



BRANDON SCHOOL DIVISION

Finance and Facilities Committee Minutes

Thursday, November 30, 2017 – 1:00 p.m.
Boardroom, Administration Office

Present: M. Sefton (Chair), G. Kruck, K. Sumner
D. Labossiere, E. Jamora, M. Clark
Guests: L. Ross, G. Malazdrewicz

1. CALL TO ORDER

The Finance and Facilities Committee Meeting was called to order at 1:03 p.m. by Committee Chair Trustee Sefton.

2. APPROVAL OF AGENDA

Trustee Kevan Sumer added 5-Year Plan to the agenda.

The agenda was approved as amended.

3. PREVIOUS COMMITTEE MINUTES FOR INFORMATION PURPOSES ONLY

The Minutes of the October 17, 2017 meeting were received as information. The Committee also reviewed the following Stakeholder Meeting Minutes:

- Parent Councils – October 17, 2017
- Employee Groups – October 18, 2017
- Brandon Chamber of Commerce – October 25, 2017

4. COMMITTEE GOVERNANCE GOAL ITEMS

A. School Zones – Reduced Speed Limits

Mr. Denis Labossiere, Secretary-Treasurer, discussed this item, which was referred from the November 13, 2017 Board Meeting. Trustee Bowslaugh had suggested that the school speed zones be extended to before 8:00 a.m. and beyond 5:00 p.m. The Committee discussed signage, whether there are studies and incidents to warrant this change, when playgrounds are being used, and having the reduced speed hours in place year round.

The Committee agreed to discuss school speed zones at the next Joint Meeting with the City of Brandon as it is under the City's authority to make any changes to the current practice.

B. Facility Planning, Capacity, Enrolment

Mr. Greg Malazdrewicz, Assistant Superintendent, reviewed the Facility Planning, Capacity, Enrolment Report to the Board of Trustees. The highlights of the report included:

- Board Planning
- Enrolment Overviews – Elementary (Kindergarten to Grade 8)
- Elementary School Enrolment Forecasts vs Capacity and Utilization
- Enrolment Management Plans

- High School (Grades 9 to 12) Enrolment Forecasts
- Responses to Enrolment Growth and Shortfall in Capacity at High School Level
- Facility Utilization Planning
 - Facility Options
- Enrolment Management Options

Mr. Malazdrewicz indicated that 20-25 additional elementary classroom spaces are needed by 2021 to maintain class sizes at near current levels. For high schools, the forecast is that the Division will be short 300 seats by the mid 2020's, using conservative estimates.

Trustee Sumner asked questions for clarification regarding additional enrolments and whether they are expected to continue. Mr. Malazdrewicz responded that EAL enrolments, growth of the City and School of Choice applications are all factors in persistent increased enrolments. The Committee discussed School of Choice, French Immersion access and multi-school enrolment capacity clusters.

5. OTHER COMMITTEE GOVERNANCE MATTERS

A. Accessibility Report For Facilities and Finance

Mr. Malazdrewicz reviewed his Update Report for Brandon School Division's Accessibility Plan memo to the Committee. The following is a summary of the information that was shared with the Committee:

- The Brandon School Division Maintenance Department has established a Facility Accessibility working group that has consulted with members of the disabled community to engage in an ongoing audit on accessibility requirements.
- An educational package on the topic of the Customer Service Standard for Accessibility was presented for School Administrative Assistants on September 27, 2017. The same educational module was presented to School Leaders at a Divisional Leadership Team meeting on October 17, 2017. School Custodians will be scheduled to receive the training at a Custodial Meeting prior to the end of December 2017.
- Clear Print Guidelines for Communications have been developed, distributed and reviewed with School Administrative Assistants. Additionally, signage and website solutions to address accessibility concerns are being developed for implementation as part of our ongoing maintenance plans.

Mr. Labossiere indicated that currently there are no funds available for the Accessibility for Manitoban's Act through the PSFB.

B. High School Sports – Provincial Championship Level – Additional Coverage of Expenses

Mr. Labossiere spoke to this item and reviewed the budget information he provided to the Committee. He noted that the Board increased the MHSAA Provincial Travel Budget in 2016-2017 by \$7,500 to \$18,300 to address:

- Increased transportation costs for Provincial Championships; and
- Transportation costs to high school teams playing an inter-zone game.

Trustees asked questions for clarification regarding transportation costs for field trips.

Trustee Kruck asked if there are funds set aside to assist students who cannot afford to pay for travel. Mr. Labossiere noted that in 2016-2017 there was \$7,100 remaining of the \$16,500 budget. Trustee Kruck asked if this information is advertised. Mr. Malazdrewicz responded that the schools know there is some funding available for those in need of assistance.

C. Sub-Committee Reports

- Workplace Safety and Health Committee (WPS&H)
 - NIL

D. Confirm Payments of Account (October)

The payments of account for the month of October were provided for information. The reports were accepted as circulated.

Mr. Labossiere reviewed the October Revenue and Expense by Function report and provided an update on the Finance and Payroll Departments, advising that they are now live in AtrieveERP.

E. Review Monthly Reports (October)

The monthly reports for the month of October were accepted as circulated.

6. OPERATIONS INFORMATION

- The Director of Facilities and Transportation provided updates on the following projects:
 - Waverly Park Roof Repairs
 - King George Roof Replacement
 - Green Acres Heating System and Ventilator Replacement
 - Earl Oxford Grooming Room
 - École Harrison Steam Heating System Replacement
- The Secretary-Treasurer provided additional updates on the following:
 - Trinity Site Exchange – Drainage Pipe Cost
 - Society for Manitobans with Disabilities – School Bus request approval
 - School Bus Donation to MB Emergency Services College
 - Capital Project Closures

7. 5-YEAR CAPITAL PLAN

The Committee discussed the Government's recent school expansion announcements. Mr. Labossiere reviewed the last 5-Year Capital Plan submission. The Committee discussed the merit in putting an emphasis on school expansions. Mr. Labossiere indicated that once the P3 Schools report comes out at the end of December or early January, there will be more indication from the Province on what is happening with the new school.

8. NEXT REGULAR MEETING: Tuesday, December 19, 2017, 1:00 p.m., Boardroom.

The meeting adjourned at 3:44 p.m.

Respectfully submitted,

M. Sefton (Chair)

G. Kruck

K. Sumner

P. Bartlette (Alternate)

Facility Planning, Capacity, Enrolment
Report to the Board of Trustees

1. Board Planning

Since 2007, Brandon School Division has experienced persistent and significant enrolment growth, reversing declines experienced over the previous decade. The pace of this growth was accelerated dramatically when a key employer in Brandon began a sustained process of recruiting off shore employees from international sources to support their production staffing needs. In time, this activity resulted in families and extended families moving to Brandon and subsequently stimulating additional growth. This set the stage for re-drawing catchments and facility development planning for the next 10 years.

Beginning in 2008, the Brandon School Division Board of Trustees began its first catchment area reconfiguration initiative with a comprehensive review of French Immersion enrolment and programming opportunities in response to enrolment pressure at École New Era. This resulted in the November 2009 decision to establish a Single Track French Immersion school using the Harrison facility, and reconfiguring both George Fitton School and Green Acres School to Kindergarten to Grade 8 programs. These programming changes took place for September 2010.

Further catchment area adjustments in 2010 provided for streamlining of the Valleyview, Riverheights and Earl Oxford catchment areas. Additional adjustments were made to the Earl Oxford catchment to relieve continued enrolment pressures at École New Era School for September 2013.

In January 2016, an additional adjustment was made to Valleyview School and Riverheights School to increase the utilization of Valleyview School as a K-8 facility and again reduce continued enrolment pressure on Riverheights School. Waverly Park School was designated as an alternative to provide additional relief to Riverheights School.

Parallel to the development of enrolment management strategies the Board of Trustees engaged in ongoing conversations with the Minister of Education regarding the development of new facilities.

As a result of public consultations in 2012, the Board of Trustees began an extended process of discussion and exploration as to how the Division might leverage additional resources within the Division in partnership with other government departments. The Brandon school division received the result of a feasibility study in the late fall of 2015. Though much background work was done, it was clear that Assiniboine Community College was not going to be a practical option to provide additional classroom space to relieve enrolment pressures.

The Province of Manitoba announced a new school for Brandon School Division in a Throne Speech in late 2015. However, no authorization letter was issued to begin the development process and because of the subsequent Provincial Election in the spring of 2016, the announcement was effectively reversed.

The new government has subsequently announced that Brandon will be part of a multi-school construction initiative probably under a new capitalization model, Public, Private Partnerships (P3) Initiatives. The development of a school with 450 seats, with a core infrastructure capable of supporting 650 students is currently under consideration by the Province. It is anticipated that the school will be built at the property that the Division currently owns at 9th Street and Maryland Avenue. There has been no timeline defined for the firm announcement or subsequent development and building of this school.

2. Facility and Enrolment Overviews

Elementary (K-8)

The enrolment planning and utilization of elementary schools in Brandon School Division has been a high priority since 2008. Over the previous 8 years, enrolment has grown from 4,611 to 5,960 in September 2017. Currently six facilities are operating at or over 95% capacity a number that by 2021 grows to 12 of the Division's 19 elementary facilities. At that point, in time, the majority of any excess capacity remains available in three facilities, Meadows School, École New Era, and Riverview School.

Table # 1: Elementary School Enrolment Forecasts vs Capacity

School	2017	2018	2019	2020	2021	2022	2026	Capacity	Excess Capacity
Betty Gibson	313	311	323	321	323	325	337	343	6
Earl Oxford	354	375	373	387	391	393	383	380	(3)
George Fitton	524	529	537	547	542	551	558	548	(10)
Green Acres	229	246	242	254	260	267	276	228	(48)
J.R. Reid	279	292	295	292	297	296	267	273	6
King George	309	327	347	364	374	370	377	396	19
Kirkcaldy Heights	389	401	425	442	449	469	493	467	(26)
Linden Lanes	407	426	450	462	463	471	489	442	(47)
Meadows	470	475	471	468	454	449	410	555	145
New Era	489	497	501	486	489	492	496	621	125
Riverheights	518	557	593	634	660	696	727	540	(187)
Riverview	212	220	216	221	221	221	207	318	111
Valleyview	215	211	217	215	214	212	177	221	44
Waverly Park	416	425	434	445	449	446	464	463	(1)
Sub-total	5124	5292	5424	5538	5586	5658	5661	5795	134
Alexander	131	133	146	144	152	154	159	133	(26)
Harrison	365	364	367	358	356	356	354	340	(14)
O'Kelly	233	239	244	256	265	268	273	319	46
Spring Valley	37	38	40	41	40	39	39	46	7
St. Augustine	194	189	186	181	180	180	180	205	25
Sub-total	960	963	983	980	993	997	1005	1043	38
Division	6084	6255	6407	6518	6579	6655	6666	6838	172

School Utilization is of significant importance in telling the story of the Division's current context.

As of September 2017, 13 elementary schools are operating at or very near 100% (i.e. there are no unused rooms available for future enrolment growth).

Table # 2: Elementary School Enrolment Forecasts vs Capacity and Utilization

<i>School</i>	<i>Facilities Report</i>	<i>Sept. 21, 2017 Enrolment</i>	<i>Baragar Forecast (Baragar 2016 data)</i>		<i>% Of Capacity (# students)</i>		<i>Current Utilization (# rooms)</i>
			<i>2017</i>	<i>2021</i>	<i>Facilities 2017</i>	<i>Facilities 2021</i>	
Betty Gibson	343	315	313	323	92	94	100
Earl Oxford	380	362	354	391	95	103	100
George Fitton	548	490	524	542	89	99	96
Green Acres	228	223	229	260	98	114	100
J.R. Reid	273	273	279	297	100	109	100
King George	396	331	309	374	84	94	88
Kirkcaldy Heights	467	383	389	449	82	96	80
Linden Lanes	442	409	407	463	93	105	95
Meadows	555	458	470	454	83	82	79
New Era	621	481	489	489	77	79	81
Riverheights	540	519	518	660	96	122	109
Riverview	318	219	212	221	69	69	71
Valleyview	221	205	215	214	93	97	100
Waverly Park	463	412	416	449	89	97	105
<i>SubTotal</i>	5795	5080	5124	5586	88	96	
Alexander	133	132	131	152	99	114	100
Harrison	340	360	365	356	106	105	100
O'Kelly	319	215	233	265	67	83	92
Spring Valley	46	36	37	40	78	87	100
St. Augustine	205	193	194	180	94	88	100
<i>SubTotal</i>	1043	936	960	993	90	95	
<i>Division</i>	6838	6016	6084	6579	88	96	

The distribution of forecasted growth across the city indicates that growth will provide general enrolment pressure across most schools. Recent enrolment studies indicate that two areas will be problematic for the Division.

1. 9th Street and Maryland Avenue - This area continues to be a rapid growth zone. Currently 489 students reside in the expanded draft catchment area; 683 students are forecasted at full development for this area in 2026.

2. Brookwood – Currently students from this catchment are distributed across three schools, Linden Lanes, Riverheights and Waverly Park. The area currently encompasses 100 students and is forecast to hold 272 at full build out in 2026.
3. Bellafield – This development (Meadows School catchment) is currently in phase one of development, 183 single family homes, with a forecast of 57 students in the first five years. This development may not influence other catchments, but it will support ongoing solid enrolments at Meadows School and will call into question currently forecasted available capacity. Long term development of this area will put significant pressure on Meadows School
4. Alexander – New construction in rural areas around Kemnay and Alexander are beginning to provide regular enrolments to Alexander School. There is little development information to forecast enrolment impact in the future. Currently 25-30 students from the City of Brandon attend Alexander under School of Choice; this practice will be reduced in the future to accommodate rural students.

Enrolment management plans for these areas will need to incorporate a number of considerations:

- i) Development of a school facility plan that incorporates a new facility and an assignment plan that extends management impact beyond adjacent catchment areas.
- ii) Development of new classrooms based on permanent/modular facilities as part of a comprehensive strategy to address individual catchment capacities.
- iii) Develop an enrolment management plan utilizing school of choice options within a framework of school catchment that are permeable, or managed as clustered catchments.

To be direct, the Brandon School Division will require a **minimum** of 20 – 25 additional elementary classroom spaces by 2021 to have any hope of maintaining class sizes at near current levels.

High School (9-12)

The Public Schools Finance Board (PSFB) recently reviewed the configuration and utilization of the Brandon School Division's three high school Facilities. The current consensus configuration assigns a capacity of 3098 seats.

The current model for Alternative Education at high school provides additional capacity for 200 students on an average basis.

Baragar Demographics System enrolment forecasts, based on 2016 numbers, suggest that the forecasted enrolment of 2648 students in 2017 will grow to 3598 students in 2026.

Table # 3: High School Enrolment Forecasts (adjusted with 2017 actual for roll-up)

Divisional Forecast (w/Alt Ed.)						
	9	10	11	12	SS	Total
2017	653	651	651	862	37	2854
2018	618	670	684	877	37	2886
2019	639	634	703	911	37	2924
2020	644	656	667	930	37	2933
2021	681	660	689	894	37	2961
2022	673	698	694	916	37	3017
2023	729	690	732	920	37	3108
2024	674	747	724	959	37	3140
2025	770	691	781	951	37	3229
2026	812	787	724	1008	37	3369

It is important to take note that enrolment patterns coming into high school indicate that incoming Grade 9 enrolments will grow from 650 students in 2017 to 750-800 students in 2026. In reviewing Elementary enrolment patterns, 700-750 students are currently enrolled in each grade at the primary level, suggesting a high degree of predictability for the Senior Years enrolment forecast as the majority of those future enrolments are currently in our system.

It is expected that generally, by 2020, that the number of incoming Grade 9 will easily be in the 700-750 range. Combined, these models suggest that by 2026 the Division will have a shortfall nearly 300 seats for high school students. The constructions represented above include Neelin High School Off Campus (NHSOC) registrations. While this could be referred to as inflating the occupancy of École secondaire Neelin, it actually reflects a significant degree of current pressure as utilization levels in all three high schools are high or at maximum utilization.

Each of the three high schools will face similar challenges during this time, though each will face the enrolment challenges independently over time. By 2020, Vincent Massey will be facing significant pressures, followed by Crocus Plains Regional Secondary School and École secondaire Neelin High School shortly after.

Adding complexity to the situation is the solid ongoing enrolment in French Immersion programming. Persistent Kindergarten enrolments into the three elementary programs suggest that École secondaire Neelin High School can anticipate that enrolments at the Grades 9-12 level will grow to over 200 students in the future. This is enough to make program delivery of both English and French Immersion courses difficult, but not anywhere near enough to a level that would support a full French Immersion high school.

Responses to enrolment growth and shortfall in capacity at high school will require a multi-faceted response:

- i) Enrolment management, including School of Choice, to ensure Brandon School Division students will primarily have access to facilities that match their essential academic needs. Enrolment patterns and profiles must adeptly integrate with sustainable program offerings.
- ii) Program reviews that ensure high school program strands are sustainable and are efficient in their use of allocations to maintain them, but also ensure students have access to high quality programming that meets their academic needs.
- iii) A Facility Development plan that supports programming integrity and student choice.

As enrolments at high school continue to grow, based on projections, a **minimum** of 10-15 classrooms will be required to avoid adversely affecting class sizes or program options for students.

High school physical education programs already utilize the available gymnasium space at all three sites so it would be reasonable to expect that space equivalent to at least one fully functional gymnasium would also be required.

3. Facility Utilization Planning

Developing a response to ongoing, upward enrolment pressure is required. Planning must allow for the contingency that a new school, under the P3 model under exploration, could be some time before construction is considered, or even formally announced. As proposed by the Board several years ago, a targeted opening of 2018 would have reasonably provided immediate relief.

At this juncture in time, the following considerations must be considered in context for their relative value in responding to continued enrolment growth over the next ten (10) years.

Facility Options

1. New school construction
2. Permanent classroom additions
3. Modular classrooms

Enrolment Management Options

4. Multi – school Catchment Capacity Clusters
5. Further re-drawing of Catchment Areas
6. Re-assignment/re-designation of Students in Catchment Areas
7. Increasing Class Sizes
8. Limits on Student Migration

Facility Options

Facility options refers to responding to enrolment growth through the development of additional facility capacity through additional classroom spaces or the redevelopment of existing, limited use spaces.

New School Construction

The first priority to responding currently must be a new school. As reflected in *Table #2 Elementary School Enrolment Forecasts vs. Capacity and Utilization*, the forecasted enrolment growth over the next four years projects continued enrolment growth at over 500 students at the Kindergarten to Grade 8 level. The Division simply no longer has the capacity to absorb enrolment growth at this level.

A significant portion of that growth, 150 students, can be ascribed to the area around the currently vacant 9th Street and Maryland Ave school site. The primary target schools for this catchment area, Riverheights and King George do not have the capacity to accept this forecasted growth. The forecast for 2021 will range between 520 and 620 students. Enrolment studies going back almost three years reflect similar forecasts.

In the longer term, a second school will be required to support future development in the southwest Brandon area, likely the south Brookwood area. This would handle the long term anticipated growth in this area and the later stages of the southwest Bellafield development.

The Board of Trustees must extend their ongoing efforts to elicit enough support from the Provincial Government to move this priority forward in a timely fashion

Permanent Classroom Construction

Linden Lanes School and Green Acres School both reflect solid enrolment growth well into the future. Both facilities are high in their utilization with little room for growth.

Linden Lanes School is anticipated to have a shortfall of over 50 seats into the future and is already at maximum utilization. This school would be a good candidate for at least 2 classrooms to meet these needs reasonably. It will be necessary to consider now, what role will Linden Lanes School play in supporting long term enrolment growth in the Bellafield and south Brookwood developments. With additional capacity, Riverheights School students in the northern portion of this development could be redirected to Linden Lanes in the future.

Green Acres School is in a slightly different situation. Enrolment is anticipated to be solid into the future, but the current facility needs some redevelopment to continue to provide good service. With the recent addition of a new gymnasium, a redevelopment of the old gymnasium could provide access to 1 or 2 additional classrooms to meet the projected shortfall in capacity.

The Brandon School Division annually absorbs additional operational costs related to the bussing of students without access to a neighbourhood school. It is a fair estimate that 300-350 students are bussed daily because of this. Annual operating costs for this has been estimated in the \$250K-\$300K range

Modular Classrooms

Linked Modular Classrooms can be an effective response to shorter term enrolment concerns when schools hover over, but not excessively so, their maximum capacity.

J.R. Reid School is a good example of this. While enrolment is forecasted to grow somewhat, it hovers close to maximum capacity and currently at 100% utilization. Without significant re-development through in-fill projects within the catchment area it would be difficult to forecast additional significant growth to justify an expansion with permanent classrooms.

Linden Lanes School could be considered as a candidate for linked modular classrooms but enrolment forecasts point to a more significant, long term growth profile.

Valleyview School is in a difficult situation. Forecasted enrolments are expected to be somewhat stable however all instructional spaces are currently in service, but to do so, the music room has been converted to a classroom and music is itinerant in nature. Any unforeseen enrolment changes will immediately be problematic as all classrooms are operating at close to maximum capacity.

Enrolment Management Options

Enrolment management options, in its base interpretation, is managing or redirecting new enrolments to empty spaces within a fixed facility footprint. These options have the potential to manage moderate growth within the context of a relatively stable population when adequate overall facility space exists.

Multi-school Enrolment Capacity Clusters

When enrolment capacity exists in adjacent catchment areas opening registrations to provide permeable boundaries to facilitate a shift in enrolment patterns can be a useful strategy. However this is predicated upon available spaces and a willingness on behalf of the constituents involved to explore a different enrolment option. Some degree of support may be required on behalf of the Division (e.g. transportation) that may not be traditionally available.

This strategy has been utilized this year with some limited success to shift some enrolment pressure from Riverheights to Waverly Park. However, this cannot be a long term strategy for Riverheights as the enrolments forecasted for the 9th Street and Maryland Avenue area far outstrip any remaining capacity. Extending this practice to include Valleyview School or Linden Lanes School does not provide any relief as these schools will be stretched to manage their own forecasted enrolments.

This could be a long-term strategy to balance enrolments between Earl Oxford School and École New Era. Populations in these two facilities has fluctuated over the last 5-7 years as reconfigurations of schools and redefining of catchments was used to distribute enrolments. This population has been somewhat disenfranchised in that students have moved from École New Era to Earl Oxford School and now Earl Oxford School is functioning at maximum utilization. Specifying targeted enrolment capacities and establishing target caps and linking the schools to support families and their specific need could be a useful approach in this context and reduce or eliminate large-scale population shifts well into the future.

Further Re-drawing of Catchment Areas

Re-drawing Catchment areas now is of little value. Most schools will be operating at over 90% of capacity, with more than half at over 95% by 2021. To make minor adjustments at the periphery of catchments will not have enough impact to meet the needs of students or the Division.

With new construction in southeast Brandon, catchment changes will be possible that could influence George Fitton School, Betty Gibson School, Riverheights School and potentially Meadows School, Linden Lanes School, Waverly Park School and possibly École New Era as resulting enrolments could be balanced over a number of schools.

Re-assignment/Re-designation of Students in Catchment Areas

At this time, the wholesale movement of a significant population to a new school would only provide short-term relief. An example of this would be to define a population in the 9th Street and Maryland

Avenue area for re-assignment from Riverheights School to Kirkcaldy Heights School for example. While Kirkcaldy Heights School has excess capacity, by 2021 forecasts indicate the school to be close to 100% capacity. This practice would be highly disruptive to the students who would move from one school, to another and then to hopefully a new school in the mid-term future.

Increasing Class Sizes

This will happen without significant new construction or the addition of modular classrooms. Schools that are operating at, or near 100% utilization will see increased class sizes as no additional classroom spaces are available to re-organize or re-distribute students to maintain current class size ratios.

As stated earlier, 20-25 new classroom spaces are required to avoid increasing “average” class sizes. There will be some significant extremes in that average. The challenge will be how to staff these configurations as there are limits to how many adults can be assigned to support students in these physical spaces. Riverheights School, Earl Oxford School, and Betty Gibson School would represent the issues evolving as enrolments grow.

Additionally, in most schools the adjunct instructional spaces have given way to classroom use already so that there are no opportunities for flexible configurations as a solution. Valleyview School would be a good example of the adaptations required when no flexible space remains.

Limits on Student Migration

Limiting student migration can be used to actively limit new enrolments to a school to manage the long term capacity. Currently two processes attempt to do this. The first is School of Choice and the second being High School Grade 9 Enrolment Caps.

School of Choice requests vary in number from year to year, but generally number about 200. These are primarily requests for students to remain in schools after a family moves, only a fraction of them are approved as a result of school capacities.

School of Choice requests from Out of Division vary but over time do accrue and put additional enrolment pressure on our elementary schools. This also is problematic when students move from our elementary system to high school as any school change requires a new School of Choice application.

The Division currently has policy in this area, but is focused on individual class sizes. A recommendation in this area would be to limit or exclude from consideration, any School of Choice application to a school which is operating at or over 90% of our defined capacity. This would also apply to our high schools.

Enrolment Caps have been utilized for close to twenty years now. Initially the caps were intended to distribute a shrinking population of high school students to the three high schools to ensure that minimum enrolments were provided to be able to maintain minimum levels of programming. Over time the process has continued to serve the needs of the three high schools as enrolments have grown.

The process distributes Grade 9 students based on a relative proportion of school capacity and potential incoming students from Grade 8. Some years the distribution is easily managed as student choices

match well with available seats, other years less so. As we move forward, this practice still serves the student population in Brandon, but it will be incumbent on the school administrative teams to ensure that Brandon students continue to receive priority access over any School of Choice requests from outside of the Division.

Annually, the high school administrators review recent experience to adjust processes to ensure “best possible” placements that match student need with placements and where possible student preferences. This practice will become more significant as enrolment patterns put pressure on available resources.

Summary

Current management strategies provide some relief but as space becomes more restrictive then placement options are also limited. Policy/procedure limits on migration into the Division through School of Choice must be severely restricted.

Transportation options within the City of Brandon are becoming limited because of the high levels of facility utilization, particularly at the elementary levels. Ridership increased by 438 students between September 30, 2015 and September 20, 2016, spread across almost two thirds of our schools. Ridership growth is distributed across eligible students in catchments and the additional supports applied to support clusters of new students at the fringe of several catchments.

Redirection of students should be limited to absolute necessities should catchment area adjustments or interpretation of boundary parameters as most schools are tenuous at best in their ability to absorb enrolments under new parameters.

Additional classroom spaces are critical to maintain the effective operation of the Division with reasonable class sizes into the near future. At the elementary level, 20-25 classrooms are required in the short term. At least 10-15 classrooms and a new gymnasium will be required at the high school level in the medium term.

Appendix A

Earl Oxford

2016-2017 Facilities Report

										Total Enrollment	Capacity	Surplus
2016-2017												
Grade	K	1	2	3	4	5	6	7	8			
Current Enr.	39	48	34	39	35	30	44	34	46	349	380	31
Projections												
2017	35	44	48	35	38	37	31	47	39	354	380	26
2018	38	40	45	49	35	40	39	35	54	375	380	5
2019	33	44	41	46	49	36	42	42	40	373	380	7
2020	34	38	45	42	46	51	38	45	48	387	380	-7
2021	34	38	39	46	42	47	52	41	52	391	380	-11
2022	34	38	39	40	46	44	49	56	47	393	380	-13
2023	34	38	39	40	40	47	45	53	62	398	380	-18
2024	34	38	39	40	40	42	49	49	59	390	380	-10
2025	34	38	39	40	40	42	44	53	55	385	380	-5
2026	34	38	39	40	40	42	44	47	59	383	380	-3

Enrolment Study

North Area

	K	1	2	3	4	5	6	7	8		
2017	16	19	22	18	25	17	11	22	11	161	380
2018	18	16	19	22	18	26	13	11	23	166	380
2019	18	18	16	19	22	18	23	14	11	159	380
2020	14	18	18	16	19	22	15	23	14	159	380
2021	16	14	18	18	16	19	19	15	24	159	380
2022	16	16	14	18	18	16	16	19	15	148	380
2023	17	16	16	14	18	18	14	16	20	149	380
2024	17	17	16	16	14	18	15	14	17	144	380
2025	17	17	17	16	16	14	15	15	14	141	380
2026	17	17	17	17	16	16	12	15	15	142	380

Core Area

	K	1	2	3	4	5	6	7	8		
2017	17	14	9	8	8	9	9	6	11	91	380
2018	16	17	14	9	8	7	9	9	6	95	380
2019	12	16	17	14	9	7	7	9	9	100	380
2020	13	12	16	17	14	8	7	7	9	103	380
2021	12	13	12	16	17	13	8	7	7	105	380
2022	12	12	13	12	16	16	13	8	7	109	380
2023	12	12	12	13	12	15	16	13	8	113	380
2024	12	12	12	12	13	11	15	16	13	116	380
2025	12	12	12	12	12	12	11	15	16	114	380
2026	12	12	12	12	12	11	12	11	15	109	380

Rural Area & Other

	K	1	2	3	4	5	6	7	8			
2017	2	11	17	9	5	11	11	19	17	102	380	26
2018	4	7	12	18	9	7	17	15	25	114	380	5
2019	3	10	8	13	18	11	12	19	20	114	380	7
2020	7	8	11	9	13	21	16	15	25	125	380	-7
2021	6	11	9	12	9	15	25	19	21	127	380	-11
2022	6	10	12	10	12	12	20	29	25	136	380	-13
2023	5	10	11	13	10	14	15	24	34	136	380	-18
2024	5	9	11	12	13	13	19	19	29	130	380	-10
2025	5	9	10	12	12	16	18	23	25	130	380	-5
2026	5	9	10	11	12	15	20	21	29	132	380	-3

North Area is defined as the area North of the tracks including MacDonald and Stickney areas of the catchment

Core Area is defined as the area from 18th Street from Pacific up to and including Victoria Ave to 26th Street.

Rural Area and others include school of choice students and rural students in the catchment.

George Fitton

2016-2017 Facilities Report

2016-2017										Total Enrollment	Capacity	Surplus
Grade	K	1	2	3	4	5	6	7	8			
Current E	71	42	66	56	60	44	56	64	56	515	548	33
Projections												
2017	65	69	41	63	54	60	46	59	67	524	548	24
2018	61	69	69	41	63	53	61	49	63	529	548	19
2019	61	64	69	69	41	62	55	65	51	537	548	11
2020	53	64	64	69	68	39	64	58	68	547	548	1
2021	58	55	64	64	68	67	40	66	60	542	548	6
2022	58	62	56	64	63	67	69	43	69	551	548	-3
2023	58	62	62	56	63	62	68	71	45	547	548	1
2024	60	62	62	62	56	62	63	71	74	572	548	-24
2025	60	62	62	62	61	54	63	66	73	563	548	-15
2026	60	62	63	62	61	60	55	66	69	558	548	-10

Enrolment Study

9th Street & Maryland Ave. with 1st St. to 18th Street - Aberdeen

Grade	K	1	2	3	4	5	6	7	8	Total Enrollment	Capacity
2017	22	18	18	25	15	20	15	9	15	157	548
2018	24	22	18	18	25	14	19	14	9	163	548
2019	24	24	22	18	18	24	14	17	13	174	548
2020	17	24	24	22	18	17	22	13	17	174	548
2021	20	17	24	24	22	17	16	21	12	173	548
2022	19	20	17	24	24	22	17	16	21	180	548
2023	19	19	20	17	24	24	22	17	16	178	548
2024	18	19	19	20	17	24	24	22	17	180	548
2025	17	18	19	19	20	17	24	24	22	180	548
2026	17	17	18	19	19	20	17	24	24	175	548

Core Population - 1st to 18th including areas Richmond to Maryland

Grade	K	1	2	3	4	5	6	7	8	
2017	32	30	26	37	25	30	22	18	25	245
2018	33	32	30	26	37	25	30	22	18	253
2019	34	33	32	30	26	37	25	30	22	269
2020	26	34	33	32	30	26	37	25	30	273
2021	29	26	34	33	32	30	26	37	25	272
2022	28	29	26	34	33	32	30	26	37	275
2023	28	28	29	26	34	33	32	30	26	266
2024	27	28	28	29	26	34	33	32	30	267
2025	26	27	28	28	29	26	34	33	32	263
2026	26	26	27	28	28	29	26	34	33	257

Balance of School Population in Catchment Area (North of Ric Aberdeen Ave.)

Grade	K	1	2	3	4	5	6	7	8	
2017	43	51	23	38	39	40	31	50	52	367
2018	37	47	51	23	38	39	42	35	54	366
2019	37	40	47	51	23	38	41	48	38	363
2020	36	40	40	47	50	22	42	45	51	373
2021	38	38	40	40	46	50	24	45	48	369
2022	39	42	39	40	39	45	52	27	48	371
2023	39	43	42	39	39	38	46	54	29	369
2024	42	43	43	42	39	38	39	49	57	392
2025	43	44	43	43	41	37	39	42	51	383
2026	43	45	45	43	42	40	38	42	45	383

Balance of School Population in Catchment Area (North of Richmond)

Grade	K	1	2	3	4	5	6	7	8	
2017	33	39	15	26	29	30	24	41	42	279
2018	28	37	39	15	26	28	31	27	45	276
2019	27	31	37	39	15	25	30	35	29	268
2020	27	30	31	37	38	13	27	33	38	274
2021	29	29	30	31	36	37	14	29	35	270
2022	30	33	30	30	30	35	39	17	32	276
2023	30	34	33	30	29	29	36	41	19	281
2024	33	34	34	33	30	28	30	39	44	305
2025	34	35	34	34	32	28	29	33	41	300
2026	34	36	36	34	33	31	29	32	36	301

Meadows

2016-2017 Facilities Report

										Total Enrollment	Capacity	
<u>2016-2017</u>												
Grade	K	1	2	3	4	5	6	7	8			
Current Enr.	53	40	63	47	59	45	53	46	49	455	555	
<u>Projections</u>												
2017	50	52	41	65	50	60	48	56	48	470	555	85
2018	49	50	52	42	66	50	61	49	56	475	555	80
2019	43	50	51	53	44	66	51	63	50	471	555	84
2020	43	43	50	51	54	44	67	52	64	468	555	87
2021	45	43	44	51	52	54	44	69	52	454	555	101
2022	45	44	43	43	52	52	55	46	69	449	555	106
2023	45	45	44	43	45	52	53	56	46	429	555	126
2024	45	44	44	44	44	45	52	54	56	428	555	127
2025	45	44	44	45	46	44	45	53	54	420	555	135
2026	44	44	44	44	46	45	44	45	54	410	555	145

Enrolment Study

South Area (Brentwood)

Year	K	1	2	3	4	5	6	7	8	Total Enrollment
2017	27	29	20	34	24	26	21	25	20	226
2018	30	27	30	21	34	24	25	21	24	236
2019	28	30	27	30	21	35	25	26	22	244
2020	24	27	29	27	29	21	36	25	27	245
2021	29	24	27	29	26	30	21	36	26	248
2022	32	29	24	26	28	27	30	21	37	254
2023	32	32	28	23	25	28	27	30	21	246
2024	33	31	30	27	22	25	28	27	30	253
2025	32	32	30	29	26	22	25	28	27	251
2026	32	31	31	28	28	26	22	25	28	251

Core Area & Rural

Year	K	1	2	3	4	5	6	7	8			
2017	23	23	21	31	26	34	27	31	28	244	555	85
2018	19	23	22	21	32	26	36	28	32	239	555	80
2019	15	20	24	23	23	31	26	37	28	227	555	84
2020	19	16	21	24	25	23	31	27	37	223	555	87
2021	16	19	17	22	26	24	23	33	26	206	555	101
2022	13	15	19	17	24	25	25	25	32	195	555	106
2023	13	13	16	20	20	24	26	26	25	183	555	126
2024	12	13	14	17	22	20	24	27	26	175	555	127
2025	13	12	14	16	20	22	20	25	27	169	555	135
2026	12	13	13	16	18	19	22	20	26	159	555	145

Waverly Park

2016-2017 Facilities Report

										Total Enrollment	Capacity	Surplus
2016-2017												
Grade	K	1	2	3	4	5	6	7	8			
Current Enr.	40	40	40	52	52	42	52	42	55	415	463	48
Projections												
2017	45	42	43	42	56	52	39	53	44	416	463	47
2018	45	47	44	45	44	56	49	40	55	425	463	38
2019	51	47	48	45	46	46	56	51	44	434	463	29
2020	41	52	48	50	47	48	44	59	56	445	463	18
2021	43	42	55	50	52	49	48	47	63	449	463	14
2022	45	44	44	57	52	54	48	51	51	446	463	17
2023	45	47	46	45	59	54	53	50	55	454	463	9
2024	45	47	48	47	47	61	53	56	54	458	463	5
2025	45	47	48	50	49	49	61	56	61	466	463	-3
2026	45	47	48	50	52	51	47	64	60	464	463	-1

Enrolment Study

South Area												
	K	1	2	3	4	5	6	7	8			
2017	10	12	10	15	16	14	7	13	12	109	463	
2018	10	11	12	12	15	16	15	5	13	109	463	
2019	12	11	11	14	12	15	17	13	5	110	463	
2020	12	13	11	13	14	12	16	15	13	119	463	
2021	11	13	13	13	13	14	13	14	15	119	463	
2022	11	12	13	15	13	13	15	11	14	117	463	
2023	11	12	12	15	15	13	14	13	11	116	463	
2024	11	12	12	14	15	15	14	12	13	118	463	
2025	11	12	12	14	14	15	16	12	12	118	463	
2026	11	12	12	14	14	14	16	14	12	119	463	
North Area												
	K	1	2	3	4	5	6	7	8			
2017	35	30	33	27	40	38	32	40	32	307	463	
2018	35	36	32	33	29	40	34	35	42	316	463	
2019	39	36	37	31	34	31	39	38	39	324	463	
2020	29	39	37	37	33	36	28	44	43	326	463	
2021	32	29	42	37	39	35	35	33	48	330	463	
2022	34	32	31	42	39	41	33	40	37	329	463	
2023	34	35	34	30	44	41	39	37	44	338	463	
2024	34	35	36	33	32	46	39	44	41	340	463	
2025	34	35	36	36	35	34	45	44	49	348	463	
2026	34	35	36	36	38	37	31	50	48	345	463	

South area is defined as the area South of the Railroad tracks to Richmond Ave - West of 34th Street.

North area is that area North of the Railroad tracks to Victoria Ave. - West of 34th Street

Island Lakes Area

King George

Year	K	1	2	3	4	5	6	7	8	Total
2017	8	11	5	4	7	9	8	3	7	62
2018	9	8	11	5	5	7	9	2	5	61
2019	9	9	8	11	6	5	7	2	4	61
2020	5	9	9	8	12	6	5	2	4	60
2021	7	5	9	9	9	12	6	2	4	63
2022	7	7	5	9	10	9	12	2	4	65
2023	7	7	7	5	10	10	9	2	4	61
2024	7	7	7	7	6	10	10	2	4	60
2025	7	7	7	7	8	6	10	2	4	58
2026	7	7	7	7	8	8	6	2	4	56

New School
Population (GF to
Aberdeen)

New School
Population (GF
to Richmond)

401	489
420	510
470	565
497	596
521	620
555	650
570	658
590	677
602	685
601	683

Riverheights

Year	K	1	2	3	4	5	6	7	8	Total
2017	33	28	23	21	17	20	14	11	15	182
2018	26	36	28	23	21	17	20	14	11	196
2019	47	29	36	28	23	21	17	20	14	235
2020	39	50	29	36	28	23	21	17	20	263
2021	39	42	50	29	36	28	23	21	17	285
2022	39	42	42	50	29	36	28	23	21	310
2023	39	42	42	42	50	29	36	28	23	331
2024	39	42	42	42	42	50	29	36	28	350
2025	39	42	42	42	42	42	50	29	36	364
2026	39	42	42	42	42	42	42	50	29	370

George Fitton (South of Aberdeen)

Year	K	1	2	3	4	5	6	7	8	Total
2017	22	18	18	25	15	20	15	9	15	157
2018	24	22	18	18	25	14	19	14	9	163
2019	24	24	22	18	18	24	14	17	13	174
2020	17	24	24	22	18	17	22	13	17	174
2021	20	17	24	24	22	17	16	21	12	173
2022	19	20	17	24	24	22	17	16	21	180
2023	19	19	20	17	24	24	22	17	16	178
2024	18	19	19	20	17	24	24	22	17	180
2025	17	18	19	19	20	17	24	24	22	180
2026	17	17	18	19	19	20	17	24	24	175

George Fitton (South of Richmond)

Year	K	1	2	3	4	5	6	7	8	Total
2017	32	30	26	37	25	30	22	18	25	245
2018	33	32	30	26	37	25	30	22	18	253
2019	34	33	32	30	26	37	25	30	22	269
2020	26	34	33	32	30	26	37	25	30	273
2021	29	26	34	33	32	30	26	37	25	272
2022	28	29	26	34	33	32	30	26	37	275
2023	28	28	29	26	34	33	32	30	26	266
2024	27	28	28	29	26	34	33	32	30	267
2025	26	27	28	28	29	26	34	33	32	263
2026	26	26	27	28	28	29	26	34	33	257

Island Lakes - 1st Street to 18th, Patricia to Richmond/Aberdeen

Brookwood

Complete Brookwood Area Projection (Baragar)

Year	K	1	2	3	4	5	6	7	8	Total
2017	14	10	11	9	16	14	7	8	11	100
2018	13	14	10	10	9	16	15	8	8	103
2019	14	13	14	9	10	9	17	16	8	110
2020	18	14	13	13	9	10	10	18	16	121
2021	17	18	14	12	13	9	11	11	18	123
2022	17	17	18	13	12	13	10	12	11	123
2023	22	21	21	21	17	16	18	15	16	167
2024	22	26	25	24	25	21	21	23	19	206
2025	23	26	30	28	28	29	26	26	27	243
2026	23	27	30	33	32	32	34	31	30	272

Brookwood Area Projection - Riverheights Students Only

Year	K	1	2	3	4	5	6	7	8	Total
2017	5	1	5	3	2	0	3	4	0	23
2018	5	5	1	5	3	2	0	3	4	28
2019	5	5	5	1	5	3	2	0	3	29
2020	6	5	5	5	1	5	3	2	0	32
2021	6	6	5	5	5	1	5	3	2	38
2022	6	6	6	5	5	5	1	5	3	42
2023	10	10	10	10	9	9	9	5	9	81
2024	10	14	14	14	14	13	13	13	9	114
2025	11	14	18	18	18	18	17	17	17	148
2026	11	15	18	22	22	22	22	21	21	174

Brookwood Area Projection Linden Lanes & Other Schools

Year	K	1	2	3	4	5	6	7	8	Total
2017	9	9	6	6	14	14	4	4	11	77
2018	8	9	9	5	6	14	15	5	4	75
2019	9	8	9	8	5	6	15	16	5	81
2020	12	9	8	8	8	5	7	16	16	89
2021	11	12	9	7	8	8	6	8	16	85
2022	11	11	12	8	7	8	9	7	8	81
2023	12	11	11	11	8	7	9	10	7	86
2024	12	12	11	10	11	8	8	10	10	92
2025	12	12	12	10	10	11	9	9	10	95
2026	12	12	12	11	10	10	12	10	9	98

Appendix B

CPRSS Forecast					
	9	10	11	12	SS
2017	278	287	265	302	0
2018	265	281	290	318	0
2019	274	268	284	343	0
2020	276	277	270	336	0
2021	292	279	280	323	0
2026	348	333	295	372	0
Total					1349

CPRSS Ratio 0.43

PSFB Capacity 1319
90% Max 1187

Divisional Forecast (W/Alt Ed.)					
	9	10	11	12	SS
2017	653	651	651	862	37
2018	618	670	684	877	37
2019	639	634	703	911	37
2020	644	656	667	930	37
2021	681	660	689	894	37
2026	812	787	724	1008	37
Total					3369

PSFB Capacity 3098

VMHS Forecast					
	9	10	11	12	SS
2017	241	227	224	260	0
2018	228	243	229	256	0
2019	236	230	246	262	0
2020	237	238	233	278	0
2021	251	240	241	265	0
2026	300	287	254	307	0
Total					1147

VMHS Ratio 0.37

PSFB Capacity 1104
90% Max 994

Divisional Forecast					
	9	10	11	12	SS
2017	651	639	612	683	37
2018	616	658	645	698	37
2019	637	622	664	732	37
2020	642	644	628	751	37
2021	679	648	650	715	37
2026	810	775	685	829	37
Total					3137

NHS Forecast - Main Site					
	9	10	11	12	SS
2017	132	125	123	121	37
2018	123	133	126	124	37
2019	127	124	135	128	37
2020	128	129	126	136	37
2021	136	130	130	127	37
2026	162	155	137	150	37
Total					641

NHS Ratio 0.2

PSFB Capacity 675
90% Max 608

*Construction based on 2017 actual with 1% annual growth + historical Grade 12 retention**

** CP - 50, VM - 30, NH - 170

*** Grade 9 based on Baragar forecasts with 1% annual growth - Current Allocation Ratios

<i>NHS Forecast - Main Site</i>						
	9	10	11	12	SS	Total
2017	132	125	123	121	37	538
2018	123	133	126	124	37	544
2019	127	124	135	128	37	551
2020	128	129	126	136	37	556
2021	136	130	130	127	37	559
2026	162	155	137	150	37	641

NHS Ratio 0.2
 PSFB Capacity 675
 90% Max 608

<i>NHS Forecast - Full construction</i>						
	9	10	11	12	SS	Total
2017	134	137	162	300	37	770
2018	125	145	165	303	37	776
2019	129	136	174	307	37	783
2020	130	141	165	315	37	788
2021	138	142	169	306	37	791
2026	164	167	176	329	37	873

<i>NHS Forecast - French Immersion</i>						
	9	10	11	12	SS	Total
2017	51	35	32	32	0	150
2018	58	48	33	30	0	170
2019	53	55	46	32	0	186
2020	84	51	52	44	0	230
2021	65	79	48	50	0	242
2026	80	77	65	64	0	286

<i>NHS Forecast - English Program</i>						
	9	10	11	12	SS	Total
2017	81	90	91	89	0	351
2018	65	85	93	94	0	337
2019	74	69	89	96	0	328
2020	45	78	73	92	0	289
2021	71	50	82	77	0	281
2026	82	78	72	86	0	318

<i>NHS Forecast - Alternative Ed.</i>						
	9	10	11	12	SS	Total
2017	2	12	39	179	0	232
2018	2	12	39	179	0	232
2019	2	12	39	179	0	232
2020	2	12	39	179	0	232
2021	2	12	39	179	0	232
2026	2	12	39	179	0	232

Appendix C

BSD Transportation Info. As of Nov. 08, 2017

School	Bussed Students	Eligible Riders	Non Eligible Riders
Alexander	83	59	24
Betty Gibson	55	2	53
Crocus Plains	815	815	0
Earl Oxford	252	180	72
George Fitton	200	171	29
Green Acres	2	0	2
Harrison	314	306	8
JR Reid	0	0	0
King George	101	92	9
Kirkcaldy Heights	77	70	7
Linden Lanes	19	18	1
Meadows	162	155	7
Neelin	350	339	11
Neelin Off Campus	6	6	0
New Era	179	169	10
O'Kelly	81	78	3
Riverheights	219	213	6
Riverview	0	0	0
Spring Valley	0	0	0
St. Augustine	45	45	0
Valleyview	59	4	55
Vincent Massey	381	371	10
Waverly Park	35	35	0
Total	3435	3128	307

Eligible Riders - Early Yr Riders that reside 1.6 klm from school or 2.4 klm for Highschool riders.

Non Eligible Riders - Riders that are transported that do not fall in above category. Students may be Superintendant Approved, Curbside Riders