



Public Board Organizational Meeting

Wednesday February 12, 2020

6:30 – 7:00 p.m.

FFCA North Middle School

211 McKnight Blvd. NE

Calgary, AB

Invitees: All Directors, Central Office Executive Team, all interested FFCA stakeholders

6:30 p.m. CALL TO ORDER

- | | |
|--|--|
| 1. Oath of Office | Constable Steven Payne
Calgary Police Service |
| 2. Housekeeping | Roger Nippard |
| 2.1 Advice to Payroll | |
| 2.2 Acceptable Internet Usage | |
| 2.3 Confidentiality Agreement | |
| 2.4 Disclosure of Personal Interests | |
| 2.5 Declaration of Key Management Personnel -
Financial Reporting | |
| 2.6 Criminal Record Check | |
| 2.7 Intervention Record Check | |
| 3. Election of Board Officers | Roger Nippard |
| 3.1 Chair | |
| 3.2 Vice-Chair | |
| 3.3 Treasurer | |
| 3.3.1 Motion re Role of Treasurer | |
| 3.4 Secretary | |
| 3.4.1 Motion re Role of Secretary | |
| 4. Appointment to Board Committees/Committee Chair
Selection | Board Chair |
| 4.1 Executive Committee | |
| 4.2 Policy and Performance Committee | |
| 4.3 Communications and Community Relations Committee | |
| 4.4 Audit Committee | |
| 4.5 TAAPCS Committee | |
| 5. Review of Banking Arrangements | “ |
| 6. Review of Audit Arrangements | “ |
| 7. Review of Director Handbook | “ |
| 8. Work Plan | “ |

ADJOURNMENT: by 3:00 p.m.

NEXT PUBLIC MEETING: April 15, 2020

ORGANIZATIONAL MEETING MOTIONS – February 12, 2020

3.3.1 20/02/12 – 10A Role of the Treasurer

Background: The FFCA Bylaws state: “The Board may delegate these duties (*i.e. treasurer*) to a paid staff member responsible to the Board of Directors. The Treasurer and any such paid staff member shall be bondable.”

MOVED by _____ and seconded by _____ that the duties of Treasurer be delegated to the Secretary-Treasurer (FFCA).

3.4.1 20/02/12 – 20A Role of the Secretary

Background: The FFCA Bylaws state: “The Board can vote to delegate the duties of the Secretary to a Staff member.”

MOVED by _____ and seconded by _____ that the duties of Secretary be delegated to the Executive Assistant to the Superintendent (FFCA), but specific duties may be recalled or re-delegated at the Secretary's discretion upon notification to the Superintendent.



Public Board Meeting

February 12, 2020

7:00-9:00 p.m.

FFCA North Middle School

211 McKnight Blvd. NE

Calgary, AB

Invitees: All Directors, Central Office Executive Team, all interested FFCA stakeholders

AGENDA

7:00 p.m. CALL TO ORDER

- | | |
|--|--|
| 1. Review of Meeting Agenda | Chair |
| 2. Approval of Consent Agenda – Motion
Minutes Dec. 11, 2019; Correspondence | Chair |
| 3. Campus Reports
3.1 Reading Resource | Jodie DeVries |
| 4. Superintendent’s Report | Roger Nippard |
| 5. Information Items
5.1 Technology Report
5.2 Standing Item: Administrative Procedures Update
5.3 Standing Item: Strategic/Education Plan Update | Chair
Jeff Cullen
Kurtis Leinweber
“ |
| 6. Discussion Items
6.1 Resource Fees – Motion
6.2 Transportation Fees - Motion
6.3 Capital Plan (attached) – Motion
6.4 ADO Elimination Plan (attached) – Motion | Chair
Reta Morgan
“
“
“ |
| 7. Committees
7.1 Charter Board Committee of the Whole
7.2 Executive Committee
7.3 Communications & Community Relations Committee
7.4 Policy & Performance Review Committee
7.5 Audit Committee
7.6 TAAPCS Board Rep Report
7.7 Director Highlights | Chair
“
“
Director
Director
Director
Director
Chair |
| 8. Open to Gallery | Chair |

ADJOURNMENT: by 9:00 p.m.
NEXT PUBLIC MEETING: April 15, 2020 @ NWE
FUTURE AGENDA ITEMS: 2021-22 Calendars

FEBRUARY 12, 2020 MEETING MOTIONS

CONSENT AGENDA

20/02/12-1CA

MOVED by Director _____ and seconded by Director _____ that the Consent Agenda for Feb. 12, 2020 be approved as presented.

.....that the minutes of the Dec. 11, 2019 Public Board Meeting be approved as presented.

.....that the Board receive any correspondence received since the last Public Board Meeting.

REGULAR AGENDA

6.1 20/02/12-1RA Resource Fees

MOVED by Director _____ and seconded by Director _____ that the 2020-2021 FFCA Resource Fees be approved as presented.

Kindergarten	\$115.00
Grades 1 to 6	\$145.00
Grades 7 to 12	\$195.00
Family Maximum	\$450.00

Families who qualify for the Resource Fee Subsidy will be expected to pay \$50/student.

6.2 20/02/12-2RA Transportation Fees

MOVED by Director _____ and seconded by Director _____ that the 2020-2021 FFCA Transportation Fees be approved at 2019-20 levels as presented.

Kindergarten	\$425.00
Grades 1-12 (2-way)	\$855.00
Grades 1-12 (1-way)	\$770.00
Shuttle (1-way)	\$200.00
Family Maximum	\$2285.00

Families who qualify for the Transportation Fee Subsidy will be expected to pay \$325/student.

6.3 20/02/12-3RA Capital Plan

MOVED by Director _____ and seconded by Director _____ that the 2021-2024 Capital Plan be approved as presented.

6.4 20/02/12-4RA ADO Elimination Plan

MOVED by Director _____ and seconded by Director _____ that the Accumulated Deficit from Operations Elimination Plan be approved as presented and forwarded to Alberta Education.



Public Board Meeting

December 11, 2019

6:00-8:00 p.m.

FFCA Central Office

#110, 7000 Railway St. SE

Calgary, AB

Attendees:

Board & Administration: Chair Jeff Wilson, Vice-Chair Faruq Suleman, Director Rizvan Bharmal, Director Sumara Diaz, Director Jenny Hill, Director Naren Makwana, Director Jehn Scantlebury, Director Randall Spahl, Director Robert Zagorsky, Superintendent Roger Nippard, Deputy Superintendent Kurtis Leinweber, Secretary Treasurer Reta Morgan, Coordinator of Instruction Joan Burke, Coordinator of School Services Lorne McDonald, Director of Technology Jeff Cullen, Executive Assistant Meredith Poole

Gallery: Cindy McGlashan-Beaucage, Tanya Borthwick, Wayne Weinheimer, Andrew Chu

MINUTES

6:00 p.m. CALL TO ORDER – Chair Wilson began the meeting by expressing the sympathies of the Board to the Schroh family on the recent tragic loss of their beloved wife and mother, and our former dedicated Board member, Shelley Schroh. The Board will be entertaining ideas for an appropriate legacy to honour Shelley's long and devoted service to the Board, and to FFCA in general. She will be truly missed.

1. Review of Meeting Agenda
2. Approval of Consent Agenda
19/12/11-1CA
MOVED by Director Hill and seconded by Director Diaz that the Consent Agenda for Dec. 11, 2019 be approved as presented. CARRIED.
(That the minutes of the Nov. 20, 2019 Public Board Meeting be approved as presented.)
3. Campus Reports – No report.
4. Superintendent's Report – i) Sincere condolences to the Schroh family were expressed on behalf of FFCA Senior Administration and staff; a service is planned at our South Middle School campus, 1:00 p.m. on Saturday Dec. 14; ii) a day was spent touring campuses to review PGP's; staff are engaged in some interesting research and asked great questions; iii) attended the TAAPCS Superintendents' meeting which focussed primarily on the effects of the recent budget; iv) work continues on moving the high school project forward; an MoU between ourselves AI, AE and CBE is currently in the hands of CBE; v) a small group of administrators recently toured Renert and Strathcona Tweedsmuir private schools to determine how FFCA might incorporate movable panels into the design of into the new building; vi) attended the CASS meeting with the Deputy Superintendent, Coordinator of Instruction and Coordinator of School Services; vii) a meeting with AE is scheduled to review our AERR and 3YEP on Jan. 30; viii) the new waitlist system went live on Dec. 10; the number now stands at approx. 13,500.

5. Information Items – No updates.
 - 5.1 Standing Item: Administrative Procedures Update
 - 5.2 Standing Item: Strategic/Education Plan Update

6. Discussion Items
 - 6.1 **19/12/11-1RA**: 2020-21 Budget Guiding Principles
MOVED by Director Suleman and seconded by Director Makwana that the Board adopt the revised 2019-20 Budget Guiding Principles for the 2020-21 academic year as presented. CARRIED.

 - 6.2 **19/12/11-2RA**: Q1 Report
MOVED by Director Makwana and seconded by Director Zagorsky that the Board receive for information the FFCA 2019-2020 First Quarter Financial Report as presented. CARRIED.

 - 6.3 **19/12/11-3RA** Policy 21 Anaphylaxis
MOVED by Director Diaz and seconded by Director Bharmal that the Board approve Policy 21 for Second Reading as presented. CARRIED.

 - 6.4 **19/12/11-4RA** Policy 21 Anaphylaxis
MOVED by Director Diaz and seconded by Director Zagorsky that the Board approve Policy 21 for Third Reading as presented. CARRIED.

 - 6.5 **19/12/11-5RA** 2018-2021 3-Year Education Plan
MOVED by Director Hill and seconded by Director Scantlebury that the Board approve the 2019-2022 3-Year Education Plan as presented. CARRIED.

 - 6.6 **19/12/11-6RA** 2018-2019 Annual Education Results Report
MOVED by Director Scantlebury and seconded by Director Suleman that the Board approve the 2018-2019 Alberta Education Results Report as presented. CARRIED.

7. Committees
 - 7.1 Charter Board Committee of the Whole - No report.

 - 7.2 Executive Committee – No report.

 - 7.3 Communications & Community Relations Committee – Issues dealt with /discussed include the high school project, the budget, the AE School Choice survey, an article in the November campus newsletters, the CCR Terms of Reference and a review of the Board Performance Assessment Guide.

 - 7.4 Policy & Performance Review Committee – Met on Dec. 4 and reviewed policies that are due for review; there are 10 policies for review this year.

7.5 Audit Committee – No report.

7.6 TAAPCS Board Rep Report – The TAAPCS response to the Choices in Education Survey is focussed primarily on enrolment caps and facilities, as well as ensuring that new charters are held to the same high standards as the existing ones. The new Executive Director of the association (replacing Kath Rhyason) is former FFCA principal John Picard.

7.7 Director Highlights – Director Zagorsky: sitting as a Director over the past year; Director Spahl: the past year on the Board; Director Bharmal: the accomplishments highlighted in the AERR; Director Scantlebury: the thoroughness and thoughtfulness evident in report card comments; Vice-Chair Suleman: working with the Board over the past year; Director Makwana: the past year on the Board; Director Hill: the election process and having the opportunity to moderate the forum; Director Diaz: the outpouring of sincere respect and sympathy in reaction to the loss of former Board member Schroh; Chair Wilson: serving as Chair of the Board over the past year, and meeting with Minister LaGrange scheduled for tomorrow.

8. Open to Gallery

9. Chairperson's Remarks – Chair Wilson closed with thanks to the Board for their past year of exemplary support and service, and well wishes to those running as candidates in this year's election.

ADJOURNMENT: 7:25 p.m.

NEXT PUBLIC MEETING: **SATURDAY** January 11, 2019 @ 2:00 p.m.

FUTURE AGENDA ITEMS: Technology Report (Feb. 2020)

The FFCA Charter School Society (o/a Foundations for the Future Charter Academy)

Accumulated Deficit from Operations Elimination Plan: Supplement to the August 31, 2019 Audited Financial Statements

	Explanatory Notes	#	\$	#	\$
		2019-2020		2020-2021	
Opening Accumulated Deficit from Operations			\$ (54,673)		\$ -
Additional / (reduced) incremental sources of Revenue:					
Increased Enrolment / Funded Alberta Education Revenue	(a)	-	\$ 18,018	-	\$ -
School Fees	(b)		\$ -		\$ -
Fundraising	(c)		\$ -		\$ -
(Other - Please Specify)	(d)		\$ -		\$ -
(Other - Please Specify)	(e)		\$ -		\$ -
(Other - Please Specify)	(f)		\$ -		\$ -
(Other - Please Specify)	(g)		\$ -		\$ -
			\$ 18,018		\$ -
Additional / (reduced) Expenditures:					
Certificated teacher - School Based	(h)	-	\$ -	-	\$ -
Certificated teacher - Non-School Based	(i)	-	\$ -	-	\$ -
Non-certificated Staff - School Based	(j)	-	\$ -	-	\$ -
Non-certificated Staff - Non-School Based	(k)	-	\$ -	-	\$ -
(Benefit coverage reduction)	(l)		\$ (36,655)		\$ -
(Other - Please Specify)	(m)		\$ -		\$ -
(Other - Please Specify)	(n)		\$ -		\$ -
(Other - Please Specify)	(o)		\$ -		\$ -
(Other - Please Specify)	(p)		\$ -		\$ -
(Other - Please Specify)	(q)		\$ -		\$ -
(Other - Please Specify)	(r)		\$ -		\$ -
			\$ (36,655)		\$ -
Other Sources (Uses):					
Sale of Redundant Assets	(s)		\$ -		\$ -
Transfer of Capital Reserves to Unrestricted Surplus (Minister approval required)	(t)		\$ -		\$ -
(Other - Please Specify)	(u)		\$ -		\$ -
			\$ -		\$ -
Net Additions to Revenue / Reductions to expenses / Other sources			\$ 54,673		\$ -
Projected Accumulated Operating Surplus / Deficit			\$ -		\$ -
Projected Decrease (Increase)			100.0%		#DIV/0!

Accumulated Deficit from Operations 2018-2019?	Yes	\$ (54,673)
Accumulated Deficit from Operations 2017-2018?	No	\$ 100,439
Accumulated Deficit from Operations 2016-2017?	No	\$ 409,703

The school jurisdiction shall submit a new ADO Elimination Plan each Audited Financial Statement and Budget Cycle until the ADO is eliminated. The entire duration of the deficit shall not exceed five years. Explanatory notes for each item is attached.

The undersigned board chair; secretary-treasurer; and superintendent of The FFCA Charter School Society (o/a Foundations for the Future Charter Academy) submits this Accumulated Deficit from Operations (ADO) Elimination Plan to Alberta Education to communicate plans in eliminating its ADO.

Jeff Wilson
Board Chair (Signature)

Reta Morgan
Secretary-Treasurer (Signature)

Roger Nippard
Superintendent (Signature)

February 12, 2020
(Date Approved by Board)

The FFCA Charter School Society (o/a Foundations for the Future Charter Academy)

Accumulated Deficit from Operations Elimination Plan: Supplement to the August 31, 2019 Audited Financial Statements

Explanatory Notes

(a) We are projecting a small surplus at the end of 2019-20 from some significant cut to areas like professional development and technology.

(b)

(c)

(d)

(e)

(f)

(g)

(h)

(i)

(j)

(k)

(l) Changes were made to the benefit coverage of employees that will see employees sharing in the cost of drugs and para-medical expenses.

(m)

(n)

(o)

(p)

(q)

(r)

(s)

(t)

(u)

Other Comments:



CAPITAL PLAN - 2021 to 2024

Board Meeting: February 12, 2020

Estimated Costs

	Elementary			Middle		High School	<u>Totals</u>
	Southeast <u>Alice M Curtis</u>	Northeast <u>St. Clement</u>	Northwest <u>St. Lawrence</u>	Southwest <u>Southwood</u>	South <u>Andrew Davison</u>	North <u>Greenview</u>	
**HS Replacement - Approved							43,000,000
Totals	0	0	0	0	0	0	43,000,000
2020-21							
Modernization						7,825,250	
Portable Replacement			750,000				
Totals	0	0	750,000	0	0	7,825,250	8,575,250
2021-22							
Modernization	5,768,800				8,078,320		
Modular Addition					300,000		
Totals	5,768,800	0	0	0	8,378,320	0	14,147,120
2022-23							
			<u>New Location</u>				
New location			16,000,000				
Modernization		4,699,500		7,025,800			
Totals	0	4,699,500	16,000,000	7,025,800	0	0	27,725,300

Notes to the Capital Plan:

FFCA leases buildings that are on average 60+ years old and have had no modernizations.

New Construction - Northwest Elementary (St. Lawrence) needs to be replaced with a larger more functional facility

Modernizations - All estimated at 50% of building replacement which is calculated at m2 times \$3,352 - North Middle School (Greenview) Audit done in September 2011; Southeast Elementary (Alice M Curtis) Audit done in September 2012; South Middle School (Andrew Davison) Audit done in December 2010; Northeast Elementary (St. Clement) Audit done in September 2018; and Southwest Elementary (Southwood) Audit done in November 2010

Portable Replacement - New modular request submitted in the Fall 2019 to replace five old portables with new modular units at Northwest Elementary (St. Lawrence)

Portable Addition - Two additional portables required at South Middle School (Andrew Davison) for the progression of students up through Southwest Elementary.

Executive Summary

FFCA is the largest charter school in Alberta, educating over 3600 students in seven Calgary locations, with a waitlist currently numbering almost 14,000 students. Our facilities are leased (two from CCSD and five from CBE) and range in age from 60 to 70 years; all are original and have never received any major updates. The biggest obstacles we face are failing buildings with mechanical systems that have long since passed their optimal lifecycle, and were designed for education in the 1950's. Although we are ranking Greenview as our #1 priority for this 3-year capital plan, the reality is all of our sites have very similar issues and are long overdue for major modernizations.

The chart on the following page shows our utilization in each school (further right-hand figure) which is an important piece of information when looking to bring in students from our waitlist.



Area Capacity & Utilization Report (2018/2019 school year)

School Authority: Foundations for the Future Charter Academy Charter School Society (0009)

Facility Name	Facility Location	Grade Configuration	Instructional Area m2	Instructional Area per Student	CTS Cap	GYM/PAR Cap	Lib Cap	Total Capacity	Exempt Instructional Area m2	Net Capacity	Enrolment 2018/2019					
											ECS	Gr.1-12	ECS Sp. Ed. Severe	Gr.1-12 Sp. Ed. Severe	* Adj Total Enrol	Utiliz. %
FFCA High School Campus (0012)																
FFCA HIGH SCHOOL CAMPUS (F2399)	CALGARY	9-12	3,332.20	3.65	40	70	25	1,048	0.00	1,048	0	821	0	0	821	78%
North Middle School Campus (1426)																
NORTH MIDDLE CAMPUS (F5640)	CALGARY	5-8	2,093.55	3.61	0	0	0	580	0.00	580	0	531	0	0	531	92%
Northeast Elementary Campus (1349)																
NORTHEAST ELEMENTARY CAMPUS (F6001)	CALGARY	K-4	1,504.00	3.47	0	0	0	433	0.00	433	85	332	0	0	375	86%
Northwest Elementary Campus (1350)																
NORTHWEST ELEMENTARY CAMPUS (F4713)	CALGARY	K-4	937.80	3.47	0	0	0	270	0.00	270	58	227	0	0	256	95%
South Middle School Campus (1351)																
SOUTH MIDDLE SCHOOL CAMPUS (F5194)	CALGARY	5-8	2,523.08	3.61	0	0	0	699	0.00	699	0	624	0	0	624	89%
Southeast Elementary Campus (1348)																
SOUTHEAST ELEMENTARY CAMPUS (F2481)	CALGARY	K-4	1,769.25	3.47	0	0	0	510	0.00	510	84	333	0	0	375	74%
Southwest Elementary Campus (1352)																
SOUTHWEST ELEMENTARY CAMPUS (F5777)	CALGARY	K-4	2,002.99	3.47	0	0	0	577	0.00	577	83	333	0	0	375	65%
Foundations for the Future Charter Academy Charter School Society - Total			14,162.87		40	70	25	4,117	0.00	4,117	310	3,201	0	0	3,356	82%

Our waitlist numbers are reported below, at a time that is close to the annual renewal to remain on the list and it is generally the most accurate count. The chart on the following page shows that there continues to be a demand for the FFCA program across all sectors of the city and in all grades.

Grade	NE	NW	SE	SW	SMS	NMS	HS	Total/Gr
KG 19/20	370	330	125	76				901
KG 20/21	556	481	363	446				1846
KG 21/22	573	532	352	375				1832
KG 22/23	518	433	302	346				1599
KG 23/24	481	334	222	268				1305
KG 24/25	126	116	66	86				394
1	361	305	166	180				1012
2	362	269	163	141				935
3	274	228	123	170				795
4	272	206	111	173				762
5					223	446		669
6					160	346		506
7					165	323		488
8						260		260
9							310	310
10							142	142
11								
12								
Total	3893	3234	1993	2261	548	1375	452	13756

2020-21 #1 Priority, North Middle School (Greenview School)

With utilization at 94%, and the student population at 544 operating in what was originally an elementary school built in 1961, Greenview poses many challenges. An overall incomplete D-shaped design makes transition between classes crowded and inefficient. During class transitions, the hallways are tight and congested and students struggle to get to and from classes in a timely fashion. There are also health and safety concerns as follows:

Security

Since the original school was designed and built in 1961 as an elementary school, there are many problems that arise from using a building that was not designed for modern needs. The current intrusion system was installed in 1994, and according to the AG facility report reached its end of lifecycle in 2016. Although we do have lockdown procedures in place, the inefficient design, combined with narrow and hidden hallways, creates sightline problems. Classrooms were also not designed to accommodate a lockdown scenario, and an outdated security system does not integrate lockdowns.

Fire Systems

The fire panel reached its end of its lifecycle in 2018 (FCA 2017), and the school is not sprinkler protected. Original reel and standpipe fire hoses still require certification, despite not providing the current code level of protection. Fire extinguishers throughout the building provide last resort protection, but staff and students are instructed to evacuate the school and only use fire extinguishers as last resort for escape.

Air Quality

With the mechanical system being original to the building, uni-vents and air handlers are not able to cycle the required number of air changes per hour, resulting in stagnant, stuffy air. Combined with this, and the fact that they reached the end of their lifecycle in 1991, a completely new air handling system is required.

Lighting

The entire building is T-12 florescent and was not designed for modern lighting requirements. Hallways are dark and additional lighting has been added in the form of plug-in lamps, but the lighting is still far below acceptable standards. This creates concerns with student movement in between classes in dark, crowded hallways. Classrooms also need regular repair, as ballasts and bulbs fail frequently. Replacement parts have been discontinued, so we are required now to replace fixtures as ballasts and bulbs burn out. A complete overhaul of lighting is required.

ADA Compliance

Currently the school does not meet accessibility requirements for a public building. There are no exterior ramps giving access from the parking lot (cited in FCA report 2017), as well as no elevator access to the second floor, and no ADA compliant washrooms. Currently it would be very difficult to accommodate a student or staff member with physical disabilities.

Washrooms

All are original construction with the majority having original fixtures which are past lifecycle and are vastly inefficient. Tile and wall coverings are failing, and all washrooms require full remodeling.

Ceilings

A mixture of T-bar and 12 x 12 perforated tile. 12 x 12 tiles were glued in place during original construction and are now failing and falling down. This poses added risk as they are also asbestos containing. All ceilings need to be replaced with new T-bar and LED lighting.

Basement Stairs

The stairs do not meet code and are a tripping hazard.

Electrical Systems

The electrical systems were not designed with modern education in mind; extension cords are used to compensate, creating tripping hazards. The addition of modern education tools creates challenges for implementation and can create hazards (e.g. tech charging carts take up storage space and are also plugged into hallway receptacles, which crowd the hallways further). There are also not enough plugs in the school, requiring staff and custodians to use heavy cords.

Flooring

Flooring is original and mostly consists of vinyl tile that is asbestos containing. The glue is failing, with loosening tiles posing a tripping hazard and requiring constant repair. All floors are past lifecycle and require replacement.

Acoustical

When originally designed, acoustical performance was not considered. This, combined with the fact it was designed as an elementary school, results in a facility that does not meet current education standards.

Lack of Physical Education Space

Again, because the current facility was designed as an elementary school, the gymnasium is undersized by 445 sq. m. Not only does this affect the quality and implementation of our physical education program, it also affects our sports teams, as they are unable to host any league games due to the fact that our gym does not meet modern requirements. There is also a lack of gym storage, which we compensate for by storing equipment in sea containers outside. This creates hazards as equipment has to be moved from gym to sea can.

Classrooms are not flexible and lack Career and Technology Studies (CTS) space

Many CTS occupational areas we would like to offer (such as foods, fashion studies, construction, fabrication, mechanics, and cosmetology) are currently limited by the absence of functional space. There is also limited space for teachers to do preparation and planning, resulting in the necessity to use a classroom instead of a flex space. If there were more flexible spaces for teachers to prep, those classrooms could be used for instructional space and increase our utilization and capacity. As the school was not designed for middle school students, it does not meet current requirements for instructional space.

Overall, the school is 1287.75m² smaller than the Capital Manual outlines for a 650-capacity 5-9 school. A breakdown of the space really highlights the inefficiency; for example, there is 93.45 m² more circulation space than specified in the capital manual, but with the layout of the school being an incomplete loop with 4 long corridors, movement is difficult during class transitions. In addition:

- There are 16 classrooms at an average size of 84.35 m² each, which is 69.67 m² more than specified in the capital manual (i.e. 16@80m²), but the 3 science classrooms are 36.03 m² smaller, and the 5 ancillary spaces laid out in the capital manual are 153 m² too small. There are not enough larger science and ancillary instruction spaces, so smaller classes have to be used at the student's detriment.
- The library is 44.71 m² too small and does not function like a modern collaborative space.
- The gym is 445.32 m² too small. This is a big issue as the FFCA program prioritizes physical education.
- Storage as a whole is greatly lacking (51 m² too small for gym storage alone) causing areas to be used for storage that should never be used that way.
- Admin and staff space is 198.61 m² too small. This greatly affects how we are able to utilize the building, and shows in our utilization rates. Since we have no space for teachers to land and do prep, they use the classroom that could otherwise be used for instruction if there were alternate space for them.
- No Information Services space (2@115 m²)
- No wrap-around collaborative spaces (40 m²)
- No recycling area (11 m²)
- No non-instructional Physical Education space (160 m²)
- No flexible space (156 m²)
- No network wiring space/server room (40 m²)

Building System Condition

All heating equipment is original to the building and is 30 years+ past its lifecycle. Parts can be difficult and expensive to find; pneumatic controls are also outdated and inefficient and create problems with classrooms being either too hot or too cold. The school requires new boilers, heating equipment, and controls that would greatly increase comfort and energy efficiency while lowering maintenance costs and downtime.

Electrical breakers and switch gear are all original and do not meet modern demands for power. Parts and replacement breakers are also difficult to get and are very costly.

Water delivery is original and needs to be upgraded, piping and fixtures are well past lifecycle, original water fountains were for elementary, not middle school, students, and repair is expensive due to lack of parts/age of fixtures.

Building Envelope

The exterior is all original and in need of major updating. Windows are original wood single pane. Exterior doors are also all original wood doors, and they and the windows are both well past life cycle. The wood jambs are failing (rotting) and the amount of energy that is lost due to inefficiency and failure is extremely high.

Although CBE has replaced some sections of roofing, there is still about 1/3 of the school that still requires replacement.