

Master Facilities Planning | Update

SOCIETY FOR CHRISTIAN EDUCATION IN SOUTHERN ALBERTA

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“The best laid plans of
mice and men often go
awry”

- Robert Burns

“Many are the plans in the mind of a man, but it is the purpose of the lord that will stand”

– Proverbs 19:21



AGENDA

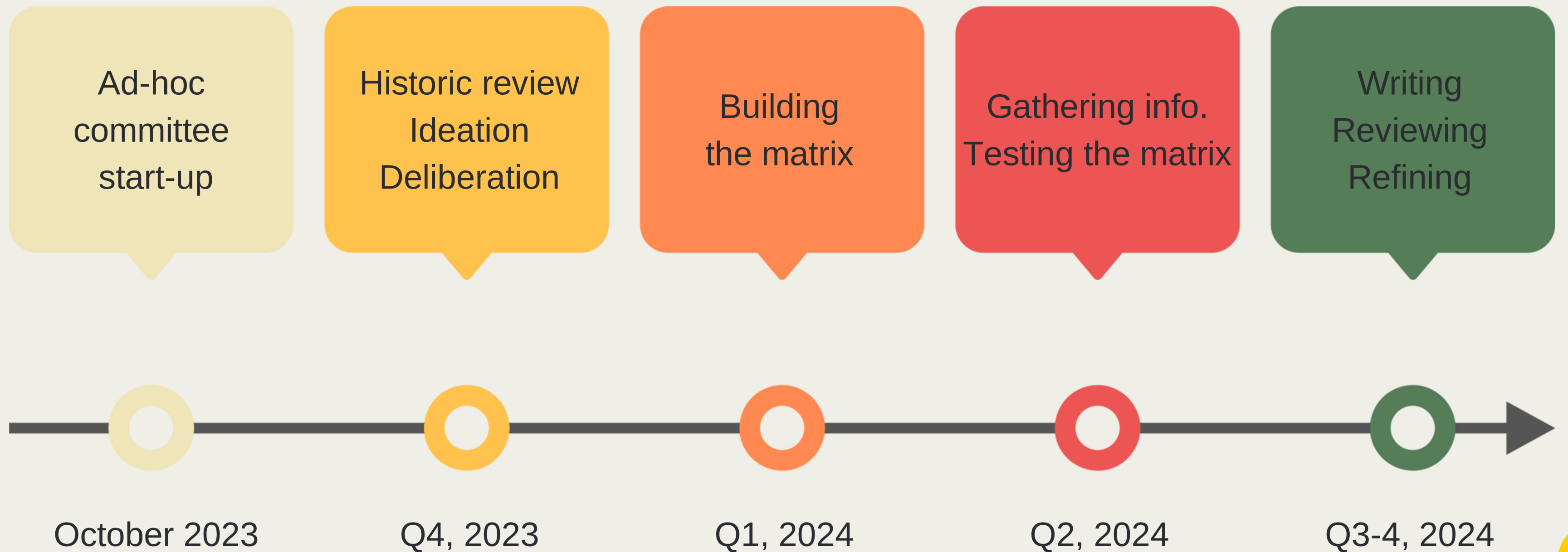
- **Background**
- **Project roadmap**
- **MFP structure**
- **Outcomes**
- **Next steps**
- **Dialog**

WHAT HAS GUIDED THE WORK?

[Paraphrased from the 2023-2028 Strategic Plan]

- Master Facility Plan Development: Establish an ad hoc committee tasked with creating a comprehensive master facility plan that outlines strategies for the next 1-5 years, 5-10 years, and 10-20 years.
- Planning: Conduct future planning discussions in conjunction with fund development and promotions staff and Society membership to ensure alignment and resource availability.
- Modernization: Continue efforts to modernize both campuses, focusing on enhancing aesthetics and building comfort for students and staff.

PROJECT ROADMAP



MASTER FACILITIES PLAN | STRUCTURE

DATA

Building Condition Assessments
Recent work (proactive and reactive)
Enrollment history and projections

EXP

Facilities; maintaining, designing, building
Board members, parents, students

DIALOG

Ad-hoc Committee: 15 meetings and 150+ hours
Stakeholder engagement: 120+ responses

MASTER FACILITIES PLAN | APPROACH



Recommend

Assess

Understand



MASTER FACILITIES PLAN | OUTCOMES



ICS MFP.

— Data & Analysis (Continued)

Building

Operating and Maintenance Costs

The following are costs associated with general year over year upkeep and maintenance of the buildings.

Category	10-year Average	Area Serviced	Average \$ / ft ²
ICES - Utilities	\$ 33,772	27,600 ft ²	\$1.22
ICES - Maintenance	\$ 58,000	27,600 ft ²	\$2.10
ICSS - Utilities	\$ 82,375	78,000 ft ²	\$1.06
ICSS - Maintenance	\$ 97,200	78,000 ft ²	\$1.24

Building Condition Assessment (BCA) - Lifecycle Costs

In the follow up of the Big Project vote to not continue, the Building Committee was tasked with finding support for and producing a long term building maintenance plan. To gain better insight to the full scope and condition of both campuses, the committee engaged MPE Engineering Ltd. for a BCA in the spring of 2022.

Building Condition Assessment - ICES

Overall, the building is in fair condition with some repairs, replacements, and monitoring required. The summary of the costs for all the disciplines is shown below.

Item/Area	Comment	0-5 years	5-10 years	10-15 years	15-20 years	Total	Recent Repairs/Upgrades	Cost	Year
Site Condition	Grading concerns	\$ 12,500	\$ 10,000	\$ 3,000		\$ 25,500	New/resurfaced asphalt	\$ 65,550	2023
Building Exterior	Wall cracking and roof replacement	\$ 232,000	\$ -	\$ -		\$ 232,000	New Roof on 3/4 of build	\$ 203,146	2021/2023
* Environmental	Exterior Walls, Glass Block, Caulking - Vermiculite, Chrysotile					\$ 200,000	N/A		
Building Interior	Floors	\$ -	\$ 100,000	\$ -		\$ 100,000	N/A		
* Environmental	DWIC, Ceiling Texture, Floors					\$ 397,000	N/A		
Mechanical Systems	Life expectancy of all HVAC at or near end of life	\$ 12,000	\$ 150,000	\$ 220,000		\$ 382,000			
Electrical Systems	Existing systems and devices sufficient but nearing end of life. Little room for power expansion based on single phase feed.	\$ 60,000	\$ 18,000	\$ 6,000		\$ 84,000			

TOTAL \$1,420,500

Building Condition Assessment - ICSS

Overall, the building is in fair condition with some repairs, replacements, and monitoring required. The summary of the costs for all the disciplines is shown below.

Item/Area	Comment	0-5 years	5-10 years	10-15 years	15-20 years	Total	Recent Repairs/Upgrades	Cost	Year
Site Condition	In good condition - Parking lot upgrades optional	\$ 7,000	\$ -	\$ -		\$ 7,000	N/A		
Building Exterior	In good condition	\$ 10,000	\$ 186,000	\$ 31,000		\$ 227,000	N/A		
* Environmental	Walls and other areas - Vermiculite					\$ 190,000			
Building Interior	In good condition. Cosmetic items. Small gym floor heaving	\$ 6,000	\$ 12,000	\$ 9,000		\$ 27,000	N/A		
* Environmental	Crawl space, floors, drywall,					\$ 480,000			
Mechanical Systems	Fair condition	\$ 6,500	\$ 315,000	\$ 300,000	\$ 275,000	\$ 896,500			
* Environmental	Sanitary and Sewer line coating					\$ 60,000			
Electrical Systems	Fair condition	\$ 75,000	\$ 25,000	\$ 8,000		\$ 108,000			

TOTAL \$1,995,500

Building Capacity and Utilization

Alberta Education's formula for school capacity and utilization, along with consistent enrollment increases, was a key factor in considering the Big Project. The existing ICES campus has an estimated full capacity of 310 students. When we began exploring expansion in the 2017-2018 school year, our capacity utilization was in the upper 90th percentile. By 2019-2020, we reached full capacity with 314 students. However, as noted in the timeline for the Big Project, the COVID-19 pandemic caused a significant drop in enrollment, particularly at ICES, during the 2021-2022 school year. Since then, we have seen small increases in enrollment (see appendix ### historical enrollment doc), and our current capacity utilization for the 2023-2024 school year is approximately 75%.

The capacity and utilization of ICSS have remained relatively stable over the past five years. For the 2023-2024 school year, utilization is approximately 45%, with a maximum capacity estimated at 650 students. Although this utilization figure may seem low, it is influenced by the campus's extensive footprint and large shared spaces, such as gyms, labs, CTS (wood and mechanics), and learning commons. A closer examination of the active classroom spaces would reveal that any significant increase in student enrollment may necessitate the consideration of additional classrooms. This additional space is based on an average of 25 students per room.



MASTER FACILITIES PLAN | OUTCOMES

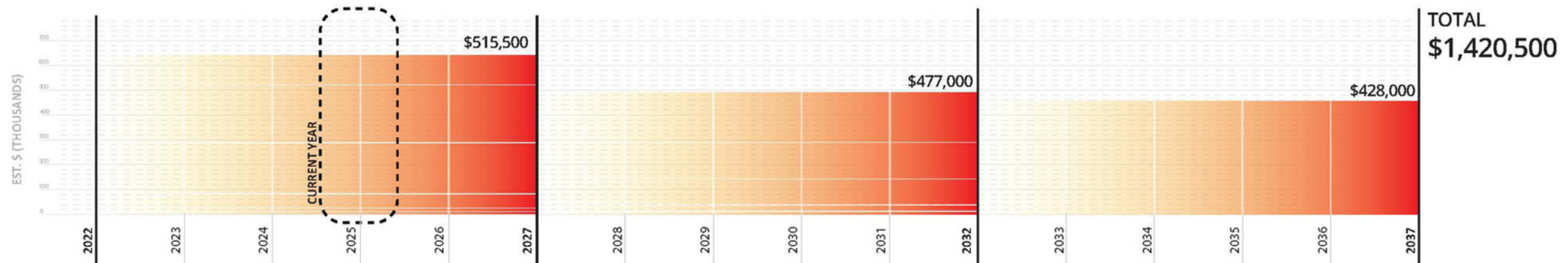


ICS MFP.

ICES - BCA | Visualized

Recommended Maintenance Plan (Next* 15 years)

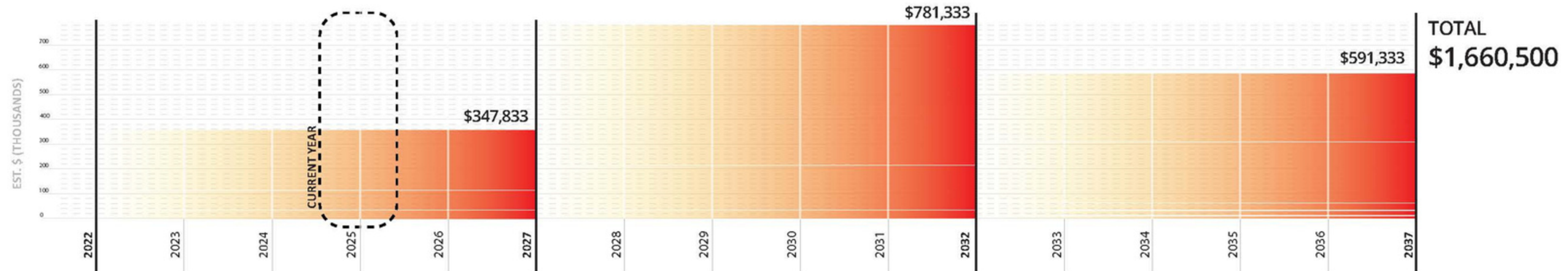
URGENCY



ICSS - BCA | Visualized

Recommended Maintenance Plan (Next* 15 years)

URGENCY



MASTER FACILITIES PLAN | OUTCOMES



ICS MFP.

— Projections + Matrix

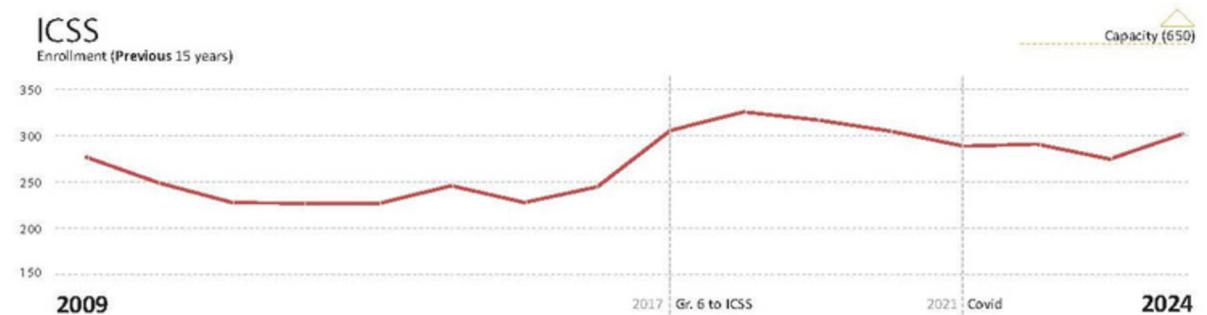
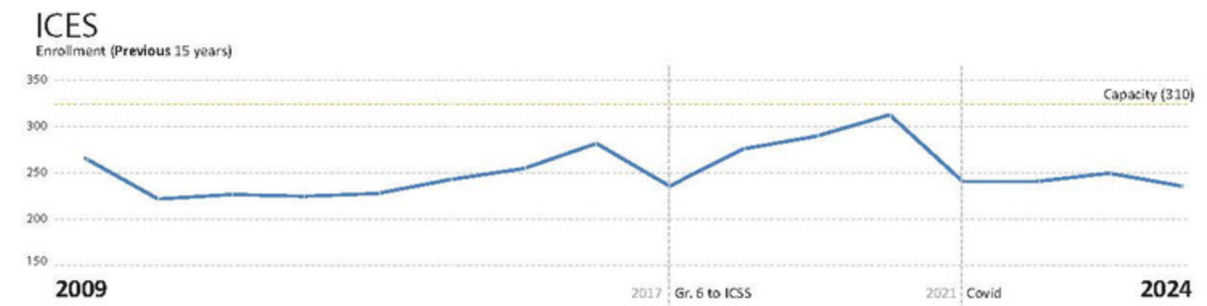
Projections

Historical enrollment and projections for ICS are based on the historical data over several periods of time.

Analysis of the 10 year period at ICES prior to 2019-2020 and COVID showed an estimated increase of 2% year over year with a few outlining factors. The first being the move of grade 6 students from ICES to ICSS in 2016-2017. Second, the addition of Early Education in 2017/2018 and closing of the Early Education program at ICES in 2022/2023. The 2019-2020 year is also the year that enrollment peaked at 314 students. Since then, the enrollment percentage has been relatively static with a current population of 235 students. Projected enrollment based on this most recent data would show it is likely to anticipate small changes.

Analysis of the 10 year period at ICSS prior to 2019-2020 and COVID showed an estimated increase of 1% year over year. The one outlining factor would be the move of grade 6 students from ICES to ICSS in 2016-2017. The 2017-2018 and the current 2024-2025 years are where enrollment peaked at 325 and 327 students respectively. Since COVID there has been a steady increase in enrollment of almost 3.5% year over year. Projected enrollment based on this most recent data and the ICES data would show it is likely to anticipate small changes.

Further demographic projections of growth in Lethbridge and the School division (LSD 51 Capital Plan) also show steady increases. This does not provide a direct correlation to enrollment growth for our community at ICS as we are a school of choice, but does continue to show there are more people coming to Lethbridge. Not factored into this is the surrounding geographic area that ICS draws on from outside of the city limits where population estimates show consistent increases as well (Alberta Municipal Pop Est).



MASTER FACILITIES PLAN | OUTCOMES



— Opportunities Matrix

Scenarios + Matrix

The Master Facilities Planning Matrix (MFPM) is a key deliverable for this MFP, and was developed by the committee over several working sessions. The Matrix is a comprehensive tool that is intended to provide specific guidance and considerations for more than 14 main categories (and more than 60 sub-categories) meant to capture the most critical elements of existing and potential future sites and facilities.

The Matrix was refined using several hypothetical scenarios. Once deemed complete, five scenarios representative of the most likely future outcomes for new facilities for both the ICES and ICSS campus, were analyzed.

The Matrix does not recommend one specific scenario as the best or most effective, rather it shows how each scenario may be considered on its own merits, and when weighed against other potential scenarios..

The Matrix represents a powerful tool for the Society to use when the time comes to consider and vote on next steps for the sites and facilities that serve our students and staff.

Term	Definition	Relationship to Sites & Buildings
Visibility	How easily a structure or location can be seen and recognized by people from various vantage points	Physical Visibility, Accessibility, Branding and Recognition, Safety, Security, Environmental integration
Wayfinding	The system and processes that help people navigate and understand their surroundings ensuring they can find their way efficiently and confidently	Signage, Landmarks, Maps, Lighting, Visual Cues, Accessibility, User Experience
Proximity	The physical closeness or distance between structures, spaces, and key features within an environment.	Considerations for accessibility, site layout, sustainability, aesthetic considerations, traffic flow, layby, and future adaptability
Parking	Designated areas where vehicles can be temporarily stored.	Considerations for accessibility, site layout, sustainability, aesthetic considerations, traffic flow, layby, and future adaptability
Resilience	The ability to withstand, adapt to, and recover from adverse conditions, challenges, or disruptions with aims to ensure safety, functionality, and sustainability.	Structural integrity, sustainable practices, adaptability, urban planning, community engagement, emergency preparedness
Security	The measures and practices implemented to protect people, property, and information from threats, including unauthorized access, theft, vandalism, and other criminal activities	Physical security, surveillance, lighting, emergency preparedness, design principles, and access control
Environment	The surrounding physical, social, and ecological conditions that influence and are influenced by the built environment.	Physical, social, ecological, urban, environmental, and regulations
Service Availability	The accessibility and reliability of essential utilities and services that support the functionality and livability of a space.	Utilities, public, maintenance, operational, emergency, and transportation links.
Procurement Opportunities	The ability to acquire land, resources, and services necessary for development or management.	Land acquisition, site development services, environmental, zoning and permitting,
Project Execution Complexity	The challenges and intricacies involved in planning, coordinating, and implementing a construction or development project.	Site conditions, stakeholder involvement, project scope and scale, timeline constraints, risk management
Secondary Income Opportunities	Ways that a building can generate additional revenue beyond the primary use of the space.	Event hosting, shared amenities, rental space, partnerships?
Outside Funding Opportunities	Financial resources obtained from external sources that do not directly relate to existing or operating revenue.	Government grants, loans, investments, other?
Social/Political Complexity	The intricate dynamics and interactions among various stakeholders, regulations, and community factors that can influence development projects.	Community engagement, cultural context, demographics, public sentiment, regulatory framework, political landscape, policy changes,
Land Banking	The practice of acquiring and holding land for future development or investment purposes.	Future development, risk management



MASTER FACILITIES PLAN | OUTCOMES

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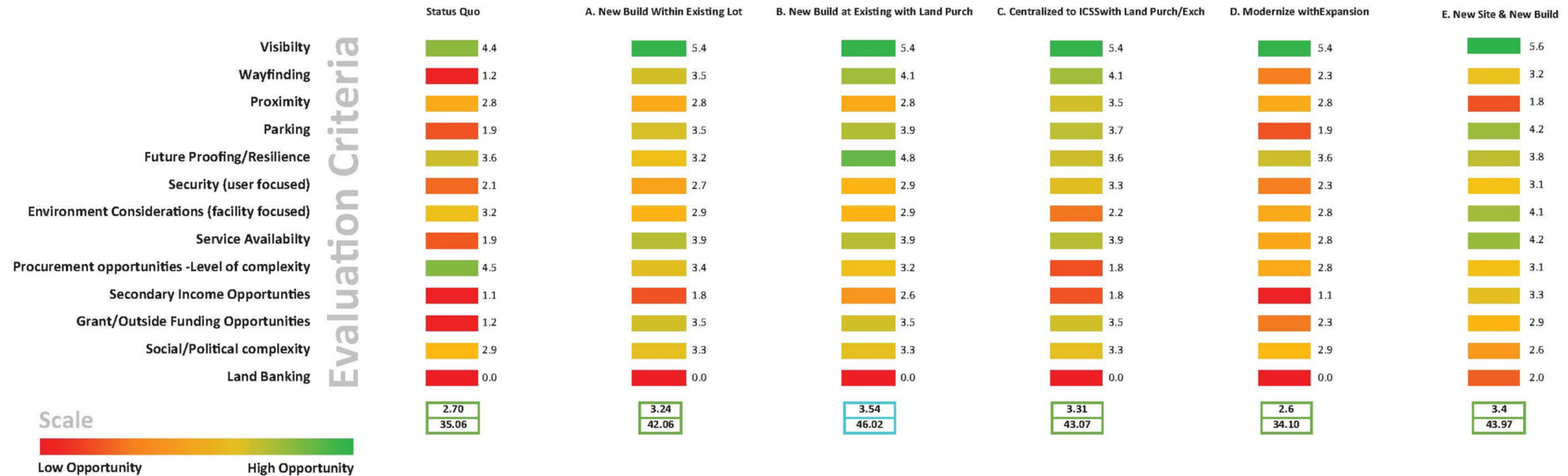
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MASTER FACILITIES PLAN | OUTCOMES



— Opportunities Matrix

Potential Scenarios



MASTER FACILITIES PLAN | RECOMMENDATIONS

- Use of the BCA's to guide lifecycle expenditures for current facilities
 - *Included here is a further recommendation to index against inflation for high level budgeting purposes; recognizing that as costs are refined from conceptual to design to IFC-drawing level the budgets will be refined accordingly, and*
- A commitment to update BCA's every 10 years or as necessary
- Adoption of the Matrix as the tool with which to undertake options analysis in advance of Society votes on expenditures related to new facilities
- A commitment to review the MFP at no greater than five year intervals

MASTER FACILITIES PLAN | NEXT STEPS

1. **Refining the plan** ✓
2. **Board acceptance** - November 6th ✓
3. **Presentation to the Society** - November 25th (this evening) ✓
4. **Implementation** - start making use of the matrix to guide next steps

MASTER FACILITIES PLAN | NEXT STEPS

Implementation

Step 1 - Board directs the use of the matrix (may involve operating expenditure)

Step 2 - Staff and/or Committee use tool (board committee, ad-hoc, etc.)

Step 3 - Findings of tool are reported back to Board

Step 4 - Board directs the release of findings to the Society

Step 5 - Board considers options regarding further action on a given scenario

MASTER FACILITIES PLAN

THANK YOU | QUESTIONS?

