

DATE: April 25, 2017

TO: Board of Trustees

FROM: Darrel Robertson, Superintendent of Schools

SUBJECT: Three-Year Capital Plan 2018–2021

ORIGINATOR: Lorne Parker, Executive Director

RESOURCE STAFF: Brent Dragon, Josephine Duquette, Jon Dziadyk, Jenifer Elliott, Leanne Fedor, Terri Gosine, Geoff Holmes, Kim Holowatuk, Scott Humphrey, Roland Labbe, Valerie Leclair, Maegan Lukian, Kyle McFarlane, Shaminder Parmar, Crystal Plante, Hayden Sanchez-Avery, David Sloan, Marlene Tetrault, Jennifer Thompson, Christopher Wright

REFERENCE: School Capital Manual – March 2015

ISSUE

The District's Three-Year Capital Plan must be approved by the Board of Trustees on an annual basis (Attachment I). The deadline for submission of the *Three-Year Capital Plan 2018–2021* to Alberta Education is May 12, 2017.

BACKGROUND

On March 21, 2017, the Government of Alberta announced funding for three capital projects for Edmonton Public Schools (Attachment II). One of the projects is a modernization and addition to Highlands School. The funding for this project will honour the concept developed through the community consultation process in 2014–2015. After the modernization and addition are completed, Highlands School will welcome the students from Mount Royal and Montrose schools. The remaining two projects are new construction, a Grades 7–9 school in the Larkspur neighbourhood and a Kindergarten to Grade 6 school in the developing neighbourhood of McConachie. The table below summarizes the funded priorities from the *Three-Year Capital Plan 2017–2020*.

	Funded Priorities	Capacity	Sector	Cost (millions)
Year 1				
1	K–9 Highlands Modernization / Consolidation	800	NE	\$27
2	Larkspur 7–9	950	SE	\$33
3	McConachie K–6	650	NC	\$20

This announcement allows the District to respond to the unique challenges in mature neighbourhoods by investing in the modernization of a historic school and creating efficient 21st century learning environments. The two new construction projects will help the District provide local accommodation for the students residing in these areas. However, we know that the City of Edmonton continues to grow and our existing students are progressing through their primary education years. These two factors continue to place pressures on providing local K-9 accommodation in new areas, as well as new high school spaces.

Infrastructure Planning Principles

In September 2013, the Board of Trustees approved the Infrastructure Planning Principles to guide capital, facility and student accommodation planning. The principles are as follows:

1. **Accountability:** Infrastructure decisions shall be transparent, evidence based and reflect meaningful engagement with stakeholders.
2. **Centres for Educational Excellence:** Infrastructure assets shall serve as centres for educational excellence that meet the needs of District students, as well as their families and staff, where appropriate.
3. **Environmental Stewardship:** All decisions relating to infrastructure management shall demonstrate a commitment to environmental stewardship.
4. **Equitable Access:** All students and staff shall have fair access to safe, welcoming, high quality learning and working environments that will increase their opportunities and decrease their vulnerabilities.
5. **Fiscal Responsibility:** Decisions on infrastructure shall consider long-term needs and current realities, and reflect effective management of District resources.
6. **Service to Community:** District infrastructure assets are public buildings intended to serve our students, families, and staff as well as the broader community where appropriate. Capital investment shall consider the demographics, long-term plans, and needs of the community.
7. **Supports for the Whole Child:** Space shall be available to enable partnerships with shared responsibilities in order to provide integrated services that support District students.

These principles guide the actions of the Board, the Superintendent and Administration when allocating financial resources, creating priorities for capital funding, maintaining and building new school buildings, acquiring land or declaring it surplus, establishing programming, exploring partnerships and creating places for safe, caring, healthy, respectful, diverse, inclusive and equitable learning. The capital priorities proposed in this Three-Year Capital Plan reflects these principles.

District Infrastructure Plan

The Infrastructure Planning Principles guide the District Infrastructure Plan, which is aimed at transforming the District's inventory of infrastructure assets to ensure outstanding educational opportunities and facilities are available for all students. The plan will identify timelines and goals to provide high quality learning environments, respond to community needs, address the deferred maintenance, and right size District space to efficiently meet short-term and long-term needs. The desired outcomes of the District Infrastructure Plan include the following:

- ensure the District has sufficient infrastructure to offer high quality learning environments, geographically located to serve District demographics
- align District infrastructure operations to effectively support the infrastructure management plan
- support asset management plans for all buildings
- ensure sufficient space is available for partnerships and community supports

- be consistent with sustainable transportation system designed to serve District needs
- demonstrate commitment to continuous evergreening of infrastructure needs beyond 2022
- support financial efficiencies to ensure District funds are directed to the areas that provide benefits for the most students

Consistent application of the Infrastructure Planning Principles, through the development of the District Infrastructure Plan and its implementation through the Three-Year Capital Plan and Ten-Year Facilities Plan, is expected to build the confidence and trust of all stakeholders in the District's infrastructure planning and management. Government stakeholders and the public will see that the District's infrastructure is effectively supporting optimum learning opportunities and supports for students, responsive to community needs, and enabling the realization of the District's vision and mission. The District will create opportunities for ongoing engagement with partners, community members, the City of Edmonton and provincial ministries to implement the District Infrastructure Plan.

Edmonton Public Schools recognizes that minimizing environmental impacts will act to enhance its operational efficiency. The District has identified the need to monitor and calculate our carbon footprint so that strategies can be put in place to manage and reduce it. The District EnviroMatters Office has partnered with Eco Ammo Sustainable Consulting to perform quarterly carbon and sustainability reporting to increase the accuracy and reliability of our environmental footprint data. Having consistent, quarterly reporting will play an informative role in the infrastructure planning process and will lead to sustainable improvement suggestions. Moving forward, carbon footprint reports on individual District sites can be used to assist in determining the sustainable cost of all buildings to the District, including closed schools and help the District adapt and manage the new Alberta Carbon Tax. Environmental report trends can inform new school construction and modernization designs based on the District's specific sustainability needs and areas for improvement.

In terms of Leadership in Energy and Environmental Design (LEED), certified District schools provide a healthier learning and working environment through use of natural light and improved air quality, in addition to being more energy-efficient and more cost effective to operate. Michael Strembitsky, Major-General Griesbach, Bessie Nichols, Elizabeth Finch, A. Blair McPherson and Johnny Bright schools have all received LEED Gold designations, with Lillian Osborne, Esther Starkman, Florence Hallock and Dr. Donald Massey schools each receiving LEED Silver designations. All new District schools are built to achieve a LEED Silver certification, including Dr. Margaret Ann-Armour, Nellie Carlson and Roberta MacAdams schools, which opened in the fall of 2016. In the fall of 2017, 11 new schools will be opening throughout the city and will also be pursuing LEED certification.

Additionally, the District is continuing to identify, work with, and build relationships with consultants that bring a high level of specialized engineering and project management expertise on robust energy efficient retrofit designs and systems.

Ten-Year Facilities Plan

The *Ten-Year Facilities Plan 2015–2024* provides a broad overview of the District's facilities and identifies long-range facility needs. As per Alberta Education guidelines, the plan provides an overview of District facility information by sector and includes enrolment trends and projections, demographic data, facility condition information, current and projected utilization rates and programming opportunities. The plan identifies future modernization and expansion needs and informs the development of the District's Three-Year Capital Plan.

Capital Planning Methodology

The *Three-Year Capital Plan 2018–2021* outlines the District's capital priorities for the next three-year period. It includes a detailed breakdown of project costs by facility required, and demonstrates that the District has evaluated its ability to deliver the requested projects during the three-year period. Once approved, the priorities are entered into the provincial database system, including copies of Site Readiness Checklists for new or replacement school projects included in Year 1 of the submission. Alberta Education reviews and prioritizes the District's school capital projects in accordance with the *Alberta School Capital Manual, March 2015* (Attachment IV). Projects are prioritized using the following criteria: health and safety, building condition, utilization rates, enrolment projections, education program delivery and impact, site readiness and infrastructure performance. The review will also include any additional information provided such as regional plans or partnership opportunities.

New construction is primarily being requested in developing, suburban areas. Requests for schools in the developing, suburban neighbourhoods are intended to accommodate the continued growth in population of elementary school-age students, and the continued rollover of these students into junior and senior high schools over the next four years. New construction requests are also contemplated in mature communities where replacement schools represent better value compared to modernization costs. In some cases the modernization costs approach the value of a full replacement.

According to the City of Edmonton *Annual Growth Monitoring Report, 2016*, there has been significant residential growth in developing, suburban neighbourhoods. Over 2015, developing areas of the city have seen an increase of close to 25,000 people, while mature communities have gained an estimated 2,200 people, and established neighbourhoods have experienced a population loss of 400 people. During this time, the District has worked to accommodate the growing population of elementary school-age children in developing areas. According to federal census data, the City of Edmonton has grown by 120,345 residents between 2011 and 2016. Edmonton's population is expected to grow by another two per cent over the next three years, according to the City of Edmonton. From 2001 to 2015, Edmonton Census Metropolitan Area had the highest number of young families with small children concentrated in developing neighbourhoods, creating pressure for services such as new schools (Attachment III). Developing neighbourhoods have experienced the highest population growth and have gained just under 85,000 people since 2012 - over 76,000 more than all core, mature and established neighbourhoods combined (City of Edmonton, Open Data Portal). Established neighbourhoods have seen a decline of about 950 residents while core and mature neighbourhoods have increased by approximately 4,600 and 5,100 residents respectively.

Despite various infill initiatives happening in Edmonton, developing neighbourhoods have accounted for 81 per cent of total residential growth in 2015. In 2015, approximately 55 per cent of all newly serviced residential lots were located in new neighbourhoods in the southeast and southwest. Residential development trends in 2015 have seen an increase in the number of lot registrations; however, servicing activity and building permits issued have decreased from 2014 numbers. Despite the decline of lot servicing and building permits from 2014 all three indicators are up from 2010 to 2013 numbers. In early 2016, the neighbourhood of Aster was approved by City Council. In 2015, three neighbourhood structure plans were approved (Marquis, Uplands, and River's Edge) and one area structure plan was approved in the southeast (Decoteau). Approval of these new areas provides new housing options for families with children and the District is provided additional locations to offer local educational programming, in the long term. In the short term these students are accommodated within existing District schools.

The opening of three new schools (two K–9 and one K–6) in the 2016–2017 school year and the scheduled opening of 11 new schools (seven K–9, two K–7, one K–6 and one 7–9) in the 2017–2018 school year have relieved some of the immediate enrolment pressures that resulted from no new school construction from 2002 to 2010, despite the rapid student population growth in new suburban areas that occurred during the same time.

The proposed priorities for new construction and major additions are based on a review of all land development plans, policies and data for the City of Edmonton, and analysis of pre-school and student residency data in suburban areas, including but not limited to:

- number of current students residing in an area and projected students
- the historical pace of development and the amount of development remaining in an area
- utilization of the schools that the majority of students residing in the area attend
- average distance travelled by the students to their designated school
- accommodation of alternative and special education programs, and partnerships
- current state of development of the proposed site
- new capacity represented by recently funded capital projects, not yet operational

Focusing on attendance area high school enrolment and space, the High School Accommodation Framework 2016–2019 has concluded that additional capacity is needed now and in the near future to accommodate increasing high school student enrolment in the District. Assuming that current enrolment trends hold and there is no drastic demographic change in our city, high school enrolment in the District will stabilize when it reaches approximately 30,000 students in attendance area high schools. The District will need at least 8,000 additional spaces to accommodate these students, thus new high school requests require increased prioritization.

The criteria for prioritizing new construction projects places an emphasis on locations experiencing rapid growth and students traveling a significant distance to a school with space to accommodate them.

Several replacements and modernizations are also proposed to aid in dealing with the Districts' aging infrastructure. The recent funding announcement for the K–9 Highlands School modernization concept 2 will help address the need to reinvest in aging facilities with excess capacity. The three remaining initiatives currently underway in the city's mature neighbourhoods in the Britannia, Rosslyn and Westlawn areas remain as capital priorities. The initiatives are modelled after two recent projects that saw the District engage communities in the Greater Lawton and Greater Highlands areas. The engagement process from the Greater Lawton area yielded a community-supported decision to combine the three local aging school facilities into one new replacement facility (which will open as Ivor Dent School in September 2017); while the communities in Greater Highlands area supported a modernized historic building and re-imagined new addition. These initiatives have provided the District opportunities to collaborate with provincial and municipal governments, partner agencies, as well as community groups, to contribute positively to community sustainability.

Britannia, Rosslyn and Westlawn cluster areas are included in the capital priorities to support the future outcomes of Space for Students initiatives. The cluster areas will be prioritized based on the utilization within the clusters, deferred maintenance, operating costs, total enrolment, and outcomes of the public engagement meetings held in March 2017. The priority of these projects will be determined once the feedback from public engagement meetings in March is analyzed, and they can be specified and submitted in a fall amendment to the *Three-Year Capital Plan 2018–2021*. Similar conversations in

mature communities will continue over the coming years. To reflect the ongoing work involving our aging infrastructure in the mature communities, three additional placeholders are included in the list of priorities. The placeholders are intended to accommodate the outcomes from future consolidation discussions. Two replacement school projects for Delton and Spruce Avenue schools are retained in the capital priorities in acknowledgment of involvement in previous consolidation processes. These projects were identified through the sector review process in 2009–2010. A detailed assessment of these two facilities supports a replacement school in place of a modernization. When the projects are funded, the best location for the replacement school building within the existing site will be confirmed.

Previous capital plans have included modernization projects for District schools based on the provincial facility condition, utilization trends, and enrolment trends. Currently, the District is conducting detailed building condition assessments for 153 District schools. This comprehensive building condition information will allow the District to refine a well-informed list of modernization projects for the capital plan moving forward. Modernization projects allow the District to provide equitable access to high quality learning environments to all students, reduce our environmental impact, and improve operational efficiencies. Based on the information gathered, an amendment to the Three-Year Capital Plan could be submitted in the fall to the province to re-integrate modernization projects within the priorities.

Alberta Education has amended the capital plan submission process by including a fall amendment. The purpose of the amendment is to allow the capital plan to reflect current circumstances or changes in board priorities. Amendments are intended to accommodate unavoidable changes that are essential for consideration by Alberta Education. The spring submission remains the main focus for evaluating the Board's capital priorities.

RELATED FACTS

- The province expects a Three-Year Capital Plan to be submitted annually and an up to date Ten-Year Facilities Plan must be available upon request.
- An amendment to the Three-Year Capital Plan can be submitted to the province between September 30 and October 15.
- School Community Renewal projects are considered in mature areas where enrolment and utilization trends are lower, facilities are oversized and require significant infrastructure investment.
- New school construction projects are considered in growing suburban areas where the District is challenged to provide local accommodation to students.
- A District Infrastructure Plan guides all decisions regarding District facilities based on the Infrastructure Planning Principles.
- Provision of Quality Infrastructure for All by providing welcoming, high quality learning and working environments is a District priority.
- This plan provides the best tool to advocate for adequate, stable and predictable funding to ensure quality infrastructure is assured to carry our District well into the 21st century.

RECOMMENDATION

That the proposed capital priorities for modernizations and new construction identified in the *Three-Year Capital Plan 2018–2021* be approved.

OPTIONS

Based on the information provided in this report, the following options are considered most appropriate:

1. Approve the *Three-Year Capital Plan 2018–2021*, as presented for submission to Alberta Education.
2. Approve the *Three-Year Capital Plan 2018–2021*, as amended for submission to Alberta Education.

CONSIDERATIONS and ANALYSIS

The uncertainty of access to capital funding creates challenges in prioritizing projects, for both modernizations/replacement schools and new school construction. While future unfunded projects, identified in the *Alberta Budget 2017 – Fiscal Plan – Capital Plan* (Attachment V), provides some assurance for capital project funding, the timelines remain uncertain. If the attached draft *Three-Year Capital Plan 2018–2021* is approved then the projects identified in the provincial plan will need to be amended to reflect the new District priorities. Funding for modernization projects has been consistently below levels required to maintain high quality learning environments in all of the District's aging infrastructure. The pace of residential development in new suburban areas has outpaced capital funding for constructing new local accommodation for the large numbers of students residing in these areas. The *Three-Year Capital Plan 2018–2021* reflects investment in both mature areas and new growth areas in the District's capital priorities. In 2016, the District awarded nine tendered construction packages for new school projects opening in 2017. All of these tendered packages closed below the budgeted amounts. Also in the spring of 2017, the tendered construction package for a modernization and addition at Caernarvon School is following the same pattern, indicating that there is a value in investing in infrastructure at this time.

According to the City of Edmonton *Annual Growth Monitoring Report, 2016*, population growth in Edmonton since 2012 has been very rapid (7.4 per cent). Although this trend is city-wide, the majority of population and student growth is occurring in the developing neighbourhoods in the south. Nine of the top 10 fastest growing neighbourhoods between 2012 and 2016 are in the south (Windermere, Walker, Laurel, Summerside, Chappelle, Allard, Rutherford, Charlesworth and Callaghan). McConachie is the tenth neighbourhood, which is located in the north. The 10 neighbourhoods have a combined total population growth of approximately 41,000 residents over the last five years.

There are now 41 developing neighbourhoods in the City of Edmonton and an additional 21 neighbourhoods in the planned stage, as of December 2015. Twenty-five of these developing neighbourhoods are less than 75 per cent complete, so we can expect that student residency numbers will continue to climb across the city as development of these areas continues. More schools will face organizational and program delivery challenges as they struggle to accommodate these students. In order to meet the demand for student learning spaces in these areas, students will continue to be designated to schools with space to accommodate them. Many of these schools are ageing facilities in mature neighbourhoods located a significant distance away from where these students live.

All core, mature and established neighbourhoods (encompassing 202 neighbourhoods) have a combined net population increase of 8,800 over the same time frame. Of these neighbourhoods, downtown, Windsor Park, Boyle Street, McCauley and Silver Berry had the largest increase of approximately 6,800 residents while Kiniski Gardens, Jamieson Place, Aldergrove, Kameyosek and Woodcroft had the largest decline of more than 2,500 residents.

Modernization projects/replacement schools in core and mature neighbourhoods will allow the District to provide equitable access to high quality learning environments to all students, reduce our

environmental impact and improve operational efficiencies. The previous plan requested funding for five modernization projects. These projects have been deferred from the plan for the time being and will be reconsidered once the District's current detailed building condition assessments of 153 District schools are completed, prior to the start of the 2017–2018 school year. This comprehensive building condition information will allow the District to refine the assessment as to which schools require reinvestment in their facilities, whether it be through modernization or the Infrastructure Maintenance Renewal funds, or whether the school could be included within a future Space for Students review. The replacement of Delton School and Spruce Avenue School (which were supported outcomes of previous consolidation discussions) are retained in this plan's list of capital priorities.

Busing is generally provided to elementary students residing in neighbourhoods where there is no neighbourhood school. Currently, the greatest pressures on these fixed route ride times exist in southwest Edmonton due to the long distances to designated schools. Edmonton Transit System (ETS) is the preferred means of student transportation for junior high and senior high school students. Where ETS to the designated school is not available or does not provide an acceptable level of service, yellow bus service will be provided. The number of yellow bus riders has increased by 2,800 students for the five-year period 2012–2016, or 32 per cent.

As a result of increasing student enrolment in the District, there is a need to plan for the growing number of prospective high school students. Accordingly, the High School Accommodation Framework 2016–2019 was developed as a means to provide improved balance to student distribution and increase District infrastructure capacity as it relates to high school programming.

The High School Accommodation Framework 2016–2019 has two principle priorities:

1. To effectively respond to current and future student enrolment in highly utilized high schools.
2. To repurpose space to improve efficient use of existing infrastructure in response to underutilized space.

Focusing on attendance area high school enrolment and space, the framework is divided regionally and includes timely and appropriate stakeholder engagement. Assuming that current enrolment trends hold and there is no drastic demographic change in our city, enrolment in the District will stabilize when it reaches approximately 30,000 students in attendance area high schools. The District will need at least 8,000 additional spaces to accommodate these students. The High School Accommodation Framework 2016–2019 proposes a number of supports for the District that is responsive to student enrolment indicators, including new school requests. A request for additional high school space has been made by the board in the last five capital plan submissions, not including this year's draft submission.

School community renewal projects, new construction opportunities in developing areas, growth of alternative and special education programs, and efficient management of our existing resources is complex. To continue to provide high quality learning environments and supports for students and community members, the District works closely with our partner organizations, where possible. A strong working relationship with our partners at the City of Edmonton has contributed to the initiatives in mature and developing communities. The District continues to look for additional opportunities to work with agencies and organizations that support students, their families and the broader community.

NEXT STEPS

The approved *Three-Year Capital Plan 2018–2021* will be submitted to Alberta Education by May 12, 2017.

ATTACHMENTS and APPENDICES

ATTACHMENT I	<i>Three-Year Capital Plan 2018–2021</i>
ATTACHMENT II	List of Funded Capital Projects, March 21, 2017
ATTACHMENT III	<i>Percentage of Families with Children by Neighbourhood (City of Edmonton 2015 Annual Growth Report)</i>
ATTACHMENT IV	Excerpt from Alberta School Capital Manual
ATTACHMENT V	Alberta Budget 2017 – Fiscal Plan – Capital Plan

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Three-Year Capital Plan 2018–2021

Introduction

As the provincial capital and major hub to northern Alberta, Edmonton has been experiencing growth despite the decline in oil prices. While fiscal pressures continue to present challenges and opportunities for Alberta, Edmonton remains a preferred destination due to the opportunities and amenities of the city. The reach of global economic instability has been somewhat limited in Edmonton over the last few years. Infrastructure investments can help stimulate the economy by providing local jobs. Infrastructure investment can also address deferred maintenance issues in our aging buildings. Addressing our deferred maintenance will improve our environmental impact.

Edmonton is a vibrant, growing city with a standard of living among the highest in North America. Schools are a vital service that helps to make Edmonton an appealing place to live, work, do business in and visit. An investment in schools plays a substantial role in bringing to life the vision for a complete community. The Census Metropolitan Area (CMA) of Edmonton population increased by 13.9 per cent since the 2011 census. The area's growth rate was above the national rate of five per cent, while the population of Alberta increased by 11.6 per cent.

This year, nine of the 11 funded schools will open in September 2017, with the remaining two buildings scheduled to welcome students in January 2018. While the new schools will relieve pressure in some of our communities, other areas of the city continue to face enrolment growth and capacity challenges, and pressure for additional high school capacity is apparent.

District Responsibilities and Challenges

As a District, we have a responsibility to meet the needs of students living across the city. There is a cost associated with operating and maintaining each square metre of District space, whether it is used or not for educational purposes. The District continues to focus on providing the best educational learning environments for students in all schools. The operation and maintenance of older schools costs more per square metre. An investment into modernizing or replacing our schools is an environmentally sustainable approach to providing high quality learning environments across the city.

Ten-Year Facilities Plan

The *Ten-Year Facilities Plan 2015–2024* provides a broad overview of the District's facilities and identifies long-range facility needs. As per Alberta Education guidelines, the plan provides an overview of District facility information by sector and includes enrolment trends and projections, demographic data, facility condition information, current and projected utilization rates and programming opportunities. The plan identifies future modernization and expansion needs, and informs the development of the District's Three-Year Capital Plan.

District Infrastructure Plan

The Infrastructure Planning Principles will guide development of a District Infrastructure Plan, as a framework aimed at transforming the District's inventory of aging infrastructure assets into outstanding educational facilities that facilitate 21st century learning environments, available for all students. The plan will identify timelines and goals to provide these high quality learning environments, respond to community needs, address deferred maintenance, and right size District space to efficiently meet short-term and long-term needs. The desired outcomes of the District Infrastructure Plan include the following:

- ensure the District has sufficient infrastructure to offer high quality learning environments, geographically located to serve District demographics
- align District infrastructure operations to effectively support the infrastructure management plan
- asset management plans for all buildings
- sufficient space available for partnerships and community supports
- sustainable transportation system designed to serve District needs
- commitment to continuous evergreening of infrastructure needs beyond 2022
- create financial efficiencies to ensure District funds are directed to the areas that provide benefits for the most students

The District will create opportunities for ongoing engagement with partners, community members, the City of Edmonton and the provincial ministries to implement the District Infrastructure Plan.

The *Three-Year Capital Plan 2018–2021*

The proposed Three-Year Capital Plan identifies the District’s capital priorities for two project types: modernizations and new school construction/major additions. In accordance with provincial direction, the overall priorities for these two categories must be submitted as one aggregated list. A separate list for each of the categories is included to provide clarity of priorities within each category. It is important to note that capital priorities may not be carried forward. The priorities indicated in the *Three-Year Capital Plan 2018–2021* are based on a review of all current data, with no consideration given to rankings indicated in previous years. It is difficult to prioritize new construction projects as each one listed is required to meet the immediate and imminent future demands of new growth areas.

The *Three-Year Capital Plan 2018–2021* is guided by a set of planning principles to guide decision-making around infrastructure capital investment. The Infrastructure Planning Principles are as follows:

1. Accountability
2. Centres for Educational Excellence
3. Environmental Stewardship
4. Equitable Access
5. Fiscal Responsibility
6. Service to Community
7. Supports for the Whole Child

The District places a high priority on providing access to school space for a number of wrap-around services to support children and families. These tenants and partners provide a broad range of supports and services fostering student success and achievement.

Growth and New Development

According to the City of Edmonton *Annual Growth Monitoring Report, 2016*, there has been significant residential growth in developing, suburban neighbourhoods. Over 2015, developing areas of the City have seen an increase of close to 25,000 people, while mature communities have gained an estimated 2,200 people, and established neighbourhoods have experienced a population loss of 400 people. During this time, the District has worked to accommodate the growing population of elementary school-age children in developing areas. According to federal census data, the City of Edmonton has grown by 120,345 residents between 2011 and 2016. Edmonton’s population is expected to grow by another two per cent over the next three years, according to the City of Edmonton. From 2001 to 2015, Edmonton Census Metropolitan Area had the highest number of young families with small children concentrated in

developing neighbourhoods, creating pressure for services such as new schools (Attachment III). Developing neighbourhoods have experienced the highest population growth and have gained just under 85,000 people since 2012 - over 76,000 more than all core, mature and established neighbourhoods combined (City of Edmonton, Open Data Portal). Established neighbourhoods have seen a decline of about 950 residents while core and mature neighbourhoods have increased by approximately 4,600 and 5,100 residents respectively.

Despite various infill initiatives happening in Edmonton, developing neighbourhoods have accounted for 81 per cent of total residential growth in 2015. In 2015, approximately 55 per cent of all newly serviced residential lots were located in new neighbourhoods in the southeast and southwest. Residential development trends in 2015 have seen an increase in the number of lot registrations; however, servicing activity and building permits issued have decreased from 2014 numbers. Despite the decline of lot servicing and building permits from 2014 all three indicators are up from 2010 to 2013 numbers. In early 2016, the neighbourhood of Aster was approved by City Council. In 2015, three neighbourhood structure plans were approved (Marquis, Uplands, and River's Edge) and one area structure plan was approved in the southeast (Decoteau). Approval of these new areas provides new housing options for families with children and the District is provided additional locations to offer local educational programming, in the long term. In the short term these students are accommodated within existing District schools.

Previously Approved New Construction Projects

Between 2002 and 2010, no new school buildings were opened in the District despite the significant amount of student population growth in new suburban areas during this time; however, ASAP I and ASAP II schools were funded in 2007 and 2008. In June 2007, the Government of Alberta announced funding for six schools that opened in 2010: A. Blair McPherson, Elizabeth Finch, Esther Starkman, Florence Hallock, Dr. Donald Massey and Johnny Bright schools. An additional three schools were announced in 2008 that opened in 2012: Bessie Nichols, Michael Strembitsky, and Major-General Griesbach schools.

A joint collaboration between the District, Edmonton Catholic School District and the Northern Alberta Institute of Technology in the Blatchford neighbourhood has resulted in project confirmation. The Collegiate School for Science, Technology and Trades is an example of a unique partnership opportunity. This project was announced in 2014, and will support the growth and success of students through high school completion and beyond by utilizing partnership opportunities to offer students alternative educational programming.

Suburban growth within the City of Edmonton accounts for the majority of the residential growth; the rate of growth has been substantial and is projected to continue at a rapid pace. This has resulted in a significant rise in student population in new suburban areas. Over the course of 2014 and 2015, the province announced funding for 14 new construction projects and a 600 capacity addition to Lillian Osborne School. Three of these projects opened in 2016: Dr. Margaret-Ann Armour, Nellie Carlson and Roberta MacAdams schools. Eleven new schools are under construction with opening dates set for the 2017–2018 school year: Constable Daniel Woodall, David Thomas King, Dr. Lila Fahlman, Donald R. Getty, Hilwie Hamdon, Ivor Dent, Jan Reimer, Kim Hung, Michael Phair, Shauna May Seneca, and Svend Hansen schools. These projects were all based on priorities outlined in the *Three-Year Capital Plan 2014–2017* and *Three-Year Capital Plan 2015–2018*.

On March 21, 2017, the Government of Alberta announced funding for two new construction capital projects for Edmonton Public Schools. One of the projects is located in the established neighbourhood of Larkspur and the other project is located in the developing neighbourhood of McConachie. The table below summarizes the two new construction funded priorities from the *2017–2020 Three-Year Capital Plan*.

	Funded Priorities	Capacity	Sector	Cost (millions)
Year 1				
1	Larkspur 7–9	950	SE	\$33
2	McConachie K–6	650	NC	\$20

This announcement allows the District to respond to the unique challenges in mature neighbourhoods as well by investing in the modernization of the historic Highlands School and creating efficient 21st Century learning environments. The two new construction projects will help the District provide local accommodation for the students residing in these areas. However, we know that the City of Edmonton continues to grow and our existing students are progressing through their educational careers. These two factors continue to place pressures on providing local accommodation and student spaces in high school.

The following table indicates the number of new construction projects requested versus approved since 2010:

Three-Year Capital Plan	Number of Projects Funded	Number of Projects Requested	Number of Projects Carried Over from Previous Year
2017–2020	3	27	23
2016–2019	5*	27	18
2015–2018	4 (+6*)	27	13
2014–2017	6	18	7
2013–2016	0	7	6
2012–2015	0	6	6
2011–2014	0	7	3
2010–2013	0	3	2

**Project funded only for design. Construction funding for five of these projects was funded in 2015.*

In 2016, the District awarded nine tendered construction packages for new school projects opening in 2017. All of these tendered packages closed below the budgeted amounts. Also, in the spring of 2017, the tendered construction package for a modernization and addition at Caernarvon School is following the same pattern, indicating that there is a value in investing in infrastructure at this time.

Current funded new construction project details are as follows:

Location	Sector	Grade Configuration	Project Scope*
Michael Phair School	W2	7–9	Scheduled to open in 2017
Ivor Dent School	NE	K–9	Scheduled to open in 2017
Constable Daniel Woodall School	SW	K–6	Scheduled to open in 2017
*Kim Hung School	W2	K–9	Scheduled to open in 2017
Dr. Lila Fahlman School	SW	K–9	Scheduled to open in 2017
Jan Reimer School	SE	K–9	Scheduled to open in 2017
Svend Hansen School	SE	K–9	Scheduled to open in 2017
*Shauna May Seneca School	SE	K–9	Scheduled to open in 2017
David Thomas King School	W2	K–9	Scheduled to open in 2017
Donald R. Getty School	SW	K–9	Scheduled to open in 2017
Hilwie Hamdon School	NW	K–9	Scheduled to open in 2017
Collegiate for Science and Technology	HS	10–12	Opening Date TBD
Larkspur	SE	7-9	Scheduled to open in 2019
McConachie	NC	K-6	Scheduled to open in 2019

*Revised scheduled opening date of the school building is January 2018

New School Priorities

The District has a variety of resources at its disposal to monitor and project student population pressures. Stakeholders can have confidence that District decisions are fact based. In calculation of capital priorities, the District uses a weighted decision matrix, which is a useful tool for making complex decisions, especially in cases where there are many alternatives and criteria of varying importance to be considered.

The following criteria were used in determining new construction priorities:

- number of current students residing in an area and projected students
- the historical pace of development and the amount of development remaining in an area
- utilization of the schools that the majority of students residing in the area attend
- average distance travelled by the students to their designated school
- accommodation of alternative and special education programs, and partnership opportunities
- current state of development of the proposed school sites
- new capacity represented by recently funded capital projects, not yet operational

These criteria take into consideration both current demand and projected future growth in the new suburban areas that have a site available and a Neighbourhood Structure Plan (NSP) in place. A NSP is required for development activity in a neighbourhood to begin. This document provides the land use framework, population and density estimates and the number of housing units by type. In 2015, four neighbourhood structure plans were approved, three in the west and one in the southeast.

Although the new construction projects will increase the District's capacity to accommodate students in new neighbourhoods, the pace of residential development in suburban areas has outpaced capital funding for constructing local accommodation. Existing schools will face organizational and programming challenges as

they struggle to accommodate students residing in new neighbourhoods. The District's Space for Students initiative outlines recommendations for certain schools to manage student growth and meet the demand for student learning spaces due to large enrolment increases. As the city continues to develop, a growing number of schools will face enrolment pressures and similar measures will need to be taken to ensure all students are provided with a quality learning environment.

Neighbourhoods or groups of neighbourhoods are given priority if they have the population required to sustain a school, keeping in mind that maximum capacities for schools are larger than they have been in the past. In some cases, a neighbourhood will not be considered for new school construction if sufficient student accommodation options exist in nearby communities.

Within the scope of the District's Infrastructure Plan, the High School Accommodation Framework will address the changing needs and shifting demographics within our high school population. To date, high school principals have provided initial expertise and perspective regarding possible supports required as students in younger grades reach high school. Conversations were expanded through a series of community stakeholder consultations and conversations with program society representatives over the 2015–2016 school year.

While new construction funding will continue to be requested from the Provincial Government through the annual submission of a capital priorities plan, the increasing need for new capacity in developing areas will warrant exploration of alternative approaches to funding and delivering new school facilities. This could include developer participation in new schools, or other creative funding avenues which might be possible through discussions with provincial and municipal governments and the development industry.

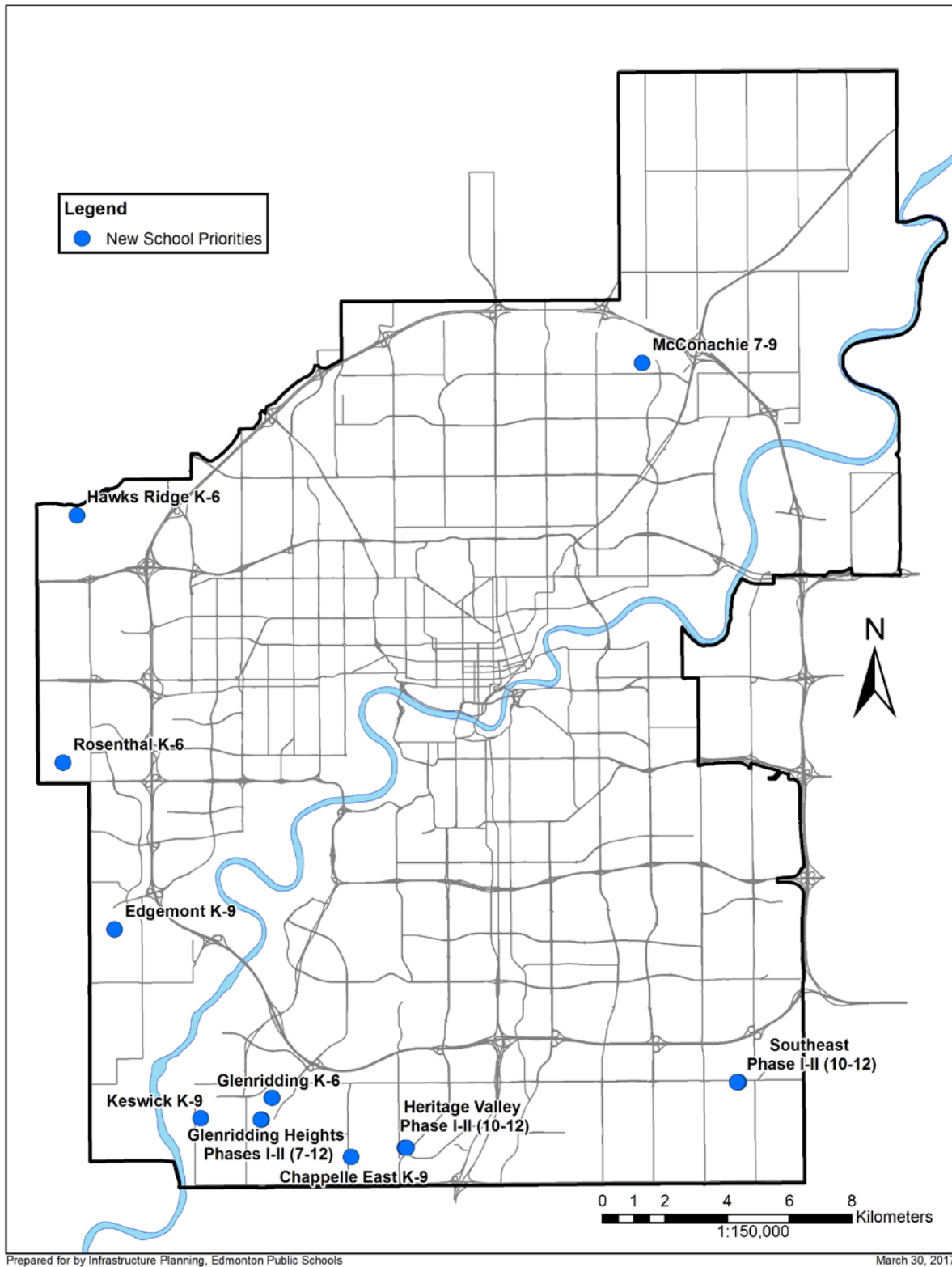
The following chart indicates the District's proposed new construction priorities based on the considerations listed above.

Priority 2018–2021	New Construction Project Location	Capacity	Sector	Cost (millions)
Year 1				
1	Heritage Valley 10–12 – Phase I	1800**	HS	\$79
2	Chappelle East K–9 *	750**	SW	\$28
3	Keswick K–9 *	950	SW	\$31
4	Glenridding Heights 10–12 – Phase I *	1600	HS	\$58
Year 2				
5	Southeast High School 10–12 – Phase I	1800**	HS	\$79
6	Glenridding Heights K-6	650	SW	\$20
7	Rosenthal K–6	650	W2	\$20
8	McConachie 7–9	950	NC	\$33
Year 3				
9	Hawks Ridge K–6	650	W2	\$20
10	Edgemont K–9	950	W2	\$31
11	Glenridding Heights 7–9 – Phase II *	800	SW	\$28
12	Heritage Valley and Southeast High School Additions – Phase II	600	HS	\$9
		600	HS	\$9

* Unfunded Capital Projects (as of March 16, 2017)

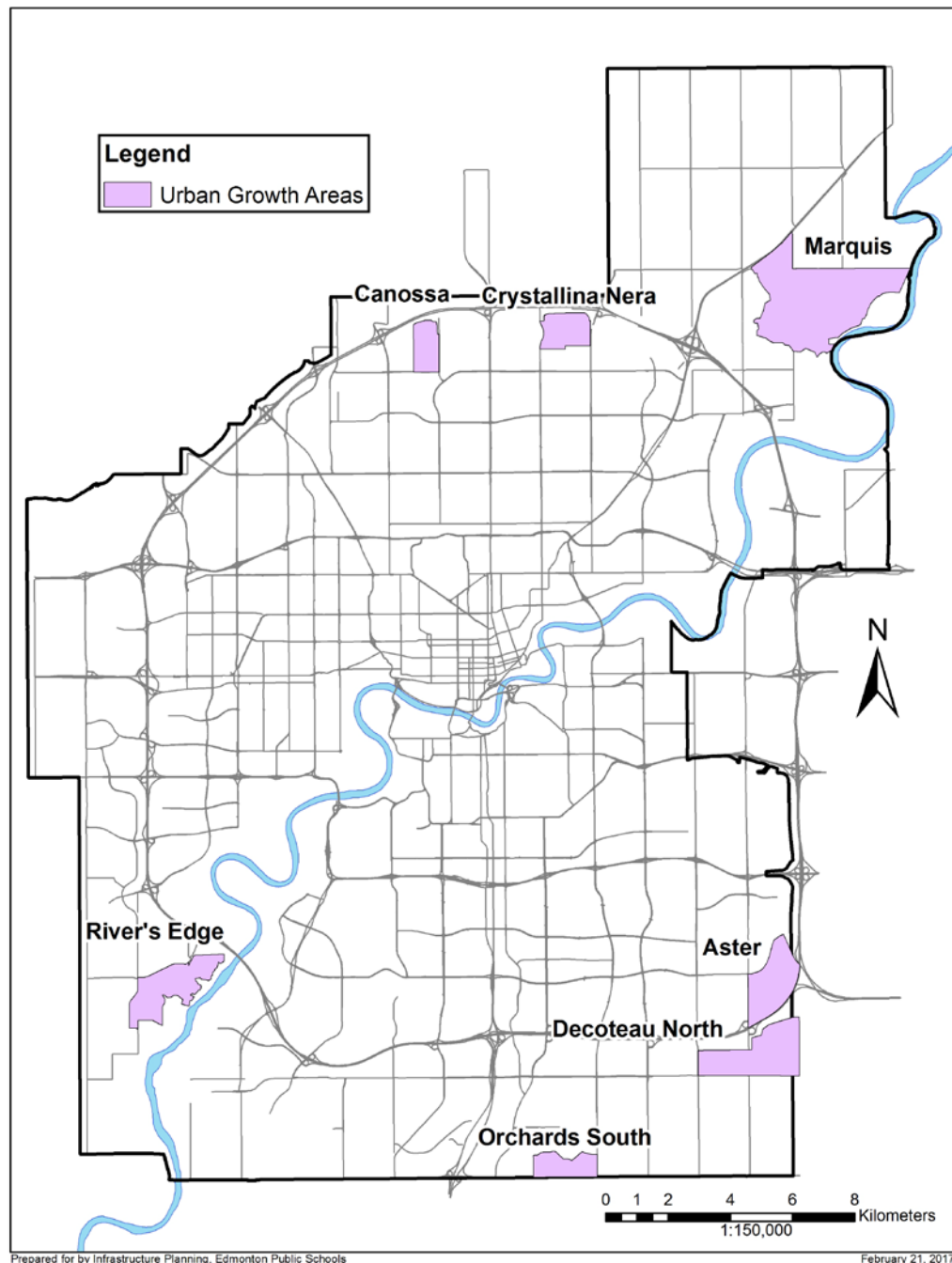
** Opening Capacity

New School Priorities



The previous capital plan had identified in Year 3 a request for a new construction priority in both Aster and Orchards South neighbourhoods. We have removed these requests from the plan; however, these neighbourhoods continue to be included in our evaluation of new school priorities. There are a number of areas developing within the City of Edmonton that are not at the same stage of development as the areas included as priorities for this year's capital plan. In some cases, the rate of construction has slowed resulting in other areas becoming a stronger area of focus.

The following map shows areas that will continue to be evaluated for future new construction priorities, but will not be included in this plan.



High Schools

As a result of increasing student enrolment in the District, there is a need to plan for the growing number of prospective high school students. Accordingly, the High School Accommodation Framework was developed as a means to provide improved balance to student distribution and increase District infrastructure capacity as it relates to high school programming.

The High School Accommodation Framework has two principle priorities:

1. To effectively respond to current and future student enrolment in highly utilized high schools.
2. To repurpose space to improve efficient use of existing infrastructure in response to underutilized space.

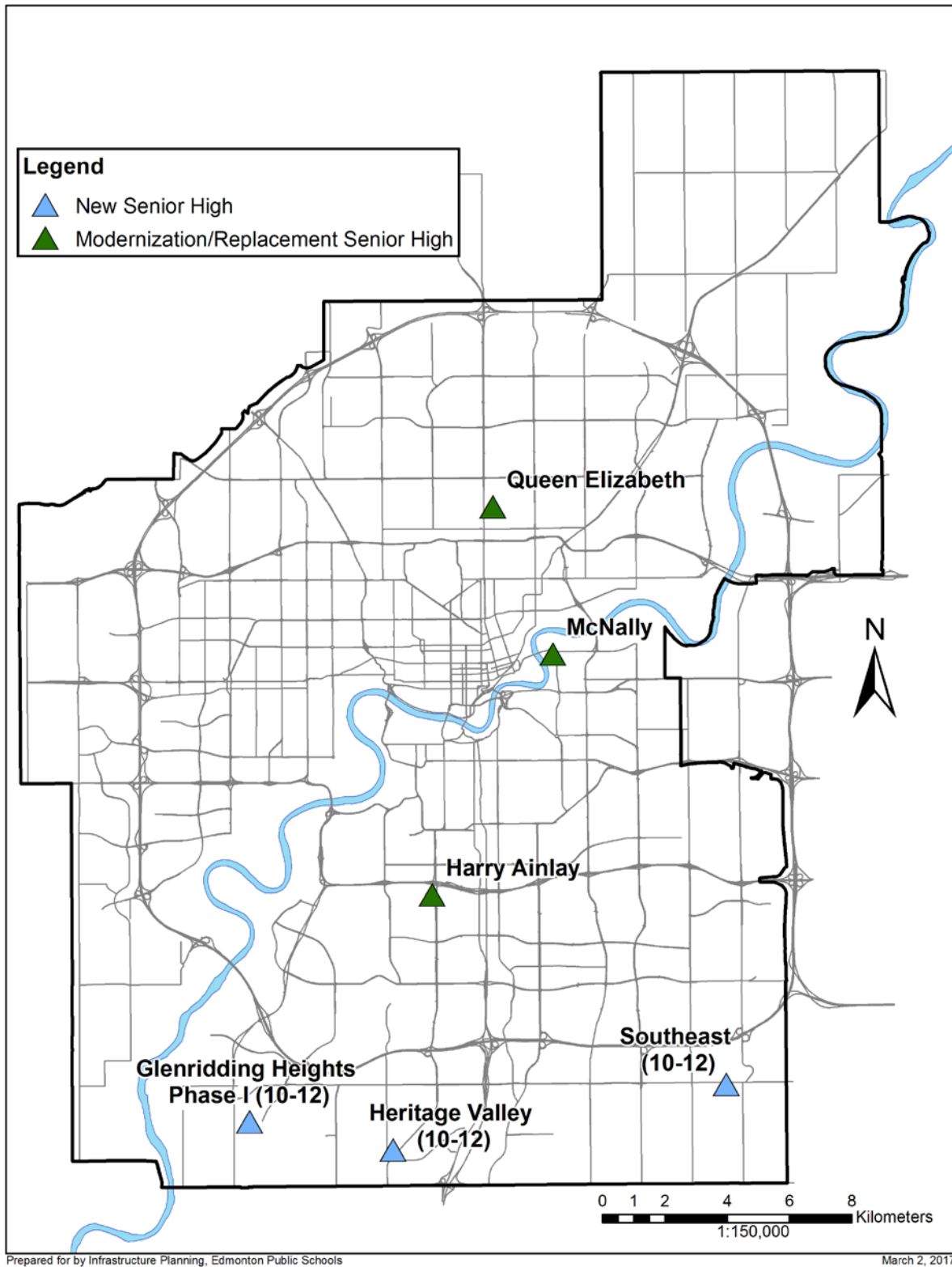
Focusing on attendance area high school enrolment and space, the framework is divided regionally and includes timely and appropriate stakeholder engagement. The High School Accommodation Framework proposes a number of supports for the District that is responsive to student enrolment indicators.

The projected enrolment in attendance area high schools is expected to reach approximately 28,261 students in September 2025. By the 2021–2022 school year, the projected number of students will likely exceed the available space within the District.

Assuming that current enrolment trends hold and there is no drastic demographic change in our city, enrolment in the District will stabilize when it reaches approximately 30,000 students in attendance area high schools. The District will need at least 8,000 additional spaces to accommodate these students. A request for additional high school space has been made by the Board in the last five capital plan submissions, not including this years' draft submission.

There are three high schools included as new construction priorities. These three new high schools would provide a total of 5,200 student spaces. In addition, three high schools have been added to the requested modernizations. Harry Ainlay, McNally and Queen Elizabeth schools are the only remaining attendance area high schools to not receive a major modernization. Including them as priorities will ensure that deferred maintenance items can be addressed, that the carbon footprints can be significantly improved, and that the facilities can be better aligned with 21st century quality teaching and learning environments.

High School Priorities



The Impact of Infill on Student Populations in Mature Communities

Overall, it is projected that the population of school-age children in the City of Edmonton increased by two per cent in 2016, with significant variation in the magnitude of population change across neighbourhoods. According to the School-Age Population Projections study conducted for the District by Applications Management Consulting Limited, the core area of Edmonton, encompassing 12 neighbourhoods, was projected to grow by 4.1 per cent, equal to an estimated 138 school-age students (5–17 years). The student population in the 99 mature area neighbourhoods is projected to increase in 2015 by 277 students from 2014 levels, representing an increase of about one per cent. The 90 established neighbourhoods are projected to decline in the K–12 student population in 2015.

According to the City of Edmonton *Annual Growth Monitoring Report, 2016*, developing neighbourhoods have accounted for 81 per cent of total residential growth in 2015. In 2015, approximately 55 per cent of all newly serviced residential lots were located in new neighbourhoods in the southeast and southwest, where the majority of development activity is happening. Residential development trends in 2015 have seen an increase in the number of lot registrations; however, servicing activity and building permits issued have decreased from 2014 numbers. Despite the decline of lot servicing and building permits from 2014, all three indicators are up from 2010 to 2013 numbers. In 2015, four neighbourhoods structure plans were approved, three in the west and one in the southeast. In 2014, three developing neighbourhoods (Windermere, McConachie and Summerside) had the greatest number of housing unit gains for a combined total of 1,971 units. These three neighbourhoods gained more new housing units than in all of the core and established neighbourhoods in the city combined.

The District currently has more space than is required within mature areas, and the cost of deferred maintenance on many of our buildings continues to increase, and operational costs impact funding available for classrooms. The Space for Students initiative will ensure that all students receive the same standard of access to high quality teaching and learning environments.

The District recognizes that schools are important hubs for the community. Where a school building is no longer required to provide educational programming, the District will work with the City of Edmonton and other partners to provide community supports and amenities. Partnerships are also intended to augment supports and services provided to the community through school facilities.

Space for Students in Mature Communities

Two replacement school projects for Delton and Spruce Avenue schools are retained in the capital priorities in acknowledgment of involvement in previous consolidation processes. These projects were identified through the sector review process in 2009–2010. A detailed review of the facility condition assessments indicates support for a replacement school in place of a modernization. When the projects are funded, we can determine the best location for the replacement schools within their overall sites.

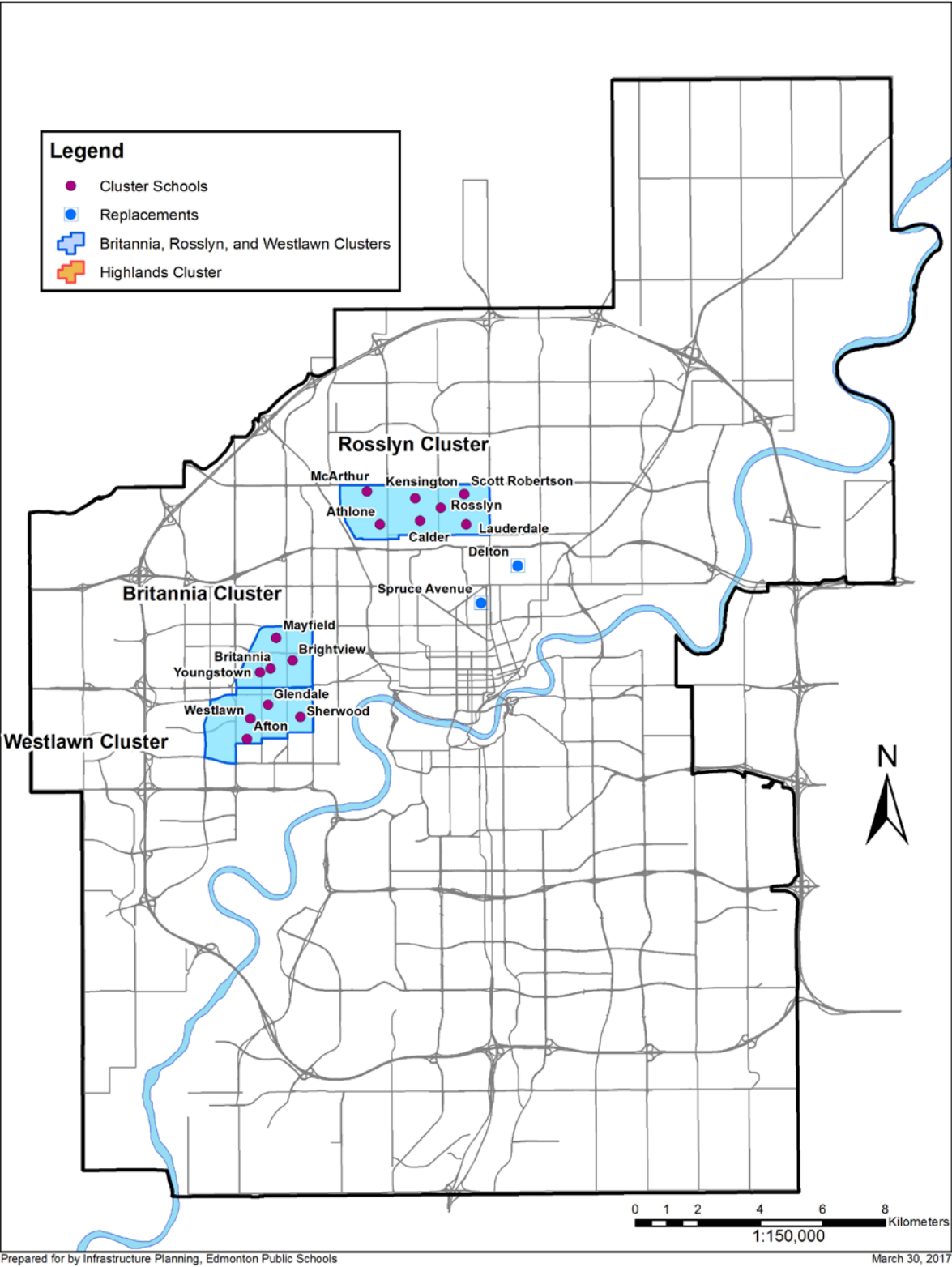
Several replacements and modernizations are also proposed to aid in dealing with Districts' aging infrastructure. The recent funding announcement for the K–9 Highlands School modernization concept 2 will help address the need to reinvest in aging facilities with excess capacity. The three remaining initiatives currently underway in the city's mature neighbourhoods in the Britannia, Rosslyn and Westlawn areas remain as capital priorities. The initiatives are modelled after two recent projects that saw the District engage communities in the Greater Lawton and Greater Highlands areas. The engagement process from the Greater Lawton area yielded a community-supported decision to combine the three local aging school facilities into one new replacement facility (which will open as Ivor Dent School in September 2017), while the communities in the Greater Highlands area supported a

modernized historic building and re-imagined new addition. These initiatives have provided the District opportunities to collaborate with provincial and municipal governments, partner agencies, as well as community groups, to contribute positively to community sustainability.

Britannia, Rosslyn and Westlawn cluster areas are included in the capital priorities to support the future outcomes of Space for Students initiatives. We hosted an initial meeting in each of these clusters in March 2016 to talk about the condition of the 15 schools included in the three clusters. In May 2016, we hosted a second meeting in the communities to talk about potential concepts. City of Edmonton staff joined us to share information about other community projects happening in the area. From October 2016 to February 2017, working committees for each of the clusters gathered feedback from the second public meeting along with data and other information, to come up with concepts for each cluster. These concepts were presented at a public meeting in March 2017. The concepts are summarized in Appendix I.

The cluster areas will be prioritized based on the utilization and total enrolment within the clusters, deferred maintenance costs and operating costs, cost benefit analysis of new concepts versus status quo facilities with incremental addressing of deferred maintenance, as well as outcomes of the public engagement meetings held in March 2017. The priority of these projects will be determined once the feedback from the public engagement meetings in March is analyzed, and they can be specified and submitted in a fall amendment to the *Three-Year Capital Plan 2018-2021*. Similar conversations in mature communities will continue over the coming years. To reflect the ongoing work involving our aging infrastructure in the mature communities, three additional placeholders are included in the list of priorities. The placeholders are intended to accommodate the outcomes from future consolidation discussions.

Space for Students in Mature Communities



Modernization Projects

Over the past 27 years, the Province has provided funding to the District for modernization projects at 60 schools within the mature areas. Over \$250 million has been invested in mature area schools through Infrastructure, Maintenance and Renewal (IMR), Capital Projects or other provincial capital funding programs. The District has not historically received modernization project funding on an annual basis. The funding for modernizing mature area schools has been consistently below the levels needed to keep the District's entire aging infrastructure in fair to good condition.

Three-Year Capital Plan	Number of Projects Funded	Number of Projects Requested	Number of Projects Carried Over from Previous Year
2017–2020	1	5	2
2016–2019	0	7	7
2015–2018	2	9	4
2014–2017	4	16	8
2013–2016	0	17	17
2012–2015	2	19	19
2011–2014	0	19	17
2010–2013	0	18	16

Current building condition data is based on a revised provincial, five-year Facility Condition Index (FCI). The FCI is based on the deferred maintenance of the building divided by the replacement building cost, categorized as good, fair or poor. Condition changes and ratings are reassessed annually. Buildings are considered to be in good condition with an FCI of less than 15 per cent; fair condition with an FCI between 15 per cent and 40 per cent; and poor condition with an FCI greater than 40 per cent.

Condition	FCI Definition	Capital Planning Initiative Definition
Good	Facilities with an FCI of less than 15%.	Adequate for intended use and expected to provide continued service life with average maintenance.
Fair	Facilities with an FCI that is equal to or greater than 15% or equal to or less than 40%.	Aging components are nearing the end of their life cycle and require additional expenditures for renewal or refurbishing.
Poor	Facilities with an FCI of greater than 40%.	Upgrading is required to comply with current codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

The District recognizes the critical need to reinvest in our existing buildings. At 50 years, major building components such as mechanical and electrical systems reach the end of the expected life-cycle and require replacement.

The District believes that all students should have access to a quality learning environment regardless of the age of the building or the socio-economic status of the neighbourhood. In that regard, the IMR

program is an annual block capital grant distributed across the District, based on component by component building needs. The IMR program grant funds are separate and distinct from the annual three-year capital planning process. IMR funds are used to prevent or address emergent building issues, to address health and safety situations as they arise, and to address component by component programs across the entire inventory of District school buildings.

Previous capital plans have included modernization projects for District schools based on the provincial facility condition, utilization trends and enrolment trends. The provincial audits are produced by several different assessors and are completed within a five-year interval. Currently, the District is conducting detailed building condition assessments for 153 District schools. The assessments will provide the District with a consistent approach to the building conditions from the same point in time.

Edmonton Public Schools recognizes that minimizing environmental impacts will act to enhance its operational efficiency. The District has identified the need to monitor and calculate our carbon footprint so that strategies can be put in place to manage and reduce it. In 2015, the District EnviroMatters Office partnered with EcoAmmo Sustainable Consulting to create an Annual Carbon and Sustainability Report in an effort to increase the accuracy and reliability of our environmental footprint data. Having consistent environmental reporting and being able to analyze the District's annual carbon footprint will play an informative role in the infrastructure planning process and will lead to sustainable improvement suggestions. Formal carbon reports will assist in determining the sustainable cost of all buildings to the District, including closed schools, and help the District adapt to the new Alberta Carbon Tax in coming years. Environmental report trends can inform new school construction and modernization designs based on the District's specific sustainability needs and areas for improvement.

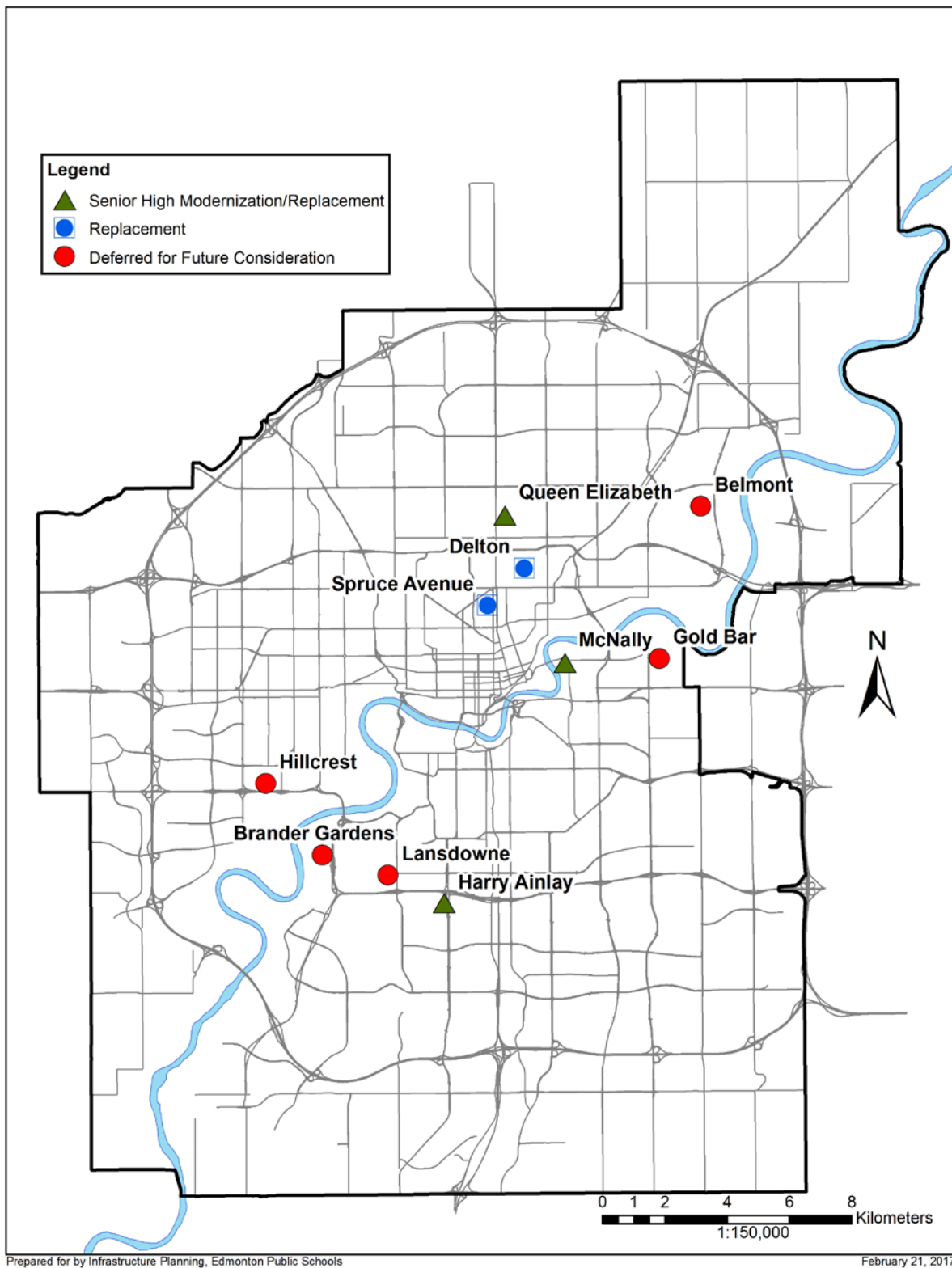
Modernization projects in core and mature neighbourhoods will allow the District to provide equitable access to high quality learning environments to all students, reduce our environmental impact and improve operational efficiencies. The following chart indicates the District's proposed modernization priorities.

Priority 2018–2021	Modernizations	Capacity	Sector	Cost (millions)
Year 1				
1	Delton Replacement K–6	650	C	\$17
2	Spruce Avenue Replacement 7-9	450	C	\$15
Year 2				
3	Harry Ainlay Modernization	Modernization	HS	TBD
4	Queen Elizabeth Modernization/Replacement	Modernization or Replacement	HS	TBD
Year 3				
5	McNally Modernization/Replacement	Modernization or Replacement	HS	TBD

In addition to the requests relating to the Space for Students initiatives (Britannia, Rosslyn and Westlawn clusters) and the Sector Review process in 2010 (Delton and Spruce Avenue schools), three high schools have been added to the requested modernizations. Harry Ainlay, McNally and Queen Elizabeth schools are the only remaining attendance area high schools to not receive a major modernization. Requests for the modernization of Brander Gardens, Lansdowne, Gold Bar, Hillcrest and Belmont schools have been deferred from the plan, pending the outcome of the building condition assessments project. This is recommended to ensure that the broader information gathered from the 153 building condition assessments can be used to ensure prioritization for future modernization projects is based on the comprehensive quantification of need, based on condition. An amendment to the Three-Year Capital Plan could be submitted in the fall to the Province to re-integrate modernization projects within the priorities based on the outcomes of the building assessments.

The map on the following page indicates the location of proposed modernization priorities, and projects removed from the previous plan.

Modernization Priorities



Aggregated Priorities

The uncertainty of access to capital funding creates challenges in prioritizing projects, for both modernization/replacement schools and new school construction. While future unfunded projects identified in the *Alberta Budget 2017 – Fiscal Plan – Capital Plan* (Attachment V) provide some assurance for capital project funding, the timelines remain uncertain. If the draft *2018-2021 Three Year Capital Plan* is approved, then the projects identified in the provincial plan would need to be amended to reflect the new District priorities. Funding for modernization projects has been consistently below levels required to maintain high quality learning environments in all of the Districts aging infrastructure. The pace of residential development in new suburban areas has outpaced capital funding for constructing new local accommodation for the large numbers of students residing in these areas. The challenges are intensified when blending the priorities of modernizations with new construction projects, a requirement of the submission to the province. Provision of stable, predictable funding for separate categories of priorities - new separated from mature (modernizations and replacement schools) - as annual funding blocks would contribute positively to the aggregation approach and its inherent challenges.

The proposed *Three-Year Capital Plan 2018–2021* reflects investment in both mature areas and new growth areas in the District's capital priorities. The following balance outcomes were used to aggregate the different project types:

- balancing the new and the mature priorities by year and priority
- balancing the value of requests by year
- balancing the number of requests per year
- balancing need for high school space with the need for K–9 space
- balancing existing versus emerging new priorities, when plans go many years without funding

A balance of investment in both mature areas and new growth areas is represented in the proposed aggregate priority order presented in the following chart.

Priority 2018–2021	Aggregated Priorities	Capacity	Sector	Cost (millions)
Year 1				
1	Heritage Valley 10–12 – Phase I	1800 **	HS	\$79
2	Chappelle East K–9 *	750 **	SW	\$28
3	Britannia or Rosslyn or Westlawn Cluster Space for Students in Mature Communities *	1100-2150 New or Modernization	C or W1	\$36 - 79
4	Keswick K–9 *	950	SW	\$31
5	Glenridding Heights 10–12 – Phase I *	1600	HS	\$58
6	Delton Replacement K–6	650	C	\$17

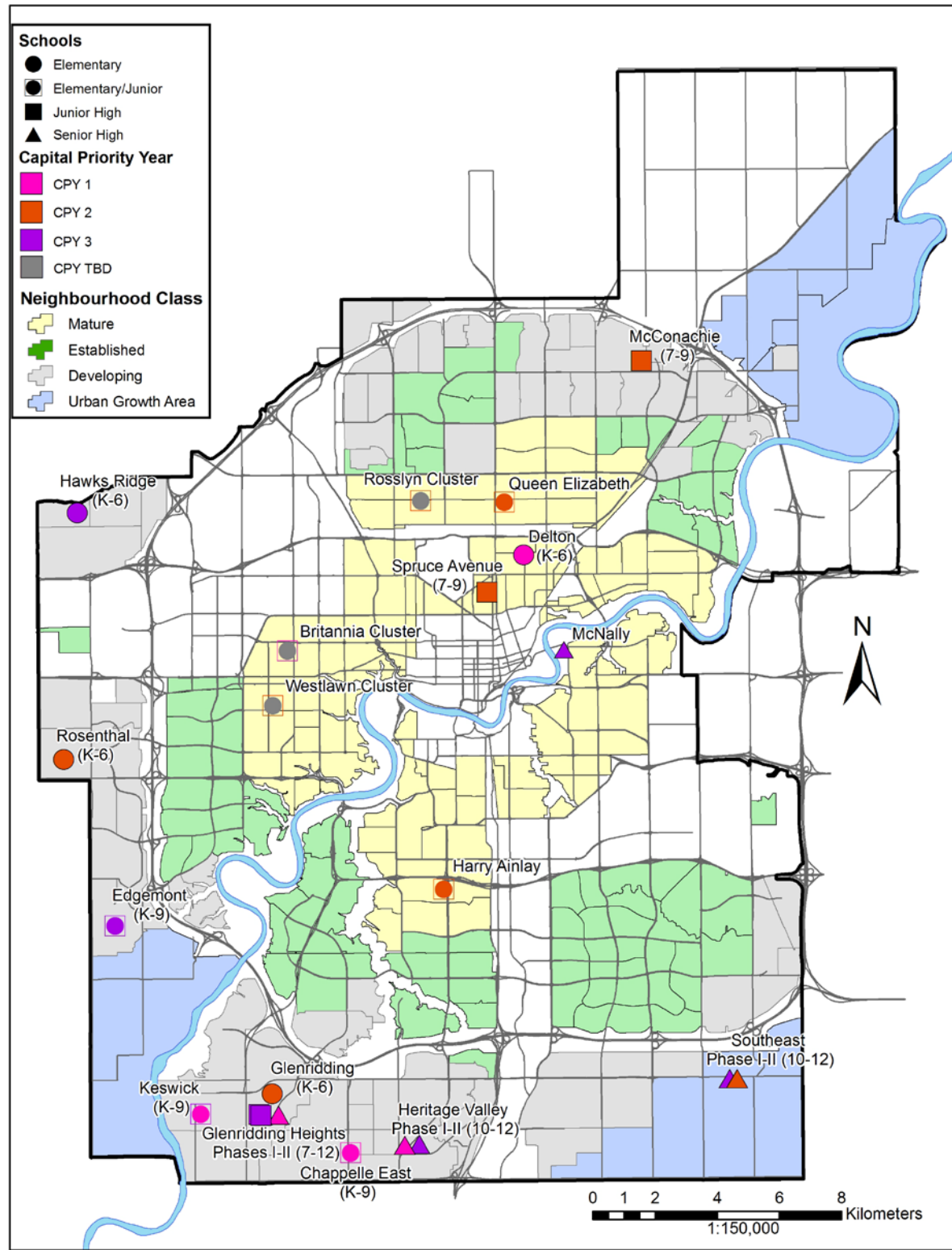
Priority 2017– 2020	Aggregated Priorities	Capacity	Sector	Cost (millions)
Year 2				
7	Southeast High School 10–12 – Phase I	1800**	HS	\$79
8	Britannia or Rosslyn or Westlawn Cluster Space for Students in Mature Communities	1100-2150 New or Modernization	C or W1	\$36 - 79
9	Glenridding Heights K–6	650	SW	\$20
10	Spruce Avenue Replacement 7-9	450	C	\$15
11	Rosenthal K–6	650	W2	\$20
12	Britannia or Rosslyn or Westlawn Cluster Space for Students in Mature Communities	1100-2150 New or Modernization	C or W1	\$36 - 79
13	McConachie 7–9	950	NC	\$33
14	Harry Ainlay Modernization	Modernization	HS	TBD
15	Queen Elizabeth Modernization/Replacement	Modernization or Replacement	HS	TBD
Year 3				
16	Space for Students in Mature Communities Project as determined by Infrastructure Plan	New or Modernization	TBD	TBD
17	Hawks Ridge K–6	650	W2	\$20
18	Edgemont K–9	950	W2	\$31
19	Space for Students in Mature Communities Project as determined by Infrastructure Plan	New or Modernization	TBD	TBD
20	Glenridding Heights 7–9 – Phase II *	800	SW	\$28
21	Space for Students in Mature Communities Project as determined by Infrastructure Plan	New or Modernization	TBD	TBD
22	McNally Modernization/Replacement	Modernization or Replacement	HS	TBD
23	Heritage Valley and Southeast High School Additions – Phase II	600 600	HS HS	\$9 \$9

* Unfunded Capital Projects (as of March 16, 2017)

** Opening Capacity

The criteria for both modernization and new construction projects are aligned with the provincial capital funding criteria (Attachment IV – Excerpt from Alberta School Capital Manual). The following map includes all projects on the aggregated list of capital priorities.

Aggregated Capital Priorities



BRITANNIA AREA CONCEPTS

Working committee groups used the feedback gathered at previous public meetings, along with data and other information, to come up with four new concepts that reflect the needs expressed by the community. The new concepts were presented on March 8, 2017 at an information meeting.

CONCEPT 1

BRITANNIA: New construction

- Britannia becomes a Grade 4 to 9 school with 500 to 600 students

YOUNGSTOWN: New construction

- Youngstown becomes a Pre-Kindergarten to Grade 3 school with 400 to 500 students

Estimated Cost: \$43 Million

CONCEPT 2

BRITANNIA: New construction

- Britannia becomes a Grade 4 to 9 school with 500 to 650 students

MAYFIELD: Modernization

- Mayfield becomes a Pre-Kindergarten to Grade 3 school with 400 to 500 students

Estimated Cost: \$39 Million

CONCEPT 3

YOUNGSTOWN: New construction

- Youngstown becomes a Pre-Kindergarten to Grade 9 school with 1,100 students

Estimated Cost: \$36 Million

CONCEPT 4

BRITANNIA: New construction

- Britannia becomes a Pre-Kindergarten to Grade 9 school with 1,100 students

Estimated Cost: \$36 Million

ROSSLYN AREA CONCEPTS

A Rosslyn working committee used the feedback gathered at previous public meetings, along with data and other information, to come up with five new concepts that reflect the needs expressed by the community. The new concepts were presented on March 22, 2017 at an information meeting.

CONCEPT 1

ATHLONE: Modernization

- Athlone becomes a Kindergarten to Grade 6 school with 400 to 500 students

KENSINGTON: Modernization

- Kensington becomes a Kindergarten to Grade 6 school with 400 to 500 students

ROSSLYN: New construction

- Rosslyn becomes a Grade 7 to 9 school with 400 to 650 students

SCOTT ROBERTSON: New construction

- Scott Robertson becomes a Pre-Kindergarten to Grade 6 school with 500 to 650 students

Estimated Cost: \$66 Million

CONCEPT 2

ATHLONE: New construction

- Athlone becomes a Pre-Kindergarten to Grade 6 school with 500 to 650 students

KENSINGTON: New construction

- Kensington becomes a Kindergarten to Grade 6 school with 500 to 650 students

ROSSLYN: New construction

- Rosslyn becomes a Kindergarten to Grade 9 school with 1,100 students

Estimated Cost: \$71 Million

CONCEPT 3

KENSINGTON: New construction

- Kensington becomes a Kindergarten to Grade 9 school with 1,100 students

MCARTHUR: New construction

- McArthur becomes a Pre-Kindergarten to Grade 6 school with 400 to 500 students

SCOTT ROBERTSON: New construction

- Scott Robertson becomes a Kindergarten to Grade 6 school with 400 to 500 students

Estimated Cost: \$69 Million

CONCEPT 4

ATHLONE: New construction

- Athlone becomes a Pre-Kindergarten to Grade 9 school with 800 to 950 students

KENSINGTON: New construction

- Kensington becomes a Kindergarten to Grade 6 school with 400 to 500 students

ROSSLYN: New construction

- Rosslyn becomes a Kindergarten to Grade 9 school with 800 to 950 students

Estimated Cost: \$70 Million

CONCEPT 5

KENSINGTON: New construction

- Kensington becomes a Kindergarten to Grade 6 school with 400 to 500 students

MCARTHUR: New construction

- McArthur becomes a Kindergarten to Grade 9 school with 500 to 650 students

ROSSLYN: New construction

- Rosslyn becomes a Grade 4 to 9 school with 500 to 650 students

SCOTT ROBERTSON: New construction

- Scott Robertson becomes a Pre-Kindergarten to Grade 3 school with 400 to 500 students

Estimated Cost: \$79 Million

WESTLAWN AREA CONCEPTS

A Westlawn working committee used the feedback gathered at previous public meetings, along with data and other information, to come up with three new concepts that reflect the needs expressed by the community. The new concepts were presented on March 15, 2017 at an information meeting.

CONCEPT 1

WESTLAWN:

- Westlawn becomes a Kindergarten to Grade 9 school with 1,000 students

Estimated Cost: \$37 Million

CONCEPT 2

AFTON:

- Afton becomes a Kindergarten to Grade 3 school with 400-500 students

WESTLAWN:

- Westlawn becomes a Grade 4 to 9 school with 500-650 students

Estimated Cost: \$43 Million

CONCEPT 3

GLENDALE:

- Glendale becomes a Kindergarten to Grade 3 school with 400-500 students

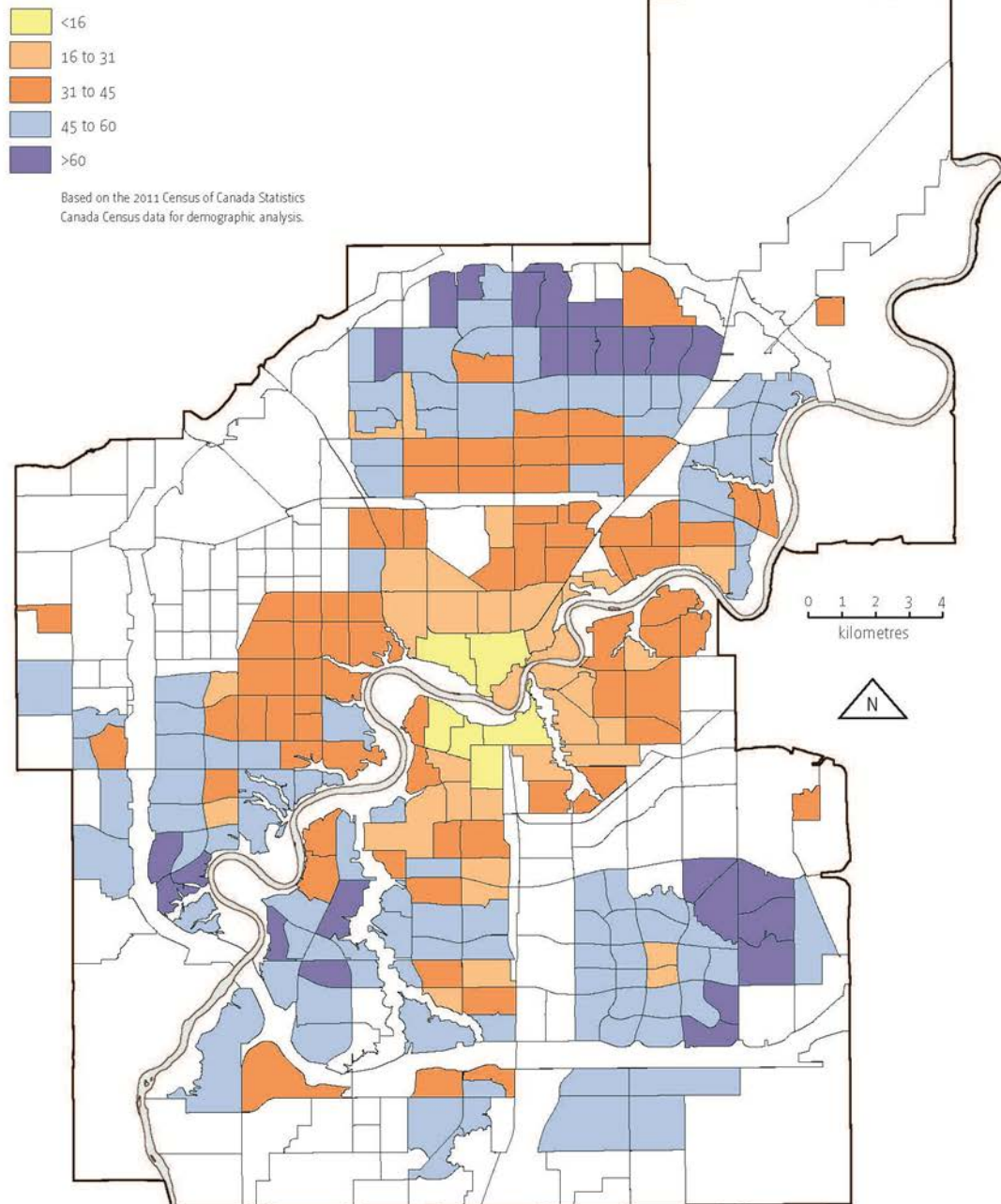
WESTLAWN:

- Westlawn becomes a Grade 4 to 9 school with 500-650 students

Estimated Cost: \$42 Million

NAME	TYPE	MUNICIPALITY	JURISDICTION
Airdrie Elementary Core School	New	Airdrie	Calgary Catholic School Division
New west Airdrie (Hillcrest)	New	Airdrie	Rocky View Schools
Banff Elementary School Phase 2	Replacement	Banff	Canadian Rockies Regional Division
Bonnyville Centralized	Modernization (TBC)	Bonnyville	Northern Lights School Division
Cranston Elementary School	New	Calgary	Calgary Board of Education
Calgary Evergreen Elementary School	New	Calgary	Calgary Board of Education
Auborn Bay Elementary Core School	New	Calgary	Calgary Catholic School Division
Coventry Hills Elementary	New	Calgary	Calgary Board of Education
Forest Lawn High School	Modernization	Calgary	Calgary Board of Education
Evergreen Elementary School	Modernization	Drayton Valley	Wild Rose School Division
Ecole Joseph Moreau	Replacement	Edmonton	Conseil scolaire Centre-Nord (Greater North Central Francophone Education Region)
Highlands Junior High	Replacement	Edmonton	Edmonton Public Schools
Ben Calf Robe	Modernization	Edmonton	Edmonton Catholic Schools
Junior High School (The Meadows)	New	Edmonton	Edmonton Public Schools
Pilot Sound Elementary	New	Edmonton	Edmonton Public Schools
Elementary school in Ellerslie	New	Edmonton	Edmonton Catholic Schools
Replacement Composite High School	Replacement	Grande Prairie	Grande Prairie Public School District
St. Patrick Catholic School	Modernization	Grande Prairie	Grande Prairie Catholic School District
Irma School Replacement	Replacement	Irma	Buffalo Trail Public Schools Regional Division
Hunstville School	Replacement	Iron Springs	Palliser Regional Schools
South Lethbridge Elementary School	New	Lethbridge	Lethbridge School District
Ecole Les Cypres	Replacement	Medicine Hat	Conseil scolaire FrancoSud (Southern Francophone Education Region)
St. Patrick's Community School	Modernization	Red Deer	Red Deer Catholic Regional Schools
Camilla School	Replacement	Riviere Qui Barre	Sturgeon School Division
Wye School	Replacement	Sherwood Park	Elk Island Public Schools
Woodhaven JH School	Modernization	Spruce Grove	Parkland School Division

PERCENTAGE OF FAMILIES WITH CHILDREN BY NEIGHBOURHOOD



4.1 School Capital Funding Priorities

School capital projects are reviewed and prioritized by Education, with technical input from Infrastructure, prior to being submitted to the government's capital planning process led by Infrastructure.

The projects identified in the Three-Year Capital Plans should include sufficient information to support the jurisdictions' priority ranking. Projects are first reviewed for accuracy and clarity, and staff from Education's Capital Planning Sector and Infrastructure's Learning Facilities Branch may meet with school jurisdictions to obtain further information as required.

Partnerships have become an important component of the capital planning submission. Please see section 3.3 for partnership considerations.

Education then prioritizes project requests by first considering school jurisdiction priorities and then the following criteria:

Health and Safety – Impact on health and safety of occupants of not proceeding with the project (e.g., replacement or essential modernization to correct unsafe conditions or prevent a major building failure).

Building Condition – Facility audit scores and the facility condition evaluation is a key tool for government and school boards' long-term capital planning processes. It assists with determining priorities for investing in maintenance, upgrades and new infrastructure. Reviews are ongoing within a five-year cycle so that each school is re-evaluated five years following its last review. The evaluation report generated from each review provides a "snapshot" of the physical condition and building systems at that specific point in time. The review anticipates the amount and cost of maintenance work that may be required over the next five years to keep the school in good condition.

Utilization Rates – The utilization formula is used as a measure of the relative occupancy levels of a school. When a facility reaches or exceeds a utilization of 85 per cent this indicates that a capital expansion may be considered. See section 9.3 for more information on the utilization formula. A high utilization rate at a school will not automatically result in the approval of additional infrastructure. Demographic trends, total utilization of the area, funding considerations and overall provincial priorities also need to be taken into consideration, along with the relative priorities for school capital projects identified by each of the school jurisdictions in their Three-Year Capital Plans.

Enrolment Projections – Trends and subsequent school board plans for the accommodation of students.

Education Program Delivery and Impact – Alignment with the direction the board has described in the Three-Year Education Plan and the importance of the project to achieving ministry program delivery requirements.

Site Readiness – An appropriately sized site that is serviced and has appropriate access should be available.

5. Project Implementation

5.1 Limits of Approval

In addition to the approval notice letter forwarded to the board chair, the school jurisdiction superintendent will receive the budget and any associated information applicable to the approval, such as file number, fiscal year and any special conditions specific to the project or advance project funding from Education and Infrastructure.

Any contemplated changes to the project scope or costs require specific approval before proceeding. This includes any contemplated increases to the school building area beyond the approved area.

5.2 Project Delivery

The decision to pursue a grant funded versus an Infrastructure managed project will be made by Education and Infrastructure, with input from school jurisdictions. Education and Infrastructure will determine if some projects can be bundled and delivered using alternative approaches.

5.3 Prior to Project Start-up

After a project is announced there is critical work that a jurisdiction must finalize, even before the delivery method has been determined. This work will have been completed for the capital plan submission, but the following should be finalized.

- definition of the program requirements
- capacity and grade configuration
- ensuring site readiness, which includes serviced sites, site access and size considerations
- school design, including the possible use of a standard design.

Regardless of the project delivery approach, all capital projects must abide by legislation and requirements related to procurement and construction. This includes, but is not limited to the New West Partnership Trade Agreement (NWPTA), and Agreement on Internal Trade (AIT).



FISCAL PLAN

CAPITAL PLAN

BUDGET **20**
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CAPITAL PLAN

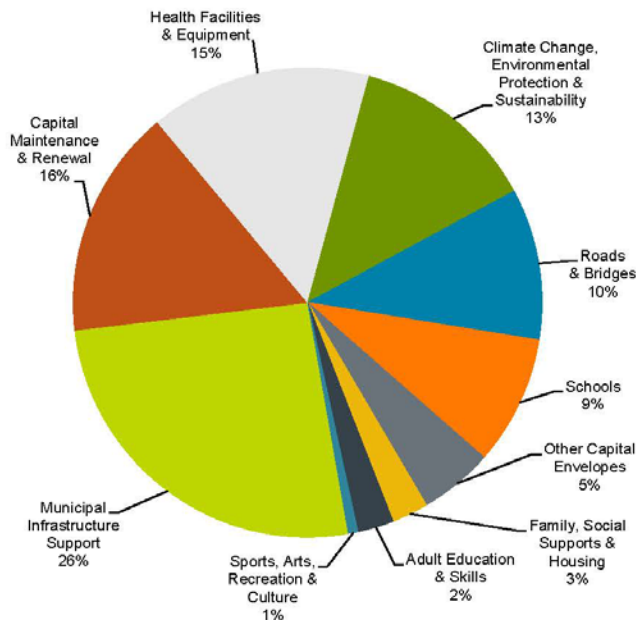
With ongoing economic challenges facing the province, Albertans expect their government to take clear action to support jobs, ensure needed supports are available, and help with the family budget. Government is working to make the lives of Albertans better by investing in capital projects that improve access to healthcare, education, affordable housing, and social services for all Albertans, while stimulating economic activity.

The *Budget 2017* Capital Plan is a continuation of a significant infrastructure investment that started with *Budget 2016*. This evidence-based approach is investing in the future of Alberta by focusing on key social programs and services, encouraging economic development in communities across the province through job and construction stimulus, and ensuring Albertans have access to the health facilities, schools and government services they need, now and in the future. The \$29.5 billion *Budget 2017* Capital Plan invests an additional \$1.4 billion over *Budget 2016* in projects across the province.

Projects in the Capital Plan have been carefully reviewed to ensure alignment with government priorities. The criteria used to review projects is posted online at: http://www.infrastructure.alberta.ca/documents/2016_Capital_Projects_Criteria.pdf

The Budget 2017 Capital Plan supports \$29.5 billion in projects over four years

Budget 2017 Capital Plan – Allocation by Envelope
(% of Total Capital Plan)



HEALTH CARE

There is \$4.5 billion budgeted over four years for health infrastructure.

The Capital Plan invests \$4.5 billion over four years to continue to build the health infrastructure Albertans need.

Government is committed to addressing the future health care needs of residents in Edmonton and will invest \$400 million over four years towards the planning and implementation of a new hospital in Edmonton, starting in 2018-19.

Funding for the Royal Alexandra Hospital includes investment in two new projects: Child and Adolescent Mental Health and the Norwood Long Term Care Facility. An additional \$131 million will build a new continuing care facility in Calgary. Future pharmacy services will be bolstered through investment in a Provincial Pharmacy Central Drug Production and Distribution Centre. Capital maintenance and renewal funding across the province will ensure health care facilities continue to provide the services Albertans need, including \$65 million to support modernization and emergency room renovations at the Misericordia Community Hospital. \$580 million is allocated for future health facility projects.

EDUCATION

The Capital Plan includes \$500 million for new schools over four years

Government is committed to ensuring Alberta students have a quality education in order to learn, grow and succeed. The Capital Plan includes \$500 million for new school projects over the next four years, and an additional \$488 million for future school projects to start in 2018-19. Additional funding of \$20 million will go towards playgrounds for new schools, which will provide a place for kids to explore and develop, and will benefit all families in the local community.

Government is also investing in post-secondary projects so Albertans have access to high quality learning and training opportunities to help them get a good job. The Capital Plan includes \$270 million in funding for design and redevelopment planning, and renovations of the MacKimmie Complex at the University of Calgary, which will support future growth in the faculties of nursing and social work. \$149 million is earmarked for renewal work at the University of Alberta's Dentistry Pharmacy Building, and new investments at the Northern Lakes College in High Prairie and Medicine Hat College will support post-secondary opportunities for students across the province.

FAMILY, SOCIAL SUPPORTS AND HOUSING

Government is committed to supporting the well-being of all Albertans by ensuring access to vital social and living supports, including affordable housing and seniors' lodges, and facilities that support those seeking treatment for addiction. New Family, Social Supports and Housing projects include affordable housing in Edmonton at the Londonderry regeneration project, the Deer Lane project in Banff, the regeneration of Linsford Gardens in Leduc, and a new development in Lethbridge. New funding will enable the renewal of aging seniors' lodges in Sherwood Park and Barrhead.

PUBLIC SAFETY AND EMERGENCY SERVICES

The Capital Plan invests \$97 million for a new Red Deer Justice Centre to meet the needs of residents in central Alberta. Another \$125 million is earmarked for

modernizing the Provincial Operations Centre – a key project that will ensure Alberta remains a leader in emergency response.

CLIMATE CHANGE, ENVIRONMENTAL PROTECTION AND SUSTAINABILITY

The Capital Plan invests in new projects to increase environmental sustainability, protect vulnerable landscapes and species, and reduce greenhouse gas emissions. Projects include replacing the provincial highway lighting system with more efficient and longer-lasting LED bulbs, investing in a caribou rearing facility, developing a plan for trails and public land, support for the renewal and maintenance of Alberta's fish culture program, and investments in Castle Provincial Park.


INVESTMENTS IN DRINKING WATER

In support of those Albertans living on reserves who do not have reliable access to clean drinking water, the Capital Plan allocates \$100 million in new funding. This funding supports integration of regional drinking water systems with federally-supported water systems for Alberta's Indigenous communities. This also supports the government's commitment to the United Nations Declaration on the Rights of Indigenous People.

OTHER CAPITAL PROJECTS

Budget 2017 Capital Plan also provides:

- ◆ \$4.7 billion for capital maintenance and renewal, including:
 - ◆ Roads and bridges – \$2.1 billion
 - ◆ Schools – \$473 million
 - ◆ Post-secondary facilities – \$676 million
 - ◆ Health care facilities – \$600 million
 - ◆ Government-owned facilities – \$353 million
 - ◆ Seniors facilities and housing – \$239 million
 - ◆ Provincial parks – \$131 million
 - ◆ Information technology – \$60 million
 - ◆ Innovation infrastructure maintenance – \$11 million
 - ◆ Airtanker base maintenance – \$4 million
- ◆ \$40 million for the Reynolds-Alberta Museum in Wetaskiwin;
- ◆ \$2 million for the Edmonton Public Library Stanley A. Milner revitalization project; and
- ◆ \$11 million to enhance Alberta's regional library system.
- ◆ The Government of Alberta will also be moving forward on plans with the federal government and the cities of Edmonton and Calgary on two critical road infrastructure projects: the elimination of the at grade rail crossing at 50th Street in Edmonton and construction of the Airport Trail in Calgary.

 *There is \$4.7 billion over four years for capital maintenance and renewal*

Capital Plan Details

(millions of dollars)

	2017-18 Estimate	2018-19 Target	2019-20 Target	2020-21 Projected	4-Year Total
Adult Education and Skills					
Keyano College – Campus Upgrades	8	-	-	-	8
Lethbridge College Trades and Technology Renewal and Innovation Project	10	-	-	-	10
Medicine Hat – East Campus Development	-	4	-	-	4
NAIT Centre for Applied Technology (Edmonton)	55	-	-	-	55
NorQuest College Expansion and Retrofit (Edmonton)	40	-	-	-	40
Northern Lakes College High Prairie Consolidation	-	-	11	10	21
Northern Lakes College High Prairie Consolidation (Planning)	1	-	-	-	1
Portage College Infrastructure Needs Assessment	1	-	-	-	1
University of Alberta Dentistry / Pharmacy – Functional Renewal	52	42	36	19	149
University of Calgary MacKimmie Complex and Professional Building	-	95	83	84	262
University of Calgary MacKimmie Complex and Professional Building (Planning)	8	-	-	-	8
University of Calgary Schulich School of Engineering	52	-	-	-	52
University of Lethbridge Destination Project	65	35	23	-	123
Total Adult Education and Skills	292	176	153	113	734
Capital Maintenance and Renewal					
Air Tanker Bases	1	1	1	1	4
Fish Culture Capital Maintenance and Renewal Program	5	4	3	2	14
Government-Owned	55	77	106	115	353
Health Care Facilities	143	146	146	165	600
Information Technology	15	15	15	15	60
Innovation Infrastructure Maintenance	2	3	3	3	11
Post-Secondary	154	158	174	190	676
Provincial Parks	29	34	34	34	131
Roads and Bridges	450	507	559	588	2,104
Schools	76	106	135	156	473
Seniors Facilities and Housing	70	49	55	65	239
Total Capital Maintenance and Renewal	1,000	1,100	1,231	1,334	4,665
Climate Change, Environmental Protection & Sustainability					
Access to Regional Drinking Water Systems (UNDRIP)	25	25	25	25	100
Carbon Capture and Storage Initiative	214	129	43	53	439
Caribou Rearing Facility	4	3	1	1	9
Castle Provincial Park	1	2	2	2	7
Clean Water and Wastewater Fund	165	27	-	-	192
Climate Leadership Plan	118	360	530	694	1,702
Climate Leadership Plan: Foothills Medical Centre Power Plant Redevelopment (co-generation initiative) (Calgary)	10	10	8	-	28
Climate Leadership Plan: Other Projects	86	75	77	12	250
Flood Recovery	151	146	86	62	445
National Disaster Recovery Program	4	6	6	-	16
Municipal Water and Wastewater Program	50	45	25	25	145
Public Lands Trail Development	1	2	-	-	3
Regional Water/Wastewater Projects – Water for Life	55	105	80	80	320
Swan Hills Treatment Centre	6	13	5	5	29
Water and Air Monitoring Program	1	1	1	1	4
Water Management Infrastructure	39	20	20	30	109
Water Line to Castle Region	-	6	3	-	9
Whirling Disease Management	1	1	-	-	2
Total Climate Change, Environmental Protection & Sustainability	931	976	912	990	3,809

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Capital Plan Details, continued

(millions of dollars)

	2017-18 Estimate	2018-19 Target	2019-20 Target	2020-21 Projected	4-Year Total
Family, Social Supports & Housing					
Aboriginal Business Investment Fund	5	5	5	5	20
Investment in Affordable Housing Agreement (IAH) Amendment	21	20	2	-	43
Long-Term Governance and Funding Arrangements Agreement (LTA) – Infrastructure and Housing for Metis Settlements	3	3	3	2	11
New Housing Supply – Community and Specialized Housing	21	37	29	5	92
New Housing Supply – Off-Reserve	-	30	30	30	90
Planning (Seniors and Housing)	2	2	2	2	8
Sustainable Housing Renewal – Rural and Urban	196	155	103	19	473
Total Family, Social Supports & Housing	248	252	174	63	737
Farming, Natural Resources & Industry					
Alberta Tree Improvement and Seed Centre (ATISC) – Planning	1	-	-	-	1
Flat Top Complex	2	2	2	2	8
Footner Lake (High Level) Facility Renovation and Enhancements	1	-	-	-	1
Irrigation Rehabilitation Program	19	19	19	19	76
Land Stewardship Fund	10	10	10	10	40
Municipal and Irrigation Infrastructure Support (City of Lethbridge)	7	-	-	-	7
Rural Utilities Program	4	4	4	4	16
Wildfire Management and Facility Upgrade	6	6	6	6	24
Total Farming, Natural Resources & Industry	50	41	41	41	173
Government Facilities, Equipment and Other					
Agrivalve Processing Business Incubator (Leduc)	4	6	-	-	10
Alberta Innovates – Millwoods Fuels and Lubricants Group Safety Upgrade	2	3	-	-	5
Alberta Innovates / InnoTech Alberta Fume Hood Replacement Program	1	3	4	4	12
Electronic Health Record	6	6	6	6	24
Enterprise Resource Planning	-	9	17	12	38
Fort McMurray Seasonal Employee Housing	1	-	-	-	1
General Information Technology and other Capital	84	79	75	75	313
Government Accommodation	32	35	50	50	167
Government Vehicle Fleet	20	13	13	13	59
Health IT Systems Development	22	22	22	22	88
Infrastructure Capital Planning	10	10	10	10	40
Justice and Solicitor General – Specialized Equipment	1	1	2	2	6
Land Purchases	10	8	8	8	34
Modernization of Registry Systems	15	12	2	2	31
One Information Management Technology (IMT) Enterprise Planning Funds	5	5	5	5	20
One Information Management Technology (IMT) Enterprise Priorities	62	42	33	21	158
Total Government Facilities, Equipment and Other	277	254	247	230	1,008

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Capital Plan Details, continued

(millions of dollars)

	2017-18 Estimate	2018-19 Target	2019-20 Target	2020-21 Projected	4-Year Total
Health Facilities and Equipment					
Additions and Detox Centres	5	5	1	-	11
Calgary Cancer Centre	100	295	416	379	1,190
Clinical Information System	100	100	100	100	400
Complex Continuing Care Facility (Calgary)	2	42	67	20	131
Continuing Care Beds	122	100	100	-	322
Edmonton Clinical Laboratory Hub	10	10	-	-	20
Edmonton hospital	-	50	150	200	400
Edson Healthcare Centre	10	4	-	-	14
Equipment for Cancer Corridor Projects	11	3	-	-	14
Foothills Medical Centre (Calgary)	9	8	-	-	17
Foothills Medical Centre Urgent Power Plant Capacity (Calgary)	15	9	-	-	24
Fort McMurray Residential Facility-Based Care Centre	2	15	26	-	43
Future Health Facility Projects	15	65	250	250	580
Grande Prairie Regional Hospital	126	126	74	27	353
Health Facility Design – Rural Hospital / Urgent Care	2	-	-	-	2
Health Facility Project Planning Funds	6	5	2	-	13
High Prairie Health Complex	15	-	-	-	15
Lethbridge Chinook Regional Hospital	6	-	-	-	6
Lloydminster Continuing Care Centre	3	2	1	-	6
Medical Equipment Replacement and Upgrade Program	30	30	30	30	120
Medicine Hat Regional Hospital	12	10	9	8	39
Misericordia Community Hospital Modernization Program	5	20	20	20	65
Misericordia Community Hospital – Planning	2	4	4	-	10
Northern Alberta Urology Centre	4	-	-	-	4
Northern Lights Regional Health Centre Repairs (Fort McMurray)	15	14	9	-	38
Norwood Long Term Care Facility (Edmonton)	15	30	160	159	364
Other Health Initiatives	1	1	1	1	4
Peter Lougheed Centre (Women's Services and Vascular Renovations) (Calgary)	17	2	-	-	19
Provincial Heliports	6	4	-	-	10
Provincial Pharmacy Central Drug Production and Distribution Centre	1	2	11	26	40
Royal Alexandra Hospital – Child and Adolescent Mental Health – New Building	5	40	50	60	155
Royal Alexandra Hospital – Planning	2	4	4	-	10
Stollery Children's Hospital Critical Care Program (Edmonton)	14	17	16	6	53
Total Health Facilities and Equipment	688	1,017	1,501	1,286	4,492

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Capital Plan Details, continued

(millions of dollars)

	2017-18 Estimate	2018-19 Target	2019-20 Target	2020-21 Projected	4-Year Total
Municipal Infrastructure Support					
Centralization of Industrial Assessment	3	-	-	-	3
Community Facility Enhancement Program	38	38	38	38	152
Edmonton Public Library – Stanley A. Milner Revitalization	2	-	-	-	2
Federal Gas Tax Fund	222	229	230	229	910
Grande Prairie – Highway 43 De-designation	-	5	5	5	15
GreenTRIP	477	220	141	10	848
Municipal Sustainability Initiative:					
Municipal Sustainability Initiative – Capital	846	846	846	846	3,384
Basic Municipal Transportation Grant	335	344	353	363	1,395
Alberta Community Transit Fund	40	85	155	25	305
New Building Canada – Small Communities Fund	31	17	10	-	58
New Building Canada Fund (Edmonton Valley Line LRT)	60	30	30	-	120
Public Transit Infrastructure Fund (PTIF)	285	35	-	-	320
Regional Library Systems Headquarters	11	-	-	-	11
Strategic Transportation Infrastructure Program	35	30	35	-	100
Total Municipal Infrastructure Support	2,385	1,879	1,843	1,516	7,623
Public Safety and Emergency Services					
Alberta First Responders Radio Communications System	13	6	5	-	24
Calgary Remand Centre Divided Living Units	4	-	-	-	4
Courthouse Renewal	30	15	4	-	49
Disaster Recovery Program	4	2	2	-	8
Kananaskis Emergency Services Centre	10	7	-	-	17
Planning Funds	4	-	-	-	4
Provincial Operations Centre	-	50	50	25	125
Red Deer Justice Centre	25	21	25	26	97
Total Public Safety and Emergency Services	90	101	86	51	328

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Capital Plan Details, continued

(millions of dollars)

	2017-18 Estimate	2018-19 Target	2019-20 Target	2020-21 Projected	4-Year Total
Roads and Bridges					
41st Avenue Interchange (Edmonton)	2	-	-	-	2
Assessment and Support Systems	21	21	21	21	84
Calgary Ring Roads	382	356	378	583	1,699
Edmonton Ring Roads	1	-	-	-	1
Fort McMurray Land Exchange with the Regional Municipality of Wood Buffalo	13	36	-	-	49
Gaetz Avenue / Taylor Drive Interchange (Red Deer)	37	27	-	-	64
Grande Prairie – Highway 43 Bypass	21	14	-	-	35
Highway 19 (East and West ends)	60	-	-	-	60
Highway 63 Twinning (Grassland to Fort McMurray)	30	30	-	-	60
Highway Twinning, Widening and Expansion	253	153	184	163	753
Interchanges, Intersections and Safety Upgrades	15	12	12	12	51
Other Road and Bridge Projects	6	6	6	6	24
Parsons Creek Land Development Interchange (Fort McMurray)	-	1	15	15	31
Peace River Bridge	60	70	28	-	158
Total Roads and Bridges	901	726	644	800	3,071
Schools					
200 New and Modernization Projects	1,120	288	93	-	1,501
Education Capital Projects 2017-21	32	83	275	110	500
Future School Projects	-	32	115	341	488
Playgrounds	5	5	5	5	20
Schools – Modulars and Other Grant Funded Projects	50	50	-	-	100
Education Planning Funds	3	3	3	3	12
Total Schools	1,210	461	491	459	2,621
Sports, Arts, Recreation & Culture					
Calgary Zoo – Expansion	3	3	-	-	6
Fort Edmonton Park – Expansion	15	14	-	-	29
Other Parks Projects	1	1	-	-	2
Parks Lower Athabasca Regional Plan Implementation	8	5	5	5	23
Parks South Saskatchewan Regional Plan Implementation	10	10	10	10	40
Reynolds-Alberta Museum (Wetaskiwin)	1	29	10	-	40
Royal Alberta Museum (Edmonton)	37	-	-	-	37
Royal Tyrrell Museum of Palaeontology – Expansion (Drumheller)	7	2	-	-	9
Winsport (CODA) – Sliding Track Refurbishment	5	5	-	-	10
Total Sports, Arts, Recreation & Culture	87	69	25	15	196
Total Capital Plan – Core Government	8,159	7,052	7,348	6,898	29,457
Schools, Universities, Colleges, Hospitals (SUCH) Sector – Self-financed Investment	1,019	943	791	599	3,352
Total Capital Plan – Fully Consolidated basis	9,175	7,996	8,137	7,497	32,809

UNFUNDED CAPITAL PROJECTS (as of March 16, 2017)

As part of the commitment to transparency and openness, the government is presenting a list of unfunded capital projects as an addendum to the *Budget 2017* Capital Plan. It is comprised of projects presented by departments that met priority criteria and fit within the three pillars of the Capital Plan: key social programs and services that Albertans rely on; encouraging economic development in communities, and protecting the environment.

Some of these projects will receive funding for planning as part of the *Budget 2017* Capital Plan. If the projects meet the criteria and there is funding available, they will be reflected in future capital plans. Adjustments to the *Budget 2017* Capital Plan will be made to address emerging needs and issues around the province. Finally, this list is not all-encompassing, as there are many worthy projects in Alberta that are not reflected here.

Infrastructure Project Name	Department
Aspen View Public School Division No. 78; H.A.Kostash Modernization and Rightsizing in Smoky Lake	Education
Athabasca University – Information Technology Capital	Advanced Education
Aurora Project (Telus World of Science) – Edmonton	Culture and Tourism
Battle River Regional Division No. 31 (2285); Chester Ronning School Modernization in Camrose	Education
Black Gold Regional Division No. 18 (2245); Ecole Corinthia Park School Modernization in Leduc	Education
Black Gold Regional Division No. 18 (2245); Robina Baker Elementary School Addition in Devon	Education
Black Gold Regional Division No. 18; Ecole Secondaire Beaumont Composite High School Addition	Education
Boyle Street Community Services Redevelopment/Community Wellness Centre	Community and Social Services
Calgary Ring Road – Upgrades <ul style="list-style-type: none"> • New bridge crossing over the Bow River (North West) • Interchange upgrade at Crowchild Trail (North West) • New bridge over scenic Acres Link/Tuscany Boulevard/CPR (North West) • Median lane widening along east side of Stony Trail between 16th Ave NE to 17th Ave SE (East) 	Transportation
Calgary Roman Catholic Separate School District No. 1 (4010); New Evanston Elementary School	Education
Calgary Roman Catholic Separate School District No. 1 (4010); St. Andrew Modernization	Education
Calgary Roman Catholic Separate School District No. 1; St. Bonaventure Modernization	Education
Calgary Roman Catholic Separate School District No. 1; St. Boniface Modernization	Education
Calgary School District No. 19; New Elementary School – Mahogany	Education
Calgary School District No. 19; New Middle School – Auburn Bay	Education
Calgary School District No. 19; New Middle School – Evanston	Education
Calgary School District No. 19; New Skyview Ranch Elementary/Middle School	Education
Canadian Hostelling Association – Jasper	Culture and Tourism
Canmore Nordic Centre High Performance Sport Upgrades	Environment and Parks
Christ The Redeemer Catholic Separate Regional Division No. 3; Holy Cross Collegiate Modernization in Strathmore	Education
Compliance Information Management System	Labour
Cover for Shipping and Receiving Docks and Corridor (Leduc)	Agriculture and Forestry
Crop Diversification Centre South New Applied Research Facilities	Agriculture and Forestry
cSPACE King Edward Arts Hub and Incubator – Calgary Expansion	Culture and Tourism
East Central Alberta Catholic Separate Schools Regional Division No. 16; St Thomas Aquinas School Replacement in Provost	Education
Edmonton Catholic Separate School District No. 7 (0110); New Elementary / Junior High School Windermere	Education
Edmonton Catholic Separate School District No. 7 (0110); St. Alphonsus – Major Modernization	Education
Edmonton Catholic Separate School District No. 7; New Elementary School – The Orchards at Ellerslie – Construction	Education
Edmonton Catholic Separate School District No. 7; New Elementary School in Meadows	Education

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Unfunded Capital Projects (as of March 16, 2017), *continued*

Infrastructure Project Name	Department
Edmonton Ring Road – South West Upgrades • Widening both directional lanes from 2 to 3 lanes (Whitemud Drive to Highway 2) • Widening of bridges at North Saskatchewan River and Wedgewood Ravine • New bridges to accommodate ramps at Whitemud Drive • Safety/operational improvements at 119th Street and 127th Street	Transportation
Edmonton School District No. 7 (3020): Mature Neighborhood Project	Education
Edmonton School District No. 7 (3020): Windermere - New Keswick K-9 School	Education
Edmonton School District No. 7 (3020): New Heritage Valley Chappelle West K-9 School	Education
Edmonton School District No. 7 (3020): New Windermere 7-12 School	Education
Elk Island Catholic Separate Regional Division No. 41: Ecole Pere Kenneth Kearns Catholic School Addition and Modernization in Sherwood Park	Education
Elk Island Public Schools Regional Division No. 14 (2195): Rudolph Henning Junior High Modernization in Fort Saskatchewan	Education
Environmental Monitoring and Science CMR Program	Environment and Parks
Equipment Renewal Program	Environment and Parks
Foothills Medical Centre Kitchen Redevelopment	Health
Fort McMurray Public School District No. 2833; Ecole Dickinsfield School Modernization	Education
Government Performance Management System	Labour
Health and Safety (Lethbridge and Brooks)	Agriculture and Forestry
Highway 1, Medicine Hat Intersection Improvements at Hwy 1 and 3 (Intersection Improvement)	Transportation
Highway 1, Interchange Upgrade at Hwy 1 and 22 (Interchange Upgrading)	Transportation
Highway 2, Balzac Interchange Replacement (Interchange Upgrading)	Transportation
Highway 2, Interchange at Cardiff Road, S of Morinville (Interchange - Grade, Base, Paving)	Transportation
Highway 3, Hwy 2 – E of Hwy 2 (realignment within Fort Macleod)	Transportation
Highway 3, Rock Creek Culvert on Highway 3, wildlife underpass (BF84165-1)	Transportation
Highway 3, Coleman Bypass	Transportation
Highway 22, Bridge Widening and Priddis Intersection Improvement, E of Fish Creek to W of Fish Creek (Passing/Climbing Lane)	Transportation
Highway 26, Camrose - Hwy 834 (Widening)	Transportation
Highway 28, Construct Roundabout, W of Waskatenau (Intersection Improvement)	Transportation
Highway 40, S of Wapiti River – City of Grande Prairie Corporate Limits (Twinning – Grade, Base, Stage Paving)	Transportation
Highway 60, Capital Improvements, Over CNR (new railway overpass) N of Hwy 16A to S of Hwy 16 (Acheson)	Transportation
Highway 61, E of Etzikom to W of Orion (Widening)	Transportation
Highway 566, Construct Roundabout, Range Road 11 near Balzac	Transportation
Highway 567, High Load Staging Area, 4 km W of Hwy 22 (Safety Rest Area)	Transportation
Highway 817, Hwy 24 – Hwy 901 (Reconstruct / Re-Alignment)	Transportation
Highway 881, Safety and Roadway Improvements at various locations – passing and climbing lanes, truck staging areas, improved rest areas, and intersection improvements at various locations (Passing / Climbing Lane)	Transportation
Hinton Training Centre Renovation and Expansion	Agriculture and Forestry
Holy Spirit Roman Catholic Separate Regional Division No. 4; New Elementary School, West Lethbridge	Education
Horizon School Division No. 67: Erle Rivers High School – Modernization/Replacement Construction in Milk River	Education
Housing for Homeless Families – Permanent Supportive Housing (Calgary)	Community and Social Services
Innovation Infrastructure Systems New Equipment	Economic Development & Trade
Inpatient Unit Fit-Outs, Chinook Regional Hospital (Lethbridge)	Health

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Unfunded Capital Projects (as of March 16, 2017), *continued*

Infrastructure Project Name	Department
Jubilee Auditoria Back of House Upgrades (Edmonton & Calgary)	Culture and Tourism
Justice System Technology Renewal Various Locations	Justice and Solicitor General
Lakeland College – Trades building	Advanced Education
Lakeland Roman Catholic Separate School District No. 150: Holy Family Catholic School Replacement in Waskatenau	Education
Lethbridge School District No. 51 (3040): New South Lethbridge Elementary School – Construction	Education
Living Waters Catholic Regional Division No. 42 (0047): New Elementary School in Whitecourt	Education
Livingstone Range School Division No. 68; J.T. Foster Modernization in Nanton	Education
Medicine Hat School District No. 76: Connaught School Modernization	Education
Northern Gateway Regional Division No. 10; Valleyview Solution – Replacement	Education
Northern Lakes College – Community Learning Centres Project Phase 1	Advanced Education
Palliser Regional Division No. 26 (2255): Baron School Modernization	Education
Parks Demand Driven Expansion Program	Environment and Parks
Peace Wapiti School Division No. 76; New K-8 School In Heritage Heights or Flying Shot Lake Replacement In the County of Grande Prairie	Education
Permanent Supportive Housing (Grande Prairie)	Community and Social Services
Permanent Supportive Housing (Lethbridge)	Community and Social Services
Peter Lougheed Centre, Emergency Department and Laboratory	Health
Portage College Cold Lake Expansion	Advanced Education
Prairie Land Regional Division No. 25 (1115): Altario Building Envelope & Mechanical Upgrade	Education
Prairie Land Regional Division No. 25 (1115): Youngstown Building Envelope Upgrade	Education
Prairie Land Regional Division No. 25: Delia Replacement	Education
Prairie Rose Regional Division No. 8 (0195): Burdett School Modernization & Addition	Education
Provincial Archives of Alberta – Vault & Public Spaces Expansion	Culture and Tourism
Provincial Sterile Instrument / Medical Device Reprocessing Upgrades Phase 1	Health
Raven Brood Trout Station	Environment and Parks
Ray Gibbon Drive	Transportation
Rocky View School Division No. 41: New K-9 School in Chestermere	Education
Rotary/Mattamy Greenway Project, Calgary, Expansion	Culture and Tourism
Security Upgrades Calgary Young Offender Centre (CYOC) – Retrofit	Justice and Solicitor General
St. Albert Public School District No. 5565: New High School Space Solution	Education
St. Paul Education Regional Division No. 1 (2185): École Mallaig Community School Modernization	Education
St. Thomas Aquinas Roman Catholic Separate Regional Divsn No. 38; Father Lacombe Catholic School Modernization	Education
Strategic Land Purchase for Future Edmonton Law Courts Expansion	Justice and Solicitor General
The Southern Francophone Education Region No. 4 (0284): New K-6 Francophone School in Airdrie	Education
The Southern Francophone Education Region No. 4; New School in Brooks	Education
Trans Canada Trail – Alberta	Culture and Tourism
University of Alberta Heating Plant – Turbine Generator #3	Advanced Education
University of Calgary – Haskayne School of Business Advanced Learning Centre	Advanced Education
University of Calgary – Science A Redevelopment – Phase 2	Advanced Education
University of Calgary Life and Environmental Sciences Resource Centre	Advanced Education
VIVO Centre for Healthier Generations – Calgary Expansion	Culture and Tourism
William Watson Lodge Rehabilitation	Environment and Parks
Winspear Centre – Extension	Culture and Tourism
Wolf Creek School Division No. 72 (0054): Iron Ridge Elementary Campus Modernization and Right-Sizing in Blackfalds	Education
Wolf Creek School Division No. 72; Rimbey Junior Senior High School Modernization	Education