



SCHOOL DISTRICT No. 73 (KAMLOOPS/THOMPSON)

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DATE: June 17, 2009

TO: Members of the Board of Education

FROM: Terrence S Sullivan, Ph.D, Superintendent

RE: FACILITIES REPORT

Attached is the report on the Configuration of School District Facilities. The report is the result of Board approval of our “Planning For the Future” document, which was approved on July 7, 2008 and approved again by the new Board at its Board Retreat on February 1, 2009. The “Planning For the Future” document is the Long Term Plan for the school district for the years 2008 – 2013.

The following goals in the plan are directly related to the report on the Configuration of School District Facilities:

Theme 2: Education

Goal 7 – To Create Effective and Efficient Learning Environments

Theme 4: Facilities and Transportation

Goal 1 - To reduce our environmental footprint,

Goal 2 - To provide high quality facilities, transportation system and support systems,

Goal 3 - To create effective, efficient district support facilities.

Subsequent to the Board approval of the Long Term Plan, the Superintendent appointed a senior staff committee consisting of the Secretary Treasurer, the Assistant Superintendent of Secondary Education, the Assistant Superintendent of Elementary Education and the Director of Facilities and Transportation. The Director of Facilities and Transportation was named to chair the committee. The committee was asked to look at every facility in the school district including all schools and all support facilities. The committee mandate is listed on page 4 of the report.

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The committee chair was directed to file a report with the Superintendent no later than the middle of May 2009. At the time of the announcement of the appointment of the committee, it was indicated that the Superintendent would present a report to the Board no later than the end of the 2008/2009 school year. This report fulfills that commitment.

It is clear that there will be a reduction in positions as a result of the implementation of the recommendations in the report. However, it is equally clear that the loss of positions will be greater if the district maintains the status quo. The status quo will mean that we will continue to reduce positions each year to balance our operating budget while we constantly realign our programs and stretch our staff. As a consequence we will become less efficient in the utilization of our staff and our facilities, which will have consequences for the quality of our programs.

The consolidation of facilities on the north shore presents an opportunity for new construction. Schools on the north shore are in excess of forty years old. It is estimated that the annual facilities grant provides about half of what we need to maintain our existing facilities. As our facilities continue to age our annual maintenance costs will continue to increase. New construction on the north shore will provide opportunities to reconstruct without disruption as well as lowering the average age of our building inventory.

It is important to stress that the report not only deals with the reconfiguration of facilities but the redesigning of some of our programs to ensure a high level of program delivery. Given some very significant challenges brought on by our declining enrollment and corresponding revenue decline, it is hoped that this report will stimulate wide-ranging discussion at all levels of the system regarding the actions that will need to be taken to secure a future for quality public education in our district.

Finally, it is important to note that no action is required of the Board at this time. The Board, the district and our school communities will need some time to absorb and discuss the information in this report.

Therefore the following is recommended:

that the Facilities Configuration Report be referred to the Board, meeting as Committee of the Whole, to determine a process for dealing with the report and the recommendations contained in it.

A handwritten signature in black ink, appearing to read "Terrence S. Sullivan". The signature is stylized with large, flowing loops and a long horizontal tail.

Terrence S Sullivan, Ph.D
Superintendent

Attach.

Facilities Committee Report

June 2009

Committee Members

Art McDonald, P. Eng., Director of Facilities and Transportation
Karl deBruijn, M.Ed., Assistant Superintendent Elementary Education
Kelvin Stretch, CMA, MBA, FCMA, Secretary-Treasurer
Ross Spina, M.A. Ed., Assistant Superintendent Secondary Education

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1.0 EXECUTIVE SUMMARY

To sustain School District #73's tradition of delivering high quality programs and services within the constraints of future funding based on the projected enrolment levels for the District, the Facilities Configuration Committee has completed an extensive review of the current and future configuration of the school district facilities.

The enrolment figures used in this report are student headcount values, not Full Time Equivalent (FTE) students. This distinction is important, since student headcount is used to determine space requirements, while student FTE's are used for financial purposes such as funding and budgeting.

1.1 Conclusions

1. Based on current enrolments and future projections, the school district will continue to see a decline in enrolment until approximately 2013 with a projected leveling off around 13,000 students, with some modest recovery to around 13,400 students by 2018.
2. The school district is operating too much space for the current and projected student population.
3. The excess capacity problem continues to put increasing pressure on the District's operating budget.
4. The excess capacity problem has resulted in capacity utilization percentages that are too low for the Ministry's thresholds for new space funding and major renovation funding.
5. It is becoming increasingly difficult to effectively staff small elementary and secondary schools.
6. It is becoming increasingly difficult to offer a full range of curricular and extra curricular program options at the small elementary and secondary schools.
7. When enrolment projections and inflationary pressures are considered, and assuming no changes to the staffing levels and configuration of the district, financial projections indicate that the District will be dealing with budget shortfalls of the following magnitude:

	Annual	Cumulative
• 2010-2011	\$ (3,661,336)	\$ (3,661,336)
• 2011-2012	\$ (3,205,101)	\$ (6,886,487)
• 2012-2013	\$ (3,001,978)	\$ (9,888,465)
• 2013-2014	\$ (2,901,291)	\$(12,789,756)

8. 60% of our schools will require replacement within the next 20 years.
9. The Annual Facility Grant provided to the District is approximately half of what is required based on life cycle analysis.

2.0 INTRODUCTION

2.1 Scope

Superintendent Sullivan established the Facilities Configuration Committee to make recommendations regarding the future configuration of school district facilities.

The mandate of the committee as directed by Superintendent Sullivan was:

1. To examine and analyze the existing configuration of school district facilities and to recommend a new configuration, including new construction, in the context of enrolment decline, which will allow us to deliver the best quality public education in the most cost effective manner;
2. To examine and analyze the existing school boundaries and to make recommendations regarding the most efficient use of our school space;
3. To examine and analyze our existing transportation policy in the context of our future space allocation requirements;
4. To examine the concept of public/private partnerships as a vehicle to meet demands for new facilities, such as a new secondary fine arts school;
5. To determine if any reconfiguration of district facilities can produce additional financial resources to meet future district needs;
6. To consider any other matter that might be related to the optimal future configuration of the district facilities.

In line with this mandate are three goals from the recently completed Long Term Plan.

- Theme 2: Education – Goal 7, To create effective and efficient learning environments
- Theme 4: Facilities and Transportation – Goal 2, To provide high quality learning environments
- Theme 4: Facilities and Transportation – Goal 3, To create effective, efficient District Support Facilities

2.2 Background

The amount of educational space the district operates is directly connected to the student population. School District #73 continues to experience declining K-12 enrolment, having declined from a high of 17,659 students in 1997 to a current enrolment of 14,233 students in 2008. This enrolment decline is expected to continue until approximately 2013 when it is projected that enrolment will level off around 13,000 students, with some modest recovery to around 13,400 students by 2018.

School districts receive their operating funds based upon a per student allocation, which is currently set at \$5,851 per student with supplementary funding for enrolment decline, students with special needs, teacher salary differential, geographic factors, transportation, funding protection, and labour settlement funding. As the enrolment declines the school district will receive less discretionary funding from the provincial government. Based on current funding levels, the projected enrolment decline will result in continued revenue decline and continued annual budget shortfalls.

3.0 GOVERNMENT POLICY – CAPITAL PLANNING & FUNDING

One of the core functions of the Ministry of Education is to allocate funds for the K-12 public education system. These funds include capital funding for school construction and operating funding for ongoing renovations and upgrading required in maintaining the condition of existing capital assets. The Ministry is fiscally responsible for all aspects of the management of the capital procurement process.

Much of the material in this section is taken directly from Ministry of Education documents, and presents the context the Ministry works in and the important criteria that the Ministry uses to determine which projects will receive support for capital funding, whether for new space projects or for major renovation projects. This information is provided to see the importance of increasing the District's capacity utilization.

3.1 Provincial Policy – Capital Expenditures

The Ministry has established an annual three year capital planning horizon for its own cashflow forecasting purposes. Each year school boards submit five-year capital plans which include details on school building projects they wish to undertake. Once the five-year capital plans have been submitted each capital request is analyzed by the Ministry and assigned a priority ranking. Based on detailed analysis of district submissions, government establishes an overall capital budget for schools. Resources are allocated to the highest-priority projects, and school boards are advised which projects may proceed.

Capital project requests will be considered by the Ministry on an annual basis only for support in the third year of the Ministry's current three year plan. Only capital requests for new buses and bus replacements will be considered for support in the first year of the three year plan.

School districts are expected to develop long-term capital plans to determine their existing and future needs for capital and operating purposes. The Ministry's role will continue to be assisting school boards in the capital planning process.

Eligible capital projects include the provision of new educational space required for enrolment growth, and the replacement or rehabilitation of existing school facilities that have reached the end of their economic and functional life.

3.2 The Ministry's Capital Planning Framework

The following guidelines form the major components of the Ministry's capital planning framework, and they describe the factors the Ministry uses in making capital funding decisions related to District requests.

3.2.1 New Space Requests – New Schools or Additions

- Minimum capacity utilization thresholds have been established by the Ministry for capacity utilization at the school district level, which must be met before a school district is eligible for new school space.

Minimum Percentage Utilization Requirements			
FTE Enrolment	Elementary (Gr. 1-7)	Secondary (Gr. 8-12)	District Average
>7,500 (and all urban districts)	100%	110%	95%
5,000 to 7,499	95%	105%	90%
1,500 to 4,999	90%	100%	85%
< 1,500	80%	90%	75%

- The capacity utilization analysis is based on the existing inventory of schools, taking into account closed schools and school district enrolment projections. While capacity utilization thresholds are intended to be applied at the district level, in situations where travel distances are significant or local needs warrant additional space, consideration may be given to alternative scenarios proposed by districts.
- For a new space (not including replacement and/or consolidation) request to be considered for funding support, projected enrolment must be increasing over a five to ten year horizon.
- School districts must be able to demonstrate that they are using their existing school facilities efficiently before ministerial support may be given to increase school space.

3.2.2 Replacement and Rejuvenation Requests

- Capital plan requests for replacement or rejuvenation of an existing school will be evaluated by the Ministry based on two criteria:
 - Facility audit score
 - Capacity utilization analysis
- The Facility Audit score is a value from 0 to 100 that provides an indication of the current condition of various building components including, building envelope, flooring, roofing, HVAC systems, electrical systems, plumbing systems, and others. As our school district has always maintained our buildings at the highest possible quality within funding availability, our Facility Audit scores will likely all be a minimum of 65. Last year, the Ministry was considering projects with Facility Audit scores in the 30's. Stated another way, by doing a good job of maintaining our facilities, we don't qualify for replacement funding.
- The initial priority for replacement or rejuvenation of a school will continue to be determined by facility audit data. Even when the Ministry ranks a school as a high priority for replacement, support will be contingent upon a capacity utilization analysis of surrounding schools.
- Replacement or rejuvenation of a school will not be supported if adequate space is available at nearby schools to accommodate its current student enrolment and that space will not be required for future enrolment growth.

- A reduction in existing capacity (i.e., a smaller replacement or inventory reductions) may be required as a condition of support for a requested replacement or rejuvenation.

3.2.3 School Consolidations

- Schools districts experiencing continued declining or shifting enrolments may wish to reduce the inefficient use of school facilities through consolidation to fewer locations.
- Capital plan requests for consolidation of two or more existing schools will be evaluated based on the facility audit scores of the existing schools.
- The Ministry will consider renovation or, in special circumstances, addition requests that are supported by a comprehensive business case evaluation that confirms the optimal utilization of schools in consideration of their age, building condition, capacity, and location.
- School districts will be required to demonstrate potential savings in operating costs and provide support for the requested capital project through the sale of surplus assets, where applicable.

3.3 Funding for Capital Projects

In addition to the formal direction provided by the policy statements and operating guidelines there is the informal unannounced direction the Ministry has taken. There is a tremendous emphasis in government at present to control capital spending in the face of escalating construction costs and achieving the most politically beneficial objectives. The government has made the Seismic Mitigation Program one of its largest capital financial commitments, and much of the available capital funding in the next few years will be directed to that program (\$1.5 billion over the next 15 years). Other school construction, expansions and renovations will take place, but they will be limited in the short term and approvals will be given with a best business case emphasis and a district's ability to bring financial resources to the table.

Regardless of how a project is funded, the approval process with the Ministry is based on the development of a good business case, low facility audit scores, and capacity utilization analysis of the school of interest and surrounding schools.

Once a new space project or major renovation project is approved by the Ministry, the Board and Ministry can review the different funding options and come to a mutual decision about which alternative is the best for the project.

For example, the Ministry must approve the Fine Arts Secondary School project on our capital plan, and once this approval has been received, funding alternatives such as those described below can be explored.

3.3.1 Government Funded

Traditionally, governments have borrowed money to provide the funds for capital construction projects. As described previously, there is a legislative framework dealing with government capital funding, and an approval process with the Ministry. Direct government funding is the model that is most often used for school construction in British Columbia.

3.3.2 Public Private Partnerships

Public Private Partnerships (P3) are a method to finance new construction by negotiating a long term contract with a private consortium. The private consortium provides the capital to build the project, and in return the Ministry (via the Board of Education) provides long term (20-30 years) lease payments to the consortium. Depending on the model of P3 used, the consortium may also control the operation of the facility during the term of the contract.

In discussions with Ministry of Education officials, in the education sector the P3 model only makes sense where there is a total project worth \$100 million or more, however, all projects over \$50 million must be reviewed by Partnerships BC to see if a P3 makes economic sense. A \$100 million project would be equivalent to the construction of 10 or more new elementary schools or at least 5 new secondary schools.

4.0 DISTRICT CONTEXT AND EDUCATIONAL TRENDS

4.1 Elementary

Historically, a typical elementary school in the Kamloops/Thompson School District was built to accommodate 300 to 400 students. Some of the elementary schools had enrolments in the range of 500 to 600 students during times of peak enrolment. The trend of declining enrolment has resulted in most schools being under enrolled. There are now only nine elementary schools with more than 300 students, 14 schools with 200-300 students, and 13 schools with less than 200 students.

Schools were planned and built to accommodate students from the immediate neighbourhood. There were clear catchment area boundaries and schools were filled by students from within the catchment and there was very little cross-boundary enrolment. Declining enrolment has created space in schools, and changes to the School Act that allow parents/students to choose schools subject to available student space have blurred catchment boundaries. These two factors have resulted in extensive cross-catchment enrolment, and in some cases have exacerbated under enrollment and over enrollment in some elementary schools.

Just as school districts are funded based upon student enrolment, individual elementary schools are staffed according to the student enrolment within the school. It takes a certain amount of student generated funding to be able to afford the salaries associated with the staffing to support the services that most parents expect a school to provide. This staffing complement usually consists of classroom teachers, a learning assistant resource room teacher (LART), a teacher librarian, a principal/vice principal, a secretary, school support workers (SSW, FNEW), and custodians. As well, we have come to rely on support to students and schools from district support staff including special education specialists and maintenance staff. All school based or district support staff salaries are paid from the funding formula described above.

When elementary schools had an enrolment of 400 or more students they were able to employ full time specialty teachers. The schools would have 16 or more classroom teachers each of whom would have differing areas of strength (e.g. fine arts, physical education, science) that contribute to the overall educational program both curricular and extra-curricular. Teachers were able to divide up the extra-curricular activities without overloading individual teachers. There were often two or more classes at each grade level allowing more choice for placing students in educationally appropriate groupings. There were fewer multiple grade classrooms and students with special needs could be placed in less concentrated, appropriate class placements.

As the student enrolment in a school decreases it becomes more challenging to provide the full range of services required to run an effective educational program for students. On average schools are staffed at a level of 1 classroom teacher for 24 students but consideration must be given to grade level and class size/composition legislation. In order to meet class size/composition legislation and to maximize student/teacher ratios, schools with low enrolment are organized into more multi-grade (split) classes. There are 7 elementary schools that now have less than 100 students in them and it is not uncommon to have 3 or more grade levels taught in one room. Positions such as Librarian and LART are assigned on a student/teacher ratio basis and therefore smaller schools only receive part-time positions for these roles. This also creates recruitment and retention challenges because teachers would rather work at their specialties on a full time basis, as these teachers have taken additional education and training to qualify for these positions.

Smaller enrolment elementary schools have also made it difficult for teachers to provide the full curricular and extra-curricular programs that parents and students have come to expect. Parents and teachers want students to be able to take full advantage of all the program offerings in the District. These include such programs as inter-school sports, intramural sports, choir, band, Young Artists Conference, Science Fair, Young Authors, Math Expo and many others. In a school with low enrolment there are fewer teachers available to share these co-curricular and extra curricular activities, and it becomes difficult to get teacher sponsorship for students to be involved in these activities.

During this period of enrolment decline there have been several educational trends that have affected traditional school attendance patterns and space utilization which need to be considered in light of facility configuration. These include such things as: “Schools of Choice”, full day kindergarten, schooling for children ages 3 and 4, Strong Start Programs, Expanded Board Mandate for Community Literacy, Class Size/Composition Legislation, meals programs, community day cares and other community use of schools. All of these will have an effect on demand for space within a school. Some of these programs will provide additional revenue to the district but none will provide the level of funding that the District would receive if the rooms were filled with students. Many of these programs are social support programs that provide little or no additional funding and will likely not enable the District to recover the funds required to maintain and operate the space.

School District #73 has several Schools of Choice. These include five dual track French Immersion Programs (Marion Schilling Elementary, South Sahali Elementary, Arthur Hatton Elementary, Lloyd George, and South Kamloops Secondary), Beattie School of the Arts and Bert Edwards Science and Technology School. These programs have been developed as the result of parent/community initiatives and are supported by provincial legislation and school district policy. They operate under guidelines outlined in Board policy and are funded at the same level as other schools and should incur no extraordinary costs for program maintenance. Enrolment is drawn from district-wide catchment areas and in the case of the French Immersion schools, regional catchment areas.

Strong Start programs are currently housed in four schools with District and Ministry plans to increase this number. Strong Start is a free drop-in early learning program for preschool-aged children accompanied by a parent or a caregiver. A qualified early childhood educator leads activities that help children develop linguistically, physically, emotionally and socially, and become comfortable in a school-like setting. The programs require a classroom space and are currently located regionally at Raft River Elementary, Barriere Elementary, John Tod Elementary, and Ralph Bell. Two new programs have been approved for Haldane Elementary and South Sahali Elementary.

Although the Ministry of Education has indicated that full day programming for kindergarten students will not happen for 2009-2010, they remain committed to the concept. It is expected that this program will be funded through the current student FTE allocation system and full time kindergarten students would receive full funding as opposed to the half funding for the half day program we currently deliver. Based upon current enrolments, expansion of kindergarten to a full day program will require additional space in 14 elementary schools.

Although there has been no formal proposal for school programming for children age 3 and 4, the concept is under discussion at the provincial level. Until there is more concrete information available it is impossible to determine the effects that this might have on space utilization in our schools.

Class-size legislation limits the number of students per class. Class size limits are now set at: kindergarten 22 students, grades 1 to 3 - 24 students, and the school district has a cap of 30 students for grades 4 to 12. This enables us to determine the capacity of our school buildings.

Although schools may be only partly full of students, the entire building requires maintenance and cleaning. There are minimum levels of support staff required to keep a school functioning as a clean and healthy learning environment and with fewer students it becomes difficult to pay the associated salaries necessary to maintain the under-utilized space. There are also obvious negative environmental and economic impacts of having many under-utilized school buildings. For example, whether a school is fully occupied or not the entire building must be heated, cooled and lighted throughout the year. This is expensive, wasteful of natural resources and adds to our carbon footprint.

4.2 Secondary

Roughly half of the district's enrolment decline has occurred at the secondary levels. While in 1995 the challenge was to find space to accommodate shifting demographics and student numbers, particularly within Kamloops, the challenge today is reconfiguring school boundaries and schools to optimize operations and provide quality education programs and choices for students, commensurate with the current and future reality of declining enrolment.

Rural secondary schools continue to experience declining enrolments not only from changing demographics, but from the economic downturn in rural communities, particularly those regions dependent on the forest industry. With the exception of Logan Lake with an enrolment of approximately 100 students, Clearwater Secondary, Barriere Secondary, and Chase Secondary are near or above 200 students. The rural secondary schools, at these levels of enrolment, cannot provide a comprehensive program. Inevitably, program areas like band, athletics, arts, and technology suffer. As well, senior level academic course offerings will be compromised, and small rural secondary schools will become more dependent on video conferencing technologies to deliver core academic courses. Principals of small rural secondary schools must continue to be creative in retaining their students and teachers by offering a variety of quality course offerings, within the unique rural context.

The last major review of secondary school configurations occurred in 1995. In order to resolve overcrowding at Kamloops Senior Secondary School and to better utilize secondary school buildings within the City of Kamloops, the Board of Trustees of School District #24 (Kamloops) passed a motion on May 29, 1995 changing secondary school attendance boundaries and moving all secondary schools within Kamloops to a grade 8-12 model. This reconfiguring of secondary schools was prompted by the need for space due to high enrolment numbers.

In September 2003, John Peterson Secondary (grades 8-12) and Kamloops Secondary School (grades 8-12), two side-by-side secondary schools, were amalgamated. The new two-campus school was named South Kamloops Secondary and its capacity was pegged at 1500 students. Economics was the primary motivator in the amalgamation of these two schools since the large school introduced economies of scale, which allowed for the reduction of per capita costs.

In secondary schools, where students make curriculum choices, numbers need to be sufficiently large to be able to offer a wide range of subjects and associated choices. Having program and extra curricular choices becomes even more important in grades 11 & 12 when students are

beginning to focus on post secondary life, whether in academics, trades and technology, arts or athletics.

While there are differing views on what makes an optimum size secondary school to achieve the best learning outcomes, there is research supporting both smaller secondary schools (400-500 students), and larger secondary schools (>500 students).

Evidence supporting smaller secondary schools was brought forward during the discussions on the merger of John Peterson and Kamloops Secondary in 2003. Ironically, despite the concerns raised about the larger merged school, the new school of 1500+ students (South Kamloops Secondary) has become the school of choice for many students and parents, and there is ongoing pressure from out of boundary students and parents to increase enrolment to the Ministry determined capacity of 1750 students. South Kamloops Secondary continues to be a draw to these parents because the larger school is able to offer a greater range of course and program offerings, enrichment and extra curricular activities to meet the diverse needs of students. South Kamloops Secondary currently has 368 students (24% of the total enrolment) that are out of boundary students. Of this 368 out of boundary, 138 are from the North Shore, 209 are from the South Shore, and 21 are from out of Kamloops.

Regardless of philosophical issues around what is an optimum school size, with the Ministry's funding formula and the physical size of our secondary schools, 500 students across a maximum of 3 grades can be operated efficiently, while 500 students across 5 grades cannot be operated efficiently. Currently, secondary schools in this district's rural areas fall short of this enrolment level and will require the continued and expanded support of technologies such as video conferencing to sustain viable programming. Some of the other secondary schools have significant projected enrolment declines, and will be in the 500 student population range within the next 5 years.

Although schools may be only partly full of students, the entire building requires maintenance and cleaning. There are minimum levels of support staff required to keep a school functioning as a clean and healthy learning environment and with fewer students it becomes difficult to pay the associated salaries necessary to maintain the underutilized space. There are also obvious negative environmental and economic impacts of having many under-utilized school buildings. For example, whether a school is fully occupied or not the entire building must be heated, cooled and lighted throughout the year. This is expensive, wasteful of natural resources and adds to our carbon footprint.

5.0 ENROLMENT PROJECTIONS AND CAPACITY

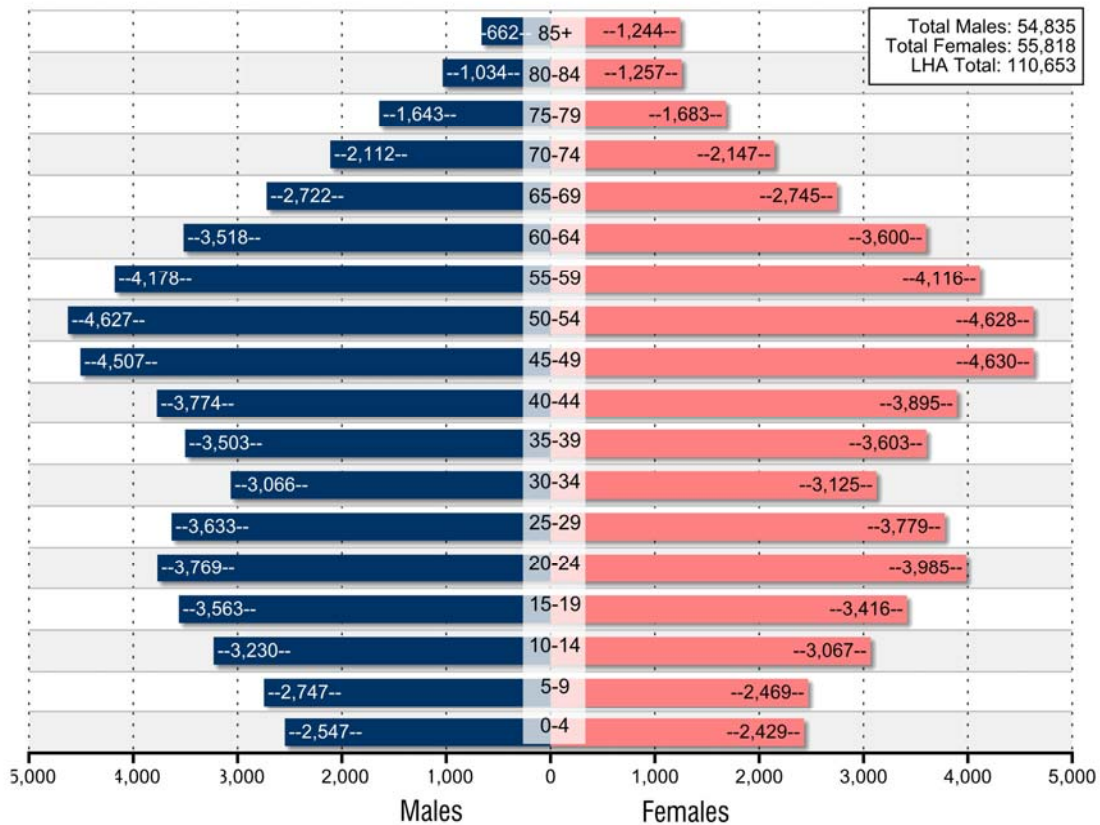
5.1 General Demographics

The key to any facilities plan is to understand and try to predict future space requirements based on enrolment projections. The school-age population is simply a subset of the general population. As part of their general population projections, Interior Health Authority prepared the following chart which shows the populations in 5 year cohorts for the Kamloops Local Health Authority.

The chart illustrates why the public education system has evolved the way it has. The “bulge” of 45 to 59 year olds coincides with the large amount of school construction that was done during the late 1960’s, the 1970’s, and the early 1980’s. Since these were the largest cohorts, that capacity has been sufficient for our system since, with some additions and a few new schools where local development conditions required additional space.

There is also a noticeable difference in the size of the 15-19 year old cohort compared to the 0-4 year old cohort. These cohorts are proportional to our enrolment, indicating that the high school population is much larger than our pre-elementary population, which will result in continued enrolment decline, as this larger group of high school students exits our system.

Population by 5-year Age Group and Gender, Kamloops LHA (2009)



5.2 Enrolment Projections

Enrolment projections were determined from 3 sets of data:

- School District – these projections were generated using current enrolment information supplemented with birth rate information obtained from the Interior Health Authority.
- Baragar Demographics– these projections are provided by Baragar Demographics. This company provides annual enrolment forecasts for the school district using a forecasting program that takes into account information from the birth registry and the Family Allowance and Child Tax Benefits files.
- Ministry of Education – these projections are generated by the Ministry of Education.

Several key assumptions in the projections are:

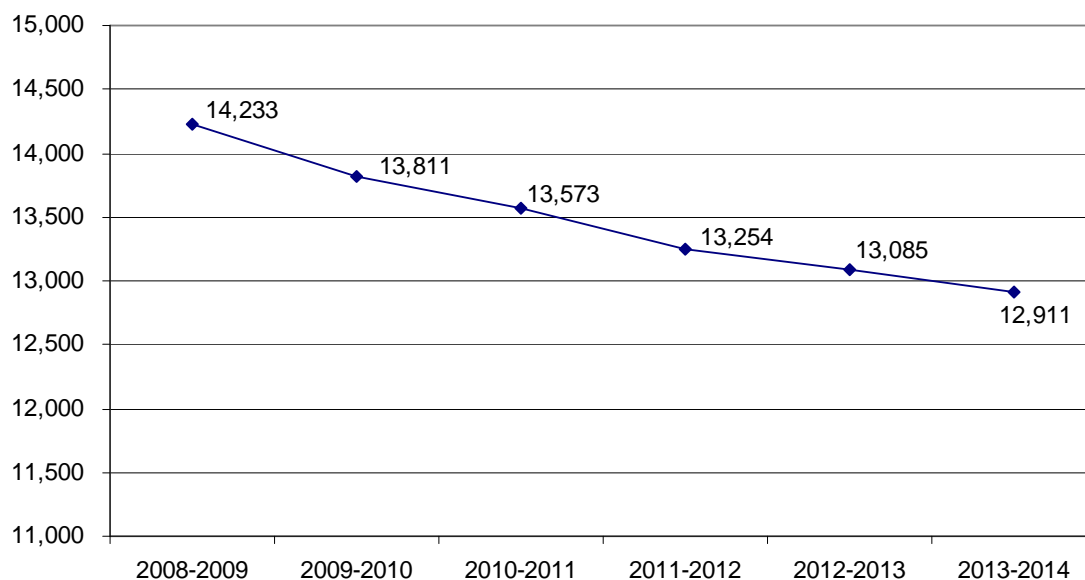
- The birth rates in the Kamloops and Clearwater areas for 2007 and 2008 were about 15% higher than in the previous years of 2004, 2005, 2006. These increases have been factored into the enrolment projections in the school years 2012 onward.
- The current economic situation brings uncertainty in the enrolment projections. Typically, slow downs in one part of the country are countered by higher activity in other parts of the country, which can impact migration patterns within the country and within the province. However, the economic situation is affecting all parts of the country, which may result in lower migration patterns than might be expected in times of economic downturn. It is impossible to know what the impact of the current economic situation will have on near term and long term enrolment figures, so no corrections have been made.
- The figures do not include the enrolments for TREC. Capacity/space will need to be provided as required for this program independent of the other schools.
- Current space allocations for Self Contained Special Education are assumed to be sufficient for future cohorts.
- Due to the uncertainty around future government initiatives, no allowance has been made for these programs.

The enrolment figures used in this report are student headcount values, not Full Time Equivalent (FTE) students. This distinction is important since student headcount is used to determine space requirements, while student FTE's are used for financial purposes. The enrolment figures used in this report will be different from enrolment figures used during budget deliberations and other financial discussions because of this distinction.

One of the arguments the District hears whenever there is a discussion of school consolidation or closure is that the projections cannot be correct because there is new housing in the area or that future developments are planned or that the population is increasing. The enrolment projections take this into account, as overall enrolment decline can contain growth factors in certain areas.

The following graph depicts the enrolment projections used in this report.

Enrolment Projections



As can be seen from the graph, School District #73 will continue to experience declining K-12 enrolment. The school district has gone from a high of 17,659 students in 1997 to a current enrolment of 14,233 students in 2008. This enrolment decline is expected to continue until approximately 2013 when it is projected that enrolment will level off around 13,000 students.

Longer term projections indicate that after 2013, there is likely going to be small increases in enrolment, which may result in a district population of around 13,400 students by 2018.

5.3 Sensitivity Analysis

There is much discussion about the accuracy of enrolment projections, but by their very definition, enrolment projections will not be precise. Knowing that the enrolment projections are not precise, we need to apply sensitivity analysis to the projections to see how changes to these projections will impact the facility configurations of the district.

Differences between the enrolment projections and the actual enrolment in the future can impact our planning in one of three ways:

1. Actual enrolments can be higher than what is projected.
2. Actual enrolments can be lower than what is projected.
3. Actual enrolments can approximate the projections but populations may shift within the district.

Applying a sensitivity analysis to these three possibilities will give a clearer understanding of how our planning will be impacted by differences between the enrolment projections and future

actual enrolments. Decisions that are necessary to be made today have to be based on the best information we have today.

5.3.1 Actual enrolments higher than projected

If the actual enrolments exceed projections in the future, the decisions made regarding reducing capacity will help bring the District into compliance with Ministry capital funding requirements which will make it easier to obtain approval for new/replacement space in the future. Not addressing the problems facing the District today will limit future ways to deal with future enrolments that are higher than are currently being projected. The best strategy today is to position the District so it can more effectively respond to that possibility, should it occur.

If the actual enrolments in the future are higher than the projected enrolments, the district will have to utilize some or all of the following strategies:

- better utilize existing program space.
- undertake alterations or renovations to existing space
- relocate and/or acquire portable classrooms
- provide new space through construction of new facilities or additions to existing schools.

5.3.2 Actual Enrolments Lower than Projected

If actual enrolments in the future are lower than what are being projected, the problem of overcapacity will be continue to be a problem for the District. This possibility further justifies the removal of capacity as a major component of the District's planning. This possibility also supports the disposal of surplus assets as part of the reconfiguration plan.

5.3.3 Enrolments Approximate Projections but Populations Shift Within the District

Actual future enrolments may approximate projections but there could be population shifts within the District that would create a need for additional space in one area while having surplus space in other areas. An example of this is already happening within Kamloops, with lower enrolments generally everywhere and increasing enrolments at Dufferin Elementary and Lloyd George Elementary.

This is the most likely scenario the District will face in the future, and as such, the District will have to utilize some or all of the following strategies:

- alter school boundaries to alleviate overcapacity problems
- better utilize existing program space.
- undertake alterations or renovations to existing space
- relocate and/or acquire portable classrooms
- provide new space through construction of new facilities or additions to existing schools.

5.4 Capacity

The following table presents a summary of school capacities, the current 2008-2009 enrolments and capacity utilizations, and the projected 2013-2014 enrolments and capacity utilizations.

	2008-2009 Enrolment	Surplus Space	% Capacity	2013-2014 Enrolment	Surplus Space	% Capacity
<u>Barriere Zone</u>						
Barriere Elementary	260	28	90%	211	77	73%
Brennan Creek Elementary	7	17	29%	3	21	14%
Barriere Secondary	191	121	61%	179	133	57%
<u>Beattie School of the Arts</u>						
McGill	237	3	99%	237	3	99%
Pineridge	155	37	81%	202	-10	105%
<u>Brocklehurst Zone</u>						
George Hilliard Elementary	204	132	61%	196	140	58%
Kay Bingham Elementary	197	163	55%	183	177	51%
Parkcrest Elementary	383	1	100%	317	67	83%
Heffley Creek Elementary	100	68	60%	105	63	63%
Brocklehurst Secondary	792	35	96%	569	223	72%
<u>Chase Zone</u>						
Haldane Elementary	355	173	67%	300	228	57%
Chase Secondary	226	326	41%	240	312	43%
<u>Clearwater Zone</u>						
Vavenby Elementary	45	51	47%	36	60	38%
Raft River Elementary	291	69	81%	282	79	78%
Blue River Elementary	12	84	13%	14	82	15%
Clearwater Secondary	274	326	46%	211	389	35%
<u>Logan Lake Zone</u>						
Logan Lake Elementary	134	178	43%	147	165	47%
Logan Lake Secondary	99	237	29%	72	264	22%
<u>Norkam Zone</u>						
AE Perry Elementary	295	65	82%	323	37	90%
Arthur Hatton Elementary	200	184	52%	225	160	58%
Bert Edwards	231	9	96%	259	-19	108%
John Tod Elementary	142	170	46%	164	148	53%
Rayleigh Elementary	190	146	57%	167	169	50%
Norkam Secondary	806	178	82%	550	434	56%
<u>Sahali Zone</u>						
McGowan Park Elementary	269	91	75%	290	71	80%

Dufferin Elementary	312	24	93%	367	-31	109%
Summit Elementary	227	109	68%	134	202	40%
South Sahali Elementary	279	129	68%	314	94	77%
Sahali Secondary	751	41	95%	702	90	89%
<u>SKSS Zone</u>						
Aberdeen Elementary	366	90	80%	321	135	70%
Pacific Way Elementary	286	2	99%	278	10	97%
RL Clemitson Elementary	285	123	70%	232	176	57%
Savona Elementary	66	30	69%	39	57	41%
Lloyd George Elementary	434	-2	100%	475	-43	110%
Stuart Wood Elementary	98	46	68%	78	67	54%
South Kamloops Secondary	1,538	190	89%	1315	413	76%
<u>Valleyview Zone</u>						
Dallas Elementary	322	38	89%	291	70	81%
Juniper Ridge Elementary	347	61	85%	331	77	81%
Marion Schilling Elementary	279	105	73%	295	89	77%
Ralph Bell Elementary	166	74	69%	158	82	66%
Westwold Elementary	34	62	35%	38	58	40%
Valleyview Secondary	727	41	95%	650	118	85%
<u>Westsyde Zone</u>						
Arthur Stevenson Elementary	313	47	87%	257	103	71%
David Thompson Elementary	346	14	96%	288	72	80%
Westmount Elementary	218	22	91%	206	34	86%
Pinantan Elementary	58	38	60%	62	34	65%
Westsyde Secondary	721	263	73%	598	386	61%
Totals	14,233	4,434	77%	12,911	5,757	70%

For the 2008-2009 school year, the District has operating capacity for approximately 18,668 students, with a September 30, 2008 enrolment of 14,233 FTE students. The result is surplus space being operated that would accommodate another 4,434 students. Note that this does not include the capacity of four closed facilities, namely the former Barriere Ridge Elementary, Dutch Lake Elementary, Oak Hills Primary, and Westsyde Elementary. These other 4 buildings represent capacity for another 850 students.

As we look toward the school year 2013-2014, the enrolment projections are for 12,911 students, resulting in surplus capacity of 5,757.

5.4.1 Observations

The school district is operating too much space for the current and projected student population.

This overcapacity problem continues to put increasing pressure on the District's operating budget.

The overcapacity problem has resulted in capacity utilization percentages that are too low for the Ministry's thresholds for new space and major renovation consideration.

Unfortunately, the excess space is not concentrated at any particular site. There is and will continue to be excess space at most of our schools.

6.0 SCHOOL CONFIGURATIONS

For the purposes of planning, we have divided the district up into the following geographic zones, which also represent the current configuration of secondary schools and their feeder elementary schools.

- Barriere Zone
- Chase Zone
- Clearwater Zone
- Logan Lake Zone
- Brocklehurst Zone
- Norkam Zone
- Sahali Zone
- South Kamloops Zone
- Valleyview Zone
- Westsyde Zone

All possible reconfigurations have been reviewed based on two fundamental conditions:

- The reconfiguration must be educationally sound.
- The reconfiguration must make economic sense.

As stated previously, there is and will continue to be excess space at most of our schools. As enrolment drops, individual room closures within all schools will need to be assessed and implemented, to lower the operating floor space of the district, and to reduce operating expenses.

The educational benefits for consolidation of schools were discussed in Section 4 of the report.

Financial savings shown for a closure and/or consolidation are net savings based on staff and utility reductions, potential loss of the small community grant, increased bussing costs in accordance with current Board policy as applicable, and a moving allowance. No allowance has been made for renovations required due to a closure/consolidation.

6.1 Barriere Zone

Barriere Elementary

The projected student enrolments for Barriere Elementary indicate that the school population will decrease from the current enrolment of 260 to 211 by 2013-2014, resulting in a decrease in capacity utilization from the current 90%, to 73% by 2013-2014.

Brennan Creek Elementary

The projected student enrolments for Brennan Creek Elementary indicate that the school population will decrease from the current enrolment of 7 to 3 by 2013-2014, resulting in a decrease in capacity utilization from the current 29%, to 14% by 2013-2014.

These students could be relocated to Barriere Elementary, being provided transportation on an existing bus route, resulting in a savings to the District of approximately \$3,500. Due to the minimal cost savings associated with closing Brennan Creek Elementary, this school should remain open.

Barriere Secondary

The projected student enrolments for Barriere Secondary indicate that the school population will decrease slightly from the current enrolment of 191 to 179 by 2013-2014, resulting in a decrease in capacity utilization from the current 61%, to 57% by 2013-2014.

The school will need continued support from initiatives such as video conferencing to keep the school viable into the future.

The following is recommended for the Barriere Zone:

- **Barriere Elementary School should remain as is.**
- **Brennan Creek Elementary School should remain as is.**
- **Barriere Secondary School should remain as is, with supports such as video conferencing and the rural staffing formula.**

6.2 Chase Zone

Haldane Elementary and Annex

The projected student enrolments for Haldane Elementary indicate that the school population will decrease from the current enrolment of 355 to 300 by 2013-2014, resulting in a decrease in capacity utilization from the current 67%, to 57% by 2013-2014.

Haldane Elementary has sufficient capacity for the current and projected enrolments, therefore the Annex could be closed for the 2010-2011 school year, which will result in annual cost savings to the District of approximately \$109,000.

Chase Secondary

The projected student enrolments for Chase Secondary indicate that the school population will increase slightly from the current enrolment of 226 to 240 by 2013-2014, resulting in a slight increase in capacity utilization from the current 41%, to 43% by 2013-2014.

The school will need continued support from initiatives such as video conferencing and the rural staffing formula to keep the school viable into the future.

The following is recommended for the Chase Zone:

- **Haldane Elementary Annex should be closed, with the students being relocated to Haldane Elementary.**
- **Chase Secondary should remain as is with supports such as video conferencing and the rural staffing formula.**

6.3 Clearwater Zone

Blue River Elementary

The projected student enrolments for Blue River Elementary indicate that the school population will increase slightly from the current enrolment of 12 to 14 by 2013-2014, resulting in a slight increase in capacity utilization from the current 13%, to 15% by 2013-2014. All of the students are in a single multi grade class from K-7.

One option is to transport these students to Raft River Elementary in Clearwater. This consolidation would cost the District approximately \$21,000 per year. Since this closure would result in extra cost to the District, this school should remain open.

Raft River Elementary

The projected student enrolments for Raft River Elementary indicate that the school population will decrease slightly from the current enrolment of 291 to 282 by 2013-2014, resulting in a decrease in capacity utilization from the current 81%, to 78% by 2013-2014.

Vavenby Elementary

The projected student enrolments for Vavenby Elementary indicate that the school population will decrease from the current enrolment of 45 to 36 by 2013-2014, resulting in a decrease in capacity utilization from the current 47%, to 38% by 2013-2014.

There is currently sufficient capacity in Raft River Elementary to absorb all of the students from Vavenby. Vavenby Elementary could be closed for the 2010-2011 school year, and the students bussed to Raft River Elementary on a new bus route. Because of the way the bus route operates, students would be picked up at about the same time they currently are, but they would be on the bus 10 minutes longer each way. This consolidation would result in cost savings to the District of approximately \$135,000.

Clearwater Secondary

The projected student enrolments for Clearwater Secondary indicate that the school population will decrease from the current enrolment of 274 to 211 by 2013-2014, resulting in a decrease in capacity utilization from the current 46%, to 35% by 2013-2014.

The school will need continued support from initiatives such as video conferencing and the rural staffing formula to keep the school viable into the future.

The following is recommended for the Clearwater Zone:

- **Blue River Elementary should remain as is.**
- **Raft River Elementary should remain as is, with the addition of the Vavenby students.**
- **Vavenby Elementary should be closed, with the students transported to Raft River Elementary.**
- **Clearwater Secondary should remain as is with supports such as video conferencing and the rural staffing formula**

6.4 Logan Lake Zone

Logan Lake Elementary

The projected student enrolments for Logan Lake Elementary indicate that the school population will increase slightly from the current enrolment of 134 to 147 by 2013-2014, resulting in a slight increase in capacity utilization from the current 43%, to 47% by 2013-2014.

Logan Lake Secondary

The projected student enrolments for Logan Lake Secondary indicate that the school population will decrease from the current enrolment of 99 to 72 by 2013-2014, resulting in a decrease in capacity utilization from the current 29%, to 22% by 2013-2014.

With this level of enrolment, providing a quality high school education program is very difficult, even with the supports of video conferencing and online learning.

The combined enrolment of these two schools in 2008-2009 is 233, dropping to 219 by 2013-2014.

Due to the significant over capacity problem in Logan Lake, the elementary school could be closed, and the students moved into Logan Lake Secondary, creating a K-10 school for the 2010-2011 school year. A portable may be required to provide an extra classroom space. To provide a better education program for the high school, the grade 11 and 12 students could be bussed into Kamloops, where they would attend South Kamloops Secondary School. Students would be picked up at 7:15am, with a ride of 1 hour and 10 minutes each way. This option would result in annual cost savings of approximately \$48,000.

The following is recommended for the Logan Lake Zone:

- **Logan Lake Elementary should be closed for the 2010-2011 school year, with the K-7 students placed in the secondary school building creating a K-10 school.**
- **For the 2010-2011 school year, the grade 11 and 12 students should be bussed to South Kamloops Secondary School.**
- **These recommendations will provide a significantly better educational program for the grade 11-12 students.**

6.5 Elementary – Brocklehurst Zone

George Hilliard Elementary

The projected student enrolments for George Hilliard Elementary indicate that the school population will decrease slightly from the current enrolment of 204 to 196 by 2013-2014, resulting in a slight decrease in capacity utilization from the current 61%, to 58% by 2013-2014.

Due to the low capacity utilization of George Hilliard Elementary and Kay Bingham Elementary, and the close proximity of these two schools, they could be consolidated for the 2010-2011 school year. A portable would be required, as the combined enrolment slightly exceeds the capacity of either building. The need for a portable could be mitigated by a boundary change, which would result in some of the students going to AE Perry Elementary. This consolidation would result in annual cost savings of to the District of approximately \$434,000.

Kay Bingham Elementary

The projected student enrolments for Kay Bingham Elementary indicate that the school population will decrease slightly from the current enrolment of 197 to 183 by 2013-2014, resulting in a slight decrease in capacity utilization from the current 55%, to 51% by 2013-2014.

Due to the low capacity utilization of Kay Bingham Elementary and George Hilliard Elementary, and the close proximity of these two schools, they could be consolidated for the 2010-2011 school year. A portable would be required, as the combined enrolment slightly exceeds the capacity of either building. The need for a portable could be mitigated by a boundary change, which would result in some of the students going to AE Perry Elementary. This consolidation would result in annual cost savings of to the District of approximately \$434,000.

Kay Bingham Elementary was originally built in 1966. George Hilliard Elementary was originally built in 1959, with several additions between 1963 and 1965. Due to the age of both of

these buildings, it is recommended that a new replacement school be built as part of this consolidation. The new school could be built at either site as both sites have sufficient space for a new school building. The new school would have capacity for about 400 students, compared to the existing combined capacity of Kay Bingham Elementary and George Hilliard Elementary of just under 700 students. Using the Ministry of Education capital planning templates, this new school would cost approximately \$10 million.

Parkcrest Elementary

The projected student enrolments for Parkcrest Elementary indicate that the school population will decrease from the current enrolment of 383 to 317 by 2013-2014, resulting in a decrease in capacity utilization from the current 100%, to 83% by 2013-2014.

Heffley Creek Elementary

The projected student enrolments for Heffley Creek Elementary indicate that the school population will increase slightly from the current enrolment of 100 to 105 by 2013-2014, resulting in a slight increase in capacity utilization from the current of 60%, to 63% by 2013-2014.

Due to the low capacity utilization of Heffley Creek Elementary and Rayleigh Elementary, these two schools could be consolidated for the 2010-2011 school year. Heffley Creek Elementary could be closed with the students bussed to Rayleigh Elementary. Currently, the earliest student is on the bus to Heffley Creek Elementary at 7:25am. If students were bussed to Rayleigh Elementary, the earliest pickup would be at 7:15am, with a total ride time of 1 hour and 5 minutes each way. This consolidation would result in annual cost savings of to the District of approximately \$333,000.

Rayleigh Elementary

The projected student enrolments for Rayleigh Elementary indicate that the school population will decrease from the current enrolment of 190 to 167 by 2013-2014, resulting in a decrease in capacity utilization from the current 57%, to 50% by 2013-2014.

Due to the low capacity utilization of Heffley Creek Elementary and Rayleigh Elementary, these two schools could be consolidated for the 2010-2011 school year. Heffley Creek Elementary could be closed with the students bussed to Rayleigh Elementary. This consolidation would result in annual cost savings of to the District of approximately \$333,000.

The following is recommended for the Brocklehurst Zone:

- **George Hilliard Elementary and Kay Bingham Elementary should be consolidated. It is further recommended that a new replacement school be requested from the Ministry of Education as part of this consolidation.**
- **Parkcrest Elementary should remain as is.**
- **Heffley Creek Elementary should be closed, with the students moved to Rayleigh Elementary.**
- **Rayleigh Elementary should remain as is, with the addition of the Heffley Creek students.**

6.6 Elementary – Norkam Zone

AE Perry Elementary

The projected student enrolments for AE Perry Elementary indicate that the school population will increase from the current enrolment of 295 to 323 by 2013-2014, resulting in an increase in capacity utilization from the current 82%, to 90% by 2013-2014.

The students from Pinantan Elementary could be accommodated within AE Perry Elementary for the 2010-2011 school year.

Arthur Hatton Elementary

The projected student enrolments for Arthur Hatton Elementary indicate that the school population will increase from the current enrolment of 200 to 225 by 2013-2014, resulting in an increase in capacity utilization from the current 52% to 58%. This slight enrolment increase is based upon the current configuration of Arthur Hatton as a dual track English and French Immersion program. Arthur Hatton Elementary currently has 92 English students and 108 French Immersion students. These student counts in both programs result in small numbers per grade level and many multi-grade classrooms, some with more than two grades in the class.

Due to the low capacity utilization of Arthur Hatton Elementary and John Tod Elementary, and the close proximity of these two schools, they could be consolidated. The two English programs should be combined and the French Immersion program combined with the Lloyd George Elementary French Immersion program. This consolidation could be done for the 2010-2011 school year. The combined school would still have room for the Strong Start program and the other social programs that are so important to the North Shore. This consolidation would result in annual cost savings to the District of approximately \$407,000.

Arthur Hatton Elementary was originally built in 1964. John Tod Elementary was originally built in 1958, with additions in 1966 and 1967. Due to the age of both of these buildings, it is recommended that a new replacement school be built as part of this consolidation. The new school would likely be built at the Arthur Hatton site as it is the larger of the two existing sites. The new school would have capacity for about 400 students, compared to the existing combined capacity of Arthur Hatton Elementary and John Tod Elementary of just under 700 students. Using the Ministry of Education capital planning templates, this new school would cost approximately \$10 million.

If the decision is made to not consolidate the Arthur Hatton Elementary French Immersion program with the Lloyd George Elementary French Immersion program, the consolidation of Arthur Hatton Elementary and John Tod Elementary could happen for the 2010-2011 school year.

Bert Edwards Science and Technology School

The projected student enrolments for Bert Edwards Science and Technology School indicate that the school population will increase from the current enrolment of 231 to 259 by 2013-2014, resulting in an increase in capacity utilization from the current 96% to 108% by 2013-2014.

John Tod Elementary

The projected student enrolments for John Tod Elementary indicate that the school population will increase from the current enrolment of 142 to 164 by 2013-2014, resulting in an increase in capacity utilization from the current 46% to 53% by 2013-2014.

Due to the low capacity utilization of John Tod Elementary and Arthur Hatton Elementary, and the close proximity of these two schools, they could be consolidated as described above. As both of these buildings are fairly old, it is recommended that a new replacement school be sought as part of this consolidation. The new school could be built at either site, and would have less capacity than the existing capacity of the two buildings.

The following is recommended for the Norkam Zone:

- **AE Perry Elementary should remain as is, with the addition of the Pinantan Elementary students.**
- **Arthur Hatton Elementary and John Tod Elementary should be consolidated. It is further recommended that a new replacement school be requested from the Ministry of Education as part of this consolidation.**
- **The Arthur Hatton Elementary French Immersion program should be consolidated with the Lloyd George Elementary French Immersion program.**
- **Bert Edwards Science and Technology School should remain as is.**

6.7 Elementary – Westsyde Zone

Arthur Stevenson Elementary

The projected student enrolments for Arthur Stevenson Elementary indicate that the school population will decrease from the current enrolment of 313 to 257 by 2013-2014, resulting in a decrease in capacity utilization from the current 87%, to 71% by 2013-2014.

David Thompson Elementary

The projected student enrolments for David Thompson Elementary indicate that the school population will decrease from the current enrolment of 346 to 288 by 2013-2014, resulting in a decrease in capacity utilization from the current 96%, to 80% by 2013-2014.

Westmount Elementary

The projected student enrolments for Westmount Elementary indicate that the school population will decrease slightly from the current enrolment of 218 to 206 by 2013-2014, resulting in a decrease in capacity utilization from the current 91%, to 86% by 2013-2014.

Pinantan Elementary

The projected student enrolments for Pinantan Elementary indicate that the school population will increase slightly from the current enrolment of 58 to 62 by 2013-2014, resulting in a slight increase in capacity utilization from the current 60%, to 65% by 2013-2014.

These students could be bussed to AE Perry Elementary for the 2010-2011 school year. The students would ride the bus approximately 1 hour each way. This consolidation would result in annual cost savings to the District of approximately \$57,000.

The following is recommended for the Westsyde Zone:

- **Arthur Stevenson Elementary should remain as is.**
- **David Thompson Elementary should remain as is.**
- **Westmount Elementary should remain as is.**
- **Pinantan Elementary should be closed, with the students bussed to AE Perry Elementary.**

6.8 Elementary – Sahali Zone

Dufferin Elementary

The projected student enrolments for Dufferin Elementary indicate that the school population will increase from the current enrolment of 312 to 367 by 2013-2014, resulting in an increase in capacity utilization from the current 93% to 109% by 2013-2014.

McGowan Park Elementary

The projected student enrolments for McGowan Park Elementary indicate that the school population will increase slightly from the current enrolment of 269 to 290 by 2013-2014, resulting in an increase in capacity utilization from the current 75% to 80% by 2013-2014.

South Sahali Elementary

The projected student enrolments for South Sahali Elementary indicate that the school population will increase from the current enrolment of 279 to 314 by 2013-2014, resulting in an increase in capacity utilization from the current 68% to 77% by 2013-2014. This slight enrolment increase is based upon the current configuration of South Sahali as a dual track English and French Immersion program. South Sahali Elementary currently has 124 English students and 175 French Immersion students. These student counts in both programs result in small numbers per grade level and many multi-grade classrooms, some with more than two grades in the class.

Nearby Summit Elementary school is under-enrolled, is one of the more modern schools, and has a community room. As indicated below, its enrolment is predicted to decline significantly in the next few years.

One option would identify South Sahali Elementary as a French Immersion, single track school for the 2010-2011 school year, with the English program transferring to Summit Elementary. The French Immersion program from Marion Schilling Elementary would relocate to South Sahali Elementary. Summit Elementary would remain open with a viable English or regular elementary school program. This avoids closing a more modern school and would improve the viability and longevity of both the French Immersion and the English programs.

Summit Elementary

The projected student enrolments for Summit Elementary indicate that the school population will decrease by almost 100 students from the current enrolment of 227 to 134 by 2013-2014, resulting in a decrease in capacity utilization from the current 68% to 40% by 2013-2014.

As described under South Sahali Elementary, consolidation of the English program students from South Sahali Elementary with the Summit Elementary students would allow this school to remain open.

If the decision is made to not reconfigure the French Immersion program, Summit Elementary could be closed for the 2010-2011 school year. The attendance boundaries would have to be redefined to distribute the students to South Sahali Elementary and McGowan Park Elementary School. This option would result in annual cost savings to the District of approximately \$301,000.

The following is recommended for the Sahali Zone:

- **Dufferin Elementary should remain as is.**
- **McGowan Park Elementary should remain as is, with the potential addition of the Savona Elementary students.**
- **South Sahali Elementary should become a single track French Immersion elementary school by consolidating the Marion Schilling Elementary French Immersion program with the South Sahali Elementary French Immersion program. The English program should be consolidated with the Summit Elementary English program.**
- **Summit Elementary should remain open by consolidating the English program students from South Sahali Elementary with the Summit Elementary English program. This would create one English program school and one French Immersion school for the lower Sahali area.**

6.9 Elementary – South Kamloops Zone

Aberdeen Elementary

The projected student enrolments for Aberdeen Elementary indicate that the school population will decrease from the current enrolment of 366 to 321 by 2013-2014, resulting in a decrease in capacity utilization from the current 80% to 70% by 2013-2014.

Lloyd George Elementary

The projected student enrolments for Lloyd George Elementary indicate that the school population will increase from the current enrolment of 434 to 475 by 2013-2014, resulting in an increase in capacity utilization from the current 100% to 110% by 2013-2014. This population prediction is based upon the current configuration of the school as a dual track French Immersion/English program school. There is currently a significant imbalance in the French to English student ratios. There are currently 302 French Immersion students and only 132 English students resulting in small numbers per grade level in the English program and many multi-grade classrooms, some with more than two grades in the class. Stuart Wood Elementary, only a few blocks away, has a similar low English population. By consolidating the Stuart Wood Elementary and the Lloyd George Elementary English programs, Lloyd George Elementary would become a single track, French Immersion school, with the capacity to accept the French Immersion students from Arthur Hatton Elementary as discussed above.

This school is projected to be overcapacity in the near future, and there is no room for portables on this site. Stricter enforcement of the catchment areas will need to take place, as many students are enrolling in Lloyd George Elementary so that they can proceed to South Kamloops Secondary for their secondary school.

Pacific Way Elementary

The projected student enrolments for Pacific Way Elementary indicate that the school population will decrease slightly from the current enrolment of 286 to 278 by 2013-2014, resulting in a decrease in capacity utilization from the current 99% to 97% by 2013-2014.

RL Clemitson Elementary

The projected student enrolments for RL Clemitson Elementary indicate that the school population will decrease from the current enrolment of 285 to 232 by 2013-2014, resulting in a decrease in capacity utilization from the current 70% to 57% by 2013-2014. This school has a lot of capacity and could easily absorb the students from Westwold Elementary.

In order to balance the high school populations on the south shore and help relieve the over-enrolment at South Kamloops Secondary, RL Clemitson Elementary should become a feeder school to Valleyview Secondary for the 2010-2011 school year.

Savona Elementary

The projected student enrolments for Savona Elementary indicate that the school population will decrease from the current enrolment of 66 to 39 by 2013-2014, resulting in a decrease in capacity utilization from the current 69% to 41% by 2013-2014.

This school could be closed for the 2010-2011 school year, with the students bussed to either Aberdeen Elementary or McGowan Park Elementary. Currently, the earliest student is on the bus to Savona Elementary at 7:45am. If students were bussed to Kamloops, the earliest pickup would be at 7:05am, with a total ride time of 1 hour and 15 minutes each way. This closure would result in annual cost savings to the District of approximately \$100,000.

Stuart Wood Elementary

The projected student enrolments for Stuart Wood Elementary indicate that the school population will decrease from the current enrolment of 98 to 78 by 2013-2014, resulting in a decrease in capacity utilization from the current 68% to 54% by 2013-2014. The very low enrolment in this school makes it difficult to configure classes other than multi-grade classes, often with more than two grades per class. Without additional enrolment this problem will be exacerbated by the projected further decline in enrolment. As discussed above, this school has the capacity to absorb the English program from Lloyd George Elementary resulting in an English program school and a French Immersion program school in the downtown zone.

If the decision is made to not reconfigure the French Immersion program, Stuart Wood Elementary could be closed for the 2010-2011 school year, with the students going to Ralph Bell Elementary. This would result in annual cost savings to the District of approximately \$306,000.

The following is recommended for the South Kamloops Zone:

- **Aberdeen Elementary should remain as is, with the potential addition of the Savona Elementary students.**
- **Lloyd George Elementary should become a single track, French Immersion school with the addition of the French Immersion students from Arthur Hatton Elementary, with the transfer of the English program students to Stuart Wood Elementary. Stricter enforcement of the catchment areas for Lloyd George Elementary is required to avoid overcrowding in the future.**
- **Pacific Way Elementary should remain as is.**

- **RL Clemitson Elementary should remain as is with the potential addition of the students from Westwold Elementary.**
- **RL Clemitson Elementary should become a feeder school to Valleyview Secondary for the 2010-2011 school year.**
- **Savona Elementary should be closed for the 2010-2011 school year, with the students bussed to Aberdeen Elementary or McGowan Park Elementary.**
- **Stuart Wood Elementary should remain as is, with the addition of the English program students from Lloyd George Elementary.**

6.10 Elementary – Valleyview Zone

Dallas Elementary

The projected student enrolments for Dallas Elementary indicate that the school population will decrease slightly from the current enrolment of 322 to 291 by 2013-2014, resulting in a decrease in capacity utilization from the current 89% to 81% by 2013-2014.

Juniper Ridge Elementary

The projected student enrolments for Juniper Ridge Elementary indicate that the school population will decrease slightly from the current enrolment of 347 to 331 by 2013-2014, resulting in a decrease in capacity utilization from the current 85% to 81% by 2013-2014.

Marion Schilling Elementary

The projected student enrolments for Marion Schilling Elementary indicate that the school population will increase slightly from the current enrolment of 279 to 295 by 2013-2014, resulting in a slight increase in capacity utilization from the current 73% to 77% by 2013-2014. This slight enrolment increase is based upon the current configuration of Marion Schilling Elementary as a dual track English and French Immersion program. Marion Schilling Elementary currently has 98 English students and 181 French Immersion students. These student counts particularly in the English program, result in small numbers per grade level and many multi-grade classrooms, some with more than two grades in the class.

As discussed above, it is recommended that the French Immersion program be consolidated into the program at South Sahali Elementary. The remaining English program students could then be consolidated with the English program students from Ralph Bell Elementary that is also suffering low enrolment. This would create one viable English program school in Valleyview. This consolidation could happen for the 2010-2011 school year.

Ralph Bell Elementary

The projected student enrolments for Ralph Bell Elementary indicate that the school population will decrease slightly from the current enrolment of 166 to 158 by 2013-2014, resulting in a slight decrease in capacity utilization from the current 69% to 66% by 2013-2014. The students from Ralph Bell Elementary could be combined with the English students from Marion Schilling Elementary for the 2010-2011 school year to create one viable English program school for the Valleyview zone, which would result in an annual cost savings to the District of approximately \$519,000 (this includes savings achieved by consolidating the FI programs).

Westwold Elementary

The projected student enrolments for Westwold Elementary indicate that the school population will increase slightly from the current enrolment of 34 to 38 by 2013-2014, resulting in a slight increase in capacity utilization from the current 35% to 40% by 2013-2014.

Westwold Elementary could be closed for the 2010-2011 school year, with the students bussed on the existing route, to RL Clemitson Elementary. Due to the double-run routing of the Westwold bus, students that are currently picked up at 8:06am would be picked up at 7:15 am and would be on the bus about 50 minutes longer each way, which would result in annual cost savings to the District of approximately \$109,000.

The following is recommended for the Valleyview Zone:

- **Dallas Elementary should remain as is.**
- **Juniper Ridge Elementary should remain as is.**
- **Marion Schilling Elementary should remain open as an English only school, consolidating the English program students from Ralph Bell Elementary, with the French Immersion students being consolidated with the French Immersion program at South Sahali Elementary.**
- **Ralph Bell Elementary should be closed.**
- **Westwold Elementary should be closed, with the students bussed to either RL Clemitson Elementary or Marion Schilling Elementary.**

6.11 Secondary - Kamloops

Brocklehurst Secondary

The projected student enrolments for Brocklehurst Secondary indicate that the school population will decrease from the current enrolment of 757 to 569 by 2013-2014, resulting in decrease in capacity utilization from the current 96% to 72% by 2013-2014.

Norkam Secondary

The projected student enrolments for Norkam Secondary indicate that the school population will decrease from the current enrolment of 806 to 550 by 2013-2014, resulting in decrease in capacity utilization from the current 82% to 56% by 2013-2014.

Westsyde Secondary

The projected student enrolments for Westsyde Secondary indicate that the school population will decrease from the current enrolment of 721 to 598 by 2013-2014, resulting in decrease in capacity utilization from the current 73% to 61% by 2013-2014.

Totaling all three north shore high schools together, the resulting enrolment in 2013-2014 is less than 1,800 students, with the total capacity of the three buildings being over 2,700 students.

South Kamloops Secondary

The projected student enrolments for South Kamloops Secondary indicate that the school population will decrease from the current enrolment of 1,538 to 1,315 by 2013-2014, resulting in decrease in capacity utilization from the current 89% to 76% by 2013-2014.

Sahali Secondary

The projected student enrolments for Sahali Secondary indicate that the school population will decrease from the current enrolment of 751 to 702 by 2013-2014, resulting in decrease in capacity utilization from the current 95% to 89% by 2013-2014.

Valleyview Secondary

The projected student enrolments for Valleyview Secondary indicate that the school population will decrease from the current enrolment of 727 to 650 by 2013-2014, resulting in decrease in capacity utilization from the current 95% to 85% by 2013-2014.

Totaling all three south shore high schools together, the resulting enrolment in 2013-2014 is less than 2,700 students, with a total capacity of the three schools being over 3,200 students.

6.11.1 Secondary Reconfiguration Options

Because of these projected drops in enrolment over the next 5 years, several possible reconfigurations were reviewed for the secondary schools.

The first configuration reviewed was to maintain the high schools in their current 8-12 configuration. This configuration results in the north shore high schools having quite low capacity utilizations, and the lower enrolments will limit student program choices and will limit extra curricular choices such as athletic programs.

The second configuration reviewed was converting the existing K-7 and 8-12 model to a K-6, 7-9 middle school, and 10-12 high school model. This configuration did not yield any improvements in efficiency, and resulted in further decreases in capacity utilization at the elementary level. This option is not viable on the south shore for several years as the grade 11 and 12 population is too large for one building.

The third configuration reviewed was converting five high schools to 8-10 junior secondary schools and two high schools to 11-12 senior secondary schools. In this scenario, Norkam Secondary and South Kamloops Secondary would become 11-12 senior secondary schools, with Brocklehurst Secondary, Westsyde Secondary, Sahali Secondary, Valleyview Secondary, and the John Peterson building becoming 8-10 junior secondary schools. This configuration would result in two large senior high schools at Norkam Secondary and South Kamloops Secondary, and five junior high schools with enrolments of approximately 500 students per school. The main benefit of this configuration would be that both senior schools could offer a full range of senior level curricular and extra curricular options, and there would be a corresponding improvement to staffing efficiency, with a resulting annual cost savings of approximately \$792,000. Due to walk limits in our current student transportation policy, the students from Westsyde Secondary would be bussed on new double-run bus routes to Norkam Secondary, while the students from Sahali Secondary would be provided with transportation assistance to get to South Kamloops Secondary. This reconfiguration could happen for the 2010-2011 school year.

With the projected enrolments for 2013-2014, it would be possible to close a secondary school building on the north shore, and a secondary school building on the south shore.

The following is recommended for the Kamloops Secondary Schools:

- **The Kamloops high schools should be reconfigured to an 8-10, 11-12 model.**
- **One Kamloops north shore high school building, and one Kamloops south shore high school building, should be considered for closure by 2013-2014.**

6.12 Beattie School of the Arts

Elementary

The projected student enrolments for Beattie School of the Arts - McGill indicate that the school population will remain stable until 2013-2014 at around the current enrolment of 237, resulting in a stable capacity utilization of 99%.

Secondary

The projected student enrolments for Beattie School of the Arts - Pineridge indicate that the school population will increase from the current enrolment of 155 to 202 by 2013-2014, resulting in an increase in capacity utilization from the current 81% to 105% by 2013-2014.

There are many physical limitations with the existing building since it was not constructed for a high school environment. As such, program options are limited. Currently, the grades 11 and 12 do not appear viable at this site. Students are leaving to go to other high schools so they can get a full range of course options as they plan for post secondary. Pineridge could be reconfigured to an 8-10 junior secondary school similar to that recommended for the other high schools, resulting in approximate annual cost savings of \$24,000.

The following is recommended for Beattie School of the Arts:

- **Beattie School of the Arts elementary program should remain as is.**
- **Beattie School of the Arts secondary program should be reconfigured to an 8-10 junior high school, similar to the other recommended Kamloops high school configuration, with the grade 11 and 12 students integrating into the other high schools.**

In the future, if a suitable facility becomes available as a result of other closures and/or consolidations, a Fine Arts K-10 program could be relocated to that facility, resulting in the closure of both Beattie and Pineridge.

6.13 Summary

The following table presents a summary of all the possible recommended changes to the District configuration. As stated in the previous sections, not all of these can be completed together, as some reconfigurations impact others.

- Close Haldane Elementary Annex
- Close Vavenby Elementary
- Consolidate Logan Lake Elementary and Secondary to a K-10 school
- Consolidate George Hilliard Elem and Kay Bingham Elem
- Close Heffley Creek Elementary
- Consolidate Arthur Hatton Elem and John Tod Elem
- Close Pinantan Elementary
- Close Savona Elementary
- Close Westwold Elementary
- Reconfigure Kamloops High Schools to 8-10/11-12 model
- Reconfigure Beattie – Pineridge to 8-10 model
- Consolidate the Elementary French Immersion program at Lloyd George Elementary & South Sahali Elementary, and close Ralph Bell Elementary
- No consolidation of the Elementary French Immersion program - Close Stuart Wood Elementary and close Summit Elementary

Even with implementation of all of the recommended changes, the District's overall capacity utilization in 2013-2014 would only increase from the current 70% to 77%.

6.14 School Boundary Changes

In reviewing the potential future configuration of the District, the Committee has reviewed the existing school boundaries. There are specific recommendations in this report that prescribe changes to the configuration of the District. Each of these changes will impact the existing boundaries. There is also a recommendation to change one existing boundary not related to a school consolidation, such that RL Clemitson would become a feeder school to Valleyview Secondary, rather than South Kamloops Secondary.

Depending on further growth patterns in the Dufferin area, the boundaries for Dufferin Elementary may need to be modified as the school will have 3 portables for September 2009, and there is no room for further portables.

Once decisions have been made around the recommendations in this report, a detailed review of any required boundary changes will be necessary. This detailed review would determine the exact alignment of the new boundary in relation to specific streets and geographic indicators.

6.15 Transportation Policy

Due to our large geographic area, approximately 4,000 students (over 25%) use the school district transportation system to get to and from school. The current transportation policy is generally based on old Ministry of Education guidelines around walk limits. Although the Ministry indicates that there is no requirement to provide transportation of students, it is unrealistic to think that our District could operate without a transportation system.

Cost savings indicated with any recommended configuration changes include the costs of additional transportation requirements based on existing policy.

The Transportation Department is in the process of implementing a new software system. Once this system is operational, the department will be reviewing the existing configuration of all bus routes, to ensure that the system is being operated as efficiently as possible. The department will also be looking at the impact of making changes to our current operation such as changes to school start times and changes to the existing transportation policy.

6.15.1 Transportation – Schools of Choice

Our existing policy does not provide transportation for students going to Schools of Choice because our policy is based on providing transportation for students to their catchment area school.

Transportation of students to Schools of Choice, such as Beattie School of the Arts and Bert Edwards Science and Technology School, is an issue that continues to be raised within the school district. If a decision was made to change policy to provide transportation to Schools of Choice, a cursory analysis indicates that at least 6 new bus routes would be required to transport the existing students that are beyond walk limits to these Schools of Choice, at an additional annual operating cost of \$240,000. The Transportation Department does not have enough busses to add these routes, and would require 4 new busses at a capital cost of approximately \$448,000.

If the decision is made to consolidate the French Immersion programs at South Sahali Elementary and Lloyd George Elementary, there will likely be requests to provide bussing to the French Immersion students currently at Arthur Hatton Elementary and Marion Schilling Elementary. If a decision was made to change policy to provide transportation to these schools, a cursory analysis indicates that at least 4 new bus routes would be required to transport the existing students that are beyond walk limits to these schools, at an additional annual operating cost of \$160,000. The Transportation Department does not have enough busses to add these routes, and would require 4 new busses at a capital cost of approximately \$448,000.

6.15.2 Transportation – Fees for Ridership

With the recent discussions around charging fees for transportation starting in 2010-2011, there will need to be consideration given to how students are impacted in the case where their school is closed, as students could have their school closed, and then be charged for transportation to their new school.

6.16 5-Year Financial Forecast

The Board may choose to implement none or all of the recommended changes in this report.

The following 4 scenarios have been developed to show the financial “bottom line” impact of these scenarios for the next 4 years, assuming the scenario is implemented for the 2010-2011 school year. The values in the tables below represent forecasted shortfalls or surpluses for each scenario, based on the following assumptions:

- Enrolment decline as per the enrolment projections in Section 5.0.
- No reduction in teaching staff due to enrolment decline.
- Savings due to a closure/consolidation are as described in Section 6.0.
- No increase in per student funding.
- Any salary increases would be fully funded by the Ministry of Education.
- Increased benefit costs of 3.7% (average increase of the last 4 years).
- Increases to supplies and services of 3.26% (average increase over the last 4 years).

Table values with (brackets) indicate a budget shortfall.

- Scenario 1 – This scenario has the District implementing no changes to our existing facilities, so there would be no closures, nor consolidations.

	2010-2011	2011-2012	2012-2013	2013-2014
Scenario 1	\$(3,661,336)	\$(6,886,487)	\$(9,888,465)	\$(12,789,756)

- Scenario 2 – This scenario has the District implementing:
 - the closure of Haldane Elementary Annex
 - the consolidation of George Hilliard Elementary and Kay Bingham Elementary
 - the closure of Heffley Creek Elementary
 - the consolidation of John Tod Elementary and Arthur Hatton Elementary
 - the reconfiguration of the Kamloops Secondary schools
 - the reconfiguration of Beattie School of the Arts-Secondary to an 8-10 program
 - the consolidation of the Elementary French Immersion program at Lloyd George Elementary and South Sahali Elementary.
 - the closure of Ralph Bell Elementary

	2010-2011	2011-2012	2012-2013	2013-2014
Scenario 2	\$(1,043,336)	\$(4,268,487)	\$(7,270,465)	\$(10,171,756)

- Scenario 3 - This scenario has the District implementing:
 - the closure of Haldane Elementary Annex
 - the closure of Vavenby Elementary
 - the consolidation of Logan Lake Elementary and Logan Lake Secondary
 - the consolidation of George Hilliard Elementary and Kay Bingham Elementary
 - the closure of Heffley Creek Elementary
 - the consolidation of John Tod Elementary and Arthur Hatton Elementary

- the closure of Pinantan Elementary
- the closure of Savona Elementary
- the closure of Westwold Elementary
- the reconfiguration of the Kamloops Secondary schools
- the reconfiguration of Beattie School of the Arts-Secondary to an 8-10 program
- the consolidation of the Elementary French Immersion program at Lloyd George Elementary and South Sahali Elementary.
- the closure of Ralph Bell Elementary

	2010-2011	2011-2012	2012-2013	2013-2014
Scenario 3	\$(594,336)	\$(3,819,487)	\$(6,821,465)	\$(9,722,756)

- Scenario 4 - This scenario has the District implementing:
 - the closure of Haldane Elementary Annex
 - the closure of Vavenby Elementary
 - the consolidation of Logan Lake Elementary and Logan Lake Secondary
 - the consolidation of George Hilliard Elementary and Kay Bingham Elementary
 - the closure of Heffley Creek Elementary
 - the consolidation of John Tod Elementary and Arthur Hatton Elementary
 - the closure of Pinantan Elementary
 - the closure of Savona Elementary
 - the closure of Westwold Elementary
 - the reconfiguration of the Kamloops Secondary schools
 - the reconfiguration of Beattie School of the Arts-Secondary to an 8-10 program
 - the closure of Stuart Wood Elementary
 - the closure of Summit Elementary

	2010-2011	2011-2012	2012-2013	2013-2014
Scenario 4	\$(506,336)	\$(3,731,487)	\$(6,733,465)	\$(9,634,756)

A summary table of the 4 scenarios is as follows:

	2010-2011	2011-2012	2012-2013	2013-2014
Scenario 1	\$(3,661,336)	\$(6,886,487)	\$(9,888,465)	\$(12,789,756)
Scenario 2	\$(1,043,336)	\$(4,268,487)	\$(7,270,465)	\$(10,171,756)
Scenario 3	\$(594,336)	\$(3,819,487)	\$(6,821,465)	\$(9,722,756)
Scenario 4	\$(506,336)	\$(3,731,487)	\$(6,733,465)	\$(9,634,756)

Stated another way:

- **Scenario #2 offers annual savings of approximately \$2,618,000 compared to maintaining the status quo in Scenario #1**
- **Scenario #3 offers annual savings of approximately \$3,067,000 compared to maintaining the status quo in Scenario #1**
- **Scenario #4 offers annual savings of approximately \$3,155,000 compared to maintaining the status quo in Scenario #1.**

7.0 SUPPORT FACILITY CONFIGURATIONS

The school district owns approximately 11 acres at the end of McGill Street. The intended use of this lot is new maintenance and transportation facilities.

Stantec Architecture was commissioned to provide conceptual drawings and cost estimates for three options for Support facility relocations to the McGill Street site. Stantec Architecture retained the services of a Licensed Commercial Realtor and a Professional Quantity Surveyor (Cost Estimator) to prepare their report.

7.1 Relocation of Kamloops Facilities and Transportation

The relocation of the Kamloops Maintenance and Transportation operations to the end of McGill Street has been looked at several times over the past years. Both the existing Transportation and Facilities sites are seen to be valuable pieces of property and several inquiries have been fielded by school district staff as to their availability for purchase. However, to date no serious offers have been received by the District.

Based on conversations with the Ministry, they would provide no funding towards any reconfiguration of support facilities. Any reconfiguration would have to be funded 100% by the district, from funds generated by the sale of the existing properties and local capital.

The cost and value estimates from the Stantec Architecture report are as follows:

Construction Costs – Buildings/Site	\$19,227,425
Sale Value of Maintenance	\$2,465,000
Sale Value of Transportation	\$1,848,686
Sale Revenue Minus Construction Costs	\$(14,913,739)

The cost to build this option would be approximately \$15,000,000 higher than the revenue generated from the sale of the existing properties. There would be minimal operating cost savings from this consolidation.

7.2 Relocation of Kamloops Facilities, Transportation, School Board Office, and Henry Grube Education Center

The School Board Office site and the Grube Education Center site are seen to be valuable pieces of property, mainly for rezoning to residential development. There is sufficient space on our property at the end of McGill St. to relocate not only the Facilities and Transportation buildings, but the School Board Office and the Henry Grube Education Center.

The cost and value estimates from the Stantec Architecture report are as follows:

Construction Costs – Buildings/Site	\$29,845,575
Sale Value of Maintenance	\$2,465,000
Sale Value of Transportation	\$1,848,686
Sale Value of School Board Office	\$1,534,137
Sale Value of Henry Grube Education Center	\$6,000,000
Sale Revenue Minus Construction Costs	\$(18,867,498)

The cost to build this option would be approximately \$18,900,000 higher than the revenue generated from the sale of the existing properties. There would be minimal operating cost savings from this consolidation.

7.3 Relocation of School Board Office, and Henry Grube Education Center

Due to the relatively high dollar value assigned to the Henry Grube Education Center site, the option of relocating the School Board Office and the Henry Grube Education center to the end of McGill St. was analyzed.

The cost and value estimates from the Stantec Architecture report are as follows:

Construction Costs – Buildings/Site	\$12,264,118
Sale Value of School Board Office	\$1,534,137
Sale Value of Henry Grube Education Center	\$6,000,000
Sale Revenue Minus Construction Costs	\$(4,729,981)

The cost to build this option would be approximately \$4,800,000 higher than the revenue generated from the sale of the existing properties. There would be minimal operating cost savings from this consolidation.

7.4 Barriere Transportation

The Barriere transportation building is approximately 400m² in size and was built in 1964. This building contains a small lunch room space, a small service bay, and a bus wash bay. This building will be required for the foreseeable future to house our bus fleet.

7.5 Clearwater Maintenance/Transportation

The Clearwater Maintenance/Transportation building is approximately 670m² in size and was originally built in 1974, with an addition in 1976. This building contains office space, a lunch room, two service/wash bays, and a carpentry shop. This building will be required for the foreseeable future to house the bus fleet and maintenance operation.

The following is recommended for the Support Facilities:

- **The Kamloops Facilities and Transportation operations should remain as is.**
- **The School Board Office should remain as is.**
- **The Henry Grube Education Center should remain as is.**
- **The Barriere Transportation operation should remain as is.**
- **The Clearwater Maintenance/Transportation operation should remain as is.**

8.0 SITE DISPOSALS

8.1 Current Sites

The school district currently has 8 sites with buildings that are closed for district use, and 22 sites with no buildings as follows:

			2008 Assessed Land Value	2008 Assessed Building Value
Former Barriere Ridge Elementary	Barriere	Closed	\$128,000	\$2,951,000
Former Clearwater Admin Building	Clearwater	Closed		
Former Dutch Lake Elementary	Clearwater	Closed	\$76,200	\$2,504,000
Crestline	Kamloops	Closed	\$234,000	
Chris Rose Center	Kamloops	Closed		
Former Little Fort Elementary	Kamloops	Closed	\$36,800	\$65,000
Former Oak Hills Primary	Kamloops	Closed	\$904,000	\$1,589,000
		Sub - Total	\$1,379,000	\$7,109,000
Louis Creek Site	Barriere	Empty Lot	\$72,100	\$4,000
Boulder Mountain Lot	Barriere	Empty Lot	\$45,700	\$91,300
Chase Creek Site	Chase	Empty Lot		
Birch Island Lot	Clearwater	Empty Lot	\$45,200	\$ -
Lot Across From Clearwater Bus Garage	Clearwater	Empty Lot	\$69,800	\$ -
Lot Behind Clearwater Bus Garage	Clearwater	Empty Lot	\$66,700	\$108,000
Sunshine Valley Lot	Clearwater	Empty Lot	\$109,000	
McMurphy Vacant Lot	Clearwater	Empty Lot	\$15,400	\$ -
Former Tranquille Valley Elementary	Kamloops	Empty Lot	\$65,000	
Lot Beside Sahali Secondary	Kamloops	Empty Lot	\$439,000	\$ -
Dallas Lot	Kamloops	Empty Lot	\$1,279,000	
Barnhartvale Lot	Kamloops	Empty Lot	\$154,000	
Red Lake Lot	Kamloops	Empty Lot	\$50,400	\$433,000
Robbins Range Lot	Kamloops	Empty Lot	\$143,000	\$73,500
Former Pinantan School Lot	Kamloops	Empty Lot	\$75,500	\$76,800
McGill Street Lot	Kamloops	Empty Lot	\$1,995,000	\$ -
Child Development Center	Kamloops	Empty Lot	\$177,000	\$335,000
Batchelor Heights Lot	Kamloops	Empty Lot	\$615,000	\$ -
Greenfield Lot	Kamloops	Empty Lot	\$262,000	\$-
Parkcrest Park	Kamloops	Empty Lot	\$119,000	\$-
Pineview Valley lot	Kamloops	Empty Lot	\$ 666,000	\$ -
Small Lot Beside Dallas Elementary	Kamloops	Empty Lot	\$6,600	\$ -
		Sub - Total	\$6,470,400	\$1,121,600
		Total	\$16,080,000	

Many of these sites have no future educational use, should be considered surplus, and should be considered for disposal. With the current economic downturn, it would not be prudent to sell any property at this time as values have dropped relative to market values 12 months ago.

Also, there are recommendations in this report for further closures/consolidations that may result in other surplus properties.

Not all of the values listed above would be available to the District, as some of these sites are crown land, which would be returned to the crown upon disposal. Also, the proceeds from the properties purchased with Ministry funds are held in our sharable reserve based on the percentage of contribution at the time the property/building was purchased. The district's share of the proceeds would be recorded in the local capital reserve for use as determined by the Board.

As stated in Section 3.0, approvals for new space or major renovation projects will require districts to bring financial resources to the project. The proceeds from the sale of surplus property should be used to provide funding for projects in our long term capital plan.

8.2 Ministry Policy

In addition to Board Policy 1115.1, there are two Ministry of Education documents governing the sale and disposal of land. The first is Ministerial Order M193/08 "Disposal of Land or Improvement Order", and the second is "School Building Closure and Disposal Policy". These two documents provide the policies that comply with the government's position that public property should be used, to the extent possible, for public use. This includes property with buildings and vacant land. The key points from these documents are section 3 and 4 from the Ministerial Order:

"3. Boards must not dispose of land or improvements by sale and transfer in fee simple or by way of a lease of 10 years or more unless such disposal is to another board or an independent school for educational purposes or is approved by the Minister..."

"4. Boards may dispose of lands or improvements by way of lease, other than a lease of 10 years or more, if such disposition is to an agency or organization for an alternative community use"

In essence, it will only be possible for our district to sell a property to a non-public body if it is not required by another public body.

The following is recommended regarding Site Disposal:

- **A process should be developed to allow for sale of all surplus properties that will not be required for future educational purposes**

9.0 FACILITIES RENEWAL CAPITAL PLAN

School buildings are considered to have a useful life of about 60 years. Currently, approximately 60% of our schools are over 40 years old, with 30% being over 50 years old. This means that a large portion of our schools will be at the end of their useful lives in less than 10 to 20 years. The District has a long history of using all available funding for maintenance upgrades to the highest extent possible. Compared to many districts, our buildings are in good condition. As stated earlier, by doing a good job of maintaining our facilities, we don't qualify for capital funding.

Currently, we rely on the Annual Facilities Grant and some operating funding as our only means of maintaining our buildings to the expected standard. **Recent work completed by staff has shown that when life cycle costing is reviewed, the District's Annual Facilities Grant is about half of what is actually required to maintain our existing stock of buildings.** As our buildings continue to age, this lack of funding will make it next to impossible to maintain our buildings to today's standards. Also, as one component of the Annual Facilities Grant formula is student enrolment, as enrolment continues to decline, the District will have fewer funds available for maintenance work.

Given the length of time it takes to construct or replace space, facilities renewal will be a medium term to long term process. The District's capital plan should be based on providing energy efficient, safe and modern schools that provide environments that are conducive to productive learning experiences for all students.

Knowing that facilities renewal will be a longer term process, the District should be lobbying the Ministry for increased levels of Annual Facilities Grant funding to ensure that we can continue to have our buildings in a condition to provide good learning environments, until such time as replacement funding is available.

A comprehensive long term Facilities Renewal Capital Plan should be completed under the direction of the Director of Facilities and Transportation. This plan should look beyond school closures and consolidation, to determine the priorities and sequence of capital replacement requests, so that new buildings can be in place before schools reach the end of their useful life. This plan would form the basis for a significant capital plan submission to the Ministry.

This Facilities Renewal Capital Plan should include as a minimum the following scope of work:

- Updating the facility inventory based on any closures/consolidations approved by the Board as a result of this Facilities Configuration Report.
- Obtaining current Level 1 Facility Audit scores for all "open" buildings within the District.
- Preparation of a long term capital plan.
- Undertaking discussions with the Ministry regarding the distribution of proceeds from the sale of surplus property, with the goal of the District being able to use all proceeds to support a long term capital plan.

The following is recommended:

- **The Board should lobby the Ministry to increase the levels of Annual Facility Grant funding.**
- **A long term Facilities Renewal Capital Plan should be completed under the direction of the Director of Facilities and Transportation.**

APPENDIX A – ENROLMENT HISTORY

SCHOOL DISTRICT 73 (KAMLOOPS THOMPSON)

ELEMENTARY ENROLLMENT REPORT

SCHOOL	Oct	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
A.E. Perry	405	402	403	386	369	341	373	357	336	322	336	295
Aberdeen	583	609	607	614	392	372	403	375	392	379	384	366
Arthur Hatton	328	314	329	313	312	288	277	241	239	239	212	200
Arthur Stevenson	303	291	300	302	322	316	344	304	316	325	312	313
Barriere	257	270	258	230	226	209	292	259	259	243	267	260
Barriere Ridge	129	116	115	114	114	107						
Beattie	231	235	208	207	204	186	165	290	308	321	253	237
Bert Edwards	266	275	255	253	261	246	212	211	194	165	233	231
Blue River	46	42	37	32	27	27	20	18	11	12	9	12
Brennan Creek	10	12	9	9	9	4	6	6	7	9	10	7
Chase Primary	187	165	147	155	160	170						
Dallas	293	295	328	337	333	321	337	326	311	323	317	322
David Thompson	288	272	271	266	256	241	233	209	174	355	336	346
Dufferin	170	180	206	203	205	204	205	235	244	267	297	312
Dutch Lake	219	222	188	200	185	178						
George Hilliard	284	283	280	249	250	241	298	287	266	246	218	204
Haldane	350	322	303	330	307	287	421	410	403	376	380	355
Happyvale	134	136	166	152	140	130						
Heffley Creek	163	153	152	147	142	119	110	109	95	91	93	100
John Tod	267	250	262	275	258	246	221	224	200	187	152	142
Juniper Ridge	426	429	397	380	353	344	330	325	325	335	344	347
Kay Bingham	347	343	300	270	284	292	275	253	261	213	199	197
Little Fort	8											
Lloyd George	324	339	353	360	374	398	416	390	404	385	428	434
Logan Lk Elem	264	209	188	194	169	186	164	140	127	129	113	134
McGowan Park	341	344	349	329	331	318	303	296	282	268	273	269
Marion Schilling	295	309	289	264	268	261	240	236	241	247	265	279
Oak Hills	86	89	91	79	81	81	61	58	40			
Pacific Way					248	264	276	260	282	277	288	286
Parkcrest	399	387	408	412	443	423	434	429	409	407	398	383
Pinantan	86	69	73	77	64	60	42	56	63	61	54	58
Pineridge	99	87	83	68	80	93						
Raft River	244	252	244	233	216	204	331	305	284	286	304	291
Ralph Bell	201	182	229	223	227	223	204	180	171	153	158	166
Rayleigh	338	327	297	292	275	254	231	226	229	226	221	190
RL Clemitson	437	456	412	385	351	336	329	300	308	288	288	285
Savona	97	95	91	97	94	84	85	55	46	53	68	66
South Sa-Hali	358	353	363	364	339	308	308	283	287	287	292	279
Stuart Wood	144	131	141	154	137	143	151	142	135	129	107	98
Summit	251	253	256	270	276	261	296	296	295	273	251	227
Tranquille Valley	12	10	12	12	8	10	12	3	4	2		
Vavenby	83	87	82	75	60	44	51	77	65	59	51	45
Westmount	199	189	189	193	204	193	205	206	213	220	208	218
Westsyde	277	268	264	256	250	245	227	224	205			
Westwold	65	70	64	62	53	53	37	36	37	42	31	34
Elementary SubTotal	10,294	10,122	9,999	9,823	9,657	9,311	8,925	8,637	8,468	8,200	8,150	7,988

SECONDARY ENROLLMENT REPORT

SCHOOL												
Barriere	294	284	293	272	282	272	270	267	248	220	212	191
Beattie - Pineridge											122	155
Brocklehurst	810	834	780	765	748	721	729	766	782	782	780	757
Chase	439	444	392	370	333	326	297	273	282	251	235	226
Clearwater	400	407	439	412	393	385	350	328	303	287	255	274
John Peterson	596	678	668	663	636	610						
Kamloops Senior	1,037	889	913	894	928	869						
Logan Lake	206	253	231	215	191	140	148	112	104	104	108	99
Norkam	968	1,026	1,008	1,027	1,000	1,003	956	923	899	865	838	806
Sa-Hali	755	860	861	823	798	777	789	831	754	748	768	751
South Kamloops							1,502	1,526	1,526	1,520	1,517	1,538
Valleyview	709	749	785	767	797	792	834	843	789	763	729	727
Westsyde	860	880	820	833	807	767	718	746	730	716	744	721
Secondary SubTotal	7,074	7,304	7,190	7,041	6,913	6,662	6,593	6,615	6,417	6,256	6,308	6,245