



*Board Development Session on*  
**INFRASTRUCTURE - Part II**

12/19/2006

# Contents

- Historical CBE strategies
- Strategies used by other Alberta school jurisdictions
- Information from jurisdictions outside of Alberta
- Considerations for future school development



## Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

# Context

- Primary focus - financing/funding of capital projects (new schools, modernizations)
- Competition for Provincial resources for infrastructure development
- There is a need to review opportunities offered by other financing initiatives and concurrent cost reduction measures for construction (ie. value engineering)

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

# Question 1:

- What new and/or innovative ideas have the CBE administration investigated in order to make sure that new schools/major modernizations can be built?
- Where did each of these ideas end up?
- Successes and failures.

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

# P-3 for New Schools and Major Modernizations

- New school EOI for the construction of 29 new schools and 8 major mods in selected locations within the district (2004)
- EOI submissions received from various proponents (18), some international
- Proponent shortlist developed (3)
- RFP not pursued
- Initiative terminated

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

## Developer Built

- Developer designed, financed and built educational facility
- CBE had little influence on the design standard
- Post construction, Province funded the facility purchase for the CBE
- Accessibility refit was required in 2000
- Standard was lower than CBE requirements and may lead to extraordinary maintenance costs

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

# Mini Modular Schools

- Relocation and consolidation of 10 to 12 underutilized relocatables into a modular school facility
- 4 completed in 2000
- 2 completed in 2001
- Intent to develop core school component later
- Financed initially by CBE, reimbursement by the Province after negotiations
- Resulted in increased utilization rate and 'schools in the right places' for some K-4

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

# Public/public Partnership

- CBE real-estate steering committee reviewed public/public partnership options
- Involved churches, health sector, senior citizen services, City
- Proposal included joint land ownership and common building areas, with a view to a pilot in SW Calgary
- Failed to proceed; land costs were prohibitive for one of the partners
- The South Fish Creek classrooms were a second venture

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

## P-3 New School

- Radisson Park (K-4) constructed
- Sir Wilfred Laurier converted to 5-9
- Two schools in the community closed
- Sale of closed site properties to finance the project
- Completion of the business arrangements now being concluded

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

# IMR Financing of Modernization Projects

- Modernization Block funding ceased in 2001
- Allocated a portion of IMR funds to address program driven facility changes
- \$1.5 million applied in 2005/06
- \$2.2 million applied in 2006/07
- This approach has addressed a few of the CBE's outstanding needs (2 major, 10 minor)
- Anticipate \$3.4 million in 2007/08

Context

## Historical CBE Strategies

Strategies used by other Alberta school jurisdictions

Info from jurisdictions outside of Alberta

Considerations for future school development

Summary

# Performance-plus Contract

- Comprehensive pilot covering 7 schools (2003)
- Included energy consumption reduction related work (\$2.5 mil) and other renewal work (\$270k)
- Ministerial approved borrowing to finance the project
- Fully funded through energy savings, guaranteed by the contractor
- Unique financing approach yielded a net borrowing rate of 0.45%

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

## P-3 for Building Renewal

- Interviewed potential partners to explore the appetite for a major private funding initiative to address deferred maintenance
- One proponent was identified with an interest
- After an interview in Calgary, the proponent was requested to submit documentation for further study
- The proponent was non-responsive after several attempts by the CBE
- The initiative was dropped

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

# Application of Land Sale Proceeds

- Property improvement for new school construction (ie. site preparation)
- Willow Park and Sir J. Franklin modernized and upgraded for Arts Centred Learning
- Scenic Acres and William Reed gymnasium additions
- Mini school construction

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

## Leased Space

- W.H. Cushing Workplace School - renovated space in a commercial tower in City core
- Outreach programs (Bowness, Marlborough Mall)
- Option to lease included in the Radisson Park P-3 agreement
- East Village contemplates a P-3 lease (Chinook Learning Services)

Context

## Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

## Lessons Learned

- The more partners that are involved, the more difficult it is to implement the project
- With less control over the construction standards there is less opportunity to influence the facility suitability and operating costs
- The longer there is an absence of adequate funding, the more problematic the infrastructure backlog becomes
- The CBE has a limited capacity when relying solely on its own resources
- There are a few willing and able private partners in the marketplace
- Provincial policy is unclear regarding support for P-3's

Context

Historical CBE Strategies

**Strategies used by other  
Alberta school jurisdictions**

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

## Question 2:

- What have other jurisdictions undertaken in terms of capital funding?

Context

Historical CBE Strategies

**Strategies used by other  
Alberta school jurisdictions**

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

## Alberta Undertakings

- Partnership with a private school established by church and operating out of a public school building - Strathcona Christian Academy
- Shared facility for elementary students from 2 different school districts - Sylvan Lake Multi-campus
- Community learning centre for rural college and high school students (joint campus) - Olds Community Learning Campus
- Leased space for 4th and 5th year high school upgrading program - Edmonton Centre High

## Alberta Undertakings ...cont'd 1

Context

Historical CBE Strategies

**Strategies used by other  
Alberta school jurisdictions**

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

- Leased space from surplus industrial-use property for a dedicated purpose high school - Aboriginal high school (Edmonton)
- Conversion of high school space to virtual school (St. Paul's Academy) - Okotoks Technology Learning Centre
- Multipurpose facility for college and high school students - Cold Lake Energy Centre
- Educational and family service regional complex - Trillium Centre (Sherwood Park)

## Alberta Undertakings ...*cont'd* 2

Context

Historical CBE Strategies

**Strategies used by other  
Alberta school jurisdictions**

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

Summary

- 2 high schools and public use as a P-3 - Grand Prairie's Community Knowledge Campus
- Cooperative model among public and separate school boards, community agencies, municipal governments and post secondary institutions for inner city communities - Mother Theresa school
- City partnership involving the disposition of unused school reserve lands for housing, with proceeds applied to new or modernized schools - Edmonton Reserve Lands

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Question 4:

Broken into 3 parts for response

- a) If we were without restraints and statutory limitations, what kinds of schools do we need for the future needs of our students?
- b) What challenges would we have to overcome in order to meet student needs?
- c) Beyond Alberta jurisdictions, how are other urban school boards addressing the complex issue related to building and upgrading schools?

## a) Kinds of schools

Context

Historical CBE Strategies

Strategies used by other Alberta school jurisdictions

**Info from jurisdictions outside of Alberta**

Considerations for future school development

Summary



Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Kinds of schools ...cont'd 1

- current need – 12 elem., 9 jr. high, 2 sr. high; a number of major modernizations with 3 formally requested and potentially a number of new schools to address significant deferred maintenance situations
- Teaching and learning needs
  - Inspiring places where children learn
  - Reflect information age and future technology trends
  - Student learning centred – every child succeeds
  - Personalized learning style needs – National Sports School
  - Non-institutional – school as a resource centre
  - Experiential – with display potential
  - Distributed learning in the community at large
  - Permit social interaction and development

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Kinds of schools ...*cont'd 2*

- Functional flexibility
  - Schools within schools – grade clusters
  - Large areas outfitted for multi-tasking
  - Flexible building and spaces within
    - Adaptable infrastructure for changing technologies
  - Facility serves more than one community
- Functional specialization within schools
  - Common specialty area
  - Breakout areas
  - Independent learning space
  - Team teaching spaces

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Kinds of schools ...*cont'd* 3

- Specialized Learning Environments
  - Adaptable CTS programs and spaces
  - Magnet schools
  - Partnership centres
  - Centres of excellence
  - Transitional programs
- Facility features
  - Bright teaching spaces with lots of natural light
  - Environmentally sustainable
  - Safe and secure
  - Durable construction inside and out

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## b) Challenges to overcome

- Development challenges
  - Quality of new properties (subsoils, methane, servicing)
  - Creating the preferred environment
  - Municipal expectation
  - Knowledgeable technical professionals to design
- Regulatory challenges
  - Reserve and zoning limitations
  - School act is limiting on financing options (borrowing)
  - Closure regulations
- Market challenges
  - Escalating costs of construction
  - Contractor availability

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Challenges ...*cont'd 1*

- Planning challenges
  - Need for a multi-year funded Provincial plan
  - Uncertainties regarding Provincial P-3 guidelines
  - JUA requires mutual three-party agreement
  - Competing interests for use of reserve lands
  - Anticipating future intended use (community program, programs of choice, etc.)
  - Difficulties in the mixed use redevelopment of school sites

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Challenges ...*cont'd* 2

- Community challenges
  - Multiple expectations of public education
  - Inner city declining enrolment
  - City perimeter growth
  - Multiple stakeholder interests
- Funding Challenges
  - Primary reliance on Provincial grant funding
  - Limited sources of internal financing (ie. capital reserves)
  - Limited leasing capability
  - No taxation or borrowing authority

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## c) Beyond Alberta Jurisdictions

- Financing
  - Public bond issues (US)
  - Retrofit financing through energy savings
  - State allocated class size revenue
  - Inclusion of daycare into facility through separate Provincial capital funding
  - Reinvest lease revenue into new schools or modernizations
  - Sell off portions of sites for revenue
  - School board debenture funding supported by supplementary debt servicing funds from Provincial government
  - Discretionary capped local property tax for bond repayment
  - Impact fees - tax increment funding to support development of new schools
  - Lease facilities

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Beyond Alberta Jurisdictions ...*cont'd 1*

- Cost management
  - Larger prototypical schools to reduce construction costs (elem. 800-1200, jr. high/middle 1200-1600, sr. high 3000)
  - Construction contract management
  - On-site fabrication techniques (tip-up wall)
  - Multi-track year-round calendar

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

**Info from jurisdictions  
outside of Alberta**

Considerations for future  
school development

Summary

## Beyond Alberta Jurisdictions ...*cont'd* 2

- Design and development
  - Transportable Classroom Unit farms (TCU's - mini schools)
  - Minimalist design to maximize new school numbers ("give them a box")
  - Repeat designs (cost and time)
  - 4 Canadian districts establishing web-based learning available in and out of school

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

**Considerations for future  
school development**

Summary

## Question 3:

- Given the challenges, how should the CBE move forward to ensure that students have easy access to schools in their community?

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

**Considerations for future  
school development**

Summary

## Longer-term considerations

- Financing
  - Establish support for longer term Provincial capital funding strategy
  - Secure greater flexibility and capacity to finance capital projects at the District level
  - Move the value of current assets to where it is needed

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

**Considerations for future  
school development**

Summary

## Longer-term considerations

- Cost
  - Consider space needs; technology anywhere, anytime
  - Personalization of learning spaces
  - Consider construction efficiency - be creative around cost management to maximize the number of new spaces
  - Space flexibility; may lead to more leasing rather than ownership
  - Effective facility partnerships
  - Influences of the role of the broader community in education

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

**Considerations for future  
school development**

Summary

## Shorter-term considerations

- Financing (new schools)
  - Pursue the Province for additional funding (ie. newly announced Schools for Tomorrow plan)
  - Implement strategies to meet the Province's 85% funding criterion
  - Pursue a redefinition of the sectors by the Province; greater flexibility for recommending new schools
  - Through consolidation and liquidation, release the value inherent in Board owned properties and redirect funds. Investigate redevelopment/rezoning of school sites to enhance the value on subdivision and/or sale

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

**Considerations for future  
school development**

Summary

## Shorter-term considerations ...*cont'd* 1

- Financing (new schools)
  - Developer compelled to build on reserve land, school leased to own (may require regulatory change)
  - Leverage new school funding through partnerships
  - Approach Province to consider a sustainable reserve fund in support of school construction
  - Apply lease revenues from closed schools to capital construction or lease 'in right places'
  - Sale and partial lease-back of buildings (right-sizing)
  - Become a secondary tenant with other partners (East Village)

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

**Considerations for future  
school development**

Summary

## Shorter-term considerations ...*cont'd* 2

- Cost Reduction (new schools)
  - Mini schools (K-4) to establish a presence
  - Proto-type schools (modified repeat design)
  - Become part of a complex where the school uses part of the facility during the day and in off-hours others use part of the school (Edgemont)

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

**Considerations for future  
school development**

Summary

## Shorter-term considerations ...*cont'd* 3

- Financing (modernizations)
  - Pursue the Province to implement their intended new Revitalization fund
  - Pursue the Province for sustainable long-term financing
  - Dedicate district capital building reserves to school modernizations
  - Pursue P-3 for energy plus renewal projects
  - Direct savings from new school projects to mods
  - Pursue government for relaxation on borrowing to allow leveraging of a portion of IMR

Context

Historical CBE Strategies

Strategies used by other  
Alberta school jurisdictions

Info from jurisdictions  
outside of Alberta

Considerations for future  
school development

**Summary**

## Summary

- Within Alberta the CBE leads the way in innovative new school financing
- Self resourcing currently has very limited capacity
- Few school districts outside of Alberta experiencing growth
- CBE situation is complex within a growing city with a large inner city, and high public education expectations.
- Although consolidation may eliminate some deferred maintenance, improve the utilization rate, and provide an opportunity to redirect the asset value, public acceptance is a continuing challenge
- P-3's require up-front or long-term financial commitments

The End

Questions?

