

**ALGONQUIN AND LAKESHORE  
CATHOLIC DISTRICT  
SCHOOL BOARD**

**LONG TERM CAPITAL PLAN (2010)**

Revised – January 17, 2011



4304 Village Centre Court  
Mississauga, Ontario  
Canada L4Z 1S2

Phone: (905)272-3600

Fax: (905)272-3602

e-mail: [info@watson-econ.ca](mailto:info@watson-econ.ca)

 **Planning for growth**



---

---

## CONTENTS

	<u>Page</u>
<b>INTRODUCTION</b>	(i)
<b>1. LONG-TERM CAPITAL PLAN 2010 - DEMOGRAPHIC AND ENROLMENT TRENDS</b>	
<b>2. LONG-TERM CAPITAL PLAN 2010 - STATUS QUO SCENARIO</b>	
<b>3. LONG-TERM CAPITAL PLAN 2010 - FISCAL IMPACT ANALYSIS</b>	
<b>4. LONG-TERM CAPITAL PLAN 2010 – SUMMARY OF PROPOSED RECOMMENDATIONS</b>	

### APPENDICES

A	ELEMENTARY SCHOOL DETAIL SHEETS – EXISTING SCHOOLS
B	ELEMENTARY SCHOOL DETAIL SHEETS – NEW SCHOOLS
C	SECONDARY SCHOOL DETAIL SHEETS
D	DETAILED FISCAL ANALYSIS
E	PROPOSED CAPITAL EXPENDITURES
F	PROPOSED RECOMMENDATIONS -- DETAILS



---

# INTRODUCTION



## INTRODUCTION

Shifts in school-age population, aging buildings, new program offerings and/or changes to the Provincial capital funding model have caused school boards to re-examine their long-term capital priorities. In turn, this examination has enabled school boards to assess the potential opportunities to enhance the student learning environment and to determine how to do so in a cost-effective manner.

The following Long-term Capital Plan, 2010 report was prepared at the request of the Algonquin and Lakeshore Catholic District School Board (ALCDSB). The ALCDSB has approximately 11,000 students in 36 elementary and 5 secondary schools. Its area of jurisdiction covers more than 16,000 square kilometres from Whitney in the north to Picton in the south to Seeley's Bay in the east to Trenton in the west.

The report summarizes:

- a. forecasts of student enrolment projections for the 2010/11 to 2024/25 time period (i.e., 15 years);
- b. how the enrolment forecasts will impact the utilization of existing ALCDSB schools;
- c. where the Board might need to construct additional pupil spaces and, alternatively, to consider the consolidation of surplus classroom spaces;
- d. how the projected enrolments will impact on the Board's ability to fund school operations and administration resources;
- e. the condition of the Board's capital asset inventory, both today and over the long term;
- f. a recommended capital asset strategy for the next 15 years, along with capital expenditure needs and potential savings to offset projected costs.

The analysis undertaken in preparing this report included a detailed simulation of the impact that projected enrolment is likely to have on the Board's ability to provide:

- Schools that offer a full range of programs (including extra-curricular, co-curricular and cross-curricular opportunities) with up-to-date facilities (i.e. science and technology labs, gyms, arts, and library centres) in order to help students to succeed;
- Clean, well equipped and maintained, modern, energy efficient, healthy, flexible, code compliant and accessible schools;
- Schools that are safe, caring and nurturing.

Further, the simulation tests, for each school facility, how changes in enrolment will impact on utilization of schools, as well as the ability to deliver breadth of program. The simulation enables the Board to test the need to construct additional pupil spaces or to mitigate the number of surplus classrooms spaces, along with assessing the need to upgrade and renew older

buildings. Finally, it offers the opportunity to determine the potential impact of alternative program offerings or grade structures, improving program locations, etc., all within the context of analyzing the cost-benefit of doing so.

## **Report Summary:**

This Long-term Capital Plan, 2010 report recommends a capital and program investment in excess of \$57 million over the next 15 years. \$24.6 million of this amount has been recognized for provincial funding for the Sacred Heart, Marmora replacement school, the St. Peter, Trenton replacement school, the St. Michael deep retrofit/addition and the St. Paul Secondary School addition. This overall proposed approach, including projects previously recognized for Ministry of Education funding, would result in the construction of:

- 1 new school
- 3 replacement schools
- 1 addition/deep retrofit of an existing school and
- 5 additions

This option also examines the impact on the Board's ability to support existing schools from a program and a financial perspective. An examination of projected enrolment over the next fifteen years and building condition supports the consultants' recommendation to close/consolidate a minimum of seven elementary schools and one secondary school.

This report recommends that the Board give consideration to the disposition of 3,066 pupil spaces, along with the construction of 2,256 new pupil spaces, for a net reduction of 810 pupil spaces. This proposed action would enable the Board to optimize its investment in capital programs and its allocation of school operations, school renewal and school administration grant funds.

## **Demographic Trends and Enrolment Perspectives:**

The following outlines the methodology behind the creation of the ALCDSB enrolment projections.

The derivation of by school and by grade enrolment projections consists of two distinct methodological elements. The first is based on a retention rate approach to determine how the existing pupils of the ALCDSB (i.e., pupils resident in existing housing within the Board's jurisdiction, as well as any pupils who reside outside of the Board's jurisdiction but attend schools of the Board) would move through each grade and from the elementary to the secondary panel. This element of the enrolment projection methodology is known as the "Requirements of the Existing Community." The second part of the projection exercise is to

determine how many pupils would be generated by new housing development over the forecast period, and what portion of these pupils would potentially choose to attend schools of the ALCDSB. This element is known as the “Requirements of New Development.” Each element is examined below.

### **Requirements of the Existing Community**

The enrolment projections of the existing community are intended to reflect the predicted change in enrolment pertaining to housing units that have been constructed and occupied within the Boards’ jurisdiction. This differs from the pupil place requirements of new development, which reflect the anticipated enrolment to be generated from new housing units to be constructed. Existing community projections may also include some pupils who live outside of the Board’s jurisdiction, but attend schools of the Board.

The existing community enrolment projections represent the majority of total projected enrolment in areas where there is limited potential for new housing development.

### **Requirements of New Development**

The projected enrolment supporting the “requirements of new development” are intended to determine the number of pupils that would occupy new housing development, and the percentage of these pupils that are likely to attend schools of the Board. Some of these pupils may be held in existing schools of the Board, awaiting the opening of new neighbourhood schools.

As outlined in the April 12, 2010 presentation to Trustees (Section 1), Board wide enrolment at the ALCDSB has declined by approximately 1,285 students between 2001 and 2009. During that timeframe the elementary panel declined by 1,470 students while enrolment at the secondary panel increased by 185 students. There are a number of factors that have led to the decline in elementary enrolment, the majority of which are being experienced at school boards throughout the province. These factors include:

- Families choosing to have fewer children and later in life
- Fewer JK students entering the system compared to the number of grade 8 students graduating from the elementary panel
- A decline in the number of elementary school aged children (age 4 -13) in all municipalities
- Fewer new homes being constructed between 2001-2006 when compared to 1996-2001 totals

While secondary enrolment experienced an increase between 2001 and 2009, it is projected to decrease over the course of the next 15 years as the decline experienced at the elementary panel begins to work its way through the system. Long-term projections indicate that enrolment at the ALCDSB will decline by an additional 617 elementary students and 826 secondary students by 2024. This will result in an estimated 1,561 board-wide surplus pupil spaces. The ALCDSB currently carries 690 elementary surplus classroom spaces while there is a need for 572 secondary pupil spaces. This number of surplus pupil spaces currently makes up approximately 1% of the Board's existing inventory of operating schools.

It is noted that the projections assume 100% subscription to the Province's Early Learning Program initiative. If actual subscription levels are lower, then the number of surplus classroom spaces projected in the following analysis, is ***understated***. The information contained within Section 1 of this report provides a detailed summary of the enrolment and demographic profiles for each of the review areas that comprise the ALCDSB.

## **Facility Renewal:**

According to the Provincial facility condition assessment, the Board's facility renewal needs will reach almost \$117.1 million (in 2006 dollars) by the Year 2024. This figure suggests that: overall, the Board's capital asset inventory will reach approximately 57% of its replacement value over this time frame. This figure, however, does not include costs related to building code compliance, technology in the classrooms and building accessibility. The Board receives approximately \$1.6 million in school renewal grants on an annual basis.

The implementation of the recommended capital asset strategy detailed in this report would reduce the facility renewal needs from \$117.1 million in 2024 to \$72.5 million, which would result in the capital asset inventory condition improving to approximately 32.9% of its replacement value. This reduction in facility renewal needs is premised on the Board choosing to reduce the number of surplus classroom spaces generated by declining enrolment over the next 15 years and the improvement of existing schools through replacement or renovations/additions.

## **Report Outline:**

This following report has been divided into four sections which include:

- **Section 1 – Long-term Capital Plan 2010 -- Demographic and Enrolment Trends:**  
This section summarizes the historical and projected enrolment trends of the ALCDSB. Along with the enrolment information, this section also defines a number of the key variables that have contributed to existing and future enrolment trends.

The information contained within this section is summarized by elementary and secondary review areas and was presented to Trustees at the April 12, 2010 Committee meeting.

- **Section 2 -- Long-Term Capital Plan 2010 -- Status-Quo Status Quo Scenario:** This portion of the report demonstrates the future impact on accommodation and renewal needs under a “status-quo” scenario. The analysis contained within this section includes general observations and recommendations by review area and takes into account future enrolment trends, renewal needs and surplus capacity.

Once again the information contained within this section has been summarized by elementary and secondary review area. The status quo presentation was made to Trustees at the May 11, 2010 Committee meeting.

- **Section 3 -- Long-Term Capital Plan 2010 -- Fiscal Impact Analysis:** A fiscal impact analysis was conducted on the proposed accommodation strategy and included in this section of the report. The analysis included a general accommodation strategy and outlined how this strategy could potentially impact the ALCDSB’s long-term administrative, operational and renewal costs compared to the status quo scenario.

The information contained within this section of the report was presented to Trustees at the June 8, 2010 Committee Meeting and subsequently revised based on Board input.

- The report contains several appendices:
  - **Long-term Capital Plan 2010 -- School Detail Sheets (Appendices A, B and C):** This portion of the report outlines the specific details behind the proposed accommodation strategy. A detail sheet has been created for each school and includes the long-term enrolment trends as well as the proposed strategy for that specific school (i.e. boundary change, new construction, portable moves, consolidation, etc.).
  - **Long-term Capital Plan 2010 -- Detailed Fiscal Analysis (Appendix D):** This portion of the report summarizes the fiscal impact analysis highlighting, under both the “status quo” and “alternative” scenarios, facility utilization and the impact that projected enrolment would have on school operations, school administration and facility renewal.
  - **Long-term Capital Plan 2010 -- Proposed Capital Expenditure (Appendix E):** This portion of the report summarizes the overall impact if the Board were to implement the approach to construct new pupil spaces where recommended and to close/consolidate existing pupil spaces where recommended.

## **Conclusion and Next Steps:**

The overall direction of this proposed capital plan is to enable the Board to continue to provide sustainable or enhanced program offering to both its elementary and secondary students over the long-term while managing rising costs. The approach contemplated is to consolidate and reduce surplus space while continuing to manage facility renewal needs through ongoing facility renewal or constructing new schools where it would be more cost-effective to do so rather than repairing existing buildings.

It is recommended that the Board undertake a consultation process with the Ministry of Education to review the overall direction of the Facilities Accommodation Review recommendations to determine the level of capital and program investment that could be made. Further, it is recommended, that where feasible, the Board develop policies and consultation timelines with respect to potential community partnerships under the new Ministry Guidelines to ensure that facilities needed over the long-term remain effectively utilized. Once these steps are complete, the Board should be in a position to establish a consultation process with local stakeholders.