

SCHOOL DISTRICT NO. 73 (KAMLOOPS-THOMPSON) LONG-RANGE FACILITIES PLAN | April 2021



SCHOOL DISTRICT NO. 73
(Kamloops - Thompson)

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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 *Capital Plan Instructions: Five-Year Capital Plan Submission for 2021/22*.

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 between 16,500 and 17,200 students.
2. With recent enrolment growth and recent changes to collective agreement class size and composition language, most schools have little or no surplus space.
3. School catchment areas that currently have *significant* enrolment pressures are:
 - McGowan Park Elementary
 - Pacific Way Elementary
 - Sa-Hali Secondary
 - Dallas Elementary
 - Juniper Ridge Elementary
 - Valleyview Secondary (until completion of expansion)
 - Westmount Elementary
4. Over the next few years, changes should be considered in the following school catchment areas:
 - Juniper Ridge Elementary
 - Marion Schilling Elementary
 - McGowan Park Elementary
 - Pacific Way Elementary (upon building completion of Pineview Valley Elementary)
 - Dallas Elementary
 - Sa-Hali Secondary

5. As per the District's capital plan, SD73 requires capital from the Ministry of Education for projects to alleviate pressure caused from growth and over-enrolment in the afore-mentioned catchment 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 offer significantly less than the funding requirements indicated in the Ministry of Education Capital Asset Management System (CAMS). This continues to be a growing issue as facilities age.
8. As enrolment continues to grow, there are corresponding increases in student transportation requirements, resulting in the need for more routes and more buses.



Introduction

Context

As part of the Ministry of Education Capital Plan Instructions, the Ministry of Education requires each school district to provide 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 identification for needed capital projects but rather it is a comprehensive plan outlining how the district will manage its school facilities in order to deliver its educational programs at the highest possible standard.

The Ministry continues to seek funding from government both for operational grants to districts as well as new capital funding. However, for the foreseeable future, both school districts and the Ministry must exercise reasonable expectations of the overall investment in educational facilities by government. Toward this end, it is important for school districts to ensure the LRFP is capable of sustainable delivery of the best possible facilities to meet the districts' educational programs.

SD73 Board has also requested a review of schools to determine pressure points over the next few years.

Background

The amount of educational space that the District operates is directly connected to the number of student enrolments. From 1997 to 2014, SD73 experienced declining Kindergarten to Grade 12 enrolment, from 17,659 students in 1997 to approximately 13,800 in 2014. However, SD73 has experienced enrolment growth each year since 2014. Moreover, enrolment projections show increases for the foreseeable future.

A result of the Supreme Court of Canada ruling in November 2016 was the restoration of the class-size and composition language in all school districts' teachers' collective agreements to the language that was in place in said agreement prior to 2002. Consequently, the number of classroom spaces required for the same number of students increased and resulted in the District adding ninety (90) teaching positions, thus removing an equivalent number of classrooms from surplus space.

Although the District has experienced growth overall, there are school catchment areas within it that are experiencing rapid enrolment growth. Most schools have little or no surplus space for potential future enrolment growth.

Educational Considerations

Elementary

Historically, District elementary schools were planned and built to accommodate 300 to 400 students from the immediate neighbourhood. Clearly defined school catchment area boundaries meant that students were usually drawn from within each catchment and there was little cross-boundary enrolment. However, as mentioned in the Introduction section of this report, enrolment declined from 1997 to 2014, thereby creating surplus space in schools. Changes to District policy allowed parents and students to choose schools, subject to available space, thus blurring catchment boundaries. As a result of this practice and of increased enrolments after 2014, some elementary schools have enrolments approaching 500 students.

Student enrolment drives funding within school districts and it drives staffing within individual elementary schools. Student-enrolment-generated funding is required to pay not only for staffing but also for the learning support services and building maintenance that most parents expect of schools, such as classroom teachers, learning assistance resource teachers (LARTs), teacher librarians, principals, vice-principals, secretaries, certified education assistants, Aboriginal Education workers, inclusive education specialists, and custodians, all of whose salaries are paid for according to student enrolment.

Furthermore, the District offers several Schools of Choice programs, offering a specific focus to students' learning and developed as the result of parent-community initiatives. Schools of Choice in the District include two French Immersion schools – South Sa-Hali Elementary (K–7) and Lloyd George Elementary (K–7); Kamloops School of the Arts (K–12); Bert Edwards Science and Technology School (K–6); and Montessori at Aberdeen Elementary (K–6). These programs are supported by provincial legislation and District policy and operate under Board policy guidelines. They are funded at the same level as other schools and incur no extraordinary costs for program maintenance. Enrolment is from students District-wide, and, in the case of French immersion, from regional catchment areas.

The District also offers the Strong Start program, a free drop-in early-learning program for preschool-aged children who are accompanied by a parent or a caregiver. A qualified early childhood educator (ECE) leads activities that help children develop linguistically, physically, emotionally, and socially, thus encouraging them to become comfortable in a school-like setting. These programs require a classroom space and are currently located at the following elementary schools: AE Perry, Arthur Hatton, Haldane, Raft River, Barriere, Beattie, and Marion Schilling.

The Ministry of Education intends on integrating childcare into the broader learning environment over the next several years. It is too early to determine what effects this programming might have on space use in schools.

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 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 must be repurposed to meet the expectations of school communities.

Secondary

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

Rural secondary schools continue to experience low enrolments and thus cannot provide programs that are as comprehensive as those offered in urban secondary schools. Inevitably, program areas such as band, athletics, arts and technology are limited. As well, senior-level academic course offerings are compromised, and small rural secondary schools are becoming more dependent on video conferencing technologies and distance/blended learning to deliver core academic courses. Principals of such secondary schools must continue to be creative in retaining their students and teachers by offering a variety of quality course offerings within the unique rural context.

Kamloops South Shore secondary schools have seen enrolment growth in recent years, a trend that is expected to continue.

Brocklehurst Middle School and NorKam Senior Secondary have likewise seen enrolment growth in the past few years; this trend is expected to continue, with Brocklehurst Middle School increasing quickly.

With the implementation of the revised curriculum and pedagogy the spaces within the walls of the classroom must be more flexible than those in traditional classrooms and demand greater physical space to accommodate, for example, collaboration and different presentations of learning. Similarly, dependable connectivity and multimedia resources that enable a variety of presentations of learning are needed.

Class-size limits as per the teachers' collective agreement are as follows:

- | | | | |
|------------------------------------|----|----------------------------|----|
| □ English and science lab classes: | 28 | □ Industrial education: | 24 |
| □ Home economics: | 26 | □ Other secondary classes: | 29 |

Existing Situation

Inventory of District Facilities

As part of the Ministry of Education 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 zones, configurations that are based on geographical considerations and represent the current configuration of secondary schools and their feeder elementary schools:

- Barriere Zone
- Chase Zone
- Clearwater Zone
- Logan Lake Zone
- Kamloops
 - Brocklehurst/North Kamloops (Brock/NorKam) Zone
 - Sahali Zone
 - South Kamloops Zone
 - Valleyview Zone
 - Westsyde Zone
 - Kamloops School of the Arts Zone

Portables

As of September 2020, the District has fifty-three (53) 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 Rivers Education Centre (TREC), there are 1,275 students in portables: approximately nine percent (9%) of the total student population.

As of September 2020, forty-eight (48%) of urban elementary schools have portables.

Due to enrolment growth, many elementary schools in Kamloops have had to convert their specialty (multipurpose and LART) rooms to classrooms. The conversion of these classrooms back to their original uses would require twenty-six (26) portables, at an approximate total cost of \$4,550,000 (\$175,000 each).

Room Usages - Elementary Schools

The following tables show the room usage distribution within District elementary schools. These tables show that because of enrolment growth not all schools have the basic core rooms, due to the need for repurposing specialty rooms into classrooms.

Note that a similar analysis has not been completed for secondary schools, as these schools have dedicated specialty classrooms.

Elementary Schools Room Usage by Type

Specialty Room Type	Number of Rooms	Percentage (%) of Total
Classroom	402	79.6
Spare	26	5.1
Sensory	1	0.2
Computer Lab	12	2.4
Music/Multipurpose/Art	23	3.2
LART	19	3.8
Meals/Food Prep Program	5	1.0
Language	1	0.2
District Resource	4	0.8
Daycare/Montessori	11	2.2
Strong Start	7	1.6
Total (including portables)	511	



Elementary Schools Room Distribution - Rural and Urban

Specialty Room Type	Number of Rural Schools With	Percentage (%) of Rural Schools With	Number of Urban Schools With	Percentage (%) of Urban Schools With
Classroom	11	100	22	100
Spare	7	63.6	7	30.4
Sensory	0	0	1	4.3
Computer Lab	6	54.5	6	26.1
Music/Multipurpose/Art	5	45.5	10	47.8
LART	4	36.4	14	65.2
Meals/Food Prep Program	1	9.1	4	17.4
Language	1	9.1	0	18.2
District Resource	0	0	4	17.4
Daycare/Montessori	3	27.3	3	13.0
Strong Start	3	27.2	4	17.4

*Note: Based on the Ministry of Education Area Standards document, not all smaller schools qualify for all types of specialty rooms.

Enrolment Projections

The enrolment projection figures 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, while 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.

COVID has had impacts on school enrolment levels for 2020–2021. The enrolment projections assume that all students that were in a physical school in June 2020 will be back in the same school for September 2021.

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. Much time has been spent over the last year trying to understand and forecast the potential further enrolment growth within the City. As part of this work, several meetings have taken place with the City to glean current information related to its projected growth.

Enrolment projections have been completed out to 2039 to ensure that any long-term strategy is in line with potential growth. This is in alignment with the City’s Official Community Plan (OCP), which goes out to 2039. This is particularly relevant to the District’s capital plan, as the projects take many years to be approved and constructed.

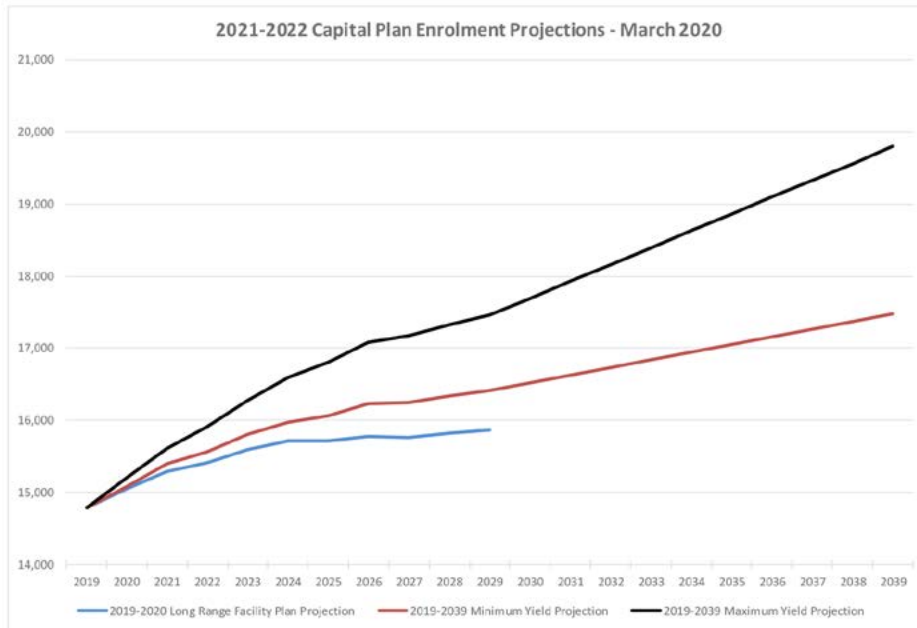
Enrolment projections were prepared with assistance from HS Facilities Planning and were based on information provided by Baragar Systems (custom planning software) demographics. The latter provides annual enrolment forecasts for the District, using a forecasting program that considers information from the birth registry and from family allowance and Canada child benefit (CCB) files. Where needed, local knowledge was added to this information. Importantly, unlike in previous years, the City was able to provide a detailed spreadsheet showing the City’s Development Cost Charge (DCC) related projects, by address, for the next ten (10) years.

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.

These more detailed yield rates were applied to the City’s development information to come up with minimum and maximum yield rate ten (10)-year (2020–2029) enrolment projections for each school catchment area.

Using the same methodology, the information in the City’s OCP was used to calculate out the next ten (10) years (2030–2039). Note that the 2030–2039 information could not be directly correlated to individual school catchments; however, the bulk of the growth forecast occurs within the southeast and southwest sectors of Kamloops.

The following graph shows enrolment projections used for the 2021–2022 capital plan submission.

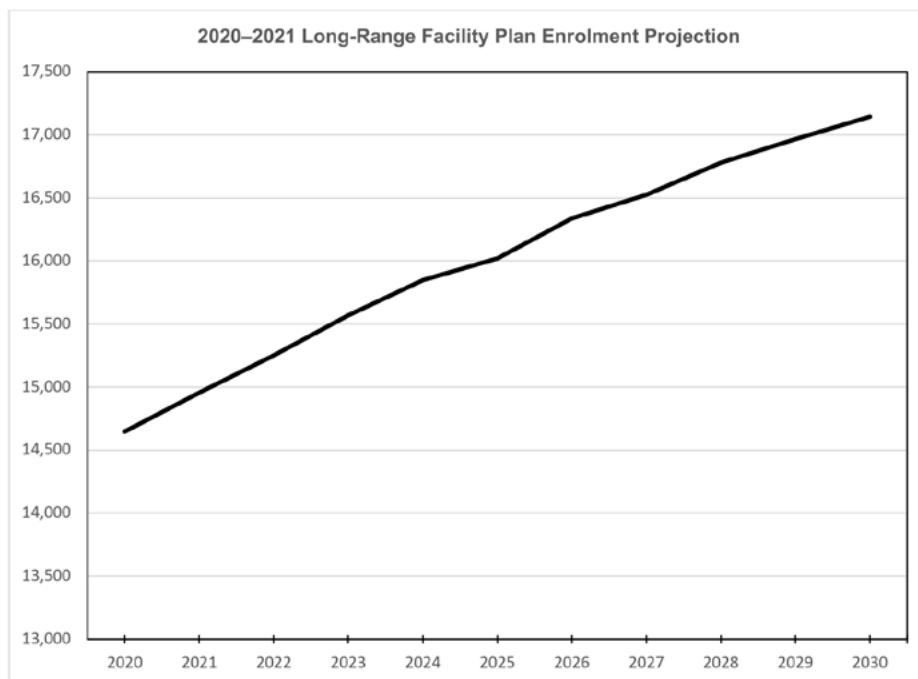


The maximum yield enrolment projection indicates approximately 266 additional students per year through 2029 and an additional 234 students per year from 2029 to 2039. The minimum yield enrolment projection indicates approximately 162 additional students per year through 2029 and an additional 106 students per year from 2029 to 2039.

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 capital 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 the next five to ten (5-10) years. The projection is shown in the following graph of the long-range facility plan enrolment projection.



As this graph shows, SD73 should see consistent growth for the foreseeable future, to at least 2030.

Refer to Appendix D – Projected Enrolments for individual schools’ current and projected enrolments.

Sensitivity Analysis

There is much discussion about the accuracy of enrolment projections, but, by their very definition, projections are not precise. Knowing this, it is necessary to apply sensitivity analysis to see how changes to these projections will impact the District’s facility configurations.

Differences between projected enrolments and actual future enrolments can impact planning in one of three (3) possible ways:

1. Actual future enrolments can be higher than projected enrolments; or,
2. Actual future enrolments can be lower than projected enrolments; or,
3. Actual future enrolments can approximate projected enrolments, but populations may shift within the District.

Applying a sensitivity analysis to these three possibilities gives a clearer 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:

- Find better use for existing program space;
- Make alterations or renovations to existing space;
- Relocate and/or acquire portable space; and/or,
- 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 would create a need for additional space in some areas and surplus space in others.

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

- Alter school boundaries to alleviate overcapacity;
- Find better use for existing program space;
- Make alterations or renovations to existing space;
- Relocate and/or acquire portable space; and/or
- 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 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

These values do not account for 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 actuality. 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, based on the local collective agreement.

The District has been working with the Ministry over the last year to review operating capacities for most schools. The tables provided in this report use the updated values.

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

Challenges for the Future

Areas with Significant Enrolment Pressures

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

South Shore High Schools

South Shore high schools are Sa-Hali Secondary, South Kamloops Secondary, and Valleyview Secondary. These schools serve the southeast and southwest sectors of Kamloops and are where most current growth is happening and most future growth will happen. Current and projected capacity utilizations are shown here in percentages:

School	Current Students in Portables	Current Capacity Utilization	2025-2026 Capacity Utilization	2030-2031 Capacity Utilization
Sa-Hali Secondary	19%	129%	154%	180%
South Kamloops Secondary	8%	92%	102%	102%
Valleyview Secondary	32%	140%	89%	105%

Currently, Sa-Hali Secondary has seven (7) portables, South Kamloops Secondary has three (3) portables, and Valleyview Secondary has twelve (12) portables.

Elementary Schools

Several elementary schools in Kamloops have over 400 students. Principals in these schools have indicated that 420-450 (depending on the school's physical size) students is the maximum number of students an elementary school should not optimally exceed. Although the District can continue to provide increasing numbers of portables, a practical limit exists. As schools approach these maximum enrolments, school catchment changes will likely be necessary.

Westmount Elementary

Westmount Elementary serves the Westmount and Batchelor Heights areas of Kamloops. The Batchelor Heights area has seen significant new development over the past (ten) 10 years. Current and projected capacity utilizations are shown here in percentages:

School	Current Students in Portables	Current Capacity Utilization	2025-2026 Capacity Utilization	2030-2031 Capacity Utilization
Westmount Elementary	39%	164%	171%	172%

Currently, Westmount Elementary has five (5) portables.

Southwest Sector Elementary Schools

According to the City of Kamloops Official Community Plan (OCP), the southwest sector is the highest growth area within Kamloops over the near and long-term future. Four (4) schools serve this area of Kamloops. Current and projected capacity utilizations are shown here in percentages:

School	Current Students in Portables	Current Capacity Utilization	2025-2026 Capacity Utilization	2030-2031 Capacity Utilization
Aberdeen Elementary	0%	106%	109%	109%
Dufferin Elementary	11%	130%	142%	192%
McGowan Park Elementary	24%	160%	182%	193%
Pacific Way Elementary	20%	144%	171%	228%

Juniper Ridge Elementary

Juniper Ridge Elementary continues to have steady growth due to the development in Juniper Ridge. Current and projected capacity utilizations are shown here in percentages:

School	Current Students in Portables	Current Capacity Utilization	2025-2026 Capacity Utilization	2030-2031 Capacity Utilization
Juniper Ridge Elementary	15%	143%	161%	182%

Dallas Elementary

Dallas Elementary continues to have steady growth as a result of the development in the eastern areas of Kamloops. Current and projected capacity utilizations are shown here in percentages:

School	Current Students in Portables	Current Capacity Utilization	2025-2026 Capacity Utilization	2030-2031 Capacity Utilization
Dallas Elementary	13%	131%	165%	188%

Small Community Elementary Schools

The District will continue to monitor the following small community elementary schools to ensure that quality educational programs can continue to be provided at current and future enrolment levels:

- Blue River Elementary
- Heffley Creek Elementary
- Vavenby Elementary
- Westwold Elementary

The District will also monitor the cost structures of these schools to determine if funding can be applied for under the Rural Education Enhancement Fund.

Sun Peaks Elementary has experienced consistent growth as the population of Sun Peaks Mountain Resort Municipality [referred to as “Sun Peaks”] increases and because many students choose to attend school in Sun Peaks rather than at Heffley Creek Elementary or Rayleigh Elementary. The current arrangement with Sun Peaks is that Sun Peaks provides space for the school and the District provides the educational programming, including teachers. Sun Peaks and the District must continue to work together to keep providing a quality educational program for Sun Peaks students.

Sun Peaks and the District continue to have discussions regarding the site in Sun Peaks that is designated for school use, and how to utilize that site until a capital project is approved by the Ministry.

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 will need to respond to enrolment pressures prior to the approval and funding of capital projects by the Ministry of Education.

As mentioned earlier in this report, 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.

Based on that assumption and on the next five (5) years of enrolment projections, the District must add classroom spaces in the years listed in the following table. These new spaces will be provided via the repurposing of classrooms currently in use for other purposes and/or the acquisition of portables. It is evident from this table that to relieve enrolment pressure at some schools, catchment changes will be required in the next five (5) years.



	Additional Classroom Spaces Required - Next 5 Years	# of Specialty Rooms or Spare Rooms to be Re-Purposed to Classrooms					New Portables				
		2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
<u>Brock-Norkam Zone</u>											
AE Perry Elementary	1										1
Arthur Hatton Elementary	1										1
Bert Edwards Science & Tech School											
Heffley Creek Elementary											
Kay Bingham Elementary											
Parkcrest Elementary	2						1	1			
Rayleigh Elementary											
Sun Peaks Elementary											
Brocklehurst Middle School	3						2	1			
Norkam Secondary	3		1	1	1						
<u>Barriere Zone</u>											
Barriere Elementary											
Barriere Secondary											
<u>Chase Zone</u>											
Haldane Elementary											
Chase Secondary											
<u>Clearwater Zone</u>											
Blue River Elementary											
Raft River Elementary	2	1	1								
Vavenby Elementary	1	1									
Clearwater Secondary											
<u>Logan Lake Zone</u>											
Logan Lake Elementary	2	1		1							
Logan Lake Secondary											
<u>Sa-Hali Secondary Zone</u>											
Dufferin Elementary	3	1							1		1
McGowan Park Elementary	4	1							2		1
Pacific Way Elementary	3						1		1		1
Summit Elementary											
Sa-Hali Secondary	5							2		2	1
<u>South Kamloops Secondary Zone</u>											
Aberdeen Elementary	1	1									
Beattie Elementary	5	1					1	1		1	1
Lloyd George Elementary											
Savona Elementary											
South Sa-Hali Elementary											
South Kamloops Secondary	4	2	1	1							
<u>Valleyview Secondary Zone</u>											
Dallas Elementary	2						1	1			
Juniper Ridge Elementary	3						1			1	1
Marion Schilling Elementary	6						1	1		2	1
Robert L. Clemiston Elementary	1	1									
Westwold Elementary											
Valleyview Secondary											
<u>Westsyde Secondary Zone</u>											
Arthur Stevenson Elementary	1										1
David Thompson Elementary	2	2									
Pinantan Elementary											
Westmount Elementary											
Westsyde Elementary	1			1							
Westsyde Secondary	2	1		1							
Kamloops School of the Arts											
Twin Rivers Educ. Ctr./Four Directions											
Totals		13	3	5	1	0	8	7	4	7	9

Cost of new portables (\$175,000 per unit)

2021	\$ 1,400,000	
2022	\$ 300,000	Portables will be available from Valleyview Secondary opening
2023	\$ 700,000	
2024	\$ -	Portables will be available from Parkcrest opening
2025	\$ 1,575,000	

Cost of Renovations \$200,000

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 projection. Catchment areas will have a combination of interim measures that 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)
- Two new elementary schools in Aberdeen
- One new secondary school in Aberdeen

Interim Measures - Elementary

- Add portables to existing schools until new schools are open.
- Complete a catchment area review for Aberdeen Elementary and Pacific Way Elementary to determine appropriate catchment boundary changes to relieve pressure at Pacific Way Elementary; consequently, portables will be required at Aberdeen.
- Complete a further catchment area review once Pineview Valley Elementary is open, as Pineview Valley will free up space in McGowan Park, thus allowing for a catchment change between McGowan Park and Pacific Way.

Interim Measures - Secondary

- Add portables to existing schools until new schools are open.
- Complete a catchment area review for Sa-Hali Secondary and South Kamloops Secondary to determine appropriate catchment boundary changes to relieve pressure at Sa-Hali; consequently, additional portables will be required at South Kamloops.
- Review shifting some of the international student population from Sa-Hali to other secondary schools.

Dallas, Juniper Ridge, Valleyview

Ministry-Funded Capital Projects

- One new elementary school in Juniper Ridge West
- A new larger-capacity replacement school for Dallas Elementary

Interim Measures - Elementary

- Add portables to existing schools until new schools are open.
- Reopen Ralph Bell as a K–7 elementary school.
- Complete a catchment area review for Juniper Ridge Elementary and Marion Schilling Elementary to determine appropriate catchment boundary changes to relieve pressure at both schools.
- Complete a catchment area review for Dallas Elementary and RL Clemitson Elementary to determine appropriate catchment boundary changes to relieve pressure at Dallas.

North Kamloops, Brocklehurst

Ministry-Funded Capital Projects

- Rebuild Parkcrest Elementary
- Build an addition to Brocklehurst Middle School

Interim Measures - Elementary

- Add portables to existing schools until new schools are open.
- Once Parkcrest Elementary is open, review the use of Happyvale Elementary, which could allow for catchment area changes with Kay Bingham Elementary and AE Perry Elementary and free up space at those two schools.

Interim Measures - Secondary

- Add portables to existing schools until the Brocklehurst Middle School addition is built. Further review of the maximum appropriate size of a Middle School should be undertaken. This review may, or may not, revise the capital plan for Brocklehurst Middle School.
- NorKam Secondary is expected to have sufficient capacity to accommodate enrolment growth.

Westsyde

Ministry-Funded Capital Project

- One new elementary school in Batchelor Heights

Interim Measures - Elementary

- Add portables to existing schools until the new school is open.

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 significant enrolment growth that would require significant changes to existing configurations.

Ministry-Funded Capital Project

- One new K-12 school in Sun Peaks



Capital Plan

The capital plan submitted in June 2020 has the following requests (presented here in order of priority):

New Schools

- Elementary school in Pineview Valley
- Elementary school in Batchelor Heights
- Secondary school in Aberdeen
- Elementary school in Juniper West
- K-12 school in Sun Peaks

Replacement Schools

- Parkcrest Elementary
- Dallas Elementary - increased capacity
- South Kamloops Secondary
- Bert Edwards Elementary
- Kay Bingham Elementary
- Raft River Elementary
- AE Perry Elementary
- Marion Schilling Elementary
- Beattie Elementary

Additions to Schools

- Addition to Brocklehurst Middle School

Site Acquisitions

- Secondary school site in Aberdeen
- Elementary school site in Aberdeen East

- Elementary school site in Aberdeen West

Future capital plans will include one of the new elementary schools in Aberdeen.

Beattie Elementary and Marion Schilling Elementary need to 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 what type of project is requested when looking to mitigate enrolment pressures.



Facilities Renewal



The District's capital plan is based on delivering energy efficient, safe and modern schools that include environments that are conducive to positive learning experiences for all students.

School buildings are considered to have a useful life of about sixty (60) years. Currently, approximately eighty-seven percent (87%) of the District's school buildings are over forty (40) years old, and fifty-eight percent (58%) are over fifty (50) years old.

This means that a large portion of SD73's school buildings will be at the end of their useful lives in less than ten to twenty (10–20) years. The District has a long history of using all available funding for maintenance upgrades of its schools to the highest extent possible. As a result, SD73's buildings are in good condition relative to their age.

Currently, SD73 relies upon the Annual Facilities Grant, some operating funds, and grants such as the School Enhancement Program and the Carbon Neutral Capital Program to maintain buildings to the highest standard possible, given the available funding. However, based on information in the Ministry of Education Capital Asset Management System (CAMS), there still exists a significant gap between the funding provided and that required. As its school buildings continue to age, this gap will make it impossible for the District to maintain its buildings to current standards.

Given the length of time it takes to construct or replace space, facilities replacement is a medium- to long-term process. However, the District is working to identify needs so that replacement projects can be queued.

Knowing that facilities renewal is a long-term process, the District must lobby the Ministry for increased Annual Facilities Grant and School Enhancement Program funding to ensure that SD73 can continue to have its buildings maintained in a condition that provides good learning environments, until school building replacement funding becomes available.

Transportation of Students

Due to 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 guidelines around walk limits. Although the Ministry indicates that there is no requirement to provide students with transportation, the Ministry is targeting funding for support of 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, although no new routes were required for September 2020.

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

- 2022-2023: one (1) new bus route and one (1) new bus
- 2023-2024: one (1) new bus route and one (1) new bus
- 2024-2025: one (1) new bus route and one (1) new bus

Currently, the District's Kamloops transportation site is at maximum capacity for parking buses when they are not transporting students. The District has an agreement with BC Transit to use spaces for bus parking at BC Transit's Ord Road site. For the longer term, the District needs to look for 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	# Portables	Elementary	Strong Start	Secondary	Sports Academy	Aboriginal Education	French Immersion	District Resource Room	District Trades	Montessori	Daycare	International Students
<u>Brock-Norkam Zone</u>													
A. E. Perry Elementary	K-6		X	X			X						
Arthur Hatton Elementary	K-6		X	X			X						
Bert Edwards Science & Tech School	K-6		X				X		X				
Heffley Creek Elementary	K-3		X										
Kay Bingham Elementary	K-6		X				X						
Parkcrest Elementary	K-6	2	X				X						
Rayleigh Elementary	K-6		X				X						
Sun Peaks Elementary	K-7		X										
Brocklehurst Middle School	7-9	2	X		X	X	X		X				
Norkam Secondary	10-12				X		X		X	X			X
<u>Barriere Zone</u>													
Barriere Elementary	K-7		X	X			X						
Barriere Secondary	8-12				X		X						
<u>Chase Zone</u>													
Haldane Elementary	K-7		X	X			X						
Chase Secondary	8-12				X		X						
<u>Clearwater Zone</u>													
Blue River Elementary	K-7		X										
Raft River Elementary	K-7		X	X			X						
Vavenby Elementary	K-3		X										
Clearwater Secondary	8-12				X		X						X
<u>Logan Lake Zone</u>													
Logan Lake Elementary	K-4		X				X					X	
Logan Lake Secondary	5-12		X		X		X						
<u>Sa-Hali Secondary Zone</u>													
Dufferin Elementary	K-7	1	X				X						
McGowan Park Elementary	K-7	4	X				X		X				
Pacific Way Elementary	K-7	3	X				X						
Summit Elementary	K-7		X				X						
Sa-Hali Secondary	8-12	7			X		X		X				X
<u>South Kamloops Secondary Zone</u>													
Aberdeen Elementary	K-7		X				X				X	X	
Beattie Elementary	K-7		X	X			X						
Lloyd George Elementary	K-7	1	X				X	X					
Savona Elementary	K-7		X				X						
South Sa-Hali Elementary	K-7	1	X				X	X				X	
South Kamloops Secondary	8-12	3			X		X	X					X
<u>Valleyview Secondary Zone</u>													
Dallas Elementary	K-7	2	X				X						
Juniper Ridge Elementary	K-7	3	X				X						
Marion Schilling Elementary	K-7	1	X	X			X		X				
Robert L. Clemitson Elementary	K-7		X				X						
Westwold Elementary	K-5		X										
Valleyview Secondary	8-12	12			X	X	X		X				X
<u>Westside Secondary Zone</u>													
Arthur Stevenson Elementary	K-7		X				X						
David Thompson Elementary	K-7		X				X						
Pinantan Elementary	K-7		X										
Westmount Elementary	K-7	5	X				X						
Westside Secondary	8-12				X		X		X				X
Kamloops School of the Arts	K-12	1	X		X		X		X				X
Twin Rivers Educ. Ctr./Four Directions	8-12				X		X						
Leased Space - Northhills Mall	Cont. Ed												

Appendix B - List of Administration and other Facilities

Administration Buildings		Notes
Board Office		
Kamloops Maintenance		
Kamloops Transportation		
Barriere Transportation		
Clearwater Maintenance and Transportation		
Henry Grube Education Centre		
Closed Former Schools	Date Closed	
Barriere Ridge Primary	2003	Building rented to District of Barriere and YHCS
Chase Primary	2003	Building vacant
Dutch Lake Elementary	2003	Building leased to District of Clearwater
George Hilliard Elementary	2010	Building houses Parkcrest Elementary
John Tod Elementary	2010	Building leased to City of Kamloops
1111 Tranquille Rd	1989	Building leased to Chris Rose Therapy Centre for Autism
Pineridge Elementary	2003	Building houses SD73 International Student Program and Online Learning
Ralph Bell Elementary	2010	Building leased to multiple daycares
Tranquille Valley Elementary	2007	Portables removed; site vacant
Other Buildings		
Old Barriere Board Office		Building vacant
Old Clearwater Board Office		Used by schools
Holway Road	Kamloops	Leased to Child Development Centre

Appendix C - List of Unused Sites

Unused Sites		
Louis Creek Site	Barriere	Empty Lot
Boulder Mountain Lot	Barriere	Empty Lot
Chase Creek Site	Chase	Empty Lot
Birch Island Lot	Clearwater	Empty Lot
Lot Across From Clearwater Bus Garage	Clearwater	Empty Lot
Lot Behind Clearwater Bus Garage	Clearwater	Empty Lot
Sunshine Valley Lot	Clearwater	Empty Lot
McMurphy Vacant Lot	Clearwater	Empty Lot
Tranquille Valley	Kamloops	Empty Lot
Lot Beside Sahali Secondary	Kamloops	Empty Lot
Dallas Lot	Kamloops	Empty Lot
Barnhartvale Lot	Kamloops	Empty Lot
Red Lake Lot	Kamloops	Empty Lot
Robbins Range Lot	Kamloops	Empty Lot
Former Pinantan School Lot	Kamloops	Empty Lot
Batchelor Heights Lot	Kamloops	Empty Lot
Greenfield Lot	Kamloops	Empty Lot
Parkcrest Park	Kamloops	Empty Lot
Pineview Valley lot	Kamloops	Empty Lot
Small Lot Beside Dallas Elementary	Kamloops	Empty Lot

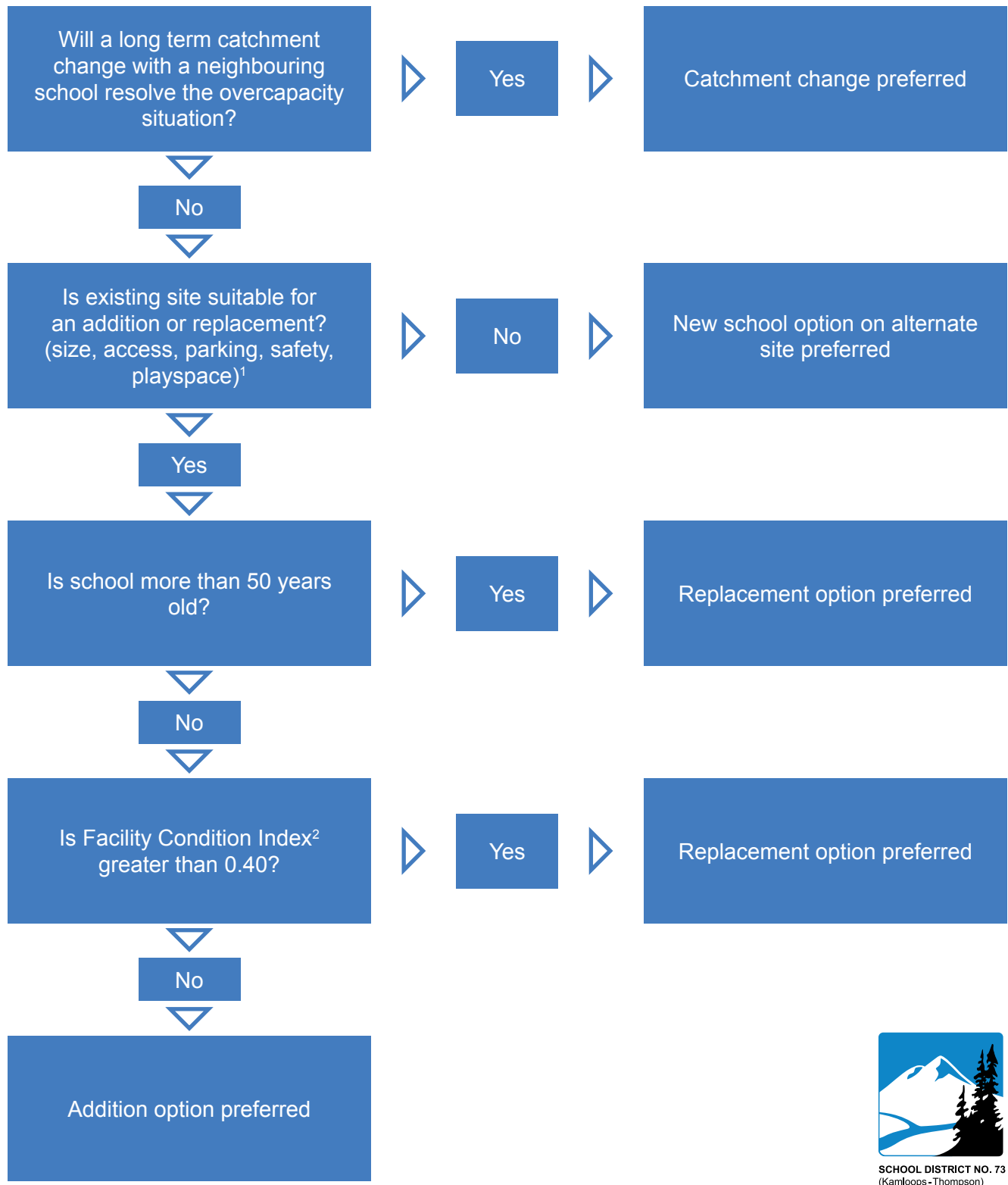
Appendix D - Projected Enrolments

	Grades	Ministry	Adjusted	Projected Enrolment									
		Operating	Enrolment	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Capacity											
<u>Brock-Norkam Zone</u>													
A. E. Perry Elementary	K-6	294	302	295	305	309	310	320	327	335	347	351	359
Arthur Hatton Elementary	K-6	317	246	250	253	254	258	265	263	265	271	280	284
Bert Edwards Science & Tech	K-6	341	260	256	250	252	251	253	251	252	252	252	252
Heffley Creek Elementary	K-3	145	17	16	14	17	19	18	18	16	17	17	17
Kay Bingham Elementary	K-6	341	318	319	334	323	327	335	345	347	351	354	357
Parkcrest Elementary	K-6	337	359	379	390	396	421	459	460	457	454	455	454
Rayleigh Elementary	K-6	298	193	198	198	197	200	198	196	190	184	186	189
Sun Peaks School	K-9	114	124	129	128	126	126	120	125	125	126	126	127
Brocklehurst Middle School	7-9	750	756	810	815	855	847	858	856	897	936	906	875
Norkam Secondary	10-12	1,025	726	753	787	800	829	820	856	849	858	856	874
<u>Barriere Zone</u>													
Barriere Elementary	K-7	271	212	213	206	193	195	193	189	186	179	177	179
Barriere Secondary	8-12	325	205	205	214	218	213	200	206	195	189	175	175
<u>Chase Zone</u>													
Haldane Elementary	K-7	271	251	249	244	256	254	254	239	248	245	245	243
Chase Secondary	8-12	375	221	236	240	235	235	237	245	228	224	233	236
<u>Clearwater Zone</u>													
Blue River Elementary	K-7	132	9	10	10	9	9	9	9	9	9	9	9
Raft River Elementary	K-7	322	255	275	289	288	299	302	299	300	298	286	280
Vavenby Elementary	K-3	166	27	37	50	50	52	56	60	59	61	57	47
Clearwater Secondary	8-12	725	207	189	183	179	170	165	173	187	187	212	228
<u>Logan Lake Zone</u>													
Logan Lake Elementary	K-4	261	113	121	124	137	137	133	129	125	115	113	112
Logan Lake Secondary	5-12	325	128	130	148	150	161	165	168	174	181	184	185
<u>Sa-Hali Secondary Zone</u>													
Dufferin Elementary	K-7	178	231	230	218	234	249	253	265	277	292	319	342
McGowan Park Elementary	K-7	267	426	424	441	465	474	487	502	514	515	518	514
Pacific Way Elementary	K-7	271	391	412	417	443	449	464	515	538	565	584	617
Summit Elementary	K-7	271	251	237	239	236	237	245	251	260	264	271	269
Sa-Hali Secondary	8-12	725	936	979	1039	1048	1103	1115	1137	1155	1219	1249	1302
<u>South Kamloops Secondary Zone</u>													
Aberdeen Elementary	K-7	383	407	422	432	427	423	419	417	415	412	416	416
Beattie Elementary	K-7	275	297	320	338	356	365	385	409	398	400	399	399
Lloyd George Elementary	K-7	387	441	440	442	442	438	440	444	445	444	442	440
Savona Elementary	K-7	135	47	45	45	48	46	48	50	49	49	50	50
South Sa-Hali Elementary	K-7	341	383	377	367	371	359	358	363	363	362	362	360
South Kamloops Secondary	8-12	975	897	932	953	984	999	997	992	984	995	992	994
<u>Valleyview Secondary Zone</u>													
Dallas Elementary	K-7	317	416	427	466	491	508	524	546	552	574	581	595
Juniper Ridge Elementary	K-7	341	487	498	513	525	542	549	551	577	588	612	621
Marion Schilling Elementary	K-7	294	285	294	317	331	359	380	410	445	470	497	513
Robert L. Clemitson Elementary	K-7	411	325	325	310	299	300	317	322	327	336	340	351
Westwold Elementary	K-5	112	12	12	11	12	13	14	14	15	15	15	15
Valleyview Secondary	8-12	675	948	960	963	996	1035	1055	1115	1160	1179	1206	1260
<u>Westsyde Secondary Zone</u>													
Arthur Stevenson Elementary	K-7	294	326	322	313	321	326	319	335	325	322	332	312
David Thompson Elementary	K-7	294	231	231	251	250	256	257	264	272	282	284	265
Pinantan Elementary	K-7	89	51	45	43	47	46	46	41	41	39	42	42
Westmount Elementary	K-7	201	329	336	329	340	345	344	352	351	344	345	346
Westsyde Elementary	K-7	275	194	196	203	214	219	209	214	213	217	214	206
Westsyde Secondary	8-12	975	710	727	743	765	775	770	755	750	757	764	774
Kamloops School of the Arts	K-12	457	510	504	499	493	488	484	477	473	473	475	476
Twin Rivers Educ. Ctr./Four Directions	8-12	200	187	190	176	185	183	182	183	183	183	183	183
Rural Schools Total		3,768	1,879	1,912	1,949	1,965	1,975	1,960	1,965	1,957	1,934	1,941	1,945
Kamloops Schools Total		12,510	12,768	13,043	13,301	13,602	13,875	14,061	14,373	14,569	14,846	15,025	15,199
District Totals		16,278	14,647	14,955	15,250	15,567	15,850	16,021	16,338	16,526	16,780	16,966	17,144

Appendix E - School Capacities and Capacity Utilizations

	Grades	Ministry Operating Capacity	Actual 2020	Projected Capacity Utilization									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<u>Brock-Norkam Zone</u>													
A. E. Perry Elementary	K-6	294	103%	100%	104%	105%	105%	109%	111%	114%	118%	119%	122%
Arthur Halton Elementary	K-6	317	78%	79%	80%	80%	81%	84%	83%	84%	85%	88%	90%
Bert Edwards Science & Tech	K-6	341	76%	75%	73%	74%	74%	74%	74%	74%	74%	74%	74%
Heffley Creek Elementary	K-3	145	12%	11%	10%	12%	13%	12%	12%	11%	12%	12%	12%
Kay Bingham Elementary	K-6	341	93%	94%	98%	95%	96%	98%	101%	102%	103%	104%	105%
Parkcrest Elementary	K-6	337	107%	112%	116%	118%	88%	96%	97%	96%	95%	96%	95%
Rayleigh Elementary	K-6	298	65%	66%	66%	66%	67%	66%	66%	64%	62%	62%	63%
Sun Peaks Elementary	K-7	114	109%	113%	112%	111%	111%	105%	110%	110%	111%	111%	112%
Brocklehurst Middle School	7-9	750	101%	108%	109%	114%	113%	114%	114%	120%	125%	121%	117%
Norkam Secondary	10-12	1025	71%	73%	77%	78%	81%	80%	84%	83%	84%	84%	85%
<u>Barriere Zone</u>													
Barriere Elementary	K-7	271	78%	79%	76%	71%	72%	71%	70%	69%	66%	65%	66%
Barriere Secondary	8-12	325	63%	63%	66%	67%	66%	62%	63%	60%	58%	54%	54%
<u>Chase Zone</u>													
Haldane Elementary	K-7	271	93%	92%	90%	94%	94%	94%	88%	92%	90%	90%	90%
Chase Secondary	8-12	375	59%	63%	64%	63%	63%	63%	65%	61%	60%	62%	63%
<u>Clearwater Zone</u>													
Blue River Elementary	K-7	132	7%	8%	8%	7%	7%	7%	7%	7%	7%	7%	7%
Raft River Elementary	K-7	322	79%	85%	90%	89%	93%	94%	93%	93%	93%	89%	87%
Vavenby Elementary	K-3	166	16%	22%	30%	30%	31%	34%	36%	36%	37%	34%	28%
Clearwater Secondary	8-12	725	29%	26%	25%	25%	23%	23%	24%	26%	26%	29%	31%
<u>Logan Lake Zone</u>													
Logan Lake Elementary	K-4	261	43%	46%	48%	52%	52%	51%	49%	48%	44%	43%	43%
Logan Lake Secondary	5-12	325	39%	40%	46%	46%	50%	51%	52%	54%	56%	57%	57%
<u>Sa-Hali Secondary Zone</u>													
Dufferin Elementary	K-7	178	130%	129%	122%	131%	140%	142%	149%	156%	164%	179%	192%
McGowan Park Elementary	K-7	267	160%	159%	165%	174%	178%	182%	188%	193%	193%	194%	193%
Pacific Way Elementary	K-7	271	144%	152%	154%	163%	166%	171%	190%	199%	208%	215%	228%
Summit Elementary	K-7	271	93%	87%	88%	87%	87%	90%	93%	96%	97%	100%	99%
Sa-Hali Secondary	8-12	725	129%	135%	143%	145%	152%	154%	157%	159%	168%	172%	180%
<u>South Kamloops Secondary Zone</u>													
Aberdeen Elementary	K-7	383	106%	110%	113%	111%	110%	109%	109%	108%	108%	109%	109%
Beattie Elementary	K-7	275	108%	116%	123%	129%	133%	140%	149%	145%	145%	145%	145%
Lloyd George Elementary	K-7	387	114%	114%	114%	114%	113%	114%	115%	115%	115%	114%	114%
Savona Elementary	K-7	135	35%	33%	33%	36%	34%	36%	37%	36%	36%	37%	37%
South Sa-Hali Elementary	K-7	341	112%	111%	108%	109%	105%	105%	106%	106%	106%	106%	106%
South Kamloops Secondary	8-12	975	92%	96%	98%	101%	102%	102%	102%	101%	102%	102%	102%
<u>Valleyview Secondary Zone</u>													
Dallas Elementary	K-7	317	131%	135%	147%	155%	160%	165%	172%	174%	181%	183%	188%
Juniper Ridge Elementary	K-7	341	143%	146%	150%	154%	159%	161%	162%	169%	172%	179%	182%
Marion Schilling Elementary	K-7	294	97%	100%	108%	113%	122%	129%	139%	151%	160%	169%	174%
RL Clemitson Elementary	K-7	411	79%	79%	75%	73%	73%	77%	78%	80%	82%	83%	85%
Westwold Elementary	K-5	112	11%	11%	10%	11%	12%	13%	13%	13%	13%	13%	13%
Valleyview Secondary	8-12	675	140%	142%	80%	83%	86%	88%	93%	97%	98%	101%	105%
<u>Westsyde Secondary Zone</u>													
Arthur Stevenson Elementary	K-7	294	111%	110%	106%	109%	111%	109%	114%	111%	110%	113%	106%
David Thompson Elementary	K-7	294	79%	79%	85%	85%	87%	87%	90%	93%	96%	97%	90%
Pinantan Elementary	K-7	89	57%	51%	48%	53%	52%	52%	46%	46%	44%	47%	47%
Westmount Elementary	K-7	201	164%	167%	164%	169%	172%	171%	175%	175%	171%	172%	172%
Westsyde Elementary	K-7	321	71%	71%	74%	78%	80%	76%	78%	77%	79%	78%	75%
Westsyde Secondary	8-12	975	73%	75%	76%	78%	79%	79%	77%	77%	78%	78%	79%
Kamloops School of the Arts	K-12	457	112%	110%	109%	108%	107%	106%	104%	104%	104%	104%	104%
Twin Rivers Educ. Ctr./Four Directions	8-12	200	94%	95%	88%	93%	92%	91%	92%	92%	92%	92%	92%
Rural Schools Total		3,768	50%	51%	52%	52%	52%	52%	52%	52%	51%	52%	52%
Kamloops Schools Total		12,510	102%	104%	106%	109%	111%	112%	115%	116%	119%	120%	121%
District Total		16,278	90%	92%	94%	96%	97%	98%	100%	102%	103%	104%	105%

Appendix F - Overcapacity and Capital Plan Guiding Principles



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 Capital Asset Management System.

