



AGENDA

Edmonton School District No. 7
One Kingsway
Edmonton, Alberta

Special Board Meeting

McCauley Chambers
Tuesday, July 30, 2013
2:00 p.m.

A. O Canada 

B. Roll Call

C. Report

Policy Review Committee: Proposed Draft Infrastructure Policy
(Recommendation)

D. Adjournment

**BOARD OF
TRUSTEES**

Sarah Hoffman
Board Chair

Michael Janz
Board Vice-Chair

Heather MacKenzie
Caucus Chair

David Colburn
Leslie Cleary
Cheryl Johner
Catherine Ripley
Ken Shipka
Christopher Spencer

DATE: July 30, 2013

TO: Board of Trustees

FROM: Trustee Catherine Ripley, Chair Policy Review Committee
Trustee Dave Colburn, Policy Review Committee
Trustee Sarah Hoffman, Policy Review Committee

SUBJECT: Infrastructure Planning Principles

ORIGINATOR: Lorne Parker, Managing Director, Planning, Property Management & Student Transportation

RESOURCE STAFF: Josephine Duquette, Roland Labbe, Anne Sherwood

REFERENCE: <http://epsb.ca/policy/ch.bp.shtml>

ISSUE

Creation of a new board policy to articulate a set of principles, in compliance with provincial legislation, to guide capital, facility and student accommodation planning was directed by a Board supported motion on October 23, 2012: That, after the Board articulates a set of principles to guide capital and accommodation planning, the Administration develop and implement a district infrastructure strategy that identifies timelines and goals to provide high quality learning opportunities, respond to community needs, address the deferred maintenance deficit, and right size district space to efficiently meet short-term and long-term needs. That this recommendation replaces the motions approved on March 13, 2012, April 10, 2012 and September 11, 2012.

RECOMMENDATION

That a new policy _BP – Infrastructure Planning Principles, (Attachment I) be considered for the first time and approved for posting on the district website for stakeholder input.

BACKGROUND

The District adopted Planning Principles in 2003, following a review of operational practices initiated by Alberta Learning. The Minister recommended that the District develop a long-term facilities strategy to address issues of overcapacity, through measures such as removing excess portables and consolidating and closing classroom space. Since 2003, the Planning Principles have been articulated in current Ten-Year Facilities Plans, refined and added to, as required, including through two sets of public consultations (Appendix I). A list of schools closed over the last 10 years and their current uses is also included (Appendix II).

From November 2010 to November 2012, the Board studied the District's infrastructure challenges and opportunities during its Moratorium on School Closures. The Board identified a series of advocacy actions to pursue, as identified at http://www.epsb.ca/board/february28_2012/item06.pdf. In addition, in the spring of 2012, the Board approved the City of Edmonton's Elevate report in principle and committed to

working on planning and infrastructure issues in collaboration with communities, City, other School Boards and Province. Desiring to move infrastructure planning and execution forward in a coherent and comprehensive way, the Board passed the motion referenced above in October 2012.

The Policy Review Committee worked with Administration on a revised Infrastructure Planning Principles policy and intended to bring this forward for First reading in February 2013. Upon initial reaction from Trustees, however, the Committee decided to withdraw the item and develop a much broader policy to act as a framework set of principles to guide all infrastructure decisions into the future.

In advance of the Infrastructure Planning Principles policy being presented, the Committee has hosted two sessions for the Board: 1) a Professional Development seminar on Infrastructure Strategies with guest speakers Mr. Konrad Siu (City of Edmonton), Mr. Pat Jansen (University of Alberta), and Dr. Lorne Parker, (Edmonton Public Schools), and 2) an Infrastructure Planning session during which the values of the Board were captured.

The previous Planning Principles, considerations learned during the moratorium period and through participation with Elevate, plus the work of the Board around values during June have been synthesized to create the proposed Infrastructure Planning Principles policy.

RELATED FACTS

The District currently operates 202 school buildings with an average age of 46 years. Of these, 92 facilities are 50 years of age or older. Many of these facilities require significant renovations to maintain a high quality learning environment.

Alberta Infrastructure estimates the net value of all Edmonton Public School district buildings at \$2.3 billion, and estimates that the total value of deferred maintenance on the buildings for 2013 at \$256 million. According to the provincial Real Estate Capital Asset Priority Planning (RECAPP) database, this figure is projected to rise to \$715 million by 2016, and approach \$1 billion by 2026. As buildings age, more building components reach the category of ‘moderate’ to ‘significant’ risk, where failure is imminent or likely to occur.

The current rate of capital funding approved by the Province for modernization projects, combined with funding provided through the annual Infrastructure Maintenance Renewal (IMR) program, which is applied annually through the Major Maintenance Plan, will not be sufficient to address the total deferred maintenance needs given these projections.

OPTIONS

The following options are selected for consideration as they are deemed the most admissible:

1. The Board approves the draft _.BP – Infrastructure Planning Principles for posting on the District website for stakeholder input.
2. The Board does not approve draft _.BP – Infrastructure Planning Principles and provides direction to the Policy Review Committee to revise the policy and return to Public Board.

CONSIDERATIONS & ANALYSIS

The Infrastructure Planning Principles policy contains seven broad over-arching principles that will guide the actions of the Superintendent of Schools and Administration when allocating financial resources, creating priorities for capital funding, maintaining and building new school buildings, acquiring land or declaring it surplus, establishing programming, exploring partnerships, and creating places for safe, caring, healthy, diverse, inclusive and equitable learning.

The recommended set of Infrastructure Planning Principles is directly based on the values articulated by the Board during the Infrastructure Planning session in June as well as taking into account the existing Planning Principles. The revised principles are as follows:

1. **Centres for Educational Excellence:** Infrastructure assets serve as centres for educational excellence that meet the needs of the whole child, their families, staff, and communities where appropriate.
2. **Community Asset:** Priority for capital investment, considering traditional and innovative approaches, will address long-term viability with the intent of creating community infrastructure assets in support of the District's mandate.
3. **Environmental Stewardship:** All decisions relating to infrastructure management will demonstrate a commitment to environmental education and stewardship.
4. **Equitable Access:** All students and staff will have opportunities to access safe, welcoming, high quality learning and working environments that provide innovative approaches to educational programming that enable all to reach their full potential.
5. **Fiscal Accountability:** Decisions on infrastructure consider long term plans and short term realities, reflect fiscal responsibility and support learning for all students.
6. **Supports for Children:** Integrated supports for children and families are provided in collaboration with partners through multi-functional spaces.
7. **Transparency:** Infrastructure decisions will be transparent, grounded in data and reflect meaningful engagement with stakeholders.

Specifically, these principles will guide the creation of the Infrastructure Strategy, which is aimed at transforming the District's inventory of infrastructure assets. The District's deferred maintenance deficit should be reduced by implementing the recommendations of the Infrastructure Strategy; the associated financial efficiencies can be applied to better supporting students and their education. In addition, the District's impact on the environment should be reduced.

Through consistent application of these principles, it is expected that the District will build confidence and trust of all stakeholders in its infrastructure planning and management. Government stakeholders and the public will see that the District's infrastructure is effectively supporting optimum learning opportunities and supports for students, responding to community needs as possible, and enabling the realization of the District Vision.

The expected outcomes relating to the principles are identified and further clarified in the Expectation section of the policy.

The tools created to implement these principles will be identified in the Accountability section of the policy and will include details regarding how the principles will be achieved.

On December 10, 2012 the new Education Act received Royal Assent and will come into force in September, 2015. As per all policies now being reviewed or developed in the Board's comprehensive policy review, this policy must also consider the Board's mandated responsibilities with respect to Section 33 (1) i. ensure effective stewardship of the board's resources as per the Policy Schematic in Attachment III.

NEXT STEPS

1. If approved, the BP – Infrastructure Planning Principles will be posted on the district website on August 1 for four weeks for stakeholder feedback. The district Communications Department will notify School Council representatives of the posting and also profile the report through social media. The accompanying board report and attachments will also be posted to inform and encourage stakeholder input. Trustees will be encouraged to notify their constituents.
2. Concurrently, the Administration will review the draft to ascertain which (if any) existing policies related to facilities/capital/technology could be included in this policy and eventually rescinded.
3. On August 27, the Policy Review Committee will review the draft policy with a representative group of stakeholders. All Trustees are welcome to attend.
4. A summary of the stakeholder feedback received, the results of Administration's review, and a recommendation of changes to the policy, along with a companion board report will be submitted to the Policy Review Committee. The Committee will then consider next steps, such as bringing forward the policy for Second and Third Reading.
5. If approved at Third Reading, the District will develop and finalize a comprehensive, long-term Infrastructure Strategy aimed at transforming its inventory of facilities to be brought forward to the new Board.

ATTACHMENTS & APPENDICES

ATTACHMENT I	Draft Board Policy – Infrastructure Planning Principles
APPENDIX I	Detailed Background of Planning Principles
APPENDIX II	Schools Closed Since 2003 and their Current Uses
APPENDIX III	Policy Schematic

JD:gm

CODE: __.BP

EFFECTIVE DATE: TBD

TOPIC: Infrastructure Planning Principles

ISSUE DATE: TBD

REVIEW YEAR: 2013

PURPOSE

To articulate a set of overarching principles, in compliance with provincial legislation, and the District's Vision, Mission and Priorities, to guide facility, capital, and student accommodation planning and operation in the District.

The Infrastructure Planning Principles will guide the actions of the Superintendent of Schools and Administration when creating places for safe, caring, healthy, diverse, inclusive and equitable learning, allocating financial resources, creating priorities for capital funding, maintaining and building schools, and all other infrastructure decisions.

DEFINITION

Deferred Maintenance is capital investment in facilities that has not yet been performed and is required to keep the asset in optimal operational condition.

High Quality Learning Environments, from a facilities point of view, refers to the factors that impact student achievement, for example: thermal comfort; indoor air quality; lighting, acoustical control, appropriate space for program delivery, etc.

Infrastructure is the basic facilities, services, and installations needed for the functioning of the District.

Infrastructure Strategy is a strategic focus that guides future decision-making for the planning, provision, use and maintenance of district facilities.

Long-term Viability is based on both the costs to operate, maintain and renovate buildings and the ability for schools to maintain an enrolment within the educational program to provide a high quality learning environment for existing and future students.

Partner refers to the City of Edmonton, Provincial and Federal Government, school jurisdictions, for profit and not for profit agencies, and organizations compatible with the core mission of the Edmonton Public School Board.

Ten Year Facility Plan provides a broad overview of the school jurisdiction's facilities. It helps each school jurisdiction, Alberta Education and Alberta Infrastructure to identify long-range facility needs in support of school jurisdictions' education and technology plans (adapted from School Capital Manual – January 2012).

Three Year Capital Plan identifies the highest priority school facility/infrastructure needs for a three-year period and must be updated by the school jurisdiction and submitted (to Alberta Education) on an annual basis (adapted from School Capital Manual – January 2012).

POLICY

The District's infrastructure decision-making will reflect an equitable approach to the provision of high quality learning environments across the District, demonstrate sound planning practices, establish equitable priorities for construction, modernization and maintenance, disclose assumptions on which the plan is based, employ a collaborative approach to planning and operation through the inclusion of community, external partnerships and multiple orders of government, employ traditional and creative approaches where appropriate, and ensure expenditures of capital funding demonstrate responsible stewardship of public resources.

To achieve these outcomes the following Infrastructure Planning Principles will be used in all strategic, planning and operational decisions and activities:

1. **Centres for Educational Excellence:** Infrastructure assets serve as centres for educational excellence that meet the needs of the whole child, their families, staff, and communities where appropriate.
2. **Community Asset:** Priority for capital investment, considering traditional and innovative approaches, will address long-term viability with the intent of creating community infrastructure assets in support of the District's mandate.
3. **Environmental Stewardship:** All decisions relating to infrastructure management will demonstrate a commitment to environmental education and stewardship.
4. **Equitable Access:** All students and staff will have opportunities to access safe, welcoming, high quality learning and working environments that provide innovative approaches to educational programming that enable all to reach their full potential.
5. **Fiscal Accountability:** Decisions on infrastructure consider long term plans and short term realities, reflect fiscal responsibility and support learning for all students.
6. **Supports for Children:** Integrated supports for children and families are provided in collaboration with partners through multi-functional spaces.
7. **Transparency:** Infrastructure decisions will be transparent, grounded in data and reflect meaningful engagement with stakeholders.

EXPECTATIONS

1. To achieve equity of educational programming through acknowledging that not all students and communities have the same needs.
2. To allow opportunities for long-term planning, operational efficiencies and co-ordinated services.
3. To collaborate with other orders of government, school districts, and for profit and not for profit agencies to support students, children, families and communities.
4. To determine the long-term viability of district assets and address the long-term deferred maintenance
5. To engage stakeholders early in ongoing discussions with the District; respecting their perspectives and achieving positive change.
6. To evaluate the unique needs of communities and determine the appropriate future use of the asset.
7. To maximize the use of space not required for educational purposes by providing opportunities for partnerships that support education, children or the community.
8. To minimize the District's environmental footprint through proactive planning practices.

ACCOUNTABILITY

All facility, capital and student accommodation plans shall address the Infrastructure Planning Principles and Infrastructure Strategy. Annually, the Board of Trustees approves the District's Three Year Capital Plan and reviews the District's Ten Year Facilities Plan, as required by the Government of Alberta.

REFERENCES

CH.BP	Framework for Policy Development and Review
FECA.BP	Identification of a Building as a Historic Resource
FED.BP	Capital Projects
FEE.BP	Site Acquisition and Disposal
FL.BP	School Closure
FO.BP	Environment
IC.BP	Student Accommodation
JG.BP	Community Use of District Buildings

DRAFT

Detailed Background of Infrastructure Planning Principles

Through the summer of 2003, Planning staff worked on developing Planning Principles consistent with the Provincial priorities and principles for determining capital funding and “sustainable facilities”. The main sources used were the Student Accommodation Principles, Capital Priorities 2003-2005, and managing the District’s Competitive Advantage (Superintendent’s Retreat, August 2003).

The Planning Principles were consistent with the Provincial priorities and principles for determining capital funding and “sustainable facilities.”

On November 23, 2003, the Ten Year Facilities Plan was presented to the Board of Trustees. Section 5 of the plan presented the Planning Principles intended to guide the District’s work in capital planning, student accommodation and program distribution in the coming years.

Original Planning Principles

1. Equitable Access to Quality Learning Environments and Choice of Programs
2. Creative Re-Use of Surplus Space
3. Efficient Sector Utilization and Retention of Small Schools
4. Accommodation and Program Needs Met Within Sectors

The Planning Principles were refined through the subsequent Ten Year Facilities Plan reviews and preparations.

On May 31, 2005, the Ten Year Facilities Plan 2006-2015 was presented to the Board of Trustees. A new principle was added and the wording was adjusted to the existing Planning Principles. At this time, the Administration advised that a full consultative review of the Planning Principles would occur in early 2006.

The five principles contained in the June 2005 Ten Year Facilities Plan are as follows:

1. Equitable Access to Quality Learning Environments and Choice of Programs
2. Creative Re-Use of Surplus Space
3. Efficient Use of School Space in Sectors and Retention of Small Schools
4. Accommodation and Program Needs Met Within Sectors
5. Capital Investment Contingent Upon Confirmation of Long-term Viability

The Ten Year Facilities Plan Review: Public Consultation and Outcomes was prepared by Stantec Consulting in March 2006. The consultant recommended that all five existing principles be retained, the wording for the principles be revised to increase clarity, and three new principles be added, namely:

1. Create and retain schools with long-term viability.
2. Use modular units and flexible design to adjust the size and use of new and existing schools.
3. Coordinate facility planning closely with other key stakeholder organizations, such as the City of Edmonton and Edmonton Catholic Schools.

The first principles had already been reflected in Principle 5; the other two suggested principles were not adopted.

After the 2006 Consultation, the five principles contained in the May 2006 Ten Year Facilities Plan read as follows:

1. Equitable Access to Quality Learning Environments and Choice of Programs.
2. Creative Re-Use of Surplus Space.
3. Efficient Use of School Space in Sectors and Retention of Schools in Ageing Neighbourhoods.
4. Accommodation and Program Needs Met Within Sectors.
5. Capital Investment Contingent Upon Confirmation of Long-term Viability.

On June 10, 2008, the Board approved the 2009 -18 Ten Year Facilities Plan that contained a new sixth Planning Principle. The new Principle gave consideration to the environmental issues in the management and deployment of district facilities and resources and was stated: Proactive Approach to Environmental Awareness and Stewardship.

In June 2009, Dialogue Partners was retained to conduct a public engagement activity as a part of the Sector Planning work in the District. The activity included an examination of the Planning Principles, which were reworded for discussion purposes only:

1. All children are able to attend a good school that offers a variety of quality programs.
2. If there is extra space in schools, it is used in creative and valuable ways.
3. An adequate amount of schools exist in older neighbourhoods to meet student needs.
4. Each sector of the District can meet student needs.
5. If the District is sure that the school will continue to have enough students in the future, it will apply for funds to renovate or change buildings.
6. The District will be environmentally responsible in everything we do.

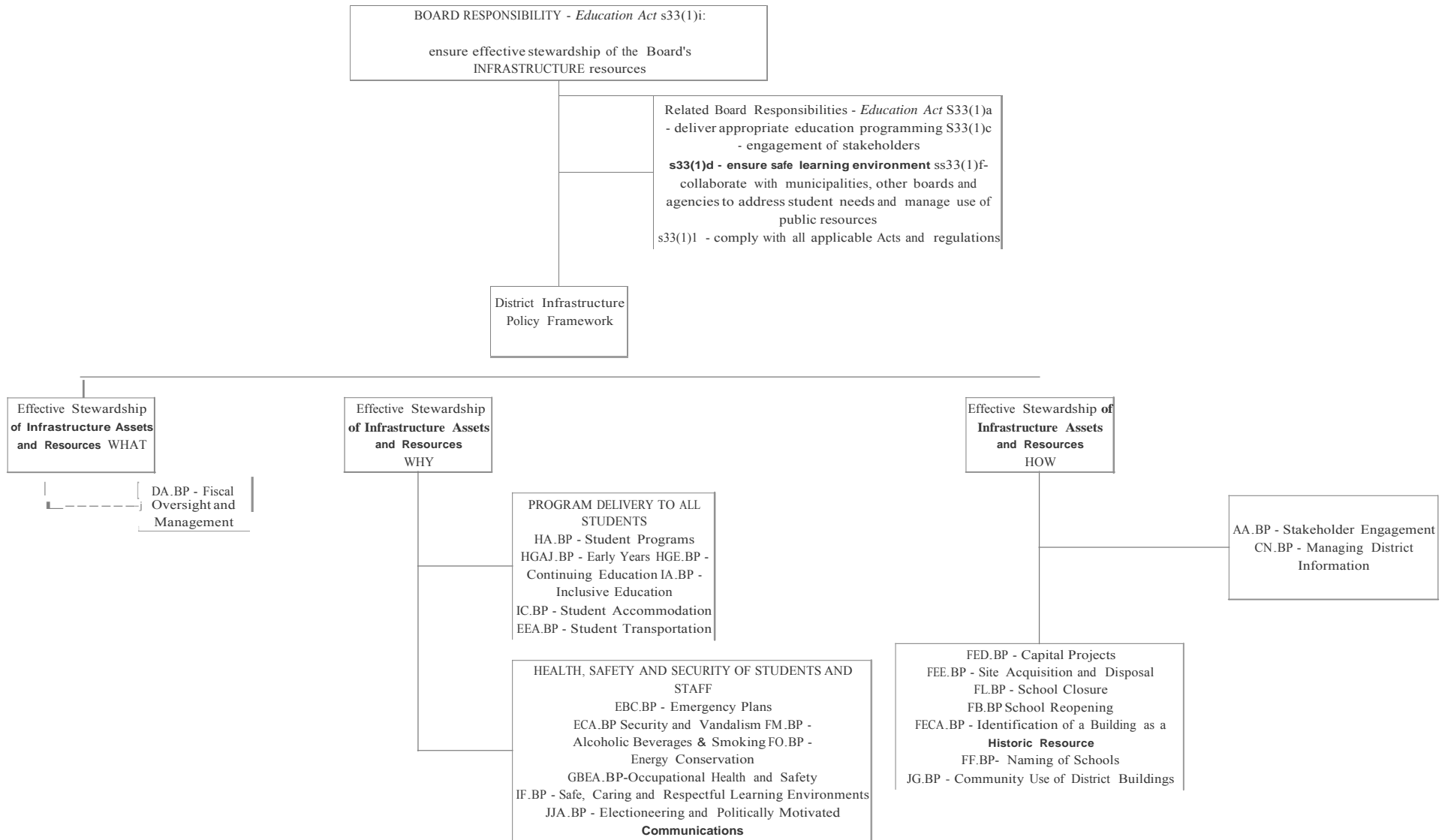
In January 2010, a Sector Planning Public Engagement Report was submitted to the Board of Trustees and four new proposed principles were suggested as additions to the existing six principles:

1. Maximize resources and act with fiscal responsibility.
2. Academic excellence and quality education for all students.
3. Inclusion, respect for diversity and celebration of multiculturalism.
4. Recognize and nurture the social, emotional, physical and psychological needs of children.

The Ten Year Facilities Plan has not been amended since June 2008.

Schools Closed Since 2003 and Their Current Uses

Neighbourhood	School Name	Year Closed	Current Use
Sherbrooke	Sherbrooke	2003	Leased Aurora Charter School
Bellevue	Bellevue	2003	Sold Distinctive Employment Counselling Services of Alberta
Idylwylde	Idylwylde	2003	District Metro Continuing Education
Terrace Heights	Terrace Heights School (Argyll Home Ed.)	2005	District Home Schooling Site Caraway Program
Athlone	Wellington	2005	Leased City of Edmonton
Balwin	North Edmonton	2005	Sold Excel and City
Strathearn	Strathearn	2005	Sold Conseil Scolaire Centre-Nord
High Park	High Park	2007	District Special Needs Program
Newton	Newton	2007	District Consulting Services
Ritchie	Ritchie	2008	Leased Conseil Scolaire Centre-Nord
Woodcroft	Woodcroft	2008	District Language Consultants
Capilano	Capilano	2010	Leased Suzuki Charter School
McCauley	McCauley	2010	Leased Community hub with a variety of tenants
Parkdale	Parkdale	2010	Leased Bent Arrow Traditional Healing Society
Fulton Place	Fulton Place	2010	Leased Community hub with a variety of tenants
Eastwood	Eastwood	2010	Vacant Currently exploring a lease



MINUTE BOOK

Special Board Meeting

Minutes of the Special Board Meeting of the Trustees of the Edmonton School District No. 7 of the Province of Alberta held in McCauley Chambers in the Centre for Education on Tuesday, July 30, 2013 at 2:00 p.m.

Present:

Trustees

David Colburn
Sarah Hoffman

Michael Janz
Cheryl Johner
Heather MacKenzie

Catherine Ripley
Ken Shipka

Officials

Bruce Coggles

Tanni Parker

Sandra Stoddard

Board Chair: Sarah Hoffman

Recording Secretary: Heather Lightfoot

A. O Canada 

B. **Roll Call:** (2:00 p.m.)

Acting Superintendent Coggles advised that Trustees Cleary and Spencer were absent. All other Trustees were present.

C. **Report**

Infrastructure Planning Principles

Trustee Ripley, Chair Policy Review Committee, noted that Trustee feedback will also be considered by the Policy Review Committee during the development of the draft policy for second reading

MOVED BY Trustee Ripley:

“That a new policy __.BP Infrastructure Planning Principles be considered for the first time and approved for posting on the district website for stakeholder input.”

MINUTE BOOK

MOVED BY Trustee MacKenzie:

*“That Principle #2 be amended to read: **Service to Community: Infrastructure assets are public buildings intended to serve our students, families and staff as well as the broader communities in which they exist. The general public will be involved in infrastructure decisions and the District will take into consideration the demographics and various needs of the communities.**”*

MOVED BY Trustee Colburn:

*“That the amendment be amended to read: ~~“Service to Community: Community Based Decisions:~~ **Infrastructure assets are public buildings intended to serve our students, families, and staff as well as the broader communities in which they exist. The general public will be involved in infrastructure decisions and the District will take into consideration the demographics and various needs of the communities.**”*

The Board Chair called the question on the Amendment to the Amendment.

IN FAVOUR: Trustee Colburn

OPPOSED: Trustees Hoffman, Janz, Johner, MacKenzie, Ripley and Shipka

The Amendment to the Amendment was DEFEATED.

MOVED BY Trustee Colburn:

*“That the amendment be amended to read: **Service to Community: Infrastructure assets are public buildings intended to serve our students, families and staff as well as the broader communities in which they exist. The general public will be involved in infrastructure decisions where appropriate and the District will take into consideration the demographics and various needs of the communities.**”*

The Board Chair called the question on the Amendment to the Amendment.

IN FAVOUR: Trustees Colburn, MacKenzie, Ripley and Shipka

OPPOSED: Trustees Hoffman, Janz and Johner

The Amendment to the Amendment was CARRIED.

MINUTE BOOK

MOVED BY Trustee Ripley:

“That the proposed amendments be referred to the Policy Review Committee for consideration during the development of Draft Policy __.BP Infrastructure Planning Principles for second reading.”

The Board Chair called the question on the Referral Motion.

IN FAVOUR: Trustees Hoffman, Janz, Johner, MacKenzie, Ripley and Shipka

OPPOSED: Trustee Colburn

The Referral Motion was CARRIED.

MOVED BY Trustee MacKenzie:

“That Principle #4 be amended to read: *Centres for Equity: Infrastructure assets are a public service intended to support all students to achieve their full potential in differing and unique ways. Decisions will be made that increase opportunities and decrease vulnerabilities of students, families and communities living in poverty or having exceptional learning needs.*”

MOVED BY Trustee Colburn:

“That the amendment be amended to read: *Centres for Equity: Infrastructure assets are ~~a public service~~ publicly owned and intended to support all students to achieve their full potential in differing and unique ways. Decisions will be made that increase opportunities and decrease vulnerabilities of students, families and communities living in poverty or having exceptional learning needs.*”

Trustee Janz left at this point in the meeting.

The Board Chair called the question on the Amendment to the Amendment.

IN FAVOUR: Trustees Colburn, Hoffman, Johner, MacKenzie and Ripley

OPPOSED: Trustee Shipka

The Amendment to the Amendment was CARRIED.

Trustee Janz was absent for the vote.

MINUTE BOOK

Trustee Janz returned at this point in the meeting.

MOVED BY Trustee Shipka:

“That the amendment be amended to read: Centres for Equity: Infrastructure assets are a public service publicly owned and intended to support all students intended to support all students to achieve their full potential in differing and unique ways. Decisions will be made that increase opportunities and decrease vulnerabilities of students, families and communities living in poverty or having exceptional learning needs.”

The Board Chair called the question on the Amendment to the Amendment.

IN FAVOUR: Trustees Hoffman, Johner and Shipka

OPPOSED: Trustees Colburn, Janz, MacKenzie, Ripley

The Amendment was DEFEATED.

The Board Chair called the question on the Amendment.

IN FAVOUR: Trustees Colburn, Johner and MacKenzie

OPPOSED: Trustees Janz, Hoffman, Ripley and Shipka

The Amendment was DEFEATED.

The Board Chair called the question on the original motion. (That a new policy .BP Infrastructure Planning Principles be considered for the first time and approved for posting on the district website for stakeholder input.).

IN FAVOUR: Trustees Colburn, Hoffman, Janz, Johner, Ripley and Shipka

OPPOSED: Trustee MacKenzie

The Motion was CARRIED.

D. Next Board Meeting Date: Tuesday, September 3, 2013 at 2:00 p.m.

MINUTE BOOK

E. Adjournment (4:05 p.m.)

The Board Chair adjourned the meeting.

Sarah Hoffman, Board Chair

Cheryl Hagen, Acting Secretary-Treasurer