

EDMONTON PUBLIC SCHOOLS

November 30, 2010

TO: Board of Trustees
 FROM: E. Schmidt, Superintendent of Schools
 SUBJECT: Responses to Trustee Requests for Information
 ORIGINATOR: B. Smith, Executive Director

RESOURCE

STAFF: Tim Boan, Josephine Duquette, Leanne Fedor, Jack Geldart, Jyde Heaven, Roland Labbe, Marco Melfi, Ann Parker, Lorne Parker, Jim Ray, Amy-Irene Seward, Cindy Skolski

INFORMATION

TRUSTEE REQUEST #13, NOVEMBER 16, 2010, (TRUSTEE HOFFMAN) PROVIDE 2009-2010 SCHOOL CLASS SIZE INFORMATION (MAXIMUM, MINIMUM AND MEAN) FOR EACH OF THE GRADE LEVELS AT EACH OF THE SCHOOLS THAT WERE CLOSED DURING THE 2010 SUMMER BREAK. The tables below provide the class size data for the five schools and one elementary program that the Board of Trustees approved for closure on April 13, 2010. Each school listed below did not have sufficient enrolment at each grade level to support more than one class per grade. As a result, it is not possible to calculate the maximum, minimum or mean for each grade level at each school.

Capilano School 2009-2010 Enrolment Data

Program	Grade	Students
Regular	Kindergarten, Grade 1 Combined	25
	Grade 2	16
	Grade 3	18
	Grade 4	18
	Grade 6	20
Individual Support Program	Combined Grades 1-6	13
TOTAL		110

Eastwood School 2009-2010 Enrolment Date

Program	Grade	Students
Regular	Full Day Kindergarten	18
	Grade 1, 2 combined	17
	Grade 2, 3 combined	18
	Grade 4	11
	Grade 5, 6 combined	20

Program	Grade	Students
Behaviour and Learning Assistance	Grade 4, 5 combined	4
Opportunity	Grade 1, 2, 3 combined	7
	Grade 4, 5, 6 combined	11
TOTAL		106

Fulton Place School 2009-2010 Enrolment Data

Program	Grade	Students
Regular	Kindergarten	14
	Grade 1, 2 combined	23
	Grade 3, 4 combined	20
	Grade 4, 5 combined	19
	Grade 6	21
Logos	Kindergarten	22
	Grade 1	22
	Grade 2	19
	Grade 3	22
	Grade 4	18
Behaviour and Learning Assistance	Grade 1, 2, 3, 4 combined	8
	Grade 4, 5, 6 combined	10
TOTAL		218

McCauley School 2009-2010 Enrolment Data

Program	Grade	Students
Regular	Early Learning	12
	Full Day Kindergarten	12
	Grade 1, 2 combined	18
	Grade 3	12
	Grade 4, 5 combined	17
	Grade 6	19
	Grade 7	19
	Grade 8	21
	Grade 9	18
Behaviour and Learning Assistance	Grade 7, 8, 9 combined	10
Opportunity	Grade 7, 8, 9 combined	15
TOTAL		173

Parkdale School 2009-2010 Enrolment Data

Program	Grade	Students
Regular	Kindergarten and Early Learning	21
	Grade 1, 2 combined	21
	Grade 3, 4 combined	24
	Grade 5, 6 combined	19
	Grade 7	23
	Grade 8	24
	Grade 9	22
Literacy	Grade 4, 5, 6 combined	10
	Grade 7, 8 combined	10
	Grade 8, 9 combined	13
TOTAL		187

Spruce Avenue School Elementary Program 2009-2010 Enrolment Data

Program	Grade	Students
Regular	Kindergarten	23
	Grade 1	19
	Grade 1, 2 combined	22
	Grade 3	17
	Grade 4	23
	Grade 4, 5 combined	23
	Grade 6	20
TOTAL		303

TRUSTEE REQUEST #14, NOVEMBER 16, 2010, (TRUSTEE HOFFMAN) PROVIDE 2010-2011 SCHOOL CLASS SIZE INFORMATION (MAXIMUM, MINIMUM AND MEAN) FOR 2010-2011 SCHOOL YEAR FOR THE DESIGNATED RECEIVING SCHOOLS OF THOSE STUDENTS WHO RELOCATED FOLLOWING THE SCHOOL CLOSURES OF THE 2010 SUMMER BREAK. In many cases, the schools below do not accommodate more than one class per grade at many grade levels. As a result, it is not possible to calculate the maximum, minimum or mean for each grade level at each school. Where there is more than one class per grade, the minimum, maximum and average class sizes are reflected in the tables below.

Delton School 2010-2011 Enrolment Data

Program	Grade	Students	Minimum	Maximum	Average
Regular	Early Learning	25			
	Full Day Kindergarten	16	16	17	16.7
	Full Day Kindergarten	17			
	Full Day Kindergarten	17			
	Grade 1,2 combined	20			
	Grade 2	21			

Program	Grade	Students	Minimum	Maximum	Average
	Grade 3	23			
	Grade 3,4 combined	22			
	Grade 4	25			
	Grade 5	28			
	Grade 5,6	24			
	Grade 6	26			
Behaviour and Learning Assistance	Grade 1,2 combined	9			
	Grade 3,4 combined	8			
	Grade 5,6 combined	7			
Opportunity	Grade 1,2,3 combined	10			
	Grade 3,4 combined	16			
	Grade 5,6 combined	13			

Hardisty School 2010-2011 Enrolment Data

Program	Grade	Students	Minimum	Maximum	Average
Regular	Kindergarten	18			
	Grade 1	16			
	Grade 2	20			
	Grade 3	20			
	Grade 4	22			
	Grade 5	20	20	20	20
	Grade 5	20			
	Grade 6	17			
	Grade 7	26	26	27	26
	Grade 7	27			
	Grade 7	26			
	Grade 8	21	20	23	21.3
	Grade 8	21			
	Grade 8	20			
	Grade 8	23			
	Grade 9	27	25	27	26
	Grade 9	25			
	Grade 9	26			
Logos	Kindergarten	19			
	Grade 1	22			
	Grade 2	24			
	Grade 3	18			
	Grade 4	27			
	Grade 5	20			
	Grade 6	30			

Program	Grade	Students	Minimum	Maximum	Average
	Grade 7	19			
	Grade 8	23			
	Grade 9	18	18	18	18
	Grade 9	18			
Community Learning Skills	Grade 7,8,9 combined	15			
Community Learning Skills/Behaviour and Learning Assistance	Grade 7,8,9 combined	14			
Individual Support Program	Grade 2,3,4,5,6,7 combined	11			

John A. McDougall 2010-2011 Enrolment Data

Program	Grade	Students	Minimum	Maximum	Average
Regular	Early Learning	12			
	Full Day Kindergarten	23	23	25	24
	Full Day Kindergarten	25			
	Grade 1	19			
	Grade 1,2 combined	20			
	Grade 1,2,3,4 combined English Language Learning	16			
	Grade 2	24			
	Grade 3	26			
	Grade 4	26			
	Grade 4,5 combined	24			
	Grade 5	22			
	Grade 5,6 combined	26			
	Grade 6	24			

Norwood School 2010-2011 Enrolment Data

Program	Grade	Students	Minimum	Maximum	Average
Regular	Early Learning	18			
	Full Day Kindergarten	17	17	18	17.5
	Full Day Kindergarten	18			
	Grade 1	23			

Program	Grade	Students	Minimum	Maximum	Average
	Grade 1,2 combined	21			
	Grade 2	22			
	Grade 3	22			
	Grade 4	20			
	Grade 5	16	15	16	15.5
	Grade 5	15			
	Grade 6	23			

Spruce Avenue School 2010-2011 Enrolment Data

Program	Grade	Students	Minimum	Maximum	Average
Regular	Grade 7	23	22	23	22.7
	Grade 7	23			
	Grade 7	22			
	Grade 8	21	17	21	19
	Grade 8	19			
	Grade 8	17			
	Grade 9	26	25	28	26.5
	Grade 9	25			
	Grade 9	27			
	Grade 9	28			
Behaviour and Learning Assistance	Grade 7,8,9 combined	8			
Literacy	Grade 7,8 combined	19			
	Grade 9	13			
Opportunity	Grade 7,8,9 combined	14			

TRUSTEE REQUEST #18, NOVEMBER 16, 2010, (TRUSTEE CLEARY) PROVIDE AN UPDATED VERSION OF THE LEASING SUMMARY BOARD REPORT DATED JUNE 15, 2010. THIS UPDATE SHOULD ALSO INCLUDE INFORMATION REGARDING WHO DETERMINES THE RATES AND CATEGORIES FOR THESE SPACES. THE UPDATE SHOULD INCLUDE INFORMATION PERTAINING TO STRATHEARN, RITCHIE, MCCAULEY, FULTON PLACE AND CAPILANO SCHOOLS. Lease rates are applied when surplus space within an operational school is provided to third-parties and service providers in a dedicated fashion. A formal lease is not required when family and student services are provided in school space by non-profit agencies that do not impact a school's space utilization. For example, mentorship, hot lunch and paired reading programs are arranged with a school through a Memorandum of Understanding or Letter of Agreement. These programs add valuable services to the school but do not take away classroom space from school use, as services are typically provided outside of school hours.

The District has established a four-year lease revenue and distribution cycle for lease rate review and implementation. This cycle provides stable, transparent lease rates for both tenants in district facilities and the District. Lease rates and revenue distribution is based on

the principle of cost-recovery of actual operation and capital costs incurred by the District to accommodate tenants. The next review is scheduled to be conducted in 2012-2013, using 2011-2012 unit costs and market comparisons. The following information provides a summary of the history of district lease rates and reviews.

History of District Leasing Rates

1982

Minimum leasing rates were approved by the Board in 1982. At that time, there were three categories of leases: playschools, non-profit organizations and for-profit child care.

1995

In 1995, the District reviewed unit costs for the District to provide space within an operational school and compared rates with other school districts, as well as commercial rent rates in the Edmonton market. At the time, there were high commercial vacancy rates and low demand on Edmonton Public Schools space, except for community playschool programming. Rates were not adjusted from the minimum rates approved in 1982. Lease revenue stayed with the school and schools were authorized to charge above the minimum rate. There continued to be three categories of leases.

2002-2003

An extensive review of lease rates was conducted in 2002-2003. As part of the review, consideration was given to each of the following factors to establish either an upward or downward trend in costs over a five-year rate:

- unit costs to operate space in an operational school
- unit costs for school-to-pay items versus unit costs paid centrally
- comparison of lease rates charged by other school districts in Alberta
- comparison of commercial lease rates for government space
- analysis of annual inflation rates for utilities, lease rates and construction factors

Consultation was done by survey or direct contact/interview with various groups, including:

- CUPE Local 474 (custodial)
- partnership organizations (YMCA, Success by Six, etc.)
- current tenants with the District
- Facilities Services
- Budget Services
- Financial Services
- principals and senior administration

A summary of the 2002-2003 review concluded that unit costs had increased dramatically since 1982 and adjustments were required to bring rates closer to cost recovery. Board and senior administration desired to subsidize non-profit child care and community-based playschools, as well as partnership agencies. While daycare businesses wished to have all daycares under the same fee schedule, there was a desire by the District to encourage the non-profit sector with a subsidized rate. A separation of revenue was identified as a requirement in a new lease rate structure, in order to direct some lease revenue to the central

decision units paying for utilities, Infrastructure Maintenance Renewal (IMR) and other costs that were recentralized from a school-to-pay system. Tenants were clear that they could not handle large increases to lease costs, and required time to phase in any changes. Principals stated they needed a phase-in of the change in revenue to their schools.

As a result of the 2002-2003 review, a four-year phase-in plan was established with projected revenue and revenue distribution plans communicated to principals and tenants. The review also led to an increase in the number of lease categories and rates from three to five. Financial Services and Leasing directed a portion of lease revenue to the appropriate decision units bearing space operation costs. There was no loss of tenants due to the increased lease rates. A regular review of unit costs and lease rates on a four-year cycle was established by the District.

2008-2009

In January 2009, the Superintendent of Schools approved another four-year lease revenue and distribution plan. The first year of implementation for the current four-year lease rate was the 2009-2010 school year. The review utilized the same analysis and consultation approach for the 2003 review. Details of the analysis of operating and capital costs are provided as supplemental information (Attachment I).

An analysis of unit operating costs for the 2006-2007 fiscal year concluded that:

- water, heat, and electrical utilities increased from \$1.09 per square meter per month to \$1.21 per square meter per month or approximately 10 per cent;
- school-to-pay costs increased from \$0.89 per square meter per month to \$1.95 per square meter per month, taking into account staff time, waste disposal costs and care of common areas;
- capital costs increased from \$2.81 per square meter per month to \$7.37 per square meter per month, based on construction costs for material and labour;
- custodial costs increased from \$1.50 per square meter per month to \$1.73 per square meter per month without compensation for supplies used.

A portion of the costs for capital and IMR projects were considered and incorporated into the new rates. A comparison with other school district lease rates in Alberta and commercial rates was completed. The following chart compares lease rates with other school districts and the commercial market at the time of the 2008 review.

	Edmonton Public (proposed)	Edmonton Catholic	Calgary Board of Education	Elk Island SD	St. Albert Protestant	Commercial NET*
Partnership	\$3.00	\$4.51 to \$5.61	\$2.55	\$4.60	\$6.67	\$10.31/m ²
Playschools	\$3.50	\$4.51	\$2.55	\$4.60	As above	\$10.31/m ²
Non-Profit Child Care	\$5.20	\$5.61	\$5.10	\$4.60	As above	\$10.31/m ²
For-Profit Child Care	\$8.50	\$9.46	\$8.96	\$11.04	As above	\$10.31/m ²
Government	\$7.20	\$9.46	\$8.96	\$11.04	As above	\$17.93/m ²
Other	\$8.50	\$9.46	\$8.96	\$11.04	As above	\$17.93 to \$31.38/m ²

Commercial rates from CBRE Commercial Real Estate Market View, August 2008.

* NET rates do not include utilities or operational costs.

All other rates are quoted Gross (utilities included).

As with the 2002-2003 review, the current four-year plan for lease rates and revenue distribution was based on the principle of cost recovery of actual operation and capital costs incurred by the District. The rate increases were not as steep as in 2003. Rates and revenue distribution were recommended for implementation over a four-year implementation plan. The approved rates and distribution of revenue plan was communicated to each tenant and principal in writing, outlining the four-year plan. The number of lease categories and rates was expanded from five to ten.

The current leasing rate structure reflects the following:

- custodial service fees charged out by schools has been adjusted to include a portion of the cleaning supplies cost with the new per square meter rate of \$2.14 per month
- rates for a reduced level of custodial service are quoted to tenants separately (some tenants only request custodial services to cover heavy cleaning and floor refinishing)
- lease rates take into consideration some level of subsidy by the District for those tenants providing educational services aligned with the District's goals
- for-profit tenants continue to carry the full cost of operating space
- the distribution of lease revenue recognizes the increased cost to schools to operate the leased space and to accommodate a tenant in the building
- recovery of utilities for part-time licenses has been reduced to half since the space is being shared with the school
- the school-to-pay costs are fully recovered and credited to the school for leases that are subsidized by the District, and the recovery of utilities and capital renewal by central decision units has been reduced
- detailed lease revenue projections are distributed to schools each spring

The District communicates and provides a detailed leasing summary to the Board of Trustees and the public annually. The current lease rate structure and summary of tenancies is provided (Attachment II).

There are a number of new tenancies in closed schools, specifically in the Capilano, Fulton Place, and McCauley facilities. The following table details the current use of the Strathearn, Ritchie, McCauley, Fulton Place and Capilano school facilities.

Facility	Year Closed	Use
Capilano	2010	Leased by Suzuki Charter School Society, effective September 2010.
Fulton Place	2010	Serves as a community hub with a variety of tenants that include: The Victorian Order of Nurses, The Alberta Caregivers Association, The Learning Disabilities Association of Alberta – Edmonton Chapter, and the S.S. Dance Experience. The L’Arche Association of Edmonton is also exploring tenancy.
McCauley	2010	In partnership with the City of Edmonton, established as a Community Hub to provide supports and services to immigrant and refugee students and their families was established, and the following has occurred: <ul style="list-style-type: none"> • one of two sites for the District’s Transition Centre for Immigrant and Refugee Students and Families was established; • the City Centre Education Partnership - Early English Language Learner (ELL) centre was retained; • the existing lease to Alberta Child Services was retained; • the existing lease to the Multi-Cultural Health Brokers Co-op was retained and expanded.
Ritchie	2008	Leased to the Conseil scolaire du Centre-Nord (Francophone) school district, and reopened as Ecole Joseph-Moreau (excludes 1913 building).
Strathearn Junior High	2005	Transferred to the Conseil scolaire du Centre-Nord (Francophone) school district, and reopened as Ecole Gabrielle Roy.

A list of use of other closed school facilities is also provided (Attachment III).

Leasing rates are structured with the goal of recovering district costs associated with the operation, maintenance and capital renewal of the space, in balance with supporting tenancies that are compatible and supportive of students, schools and education.

Challenges to increasing rental revenue from tenancies in operating schools include:

- rates closer to commercial rates may drive existing tenants out of operating schools
- the limitation in term security of a lease in an operating school cannot exceed 12 months without Ministerial Consent (*School Act-Disposition of Property Regulation*)
- the District cannot provide capital improvements to space for tenants that are offered by commercial landlords, as there is no funding source to fund the improvements
- the Urban Services zoning applied to public school sites restricts the type of uses allowable or permissible in district buildings
- changes in use of portions of school buildings could impact negatively on the Joint Use Agreement relationship with several City of Edmonton departments
- changes in zoning can trigger requirements for unfunded capital upgrades, such as increased parking

- significant changes in use of school space could trigger unfunded requirements to address different building code requirements
- profit-taking through leasing could threaten the District's property tax exemption status
- many alternative uses may not be compatible or viewed as safe alongside a school-aged population
- the commercial property industry may not be supportive or receptive to commercial competition with a publicly-funded entity like the District

TRUSTEE REQUEST #24, NOVEMBER 24, 2010, (TRUSTEES) PROVIDE A REPORT ON THE EDUCATIONAL, FINANCIAL, AND STAFFING IMPLICATIONS OF A MORATORIUM ON SCHOOL CLOSURES IN THE SHORT TERM (3 YEARS), MID TERM (10 YEARS) AND LONG TERM (25 YEARS).

Educational Implications

A. The Impact of School Facilities on Teaching and Learning

Recent Canadian research (Roberts, 2007) has identified an impact of building condition on student achievement.

The preponderance of evidence shows that facility conditions have an impact on student performance; however, the studies vary in the magnitude of that impact. Typically, the facility effect is in the range of 5-10 per cent.

The top four factors found to have highest impact on student achievement, in ranked order included:

1. *Thermal comfort (temperature control)*
2. *Indoor air quality (ventilation control)*
3. *Visual comfort (lighting)*
4. *Acoustic (sound control)*

(School Facility Conditions and Learning Environments: Canadian Evidence. Roberts, Lance, Sociometrix, Inc., Mar 2007.

<http://media.cefpi.org/toronto2007/FacilityConditions.ppt>)

At present, Edmonton Public Schools operates 197 school buildings with an average age of 46 years. Of these, approximately 75 facilities are 50 years of age or older. Many of these facilities require significant renovations to maintain a quality learning environment. The District has a sizable investment in an aging inventory of school facilities. Funding for operating and maintaining schools, and for capital projects, is directly linked to the amount of space used for teaching and learning rather than the total district inventory of space. As a result, Edmonton Public Schools must use existing space efficiently and effectively.

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 may be as high as \$242 million. Components classified as being at 'significant' risk, where failure is imminent or likely to occur, is valued at approximately \$75 million.

Those at 'moderate' risk are valued at approximately \$102 million, and those classified at 'minor' risk at \$56 million. Components can be addressed separately using Infrastructure Maintenance Renewal (IMR) funding, which is applied annually towards operating facilities through the Major Maintenance Plan, or through funded modernization projects included in the District's annual Three-Year Capital Plan.

The Province's School Infrastructure Manual specifies how utilization of schools must be calculated. It also indicates that annual IMR funding is partially based on school facility area in active use for instruction and partially by the full-time equivalent (FTE) student enrolment. An 85 per cent provincially calculated utilization rate is also referenced in terms of some capital project eligibility, by district or sector totals. The most recent Area Capacity Utilization (ACU) report received from the Province (2009-2010) indicates that the District's utilization rate has declined from 71 per cent to 67 per cent from the previous reporting year. This calculation does not include the closure of five schools and the opening of six new Alberta Schools Alternative Procurement (ASAP I) schools, which has resulted in a net gain in capacity of 2488 student spaces. The provincial utilization rate will decline further when the new ASAP II project schools open in 2012.

For the purpose of this report, the September 30 weighted student enrolment and the Alberta's Commission on Learning (ACOL) capacity for each school was used to calculate a district utilization rate for the 2009-2010 school year. Based on this calculation, the District utilization rate would be 75 per cent. Irrespective of the measure used, the number of square meters the District operates remains the same. The Province provides funding for instruction and Plant Operation and Maintenance (PO&M) on a per pupil basis. The utilization rate does not have an impact on this funding. The Province does not recognize an ACOL utilization measure when considering eligibility for funding.

When the utilization rate within a specific sector is at or above 85 per cent, the District may be eligible for expansion funding within that sector. (*Alberta Education/Alberta Infrastructure, School Capital Manual, 2009*). The implication of a moratorium on school closures on the capital plan is uncertain; however, in the current plan, a replacement school in each of South Central, Central and West I sectors was identified as a new construction priority. Funding for these projects may be negatively impacted by our present ACU rate.

In May 2008, the Board approved the use of a Discrete Choice Measure survey as a way to gather information about the greater community's awareness of the challenges the District faces related to school and school space. Information gained from this review would assist in direction-setting that is reflective of broad community values as related to effective, efficient and ideal use of school spaces and buildings. The contract to complete this work was granted to Cambridge Strategies Inc. (Attachment IV).

B. Effects of Multiple Grade Classes

Multiple grade classrooms may exist for one of two reasons. This arrangement is frequently implemented if a school holds an underlying philosophy that finds merit in the idea of having multi-age classes. A school may choose to provide resources and supports to create a multiple grade classroom based on the philosophy that this practice is beneficial to student learning. This approach is distinct from the second situation that would find a school

combining grades solely due to declining enrolment or class sizes. Combined grades often help schools deal with issues of declining enrolment or uneven class size.

Research regarding the achievement of students in multiple-grade classrooms indicates that student achievement is not compromised by the experience. Little (2004) reported through The United Nations Educational, Scientific and Cultural Organization (UNESCO) a summary of worldwide research literature that in Canada and the United States there was no statistically significant difference between the achievement of students in multi-grade classrooms and those in single-grade classrooms. This was supported in 2009 when the Research and Development (RAND) Corporation funded Mariano and Kirby to look at urban schools in Los Angeles. They also found no statistically significant difference in student achievement when comparing students in multi-grade classrooms to those in single-grade classrooms. What is still open to interpretation is whether split classroom settings foster student development or hinder it. There is also some question if multi-age classes make it difficult for teachers to effectively teach more than one grade level without incurring increased stress and workload.

In the event that there is a moratorium on school closures, schools with low and declining enrolments will continue to face organizational challenges. Schools with low and declining enrolments may require the organization of multiple grade classes for the foreseeable future.

Financial Implications

A. The following is an excerpt from information on the cost of operating schools at different levels of enrolment provided to the Board of Trustees on January 15, 2008 (Responses to Trustee Requests for Information report). Attachment V – Costs Associated with Educating Students in Small, Medium and Large Elementary Schools – was appended to this report.

Costs Associated with Educating Students

Costs associated with educating students in small, medium, and large district elementary schools has been analyzed for three consecutive years (2006-2007, 2005-2006 and 2004-2005) in sample schools from two categories of schools. The first category (1a, 1b, 1c) includes schools where the student population received mostly regular programming, and the second category (2a, 2b, 2c) included schools that offer regular programming as well as Special Needs programming. In each category, the sample included three schools in three different size ranges: small schools (a) with less than 140 students, medium-sized schools (b) with approximately 250 students, and large schools (c) with more than 350 students. The data shows that the average cost of educating a student increases as a school gets smaller for both categories of schools. The average cost per student is consistently around 40 per cent higher in small schools in comparison to large schools that offer only regular programming. For schools that offer regular programming and Special Needs programming, the average cost per student in a small school ranges from 56 per cent to 73.5 per cent higher than a large school.

As a district, we recognize that there is a cost associated with operating and maintaining each square meter of district space, whether it is used or not. In this regard, the district continues to focus on providing the best educational learning environment for students while rationalizing the manner in which we use space in schools.

A moratorium on school closures, coupled with an anticipated decline in school-aged population in mature areas of the city, will increase the number of schools with low enrolments. Therefore; operating schools under these conditions will result in an increased requirement for the re-distribution of district funds to support these higher costs.

B. Plant Operation and Maintenance Funding

Plant Operation and Maintenance funding is received from the Province on a per pupil basis. These funds are used to heat, light, clean and maintain district schools. Based on the 2009 Provincial assessment of district space (ACU report), there are 37,576 excess student spaces. This calculation is articulated in the Province's School Infrastructure Manual. While these spaces are unfunded, the District must still heat, light, clean and maintain them. For the 2009-2010 school year, the excess expenditure over revenue as per the unaudited schedule submitted to Alberta Education was over \$26 million in relation to operations and maintenance of schools. \$8.8 million was recovered from instructional grants to partially address the shortfall.

With a moratorium on school closures, the District will not be able to reduce the number of unfunded student spaces. As a result, the District will continue to experience over-expenditures in relation to operations and maintenance of schools. It is likely funds will continue to be required from instructional grants to address shortfalls.

The majority of closed buildings are re-purposed for a variety of uses including District uses and leases to organizations or charter schools or disposed of when determined to be surplus to district needs. When a closed facility is fully leased to an external party, all operating costs are recovered. Since 2000, Edmonton Public Schools has closed 19 schools. To date, all schools have been re-purposed with the exceptions of Eastwood, Parkdale and Prince Rupert schools. The Prince Rupert building housed the Rites of Passage program until June 2010.

C. Community Use

The community use of schools that is accommodated under the Joint Use Agreement (JUA) occurs during non-school hours when the school does not require the facility and custodial staff to be available. Currently the District has 32 schools that do not contribute any available time for JUA community use. Custodial availability is impacted by school budgets that are based on per pupil allocations. Reduced enrolments at mature area schools may contribute to an increase in schools unable to provide any JUA community use availability.

Lease rates are applied when surplus space within an operational school is provided to third-parties and service providers in a dedicated fashion. A formal lease is not required when family and student services are provided in school space by non-profit agencies that do not impact a school's space utilization. For example, mentorship, hot lunch and paired reading programs are arranged with a school through a Memorandum of Understanding or Letter of Agreement. These programs add valuable services to the school but do not take away classroom space from school use, as services are typically provided outside of school hours.

Leases, licenses and partnership agreements can be accommodated in surplus student space. The majority of district leases are with not-for-profit organizations. The revenue generated through the leasing of district space does not generate adequate funds to cover the costs to heat, clean, light and maintain the space occupied.

Leasing rates are structured with the goal of recovering district costs associated with the operation, maintenance and capital renewal of the space, in balance with supporting tenancies that are compatible and supportive of students, schools and education. Challenges to increasing rental revenue from tenancies in operating schools include:

- many alternative uses may not be compatible or viewed as safe alongside a school-aged population
- rates closer to commercial rates may drive existing tenants and partners out of operating schools as they frequently struggle with revenue generation
- the limitation in term security of a lease in an operating school cannot exceed 12 months without Ministerial Consent (*School Act-Disposition of Property Regulation*)
- the District cannot provide capital improvements to space for tenants that are offered by commercial landlords, as there is no funding source to fund the improvements
- the Urban Services zoning applied to public school sites restricts the type of uses allowable or permissible in district buildings
- changes in use of portions of school buildings could impact negatively on the Joint Use Agreement relationship with several City of Edmonton departments
- changes in zoning can trigger requirements for unfunded capital upgrades, such as increased parking
- significant changes in use of school space could trigger unfunded requirements to address different building code requirements
- profit-taking through leasing may threaten the District's property tax exemption status
- the commercial property industry may not be supportive or receptive to commercial competition with a publicly-funded entity like the District

During the 2009-2010 school year, the revenue generated through lease agreements totaled approximately \$1.75 million. This represented 0.21 per cent of the District's total operating budget of \$826 million for the 2010-2011 school year. Leased space is ineligible for any capital upgrade funding, including modernization and IMR funding.

The impact of a moratorium on school closures will mean that a larger amount of space in operational schools will be available for leases, tenants or partnerships. Additional tenants and leases will require additional property management support to schools, and property management issues may detract from the principal's ability to focus on teaching and learning.

D. Small School Allocations

The District provides a small school allocation if the enrolment in the regular program is less than 275 students. The allocation is calculated using the normalized enrolment, so there are a few schools receiving this allocation that exceed 275 students. The rationale and philosophy behind the origin of this allocation is to provide financial support and assistance for low enrolment schools.

During the 2010-2011 school year, a total of \$6.5 million was allocated to schools meeting the above criteria.

A moratorium on school closures will result in the continuation of funds re-directed from the basis of allocation (provincial funds provided to operate all district schools) to support schools with low enrolments.

Staff Implications

Should a moratorium on school closures be in place, there are a number of potential impacts on staff. As previously referenced, the research to date is inconclusive as to the effect of multiple grade classes on teacher stress. There is a concern expressed by Human Resources staff that the need to provide instruction to combined grade groups, the increased number of non-instructional minutes per teacher per week due to supervision requirements and the need to respond to community expectations could see a potential increase in teacher stress. With a potential increase in the number of low enrolment schools, there is the potential for a decreased complement of non-certificated staff whom would have an increased workload due to the budgetary constraints arising from per pupil funding model. Concerns regarding the potential for an increase in absences due to stress related illnesses have been expressed by Human Resources. A negative impact on district costs related to the provision of benefits could be realized should this potential outcome be a reality.

With this model, there is also the potential for limited resources to be available to support teachers in providing programming required. In schools with low enrolment, principals may be required to have sizeable teaching assignments and will be challenged to balance their classroom responsibilities with the need to provide the instructional leadership support to their team, as well as fulfill their operational responsibilities in a healthy and reasonable workday. Additionally, there may be limited funds available to provide opportunities for professional development and subject specific collaboration between teachers.

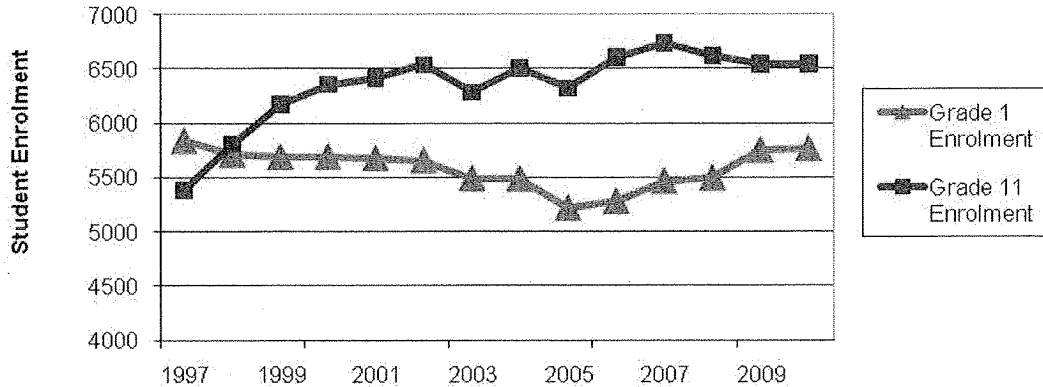
With respect to further implications of a moratorium, the school closure process is an emotional event for the staff and students affected by the process. A moratorium has the potential to reduce student and staff anxiety in this area.

Supplemental Information

A. District Enrolment Trends

The graph below compares the current and historical enrolment of Grade 1 students and Grade 11 students on September 30 district Student Information System (SIS) data. Grade 12 data was not used as it includes fourth and fifth year returning students.

**Student Enrolment for Grade 1 vs Grade 11
1997 - 2010**



The number of Grade 11 students has remained stable for at least a decade. Consistently there have been more students exiting Edmonton Public Schools than the number of students entering. While this trend would indicate a projected decline in district enrolment, the District realizes a student gain at transition grade levels (i.e. Kindergarten to Grade 1, Grade 6 to Grade 7 and Grade 9 to Grade 10). The overall gain at transition grade levels provides support to the stable enrolment pattern. Additionally, the District has seen strong enrolment at Centre High over the last two years. These two factors have enabled the District to maintain a stable overall enrolment pattern despite the higher number of students exiting than entering.

District historical enrolment data is analyzed each year and used as a primary source to produce enrolment projections for all district schools. Over the next few years, the District is projected to see a decline in student enrolment.

In addition to the District Student Information System data, Capital Health, Civic and Federal Census data are analyzed. The accuracy of the enrolment projections generated using this data over the last ten years is reflected in the chart below:

Actual Enrolment vs. Projected Enrolment 2001-2010

Year	Actual	Projected	Percentage Difference
2001	81,634	81,400	-0.29%
2002	82,156	82,000	-0.19%
2003	81,501	81,916	0.51%
2004	80,155	81,200	1.30%
2005	79,133	78,600	-0.67%
2006	80,263	78,600	-2.07%
2007	79,323	80,600	1.61%
2008	79,608	78,701	-1.14%
2009	79,894	79,034	-1.08%
2010	79,911	79,799	-0.14%

The 10-year district enrolment projection average is accurate to within -0.22 per cent.

Demographics

Student and Neighbourhood Population Information

Student and neighbourhood population information is obtained and used to review, analyze and project student enrolment trends, determine new school requirements and determine capacity required on a school by school basis. In addition to data derived from the District's Student Information System, the Edmonton Public School district obtains recent demographic and population data through the City of Edmonton. This includes federal and city census data, other federal and provincial government data, and data obtained from other sources. The City of Edmonton acquires and formats civic, provincial and federal data to match city-defined neighbourhood boundaries. It is then distributed to school districts, health regions and other community services groups or organizations. This ensures that all data users receive the most current demographic information available in a consistent format.

School-aged Population In and Around Edmonton

A review of Federal Census data indicates an overall reduction in the pre-school and school-aged population in Edmonton and in the Edmonton region between 1996 and 2006. The following table provides the data for population of various age categories.

Age Group Populations in Edmonton: 1996 to 2006

Federal Census	Ages 0 to 4	Ages 5 to 9	Ages 10 to 14	Ages 15 to 19
1996	42,820	43,346	41,935	40,607
2001	39,405	41,712	43,391	46,897
2006	39,431	39,872	42,728	48,990
NET	-3,389	-3,474	793	8,383

Source: *Statistics Canada*

The 2006 Federal Census indicates a decrease in the overall number of zero to four year old residents citywide, though the recent five-year period indicates the decline has been replaced by a neutral growth condition. The five to nine year old age group continues to decline. The 10 to 14 year age group grew from 1996 to 2001, but has declined from 2001 to 2006. The 15 to 19 year old age group represents the only category of growth in school-aged children.

Future growth in elementary and junior high student populations are anticipated to occur in new residential suburban neighbourhoods located in the northwest, north central, southeast, southwest, and west 2 sectors. This will result in continued enrolment pressures on schools providing student accommodation to these suburban neighbourhoods.

It is anticipated that the City's older, more established areas will continue to experience a decline in the number of school-aged children. These areas have aging infrastructure with a greater concentration of schools.

Despite a context of overall population growth in city residents, district enrolment and Federal Census data both indicate that an overall increase in school aged children is not projected.

In the event of a moratorium on school closures, current development patterns in the City of Edmonton will not be impacted. The City of Edmonton has land development approvals in place which would see 75 per cent of all new housing delivered in newly developing areas. It is likely that these areas will continue to attract families with school aged children. Despite significant intensification initiatives, plans and projects, the District has not experienced an increase in school aged residency over the past 40 years.

ATTACHMENT I	2006-2007 Operational and Capital Unit Costs (p. 20-21)
ATTACHMENTII	Leasing Summary for 2009-2010 (p. 22-44)
ATTACHMENT III	Use of Closed Schools (p. 46-47)
ATTACHMENT IV	Cambridge Strategies Inc. April14, 2008 Public Presentation ESPB Board Meeting (p. 48-69)
ATTACHMENT V	Costs Associated with Educating Students in Small, Medium and Large Elementary Schools (p. 70-72)

BJS:ja

2006-2007 Operational and Capital Unit Costs

Operational Costs 2006-2007

Total area 1,100,625 square meters

Item	Yearly Cost	Cost/sq. meter
Custodial	\$22,787,578	\$20.70
Utilities	\$16,000,000	\$14.54
Hazardous Recycle	\$30,000	\$0.03
Grounds	\$437,200	\$0.40
Snow Removal	\$278,000	\$0.25
Playground Maint.	\$46,900	\$0.04
General Maint.	\$10,048,706	\$9.13
Travel	\$750,000	\$0.68
Roof Repairs	\$300,000	\$0.27
Security	\$580,000	\$0.46
Communications	\$3,700,000	\$3.20
Local Tax Levies	\$35,000	\$0.03
Insurance	\$1,441,819	\$1.31
Educational Equipment Repairs	\$600,000	\$0.55
Cleaning Supplies	\$5,469,000	\$4.97
Preventive Maint.	\$3,000,000	\$2.73
TOTALS	\$65,504,203	\$59.29
Per sq. meter/month		\$4.94

School to Pay Operational Costs

Total Area 1,100,625 square meters

Item	Yearly Cost	Cost/sq. meter
Waste Management		\$1.50
Staff Support Time		\$0.05
Hazardous Recycle	\$30,000	\$0.03
Grounds	\$437,200	\$0.40
Snow Removal	\$278,000	\$0.25
Playground Maint.	\$46,900	\$0.04
General Maint.	\$10,048,706	\$9.13
Travel	\$750,000	\$0.68
Roof Repairs	\$300,000	\$0.27
Security	\$580,000	\$0.46
Communications	\$1,850,000	\$1.60
Insurance	\$1,441,820	\$1.31
Cleaning Supplies	\$5,469,000	\$4.97
Preventive Maint.	\$3,000,000	\$2.73
TOTALS	\$24,231,626	\$23.42
Per sq. meter/month		\$1.95

Rate per sq meter/month less custodial \$3.22
Rate for custodial services/sq. m/month \$2.14

Building Component	% of Bldg.	Square Meter Cost	Years	Cost/Meter per Year	Replacement Cost 65% Year One	Replacement Cost after 20 Years
Excavation	4.9	\$127.40				
Piles Foundation	5.2	\$135.20				
Concrete	14.8	\$384.80				
Masonry	7.5	\$195.00				
Structural Steel	3.9	\$101.40				
Metals	4.0	\$104.00				
Millwork	4.0	\$104.00	25	\$4.16	\$2.70	\$5.22
Siding	0.3	\$7.80	20	\$0.39	\$0.25	\$0.41
Roofing	2.6	\$67.60	20	\$3.38	\$2.20	\$3.40
Doors & Hardware	1.4	\$36.40	25	\$1.46	\$0.95	\$1.84
Glazing	4.0	\$104.00	20	\$5.20	\$3.38	\$5.22
Plaster	6.9	\$179.40	20	\$8.97	\$5.83	\$8.99
Floors	3.0	\$78.00	15	\$5.20	\$3.38	\$3.92
Ceilings	0.2	\$5.20	50	\$0.10	\$0.07	\$0.28
Painting	1.6	\$41.60	10	\$4.16	\$2.70	\$2.10
Partitions	4.3	\$111.80	20	\$5.59	\$3.63	\$5.61
Miscellaneous	3.7	\$96.20	20	\$4.81	\$3.13	\$4.83
Elevators	1.1	\$28.60	20	\$1.43	\$0.93	\$1.45
Plumbing	7.2	\$187.20	20	\$9.36	\$6.08	\$9.38
HVAC	11.0	\$286.00	20	\$14.30	\$9.30	\$14.32
Electrical	8.4	\$218.40	20	\$10.92	\$7.10	\$10.94
TOTAL	100.0	\$2,600.00	20	\$130.00	\$84.50	\$130.02
Parking Lots		\$60.00	15	\$4.00	\$2.60	\$3.02
Concrete Sidewalks		\$30.00	15	\$2.00	\$1.30	\$1.52
TOTAL				\$136.00	\$88.40	\$134.56

Facilities Services
2006-2007

EDMONTON PUBLIC SCHOOLS

June 15, 2010

TO: Board of Trustees

FROM: E. Schmidt, Superintendent of Schools

SUBJECT: Leasing Summary for 2009–2010

ORIGINATOR: T. Parker, Assistant Superintendent

RESOURCE
STAFF: Meredith Colgan, Lorne Parker, Cindy Skolski

INFORMATION

The Administration provides an annual information report regarding space leased in operational schools and non-operational schools and other district facilities (Appendix I and II). This report summarizes the active leases for the 2009-2010 school term in the District.

Operational School Leasing Highlights:

- In 2009-2010, the District has increased the amount of space under lease in operational schools to 45,801 square meters with revenue to the District of \$1,755,876. In 2008-2009 the District leased out 39,560 square meters and brought in revenue of \$1,597,044.
- The portion of utility costs recovered from tenants was approximately \$298,550 and was credited to DU 378, Utility Management. These funds go toward covering the utility costs incurred by the District in the tenant space.
- The portion of lease revenue recovered for capital renewal of tenant space was approximately \$629,934. These funds are used to address the capital costs incurred by the District in leased space.
- Lease rates for 2009-2010 were increased as per the first year of a four-year lease rate implementation plan. All four years of lease rates were communicated with tenants and schools last spring.
- The current leased space constitutes approximately 4.3 per cent of the total area of district buildings.
- Additional lease categories have been introduced to the lease categories to better represent the various space agreements currently employed by the District. These new categories are described in Appendix III.
- The decision unit has worked hard to implement a space management software aligned with Facilities Maintenance and Planning functions to better manage surplus space within the District. With the expanded lease categories and space inventory, the function of placing tenants and partnership uses into surplus space will be more efficient and accountable. It will allow the District to report all uses of surplus instructional space to the Province for consideration of exemption of space.
- The Administration is working with all tenants impacted by the upcoming school closures. Most existing tenants and service partners have been offered appropriate space. Work continues to accommodate the Parkdale Out of School Society.

- The first Child Care Modular, provided by the Province under the Alberta Children and Youth Services creating new child care spaces initiative, was placed at Earl Buxton School with a delayed start up of January 2010.

Lease Category*	Number of Leases	Square Meters	Revenue	Square Meters Exempt
Category A	27	6,397.69	\$147,466.11	6,397.64
Category B	21	2,042.44	\$59,982.10	2,042.44
Category C	41	9,104.22	\$444,357.14	9,104.20
Category D	44	7,204.67	\$582,038.91	0
Category E	2	469.89	25,678.40	469.89
Category F	24	3,619.70	\$253,699.68	3,348.90
Category G	16	4,538.80	\$0.00	842.50
Category H **	4	840.43	\$0.00	243.53
Category I	1	168.10	\$8,673.96	168.10
Category J	20	11,415.96	\$233,980.38	0
TOTALS	200	45,801.90	\$1,755,876.68	22,617.21

*Lease category descriptions are contained in Appendix III

**Category H does not bring in additional revenue to the district as it is a transfer of funds between decision units.

Non-Operational and District Facilities Leasing Highlights:

There are seven closed schools leased in whole or in part to outside organizations. This space is primarily leased on a net basis with the tenants being responsible for utilities, day-to-day maintenance and building insurance.

- Alex Taylor School is leased to the Edmonton City Centre Church Corporation with permission to sub-let to numerous community service based not-for-profit organizations.
- Bellevue School is leased to Distinctive Employment Counseling Services Association. Planning is coordinating the potential sale of a portion of the site to the current tenant within the new *Joint Use Agreement: Land* process for disposition and the *School Act*.
- Donald Ross School is under lease to the Sun and Moon Visionaries Aboriginal Artisans as a result of the RFP process entered into last year.
- Idylwyld School is fully utilized by Metro Continuing Education, which also uses a portion of L'Académie Vimy Ridge Academy.
- Newton School is fully utilized by three field teams of Consulting Services which includes two offices of Edmonton Student Health Initiative Partnership (ESHIP) staff formerly accommodated at Stratford and Queen Elizabeth schools.
- North Edmonton School is leased to Excel Society for redevelopment into a seniors' assisted care facility. Redevelopment is underway. The tenant has initiated a purchase process for a portion of the site. Planning is coordinating the sale within the new *Joint Use Agreement: Land* process for disposition and the *School Act*.
- Queen Mary Park School is utilized by Student Information, Resource Development Services, and Human Resources Employee Assistance. Student Records relocated into the Distribution Centre. The space vacated now accommodates satellite programming for the Bennett Centre.

- Ritchie School building is under lease by the Conseil scolaire Centre-Nord for three years with renewals.
- Sherbrooke School is leased to Aurora Charter School and continues to accommodate the Shumka Ukrainian Dancers as a sub-let.
- Wellington School is leased by the City of Edmonton and has been sub-let by the City to the Winifred Stewart School and the Council for the Advancement of African Canadians in Alberta. The City of Edmonton has recently amended the agreement to extend it until 2013.
- Woodcroft School is being fully utilized by the Institute for Innovation in Second Language Education (IISLE) which houses language consultants and learning resources for the District.

Non-Operational School	Total Sq. Meters	Leased Sq. Meters	Vacant Sq. Meters	Yearly Revenue
Alex Taylor	4,253.00	4,253.00	0.00	\$1
Bellevue	2,542.80	2,542.80	0.00	\$106,798
Donald Ross	1,092.00	1,092.00	0.00	\$40,000
North Edmonton	3,769.50	3,769.50	0.00	\$139,749
Ritchie	4,378.80	4,378.80	0.00	\$357,295
Sherbrooke	5,999.10	5,999.10	0.00	\$441,134
Wellington	6,217.40	6,217.40	0.00	\$1
TOTALS	28,252.60	28,252.60	0.00	\$1,084,978

Looking forward to next year:

The Administration will continue with plans to determine appropriate use of closed schools while exploring partnership and new leasing opportunities for all district space.

The 2009-2010 school year is the first of a four-year lease rate implementation plan. A review of operational and capital costs expended in 2006-2008 indicated that the actual cost to operate space is \$10.62 per square meter per month (\$3.25 for operational and \$7.37 for capital investment). The four-year implementation plan for lease rates is attached (Appendix IV). The plan provides for a larger portion of the lease revenue to be kept at the school to cover increasing school-to-pay operational costs. It also allows for a school to recover the same amount of revenue regardless of which category the lease falls into. Schools entering into Memorandums of Agreement for wrap around services at no charge do not receive financial support from Central Services other than their PO&M allocation.

ES:mc

Appendix I - Lease Revenue Distribution - Operational Schools 2009-2010

Appendix II - Lease Revenue Distribution - Non-Operational Schools and Other District Facilities 2009-2010

Appendix III - Lease Categories and 2009-2010 Rates

Appendix IV - Lease Rates Phase-In Plan and Lease Revenue Distribution Plan

Edmonton Public Schools Lease Revenue Distribution Operational Schools 2009-2010								
DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
100	Abbott	ABC Head Start Society	Jul 1/09 to Jun 30/10	146.2	Head Start Program	A	\$2.25	\$3,947.40
100	Abbott	Ben Calf Robe Head Start	Apr 1/09 to Mar 31/10	73.1	Head Start Program	A	\$2.25	\$1,973.70
500	Allendale	Edmonton City Centre Church Corp.	Sept 1/09 to Aug 31/10	162.4	EIP Program	A	\$2.25	\$4,384.80
500	Allendale	Capital Health EIP	Sept 1/09 to Dec 31/09	81.2	Child Services	A	\$2.25	\$730.80
501	Avonmore	Waldorf Education Society	Sept 1/09 to Jun 30/10	76.2	Waldorf Nursery Program	A	\$2.25	\$1,714.50
236	Belmead	Ben Calf Robe Head Start	Sept 1/09 to Aug 31/10	76.4	Head Start Program	A	\$2.25	\$2,062.80
113	Calder	Oliver Centre Society	Jul 1/09 to Jun 30/10	203.1	Head Start program and administration	A	\$2.25	\$5,483.70
505	Donnan	A.A.D. Program	Sept 1/09 to Aug 31/10	86.7	Hockey Academy Administration	A	\$2.25	\$2,340.90
507	Eastwood	ABC Head Start Society	Sept 1/09 to Aug 31/10	248.1	Head Start Program	A	\$2.25	\$6,698.70
127	Gold Bar	ABC Head Start Society	Sept 1/09 to Aug 31/10	126.8	Head Start Program	A	\$2.25	\$3,423.60
220	Grace Martin	ABC Head Start Society	Aug 1/09 to Jul 31/10	146.2	Head Start Program	A	\$2.25	\$3,947.40
239	Kameyosek	ABC Head Start Society	Aug 1/09 to Jul 31/10	151.3	Head Start Program	A	\$2.25	\$4,085.10
137	Kensington	ABC Head Start Society	Jul 1/09 to Jun 30/10	198.25	Head Start Program	A	\$2.25	\$5,352.75
50	L'Academie Vimy Ridge Academy	Edmonton School of Ballet Society	Sept 1/09 to Aug 31/10	1,997.8	Dance instruction	A	\$2.25	\$53,940.60
50	L'Academie Vimy Ridge Academy	A.A.D. Program	Sept 1/09 to Aug 31/10	260.94	Hockey Academy Administration	A	\$2.25	\$7,045.38

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
267	LaPerle	ABC Head Start Society	Jul 1/09 to Jun 30/10	170.0	Head Start Program	A	\$2.25	\$4,590.00
267	LaPerle	Capital Health EIP Program	Sept 1/09 to Aug 31/10	170.0	EIP Program	A	\$2.25	\$4,590.00
195	McKee	ABC Head Start Society	Jul 1/09 to Jun 30/10	163.8	Head Start Program	A	\$2.25	\$4,422.60
164	Queen Alexandra	Edmonton & District Historical Society	Sept 1/09 to Aug 31/10	82.6	Historical Society Office	A	\$2.25	\$2,230.20
164	Queen Alexandra	Edmonton & District Historical Society	Sept 1/09 to Aug 31/10	439.2	Exhibition & Education	A	\$2.25	\$11,858.40
164	Queen Alexandra	Edmonton & District Historical Society	Sept 1/09 to Aug 31/10	63.0	Exhibition & Education	A	\$2.25	\$1,701.00
212	Sherwood	ABC Head Start Society	Sept 1/09 to Aug 31/10	69.6	Head Start Program	A	\$2.25	\$1,879.20
212	Sherwood	Bent Arrow Head Start	Sept 1/09 to Aug 31/10	69.6	Aboriginal Head Start Program	A	\$2.25	\$1,879.20
265	Weinlos	ABC Head Start Society	Sept 1/09 to Aug 31/10	140.6	Head Start Program	A	\$2.25	\$3,794.88
183	Woodcroft	Alliance Francaise D'Edmonton	Nov 1/09 to Aug 31/10	150.6	Partnership	A	\$2.25	\$3,388.50
1004	George P. Nicholson	Capital Health Authority	Sept 1/02 to Aug 31/27	357.0	Public Health Clinic	special	\$0.00	\$0.00
1004	George P. Nicholson	Young Men's Christian Association of Edmonton	Sept 1/02 to Aug 31/27	487.0	Child Care Centre	special	\$0.00	\$0.00
	Sub-Total	27 Leases		6,397.69				\$147,466.11
704	Braemar	Ottewell Community League	Aug 1/09 to Jul 31/10	85.3	Community Pre-School	B	\$2.75	\$2,345.75
114	Capilano	Capilano Community League	Jul 1/09 to Jun 30/10	83.4	Community Preschool	B	\$2.75	\$2,752.20
500	Allendale	Die Kleine Kinderschule/ Kindergarten Society	Sept 1/09 to Jun 30/10	84.9	Community Preschool	B	\$2.75	\$2,334.75

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
123	Forest Heights	Die Kleine Kinderschule/ Kindergarten Society	Sept 1/09 to Jun 30/10	76.1	Community Preschool	B	\$2.75	\$2,092.75
127	Gold Bar	Gold Bar Four Year Old Playschool Association	Sept 1/09 to May 31/10	83.4	Community Preschool	B	\$2.75	\$2,064.15
129	Grovenor	First Discoveries Preschool Society	Jul 1/09 to Jun 30/10	84.4	Community Preschool	B	\$2.75	\$2,785.20
517	King Edward	Strathcona Nursery School	Aug 26/09 to Jun 30/10	153.4	Community Nursery School	B	\$2.75	\$4,218.50
267	LaPerle	LaPerle Community Playschool	Sept 1/09 to Aug 31/10	78.7	Community Based Playschool	B	\$2.75	\$2,597.10
269	Lymburn	Callingwood Lymburn Community League	Sept 1/09 to Jun 30/10	101.14	Community Playschool	B	\$2.75	\$2,781.35
186	Malmo	Malmo Pre-Kindergarten Parent Association	Aug 1/09 to Jul 31/10	80.8	Community Preschool	B	\$2.75	\$2,666.40
195	McKee	Discovery Place Pre-School	Sept 1/09 to Jun 30/10	81.9	Pre-Kindergarten	B	\$2.75	\$2,252.25
210	Meadowlark	Meadowlark Community League	Sept 1/09 to Jun 30/10	70.6	Community Preschool	B	\$2.75	\$1,941.50
150	Mill Creek	Caminitos Playschool Society	Sept 1/09 to Jun 30/10	84.5	Spanish Pre-school program	B	\$2.75	\$2,323.75
529	Parkallen	Green Circle Preschool Association	Jul 1/09 to Jun 30/10	76.4	Community Preschool	B	\$2.75	\$2,521.20
187	Princeton	Balwin Community League	Sept 1/09 to Jun 30/10	83.6	Community Preschool	B	\$2.75	\$2,299.00
164	Queen Alexandra	Springhill Nursery School Society	Jul 1/09 to Jun 30/10	184.7	Pre-Kindergarten	B	\$2.75	\$6,095.10
211	Rio Terrace	Die Kleine Kinderschule/K indergarten Society	Sept 1/09 to Jun 30/10	87.7	Community Playschool	B	\$2.75	\$2,411.75
170	Rutherford	Bonnie Doon Playschool Association	Sept 1/09 to Jun 30/10	128.4	Community Preschool	B	\$2.75	\$3,531.00

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
553	Stratford	Montessori & Me! Society	June 1/09 to May 31/10	140.0	Pre-Kindergarten	B	\$2.50	\$4,200.00
243	Sweet Grass	Greenfield Community Nursery School	Jul 1/09 to Jun 30/10	83.3	Community Preschool	B	\$2.75	\$2,748.90
216	Thorncliffe	Thorncliffe Community League (PT)	Sept 1/09 to Jun 30/10	109.8	Community Preschool	B	\$2.75	\$3,019.50
	Sub-Total	21 Leases		2,042.44				\$59,982.10
192	Afton	Edmonton After School Care Association	Jul 1/09 to Jun 30/10	196.0	Before and After School Care	C	\$4.30	\$10,113.60
501	Avonmore	Children's Toy Chest Society	Aug 1/09 to Jul 31/10	76.2	Daycare	C	\$4.30	\$3,931.92
226	Brander Gardens	Brander Gardens After School Parents Association	Aug 1/09 to Jul 31/10	94.6 71.5	Before and After School Care	C	\$4.30 Blended	\$6,768.96
194	Delwood	Young Men's Christian Association of Edmonton	Sept 1/09 to Aug 31/10	111.5	Before and After School Care	C	\$4.30	\$5,753.40
194	Delwood	Young Men's Christian Association of Edmonton (PT)	Sept 1/09 to Aug 31/10	79.0	Before and After School Care	C	\$2.75	\$2,607.00
278	Earl Buxton	Young Men's Christian Association of Edmonton	Sept 1/09 to Feb 28/10	150.0	Before and After School Care	C	\$2.75	\$2,475.00
278	Earl Buxton	Young Men's Christian Association of Edmonton	Mar 1/09 to Aug 31/10	202.0	Before and After School Care	C	\$4.30	\$5,211.60
507	Eastwood	McCaughey Community After School Care Association	Aug 1/09 to Jul 31/10	174.4	After School Care Centre	C	\$4.30	\$8,999.04
123	Forest Heights	Young Men's Christian Association of Edmonton	Sept 1/09 to Aug 31/10	152.2	Before and After School Care	C	\$4.30	\$7,853.52
508	Fulton Place	Fulton Child Care Association	Sept 1/09 to Aug 31/10	78.1	Out of School Care Centre	C	\$4.30	\$4,029.96

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
509	Garneau	Garneau After School Centre	Sept 1/09 to Aug 31/10	338.6	Before and After School Care	C	\$4.30	\$17,471.76
509	Garneau	Garneau/University Child Care Centre	Jul 1/09 to Jun 30/10	383.1	Child Care Centre	C	\$4.30	\$19,767.96
126	Glenora	Glenora Child Care Society (PT)	Sept 1/09 to Jun 30/10	87.8	Out of School Care Centre	C	\$2.75	\$2,414.50
136	Inglewood	Community Options – A Society For Children and Families	Aug 1/09 to Jul 31/10	87.3 87.3	Before and After School Care	C	\$4.30 Blended	\$6,870.30
521	John A. McDougall	Duck Inn Society	Aug 1/09 to Jul 31/10	374.6	Combined Daycare and After School Care	C	\$4.30	\$19,329.36
239	Kameyosek	Kameyosek Out of School Association	Sept 1/09 to Aug 31/10	74.1	Out of School Care Centre	C	\$4.30	\$3,823.56
517	King Edward	King Edward Child Care Society	Aug 1/09 to Jul 31/10	336.34	Daycare and After School Care	C	\$4.30	\$17,355.14
180	Lansdowne	Lansdowne Child Care & Family Centre Society	Aug 1/09 to Jul 31/10	574.9	Daycare	C	\$4.30	\$29,664.84
185	Lendrum	Greenfield School Age Day Care Association	Jul 1/09 to Jun 30/10	253.6	Daycare and After School Care	C	\$4.30	\$13,085.76
186	Malmo	Greenfield School Age Day Care Association	Aug 1/09 to Jul 31/10	319.6	Daycare and After School Care	C	\$4.30	\$16,491.36
143	McArthur	McCauley Community After School Care Association	May 1/09 to Apr 30/10	166.8	Out of School Care Centre	C	\$4.30	\$8,606.88
520	McCauley	Multi Cultural Health Brokers Coop	Sept 1/09 to Aug 31/10	78.5	Out of School Care Centre	C	\$4.30	\$4,050.60
195	McKee	McKee After School Program	Jul 1/09 to Jun 30/10	204.0	Before and After School Care	C	\$4.30	\$10,526.40
195	McKee	McKee Child Care Centre Ltd.	Jul 1/09 to Jun 30/10	362.4	Daycare	C	\$4.30	\$18,699.84

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
523	McKernan	McKernan Child Care Society	Sept 1/09 to Jun 30/10	83.3	Out of School Care Centre	C	\$4.30	\$3,581.90
210	Meadowlark	Edmonton After School Care Association	Aug 1/09 to Jul 31/10	225.2	Before and After School Care	C	\$4.30	\$11,620.32
152	Mount Pleasant	Young Men's Christian Association of Edmonton	Sept 1/09 to Aug 31/10	262.9	Out of School Care Centre	C	\$4.30	\$13,565.64
527	Oliver	Oliver Centre Society	Jul 1/09 to Jun 30/10	759.38	Daycare and After School Care	C	4.30 & 2.25	\$35,493.96
229	Overlanders	Young Men's Christian Association of Edmonton	Sept 1/09 to Aug 31/10	153.7	After School Care	C	\$4.30	\$7,930.92
529	Parkallen	Young Men's Christian Association of Edmonton	Aug 1/09 to Jul 31/10	226.0	Before and After School Care	C	\$4.30	\$11,661.60
530	Parkdale	Parkdale After School Care Society (Edmonton)	Nov 1/09 to Oct 31/10	136.0	Before and After School Care	C	\$4.30	\$7,017.60
201	Richard Secord	Richard Secord Out of School Care Society	Aug 1/09 to Jul 31/10	242.4	Before and After School Care	C	\$4.30	\$12,507.84
196	Rundle	YMCA	Sept 1/09 to Aug 31/10	83.1	Out of School Care Centre	C	\$4.30	\$4,287.96
241	Steinhauer	The Young Men's Christian Association	Sept 1/09 to Aug 31/10	166.6	Out of School Care Centre	C	\$4.30	\$8,596.56
553	Stratford	Young Men's Christian Association of Edmonton	Sept 1/09 to Aug 31/10	196.1	Out of School Care Centre	C	\$4.30	\$10,118.76
216	Thorncliffe	Thorncliffe After-School Care Association (PT)	Aug 1/09 to Jul 31/10	161.9	Before and After School Care	C	\$2.75	\$5,342.70
55	Victoria	Monarch Child Care Society	Sept 1/09 to Aug 31/10	252.0	Daycare	C	\$4.30	\$13,003.20

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
179	Westglen	Young Men's Christian Association of Edmonton	Aug 1/09 to Jul 31/10	585.6	Before and After School Care	C	\$4.30	\$30,216.96
545	Westlawn	Britannia A.M.I. Montessori School Society	Jul 1/09 to Jun 30/10	98.1	Daycare	C	\$4.30	\$5,061.96
182	Windsor Park	University and Community Day Care Society	Jul 1/09 to Jun 30/10	176.5	Daycare	C	\$4.30	\$9,107.40
198	York	North East Child Care Society	Aug 1/09 to Jul 31/10	181.0	Before and After School Care	C	\$4.30	\$9,339.60
	Sub-Total	41 leases		9,104.22				\$444,357.14
501	Avonmore	Avonmore Children's World Ltd.	Aug 1/09 to Jul 31/10	76	After School Care	D	\$7.75	\$7,068.00
247	Baturyn	Little Einsteins Childcare at Castledowns Inc.	Sept 1/09 to Aug 31/10	94.45	Day Care and After School Care	D	\$7.75	\$8,783.85
109	Belvedere	413064 Alberta Ltd. & Yvonne & Santokh Shergill	Jun 1/09 to May 31/10	85.3	Before and After School Care	D	\$7.75	\$7,932.90
146	Brookside	Brookside Montessori Child Centre	Jun 1/09 to May 31/10	162.0	Before and After School Care	D	\$7.75	\$15,066.00
115	Coronation	568114 Alberta Ltd and David Newman	Aug 1/09 to Jul 31/10	244.0	Daycare and After School Care	D	\$7.75	\$22,692.00
118	Delton	Delton Daycare Ltd. and Alpia Nadela	Nov 1/09 to Oct 31/10	357.5	Daycare	D	\$7.75	\$33,247.50
194	Delwood	Bilingual Skazka Daycare	Aug 1/09 to Jul 31/10	79.0	Before and After School Care	D	\$7.75	\$7,347.00
121	Dovercourt	Bamby Day Care Centre Ltd. and Shyama Goonawardena	Jul 1/09 to Jun 30/10	153.8	Daycare and After School Care	D	\$7.75	\$14,303.40
218	Duggan	Duggan Out of School Care	Nov 1/09 to Oct 31/10	176.3	After School Care	D	\$7.75	\$16,395.90

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
218	Duggan	Jolly Enterprises Ltd.	Jul 1/09 to Jun 30/10	233.7	Daycare and After School Care	D	\$7.75	\$21,734.10
218	Duggan	Duggan Out of School Care	Sept 1/09 to Jun 30/10	85.5	After School Care	D	\$3.88	\$3,317.40
233	Ekota	548872 Alberta Ltd. and Elizabeth Jones and Pia Ricard	May 1/09 to Apr 30/10	71.5	Before and After School Care	D	\$7.75	\$6,649.50
565	Ellerslie	Ellerslie Out of School Care Ltd.	Jul 1/09 to Jun 30/10	180.3 300.1	Out of School Care Centre	D	\$7.75 Blended	\$17,992.08
565	Ellerslie	Sunny Start Preschool Ltd	Aug 1/09 to Jun 30 /10	105.7 300.1	Preschool	D	\$7.75 Blended	\$10,110.93
204	Elmwood	Rundle Heights Before & After School Care Inc. & Angeline Ferguson	Sept 1/09 to Aug 31/10	71.1	Before and After School Care	D	\$7.75	\$6,612.30
127	Gold Bar	Gold Bar Daycare and After School Care Limited	Aug 1/09 to Jul 31/10	250.0	Daycare and After School Care	D	\$7.75	\$23,250.00
129	Grovenor	799505 Alberta Ltd. & Norwanda Paras	Aug 1/09 to July 31/10	171.7	Daycare Centre	D	\$7.75	\$15,968.10
129	Grovenor	799505 Alberta Ltd. & Norwanda Paras (PT)	Aug 1/09 to Jul 31/10	87.3	Daycare Centre	D	\$3.88	\$4,064.69
513	Highlands	JSP Investments Ltd. O/A Montrose Daycare	Aug 1/09 to Jul 31/10	198.4	Daycare & Out of School Care	D	\$7.75	\$18,451.20
188	J.A. Fife	Lago Lindo Out of School Care Ltd.	Sept 1/09 to Aug 31/10	83.1	Before and After School Care	D	\$7.75	\$7,728.30
207	James Gibbons	99362 Alberta Ltd. & Lucy Yu Liu	Sept 1/09 to Aug 31/10	132.2	Daycare and After School Care	D	\$7.75	\$12,294.60
275	Julia Kiniski	Burnwood Tiny Treasures Playschool Inc.	Sept 1/09 to Aug 31/10	161.18	Private Playschool	D	\$7.75	\$14,989.74

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
518	Laurier Heights	Laurier Heights Out of School Care Ltd.	Aug 1/09 to Jul 31/10	166.8	Daycare and After School Care	D	\$7.75	\$15,512.40
208	Lynnwood	Oxford Child Development Centre Ltd.	Sept 1/09 to Aug 31/10	89.0 Part & Full Time	Before and After School Care	D	\$7.75 \$3.88 Blended	\$5,005.36
208	Lynnwood	Oxford Child Development Centre Ltd.	Sept 1/09 to Aug 31/10	71.5	Before and After School Care	D	\$7.75	\$6,649.50
575	Major General Griesbach	Kidergetic Child Care Inc	Oct 1/09 to Aug 31/10	164	Before and After School Care	D	\$7.75	\$13,981.00
186	Malmö	Maria Montessori School Inc. & Kate Pearson	Jul 1/09 to Jun 30/10	80.9	Private Pre-School	D	\$7.75	\$7,523.70
149	Mee-Yah-Noh	Little Professors Childcare Inc. and Renata Szwedowicz	Aug 1/09 to Jul 31/10	250.0	Daycare	D	\$7.75	\$23,250.00
249	Meyonohk	696020 Alberta Ltd. and Pasa Lau	Sept 1/09 to Aug 31/10	84.0	Before and After School Care	D	\$7.75	\$7,812.00
150	Mill Creek	Country's Finest Child Care Centre Ltd. and Diane Ellendt-Cooper	Jul 1/09 to Jun 30/10	432.9	Daycare and After School Care	D	\$7.75	\$40,259.70
274	Minchau	653733 Alberta Ltd. Minchau Daycare (PT)	Sept 1/09 to Jun 30/10	86.61	Daycare	D	\$3.88	\$3,360.47
153	Mount Royal	Little Einsteins Daycare at Mount Royal	Aug 1/09 to Jul 31/10	84.9	Daycare	D	\$7.75	\$7,895.70
248	Ormsby	1170290 Alberta Ltd. o/a Sunny View Child Development Centre	Aug 1/09 to Jul 31/10	87.59	Out of School Care Centre	D	\$7.75	\$8,145.87
187	Princeton	EMJA Day Care Centre Ltd. And Cynthia Naidoo	Oct 1/09 to Sept 30/10	95.0	Daycare	D	\$7.75	\$8,835.00

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
164	Queen Alexandra	Argyll Montessori School Ltd. and Naaz Sabur	Aug 1/09 to Jul 31/10	193.6	Daycare and After School Care	D	\$7.75	\$18,004.80
232	Rideau Park	1326414 Alberta Ltd. & Rupinder Kaur	Sept 1/09 to Jun 30/10	69.3	Out of School Care Centre	D	\$7.75	\$5,370.75
211	Rio Terrace	Oxford Child Development Centre Ltd.	Jul 1/09 to Jun 30/10	120.6 Part & Full Time	Before and After School Care	D	\$7.75 \$3.88 Blended	\$6,782.57
168	Riverdale	524409 Alberta Ltd. and Mirosława Zasepa	Aug 1/09 to Jul 31/10	64.74	Before and After School Care	D	\$7.75	\$6,020.82
170	Rutherford	350512 Alberta Inc. and Nurali and Khatoon Murji	Aug 1/09 to Jul 31/10	159.8	Daycare and After School Care	D	\$7.75	\$14,861.40
212	Sherwood	Little Einsteins Daycare at Sherwood Inc.	Sept 1/09 to Aug 31/10	69.9	Daycare	D	\$7.75	\$6,500.70
243	Sweet Grass	Maria Montessori School Inc. & Kate Pearson	Jul 1/09 to Jun 30/10	83.3	Private Pre-School	D	\$7.75	\$7,746.90
189	Waverley	Waverley Day Care Ltd. and Faridabanu Merali	Aug 1/09 to Jul 31/10	453.0	Daycare and After School Care	D	\$7.75	\$42,129.00
182	Windsor Park	Windsor Park After School Care Program	Sept 1/09 to Jun 30/10	189.1	Out of School Care Centre	D	Special	\$7,337.08
213	Youngstown	960751 Alberta Ltd. and Anna Stachal	Aug 1/09 to Jul 31/10	247.9	Daycare and After School Care	D	\$7.75	\$23,054.70
	Sub-Total	44 Leases		7,204.67				\$582,038.91
520	McCauley	Child Services/Alta Infrastructure	Sept 1/09 to Aug 31/10	82.89	Government Office	E	\$6.30	\$6,266.48
545	Westlawn	Capital Health Authority (special)	Apr 1/09 to Aug 31/10	387.0	Public Health Clinic	E	Special	\$19,411.92
	Sub-Total	2 Leases		469.89				\$25,678.40

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
730	ASD	Tevie Miller Heritage School Society	Jan 1/09 to Dec 31/09	20	Society Office	F	Special	\$1.00
730	ASD	Alberta Association of the Deaf	Jul 1/09 to Jun 30/09	18.7	Society Office	F	Special	\$1.00
484	Amiskwaciy	Kokopelli Choir	Sept 1/09 to Aug 31/10	96.1	Choir Instruction	F	\$7.75	\$8,400.00
704	Braemar	Public School Boards' Association of Alberta	Aug 1/09 to Jul 31/10	165.0	PSBAA Administration	F	\$7.75	\$15,345.00
565	Ellerslie	Crossroads Christian Assembly	Aug 1/09 to Jul 31/10	512.3	Religious Services and office	F	\$7.75	\$22,255.20
204	Elmwood	Edmonton Regional Learning Consortium	Sept 1/09 to Aug 31/10	213.3	Administrative Office Space	F	\$6.30	\$16,125.48
204	Elmwood	Zion Apostiolic Ark Pentecostal Church	Aug 1/09 to Jul 31/10	71.1	Religious Services and office	F	\$7.75	\$6,612.30
204	Elmwood	Dinner Optimist Club	Jun 1/09 to May 31/10	71.1	Society Office	F	\$7.75	\$6,612.30
508	Fulton Place	Alberta Caregivers Association	Jul 1/09 to Jun 30/10	165.4	Society Office	F	\$7.75	\$15,382.20
509	Garneau	Wendy Gervais	Sept 1/09 to Aug 31/10	14.8	Artist Studio	F	\$7.75	\$1,147.00
512	Hardisty	Young Life of Canada	Sept 1/09 to Aug 31/10	35.5	Administrative Office Space	F	\$7.75	\$3,301.50
512	Hardisty	Hardisty Gymnastics Club	Sept 1/09 to Aug 31/10	8.2	Storage for club equipment	F	\$7.75	\$762.60
512	Hardisty	S.S. Dance Experience Community Club	Jun 1/09 to May 31/10	330	Dance instruction	F	\$7.75	\$30,690.00
249	Meyonohk	Nathan Cao	Sept 1/09 to Jun 15/10	80	Chinese Art Classes	F		\$418.00
513	Highlands	Child Find Alberta	Apr 16/09 to Apr 15/10	38.3	Administrative Office Space	F	\$7.75	\$3,561.90
50	L'Academie Vimy Ridge Academy	Air Cadets	Jun 1/09 to May 31/10	108.5	Cadet administration	F	\$7.75	\$8,408.75
50	L'Academie Vimy Ridge Academy	Resolute Cadets	Jun 1/09 to May 31/10	116.4	Cadet administration	F	\$7.75	\$9,021.00

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
519	Lawton	Harvest Vineyard Christian Fellowship	Sept 1/09 to Aug 31/10	383.6	Religious Services and office	F	\$7.75	\$35,674.80
186	Malmo	Reading & Writing Consultants Inc.	Sept 1/09 to Jun 30/10	79.9	Private Consultants	F	\$7.75	\$6,192.25
169	R.J. Scott	Ben Calf Robe Society	Jan 5/09 to Aug 31/09	72.6	Youth & Family Services	F	special	\$1.00
211	Rio Terrace	German Language School Society	Sept 1/09 to Aug 31/10	22.6	Storage for language school	F	\$7.75	\$2,101.80
55	Victoria	Edmonton Potters' Guild	Nov 1/09 to Oct 31/10	168.3	Pottery Instruction	F	\$7.75	\$15,651.90
544	Westmount	YouCan Edmonton	Apr 15/09 to Mar 31/11	586.0	Youth & Family Services	F	\$7.75	\$38,237.50
544	Westmount	Aboriginal Youth & Family Society	Nov 1/09 to Sept 30/10	242.0	Youth & Family Services	F	\$7.75	\$7,795.20
	Sub-Total	24 Leases		3,619.7				\$253,699.68
100	Abbott	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	300.0	Youth Recreation	G	\$0.00	\$0.00
502	Balwin	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	288.7	Youth Recreation	G	\$0.00	\$0.00
109	Belvedere	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	300.0	Youth Recreation	G	\$0.00	\$0.00
704	Braemar	Terra Association	Oct 1/09 to Sept 30/10	842.5	Childcare & Parenting Services	G	\$0.00	\$0.00
118	Delton	Edmonton City Centre Church Corp.	Sept 25/09 to Jun 15/10	300.0	Art Start Program	G	\$0.00	\$0.00
224	Lee Ridge	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	300.0	Youth Recreation	G	\$0.00	\$0.00
575	Major General Griesbach	Edmonton Garrison Military Family Resource Centre	Oct 14/09 to Mar 18/10	185.0	Military Family Resources	G	\$0.00	\$0.00
195	McKee	Big Brothers Big Sisters	Sept 1/09 to Jun 30/10	75.0	Mentoring Service	G	\$0.00	\$0.00

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
156	Norwood	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	300.0	Youth Recreation	G	\$0.00	\$0.00
530	Parkdale	Edmonton City Centre Church Corp.	Sept 15/09 to Jun 15/10	300.0	Art Start Program	G	\$0.00	\$0.00
187	Princeton	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	250.0	Youth Recreation	G	\$0.00	\$0.00
169	R.J. Scott	Ben Calf Robe Society	Sept 1/09 to Aug 31/10	72.6	Aboriginal Youth Program	G	\$0.00	\$0.00
196	Rundle	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	325.0	Youth Recreation	G	\$0.00	\$0.00
238	Sifton	Kids in Action - Hope Mission	Sept 1/09 to Jun 30/10	300.0	Youth Recreation	G	\$0.00	\$0.00
537	Spruce Avenue	Kids in Action - Hope Mission	Sept 8/09 to Jun 16/10	320.0	Youth Recreation	G	\$0.00	\$0.00
537	Spruce Avenue	Family Centre of Northern Alberta	Sept 1/09 to Jun 30/10	80.0	Family Resource Services	G	\$0.00	\$0.00
	Sub-Total	16 Leases		4,538.80				\$0.00
730	Alberta School for the Deaf	ESHIP	Sept 1/09 to Aug 31/10	189	Admin Office	H	\$0.00	\$0.00
484	Amiskwaciy	Kids North	Jul 1/09 to Jun 30/10	243.53	Administrative Office Space	H	\$17.40	\$20,040.00
516	Killarney	ESHIP	Sept 1/09 to Aug 31/10	194.0	Admin Office	H	\$17.40	\$3,375.60
189	Waverly	KIDS	Sept 1/09 to Aug 31/10	213.9	Admin Office	H	\$17.40	\$3,721.86
	Sub-Total	4 leases		840.43				\$27,137.46
114	Capilano	Victorian Order of Nurses	Aug 10/09 to Aug 9/10	168.1	Adult Day Care	I	\$4.30	\$8,673.96
	Sub-Total	1 lease		168.1				\$8,673.96
704	Braemar	Gabriela Mistral Latin American School	Sept 12/09 to May 29/10	1,086.70	Language School PT License	J	\$7.75	\$17,227.11
278	Earl Buxton	Riverbend Baptist Church	Sept 1/09 to Jun 30/10	391.0	Church PT License	J	\$7.75	\$7,119.75

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
279	George H. Luck	The River Community Church	Sept 12/09 to Mar 31/10	400.0	Church PT License	J	\$7.75	\$21,788.75
279	George H. Luck	Beulah Alliance Church	Apr 4/10 to Aug 29/10	425.0	Church PT License	J	\$7.75	\$9,127.60
75	J. Percy Page	Edmonton Korean Language School	Sept 1/09 to Jun 30/10	367.76	Language School PT License	J	\$7.75	\$7,108.80
573	John D. Bracco	Clareview Evangelical Free Church	Sept 1/09 to Aug 31/10	300.0	Church PT License	J	\$7.75	\$16,811.60
138	Kildare	Edmonton Living Fountain Alliance Church	Sept 7/09 to Jun 30/10	354.9	Church PT License	J	\$7.75	\$17,551.08
516	Killarney	Bethesda Christian Fellowship	Sept 6/09 to Aug 29/10	380.0	Church PT License	J	\$7.75	\$10,867.50
517	King Edward	Old Strathcona Vineyard Christian Fellowship	Sept 7/09 to Jul 19/10	427.7	Church PT License	J	\$7.75	\$17,815.05
519	Lawton	Harvest Vineyard Christian Fellowship	Sept 1/09 to Aug 31/10	466.4	Church PT License	J	\$7.75	\$9,094.80
1344	Lillian Osborne	River Community Church	Apr 4/10 to Aug 29/10	818.0	P/T Church License	J	\$7.75	\$12,873.96
523	McKernan	Edmonton Hispanic Bilingual Assoc.	Sept 1/09 to Aug 31/10	1,115.4	Language School PT License	J	\$7.75	\$12,323.00
531	Parkview	Edmonton Chinese Alliance Church	Sept. 1/09 to June 30/10	1,130.80	Church PT License	J	\$7.75	\$21,591.47
187	Princeton	Flames of Revival International Ministry of Edmonton	Mar 14/10 to Aug 29/10	321.9	Church PT License	J	\$7.75	\$4,997.82
201	Richard Secord	Metro Edmonton Japanese School	Sept 1/09 to June 30/10	1219.4	Language School PT License	J	\$7.75	\$11,486.80

DU #	School Name	Tenant Name	Term of Lease	Net Area Leased (m ²)	Space Used For	New Lease Category	Year 1 2009-2010 Rate	Year 1 2009-2010 Revenue
211	Rio Terrace	German Language School Society	Sept 1/09 to Aug 31/10	1005.1	Language School PT License	J	\$7.75	\$10,207.83
571	S. Bruce Smith	Foundation Baptist Church	Sept 1/09 to Aug 31/10	255.0	Church PT License	J	\$7.75	\$8,812.44
195	McKee	Edmonton Immigrant Services Association	Sept 8/09 to Dec 18/09	92.0	Adult Instruction	J	\$7.75	\$1,565.52
544	Westmount	Norwood Chinese Education Association (PT)	Sept 1/09 to Jun 30/10	784.2	Saturday Language School	J	\$7.75	\$15,213.50
210	Meadowlark	Nathan Cao	Sept 10/09 to Jun 17/10	74.7	Art Class	J	\$11.00/hr	\$396.00
	Sub-Total	20 Leases		11,415.96				233,980.38
Total		200 Leases		45,801.91				\$1,755,876.68

**EDMONTON PUBLIC SCHOOLS LEASE REVENUE DISTRIBUTION
NON-OPERATIONAL SCHOOLS AND OTHER DISTRICT FACILITIES 2009-2010**

School Name	Tenant Name	Term of Lease	Gross Area Leased (m²)	2009-2010 Revenue	Space Used For
Alex Taylor	Edmonton City Centre Church Corporation	Sept 1/01 to Aug 31/21	4,253.0	\$1.00	Administration of community services
Bellevue	Distinctive Employment Counseling Services	Jan 1/04 to Dec 31/09	2,542.8	\$106,798.00	Administration, Counseling and Employment Training
Donald Ross	Sun & Moon Aboriginal Artisan Society	Mar 1/10 to Feb 28/11	1,092.0	\$40,000.00	Aboriginal Art Instruction and Gallery
North Edmonton	Excel Society	May 1/08 to Apr 31/43	3,769.5	\$139,749.00	Redevelopment for Assisted Seniors Care Facility
Ritchie Jr. High	Conseil scolaire Centre-Nord	Aug 1/09 to Jul 31/10	4,378.8	\$357,295.00	Francophone junior high school
Sherbrooke	Aurora Charter School	Mar 1/08 to Aug 31/11	5,999.1	\$441,134.28	Charter School with Shumka Ukrainian Dancers as sublet
Wellington	City of Edmonton	Mar 1/08 to Apr 31/11	6,217.4	\$1.00	Sublet by City to Winifred Stewart Society & CAACA

APPROVED LEASE CATEGORIES AND 2009-2010 RATES**CATEGORY A: Educational Services Partnerships**

Leases with agencies that provide co-curricular programs and educational services under a formal interagency partnership agreement with Edmonton Public Schools.

Examples: Head Start Programs, Literacy Programs

RATE: \$2.25 per square meter per month exclusive of custodial services

CATEGORY B: Pre-Kindergarten Educational Programs

Leases with operators of licensed Pre-Kindergarten Educational Programs by a non-profit organization.

Examples: Springhill Community Nursery School Society, Babar's Children's Centre Society, Ottewell Community League Playschool

RATE: Licensed Pre-Kindergarten Program by a non-profit organization:
\$2.75 per square meter per month exclusive of custodial services

CATEGORY C1: Part-time licenses by a non-profit organization for use that is less than 65 per cent of the school week and in which the school shares in access to the same space for the balance of the school week

Examples: YMCA Out of School Care Centre, Thorncliffe After-School Care Association

RATE: \$2.75 per square meter per month exclusive of custodial services PLUS GST

CATEGORY C2: Full-time leases for Daycare, Out of School Care, Kindercare or other child care service centre by a non-profit organization

Examples: Glengarry After-School Care Society, Waverly Daycare Ltd.

RATE: \$4.30 per square meter per month exclusive of custodial services

CATEGORY D1: Part-time licenses for Daycare, Out of School Care, Kindercare, Pre-Kindergarten Programs by a for-profit organization.

Examples: Duggan Out of School Care, Oxford Child Development Centre

RATE: \$3.88 per square meter per month exclusive of custodial services

CATEGORY D2: **Full-time leases for Daycare, Out of School Care, Kindercare, Pre-Kindergarten Programs by a for-profit organization.**

Examples: Sabrina's Kids Cove, Little Professor Childcare Inc.

RATE: \$7.75 per square meter per month exclusive of custodial services

CATEGORY E: **Public Sector Services - Leases with other levels of government to provide public services for the community at large:**

Examples: Public Health Clinics, Government offices, and or Public Libraries

RATE: \$6.30 per square meter per month exclusive of custodial services

CATEGORY F: **General – Full-time leases with tenants that are not child care or another level of government**

Examples: Society offices, Religious organizations and Churches

RATE: \$7.75 per square meter per month exclusive of custodial services

CATEGORY G: **Service in Kind – Full or part-time agreements with tenants that provide direct services to district students and require space within the school setting**

Examples: Big Brothers Big Sisters Reading Mentors, E4C ArtStart

RATE: \$1.00 per term or at no charge, all operational costs are born by the school

CATEGORY H: **District Decentralized Administration**

Examples: Consulting Services, Reading Recovery, Kindergarten Inclusive Development Services

RATE: \$17.40 per square meter annually to cover school's PO&M costs, exclusive of custodial services

CATEGORY I: **Senior Day Programs – Leases for adult day programs directed to seniors for respite by non-profit organizations**

Examples: Victorian Order of Nurses

RATE: \$4.30 per square meter per month, exclusive of custodial services

CATEGORY J: **Part-time License to Church or Language School for use of school for religious assembly or heritage language instruction once per week.**

Examples: Norwood Chinese Education, Metro Edmonton Japanese Language School

RATE: Blended cost of rental and custodial coverage using pro-rated lease rate of \$7.75 per square meter per month and custodial overtime rates

CATEGORY K: Closed Buildings - Full-time, exclusive use of non-operational schools and property

Examples: DECSA at Bellevue School, Aurora Charter School at Sherbrooke School

RATES: \$75.32 per square meter annually as recommended by Alberta Infrastructure, exclusive of all operating costs

ALL OF THE ABOVE RATES ARE FOR GROSS RENT IN OPERATIONAL SCHOOLS.

Gross rent is defined as basic rent for the demised space as outlined in the lease agreement including utilities (except telephone or computer service). The school district provides for the maintenance of the foundation, major mechanical, electrical and plumbing components of the building as well as access to common areas for entry and washrooms. The tenant is responsible for the cost of custodial care in the demised space and minor maintenance maintained at the District's standards plus any upgrades or improvements to the space as deemed necessary by the tenant to meet licensing requirements and codes.

FULL CUSTODIAL SERVICES RATE: \$2.14 per square meter per month

The lease revenue collected and allocated to the school would be adequate to include leased space in any cleanliness assessments and facility inspections conducted by the school. The school principal has the responsibility to monitor leased space for cleanliness standards and for health and safety conditions. Principals are encouraged to contract with tenants for the custodial services with a minimum service level of hard floor finishes and carpet steam cleaning being required. The cost of any custodial service provided to a tenant should be recovered by the school either by invoice or by including payment within the lease agreement. Leasing and Rental Services is available for advice and assistance to principals in these matters.

Edmonton Public Schools
Planning Department
June 2010

LEASE REVENUE AND REVENUE DISTRIBUTION

LEASE RATES PHASE-IN PLAN

CATEGORY	SEPTEMBER, 2008 (CURRENT)	SEPTEMBER, 2009	SEPTEMBER, 2010	SEPTEMBER, 2011	SEPTEMBER, 2012	Subsidized By District
A	\$2.00	\$2.25	\$2.50	\$2.75	\$3.00	Y
B	\$2.50	\$2.75	\$3.00	\$3.25	\$3.50	Y
C	\$4.00	\$4.30	\$4.60	\$4.90	\$5.20	Y
D	\$7.50	\$7.75	\$8.00	\$8.25	\$8.50	N
E	\$6.00	\$6.30	\$6.60	\$6.90	\$7.20	N
F	\$7.50	\$7.75	\$8.00	\$8.25	\$8.50	N

Lease rates and level of subsidy based on model of lease categories approved by Board in 2003

Rates are per square meter per month.

LEASE REVENUE DISTRIBUTION PLAN

CATEGORY	SEPTEMBER, 2008 (CURRENT)	SEPTEMBER, 2009	SEPTEMBER, 2010	SEPTEMBER, 2011	SEPTEMBER, 2012	Subsidized By District
A	Utilities = \$1.09 School = \$0.89 Capital = \$0.00	Utilities = \$0.75 School = \$1.50 Capital = \$0.00	Utilities = \$0.80 School = \$1.70 Capital = \$0.00	Utilities = \$0.80 School = \$1.95 Capital = \$0.00	Utilities = \$1.05 School = \$1.95 Capital = \$0.00	Y
B Part Time Use	Utilities = \$1.09 School = \$0.89 Capital = \$0.00	Utilities = \$0.61 School = \$1.95 Capital = \$0.19	Utilities = \$0.61 School = \$1.95 Capital = \$0.44	Utilities = \$0.61 School = \$1.95 Capital = \$0.69	Utilities = \$0.61 School = \$1.95 Capital = \$0.94	Y
C	Utilities = \$1.09 School = \$0.89 Capital = \$2.81	Utilities = \$1.00 School = \$1.95 Capital = \$1.35	Utilities = \$1.10 School = \$1.95 Capital = \$1.55	Utilities = \$1.15 School = \$1.95 Capital = \$1.80	Utilities = \$1.21 School = \$1.95 Capital = \$2.04	Y
D	Utilities = \$1.09 School = \$0.89 Capital = \$2.81	Utilities = \$1.21 School = \$1.95 Capital = \$4.59	Utilities = \$1.21 School = \$1.95 Capital = \$4.84	Utilities = \$1.21 School = \$1.95 Capital = \$5.09	Utilities = \$1.21 School = \$1.95 Capital = \$5.34	N
E	Utilities = \$1.09 School = \$0.89 Capital = \$2.81	Utilities = \$1.21 School = \$1.95 Capital = \$3.14	Utilities = \$1.21 School = \$1.95 Capital = \$3.44	Utilities = \$1.21 School = \$1.95 Capital = \$3.74	Utilities = \$1.21 School = \$1.95 Capital = \$4.04	N
F	Utilities = \$1.09 School = \$0.89 Capital = \$2.81	Utilities = \$1.21 School = \$1.95 Capital = \$4.59	Utilities = \$1.21 School = \$1.95 Capital = \$4.84	Utilities = \$1.21 School = \$1.95 Capital = \$5.09	Utilities = \$1.21 School = \$1.95 Capital = \$5.34	N

EDMONTON PUBLIC SCHOOLS

**Use of Closed Schools
(year closed)**

- **Alex Taylor School (2001)** has served as the centre for Edmonton City Centre Church Corporation (E4C) since September 2001. The E4C delivers multiple programs in adult literacy, hot lunch programs, family counseling services and services to City Centre Project schools.
- **Argyll School (1983)** served for 14+ years as the Faith Lutheran Church site. The school was reopened as the temporary site for district distance learning and home schooling prior to its relocation to Terrace Heights School in 2005. The building and property was acquired by the City of Edmonton through its first right to purchase.
- **Bellevue School (2003)** has served as the site for Distinctive Education and Counseling Services Association (DECSA) since December 2003, primarily serving new Canadian and Aboriginal women.
- **Bennett School (1973)** has served as the Bennett Centre, an educational field trip destination for Alberta schools offering overnight school programs, day programs, environmental lessons and outdoor activities since 1981.
- **Beverly Heights School (1981)** had provided accommodation for 18+ years for the North East Zone Soccer Association. The building and property was acquired by the City of Edmonton through its first right to purchase and demolished for parkland.
- **Braemar School (1985)** was leased to Concordia College between 1985 and 1996. Braemar School re-opened in 1997 to provide programming for pregnant and parenting teens under the age of 20. Other agencies provide medical services, legal information and peer support programs. A partnership with the Terra Association provides inclusive family and childcare services, counseling and a clothing exchange program.
- **Canora School (1973)** was for 15+ years the site for the White Hall Day Care. The building was sold to the Canadian Turkish Society to establish a cultural centre following waiver by the City of Edmonton in regard to first right to purchase.
- **Capilano School (2010)** is leased by Suzuki Charter School Society effective September 2010.
- **Cromdale School (1980)** served for 13+ years as home to Edmonton Immigrant Services Association and the CHIMO program and services for at-risk youth. During this time a number of small leases were accommodated including the City of Edmonton Community Services Department. The property was sold to Capital Health as the site for Eastwood Community Health Clinic following city waiver of its first right to purchase.
- **Donald Ross School (1974)** served as the main offices for the Commonwealth Games planning committee, the City of Edmonton River Valley Outdoor Program, the 2001

World Track and Field Games planning committee, and an environmental group over an 18 year period. The facility is now leased to Sun and Moon Visionaries Gallery and Studio to provide support to Aboriginal youth and artisans

- **Eastwood School (2010)** potential future use is being explored.
- **Fulton Place School (2010)** serves as a community hub with a variety tenants that include The Victorian Order of Nurses, The Alberta Caregivers, The Learning Disabilities Association of Alberta – Edmonton Chapter, and the S.S. Dance Experience.
- **H.A. Gray School (1984)** served for 20+ years as a Northern Alberta Institute of Technology ancillary site housing computer technology programs. The building was sold in 2005 to Vanguard Christian College after the City of Edmonton waived its first right to purchase.
- **High Park School (2007)** is currently being used as a district special education program location.
- **Idylwylde School (2002)** serves as a Metro Continuing Education ancillary site. A wide range of courses are offered to adults and community members in this location.
- **King Edward Elementary School (1984)** re-opened in 1997 as the Academy at King Edward providing programming in special education.
- **McCauley School (2010)** serves as a *Transition Centre for Immigrant and Refugee Students and Families*, and the development and implementation of a hub of supports and services to immigrant and refugee students and their families.
- **McKay Avenue School (1983)** The building was restored and is now a district Archives and Museum.
- **McQueen School (1984)** was used for 10+ years as the District maintenance office, then sold to Edmonton Christian Schools following waiver by the City of Edmonton in regard to first right to purchase.
- **Newton School (2007)** is being utilized, as of September 2008, by three different teams of Educational Consultants employed by the District. A total of 80 staff work out of this site while providing services to all district schools.
- **North Edmonton School (2005)** is leased to the Excel Society. The site will be redeveloped as a seniors assisted living centre for adults living with Alzheimer's disease, dementia and brain injuries..
- **Parkdale School (2010)** potential future use is being explored.
- **Prince Rupert School (1995)** serves as the Rites of Passage Program site serving at-risk Aboriginal youth, as well as support services provided by the Bent Arrow Traditional Healing Society ancillary site.

- **Queen Mary Park School (2001)** serves as a facility for Resource Development Services, Bennett Centre ancillary space, Student Information and the Employee Assistance Program which provides services to district employees as well as other Northern Alberta school districts on a contract basis.
- **Ritchie School (2008)** is leased to the Francophone School District.
- **Sherbrooke School (2003)** served for more than 21 years as the home of cultural dance groups, language schools, community living support agencies, artists, sports associations and a district employee support service. Under direction by the Province, Aurora Charter School Society now has a 4 year lease for the entire building.
- **Strathearn Elementary School (1983)** served more than 12 years accommodating the Goodwill Rehabilitation Services and an additional 4 years accommodating the ELVES Program serving multi-sensory handicapped and medically fragile students. The building was acquired by the City of Edmonton through its first right to purchase and demolished for parkland.
- **Strathearn Junior High School (2005)** was transferred to the Francophone School District and reopened as L'Ecole Gabrielle Roy.
- **Terrace Heights School (2005)** serves as the Argyll Home Education Centre at Terrace Heights. The centre provides support and services to families and students enrolled in distance learning programs.
- **The Old Administration Building (2003)** was utilized for approximately 20 years, prior to it being sold, by numerous community groups including the Edmonton Mennonite Centre for Newcomers, Canadian Organization of Small Business, substance abuse counseling agencies, family violence programs, Edmonton Inner City Housing and many others. The new owners have redeveloped a portion of the complex for affordable housing and additional office space.
- **Wellington School (2005)** The City of Edmonton leases the site to sponsor two groups into the building. The Winifred Stewart Association provides services to adults with developmental disabilities and the Council of African Canadians delivers a wide range of services to Edmonton families who are originally from Africa.
- **Westview Village School (2000)** was sold to Millwoods Christian Assembly in 2001.
- **Woodcroft School (2008)** is being utilized as a Languages Centre to house consultants and resources in each of the numerous languages taught in the District. This site will provide teacher support as well as access to important teaching resources.



April 14, 2008 Public Presentation EPSB Board Meeting

Citizen of Edmonton Findings: Edmonton Public School Board Preference Measurement

Cambridge Strategies *Inc.*

Background

Executive Summary

Conjoint Analysis

Additional Question Responses

Objectives

- Overall objectives include:
 - Understanding the value based drivers of educational preferences that are most important to citizens of Edmonton
 - Determining if there are any differences in preferences across key segments.
- The survey data will provide insights into ways the EPSB can serve the needs and wants of citizens for public education in Edmonton.

Methodology

■ Data Collection Methodology

- The on-line survey was available from December 1 - 10, 2008.
- The survey consisted of:
 - > Conjoint trade-offs among various options value-drive perceptions of school board policy options
 - > Demographic questions

■ Responses

- Sample of 706 Randomly selected Edmonton residents (age 18 or older)

■ Statistical validity

- With a sample of this size, the aggregate results are considered accurate to within +/-3.7 percentage points nineteen times out of twenty, to what they would have been had the entire adult population of Edmonton been included in the survey

Our approach to measuring citizen preferences

Preference measurement and analysis is a research approach that can be used to understand how people make choices.

1

Understand perceptions and how choices are made (trade-off).

Measure preferences through a simple user friendly survey.



Learn how perceptions compare and what is most important to citizens of Edmonton

Identify what is most important to citizens and what the drivers of value are.



3

Design, deliver, and/or communicate new or existing programs addressing the needs of the community.

Ideally, blend citizen preferences with organizational costs to optimize plans; create win-win solutions.

Background

Executive Summary

Conjoint Analysis

Additional Question Responses

Key Findings

- Generally, every feature tested in the survey was viewed as being important.
 - The attributes concerning space/ cost issues, and the focus of education were viewed as most important.
- For the most part, differences in major preferences between segments are modest:
 - This suggests that while pockets of Edmontonians have unique needs and preferences, these break across many standard formats used to communicate to each
- Several secondary features are also important, most notably because of the inelasticity of preferences
 - Distance and proximity issues
 - Use of school facilities
 - School size

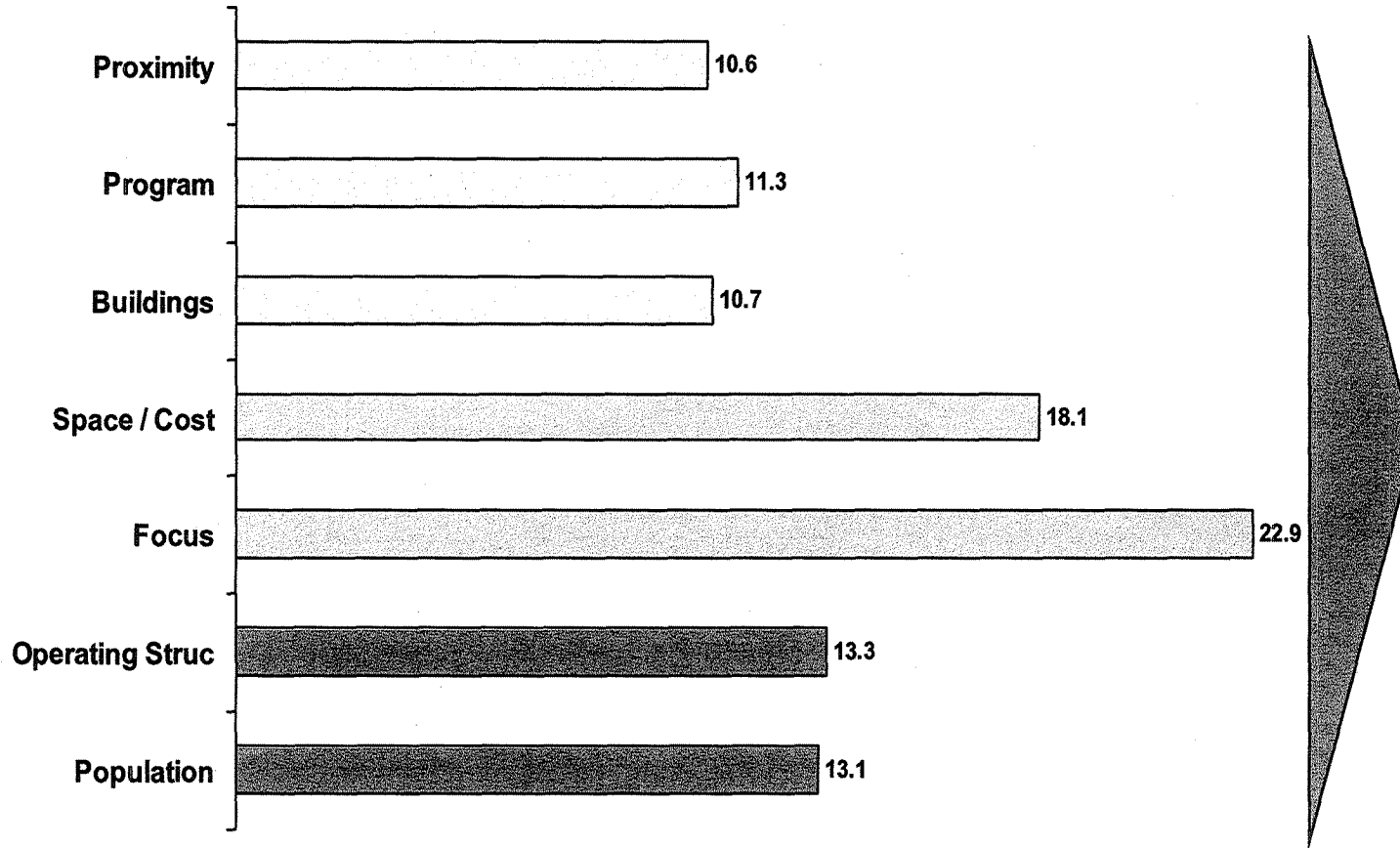
Background

Executive Summary

Conjoint Analysis

Additional Question Responses

Attribute Importance



Key elements driving preferences include:

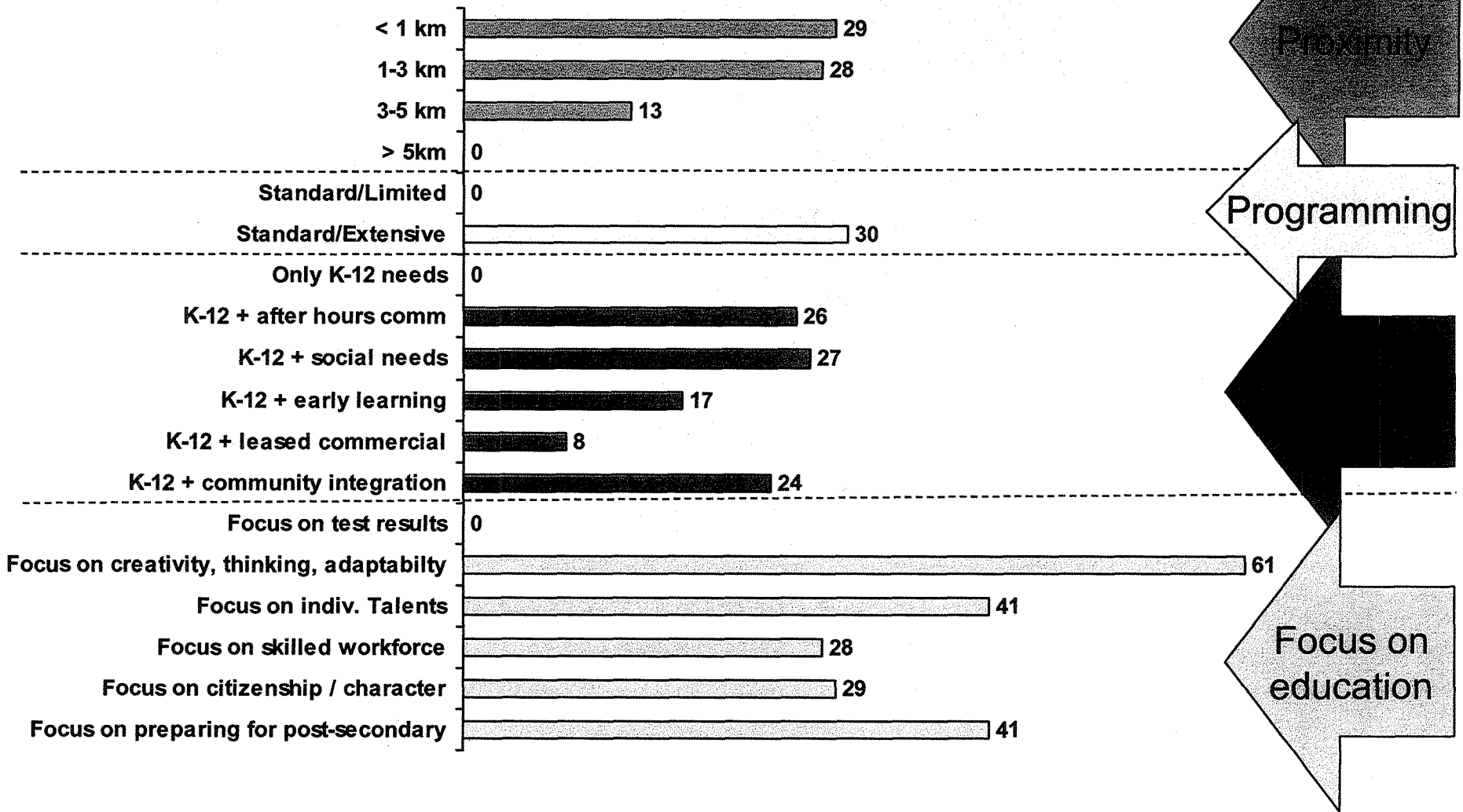
- Space and cost related issues
- Focus on education

Illustrates the amount each attribute contributes to overall preferences. Can be thought of as the potential a given feature has to drive citizen preferences.

Importance

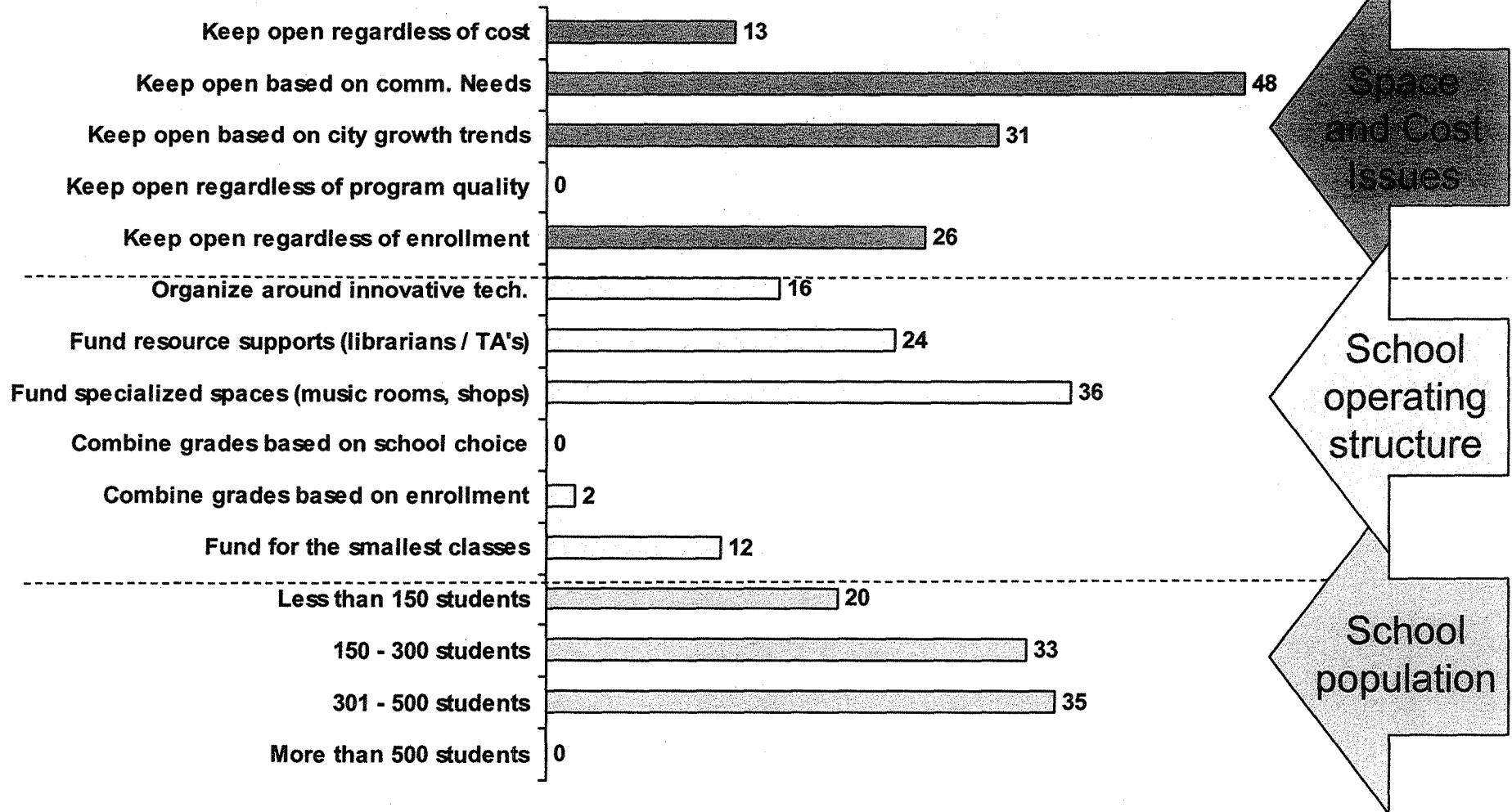
		Importance
Proximity	11	★
Programs & programming	11	★
Use of school facilities	11	★
Space & Cost	18	★ ★ ★
Focus of education	23	★ ★ ★
School operating structure	13	★ ★
School population	13	★ ★

Attribute Level Preference Index (Aggregate)



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Attribute Level Preference Index II (Aggregate)

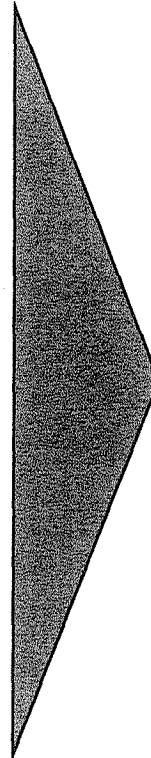


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Findings and Implications

Key Findings

- ❑ The two key drivers of preferences are space/cost and focus on education
- ❑ Distance: Threshold at 3km
- ❑ Preferences is for extensive programming
- ❑ Schools seen as vital to the interests of the community
- ❑ Desire for schools that are adaptive and prepare students for the future
 - Focus on creativity and social integration, not on test results



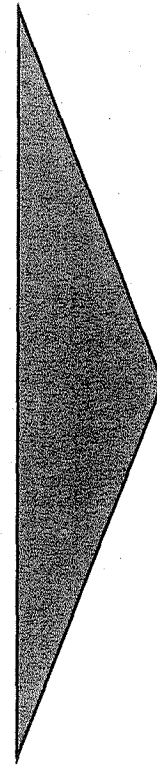
Implications

- ❑ However, don't ignore the cumulative impact of other features, especially if they are less costly to execute
- ❑ Estimate the cost of structural policy changes, to determine the optimal solution (blending preferences with costs)
- ❑ Further investigate the boundaries of several existing levels, to determine levels of acceptance:
- ❑ Develop strategy to understand community needs, and how schools can be instrument of integration for the community

Recognize the importance of opinion leaders: one in ten respondents are classified as “Influentials”

10.4% of respondents are influential

- ❑ Key attributes of Influentials:
- ❑ **Connected:** Influential respondents have strong social networks
- ❑ **Impact:** Influential respondents are looked up to and are trusted by others. Their advice is often sought.
- ❑ **Trendsetters:** Influentials tend to be early adopters of new technology
- ❑ **Active:** Influentials are more likely to get involved with their communities, business industry, political movements, charities, social causes and so on



Implications

- ❑ Influentials are opinion makers and opinion leaders.
- ❑ Influentials advise others what to buy, where to shop, and even who to vote for.
- ❑ Targeting Influentials with the proper messaging can be a conduit to implementing change.
- ❑ Influentials can also provide advanced information on emerging trends.

Background

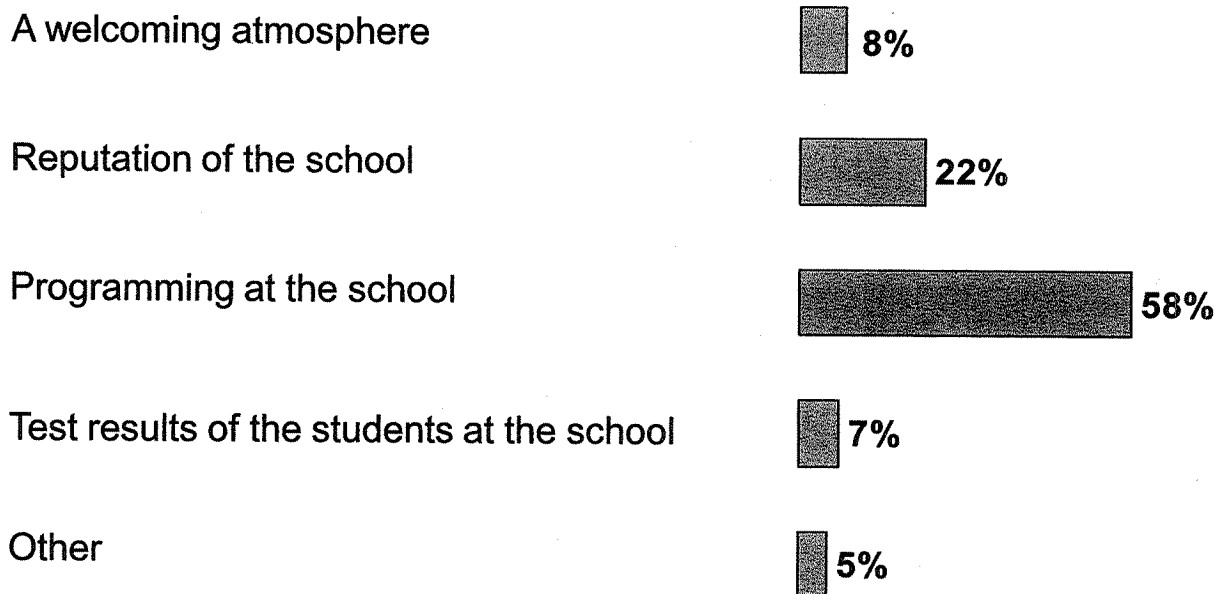
Executive Summary

Conjoint Analysis

Additional Question Responses

Additional Questions:

In your opinion, what should be the single most important criterion for parents in selecting a school?



Additional Questions:

Do you have any children in school between kindergarten and grade 12?

Yes

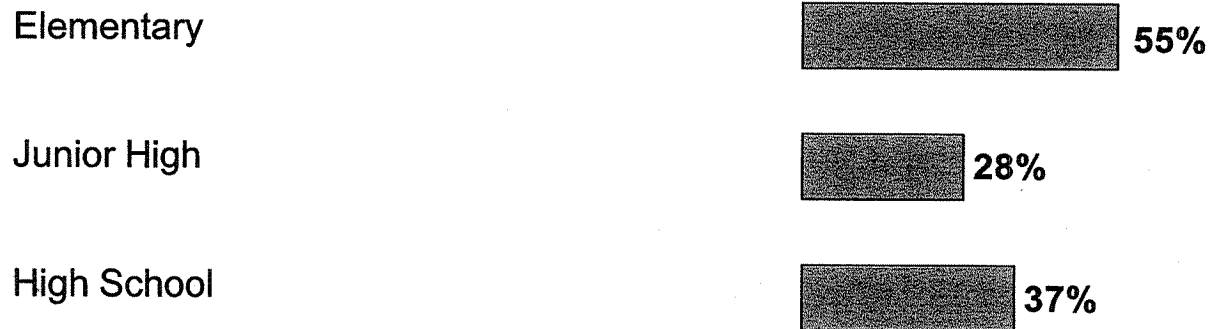


No



Additional Questions:

What type of school do your children attend?

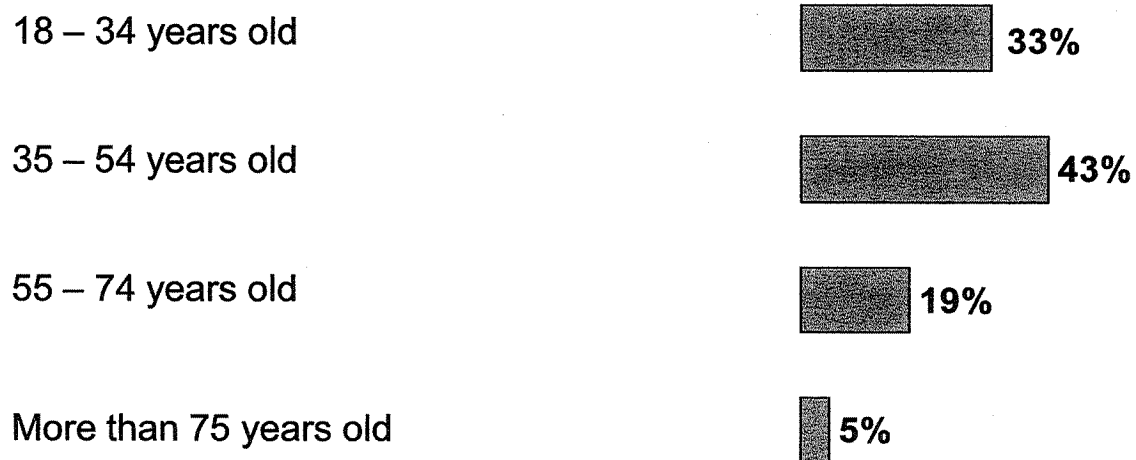


Note: Multiple response question; responses will not sum to 100

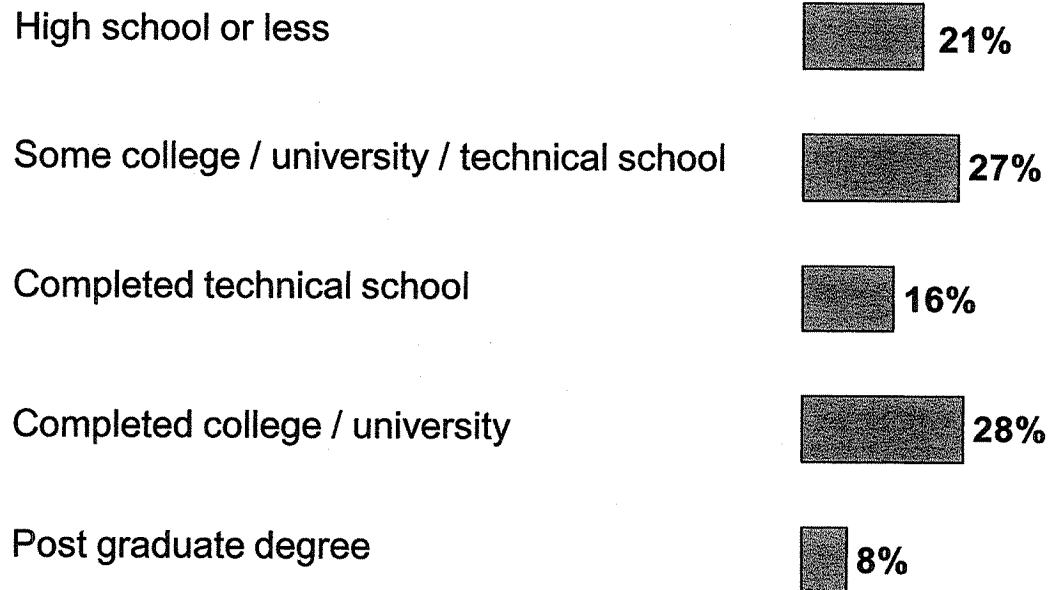
Additional Questions: Gender



Additional Questions: Age



Additional Questions: Highest Level of Education



Recommendations

1. Based on the findings design, develop and deploy a stakeholder communications plan that would explain the findings the implications and consequences for the future planning of the EPSB where there are areas of alignment with Board policy and the survey findings.

2. Invite the Minister of Learning and his departmental staff to attend a briefing on the findings of the survey and explore the implications for his Dialogue with Albertans process.

3. Develop a Stakeholder and Influentials information and engagement process to explore further and deeper the meaning for the purposes of informing policy options and approaches from survey the findings on:

Focus on Education findings particularly as they relate to creativity, thinking skills and adaptability and focus on individual student talents and;

The same for the meaning and implications of the schools meeting social, community needs and to be integrated into the community.

4. Make a presentation of the findings to the public in an open Board meeting.

**COSTS ASSOCIATED WITH EDUCATING STUDENTS
IN SMALL, MEDIUM AND LARGE ELEMENTARY SCHOOLS**

2004 – 2005 SCHOOL YEAR

Group	School	Student Enrol	Total School Expend	Cost Per Student	Average Cost Per Student
1a	A	82	620,589.48	7,568.16	
1a	B	118	865,618.54	7,335.75	\$ 7,362.30
1a	C	144	1,034,349.26	7,182.98	
1b	D	273	1,507,785.50	5,523.02	
1b	E	201	1,155,441.61	5,748.47	\$ 5,670.51
1b	F	292	1,676,090.56	5,740.04	
1c	G	365	1,991,437.53	5,455.99	
1c	H	397	2,063,219.33	5,197.03	\$ 5,211.62
1c	I	531	2,645,357.54	4,981.84	
2a	J	87	798,350.25	9,176.44	
2a	K	111	990,460.40	8,923.07	\$ 8,704.28
2a	L	133	1,065,774.21	8,013.34	
2b	M	267	1,792,213.39	6,712.41	
2b	N	293	1,798,971.39	6,139.83	\$ 7,182.89
2b	O	284	2,469,782.70	8,696.42	
2c	P	397	2,172,274.26	5,471.72	
2c	Q	407	2,292,571.87	5,632.85	\$ 5,560.72
2c	R	544	3,034,207.24	5,577.59	

2005 – 2006 SCHOOL YEAR

Group	School	Student Enrol	Total School Expend	Cost Per Student	Average Cost Per Student
1a	A	85	615,593.92	7,242.28	
1a	B	84	774,218.21	9,216.88	\$ 7,881.36
1a	C	162	1,163,957.44	7,184.92	
1b	D	246	1,406,222.83	5,716.35	
1b	E	206	1,248,780.77	6,062.04	\$ 5,931.74
1b	F	288	1,732,847.31	6,016.83	
1c	G	355	2,038,048.77	5,740.98	
1c	H	443	2,387,646.70	5,389.72	\$ 5,433.35
1c	I	508	2,626,023.04	5,169.34	
 					
2a	J	86	803,488.00	9,342.88	
2a	K	91	953,299.71	10,475.82	\$ 9,784.31
2a	L	99	943,887.70	9,534.22	
2b	M	256	1,711,562.96	6,685.79	
2b	N	269	1,840,194.75	6,840.87	\$ 7,456.97
2b	O	257	2,272,967.46	8,844.23	
2c	P	386	2,283,461.22	5,915.70	
2c	Q	420	2,495,842.08	5,942.48	\$ 5,879.76
2c	R	534	3,087,107.77	5,781.10	

2006 – 2007 SCHOOL YEAR

Group	School	Student Enrol	Total School Expend	Cost Per Student	Average Cost Per Student
1a	A	87	639,938.12	7,355.61	
1a	B	89	846,185.19	9,507.70	\$ 8,240.86
1a	C	135	1,061,000.19	7,859.26	
1b	D	245	1,509,290.88	6,160.37	
1b	E	249	1,579,320.45	6,342.65	\$ 6,294.33
1b	F	251	1,601,370.58	6,379.96	
1c	G	403	2,344,434.42	5,817.46	
1c	H	484	2,786,104.41	5,756.41	\$ 5,826.78
1c	I	533	3,148,145.48	5,906.46	
2a	J	76	882,027.59	11,605.63	
2a	K	88	967,601.94	10,995.48	\$ 11,045.50
2a	L	95	1,000,862.05	10,535.39	
2b	M	248	1,781,271.35	7,182.55	
2b	N	251	1,837,349.22	7,320.12	\$ 8,119.69
2b	O	256	2,523,240.64	9,856.41	
2c	P	387	2,390,741.39	6,177.63	
2c	Q	422	2,778,868.95	6,585.00	\$ 6,366.72
2c	R	491	3,111,737.20	6,337.55	