event that provincial approvals have been awarded in phases. This approach honors the CBE's original request on a previous School Capital Plan, as submitted by the Board of Trustees, as well as, aligns with Provincial announcements as they are made.

Transition Points

A transition point occurs when a cohort group of students move from one school to another. Typically a cohort group of students will have one transition point and move once between kindergarten and GR9 (e.g. K-GR4 in one school and GR5-9 in another or K-GR6 in one school and GR7-9 in another). In some situations, space may be limited at either elementary or junior/middle schools and it may be necessary to accommodate a cohort of students from a new and developing community in more than two schools for K-GR9 (e.g. K-GR4 in one school, GR5-6 in a second school and GR7-9 in a third school).

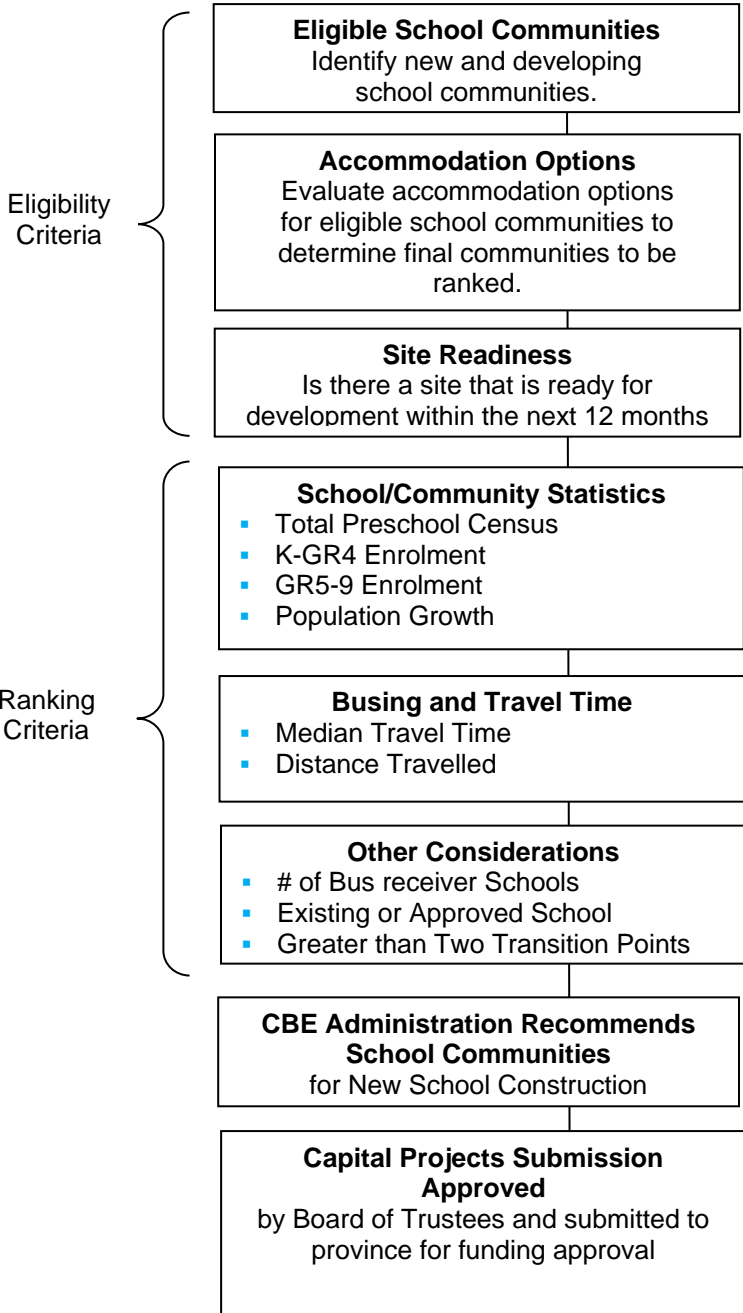
In some cases a K-GR9 grade configuration will be recommended. Examples of when this may occur include, but are not limited to, when community demographics demonstrate that a 900 student K-GR9 school is sufficient to accommodate students or when there is only one school site in a community and the site is sufficient in size to accommodate the building. Communities under consideration for a K-GR9 school are assessed through both the K-GR4 and GR5-9 point assessment process. The priority order is determined by the highest number of points in either of these two categories not by the combined number of points.

The option exists for the placement of priorities for new school construction.

- Senior high schools are not ranked using point criteria, but are recommended on the priority list based on need.
- Schools with unique settings or enrolments that cannot be easily ranked may also be placed on a priority basis.

A flow chart summarizing the evaluation process for recommended new school construction follows:

Three-Year School Capital Plan New School Construction Evaluation Process



3.2 Construction Ranking: Kindergarten to Grade 9

The list of top-ranked school communities for kindergarten to Grade 9 to be included in this year's Plan are below:

| School Communities | | | | | |
|--------------------|---|--------|------|--------|-------|
| Rank | Community | Points | Area | Sector | Grade |
| 1 | Cranston ⁽²⁾ | 1626 | V | 9 | K-4 |
| 2 | Coventry Hills/Country Hills Village ⁽²⁾ | 1560 | II | 4 | K-4 |
| 3 | Mahogany | 1396 | V | 9 | K-4 |
| 4 | **Skyview Ranch | 1347 | III | 5 | K-4 |
| 5 | Evergreen ⁽²⁾ | 1335 | V | 9 | K-4 |
| 6 | Auburn Bay | 1309 | V | 9 | 5-9 |
| 7 | Evanston | 1269 | II | 4 | 5-9 |
| 8 | Cougar Ridge | 1084 | IV | 6 | K-4 |
| 9 | Sage Hill | 1051 | II | 4 | K-4 |
| 10 | Kincora | 1037 | II | 4 | K-4 |
| 11 | **Country Hills/Harvest Hills | 1017 | II | 4 | K-4 |
| 12 | Sherwood/Nolan Hill | 913 | I | 2 | 5-9 |
| 13 | Signal Hill | 886 | IV | 6 | 5-9 |
| 14 | Sherwood | 710 | I | 2 | K-4 |
| 15 | Aspen Woods | 685 | IV | 6 | 5-9 |
| 16 | Valley Ridge/Crestmont | 684 | I | 1 | K-4 |
| 17 | **Skyview Ranch | 673 | III | 5 | 5-9 |
| 18 | Nolan Hill | 661 | I | 2 | K-4 |
| 19 | **Country Hills/Harvest Hills | 620 | II | 4 | 5-9 |
| 20 | Walden | 609 | V | 9 | K-4 |

Notes: ⁽²⁾ Indicates second K-4 school

** Combined Country Hills/Harvest Hills and Skyview Ranch into K-9 grade configuration

(Communities under consideration for a K-GR9 school are assessed through both the K-GR4 and GR5-9 point assessment process. The priority order is determined by the highest number of points in either of these two categories not by the combined number of points)

CBE school communities ranked for new school construction must have a site available and have a student population large enough to sustain an elementary or middle/junior high school per the ranking criteria. New school construction projects for the top-ranked school communities have been identified in Section 4.0. Details of ranking for all eligible communities with points are included in Appendix III.

The ranking criterion that was revised and approved in October 2014 uses actual numbers of students and potential students rather than assigning a value for a range of students as occurred with the previous criteria. This change has resulted in fewer ties for placement. In the case of a tie in ranking the following will be used to determine priority between the tied projects:

- An elementary school ranking for a community will have priority over a middle school ranking.
- A community without a school will be given priority over a community with an approved school or existing school.
- A community with a middle school ranking will be given priority over a community with an approved or existing elementary and middle school.
- Further ties will be broken on total points of the first two community ranking categories. In the case where it is still tied, the first community ranking category points will only be used.

3.3 Construction Planning Criteria: Senior High Schools

An area-based approach is used to evaluate projects for new senior high school capital priorities. Utilization rates by area are listed below:

| Senior High Area Utilization | | |
|------------------------------|------------------------------------|------------------------------------|
| Area | 2016-2017 Residence Utilization | 2016-2017 Enrolment Utilization |
| Area I | 107.35% | 89.36% |
| Area II | 58.63% | 79.36% |
| Area III | 96.29% | 77.79% |
| Area IV | 73.09% | 93.06% |
| Area V | 91.45% | 85.44% |

Notes:

- Student numbers are based on ArcView data as at September 30, 2016
- Capacity as per Alberta Infrastructure's Utilization Formula (assuming exemptions)

The greatest demand for new senior high school space based on where students are living (by residence) is in Area III, Area I and Area V. CBE opened a 1,800 capacity senior high in the northeast in Area III this September. A new 1,800 capacity high school has been approved for SE Calgary in the SETON area which will accommodate students living in Area V. Although the senior high school utilization rate by residence is over 100% for Area I, almost 500 senior high school students living in Area I are attending an Area II high school, in close proximity to Area I, for French Immersion and Spanish Bilingual programs.

The high school utilization rate, by residence, in Area II indicates that there is sufficient space within the area for students. Although there is sufficient space, it is not located close to the growing communities in the Area where student enrolment is increasing. Area II is comprised of two sectors, sector 3 and sector 4. Sector 3 is comprised of inner city and established communities and has utilization rate by residence for of 21%. There are four senior high schools located in this sector. In comparison, sector 4, which is comprised of established and new communities, has a utilization rate by residence of 235%. This sector is

only served by one high school, John G. Diefenbaker. Senior high utilization by sector for all Areas can be found in Appendix 1, Table 2 on page 79.

3.4 Construction Priorities: Senior High Schools

Senior high schools (see **Map 4**) are not ranked using point criteria but are recommended on the new school construction priority list based on need. In assessing the priority for new high schools, Administration analyzes demographic information, including current and future student populations, and factors such as the availability of space in existing high schools and proximity of that space to student populations and The City of Calgary's projected growth for the sector the future high school will serve.

North High School

A new high school would allow CBE to accommodate high school students who live in the far northern communities closer to home. The north sector is projected to be the second fastest growing area in the city, with an expected increase of approximately 19,000 persons by 2021. This represents approximately 25% of the forecasted city growth in terms of total population.

Area II is the least utilized area in the City at the high school level with a 59% utilization rate (Appendix 1, Table 2); however, the schools are not in close proximity to where the students reside. Sector 4 in Area II, consists of the northern most communities and has a large student population by residence with 3,341 senior high students and utilization by residence of 235%. John G. Diefenbaker is the only high school in sector 4 with a provincial capacity of 1,480 students.

Sector 3 is also in Area II and has four senior high schools and a very low utilization by residence of 21%. These four high schools have a combined capacity of just over 6,900 student spaces while only 1,405 students reside in the sector. This capacity is somewhat misleading as William Aberhart High School, with a capacity of 1,753 student spaces, is in Sector 3 and essentially serves northwest students in Area I; however, utilization by residence would still be in the 30% range even with William Aberhart removed from capacity.

The primary catchment population for a north high school would be the Northern Hills communities, consisting of Harvest Hills, Coventry Hills (including Country Hills Village), Country Hills (north/south) and Panorama Hills, as well as the Hidden Valley community to the west. These five communities have a build-out population in the range of 70,000 persons and currently have 1,728 students attending CBE high schools for Grades 10 - 12. All of the above communities are essentially built-out.

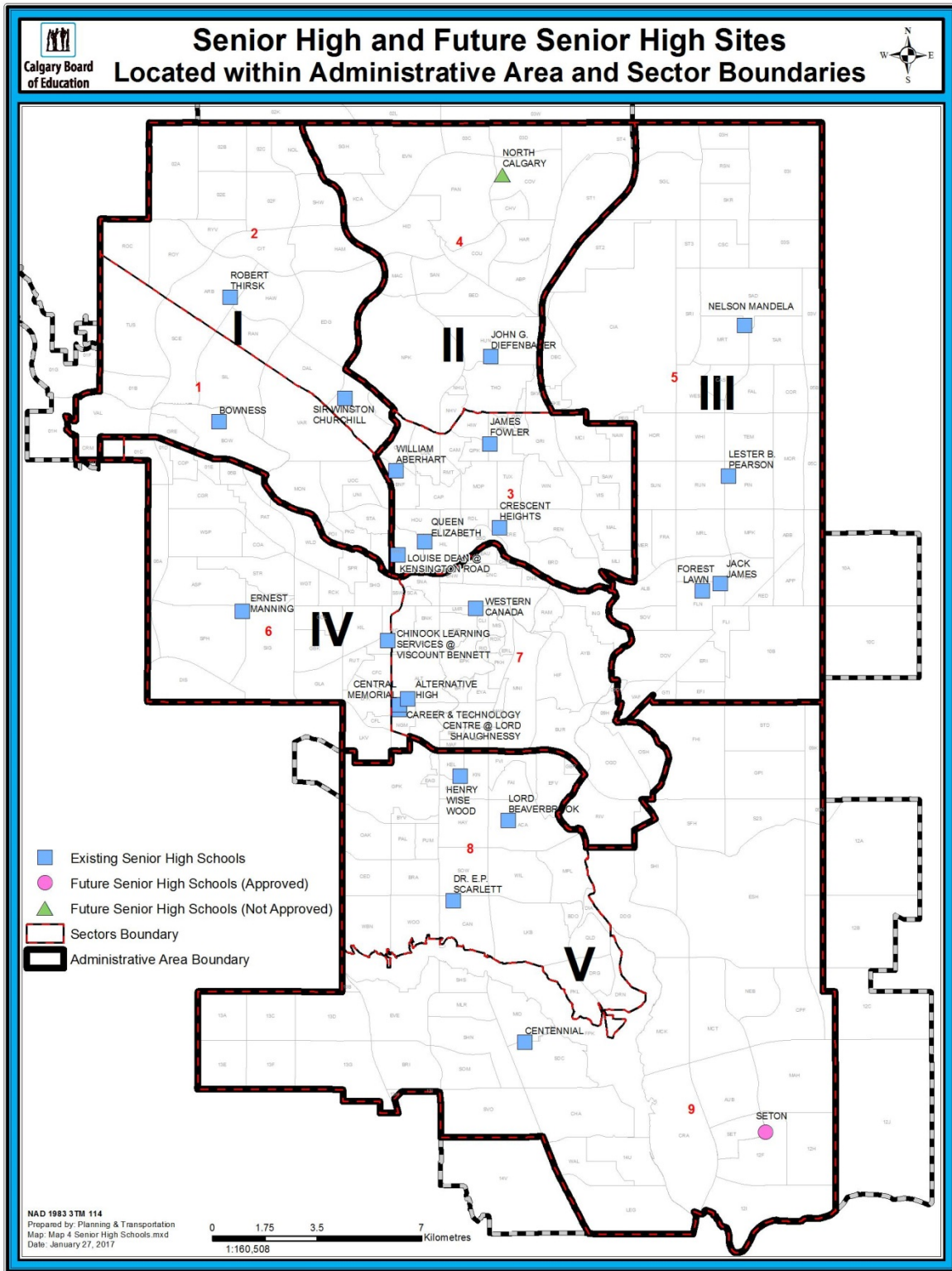
The northern hills communities above attend four different CBE schools in Area II:

- Crescent Heights (Coventry Hills, including Country Hills Village, Hidden Valley),
- Queen Elizabeth (Country Hills - south)
- James Fowler (Country Hills – north) and
- John G. Diefenbaker (Panorama Hills, Harvest Hills).

John G. Diefenbaker is the closest school and is located in the Huntington Hills community. Students attending Crescent Heights and Queen Elizabeth have long travel times to the inner city communities of Crescent Heights and West Hillhurst.

A 23.6 acre senior high school site is located in the Coventry Hills community on Coventry Hills Way NE. Based on a mixture of established, new and developing communities, a new North High School will operate at 100% capacity for many years to come.

Map 4



4.0 THREE-YEAR SCHOOL CAPITAL PLAN 2018-2021 – SUMMARY

Capital projects are reviewed and prioritized by the Ministry of Education prior to being submitted to the government's Capital Planning Initiative process led by the Treasury Board. Projects are first reviewed for accuracy and clarity and Provincial staff may meet with school jurisdictions to obtain further information as required.

Alberta Education will evaluate project requests by first considering school jurisdiction priorities and then the following criteria:

- Health and Safety
- Building Condition
- Utilization Rates
- Enrolment Projections
- Education Program Delivery
- Additional Information

Alberta Education then prepares the annual submission for the Provincial Capital Planning Initiative. All government projects are evaluated using a Project Rating System consisting of program delivery, infrastructure, performance, economical, and financial impacts.

An in-depth review of the ranking rationale assigned to each capital project is undertaken by a cross-ministry committee, resulting in a recommendation being submitted to the Deputy Minister Capital Planning Committee, and then to the Treasury Board Capital Planning Committee. Provincial Caucus reviews the Treasury Board recommendations and, ultimately, approves the Provincial Capital Plan.

This section provides a summary of recommended new school construction and major modernization projects. Table 1 (New School Construction) and Table 2 (School Modernizations) provides a summary of the recommended projects and project costs are based upon 2016 Alberta Infrastructure support prices. Sections 5.0 and 6.0 provide details of the recommended projects.

Projects are listed in order of priority. There is still a need for schools located where students live and are projected to live in the future. Details of modernization rankings are in Appendix II and details of new school construction priority rankings are identified in Appendix III.

The sections that follow this summary (Sections 5.0 and 6.0) describe the community and school profiles in order of priority. The key maps in the top right corner of the page depict the location of the community described for new construction projects. The light-shaded areas represent all the new and developing communities in Calgary.

The following tables provide a summary of the new school construction and major modernization projects recommended for funding and these are identified on **Map 5 and Map 6**.

| Table 1: New School Construction | | | | | | Number of Years Listed in Capital Plan |
|---|--|-------|----------------|-----------------------|---------------------|--|
| Three-Year School Capital Plan 2018-2021 Priorities | | | | | | |
| Priority Ranking | Project Description | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| YEAR 1 | | | | | | |
| | Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| C-1 | Cranston Elementary ⁽²⁾ | K-4 | New Request | Full buildout to 600 | 14,238,000 | 3 |
| C-2 | Coventry Hills/Country Hills Village Elementary ⁽²⁾ | K-4 | New Request | Full buildout to 600 | 14,238,000 | 2 |
| C-3 | Mahogany Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 3 |
| C-4 | Skyview Ranch Elementary/Middle | K-9 | New Request | Full buildout to 900 | 26,985,000 | 4 |
| C-5 | Evergreen Elementary ⁽²⁾ | K-4 | New Request | Full buildout to 600 | 14,238,000 | 4 |
| C-6 | Auburn Bay Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | 3 |
| C-7 | Evanston Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | 4 |
| C-8 | ¹ North Calgary High | 10-12 | New Request | Full buildout to 1800 | 57,118,000 | 4 |
| | | | | | YEAR 1 TOTAL | 195,025,000 |
| YEAR 2 | | | | | | |
| | Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| C-9 | Cougar Ridge Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 4 |
| C-10 | Sage Hill Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 3 |
| C-11 | Kincora Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 5 |
| C-12 | Country Hills/Harvest Hills Elementary/Middle | K-9 | New Request | Full buildout to 900 | 26,985,000 | 4 |
| C-13 | Sherwood/Nolan Hill Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | 1 |
| C-14 | ¹ Innovation Centre / Academy | 10-12 | New Request | Full buildout to 1200 | 36,000,000 | 4 |
| | | | | | YEAR 2 TOTAL | 132,684,000 |
| YEAR 3 | | | | | | |
| | Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| C-15 | Signal Hill Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | 4 |
| C-16 | Sherwood Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 1 |
| C-17 | Aspen Woods Middle | 5-9 | New Request | Full buildout to 900 | 26,985,000 | 3 |
| C-18 | Valley Ridge/Crestmont Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 3 |
| C-19 | Nolan Hill Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 0 |
| C-20 | Walden Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 0 |
| | | | | | YEAR 3 TOTAL | 110,922,000 |
| | | | | | GRAND TOTAL | 438,631,000 |

Note: ¹ Senior high schools are not ranked using point criteria. See pages 28-30.

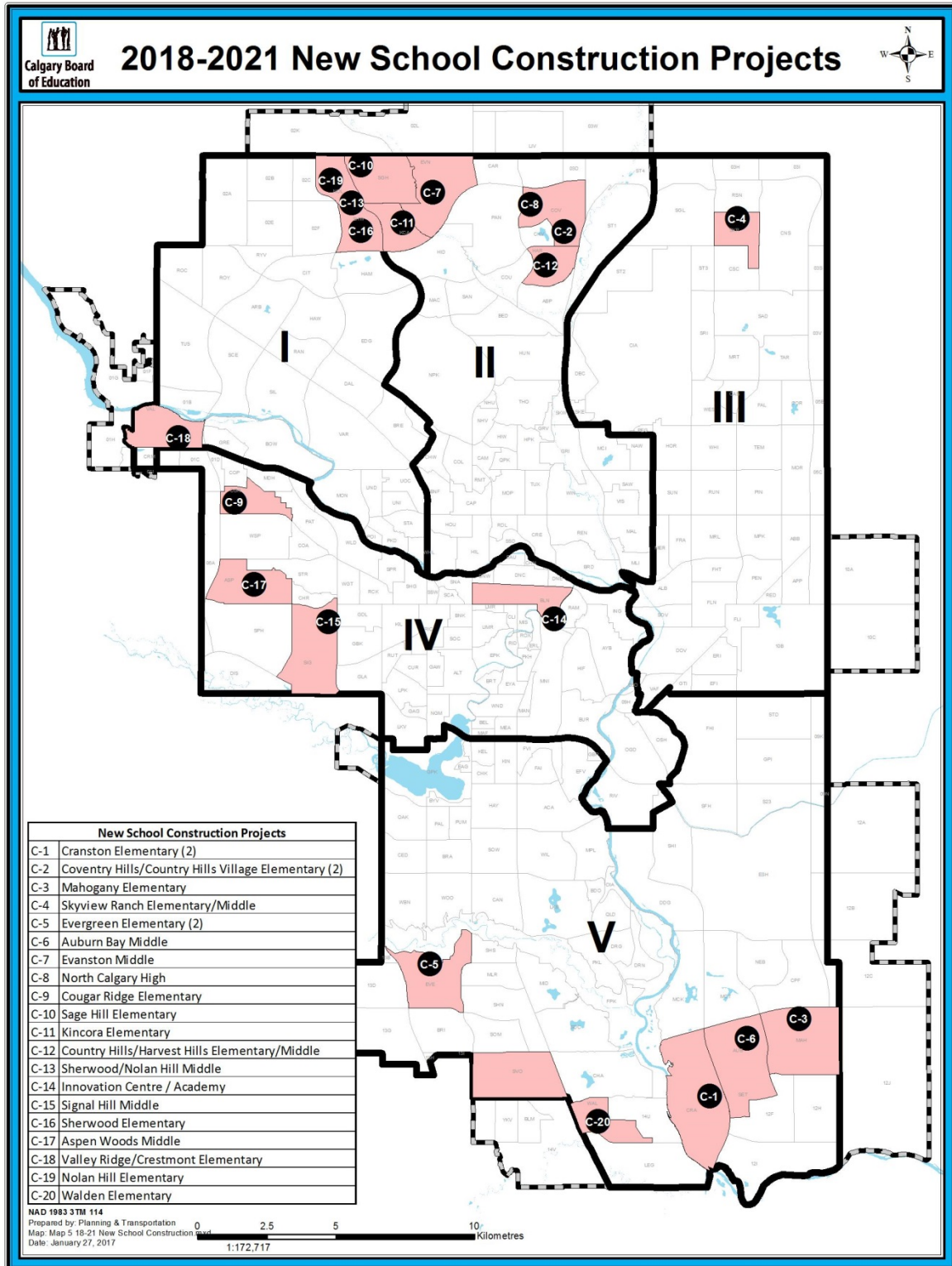
⁽²⁾ = second elementary school for the community

| Table 2: School Major Modernizations | | | | | | |
|---|---------------------------------|----------------|---------------------|---------------------|-------------|--|
| Three-Year School Capital Plan 2018-2021 Priorities | | | | | | |
| Priority Ranking | Project Description | | | | | Number of Years Listed in Capital Plan |
| YEAR 1 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| M-1 | Forest Lawn High School | 10-12 | Major Modernization | Major Modernization | 24,000,000 | 8 |
| M-2 | John G. Diefenbaker High School | 10-12 | Major Modernization | Major Modernization | 18,000,000 | 8 |
| M-3 | Nickle School | 5-9 | Major Modernization | Major Modernization | 14,000,000 | 9 |
| M-4 | Ernest Morrow School | 6-9 | Major Modernization | Major Modernization | 16,000,000 | 3 |
| | | | | YEAR 1 TOTAL | 72,000,000 | |
| YEAR 2 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| M-5 | A.E. Cross | 7-9 | Major Modernization | Major Modernization | 16,000,000 | 0 |
| M-6 | Janet Johnstone School | K-4 | Major Modernization | Major Modernization | 9,000,000 | 2 |
| M-7 | Annie Foote School | K-6 | Major Modernization | Major Modernization | 12,000,000 | 2 |
| | | | | YEAR 2 TOTAL | 37,000,000 | |
| YEAR 3 | | | | | | |
| Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | | |
| M-8 | Cedarbrae School | K-6 | Major Modernization | Major Modernization | 9,000,000 | 2 |
| M-9 | Altadore School | K-6 | Major Modernization | Major Modernization | 10,000,000 | 9 |
| M-10 | Ranchlands School | K-6 | Major Modernization | Major Modernization | 9,000,000 | 2 |
| M-11 | Queen Elizabeth School | K-6 | Major Modernization | Major Modernization | 10,000,000 | 2 |
| | | | | YEAR 3 TOTAL | 38,000,000 | |
| | | | | GRAND TOTAL | 147,000,000 | |

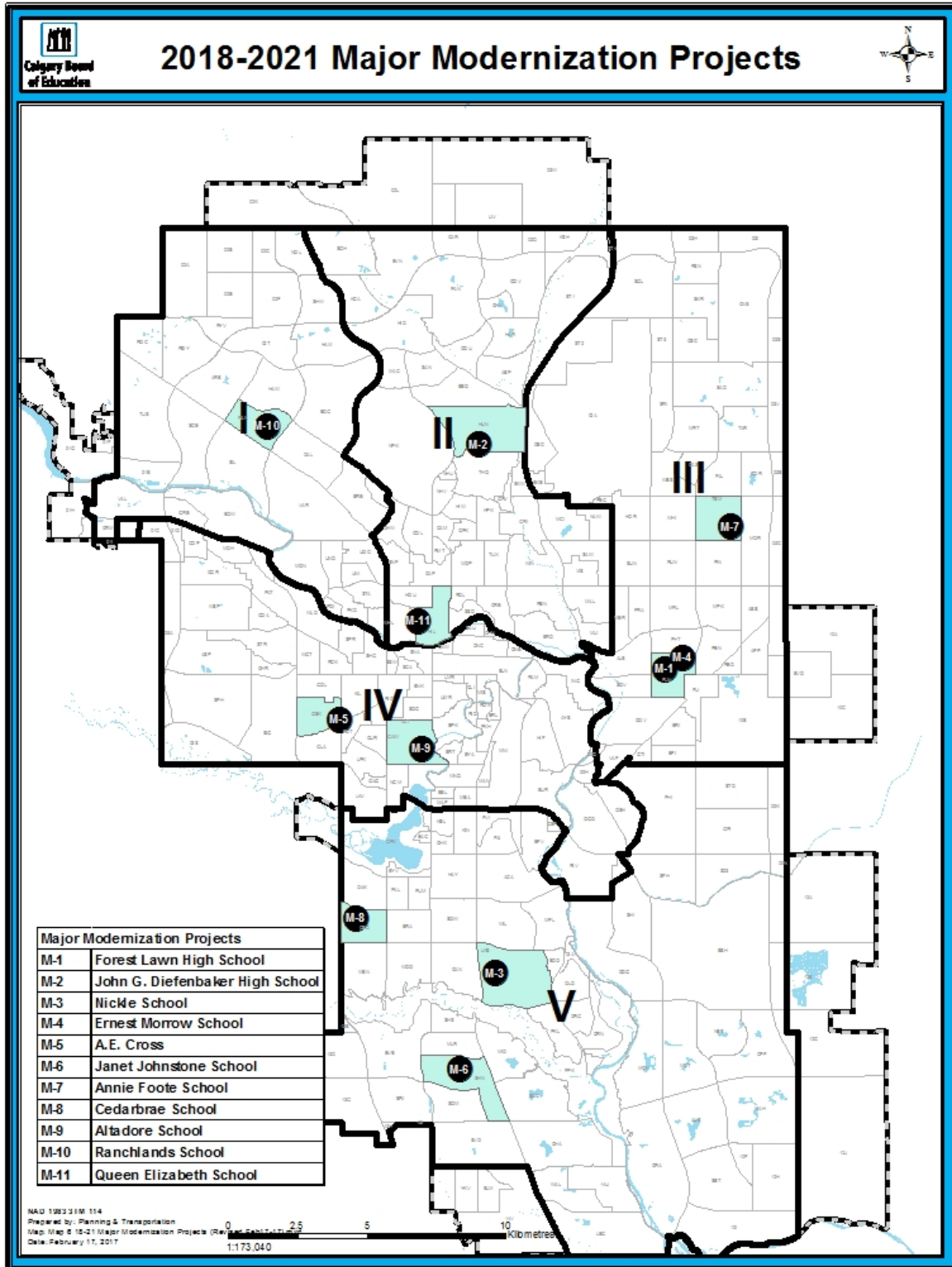
| Table 3: New School Construction and Major Modernizations | | | | | | |
|---|--|-------|-----------------------|------------------------|---------------------|--|
| Three-Year School Capital Plan 2018-2021 Priorities | | | | | | |
| Priority Ranking | Project Description | Grade | Project Status | Request Type | 2017 Cost (\$) | Number of Years Listed in Capital Plan |
| YEAR 1 | | | | | | |
| | Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| 1 | Cranston Elementary ⁽²⁾ | K-4 | New Request | Full build out to 600 | 14,238,000 | 3 |
| 2 | Coventry Hills/Country Hills Village Elementary ⁽²⁾ | K-4 | New Request | Full build out to 600 | 14,238,000 | 2 |
| 3 | Mahogany Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | 3 |
| 4 | Forest Lawn High School | 10-12 | Modernization Request | Major Modernization | 24,000,000 | 8 |
| 5 | Skyview Ranch Elementary/Middle | K-9 | New Request | Full build out to 900 | 26,985,000 | 4 |
| 6 | Evergreen Elementary ⁽²⁾ | K-4 | New Request | Full build out to 600 | 14,238,000 | 4 |
| 7 | Auburn Bay Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | 3 |
| 8 | Evanston Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | 4 |
| 9 | John G. Diefenbaker High School | 10-12 | Modernization Request | Major Modernization | 18,000,000 | 8 |
| 10 | Nickle School | 5-9 | Modernization Request | Major Modernization | 14,000,000 | 9 |
| 11 | Ernest Morrow School | 6-9 | Modernization Request | Major Modernization | 16,000,000 | 3 |
| 12 | ¹ North Calgary High | 10-12 | New Request | Full build out to 1800 | 57,118,000 | 4 |
| | | | | | YEAR 1 TOTAL | 267,025,000 |
| YEAR 2 | | | | | | |
| | Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| 13 | A.E. Cross School | 7-9 | Major Modernization | Major Modernization | 16,000,000 | 0 |
| 14 | Cougar Ridge Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | 4 |
| 15 | Sage Hill Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | 3 |
| 16 | Janet Johnstone School | K-4 | Modernization Request | Major Modernization | 9,000,000 | 2 |
| 17 | Annie Foote School | K-6 | Modernization Request | Major Modernization | 12,000,000 | 2 |
| 18 | Kincora Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | 5 |
| 19 | Country Hills/Harvest Hills Elementary/Middle | K-9 | New Request | Full build out to 900 | 26,985,000 | 4 |
| 20 | Sherwood/Nolan Hill Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | 1 |
| 21 | ¹ Innovation Centre / Academy | 10-12 | New Request | Full build out to 1200 | 36,000,000 | 4 |
| | | | | | YEAR 2 TOTAL | 169,684,000 |
| YEAR 3 | | | | | | |
| | Community/School | Grade | Project Status | Request Type | 2017 Cost (\$) | |
| 20 | Cedarbrae School | K-6 | Modernization Request | Major Modernization | 9,000,000 | 2 |
| 23 | Altadore School | K-6 | Modernization Request | Major Modernization | 10,000,000 | 9 |
| 24 | Signal Hill Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | 4 |
| 25 | Sherwood Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | 1 |
| 26 | Ranchlands School | K-6 | Modernization Request | Major Modernization | 9,000,000 | 2 |
| 27 | Aspen Woods Middle | 5-9 | New Request | Full build out to 900 | 26,985,000 | 3 |
| 28 | Queen Elizabeth School | K-6 | Modernization Request | Major Modernization | 10,000,000 | 2 |
| 29 | Valley Ridge/Crestmont Elementary | K-4 | New Request | Full build out to 600 | 14,238,000 | 3 |
| 30 | Nolan Hill Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 0 |
| 31 | Walden Elementary | K-4 | New Request | Full buildout to 600 | 14,238,000 | 0 |
| | | | | | YEAR 3 TOTAL | 148,922,000 |
| | | | | | GRAND TOTAL | 585,631,000 |

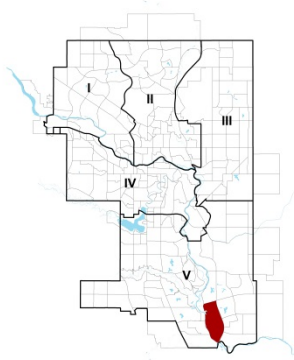
Note: ¹ Senior high schools are not ranked using point criteria. See pages 28-30.
⁽²⁾ = second elementary school for the community

Map 5

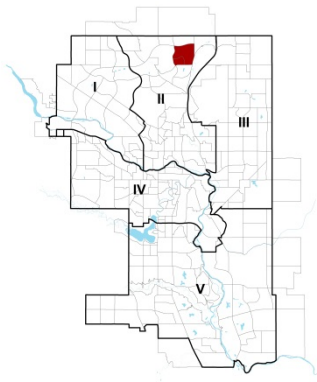


Map 6

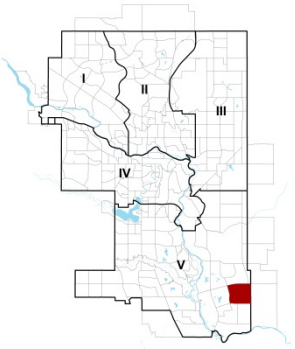


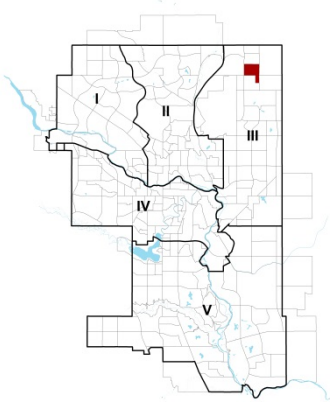
| | |
|---|--------------------------------------|
| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-1 Cranston Elementary⁽²⁾ | |
| School Community Profile | |
| <p>Cranston Community began development in 1999 and is located south of Marquis of Lorne Trail SE and west of Deerfoot Trail SE.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 6,217 with a population of 18,013. ▪ The community is planned for an estimated 8,259 housing units with a population capacity of 22,400 to 23,200. ▪ The community had an average annual population growth of 1,506 persons during the past three-year period. | |
|  | |
| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 1,674 total preschool-aged children in Cranston. ▪ As of September 30, 2016, there were 956 kindergarten to Grade 4 students residing in the Cranston community that attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Cranston School (K-GR4) opened January 2010. ▪ Dr. George Stanley Middle School opened January 2017. ▪ There is one more elementary site, which will be used for the second elementary school. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR 4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

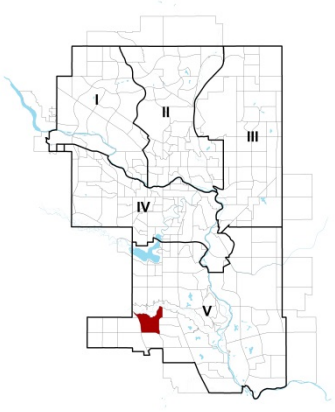
Note: (2) = second elementary school for the community

| | |
|---|---|
| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-2 Coventry Hills/Country Hills Village Elementary⁽²⁾ | |
| School Community Profile | |
| <p>Coventry Hills Community began development in 1991 and is located in north Calgary, north of Country Hills Boulevard NW. The community includes Country Hills Village.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 6,776 with a population of 20,148. ▪ The community had an average annual population growth of 267 persons during the past three-year period. |  |
| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 1,696 total preschool-aged children in Coventry Hills/Country Hills Village. ▪ As of September 30, 2016, there were 996 kindergarten to Grade 4 students residing in the Coventry Hills/Country Hills Village community that attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Coventry Hills School (K-GR4) opened February 2003. Nose Creek Middle School opened in September 2012. There is one more elementary school site in Coventry Hills. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR 4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

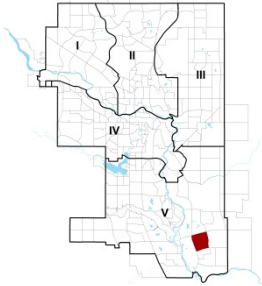
Note: (2) = second elementary school for the community

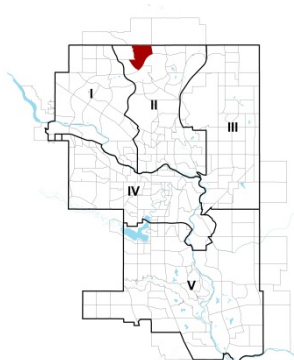
| | |
|--|--------------------------------------|
| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-3 Mahogany Elementary | |
| School Community Profile | |
| <p>Mahogany Community began development in 2009 and is located in the Southeast sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 2,355 with a population of 7,000. ▪ The community is planned for an estimated 12,129 housing units with a population capacity of 30,800 to 32,200. ▪ The community had an average annual population growth of 1,694 persons during the past three-year period. | |
|  | |
| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 998 total preschool-aged children in Mahogany. ▪ As of September 30, 2016, there were 298 kindergarten to Grade 4 students residing in the Mahogany community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Mahogany students are currently bused to Riverbend School, which is located in the Riverbend community in Area IV. Median travel time to Riverbend School is 28 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR 4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |


| | |
|---|---|
| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-4 Skyview Ranch Elementary/Middle | |
| School Community Profile | |
| <p>Skyview Ranch Community began development in 2008 and is located south of 128 Avenue NE, and east of Metis Trail NE.</p> | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 2,697 with a population of 8,578. ▪ The community is planned for an estimated 11,108 housing units with a population capacity of 25,400 to 27,000. ▪ The community had an average annual population growth of 1,353 persons during the past three-year period. |  |
| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 909 total preschool-aged children. ▪ As of September 30, 2016, there were 318 kindergarten to Grade 4 students and 245 Grades 5-9 students residing in the Skyview Ranch community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Skyview Ranch K-GR6 students are bused to Annie Foote School, which is located in the Temple community and some students in GR3-6 are continuing to phase-out of Rundle School, which is located in the Rundle community. Median travel time to these schools is 20 minutes. ▪ Skyview Ranch GR7-9 students are currently bused to Dr. Higgins School, which is located in the Rundle community. Median travel time to Dr. Higgins School is 24 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary/middle school for 700 kindergarten – GR 9 students complete with space to support a modular addition for 200 students in 8 units. The capacity of the school will be 900 student spaces. ▪ The total project cost is budgeted at \$26,985 million, including the construction of the new modular units, funding for CTS space and CTS equipment allowance. | |

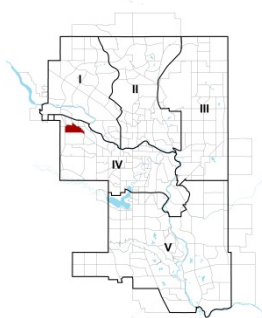
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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-5 Evergreen Elementary⁽²⁾ | |
| School Community Profile | |
| <p>Evergreen Community began development in 1990 and is situated west of James McKeivitt Road SW and north of 162 Avenue SW.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 6,947 with a population of 21,394. ▪ The community is planned for an estimated 7,836 housing units with a population capacity of 20,700 to 21,800. ▪ The community has had an average annual population growth of 159 persons during the past three-year period and is nearing completion. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 1,517 total preschool-aged children. ▪ As of September 30, 2016, there were 886 kindergarten to Grade 4 students residing in the Evergreen community that attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Evergreen School (K-GR4) opened January 2010 and the middle school is scheduled to be complete in March 2017. There is one more elementary site in the north part of the community which will be used for the second elementary school. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR 4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

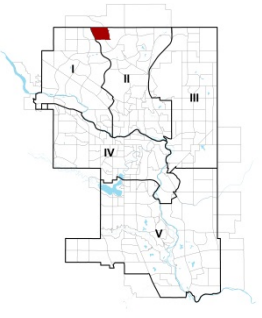
Note: (2) = second elementary school for the community

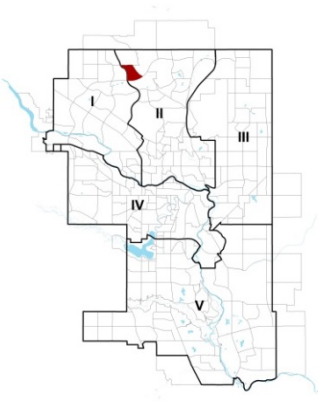
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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN | |
| New Construction | | |
| Priority C-6 Auburn Bay Middle | | |
| School Community Profile | | |
| <p>Auburn Bay Community began development in 2005 and is located in the Southeast sector of the City.</p> <ul style="list-style-type: none"> As of the April 2016 Census, the total number of occupied dwelling units was 4,743 with a population of 14,559. The community is planned for an estimated 6,407 housing units with a population capacity of 17,000 – 18,800. The community had an average annual population growth of 1,891 persons during the past three-year period. | |  |
| Enrolment Profile | | |
| <ul style="list-style-type: none"> As of the September 30, 2016, there were 781 kindergarten to Grade 4 and 408 Grades 5-9 students residing in the Auburn Bay community who attended CBE schools. | | |
| Site Planning and Transportation | | |
| <ul style="list-style-type: none"> Auburn Bay School (K-GR4) opened September 2016. There is one middle school site in Auburn Bay. Auburn Bay students in GR 5-9 are currently bused to Nickle School, which is located in the Lake Bonavista community in Area V. Median travel time to Nickle School is 20 minutes. | | |
| Recommendation | | |
| <ul style="list-style-type: none"> Construct a core middle school for 700 GR 5-9 students complete with space to support a modular addition for 200 students in 8 units. The capacity of the school will be 900 student spaces. The total project cost is budgeted at \$26,985 million, including the construction of the new modular units, funding for CTS space and CTS equipment allowance. | | |

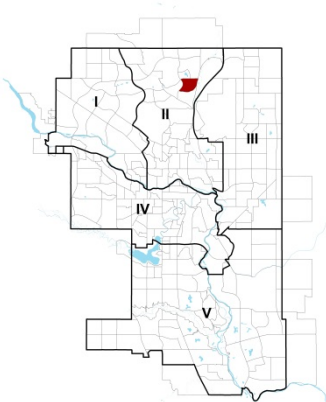
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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-7 Evanston Middle | |
| School Community Profile | |
| <p>Evanston Community began development in 2002 and is situated in the North sector of the city, north of Stoney Trail and east of Symons Valley Road.</p> | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 4,448 with a population of 14,264. ▪ The community is planned for an estimated 6,114 housing units with a population capacity of 17,100 to 18,600. ▪ The community had an average annual population growth of 1,979 persons during the past three-year period. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of September 30, 2016, there were 695 kindergarten to Grade 4 and 424 Grades 5-9 students residing in the Evanston community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Kenneth D. Taylor School (K-GR4) opened September 2016. There is one more elementary site and one middle school site in Evanston. ▪ Evanston students are currently bused to G.P. Vanier, which is located in the Winston Heights community in Area II. Median travel time to G.P. Vanier School is 30 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core middle school for 700 GR 5-9 students complete with space to support a modular addition for 200 students in 8 units. The capacity of the school will be 900 student spaces. ▪ The total project cost is budgeted at \$26,985 million including the construction of the new modular units, funding for CTS space and CTS equipment allowance. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-8 North Calgary High | |
| School Community Profile | |
| <p>The North High School will serve the residents of the Northern Hills communities and other select communities south of Country Hills Boulevard NW.</p> <ul style="list-style-type: none"> ▪ Currently, the north area is served by four high schools consisting of: Crescent Heights (Coventry Hills, Country Hills Village, Hidden Valley), Queen Elizabeth (Country Hills - south) James Fowler (Country Hills - north) and John G. Diefenbaker (Panorama Hills, Harvest Hills). ▪ A 24 acre site in the west portion of Coventry Hills is available for a new senior high school. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ Area II is comprised of Sector 3 and 4 and has a utilization rate by residence of 59% and a utilization rate by enrolment of 79%. Sector 4 has a utilization rate by residence of 235% and is served by only John G. Diefenbaker High School. ▪ John G. Diefenbaker High School has a provincial capacity of 1,480 student spaces and a utilization of 102%. ▪ Crescent Heights High School has a provincial capacity of 2,345 student spaces and utilization of 75%. This bus ride is long for Coventry Hills, Country Hills Village and Hidden Valley students with over 500 students attending from these communities. ▪ James Fowler High School has a provincial capacity of 1,953 student spaces and a utilization of 54%. ▪ The Northern Hills communities (Harvest Hills, Country Hills, Country Hills Village, Coventry Hills (north/south), Panorama Hills and Hidden Valley currently have 1,728 students attending CBE high schools for Grades 10 - 12. | |
| Site Planning and Transportation | |
| Several communities in the north are bused significant distances. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a senior high school for 1,800 Grades 10-12 students. ▪ The total project cost is budgeted at \$57,118 million; including the CTS space allowance and an allowance for CTS equipment in the amount of \$400,000. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New School Construction | |
| Priority C-9 Cougar Ridge Elementary | |
| School Community Profile | |
| <ul style="list-style-type: none"> ▪ Cougar Ridge Community began development in 2000 and is situated in southwest Calgary, south of Canada Olympic Road SW. ▪ As of the April 2016 Census, the total number of occupied dwelling units in Cougar Ridge was 2,177 with a population of 7,015. ▪ The community is planned for an estimated 2,640 housing units with an estimated population capacity of 7,900. ▪ The community had an average annual population growth of 302 persons during the past three-year period. |  |
| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 711 total preschool-aged children. ▪ As of September 30, 2016, there were 313 kindergarten to Grade 4 students residing in Cougar Ridge that attended CBE Schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ There is one elementary school site in Cougar Ridge. ▪ Cougar Ridge students are currently bused to Rosscarrock School, which is located in the Rosscarrock community in Area IV. Median travel time to Rosscarrock is 20 minutes. | |
| Accommodation Planning | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

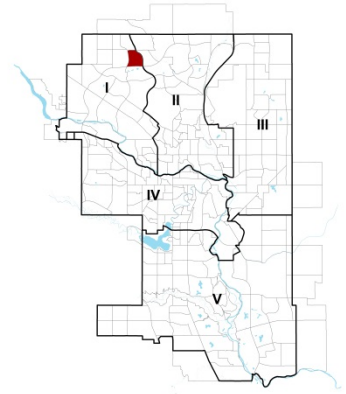
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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-10 Sage Hill Elementary | |
| School Community Profile | |
| <p>Sage Hill Community began development in 2006 and is located in the North sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,984 with a population of 5,493. ▪ The community is planned for an estimated 9,266 housing units with a population capacity of 21,400 – 22,200. ▪ The community had an average annual population growth of 836 persons during the past three-year period. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 716 total preschool-aged children in Sage Hill. ▪ As of September 30, 2016, there were 215 kindergarten to Grade 4 students residing in the Sage Hill community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Sage Hill students are currently bused to Hawkwood School, which is located in the Hawkwood community in Area I. Median travel time to Hawkwood School is 20 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-11 Kincora Elementary | |
| School Community Profile | |
| <p>Kincora Community began development in 2006 and is located north of Stoney Trail and west of Symons Valley Road NW.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,946 with a population of 6,166. ▪ The community is planned for an estimated 4,579 housing units with a population capacity of 11,800 to 12,100. ▪ The community had an average annual population growth of 345 persons during the past three-year period. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 577 total preschool-aged children. ▪ As of September 30, 2016, there were 340 kindergarten to Grade 4 students residing in the Kincora community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Kincora students are currently bused to Simons Valley School, which is located in the Sandstone community. Median travel time to Simons Valley is 16 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New School Construction | |
| Priority C-12 Country Hills/Harvest Hills Elementary/Middle | |
| School Community Profile | |
| <p>Country Hills Community began development in 1990 and is located south of Country Hills Boulevard NW and west of Harvest Hills Boulevard NW.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,407 with a population of 3,829. The population has been stable the past three years. <p>Harvest Hills Community began development in 1990 and is located south of Country Hills Boulevard NW and east of Harvest Hills Boulevard NW.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 2,531 with a population of 7,568. The population has been stable the past three years. |  |
| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 257 total preschool-aged children. ▪ As of September 30, 2016, there were 139 kindergarten to Grade 4 students and 86 Grades 5-9 students residing in the Country Hills community who attended CBE schools. ▪ As of the April 2016 Census, there were 396 total preschool-aged children. ▪ As of September 30, 2016, there were 175 kindergarten to Grade 4 students and 160 Grades 5-9 students residing in the Harvest Hills community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ There is an elementary/middle site in Harvest Hills. Due to the size of the two communities a combined elementary/middle K-GR9 school is recommended. ▪ Country Hills (north) K-GR6 students are bused to Alex Munro School and Country Hills (south) K-GR6 students are bused to Simons Valley School. Harvest Hills K-GR6 students are bused to North Haven School. Median travel time is 16 minutes. ▪ Country Hills (north) GR 7-9 students are bused to Colonel Irvine School and Country Hills (south) GR 7-9 students are bused to Simon Fraser School. Harvest Hills GR 7-9 students are bused to Colonel Irvine School. Median travel time is 22 minutes. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New School Construction | |
| Priority C-12 Country Hills/Harvest Hills Elementary/Middle | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct an elementary/middle school for 700 kindergarten - Grade 9 students complete with space to support a modular addition for 200 students in 8 units. The capacity of the school will be 900 student spaces. ▪ The total project cost is budgeted at \$26,985 million, including the construction of the new modular units, funding for CTS space and CTS equipment allowance. | |


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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New School Construction | |
| Priority C-13 Sherwood/Nolan Hill Middle | |
| School Community Profile | |
| <p>Sherwood Community began development in 2006 and is located in the north sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,451 with a population of 4,896. ▪ The community is planned for an estimated 1,978 housing units with an estimated population capacity of 5,700 to 6,300. ▪ The community had an average annual population growth of 591 persons during the past three-year period. <p>Nolan Hill Community began development in 2009 and is located in the north sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,234 with a population of 3,756. ▪ The community is planned for an estimated 3,371 housing units with an estimated population capacity of 7,600 to 8,900. ▪ The community had an average annual population growth of 1,203 persons during the past three-year period. | |
| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the September 30, 2016, there were 202 kindergarten to Grade 4 and there were 248 Grades 5-9 students residing in the Sherwood community who attended CBE schools. ▪ As of September 30, 2016, there were 154 kindergarten to Grade 4 and there were 159 Grades 5-9 students residing in the Nolan Hill community who attended CBE schools. | |

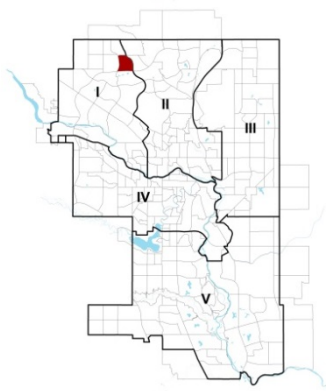



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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New School Construction | |
| Priority C-13 Sherwood/Nolan Hill Middle | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ There is a middle site in Sherwood. ▪ Sherwood and Nolan Hill GR 7-9 students take City Transit to H.D. Cartwright School, and the median travel time is 32 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a middle school for 700 kindergarten - Grade 9 students complete with space to support a modular addition for 200 students in 8 units. The capacity of the school will be 900 student spaces. ▪ The total project cost is budgeted at \$26,985 million, including the construction of the new modular units, funding for CTS space and CTS equipment allowance. | |

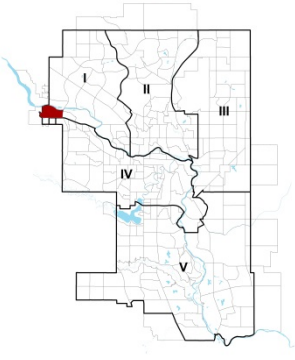
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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-14 Innovation Centre / Academy | |
| School Community / Enrolment Profile | |
| <p>The CBE plans to create a world-class learning centre that supports students wishing to complete high school through Chinook Learning Services and have access to CBE Pathway programs specific to the creative industries.</p> <p>The year round flexible learning centre would offer an array of core and extended learning opportunities as part of Chinook Learning ongoing program offerings and support. Additionally, partnerships with a wide variety of creative industry experts will invite students into their disciplines, opening opportunities for students to engage in the world of the arts. Students would be provided with pathway and off-campus programs specific to the creative industries that would enhance and extend arts focused programs for students throughout the CBE.</p> <p>Facilities that provide high school programs and partner with organizations that support the creative industries would optimize learning opportunities for our students and forge new ways of connecting student to their talents and leadership potential.</p> | |
| Facility Description | |
| <p>The CBE has undertaken very preliminary plans for a facility that would comply with standards and expectations of new school facilities approved through Alberta Education for secondary school students.</p> <p>The facility is envisaged as a 1200 student capacity secondary school facility with classrooms, exam rooms, large interdisciplinary spaces, Learning Commons as well as flex spaces that would support Chinook Learning and act as a Fine Arts Hub. The school would have a gross area of approximately 10,600 m² for Grades 10-12 students.</p> <p>The school would offer young adult and adult students the opportunity to upgrade their secondary school curriculum courses in a unique and responsive setting. Course offerings would morph according to student requests and could include English language, mathematics, sciences, biology, chemistry, physics, computer studies, social studies, languages. Experimentation, collaboration, design, creativity and innovation would lie at the heart of the Booth Centre learning culture. Students attending the Booth Centre would be exposed to a wide variety of community and industry experts who invite students into the world of their disciplines opening opportunities for students to engage in the creative problem posing and problem solving approaches that define the nature of the creative industries. Ultimately, students, teachers, community and industry experts will work collaboratively to pose and solve real-world problems that emerge as the East Village continues to grow as a central hub of creativity and the arts for the City of Calgary.</p> <p>The facility would be designed to reflect 21st century learning and have the flexibility to adapt to changes in education thus future proofing the building. The interior spaces would be able to be reconfigured by the students in order to accommodate their learning needs.</p> | |

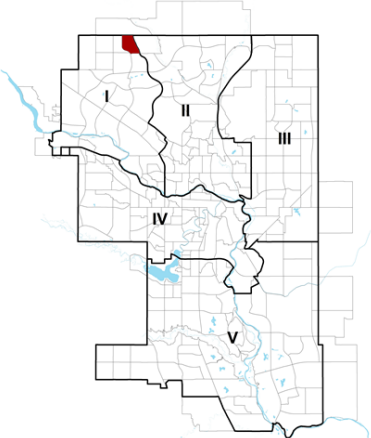
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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-14 Innovation Centre / Academy | |
| Facility Description | |
| <p>In keeping with flexible and authentic learning requirements for programming, flexible timelines and year round programs would expand the number of students served in this facility and complement events and expectations of artists in local and international venues.</p> <p>The total project cost is estimated to be \$36 million.</p> | |

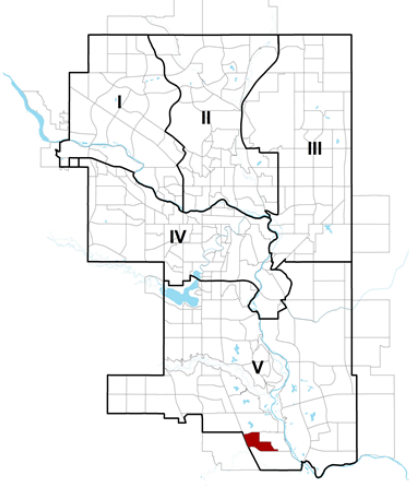
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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-15 Signal Hill Middle | |
| School Community Profile | |
| <p>Signal Hill Community began development in 1986 and is located west of Sarcee Trail SW and north of Glenmore Trail SW.</p> <ul style="list-style-type: none"> As of the April 2016 Census, the total number of occupied dwelling units was 5,131 with a population of 13,616. The population has been stable the past three years. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> As of September 30, 2016, there were 426 kindergarten to Grade 4 and 380 Grades 5-9 students residing in the Signal Hill community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> The Battalion Park School has been open since 2000 and serves K-GR 6 students. There is one middle school site in Signal Hill and one more elementary site. Once a new middle school is constructed in Signal Hill, Battalion Park School may be reconfigured to become a K-GR4 school. The two schools would operate as separate schools with appropriate grade configurations to accommodate student demand. Signal Hill students are currently bused to A.E. Cross School, which is located in the Glenbrook community in Area IV. Median travel time to A.E. Cross School is 14 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> Construct a core middle school for 700 GR 5-9 students complete with space to support a modular addition for 200 students in 8 units. The capacity of the school will be 900 student spaces. The total project cost is budgeted at \$26,985 million including the construction of the new modular units, funding for CTS space and CTS equipment allowance. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-16 Sherwood Elementary | |
| School Community Profile | |
| <p>Sherwood Community began development in 2006 and is located in the north sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,451 with a population of 4,896. ▪ The community is planned for an estimated 1,978 housing units with a population capacity of 5,700 to 6,300. ▪ The community had an average annual population growth of 591 persons during the past three-year period. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 398 total preschool-aged children. ▪ As of September 30, 2016, there were 202 kindergarten to Grade 4 students residing in the Sherwood community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Sherwood students are currently bused to Ranchlands School, which is located in the Ranchlands community. Median travel time to Ranchlands School is 17 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-17 Aspen Woods Middle | |
| School Community Profile | |
| <p>Aspen Woods Community began development in 2001 and is located north of 17 Avenue SE, south of 12 Avenue SE, west of 69 Street SE, and east of the City Limits.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 2,792 with a population of 9,055. ▪ The community is planned for an estimated 3,817 housing units with a population capacity of 10,900 to 11,400. ▪ The community had an average annual population growth of 885 persons during the past three-year period. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of September 30, 2016, there were 343 kindergarten to Grade 4 and 262 Grades 5-9 students residing in the Aspen Woods community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Aspen Woods (GR 7-9) students are currently bused to Vincent Massey School, which is located in the Westgate community. Median travel time to Vincent Massey School is 12 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core middle school for 700 GR 5-9 students complete with space to support a modular addition for 200 students in 8 units. The capacity of the school will be 900 student spaces. ▪ The total project cost is budgeted at \$26,985 million including the construction of the new modular units, funding for CTS space and CTS equipment allowance. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-18 Valley Ridge/Crestmont Elementary | |
| School Community Profile | |
| <p>Valley Ridge Community began development in 1992 and is located in the Northwest sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,902 with a population of 5,659. <p>Crestmont Community began development in 2001 and is located in the Northwest sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 476 with a population of 1,538. | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 344 total preschool-aged children. ▪ As of the September 30, 2016, there were 134 kindergarten to Grade 4 students residing in the Valley Ridge community who attended CBE schools. ▪ As of the April 2016 Census, there were 117 total preschool-aged children. ▪ As of the September 30, 2016, there were 49 kindergarten to Grade 4 students residing in the Crestmont community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ There is one elementary school site in Valley Ridge. ▪ Valley Ridge and Crestmont students are currently bused to Belvedere Parkway School which is in the community of Bowness. Median travel time to Belvedere Parkway School is 15 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-19 Nolan Hill Elementary | |
| School Community Profile | |
| <p>Nolan Hill Community began development in 2009 and is located in the north sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,234 with a population of 3,756. ▪ The community is planned for an estimated 3,371 housing units with an estimated population capacity of 7,600 to 8,900. <p>The community had an average annual population growth of 1,203 persons during the past three-year period.</p> | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 397 total preschool-aged children. ▪ As of September 30, 2016, there were 154 kindergarten to Grade 4 students residing in the Nolan Hill community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Nolan Hill students are currently bused to Ranchlands School, which is located in the Ranchlands community in Area I. Median travel time to Ranchlands School is 18 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

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| 5.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| New Construction | |
| Priority C-20 Walden Elementary | |
| School Community Profile | |
| <p>Walden Community began development in 2007 and is located in the South sector of the City.</p> <ul style="list-style-type: none"> ▪ As of the April 2016 Census, the total number of occupied dwelling units was 1,259 with a population of 3,859. ▪ The community is planned for an estimated 3,800 housing units with an estimated population capacity of 10,200 to 10,800. <p>The community had an average annual population growth of 745 persons during the past three-year period.</p> | |
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| Enrolment Profile | |
| <ul style="list-style-type: none"> ▪ As of the April 2016 Census, there were 354 total preschool-aged children. ▪ As of September 30, 2016, there were 155 kindergarten to Grade 4 students residing in the Walden community who attended CBE schools. | |
| Site Planning and Transportation | |
| <ul style="list-style-type: none"> ▪ Walden students are currently bused to Fish Creek School, which is located in the Sundance community in Area V. Median travel time to Fish Creek School is 10 minutes. | |
| Recommendation | |
| <ul style="list-style-type: none"> ▪ Construct a core elementary K-GR4 school for 450 students complete with space to support a modular addition for 150 students in 6 units. The capacity of the school will be 600 student spaces. ▪ The total project cost is budgeted at \$14,238 million. | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-1 Forest Lawn High School | |
| <p>A planned CBE strategy to address the new CTS curriculum requires approval of modernization projects to be undertaken in high schools in each of Areas I, II, III and V. These schools require priority placements for major modernization projects in order to deliver CTS courses and programs to students at exploratory, specialized and credentialed levels.</p> <p>CTS courses are designed to engage students in learning in authentic, relevant and personalized learning environments. Through this approach to learning, students transition from their high school experience more successfully into the world of work or into post-secondary education. Creating these personalized pathways through CTS courses and programs allow students the opportunity to examine their career goals and expand their interests in future success.</p> | |
| Facility Description | |
| <p>The original two storey split level building, complete with gymnasium and partial basement, was constructed in 1968. A single storey addition was added in 1984. Since construction, there have been only minor renovations, including a barrier-free access ramp. Overall construction comprises of foundation of footing pads, strip footings, and foundation walls complete with concrete slabs.</p> <p>The superstructure consists of both exterior and interior masonry load bearing block. Concrete columns also support suspended floors and roof structures. Suspended floors and roof are precast T-Beam complete with concrete topping. The 1984 addition comprises metal roof decking on steel beams on masonry block walls. Exterior is a combination of pre-cast concrete exposed aggregate, concrete fascia panels and red brick curtain wall sections. Windows are typically insulated glazing units (IGUs), and aluminum framed. Exterior doors are wood core set in steel frames and painted.</p> <p>The total area of the main building is 22,068 m² consisting of 87 classrooms. The classrooms range in size and have access to natural light. In 2012, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation included the following recommendations:</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-1 Forest Lawn High School | |
| Facility Description | |
| <ul style="list-style-type: none"> ▪ Exterior: requires upgrades (repair of floor construction fire-stopping, cracked floor sections of the concrete and flooring finishes is required; repair seals of windows and roof sections; repair brick damage) ▪ Interiors: require upgrading (repaint central ramps and concrete floors; replace worn carpets, ceiling tiles, lockers, and some interior doors) ▪ Mechanical: requires upgrades (minor maintenance items: repair or replace AHU servicing wood shop and dust collector unit, repair leaking water fountains) ▪ Electrical: systems require upgrading (replace natural gas generator with diesel; remove open wiring in main hallway; and install dedicated circuitry in each classroom) | |
| Modernization | |
| <p>Due to the age and condition of the building components, a modernization will improve functionality, security, safety and will upgrade building infrastructure. There is a need to modernize instructional spaces in order to enhance the learning environment. This modernization will focus on upgrading CTS space throughout the school and will include partial upgrading of the building envelope and mechanical/electrical systems. It will also replace worn architectural finishes and fixtures. This includes a library to Learning Commons conversion, bringing the school into alignment with 21st century learning. Additional project items include building and fire code upgrades (sprinkler system), hazardous material abatement and addressing barrier-free accessibility and all gender washrooms. The total project cost is estimated to be \$24 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-2 John G. Diefenbaker High School | |
| <p>A planned CBE strategy to address the new CTS curriculum requires approval of modernization projects to be undertaken in high schools in each of Areas I, II, III and V. These schools require priority placements for major modernization projects in order to deliver CTS courses and programs to students at exploratory, specialized and credentialed levels.</p> <p>The Lord Shaughnessy High School modernization in Area IV is the first modernization project undertaken to prototype Career and Technology learning environments.</p> <p>CTS courses are designed to engage students in learning in authentic, relevant and personalized learning environments. Through this approach to learning, students transition from their high school experience more successfully into the world of work or into post-secondary education. Creating these personalized pathways through CTS courses and programs allow students the opportunity to examine their career goals and expand their interests in future success.</p> <p>The Career and Technology Centres combine authentic and relevant learning opportunities with personalized education, where classroom theory can be move into performance related activities.</p> | |
| Facility Description | |
| <p>The original two storey building, complete with gymnasium, partial lower level (walkout) basement, performance space, and mechanical penthouse was constructed in 1971. In 1990, a single storey addition with lower level was added. Additionally, there are four dated modular units located on site. There have been several interior renovations over the years to improve existing spaces.</p> <p>Overall construction comprises a foundation of grade beams and strip footings complete with reinforced concrete slabs on grade. The superstructure consists of both exterior and interior masonry load bearing block, or poured in place walls and columns. Roof structure is steel deck on steel joists on bearing walls. The majority of the roof assembly is a bituminous built-up (BUR) system (last replaced in 1988).</p> <p>The exterior is a combination of red brick, ribbed block, and stucco. Windows are typically double glazed units and aluminum framed. Exterior doors are steel and painted.</p> <p>The total area of the main building is 13876 m² consisting of 54 classrooms. The classrooms range in size and have access to natural light.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-2 John G. Diefenbaker High School | |
| Facility Description (cont'd) | |
| <p>In 2007, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation made the following recommendations:</p> <ul style="list-style-type: none"> ▪ Mechanical: requires upgrades (some space temperature controls require repair or replacement; life-cycle issues are soon to be an issue) ▪ Electrical: systems require upgrading (review and replace as required all life-cycle components) | |
| Modernization | |
| <p>Due to the age and condition of the building components, a modernization will improve functionality, security, safety and will upgrade building infrastructure. There is a need to modernize instructional spaces in order to enhance the learning environment. This modernization will focus on upgrading CTS space throughout the school, and will include partial upgrading of the building envelope, mechanical and electrical systems, and replacement of worn architectural finishes and fixtures.</p> <p>This project will include a library to Learning Commons conversion, bringing the school into alignment with 21st century learning. Additional project items include building and code upgrades (sprinkler system), hazardous material abatement and addressing all gender washrooms and barrier-free accessibility. The total project cost is estimated to be \$18 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-3 Nickle School | |
| Current and Future Student Accommodation Plan | |
| <p>Nickle School is located in southeast Calgary in the community of Lake Bonavista, which is an established community in Area V.</p> <ul style="list-style-type: none"> ▪ Regular Program Nickle School currently accommodates the Regular program for Grades 5-9 students living in Bonavista Downs and Lake Bonavista and students from the community of Auburn Bay. ▪ System Classes Nickle School currently accommodates Bridges and Learning and Literacy classes. <p>The long-term student accommodation plan for Nickle School is to accommodate students from their home area and students residing in new and developing communities in Area V. This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that enrolment will be at or near capacity.</p> | |
| Facility Description | |
| <p>The original school building was completed in 1970 with masonry and steel construction. The two additions were built in 1976 and 1985.</p> <p>The total area of the building is 6,951 m² consisting of 26 classrooms plus three portables for instruction. The classrooms range in size and have minimum access to natural light. The mechanical and electrical systems have exceeded their lifecycle expectancy and need upgrading or replacement.</p> <p>In 2007, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation made the following recommendations:</p> <ul style="list-style-type: none"> ▪ Replace parts of roof that have not already been replaced ▪ Replace damaged caulking around perimeter ▪ Incorporate barrier-free items where applicable (i.e., automatic door openers) ▪ Mechanical features need upgrading (i.e., hot water tanks, exhaust fans, sprinklers) ▪ Upgrade various electrical various components, i.e., lights, exit signs, etc. | |
| Modernization | |
| <p>A scope for modernization improvements is required due to the age and condition of the building components. The modernization would replace some of mechanical systems and damaged lockers, upgrade electrical system, finishes and millwork, reconfigure internal spaces, and renovate washrooms. The addition of mechanical control system and start/stop automation is recommended. Barrier-free accessibility, all gender washrooms, exiting and code upgrades (sprinkler system) would be addressed as well. The scope of this modernization strategy also includes upgrading of all the interior program spaces, and a library to Learning Commons conversion. The total project cost is estimated to be \$14 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-4 Ernest Morrow School | |
| Current and Future Student Accommodation Plan | |
| <p>Ernest Morrow School is located in southeast Calgary in the community of Forest Heights which is an established community in Area III</p> <ul style="list-style-type: none"> ▪ Regular Program Ernest Morrow School currently accommodates the regular program for Grades 6-9 students living in Applewood, Forest Heights, Forest Lawn, Penbrooke Meadows and the area north of 17 Ave. S.E. and east of 52 St. S.E. ▪ System Classes Ernest Morrow School currently accommodates students in LEAD and Paced Learning Program classes. <p>The long-term student accommodation plan for Ernest Morrow is to accommodate students from the home area in the regular program. This school has been identified as one that is required by the CBE to accommodate students into the future.</p> | |
| Facility Description | |
| <p>The single-storey building was originally constructed in two parts, linked via a corridor. The first part was constructed in 1964, the second in 1966, and the corridor in 1976. The foundation consists of slab-on-grade floors on strip footings. The superstructure comprises concrete block walls and suspended concrete floors over the gymnasium. The roof structure consists of glulam beams complete with a bituminous membrane (SBS) system. The building is clad in brick and pre-finished metal siding. Many classrooms have access to natural light. The total area of the building is 8,120m² consisting of 67 classrooms for instruction.</p> <p>In 2011, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation made the following recommendations:</p> <ul style="list-style-type: none"> ▪ Exterior: requires upgrades (painting, roof maintenance, etc.) ▪ Interior: requires upgrading (concrete floors in boiler room, barrier free features) ▪ Mechanical: systems require upgrading (chimney, roof drains, dampers, exhaust fans, etc.) ▪ Electrical: systems require upgrading (light fixtures, emergency lighting system) | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-4 Ernest Morrow School | |
| Modernization | |
| <p>The modernization will improve functionality, security, and safety and will upgrade building infrastructure. The modernization includes upgrades of major mechanical and minor electrical systems upgrade and envelope upgrades (roof, windows and foundation repair). All worn finishes (flooring, ceilings, and paint) and worn fixtures will be replaced. Washroom upgrades and millwork replacement are part of the work.</p> <p>Instructional space upgrades are part of the modernization including a library to Learning Commons conversion and CTS upgrades. This modernization will address acoustic, barrier-free accessibility issues and security concerns. Site circulation/parking issues need to be addressed to ensure safety of staff and students accessing the site.</p> <p>An estimate cost of the modernization is \$16 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-5 A.E. Cross School | |
| Current and Future Student Accommodation Plan | |
| <p>A.E. Cross School is located in southwest Calgary in the community of Glenbrook, which is an established community in Area IV.</p> <ul style="list-style-type: none"> ▪ Regular Program A.E. Cross School currently accommodates the Regular program for Grades 7-9 students living in Glenbrook, Glamorgan, Killarney, Glengarry, Lincoln Park, Richmond, CFB Lincoln Park/Garrison Green, and Rutland Park. Students residing in Signal Hill are also currently designated to A.E. Cross School for Grades 7-9. ▪ Spanish Bilingual Starting in 2017 A.E. Cross will begin accommodating Grade 7 students who live in Area IV. ▪ System Classes A.E. Cross School accommodates Paced Learning and Learning and Literacy classes for Area IV students. <p>The long-term student accommodation plan for A.E. Cross School is to accommodate students from their home area and to continue to accommodate students residing in new and developing communities in southwest Calgary and expand to Grades 7-9 for Spanish Bilingual students. This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that enrolment will be at or near capacity. A.E. Cross School currently accommodates the Area IV office.</p> | |
| Facility Description | |
| <p>The original building was built in 1961 with a major two-storey addition added in 1966. The building has a masonry and steel construction, wood-roof deck with masonry and curtain wall exterior. A modernization took place in 1983. The gross building area is 9,064 m² consisting of 36 classrooms, with the majority of the classrooms being slightly smaller than current standards. The provincial capacity of A.E. Cross School has been set at 1,066 student spaces. The gym, library, and administration space are typical size for a school of this capacity. The ancillary spaces are quite large compared to classroom.</p> <p>The structure is considered to be in acceptable condition. Many of the classrooms have good natural lighting. Most of the building exterior is finished with low maintenance materials; however, the wood portions of the exterior are in need of maintenance. Floors are generally in acceptable condition with some needing repair/replacement.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-5 A.E. Cross School | |
| Facility Description (cont'd) | |
| <p>In 2015, Alberta Infrastructure evaluated school facilities through VFA (RECAPP) and rated the overall condition of the facility as being in acceptable condition. The evaluation made the following recommendations:</p> <ul style="list-style-type: none"> ▪ Exterior: minor upgrades/repairs required (caulking, etc.) ▪ Interior: requires upgrading (worn and aging finishes) ▪ Mechanical: aging systems (50+years old) require replacement (HVAC system: steam boilers, ventilation, etc.) ▪ Electrical: systems require upgrading (expand current circuit system) | |
| Modernization | |
| <p>The modernization will address replacement of major mechanical systems and electrical upgrades to improve thermal comfort and energy efficiency, and provide additional power and data outlets to address technology needs. The scope will include replacement of old and worn finishes and fixtures (e.g., vinyl-asbestos-tile flooring, wood flooring, and lockers), door and hardware replacement, and washroom upgrades. The modernization will include select program space renovations, library to learning commons conversion, hazardous material abatement, and building code and accessibility upgrades. The proposed project will modernize the whole facility and enhance the teaching environment. The total project cost is estimated to be \$16 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-6 Janet Johnstone School | |
| Current and Future Student Accommodation Plan | |
| <p>Janet Johnstone School is located in southwest Calgary in the community of Shawnessy, which is in Area V.</p> <ul style="list-style-type: none"> ▪ Regular Program Janet Johnstone School currently accommodates currently kindergarten to Grade 4 students living in Shawnessy, Millrise and Shawnee Slopes. ▪ French Immersion Janet Johnstone School accommodates kindergarten to Grade 4 French Immersion students from the communities of Evergreen, Millrise, Shawnee Slopes, Bridlewood, Shawnessy, Somerset and Silverado. <p>The long-term student accommodation plan for Janet Johnstone School is to accommodate students in regular and/or alternative programs. This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that the school will operate at or near capacity.</p> | |
| Facility Description | |
| <p>The one-storey building with a mezzanine was constructed in 1982 with a steel frame on a concrete foundation. The total area of the building is 3203.5 m² consisting of 12 core classrooms and 8 portable classrooms for instruction. The classrooms are slightly under current standards and have good natural light.</p> <p>In 2012, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation made this recommendation:</p> <ul style="list-style-type: none"> ▪ Exterior: requires upgrades and replacement (metal siding, joint sealers, doors, windows, roof, skylights etc.) ▪ Interior: requires upgrading (paint, flooring, ceiling tiles, barrier free features, , replace room divider panels, lockers, toilet partitions, white boards and tack boards, millwork) ▪ Mechanical: systems require upgrading (controls system, fixtures, valves, replace hot water heater, boilers, HVAC upgrade, exhaust fans, etc.) ▪ Electrical: systems require upgrading (main electrical switchboard, circuit panels and motors, light fixtures, fire alarm panel, emergency lighting and life safety devices) | |
| Modernization | |
| <p>The modernization would upgrade the entire mechanical and electrical systems as noted above in the facility description. The project would also upgrade building code deficiencies with full barrier-free accessibility, all gender washrooms and a library to Learning Commons conversion. The modernization includes replacement of worn architectural finishes, fixtures and millwork. The total project cost is estimated to be \$9 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-7 Annie Foote School | |
| Current and Future Student Accommodation Plan | |
| <p>Annie Foote School is located in northeast Calgary in the community of Temple, which is an established community in Area III.</p> <ul style="list-style-type: none"> ▪ Regular Program <p>Annie Foote School currently accommodates kindergarten to Grade 6 students living in Temple. The school also accommodates kindergarten to Grade 6 students from the new and developing community of Skyview Ranch.</p> <p>The long-term student accommodation plan for Annie Foote School is to accommodate students in regular and/or alternative programs. This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that the school will operate at or near capacity.</p> | |
| Facility Description | |
| <p>The single storey brick building was constructed in 1980 with a total gross floor area of 3904 m². The Provincial capacity is 473 students from pre-school through Grade 6. There are 9 relocatable classrooms with a total area of 841.5 m², located on the northwest side of the original building. Eight of those classrooms were installed in 1980, with the 2 blocks of 4 separated by an outdoor courtyard. The final relocatable classroom was attached to the north of the east wing later.</p> <p>In 2012, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation made the following recommendations:</p> <ul style="list-style-type: none"> ▪ Exterior: requires upgrades (replace wood soffit and windows, etc.) ▪ Interior: requires upgrading (painting, barrier free features, seal all fire separation penetrations, replace gym divider and damaged doors, white boards) ▪ Mechanical: systems require upgrading (controls system, replace water heater, condensing unit, air handling unit, etc.) ▪ Electrical: systems require upgrading (light fixtures, fire alarm panel, emergency lighting and life safety devices) | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-7 Annie Foote School | |
| Modernization | |
| <p>The modernization will improve functionality, security, safety and will upgrade building infrastructure. The modernization includes upgrades of major mechanical and minor electrical systems upgrade and envelope upgrades (roof, windows and foundation repair). All worn finishes (flooring, ceilings, and paint) and worn fixtures will be replaced. Washroom upgrades and millwork replacement are part of the work. Code upgrades will be included in the modernization.</p> <p>Instructional space upgrades are part of the modernization including a library to Learning Commons conversion. This modernization will address acoustic, barrier-free accessibility issues, all gender washrooms and security concerns. Site circulation/parking issues need to be addressed to ensure safety of staff and students accessing the site.</p> <p>An estimate cost of the modernization is \$12 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-8 Cedarbrae School | |
| Current and Future Student Accommodation Plan | |
| <p>Cedarbrae School is located in southwest Calgary in the community of Cedarbrae, which is an established community in Area V.</p> <ul style="list-style-type: none"> ▪ Regular Program - Cedarbrae School currently accommodates kindergarten to Grade 6 students living in Cedarbrae. <p>The long-term student accommodation plan for Cedarbrae School is to accommodate students in regular and/or alternative programs. This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that the school will operate at or near capacity.</p> | |
| Facility Description | |
| <p>The single-storey building was constructed in 1976 complete with concrete footings and foundational walls. The structure comprises slab-on-grade floors, steel frame with masonry columns, open web steel joist and metal roof deck.</p> <p>The original built-up-roof (BUR) roof was replaced with SBS roofing in 2011. The building is clad brick and stucco, pre-finished metal flashing, with cladding below windows. Many classrooms have access to natural light. The total area of the building is 2,852 m² consisting of 11 classrooms for instruction.</p> <p>In 2012, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition with the exception of the electrical systems which were marginal. The evaluation made the following recommendations:</p> <ul style="list-style-type: none"> ▪ Exterior: requires upgrades (replace windows, skylights, doors, roof access door, stucco/wood soffits and metal siding; seals around openings and control joints, fix water leaks in basement. ▪ Interior: requires upgrading (finishes, millwork, window coverings refinish wood floor, replace folding/accordion partition doors, white/tack boards, toilet partitions, acoustic wall panels) ▪ Mechanical: requires upgrading (replace control valves, DHW tank+pumps, fixtures, boilers, chimney, condensing unit, AHU, HW distribution system, fans, humidifiers, fin tube radiation system, and controls system. ▪ Electrical: systems require upgrading (light fixtures, Main MDP & breaker panel boards, motor controls, speaker system, security system including panel). | |
| Modernization | |
| <p>The modernization will improve functionality, security, and safety and will upgrade building infrastructure. The modernization includes upgrades of mechanical and electrical systems upgrade and envelope upgrades (windows, doors and walls). All worn finishes (flooring, ceilings, and paint) and worn fixtures will be replaced. Washroom upgrades and millwork replacement are part of the work. Code upgrades will be included in the modernization.</p> <p>Instructional space upgrades are part of the modernization including a library to Learning Commons conversion. This modernization will address acoustic, barrier-free accessibility issues, all gender washrooms and security concerns.</p> <p>An estimate cost of the modernization is \$9 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-9 Altadore School | |
| Current and Future Student Accommodation Plan | |
| <p>Altadore School is located in southwest Calgary in the community of Altadore which is in the inner city in Area IV.</p> <ul style="list-style-type: none"> ▪ Regular Program - Altadore School currently accommodates the Regular program for kindergarten to Grade 6 students living in Altadore which includes Garrison Woods. <p>The long-term student accommodation plan for Altadore School is to accommodate students from Altadore (including Garrison Woods). Garrison Woods is part of the Canada Lands redevelopment of the old Canadian Forces Base (CFB). This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that enrolment will be at or near capacity.</p> | |
| Facility Description | |
| <p>The one-storey building was constructed in 1952 with a wood frame on a concrete foundation. The school was renovated in 2002 with new exterior cladding, windows, doors, skylights and roof. A barrier-free washroom was provided in 2002; however, the remainder of the school requires barrier-free renovations. The total area of the building is 2,737 m² consisting of 14 classrooms for instruction. Most of the classrooms are similar to current standards and have good natural light.</p> <p>In 2010, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation made this recommendation:</p> <p>Mechanical: systems require upgrading (hot water tanks, boiler, ventilators, etc.)</p> | |
| Modernization | |
| <p>The modernization would upgrade the entire mechanical systems: replace hot water tanks, steam boilers, breeching, steam piping, controls, exhaust fans, radiation system, and unit ventilators. Electrical upgrades would consist of cabling and electrical wiring upgrades. The project would also upgrade building code deficiencies (including sprinkler systems) with full barrier-free accessibility, and a library to Learning Commons conversion and all gender washrooms. The total project cost is estimated to be \$10 million.</p> | |

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| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-10 Ranchlands School | |
| Current and Future Student Accommodation Plan | |
| <p>Ranchlands School is located in northwest Calgary in the community of Ranchlands, which is an established community in Area I.</p> <ul style="list-style-type: none"> ▪ Regular Program Ranchlands School currently accommodates kindergarten to Grade 6 students living in Ranchlands. The school is also a bus receiver school for students living in the new and developing communities of Sherwood and Nolan Hill. ▪ Complex Learning Classes Ranchlands School accommodates PLP (Paced Learning Program) classes. PLP classes are classes for students in Grades 4-12 who have been identified with mild or moderate cognitive (intellectual) development disabilities. <p>The long-term student accommodation plan for Ranchlands School is to accommodate students in regular and/or alternative programs. This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that the school will operate at or near capacity.</p> | |
| Facility Description | |
| <p>The permanent 2-storey building was constructed in 1980. Eight relocatables (4 two-storey blocks) were included as part of the original construction.</p> <p>The core building construction includes concrete footings and grade beams, load-bearing masonry perimeter and interior walls and open webbed steel joists and metal Q-deck. Boiler room is below-grade. The total area of the building is 4,285 m² with consisting of 11 classrooms and 8 relocatable classrooms for instruction. Core floor area is 3,476 m² with a relocatable area of 809 m².</p> <p>In 2013, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition. The evaluation made the following recommendations that would need to be addressed as the building pass its 35 year:</p> <ul style="list-style-type: none"> ▪ Exterior: requires upgrades (envelop restoration, repoint mortar joints, replace metal siding, joint sealer, windows, doors, gutters & downspouts, skylights.) ▪ Interior: requires upgrading (replace folding partitions, flooring, acoustic panels, ceiling tiles, elevator and lift, white/tack boards, toilet partitions, paint walls, fire stop penetrations through walls, millwork , window coverings) ▪ Mechanical: requires upgrades (replace fixtures, valves, DHW Heater, boilers, chimney, condensing and air distribution units, HW distribution unit, exhaust fans, finned tube radiation units, upgrade BAS controls) ▪ Electrical: systems require upgrading (replace light fixtures, emergency/fire and security systems, switch and panel boards, motor controls, speaker system). | |

| | |
|--|--------------------------------------|
| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-10 Ranchlands School | |
| Modernization | |
| <p>The modernization will improve functionality, security, and safety and will upgrade building infrastructure. The modernization includes upgrades of mechanical and electrical systems and envelope upgrades (windows, doors and walls). All worn finishes (flooring, ceilings, and paint) and worn fixtures will be replaced. Washroom upgrades and millwork replacement are part of the work.</p> <p>Instructional space upgrades are part of the modernization including a library to Learning Commons conversion. This modernization will address acoustic, barrier-free accessibility issues, code issues, all gender washrooms and security concerns.</p> <p>An estimate cost of the modernization is \$9 million.</p> | |

| | |
|---|--------------------------------------|
| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-11 Queen Elizabeth School | |
| Current and Future Student Accommodation Plan | |
| <p>Queen Elizabeth School is located in north central Calgary in the community of West Hillhurst, which is an established community in Area II.</p> <ul style="list-style-type: none"> ▪ Regular Program Queen Elizabeth School currently accommodates kindergarten to Grade 6 students living in West Hillhurst and a portion of Hillhurst. ▪ Complex Learning Classes Queen Elizabeth School accommodates DHH (Deaf and Hard of Hearing) classes. The DHH classes are for students with a diagnosis of hearing loss. <p>The long-term student accommodation plan for Queen Elizabeth School is to accommodate students in regular and/or alternative programs. This school has been identified as one that is required by the CBE to accommodate students into the future. It is anticipated that the school will operate at or near capacity.</p> | |
| Facility Description | |
| <p>The two-storey brick veneer building with partial basement was constructed in 1957. Structurally the building consists of poured concrete foundation walls, footings and slabs-on-grade, the crawl space & basement walls consist of masonry block or concrete assembly. The second floor has a poured concrete floor supported by masonry block walls, concrete columns and steel columns. Structural reinforced concrete block walls support the roof assembly. Open web steel joists support wood decking over second floor classrooms and gymnasium. The total area of the building is 3,197 m² consisting of 14 classrooms for instruction.</p> <p>In 2009, Alberta Infrastructure evaluated school facilities through RECAPP and rated the overall condition of the facility as being in acceptable condition, except the electrical systems that are in marginal condition. The evaluation made the following recommendations:</p> <ul style="list-style-type: none"> ▪ Exterior: requires upgrades (replace metal siding, reseal all joints, seal exposed concrete, replace wood windows and shading devices, skylights, partial roof replacement, pave parking lot,) ▪ Interior: requires upgrading (refinish wood doors, replace toilet partitions, worn stair surfaces, handrails, wall panelling and tile, flooring, acoustic panelling, and ceiling tiles, millwork, window coverings, elevator) ▪ Mechanical: requires upgrades (replace fixtures, valves, steam boilers and entire steam distribution system, chimney, exhaust fans, gym HVAC unit, controls system) ▪ Electrical: systems require upgrading (light fixtures and switches, panel boards, motor controls, branch wiring, emergency lighting, fire alarm and security system, speaker system). | |

| | |
|--|--------------------------------------|
| 6.0 | 2018-2021 SCHOOL CAPITAL PLAN |
| Major Modernizations | |
| Priority M-11 Queen Elizabeth School | |
| Modernization | |
| <p>The modernization will improve functionality, security, and safety and will upgrade building infrastructure. The modernization includes upgrades of mechanical and electrical systems upgrade and envelope upgrades (windows, doors and walls). All worn finishes (flooring, ceilings, and paint) and worn fixtures will be replaced. Washroom upgrades and millwork replacement are part of the work.</p> <p>Instructional space upgrades are part of the modernization including a library to Learning Commons conversion. This modernization will address acoustic, barrier-free accessibility issues including an elevator, all gender washroom and security concerns and code upgrades (including a sprinkler system).</p> <p>An estimate cost of the modernization is \$10 million.</p> | |

Capacity and Utilization

There are Sectors associated with each Area that provide for smaller units of analysis.

Table 1: Capacity for K-GR9 by Residence (%)

| K-9 Students by Residence 2016-2017 | | | | |
|--|----------|---------------------------------|---------------------------------|---------------|
| Area | Sector | Elementary/Junior High Students | Elementary/Junior High Capacity | % Utilization |
| AREA I | Sector 1 | 5,985 | 7,447 | 80.37% |
| | Sector 2 | 8,861 | 9,570 | 92.59% |
| Total | | 14,846 | 17,017 | 87.24% |
| AREA II | Sector 3 | 4,943 | 12,865 | 38.42% |
| | Sector 4 | 12,294 | 10,490 | 117.20% |
| Total | | 17,237 | 23,355 | 73.80% |
| AREA III | Sector 5 | 19,917 | 22,493 | 88.55% |
| Total | | 19,917 | 22,493 | 88.55% |
| AREA IV | Sector 6 | 8,415 | 10,532 | 79.90% |
| | Sector 7 | 4,544 | 6,074 | 74.81% |
| Total | | 12,959 | 16,606 | 78.04% |
| AREA V | Sector 8 | 7,816 | 16,873 | 46.32% |
| | Sector 9 | 16,085 | 13,672 | 117.65% |
| Total | | 23,901 | 30,545 | 78.25% |
| Grand Total | | 88,860 | 110,016 | 80.77% |

Notes:

- Student numbers are based on ArcView data as at September 30, 2016 (K@FTE to Grade 9).
- Capacity as per Alberta Infrastructure's Utilization Formula (assuming exemptions)
- Under-utilized and over-utilized are shown on **Map 7**.

**Area & Sector Utilization Rates by Residence
K-9**

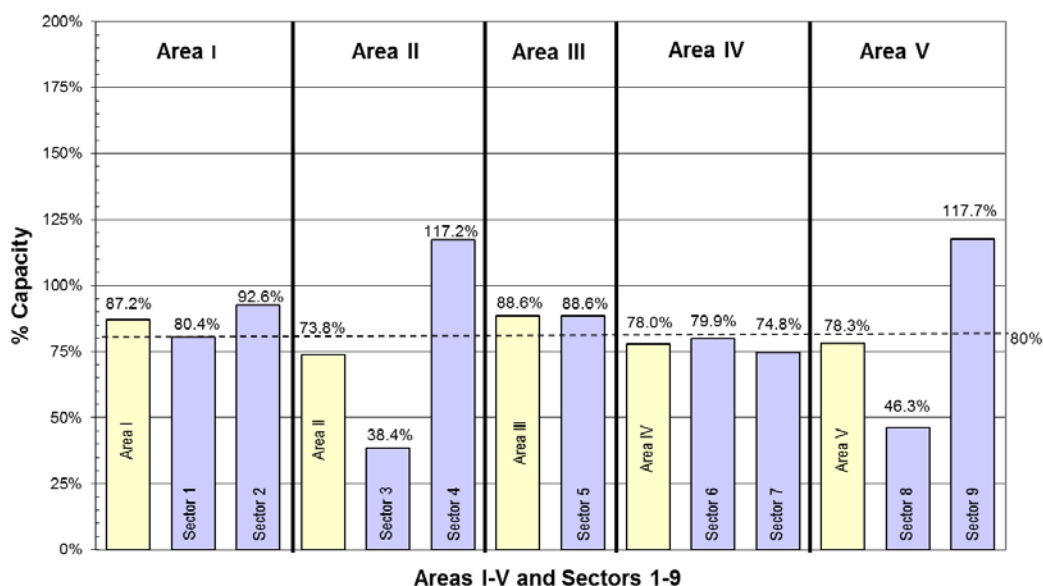


Table 2: Capacity by Residence Senior High (%)

| Senior High (Gr. 10-12) Students by Residence 2016-2017 | | | | |
|--|----------|----------------------|----------------------|----------------|
| Area | Sector | Senior High Students | Senior High Capacity | % Utilization |
| AREA I | Sector 1 | 1,812 | 1,513 | 119.76% |
| | Sector 2 | 3,606 | 3,534 | 102.04% |
| Total | | 5,418 | 5,047 | 107.35% |
| AREA II | Sector 3 | 1,448 | 6,923 | 20.92% |
| | Sector 4 | 3,479 | 1,480 | 235.07% |
| Total | | 4,927 | 8,403 | 58.63% |
| AREA III | Sector 5 | 6,359 | 6,604 | 96.29% |
| Total | | 6,359 | 6,604 | 96.29% |
| AREA IV | Sector 6 | 2,836 | 1,652 | 171.67% |
| | Sector 7 | 1,595 | 4,410 | 36.17% |
| Total | | 4,431 | 6,062 | 73.09% |
| AREA V | Sector 8 | 2,735 | 6,861 | 39.86% |
| | Sector 9 | 4,935 | 1,526 | 323.39% |
| Total | | 7,670 | 8,387 | 91.45% |
| Grand Total | | 28,805 | 34,503 | 83.49% |

Notes:

- Student numbers are based on ArcView data as at September 30, 2016
- Capacity as per Alberta Infrastructure's Utilization Formula (assuming exemptions)
- Under-utilized and over-utilized are shown on **Map 8**.

Senior High Area Utilization Rates by Residence

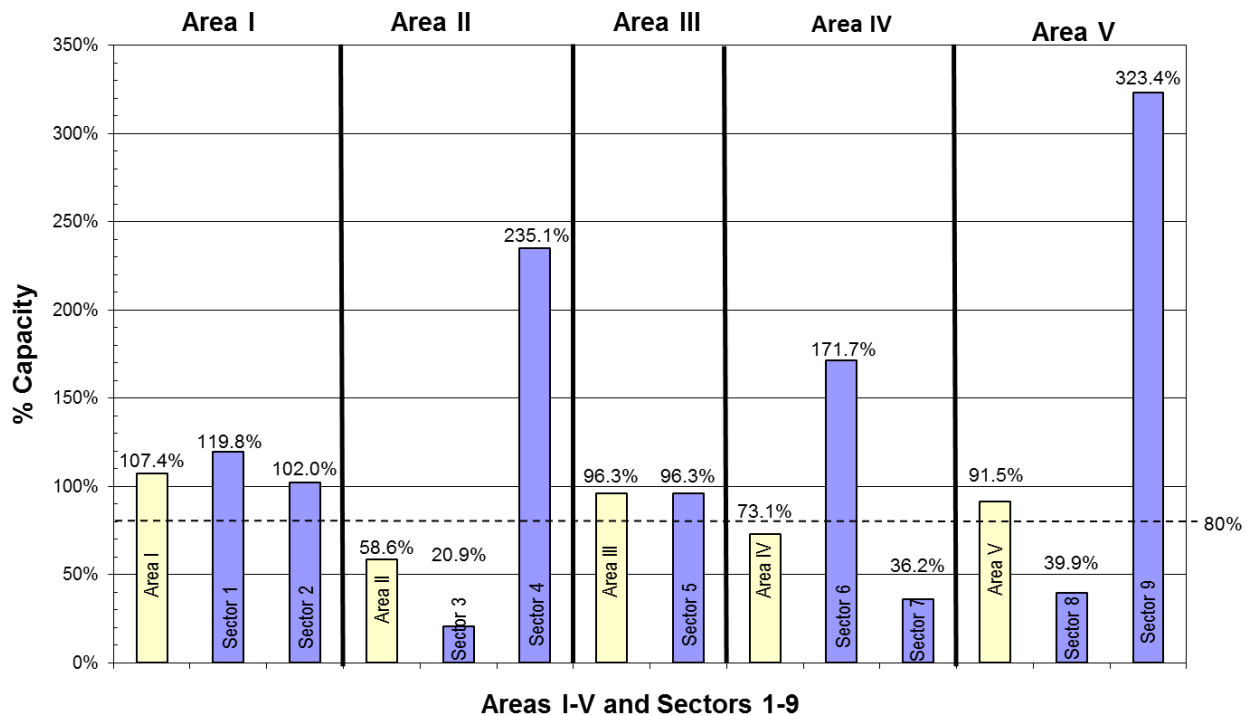


Table 3: % Capacity for K-GR9 by Enrolment

| K-9 Students by Enrolment 2016-2017 | | | | |
|--|----------|------------------------------------|------------------------------------|------------------|
| Area | Sector | Elementary/Junior High Students | Elementary/Junior High Capacity | % Utilization |
| AREA I | Sector 1 | 5,621 | 7,447 | 75.48% |
| | Sector 2 | 8,210 | 9,570 | 85.79% |
| Total | | 13,831 | 17,017 | 81.28% |
| AREA II | Sector 3 | 10,933 | 12,865 | 84.98% |
| | Sector 4 | 8,895 | 10,490 | 84.80% |
| Total | | 19,828 | 23,355 | 84.90% |
| AREA III | Sector 5 | 18,350 | 22,493 | 81.58% |
| Total | | 18,350 | 22,493 | 81.58% |
| AREA IV | Sector 6 | 8,482 | 10,532 | 80.54% |
| | Sector 7 | 4,821 | 6,074 | 79.37% |
| Total | | 13,303 | 16,606 | 80.11% |
| AREA V | Sector 8 | 12,324 | 16,873 | 73.04% |
| | Sector 9 | 11,431 | 13,672 | 83.61% |
| Total | | 23,755 | 30,545 | 77.77% |
| Grand Total | | 89,067 | 110,016 | 80.96% |

Notes:

- Student numbers are based on ArcView data as at September 30, 2016 (K@FTE to Grade 9)
- Capacity as per Alberta Infrastructure's Utilization Formula (assuming exemptions)

**Area & Sector Utilization Rates by Enrolment
K-9**

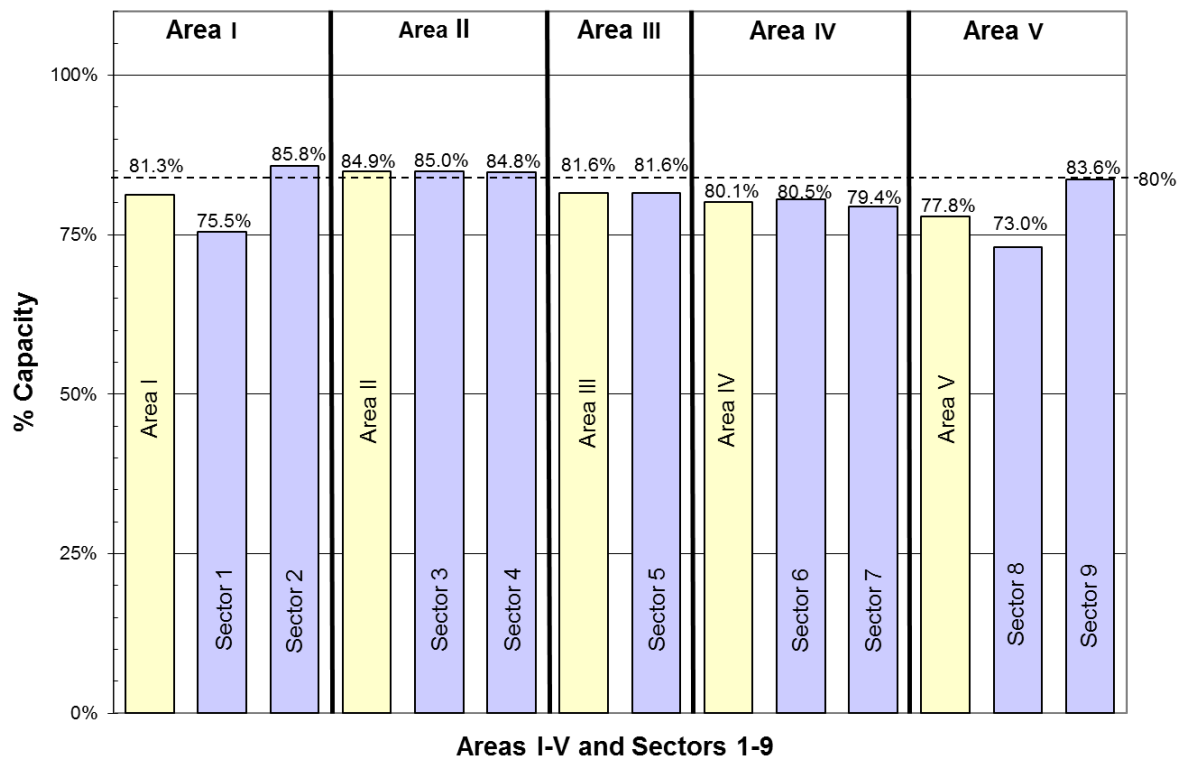


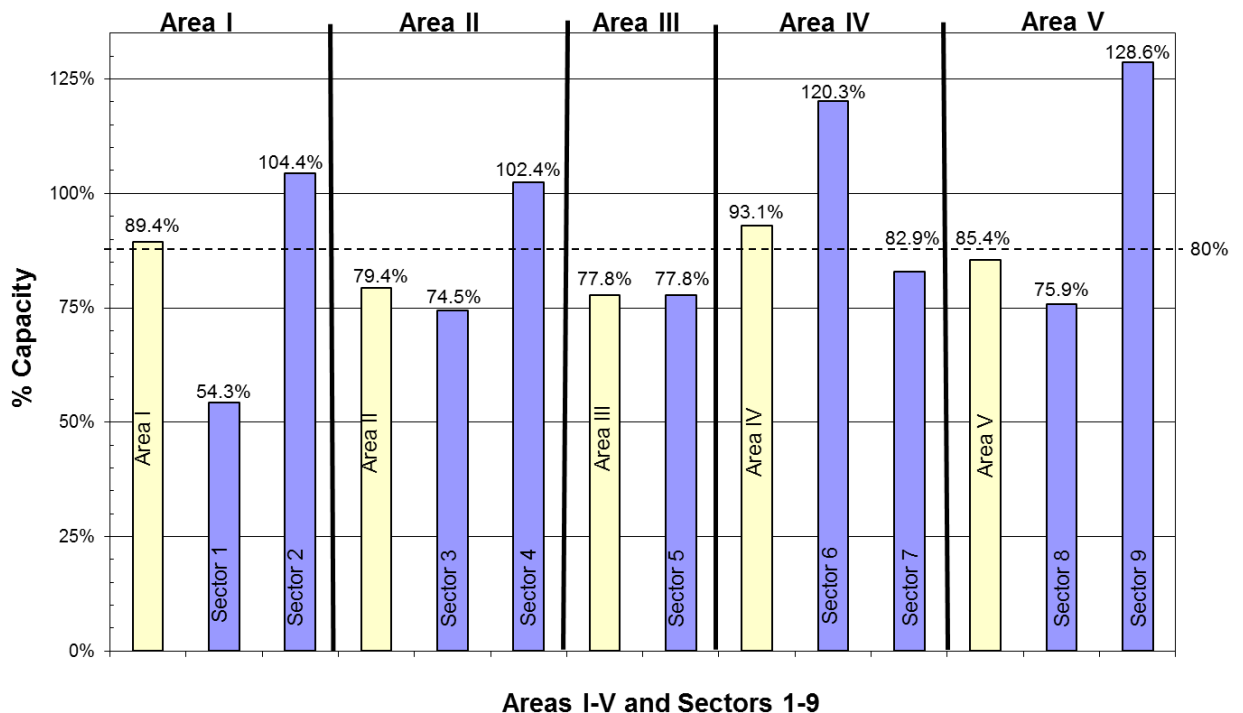
Table 4: % Capacity by Enrolment – Senior High

| Senior High (Gr. 10-12) Students by Enrolment 2016-2017 | | | | |
|---|----------|----------------------|----------------------|---------------|
| Area | Sector | Senior High Students | Senior High Capacity | % Utilization |
| AREA I | Sector 1 | 821 | 1,513 | 54.26% |
| | Sector 2 | 3,689 | 3,534 | 104.39% |
| Total | | 4,510 | 5,047 | 89.36% |
| AREA II | Sector 3 | 5,154 | 6,923 | 74.45% |
| | Sector 4 | 1,515 | 1,480 | 102.36% |
| Total | | 6,669 | 8,403 | 79.36% |
| AREA III | Sector 5 | 5,137 | 6,604 | 77.79% |
| Total | | 5,137 | 6,604 | 77.79% |
| AREA IV | Sector 6 | 1,987 | 1,652 | 120.28% |
| | Sector 7 | 3,654 | 4,410 | 82.86% |
| Total | | 5,641 | 6,062 | 93.06% |
| AREA V | Sector 8 | 5,204 | 6,861 | 75.85% |
| | Sector 9 | 1,962 | 1,526 | 128.57% |
| Total | | 7,166 | 8,387 | 85.44% |
| Grand Total | | 29,123 | 34,503 | 84.41% |

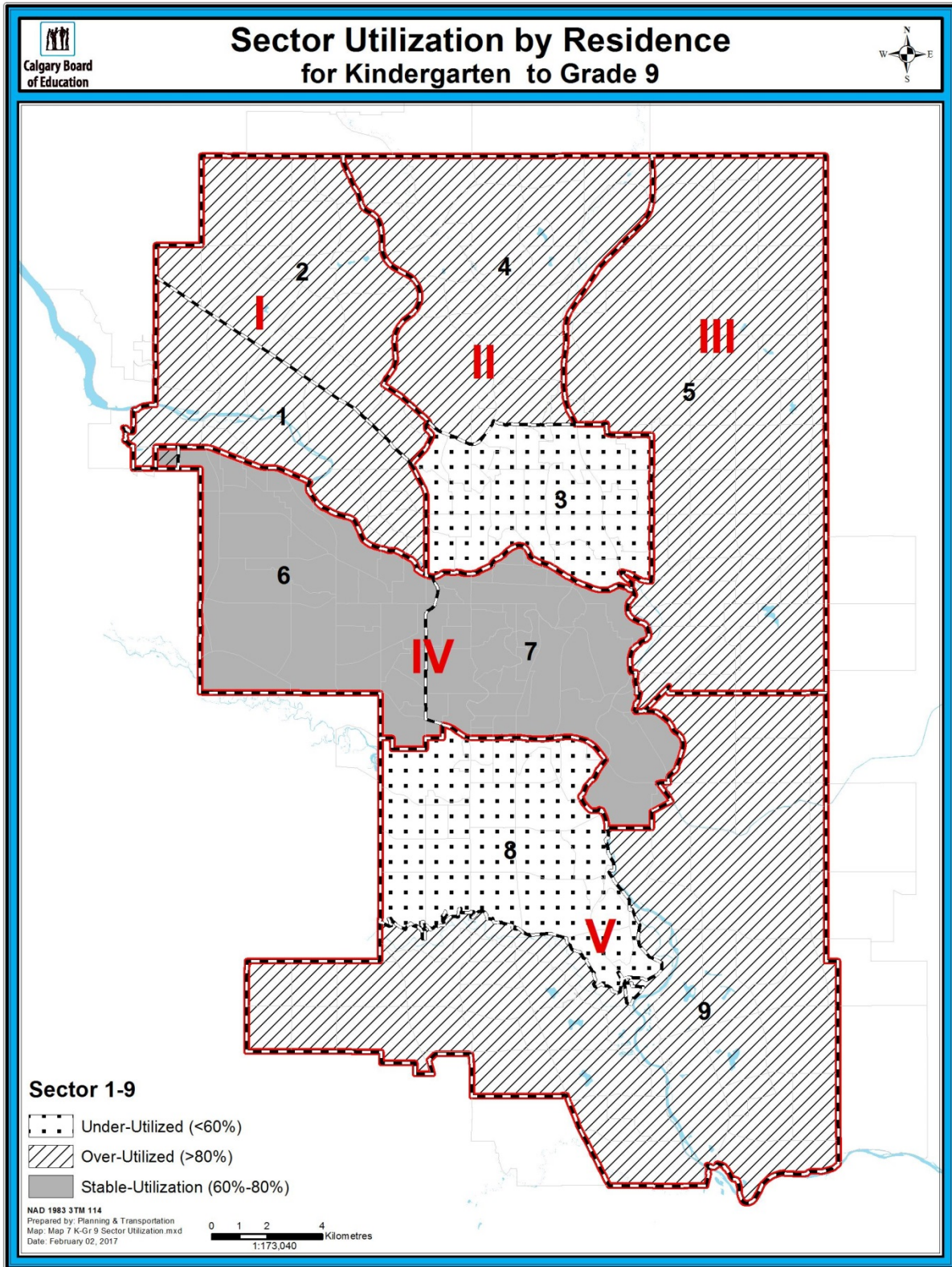
Notes:

- Student numbers are based on ArcView data as at September 30, 2016
- Capacity as per Alberta Infrastructure's Utilization Formula (assuming exemptions)

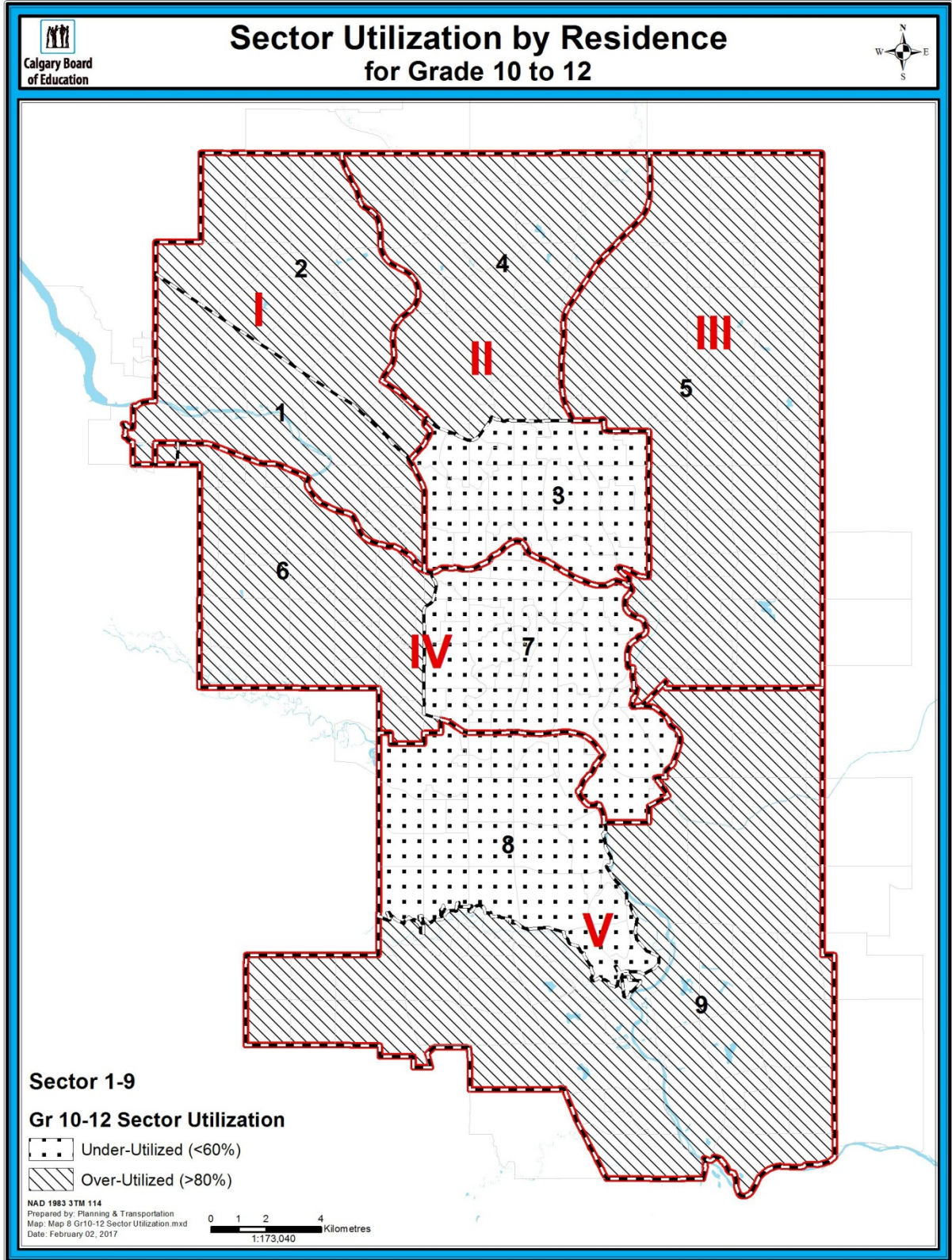
Senior High Area Utilization Rates by Enrolment



Map 7



Map 8



APPENDIX II

Modernization Information

| Rank | Modernization | Points | Area | Sector | Grade |
|------|---------------------------------|--------|------|--------|-------|
| 1 | Forest Lawn High School | 72 | III | 5 | 10-12 |
| 2 | John G. Diefenbaker High School | 71 | II | 4 | 10-12 |
| 3 | Nickle School | 49 | V | 8 | 5-9 |
| 4 | Ernest Morrow School | 47 | III | 5 | 6-9 |
| 5 | A.E. Cross School | 45 | IV | 6 | 7-9 |
| 6 | Janet Johnstone School | 39 | V | 9 | K-4 |
| 7 | Annie Foote School | 39 | III | 5 | K-6 |
| 8 | Cedarbrae School | 38 | V | 8 | K-6 |
| 9 | Altadore School | 36 | IV | 7 | K-6 |
| 10 | Ranchlands School | 36 | I | 2 | K-6 |
| 11 | Queen Elizabeth School | 36 | II | 3 | K-6 |

**Major Modernization Ranking Points
2018-2021 Capital Submission**

| School | Programming Requirements | 5 Year Projected Enrolment | Quality of Site to Serve Students | Ability to Upgrade | Facility Maintenance Based on RECAPP | Total Points |
|---------------------------------|--------------------------|----------------------------|-----------------------------------|--------------------|--------------------------------------|--------------|
| Forest Lawn High School | 35 | 4 | 9 | 9 | 15 | 72 |
| John G. Diefenbaker High School | 35 | 10 | 4 | 7 | 15 | 71 |
| Nickle School | 10 | 10 | 7 | 7 | 15 | 49 |
| Ernest Morrow School | 10 | 10 | 2 | 10 | 15 | 47 |
| A.E. Cross School | 10 | 6 | 6 | 8 | 15 | 45 |
| Janet Johnstone School | - | 10 | 4 | 10 | 15 | 39 |
| Annie Foote School | - | 10 | 4 | 10 | 15 | 39 |
| Cedarbrae School | - | 10 | 4 | 9 | 15 | 38 |
| Altadore School | - | 10 | 4 | 7 | 15 | 36 |
| Ranchlands School | - | 10 | 2 | 9 | 15 | 36 |
| Queen Elizabeth School | - | 10 | 6 | 5 | 15 | 36 |

MAJOR MODERNIZATION RANKING CRITERIA

| Programming requirements (maximum number of points = 35) | Points |
|---|---------------|
| Superintendent's Team to identify and prioritize modernization projects that are required to meet CBE system programming priorities | 35 |
| 5 Year projected enrolment (maximum number of points = 10) | |
| Projected utilization is less than 79% | 0 |
| Projected utilization is between 80 to 84% | 2 |
| Projected utilization is between 85 to 89% | 4 |
| Projected utilization is between 90 to 94% | 6 |
| Projected utilization is between 95 to 99% | 8 |
| Projected utilization is greater than 100% | 10 |
| Quality of site location to serve students (maximum number of points = 10) | |
| Usable frontages | 2 |
| Site location | 2 |
| Site constraint factors | 2 |
| Grand-fathered clauses | 2 |
| Ability to adjust/reconfigure site | 2 |
| <i>Ranking Range for this category: 0 (difficult to upgrade) to 2 (very easy to upgrade)</i> | |
| Ability to upgrade in terms of teaching environment and minimizing costs (maximum number of points = 20) | |
| Structural characteristics - post tension slabs | 2 |
| Barrier free accessibility (e.g. # of levels, space for washrooms, ramps and elevators) | 2 |
| Services available - age, capacity | 2 |
| Mechanical systems - age, capacity | 2 |
| Electrical systems - age, capacity | 2 |
| Sprinkler system required (size of water lines) | 2 |
| Washroom count - capacity cap | 2 |
| Program space - (e.g. size of classrooms, CTS spaces) | 2 |
| Parking (bylaw compliant) - ability to expand | 2 |
| Hazardous material-abatement | 2 |
| <i>Ranking Range for this category: 0 (difficult to upgrade) to 2 (very easy to upgrade)</i> | |
| Facility Maintenance based on Provincial RECAPP (maximum number of points = 25) | |
| Excellent | 5 |
| Very Good | 10 |
| Good | 15 |
| Fair | 20 |
| Poor | 25 |
| <i>Note: the higher the number, the poorer the facility</i> | |

Community Ranking for New Schools

| Rank | Community | Points | Area | Sector | Grade |
|------|--|--------|------|--------|-------|
| 1 | Cranston Elementary ⁽²⁾ | 1626 | V | 9 | K-4 |
| 2 | Coventry Hills/Country Hills Village Elementary ⁽²⁾ | 1560 | II | 4 | K-4 |
| 3 | Mahogany Elementary | 1396 | V | 9 | K-4 |
| 4 | **Skyview Ranch Elementary | 1347 | III | 5 | K-4 |
| 5 | Evergreen Elementary ⁽²⁾ | 1335 | V | 9 | K-4 |
| 6 | Auburn Bay Middle | 1309 | V | 9 | 5-9 |
| 7 | Evanston Middle | 1269 | II | 4 | 5-9 |
| 8 | Cougar Ridge Elementary | 1084 | IV | 6 | K-4 |
| 9 | Sage Hill Elementary | 1051 | II | 4 | K-4 |
| 10 | Kincora Elementary | 1037 | II | 4 | K-4 |
| 11 | **Country Hills/Harvest Hills Elementary | 1017 | II | 4 | K-4 |
| 12 | Sherwood/Nolan Hill Middle | 913 | I | 2 | 5-9 |
| 13 | Signal Hill Middle | 886 | IV | 6 | 5-9 |
| 14 | Sherwood Elementary | 710 | I | 2 | K-4 |
| 15 | Aspen Woods Middle | 685 | IV | 6 | 5-9 |
| 16 | Valley Ridge/Crestmont Elementary | 684 | I | 1 | K-4 |
| 17 | **Skyview Ranch Middle | 673 | III | 5 | 5-9 |
| 18 | Nolan Hill Elementary | 661 | I | 2 | K-4 |
| 19 | **Country Hills/Harvest Hills Middle | 620 | II | 4 | 5-9 |
| 20 | Walden Elementary | 609 | V | 9 | K-4 |
| 21 | Silverado Middle | 571 | V | 9 | 5-9 |
| 22 | Redstone Elementary | 494 | III | 5 | K-4 |
| 23 | Cityscape/Redstone Middle | 478 | III | 5 | 5-9 |
| 24 | Legacy Elementary | 456 | V | 9 | K-4 |
| 25 | Sage Hill Middle | 428 | II | 4 | 5-9 |
| 26 | Cityscape Elementary | 425 | III | 5 | K-4 |
| 27 | Walden Middle | 338 | V | 9 | 5-9 |
| 28 | Legacy Middle | 237 | V | 9 | 5-9 |

Notes: ⁽²⁾ Indicates second K-4 school

** Combined Country Hills/Harvest Hills and Skyview Ranch into K-9 grade configuration (Communities under consideration for a K-GR9 school are assessed through both the K-GR4 and GR5-9 point assessment process. The priority order is determined by the highest number of points in either of these two categories not by the combined number of points)

K-GR4 Statistics 2018-2021 Capital Submission

| Community | Community Growth Profile (statistics) | | | | Busing and Travel Time (statistics) | | | Existing K-GR4 School or Design Only School Approved or in Existence |
|--|---------------------------------------|------------------------------|---|---|-------------------------------------|----------------------------------|--|--|
| | 2016 Total Pre-school Census | Elementary (K-GR4) Enrolment | Projected Population Growth by Sector (%) | Ratio of K-GR4 CBE Enrolment to # of Housing Units in Community (%) | Median Travel Time (minutes) | Direct Distance Travelled (km's) | More than one Bus Receiver within two school years | |
| Area I | | | | | | | | |
| Nolan Hill | 397 | 154 | 24 | 12 | 18 | 6 | yes | no |
| Sherwood | 398 | 202 | 24 | 14 | 17 | 5 | yes | no |
| Valley Ridge / Crestmont | 461 | 183 | 5 | 8 | 15 | 3 | no | no |
| Area II | | | | | | | | |
| Country Hills / Harvest Hills | 653 | 314 | 24 | 8 | 16 | 4 | no | no |
| *Coventry Hills / Country Hills Village ⁽²⁾ | *1075 | *375 | 24 | 15 | nbr | nbr | no | yes |
| Kincora | 577 | 340 | 24 | 17 | 16 | 3 | yes | no |
| Sage Hill | 716 | 215 | 24 | 11 | 20 | 6 | yes | no |
| Area III | | | | | | | | |
| Cityscape | 171 | 104 | 21 | 25 | 22 | 8 | yes | no |
| Redstone | 258 | 106 | 21 | 15 | 17 | 11 | yes | no |
| Skyview Ranch | 909 | 318 | 21 | 12 | 20 | 9 | yes | no |
| Area IV | | | | | | | | |
| Cougar Ridge | 711 | 313 | 5 | 14 | 20 | 6 | no | no |
| Area V | | | | | | | | |
| *Cranston ⁽²⁾ | *1087 | *369 | 29 | 15 | nbr | nbr | yes | yes |
| *Evergreen ⁽²⁾ | *933 | *302 | 21 | 13 | nbr | nbr | no | yes |
| Legacy | 234 | 112 | 21 | 13 | 17 | 5 | yes | no |
| Mahogany | 998 | 298 | 29 | 13 | 28 | 11 | no | no |
| Walden | 354 | 155 | 21 | 12 | 10 | 4 | yes | no |

- Notes:
1. Pre-school Census is the "Total" number of pre-school children 2011-2015. (Statistics from the City of Calgary "Pre-School Children 2016").
 2. School ⁽²⁾ = the community has a new school constructed or approved and can support a second K-GR4 school.
 3. Housing Units information from The City of Calgary "2016 Civic Census".
 4. Median Travel Time – "nbr" no bus receiver for that community.
 5. More than one bus receiver school required for established grade configuration within two school years. (examples include, but are not limited to K-GR4 and GR5-9 or K-GR6 and GR7-9)
(Busing and Travel Time information as per Transportation Services -)

* **Coventry Hills/Country Hills Village⁽²⁾** – deducted 621 (current provincial capacity) from pre-school (1696-621=1075) total & K-GR4 (996-621=375) total, as it would be their second elementary.
Cranston⁽²⁾ – deducted 587 (current provincial capacity) from pre-school (1674-587=1087) total & K-GR4 (956-587=369) total, as it would be their second elementary.
Evergreen⁽²⁾ – deducted 584 (current provincial capacity) from pre-school (1517-584=933) total & K-GR4 (886-584=302) total, as it would be their second elementary.

K-GR4 Ranking Points 2018-2021 Capital Submission

| Community | Community Growth Profile (points) | | | Busing and Travel Time (points) | | | |
|---|-----------------------------------|------------------------------|--|--|--|--|--------------|
| | 2016 Total Pre-school Census | Elementary (K-GR4) Enrolment | Projected Population Growth / K-GR4 Enrolment to Housing Units | Median Travel Time / Direct Distance Travelled | More than one Bus Receiver within two school years | Existing K-GR4 School or Design Only School Approved or in Existence | Total Points |
| Area I | | | | | | | |
| Nolan Hill | 397 | 154 | 50 | 10 | 50 | 0 | 661 |
| Sherwood | 398 | 202 | 50 | 10 | 50 | 0 | 710 |
| Valley Ridge/Crestmont | 461 | 183 | 30 | 10 | 0 | 0 | 684 |
| Area II | | | | | | | |
| Country Hills/Harvest Hills | 653 | 314 | 40 | 10 | 0 | 0 | 1017 |
| Coventry Hills/Country Hills Village ⁽²⁾ | 1075 | 375 | 60 | 0 | 0 | 50 | 1560 |
| Kincora | 577 | 340 | 60 | 10 | 50 | 0 | 1037 |
| Sage Hill | 716 | 215 | 50 | 20 | 50 | 0 | 1051 |
| Area III | | | | | | | |
| Cityscape | 171 | 104 | 80 | 20 | 50 | 0 | 425 |
| Redstone | 258 | 106 | 60 | 20 | 50 | 0 | 494 |
| Skyview Ranch | 909 | 318 | 50 | 20 | 50 | 0 | 1347 |
| Area IV | | | | | | | |
| Cougar Ridge | 711 | 313 | 40 | 20 | 0 | 0 | 1084 |
| Area V | | | | | | | |
| Cranston ⁽²⁾ | 1087 | 369 | 70 | 0 | 50 | 50 | 1626 |
| Evergreen ⁽²⁾ | 933 | 302 | 50 | 0 | 0 | 50 | 1335 |
| Legacy | 234 | 112 | 50 | 10 | 50 | 0 | 456 |
| Mahogany | 998 | 298 | 60 | 40 | 0 | 0 | 1396 |
| Walden | 354 | 155 | 50 | 0 | 50 | 0 | 609 |

- Notes:
- 0 points in Community Growth Profile = 0 points in Busing and Travel Time.
 - Pre-school Census includes "Total" number of pre-school children 2011-2015. (Statistics from the City of Calgary "Pre-School Children 2016").
 - Communities that have a new school constructed or approved and can only support one K-GR4 school are not ranked.
 - School ⁽²⁾ = the community has a new school constructed or approved and can support a second K-GR4 school. For communities that already have an elementary school, their current provincial capacity is deducted from their Pre-School and K-GR4 enrolments.
 - Bus Receivers – More than one bus receiver school required for established grade configuration within two school years (examples include, but are not limited to K-GR4 and GR5-9 or K-GR6 and GR7-9).

Middle/Junior (Grades 5-9) Statistics 2018-2021 Capital Submission

| Community | Community Growth Profile (statistics) | | | | Busing and Travel Time (statistics) | | | Accommodation Plan | |
|---------------------------------|---------------------------------------|---------------------------|---|---|-------------------------------------|----------------------------------|--|---|------------------------------------|
| | Elementary (K-GR4) Enrolment | Middle (GR 5-9) Enrolment | Projected Population Growth by Sector (%) | Ratio of GR5-9 CBE Enrolment to # of Housing Units in Community (%) | Median Travel Time (minutes) | Direct Distance Travelled (km's) | More than one Bus Receiver within two school years | Existing K-GR4 or Design Only School Approved or in Existence | Greater Than Two Transition Points |
| Area I | | | | | | | | | |
| Sherwood/ Nolan Hill | 356 | 407 | 24 | 15 | *32 | 6 | yes | no | no |
| Area II | | | | | | | | | |
| Country Hills/ Harvest Hills | 314 | 246 | 24 | 6 | 22 | 7 | no | no | no |
| Evanston | 695 | 424 | 24 | 10 | 30 | 11 | 10 | yes | no |
| Sage Hill | 215 | 143 | 24 | 7 | 27 | 9 | no | no | no |
| Area III | | | | | | | | | |
| Cityscape/Redstone | 210 | 138 | 21 | 12 | 23 | 10 | yes | no | no |
| Skyview Ranch | 318 | 245 | 21 | 9 | 24 | 9 | yes | no | no |
| Area IV | | | | | | | | | |
| Aspen Woods | 343 | 262 | 5 | 9 | 12 | 4 | no | yes | no |
| Signal Hill | 426 | 380 | 5 | 7 | 14 | 2 | no | yes | no |
| Area V | | | | | | | | | |
| Auburn Bay | 781 | 408 | 29 | 9 | 20 | 9 | no | yes | no |
| Legacy | 112 | 75 | 21 | 9 | 15 | 5 | no | no | no |
| Silverado | 296 | 165 | 21 | 7 | 21 | 8 | no | yes | no |
| Walden | 155 | 133 | 21 | 11 | 10 | 4 | no | no | no |

- Notes:
1. Housing information from The City of Calgary "2016 Civic Census".
 2. Bus Receivers - More than one bus receiver school required for established grade configuration within two school years. (examples include, but are not limited to K-GR4 and GR5-9 or K-GR6 and GR7-9). (Busing and Travel Time information as per Transportation Services)

* City Transit

Middle/Junior (Grades 5-9) Ranking Points 2018-2021 Capital Submission

| Community Growth Profile (points) | | | | Busing and Travel Time (points) | | Accommodation Plan | | Total Points |
|-----------------------------------|------------------------------|---------------------------|--|--|---|---|------------------------------------|--------------|
| Community | Elementary (K-GR4) Enrolment | Middle (GR 5-9) Enrolment | Projected Population Growth / GR5-9 Enrolment to Housing Units | Median Travel Time / Direct Distance Travelled | Greater than one Bus Receiver within two school years | Existing K-GR4 or Design Only School Approved or in Existence | Greater Than Two Transition Points | |
| Area I | | | | | | | | |
| Sherwood/Nolan Hill | 356 | 407 | 60 | 40 | 50 | 0 | 0 | 913 |
| Area II | | | | | | | | |
| Country Hills/ Harvest Hills | 314 | 246 | 40 | 20 | 0 | 0 | 0 | 620 |
| Evanston | 695 | 424 | 50 | 50 | 0 | 50 | 0 | 1269 |
| Sage Hill | 215 | 143 | 40 | 30 | 0 | 0 | 0 | 428 |
| Area III | | | | | | | | |
| Cityscape/Redstone | 210 | 138 | 50 | 30 | 50 | 0 | 0 | 478 |
| Skyview Ranch | 318 | 245 | 40 | 20 | 50 | 0 | 0 | 673 |
| Area IV | | | | | | | | |
| Aspen Woods | 343 | 262 | 30 | 0 | 0 | 50 | 0 | 685 |
| Signal Hill | 426 | 380 | 30 | 0 | 0 | 50 | 0 | 886 |
| Area V | | | | | | | | |
| Auburn Bay | 781 | 408 | 50 | 20 | 0 | 50 | 0 | 1309 |
| Legacy | 112 | 75 | 40 | 10 | 0 | 0 | 0 | 237 |
| Silverado | 296 | 165 | 40 | 20 | 0 | 50 | 0 | 571 |
| Walden | 155 | 133 | 50 | 0 | 0 | 0 | 0 | 338 |

- Notes:
- 0 points in Community Growth Profile = 0 points in Busing and Travel Time.
 - Bus Receivers – More than one bus receiver school required for established grade configuration within two years. (examples include, but are not limited to K-GR4 and GR5-9 or K-GR6 and GR7-9).

CBE Point Assignments

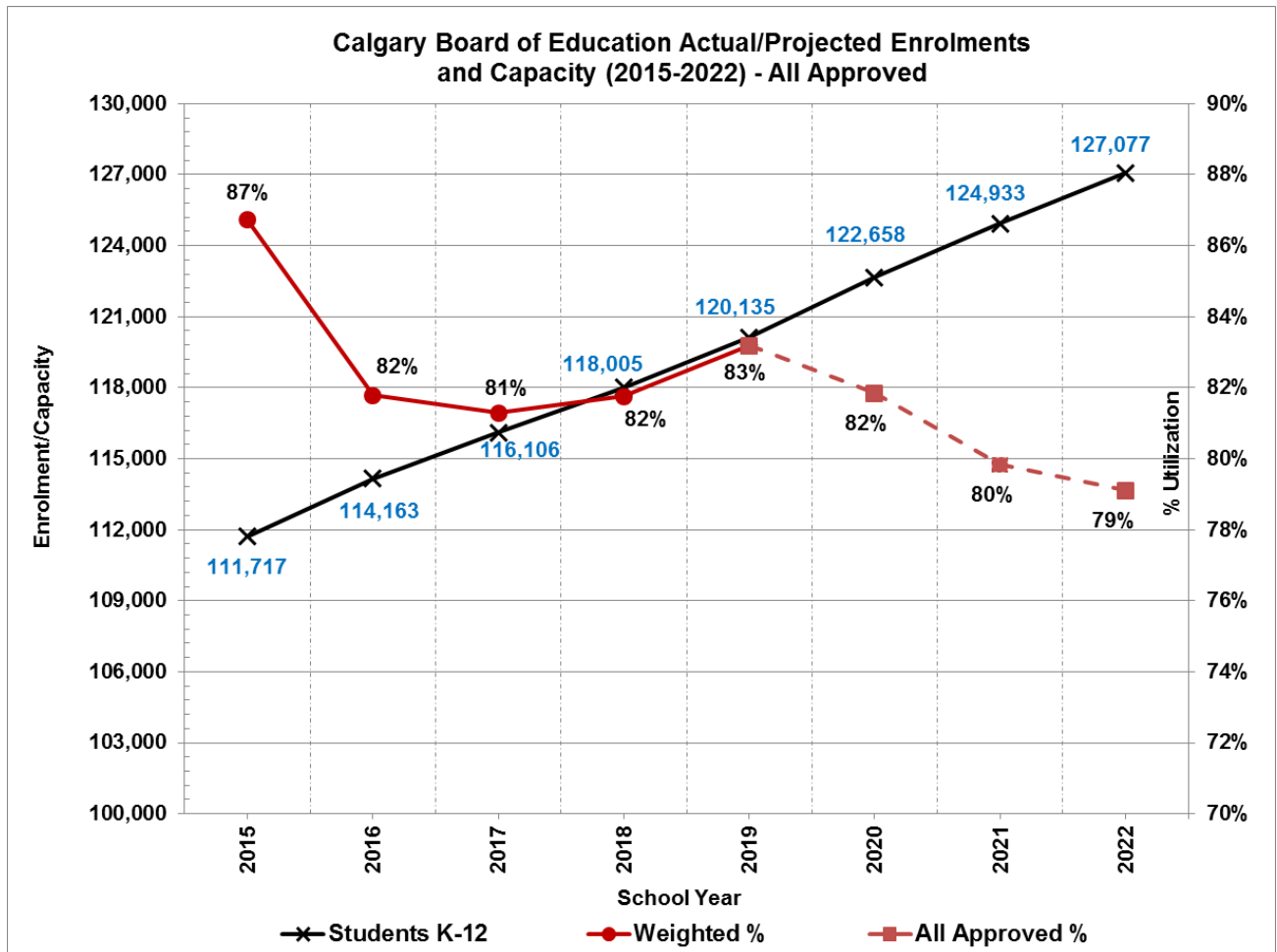
| Kindergarten - Grade 4 | | | | | | |
|---|--------------|-----------|-----------|-----------|------------|-----------|
| Pre-school Census (Age 1-5) | | | | | | |
| Pre-school Census (Age 1-5)* | Actual Value | | | | | |
| <i>* Prepared by the City of Calgary annually</i> | | | | | | |
| Current K-GR4 Enrolment | | | | | | |
| Current K-GR4 Enrolment - September 30, 2016 enrolment | Actual Value | | | | | |
| Projected Population / Ratio of Enrolment to Housing Units | | | | | | |
| Ratio of K-GR4 Enrolment to # of Housing Units in Community (%) (September 30th of each year) | | | | | | |
| | ≤4% | 5 to 9% | 10 to 14% | 15 to 19% | 20 to 24% | ≥25 % |
| Projected 5 Year Sector Population Growth (%)** | | | | | | |
| Less than 5% | 10 points | 20 points | 30 points | 40 points | 50 points | 60 points |
| 5 to 14% | 20 points | 30 points | 40 points | 50 points | 60 points | 70 points |
| 15 to 24% | 30 points | 40 points | 50 points | 60 points | 70 points | 80 points |
| Greater than 25 % | 40 points | 50 points | 60 points | 70 points | 80 points | 90 points |
| <i>** Based on City of Calgary Suburban Residential Growth (Prepared Annually)</i> | | | | | | |
| Median Travel Time / Distance Travelled | | | | | | |
| Distance Travelled (km's)* | | | | | | |
| | ≤9 | 10 to 14 | 15 to 19 | 20 to 24 | ≥25 | |
| Median Travel Time | | | | | | |
| 15-19 minutes | 10 points | 20 points | 30 points | 40 points | 50 points | |
| 20-24 minutes | 20 points | 30 points | 40 points | 50 points | 60 points | |
| 25-29 minutes | 30 points | 40 points | 50 points | 60 points | 70 points | |
| 30-34 minutes | 40 points | 50 points | 60 points | 70 points | 80 points | |
| 35-39 minutes | 50 points | 60 points | 70 points | 80 points | 90 points | |
| ≥40 minutes | 60 points | 70 points | 80 points | 90 points | 100 points | |
| <i>* Distance travelled calculated using ARCGIS to determine "centre" of the community to bus receiver school</i> | | | | | | |
| Other Considerations: | | | | | | |
| Bus Receiver - Elementary | | | | | | |
| More than one bus receiver school required for established grade configuration within two school years (examples include but are not limited to K-GR4 and GR5-9 or K-GR6 and GR7-9) | | | | | | 50 points |
| Existing K-GR4 School or Design Only School approved or in existence | | | | | | 50 points |
| Notes: | | | | | | |
| 1. If a community already has a school or a design only school, the capacity of the school will be subtracted from the number of students enrolled in the CBE. | | | | | | |
| 2. When there is a design only school in a community, an exception to the standard ranking methodology will be made. | | | | | | |

CBE Point Assignments

| Middle (Grade 5-9) | | | | | | |
|---|-----------|-----------|-----------|-----------|--------------|-----------|
| K-GR4 Enrolment | | | | | | |
| Current K-GR4 Enrolment - September 30, 2016 enrolment | | | | | Actual Value | |
| GR5-9 Enrolment | | | | | | |
| Current GR5-9 Enrolment - September 30, 2016 enrolment | | | | | Actual Value | |
| Projected Population / Ratio of Enrolment to Housing Units | | | | | | |
| Ratio of GR5-9 Enrolment to # of Housing Units in Community (%) (September 30th of each year) | | | | | | |
| | ≤4% | 5 to 9% | 10 to 14% | 15 to 19% | 20 to 24% | ≥25 % |
| Projected 5 Year Sector Population Growth (%)* | | | | | | |
| Less than 5% | 10 points | 20 points | 30 points | 40 points | 50 points | 60 points |
| 5 to 14% | 20 points | 30 points | 40 points | 50 points | 60 points | 70 points |
| 15 to 24% | 30 points | 40 points | 50 points | 60 points | 70 points | 80 points |
| Greater than 25 % | 40 points | 50 points | 60 points | 70 points | 80 points | 90 points |
| <i>* Based on City of Calgary Suburban Residential Growth (Prepared Annually)</i> | | | | | | |
| Median Travel Time / Distance Travelled | | | | | | |
| Distance Travelled (km's)** | | | | | | |
| | ≤9 | 10 to 14 | 15 to 19 | 20 to 24 | ≥25 | |
| Median Travel Time | | | | | | |
| 15-19 minutes | 10 points | 20 points | 30 points | 40 points | 50 points | |
| 20-24 minutes | 20 points | 30 points | 40 points | 50 points | 60 points | |
| 25-29 minutes | 30 points | 40 points | 50 points | 60 points | 70 points | |
| 30-34 minutes | 40 points | 50 points | 60 points | 70 points | 80 points | |
| 35-39 minutes | 50 points | 60 points | 70 points | 80 points | 90 points | |
| ≥40 minutes | 60 points | 70 points | 80 points | 90 points | 100 points | |
| <i>** Distance travelled calculated using GIS to determine "centre" of the community to bus receiver school</i> | | | | | | |
| Other Considerations: | | | | | | |
| Bus Receiver More than one bus receiver school required for established grade configuration within two years (examples include but are not limited to K-GR4 and GR5-9 or K-GR6 and GR7-9) | | | | | 50 points | |
| Existing K-GR4 School or Design Only School approved or in existence | | | | | 50 points | |
| Greater than 2 Transition Points (K-GR9) | | | | | 50 points | |
| Notes: | | | | | | |
| 1. If a community already has a school or a design only school, the capacity of the school will be subtracted from the number of students enrolled in the CBE. | | | | | | |
| 2. When there is a design only school in a community, an exception to the standard ranking methodology will be made. | | | | | | |

CBE System Utilization

CBE SYSTEM UTILIZATION – (2015 – 2021)
K-GR12



Note: Assumes all schools approved in 2018-2021 Plan

CBE Definitions

| | |
|---------------------------------|--|
| Additions/Expansions: | Changes the gross area of building |
| CTS: | Career and Technology Studies |
| Modernization: | Supports modernization of a building |
| Provincial Net Capacity: | Determined by dividing the total instructional area by an area per student grid based on their grade configuration (as per Alberta Education/Alberta Infrastructure’s School Capital Manual), plus CTS, gym and library space. |
| RECAPP: | Renewal Capital Asset Planning Process |
| School Community | Attendance Area Boundary |

CBE Formulas

| | |
|---------------------------|---|
| Utilization Rate | = $\frac{\text{Weighted enrolment [K@FTE + enrolment + (Special Ed. } \times 3)]}{\text{Provincial capacity (student spaces)}}$ |
| Weighted Enrolment | = (Total kindergarten divided by 2 [K@FTE]) + Grades 1-12 enrolment + (Special Education at 3:1) |

Alberta Education/Alberta Infrastructure School Capital Manual Definitions

| | |
|---|--|
| Area Capacity and Utilization Report | A report from Infrastructure that provides total capacity and utilization rates for a jurisdiction and its school facilities. |
| Barrier-Free | The <i>Alberta Building Code</i> defines the requirements to ensure that a school facility can accommodate people with special needs. |
| Capacity | The capacity of a new school and the method by which it is established as approved by Infrastructure. Records of capacity for all Alberta schools are maintained by Infrastructure and reflect the capacity established at the time of construction, minus any exclusions or exemptions subsequently approved by Infrastructure. |
| Capital Funding | Funding provided to school jurisdictions for school building projects in accordance with Education’s approved budget schedule. |
| Code Requirements | The minimum requirements for construction defined by the <i>Alberta Building Code</i> and those standards referenced in the <i>Code</i> . |
| Core School | A school building that is constructed with a permanent core and can be expanded or contracted by the addition or removal of modular classrooms. |
| Facilities Plan | A general or broad plan for facilities and facility development within a school jurisdiction. |

| | |
|---|---|
| Facility Evaluation | Assessment of facility characteristics, which includes site, architectural and engineering components, maintenance planning, safety, space adequacy and environment protection, to determine the ability of the building to accommodate current and future needs. |
| Full-time Equivalent Occupancy | Is used as a measurement of space utilization. Enrolment is calculated on the number of student spaces occupied throughout the school day. Part time student use is expressed in terms of full-time equivalent students (FTEs). |
| Furniture & Equipment | Includes basic furnishings such as desks, seating, storage cabinets, tables and fixtures that are normally provided under a contract separate from the general construction contract. |
| Infrastructure Maintenance and Renewal (IMR) program | Provides funding to (a) replace building and site components which have failed and pose health and safety problems for students and staff, (b) extend the useful life of school facilities and sites and (c) maintain the quality of the school environment. |
| Instructional Area | Those areas of a school building that are designated for purposes of instruction, examinations and other student activities where direct or indirect student-teacher interaction is maintained or scheduled. Also included are storage areas considered directly related to various instructional areas (i.e. gym storage, drama storage and science preparation areas). |
| Inventory of Space | A listing of a school jurisdiction's owned or leased facilities, which include facility area and usage. |
| Life Cycle Costing | Process that examines all costs associated with a facility project for the extent of its lifetime. |
| Modernization Project | The restoration of an entire or a portion of a school facility to improve its functional adequacy and suitability for present and future educational programs. |
| Modular Classroom | Prototypical portable classroom units built at a central location and transported to schools across Alberta. These units are based on specifications that ensure significantly improved heating and ventilation, soundproofing, resistance to mould, ease of serviceability and several other factors that differentiate them from the older portables that are also part of schools across the province. The Government of Alberta's goal is to eventually replace all the older portables with the prototypical Modular Classrooms. |
| New Capacity | In the event that a new construction project adjusts the capacity rating, a new capacity will be incorporated to reconcile the school jurisdiction's total capacity one year after the date of Ministerial approval of the tender or alternate to tender scheme of construction. |
| Right-Sizing | Reduction in capacity of an existing school to provide a more efficient use of the facility due to declining enrolments. |
| School Building Project | Means (i) the purchase, erection, relocation, renovation, furnishing or equipping of, (ii) making of structural changes in, (iii) the addition to or extension of a school building, or (iv) the building of access roads or site preparation for a school building. |

Site Development

Provision of utility services, access, location of buildings, playfields and landscaping.

Utilization Ratio

The ratio determined by dividing a jurisdiction's total FTE student enrolment by its net capacity.