





Acknowledgement that we are on the Secwépemc territory and land of the Secwépemc People:

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# Executive Summary

School District No. 73 (Kamloops-Thompson) [henceforth referred to in this report as “the District” and/or as “SD73”] has prepared this Long-Range Facilities Plan [“LFRP”] under the guidance of the Ministry of Education and Child Care Capital Plan Instructions: Five-Year Capital Plan Submission for 2023/24.

## Key Points

1. Based on current enrolments and future enrolment projections, the District expects to see enrolment growth over the next ten (10) years to grow between 17,000 and 17,400 students, a growth rate of approximately 150 students per year.
2. With recent enrolment growth most schools have little or no surplus space, especially within Kamloops, where, on average, schools will be at 106% over capacity by 2029.
3. School catchment areas that currently have *significant (>120% capacity utilization)* enrolment pressures are:

McGowan Park Elementary	South Kamloops Secondary	Aberdeen Elementary
Dufferin Elementary	Dallas Elementary	Beattie Elementary
Pacific Way Elementary	Juniper Ridge Elementary	
Sa-Hali Secondary	Westmount Elementary	
4. Over the next few years, changes may be considered in the following school catchment areas:

A new catchment area will be establish for the new Pineview Valley Elementary.

Once Pineview Valley Elementary is open, a catchment area review of the Southwest Sector elementary schools should be completed to determine if revised catchments can help balance the enrolment pressures in these elementary schools.

In addition, we expect to continue enrolment growth with portables.
5. As per the District’s capital plan, SD73 requires capital funding for projects such as new schools, additions, and replacement schools from the Ministry of Education and Child Care to alleviate pressure caused from significant growth, high capacity utilization and enrolment pressures in several areas of the District. ***These projects are required urgently, as such projects take several years to design and construct.***
6. At least fifty percent (50%) of SD73’s schools will require replacement within the next twenty (20) years.
7. The Annual Facility Grant and other grants provided by the Ministry of Education and Child Care to maintain facilities offer significantly less than the funding requirements indicated in the Ministry of Education and Child Care Capital Asset Management System (CAMS). This continues to be a growing issue as facilities age.
8. As enrolment grows, there are corresponding increases in student transportation requirements, resulting in the need for more routes and more buses.

## Context

As part of the Ministry of Education and Child Care Capital Plan Instructions, the Ministry of Education and Child Care requires each school district to have a Long-Range Facilities Plan (LRFP).

The following are excerpts taken from the Capital Plan Instructions LRFP Guidelines:

*The fundamental premise of the LRFP is to provide a mechanism for districts to demonstrate they are managing their facilities in an effective, economic, and efficient way in support of their educational goals. The LRFP places the need for capital projects in a district-wide context and becomes the basis for submission of capital project requests by the district and for investment decisions by the Ministry.*

*The LRFP is not simply identifying ' M M M M M MM  
at the haonreffctcat*

# Educational Considerations

Class-size limits as per the local Collective Agreement [the Kamloops Thompson Teachers Association (KTTA) Collective Agreement] are as follows:

Kindergarten:	20
Kindergarten/Grade 1 split:	20
Single-grade primary:	22
Multi-grade primary:	22
Primary intermediate split:	24
Multi-grade intermediate:	27
Single-grade intermediate:	29

In all school communities, it is the expectation that schools have access to fast, reliable, ubiquitous Wi-Fi so students, staff and parents can use personal electronic devices and mobile computer labs. To that end, equipment, wiring, electrical capabilities and servers in District schools must be continually upgraded and static computer labs have been repurposed to meet the student growth within schools.





## Secondary

In secondary schools, where students make course choices, enrolment must be large enough that the schools can offer a wide range of subjects and associated choices. Program and extracurricular choices are even more important in grades 11 and 12, as students begin to consider post-secondary education, be it in academics, trades and technology, arts, or athletics.

# Existing Situation

## Inventory of District Facilities

As part of the Ministry of Education and Child Care Capital Plan Instructions, the LRFP is to include a list of all buildings owned and/or used by the District. The following appendices provide those lists:

Appendix A - List of Schools and Educational Programs

Appendix B - List of Administration and Other Facilities

Appendix C - List of Unused Sites

## District and Community Geography

For the purposes of planning, the District is divided into the following geographical zones, with configurations based on local considerations that represent the current configuration of secondary schools and their feeder elementary schools:

Barriere Zone

Chase Zone

Clearwater Zone

Logan Lake Zone

Kamloops

Brocklehurst Zone

NorKam Zone

Sa-Hali Zone

South Kamloops Zone

Valleyview Zone

Westsyde Zone

Kamloops School of the Arts Zone

## Portables

As of September 2023, the District has fifty-seven (57) portables in use for classroom purposes. Based on an average of twenty-five (25) students per portable, the exception being fifteen (15) students per portable at Twin





**Elementary Schools Room Distribution - Rural and Urban**



# Enrolment Projections

The enrolment projections used in this report are student headcount values, not Full Time Equivalent (FTE) students. This distinction is important since student headcount is used to determine space requirements, whereas student FTEs are used for funding purposes. Because of this distinction, enrolment figures used in this report differ from enrolment figures used during budget deliberations and other financial discussions.

Although these projections are for the entire District, there are several areas within the City of Kamloops [referred to as the “City”] where enrolment pressures are currently or imminently significant. A considerable amount of time is spent understanding and forecasting the potential further enrolment growth within the City. The School District and the City continue to meet on a regular basis to review current information, and to ensure that any work is in alignment with the City’s Official Community Plan (OCP). This is particularly relevant to the District’s Capital Plan, as the projects take many years to be approved and constructed.

Enrolment projections were based on information provided by Baragar Systems (custom planning software) demographics. Baragar provides annual enrolment forecasts for the District, using a forecasting program that considers information from the birth registry and from family allowance and Canada Child Benefit (CCB) files. Where applicable, local knowledge is added to this information.

Previously, a comprehensive review of current yield rates (students per household) was completed for all areas and housing types within Kamloops. Both minimum and maximum yield rates were calculated. Typically, maximum yield rates were found in newer, low-density single-family housing, while minimum yield rates were found in older, high-density multi-family buildings.

For capital planning purposes, the maximum yield rate enrolment projections are used. The rationale for this is as follows:

The maximum yield rate is a worst-case scenario as far as planning goes;

The maximum yield rate projection could happen if development happens quickly;

The maximum yield rate projection provides some contingency in the projections, for factors such as potential future higher-density rezoning, which could happen as land gets more scarce and costly; and,

The maximum yield rate projection may be higher than the actual enrolments, but, because this is an annual plan, projections will be updated annually and will be based on the most current enrolments.



For the purposes of this report, a maximum yield enrolment projection is used to determine space needs over

Applying a sensitivity analysis to these three possibilities provides a better understanding of how SD73's planning will be impacted by differences between projected enrolments and actual future enrolments. Decisions made today must be based on the most accurate information available today.

## **Actual enrolments higher than projected enrolments**

If actual future enrolments are higher than projected enrolments, the District must adopt some of or all of the following strategies:

- Where possible, re-purpose specialty spaces into classrooms;
- Make alterations or renovations to existing space;
- Relocate and/or acquire portable space;
- Alter school boundaries to alleviate overcapacity;
- Provide new space by constructing new schools or adding to existing ones.

## **Actual enrolments lower than projected enrolments**

If actual future enrolments are lower than projected enrolments, the District must review school capacity utilizations and determine the best way to accommodate students in students' local geographic areas.

## **Actual enrolments approximate projected enrolments, but populations shift**

Actual future enrolments may approximate projections, but populations may shift within the District, which may create a need for additional space in some areas and surplus space in others.

In this scenario, the District must adopt some of or all of the following strategies:

- Alter school boundaries to alleviate overcapacity;
- Where possible, re-purpose specialty spaces into classrooms;
- Make alterations or renovations to existing space;
- Relocate and/or acquire portable space;
- Provide new space by constructing new schools or adding to existing ones.

# Capacity and Utilization

The following are excerpts taken from the Capital Plan Instructions LRFP Guidelines:

*School districts must be able to demonstrate that they are using their existing school facilities efficiently, effectively and economically based on the broader context of capacity utilization at the district (sub-district) level.*

*The purpose of optimizing space utilization is to ensure sufficient space is available to students today and for enrolment forecasts over the next 10 years, while minimizing the costs of construction, operation and maintenance arising from inefficient use – ultimately so the maximum amount of funding can be directed to instruction and programming.*

## Ministry Operating Capacity Values

To determine the operating capacity of a school, the Ministry of Education and Child Care uses the following values for the numbers of students per classroom:

### Elementary

Kindergarten:	19 students
Grades 1–3:	21 students
Grades 4–7:	25 students
Average for grades 1–7:	23.29 students

### Secondary

Per module:	25 students
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These values are not in alignment with the local Collective Agreement language. When such language is considered, particularly around class size and composition language, the Ministry average of 23.29 students per classroom is higher than the District’s actual class size averages. For example, several of SD73’s larger elementary schools have grades 1–7 class size averages between 21.4 and 22.1. The result of this difference is that Ministry operating capacities are higher than actual operating capacities.

Refer to Appendix E - School Capacities and Capacity Utilizations, which are based on Ministry operating capacity values.



# Challenges for the Future

Based on the long-term enrolment projections, many schools will require more space for future growth. However, certain schools with significant enrolment pressures are discussed in this section.

## South Shore High Schools

The South Shore high schools include Sa-Hali Secondary, South Kamloops Secondary, and Valleyview Secondary. These schools serve the southeast and southwest sectors of Kamloops where significant growth is occurring and future growth is projected. Current and projected capacity utilizations are shown by percentages in the following table:

School	Current Students in Portables	Current Capacity Utilization	2028-2029 Capacity Utilization	2033-2034 Capacity Utilization
Sa-Hali Secondary	21%	131%	144%	178%
South Kamloops				



## Southwest Sector Elementary Schools

**Beattie Elementary**

# Implementation Strategy

This section describes the actions the District must take to deal with the space challenges caused by the current and projected enrolments.

The District needs to respond to enrolment pressures prior to the approval and funding of capital projects by the Ministry of Education and Child Care.

A fundamental assumption made in this report is that most students want to attend their local catchment school, with the exception of those students who choose to go to different schools.



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# Neighbourhood Analysis

This section provides a high-level analysis of the various neighbourhoods throughout Kamloops and shows how future growth is proposed to be managed, based on the maximum yield enrolment projections. Catchment areas will have a combination of interim measures that may include catchment change and portables as well as long-term measures that may include capital upgrades. Note that all capital upgrades listed here are for capacity issues only. In addition, capital for replacement of aging schools is required.

## Southwest Sector

### Ministry-Funded Capital Projects

One new elementary school in Pineview Valley (built to accommodate some growth in Dufferin) –  
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## North Kamloops, Brocklehurst

### Ministry-Funded Capital Projects

Rebuild Parkcrest Elementary. - in construction.

### Interim Measures - Elementary

Add portables to existing schools as required.

### Interim Measures - Secondary

Brocklehurst Secondary is expected to have sufficient capacity to accommodate enrolment growth.

NorKam Secondary is expected to have sufficient capacity to accommodate enrolment growth.

## Westsyde

### Ministry-Funded Capital Project

New elementary school in Batchelor Heights. – awaiting funding announcement.

### Interim Measures - Elementary

Add portables to existing schools until Batchelor Heights Elementary school is built.

### Interim Measures - Secondary

Westsyde Secondary is expected to have sufficient capacity to accommodate enrolment growth.

## Downtown

### Ministry-Funded Capital Project

Replacement of South Kamloops Secondary.

A new elementary school may be required in future, but this is farther out.

### Interim Measures - Elementary

Add portables to Beattie Elementary.

### Interim Measures - Secondary

Add portables to South Kamloops Secondary.

## Rural

Rural communities other than Sun Peaks are not expected to experience any considerable enrolment growth that would require significant changes to existing configurations.

### Ministry-Funded Capital Project

One new K-12 school in Sun Peaks.

Add portables as enrolment grows.





# Capital Plan

The Capital Plan submitted in June 2023 has the following requests (presented here in order of priority):

## New Schools

Secondary school in Aberdeen

Elementary school in Juniper West

K-12 school in Sun Peaks

Elementary school in Aberdeen East

Elementary school in Aberdeen West

## Replacement Schools

Dallas Elementary - increased capacity

South Kamloops Secondary

Bert Edwards Elementary

Kay Bingham Elementary

Raft River Elementary

AE Perry Elementary

Marion Schilling Elementary

Beattie Elementary

## Site Acquisitions

Secondary school site in Aberdeen

Elementary school site in Aberdeen East

Elementary school site in Aberdeen West

Beattie Elementary and Marion Schilling Elementary will be monitored as capital projects may be required for these schools in the future.

Refer to Appendix F - Overcapacity and Capital Plan Guiding Principles to see the general decision-making process used to determine the type of project requested when managing student enrolment pressures.



# Transportation of Students

Because of the District's large geographic area, approximately 4,000 students use SD73's transportation system to get to and from school. The current transportation policy is generally based on previous Ministry of Education and Child Care guidelines concerning walk limits. Although the Ministry indicates that there is no requirement to provide students with transportation, the Ministry provides targeting funding to support the school district transportation departments so that districts can provide enhanced services without fees to students who require such services.

In areas where there is school enrolment pressure, the transportation system also has full or near-full bus routes.

Bus route loading projections have been completed for the next five (5) years, and based on the analysis, the District will need:

2024-2025: one (1) new bus route

2025-2026: one (1) new bus route

2026-2027: one (1) new bus route

2027-2028: one (1) new bus route

2028-2029: one (1) new bus route

Currently, the District's transportation site in the City of Kamloops is at maximum capacity for parking buses when they are not transporting students. The District has an agreement with the City of Kamloops to use spaces for bus parking at their Mission Flats site. For the longer term, the District requires a new site.

The BC Tripartite Education Agreement (BCTEA) between the Province of British Columbia (BC), the First Nations Education Steering Committee (FNESC), and Canada (all of which are understood in BCTEA, collectively, as the "Parties") sets the foundation for further growth and changes to support the enhancement of the BC First Nations education system. Ongoing changes to these requirements may impact future District transportation needs.

# Appendix A - List of Schools and Educational Programs

	Grades	Elementary	Strong Start	Secondary	Sports Academy	Aboriginal Education	French Immersion	District Resource Room	District Trades	Montessori	Childcare	International Students
<b><u>Brocklehurst Zone</u></b>												
George Hilliard Elementary	K-7	X				X						
Kay Bingham Elementary	K-7	X				X					X	
Parkcrest Elementary	K-7	X				X						
Brocklehurst Secondary	8-12	X		X	X	X		X				
<b><u>Norkam Zone</u></b>												
A. E. Perry Elementary	K-7	X	X			X						
Arthur Hatton Elementary	K-7	X	X			X						
Bert Edwards Science & Tech School	K-7	X				X						
Heffley Creek Elementary	K-3	X				X						
Rayleigh Elementary	K-7	X				X					X	
Sun Peaks Elementary	K-7	X				X						
Norkam Secondary	<b>8-12</b>			<b>X</b>		<b>X</b>		<b>X</b>	X		X	X
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# Appendix D - Projected Enrolments

Grades	Ministry		Operating Enrolment										
	Capacity	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b><u>Brocklehurst Secondary Zone</u></b>													
George Hilliard Elementary	K-7	294		242	230	230	217	210	203	202	202	215	
Kay Bingham Elementary	K-7	341	299	212	206	222	226	226	226	224	221	224	
Parkcrest Elementary	K-7	476	359	371	365	374	374	370	366	367	365	364	
Brocklehurst Secondary	8-12	850	776	589	633	656	652	673	684	665	679	662	
<b><u>Norkam Secondary Zone</u></b>													
A. E. Perry Elementary	K-7	294	340	326	334	340	341	345	338	329	321	320	
Arthur Hatton Elementary	K-7	317	267	311	307	296	294	287	283	284	286	287	
Bert Edwards Science & Tech	K-7	341	246	274	270	266	260	259	257	256	255	257	
Heffley Creek Elementary	K-3	145	22	23	24	25	19	20	23	23	23	23	
Rayleigh Elementary	K-7	298	201	231	234	239	243	245	239	243	237	236	
Sun Peaks School	K-9	159	134	136	131	139	142	141	138	138	135	140	
Norkam Secondary	8-12	1,025	857	863	858	846	853	867	884	903	923	910	
<b><u>Barriere Zone</u></b>													
Barriere Elementary	K-7	271	198	203	202	202	199	190	196	204	207	209	
Barriere Secondary	8-12	325	224	227	224	228	232	252	242	247	246	242	
<b><u>Chase Zone</u></b>													
Haldane Elementary	K-7	271	263	262	258	242	256	250	255	253	252	256	
Chase Secondary	8-12	375	226	232	233	231	224	225	232	232	232	216	
<b><u>Clearwater Zone</u></b>													
Blue River Elementary	K-7	132	4	5	6	6	7	7	7	7	7	7	
Raft River Elementary	K-7	322	302	306	298	292	280	274	257	247	247	240	
Vavenby Elementary	K-3	166	29	31	31	33	30	30	26	24	23	22	
Clearwater Secondary	8-12	725	200	203	200	207	223	223	251	251	252	246	
<b><u>Logan Lake Zone</u></b>													
Logan Lake Elementary	K-4	261	115	100	102	100	105	105	118	113	116	112	
Logan Lake Secondary	5-12	325	167	177	183	185	191	190	178	184	178	180	
<b><u>Sa-Hali Secondary Zone</u></b>													
McGowan Park Elementary	K-7	267	426	416	407	434	458	482	517	546	586	621	
Pacific Way Elementary	K-7	271	422	443	454	451	445	464	480	548	582	631	
Summit Elementary	K-7	271	319	330	340	345	345	334	340	324	320	323	
Sa-Hali Secondary	8-12	725	951	985	964	977	987	1044	1097	1177	1242	1278	
<b><u>South Kamloops Secondary Zone</u></b>													
Aberdeen Elementary	K-7	383	506	513	522	539	542	544	534	525	519	521	
Beattie Elementary	K-7	275	353	355	359	375	375	380	392	394	396	402	
Dufferin Elementary	K-7	178	270	274	280	283	275	271	281	280	273	270	
Lloyd George Elementary	K-7	387	450	447	445	446	442	442	428	439	438	439	
Savona Elementary	K-7	135	53	51	51	50	53	55	58	57	56	58	
South Sa-Hali Elementary	K-7	341	378	367	369	378	379	378	381	376	378	382	
South Kamloops Secondary	8-12	975	1068	1124	1156	1148	1171	1188	1183	1217	1260	1253	
<b><u>Valleyview Secondary Zone</u></b>													
Dallas Elementary	K-7	317	364	346	339	344	337	342	337	341	334	346	
Juniper Ridge Elementary	K-7	341	384	397	404	406	408	391	384	353	356	357	
Marion Schilling Elementary	K-7	294	219	235	237	235	242	247	260	267	283	296	
Ralph Bell Elementary	K-7	205	252	261	266	276	280	284	292	300	292	301	
Robert L. Clemitson Elementary	K-7	411	405	402	413	417	403	401	398	404	403	402	
Westwood Elementary	K-5	112	10	10	12	13	13	12	11	11	11	11	
Valleyview Secondary	8-12	1200	1107	1122	1138	1138	1111	1123	1122	1121	1122	1123	
emitson Elementary	K-3013023032/1%	307	292	302	304	307	307	307	307	307	307	307	
Elitson Elementary	K-39123233/2013133332	1292	1292	1292	1292	1292	1292	1292	1292	1292	1292	1292	

# Appendix E - School Capacities and Capacity Utilizations

T'YORS'YA	L'WY'YA		FQ'ZD'İ										
	NXS'Ö'İVT	HÖXÖ'İ'YA	CÄCÇ	CÄCD	CÄCE	CÄCÉ	CÄCÈ	CÄCÉ	CÄCÈ	CÄCÄ	CÄCB	CÄCC	CÄCÈ fi
<u>G'YWQ'İS'p'Z'Y'YA'CESQ'W'V'RÖ'YA'İ'Ö'W'VS</u>													
İ SWYTSİ İ İİİİÖYRİ İ İSUSV'Ö'YA	KİÉ	ÄÄÄÄCÉDÄÄÄ	ÄÄ	ÉCÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉDÄÉ	ÉBÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉBÄÉ	ÉCÄÉ
KÖÄÄG'İVT'p'Ö'ÜÄ İ İSUSV'Ö'YA	KİÉ	ÇDB	ÉÉÄÉ	ÉCÄÉ	ÉÄÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ
NÖYÜQ'İS'Y'YA İ İSUSV'Ö'YA	KİÉ	DÉE	ÉÉÄÉ	ÉÉÄÉ	ÉÄÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ
G'YWQ'İS'p'Z'Y'YA'CESQ'W'V'RÖ'YA	ÉÄBC	ÉÉÄ	ÉBÄÉ	ÉÉÄÉ	ÉDÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÄÄÉ	ÉÉÄÉ	ÉÄÄÉ	ÉÉÄÉ	ÉÉÄÉ
<u>M'W'Y'U'Q'İ'CESQ'W'V'RÖ'YA'İ'Ö'W'VS</u>													
FÄÄ İ ÄÄNS'Y'YA İ İSUSV'Ö'YA	KİÉ	CÉD	BÉÄÉ	BÖBÉ	BÖDÉ	BÖÉÄ	BÖÉÄ	BÖÉÄ	BÖÉÄ	BÖCÄ	BÄÄÉ	BÄÄÉ	BÖÄÉ
F'Y'p'Z'Y'YA İ Ö'Y'W'V'YA İ İSUSV'Ö'YA	KİÉ	ÇBÉ	ÉDÄÉ	ÉÉÄÉ	ÉÄÄÉ	ÉCÄÉ	ÉCÄÉ	ÉBÄÉ	ÉÉÄÉ	ÉÄÄÉ	ÉÄÄÉ	ÉBÄÉ	ÉCÄÉ
G'SY'YA İ RÄÖ'Y'R'YA'Q'İS'V'Q'S'Ä'İ'Ö'S'Q'p	KİÉ	ÇDB	ÉCÄÉ	ÉÄÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ	ÉÉÄÉ
İ S'S'İSÄ'İHYSSÜÄ İ İSUSV'Ö'YA	KİÇ	BDE	BÄÄÉ	BÉÄÉ	BÉÄÉ	BÇÄÉ	BÖDÄ	BÉÄÉ	BÉÄÉ	BÉÄÉ	BÉÄÉ	BÉÄÉ	BÉÄÉ
OÖÄ'İS'İT'PÄ İ İSUSV'Ö'YA	KİÉ	CÉE	ÉÉÄÉ	ÉÉÄÉ	ÉÄÄÉ	ÉÄÄÉ	ÉCÄÉ	ÉCÄÉ	ÉÄÄÉ	ÉCÄÉ	ÉÄÄÉ	ÉÉÄÉ	ÉÉÄÉ
QEZVÄNSÖÜYÄQÖp'W'W'İ	KİÉ	BEE	ÉDÄÉ	ÉÉÄÉ	<del>ÉCÄÉ</del>	<del>ÉÉÄÉ</del>	<del>ÉBÄÉ</del>	<del>ÉÉÄÉ</del>	<del>ÉÄÄÉ</del>	<del>ÉÄÄÉ</del>	<del>ÉÄÄÉ</del>	<del>ÉÄÄÉ</del>	<del>ÉÄÄÉ</del>





Notes:

1. To place an addition or replacement school on an existing site, the existing site should have:
  - a. enough space for the addition and/or new school to maintain sufficient grassed play space, hard surface play space, and sufficient space for suitably sized playground equipment.
  - b. reasonable and safe pedestrian access to the school for the future school size.
  - c. reasonable and safe vehicle access to the school for the future school size and expected traffic volume.
  - d. sufficient parking space for the future school size.
  - e. the space to accommodate the construction while ensuring the existing school can remain operational.
2. Facility Condition Index is the cost of deficiencies requiring maintenance or replacement divided by the cost of replacing the building. The numbers are based on the Ministry of Education and Child Care Capital Asset Management System.



