

HALIFAX REGIONAL SCHOOL BOARD
Imagine Our Schools: 10 Year Facility Master Plan, Phase 2

PURPOSE: To provide the Board with information prior to a decision on Phase 2 of the Imagine Our Schools consultation process. The approved recommendations will be integrated into the 10-year Facilities Master Plan (Appendix 1) for the Halifax Regional School Board. A decision process will be followed in April 2010 and the Master Plan will be forwarded to the Department of Education for funding consideration.

BUSINESS PLAN GOAL: **Business Plan Goal # 4: Through a dynamic regional plan, ensure our facilities are sound, secure and healthy and support effective curriculum.**

BACKGROUND: Traditionally, capital planning for the school facilities in the HRSB has been completed through school closure and boundary review processes resulting in capital requests to the Department of Education (DOE) on an annual or biennial basis. The capital requests often consisted of a list of new school construction, alterations and additions.

In December 2004 the HRSB approved and forwarded a capital construction submission as requested by the DOE which outlined capital requests for new construction and additions/alterations. The board was requested to appear before the provincial School Capital Construction Committee in January 2005 to clarify and elaborate on the capital requests. The Deputy Minister's Office sent a request to the HRSB in July 2005 for additional information before considering the HRSB capital requests. A detailed submission was prepared, titled "Capital Project – Submission draft 08/03/05" which was approved by the Board on September 28, 2005. (<http://www.hrsb.ns.ca/files/Downloads/pdf/reports/2005-2006/September/05-09-883.pdf>)

It was indicated through a request to the Superintendent from the Deputy Minister in May 2007 that:

“...it would be timely and helpful if the Halifax Regional School Board undertook a review of proposed projects, underutilized space and changing demographics for the Dartmouth/Eastern Passage area and Halifax Peninsula prior to the Department of Education and provincial Cabinet considering the most recent School Capital Construction Report.”

In June 2007 the Superintendent built on this request and, with staff assistance, initiated a public consultation process titled “Imagine Our Schools.” The intention was to engage the communities of each HRSB Families of Schools in a constructive dialogue around how to achieve school facilities that can best provide the educational program. The results of the consultations with numerous stakeholders, along with the expertise of the consultant team, were to become the basis of a 10-Year Facility Master Plan.

This process was designed to be executed over three phases; however, after completing phase 1, it was determined the process could be completed in two phases.

Phase 1:

- The 17 schools in the Citadel High Family of Schools
- The 44 schools in the Families of Schools of Dartmouth High, Prince Andrew High, Cole Harbour District High and Auburn Drive High

Phase 2:

- The 32 schools in the Families of Schools of C.P. Allen High, Lockview High, Millwood High and Sackville High
- The 31 schools in the Families of Schools of Sir John A. Macdonald High, J.L. Ilsley High and Halifax West High
- The 13 schools in the Families of Schools of Musquodoboit Rural High, Eastern Shore District High and Duncan MacMillan High

A Request for Proposals (RFP) was initiated for a School Facility Planning Consultant in July 2007. The full RFP can be found at: <http://www.hrsb.ns.ca/files/Downloads/pdf/finance/imagine-our-schools-rfp.pdf>. The RFP was advertised on July 21, 2007 in both the Globe and Mail and the Chronicle Herald and was also listed on the Council for Educational Facility Planners International's website. The closing date for proposals was August 9, 2007. HRSB received and reviewed five proposals and awarded the contract to a consortium led by CS&P Architects (Please see Appendix 3 for the contact information of the consortium team).

The Consultants proposed a different consultation process than was initially proposed senior staff. The changes were designed to:

- ensure the consultants were acting openly and transparently;
- decrease the direct involvement of HRSB staff; and
- expand the consultation to more community stakeholders.

Phase 1 of Imagine our Schools was completed with Board recommendations in April 2008. The report with recommendations can be found at <http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/10-year-plan-phase1.pdf>.

Phase 2 was initiated by the consultants holding a preliminary meeting with the School Advisory Committees and administration of the potentially impacted schools. These meetings were held October 7 -9, 2008.

To ensure public access to the process in phase 2, the consultants grouped the families of schools into 4 components based primarily on geography.

- Central HRM planning area including Lockview Family of Schools, Millwood Family of Schools, and Sackville Family of Schools;
- Eastern HRM planning area including Duncan MacMillan Family of Schools, Eastern Shore District High Family of Schools, and Musquodoboit Rural High Family of Schools;
- South central HRM planning area including Charles P. Allen Family of Schools, and Halifax West Family of Schools; and
- South west HRM planning area including J.L. Ilsley Family of Schools, and Sir John A. Macdonald Family of Schools

By January 2009, the Consultants had completed a background report which was presented to the public January 19-22, 2009. The findings were based on information gathered from HRSB staff and local government agencies. Data included:

- population projections;
- student enrollment projections; and
- facility program delivery reviews of the 76 schools in Phase 2 to verify each school's ability to deliver the current public school programming.

The full background reports can be found at the following links:

- <http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/phase2/South%20West%20HRM.pdf>;
- <http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/phase2/South%20Central%20HRM.pdf>;
- <http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/phase2/Eastern%20HRM.pdf>; and
- <http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/phase2/Central%20HRM.background.pdf>

Based on this background information the consultants moved into the community consultation process and continued to communicate with and gather information from local government agencies and organizations. HRSB staff assisted in this work through organizing meeting venues, communications and information gathering.

The consultants presented their final recommendations and report to the Board on June 17-18, 2009. The reports and recommendations can be found at:

- [http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/phase2/South_Central_South_West_Board_Report\[1\].pdf](http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/phase2/South_Central_South_West_Board_Report[1].pdf); and
- <http://www.hrsb.ns.ca/files/Downloads/pdf/imagine/phase2/central-and-eastern-final.pdf>

CONTENT:

Funding for capital investments in schools is entirely under the control of the Provincial Government and the outcomes from the Imagine Our Schools process are entirely dependent on new funding from the Department of Education.

The approved recommendations the 10-Year Facilities Master Plan, Phase 1 were forwarded to the Department of Education for review and confirmation of funding availability. On April 14, 2009 the Province announced funding for a number of projects that are outlined below. Appendix 2 outlines the time frame and cash flow for these projects.

- Replacement of Charles P. Allen High School - \$34.2 million, anticipated opening date of 2012
- Replacement of Joseph Howe Elementary School - \$15 million, anticipated opening date of 2013
- Replacement of LeMarchant-St. Thomas – \$13.2 million, anticipated opening of 2014
- Replacement of Prince Arthur Junior High School and Southdale – North Woodside Elementary School - \$24.3 million, anticipated opening date of 2014
- Renovation of Dartmouth High School - \$11.85 million

- Renovation of Inglis Street Elementary School - \$4.99 million

This funding was in addition to the previously allocated funding for the following projects:

- replacement of Lakeview Consolidated School – approximately \$11.8 million;
- replacement of Waverley Memorial – L.C. Skerry Elementary School - \$9.5 million;
- renovations to Atlantic Memorial – Terence Bay Elementary School – approximately \$2.6 million; and
- renovations to Prince Andrew High School – approximately \$8.6 million.

HRSB staff is reviewing Phase 2 recommendations with the intent of integrating both phases to create a 10-year facility management plan. The recommendations will be prioritized from 1 through 12 with recognition that additional funding may not be allocated until 2014 and that a significant number of recommendations for schools will fall outside the 10 year master plan and will not be included on the priority list.

If a similar cash flow to that outlined in Appendix 2 is approved by the Department of Education, the capital funding will extend through 2020 which is the approximate life of the 10 year facilities master plan. An extensive plan review will be required in 2020.

The Imagine Our Schools process has provided a foundation that extends beyond the 10 year plan. This information can be used to prioritize the additional projects. A public communication plan is required to outline the process and future prioritization of capital submissions.

HRSB staff agrees with the underlying principles and methodology of the Imagine Our Schools process. Specifically, HRSB staff accepts that the options and priorities derived from the Imagine Our Schools process were based upon the following principles:

- maximizing student achievement through facilities that can best meet the educational program;
- enhancing opportunities for community-centred schools, with a commitment to exploring partnerships and joint use agreements; and
- addressing the realities of declining enrolment and aging facilities

The Imagine Our Schools process has identified a number of schools that should be considered for permanent closure as part of the ongoing planning process. Catchment areas that are experiencing enrollment decline provide opportunities to consolidate populations into existing infrastructure, renovated infrastructure, or required replacement infrastructure.

In other cases, where capacity exists in existing adequate infrastructure, school closures and consolidations could be considered without capital investments.

If any schools are to be considered for review, HRSB staff will forward a report to the Board for consideration that will identify schools to be considered for the year long school review process. The Department of Education has released funding for a number of schools, anticipating schools closures and consolidations would be considered by the Board.

The school board's identification process does not automatically translate into permanent closure. The Board must adhere to Provincial legislation regarding the School Review Process for both closures and consolidations. The regulations require a school to be identified for potential closure by the end of March of any given year to allow one year for the review process. The school review process incorporates public participation including:

- the establishment of a study committee consisting of the School Advisory Council for the public school under review; and
- after a school board releases a Study Committee's response to the public, the school board shall conduct at least one public meeting to give the public an opportunity to make presentations in respect to the Study Committee's response.

These opportunities for public input are a minimum mandated requirement. The Board may extend public participation beyond these requirements.

STAFF'S RESPONSE:

HRSB staff believes the Imagine Our Schools consultants carried out an in-depth consultation and analysis of the current and future school needs within Central, Eastern, South Central, and South Western HRM Families of Schools. In their work, they made considerable efforts to hear from numerous and diverse community members and stakeholder groups.

As a result of our confidence in the process and in the professionalism and experience of the consultant team, HRSB staff puts forth the following response to the recommendations contained in the 10 Year Facilities Master Plan, Phase 2.

1. Grade configuration

Recommendation: Retain the current three-tier grade configuration of grades P-6 (Elementary), 7-9 (Junior High), and 10-12 (High School).

HRSB staff response: Disagree. Staff acknowledges the public's preference for the existing three tier grade configuration. However, there is a provincial initiative which is favouring grade 9-12 configuration at the high school level, resulting in a grade re-configuration at the elementary and junior high levels.

The Department of Education has indicated a curriculum review of grade nine students will be completed in the short term.

Currently, there are a number of high school facilities that do not have available capacity to accommodate the grade nine students. Additionally, the Department of Education has agreed that a grade reconfiguration within HRSB would require a long term planning process and would be considered on a case by case analysis.

The responses to the proceeding guiding principles are based on existing grade configurations. Should the Board adopt the Department of Education preferred option, the responses would be adjusted accordingly.

2. Size of schools

Recommendation: Size to meet the needs of the community and to create viable learning environments. Elementary (300 students), Junior High (500 students), High School (1,000 students), P to 9 schools (750 students).

HRSB staff response: Agree. In recommending capital construction, staff will consider the ideal size as it applies to educational outcomes, walkability, location, and community needs.

Additionally, this study area included many diverse communities ranging from urban to suburban to rural with varying needs. Small rural schools provide a challenge when determining an appropriate school size given the community significance of rural schools while considering the impact on student achievement, the number of combined classes, challenges of staffing, conditions of the building and the cost to other communities of sustaining a school in a community with very few students.

3. Walking distances

Recommendation: Maximum walking distances of 1.5 km (Elementary), 2.5 km (Junior High), and 3 km (High School).

HRSB staff response: Disagree. While HRSB continues to support the principle of walk-able schools where possible, the Department of Education does not fund student transportation to this level. Should the Department of Education amend the maximum walking distance in response to their Student Walking Distance Review, staff would implement these directives upon receiving additional funding from the province.

4. Capacity reassessment

Recommendation: Reassess current provincial capacity for all schools to accommodate current and future program needs and allow for fluctuations in enrolment.

HRSB staff response: Agree. Recommend that each school's capacity is assessed during the implementation of the 10 Year Facilities Master Plan. This model allows for specialty areas such as cafeterias, music rooms, art rooms, and learning centres.

The Department of Education has indicated it agrees in principle to the idea of capacity reallocation. The provision of capital funding for alterations will be included in the Facilities Master Plan.

5. Equity

Recommendation: Provide equitable access to program and extra-curricular opportunities for all students through alterations, additions, new or replacement schools for all existing communities.

HRSB staff response: Agree. Recommend acceptance of the principles of equitable access along with a balancing of needs across these families of schools. Provision of equitable access is contingent upon availability of resources.

6. Rural Schools

Recommendation: Recognize the important place a school holds in a rural community and provide equitable learning opportunities for rural students.

HRSB staff response: Agree. Recommend acceptance of the principles of shared use community focused sites and express bussing with the

understanding that student's safety and the provision of programming is the primary focus of school sites.

The Department of Education agrees in principle with shared use community focused projects, but there may be administration obstacles between various government agencies. This should remain a goal, but may require a longer term vision.

7. School sites

Recommendation: Provide safe access and optimal play areas at all school sites.

HRSB staff response: Agree. Recommend that this will be a consideration during the implementation of the 10-Year Facilities Master Plan.

8. Lunch Program

Recommendation: Provide on-site lunchroom facilities at all schools.

HRSB staff response: Agree. HRSB policy provides for lunchtime supervision for all students. Recommend that school cafeterias be considered in light of the new lunch policy. Provision of school cafeterias will occur through the implementation of the 10-Year Facilities Master Plan.

9. Program opportunities

Recommendation: Enhance opportunities for all students to excel in a learning environment that meets their personal needs.

HRSB staff response: Agree. Recommend acceptance in principle of expanded opportunities for all students to excel. Examples includes alternative education, enhanced opportunities for community based learning, and enhanced amenities for students with special needs.

10. French Immersion

Recommendation: Support the strong history of successful French Immersion programming.

HRSB staff response: Agree. Staff are currently studying programming options and will forward an information report to the Board in the short term.

11. Childcare

Recommendation: Create family focused schools including childcare facilities.

HRSB staff response: Agree. Recommend acceptance; childcare centres are appropriate in selected schools. However, childcare centres are not recognized for funding in the DOE Capital Program. Alternative partnerships should be pursued, through a process to be determined by the HRSB staff.

12. Community centred schools

Recommendation: Maximize full potential of community centred facilities.

HRSB staff response: Agree. Recommend acceptance of community centred facilities as appropriate with the understanding that the use of facilities by the school's educational programs takes precedence over that of the community. Additionally, they are not recognized for funding in the DOE Capital Program. Alternative partnerships should be pursued, through a process to be determined by the HRSB staff.

The Department of Education agrees in principle with shared use community focused projects; however, further administrative communication between

various government agencies is required. This should remain a goal, but may require a longer term vision.

13. Educational sites

Recommendation: Retain inactive school sites for education or community use.

HRSB staff response: Agree. Recommend that the HRSB staff work closely with the Halifax Regional Municipality (HRM) to ensure that, where appropriate, school sites are retained to service needs of growing communities and, where applicable, alternate programming.

In accordance with the Education Act, where land and buildings, were owned by a municipality they shall have the option of having the surplus land and buildings re-conveyed to it.

14. Future proofing the plan

Recommendation: Ensure agility in planning to accommodate future change.

HRSB staff response: Agree. Recommend continuing to work closely with Halifax Regional Municipality to ensure schools are capable of meeting future development needs and population growth. The 10-Year Facilities Master Plan will be amended accordingly to respond to demographic changes.

In terms of beyond the ten year timeframe, the Imagine Our Schools process has provided the framework and background for future planning in HRSB.

15. Program Renewal

Recommendation: Include funding in the Master Plan to implement a plan for Program Renewal.

HRSB staff response: Agree. A program renewal plan is necessary to provide systematic and comprehensive renovations of school facilities to accommodate developments in educational programs that require changes to school buildings. The HRSB staff would work with the DOE to encourage such a funding plan.

16. Deferred maintenance

Recommendation: Include funding in the Master Plan to address the issue for deferred maintenance.

HRSB staff response: Agree. Without the capital investment in the schools as recommended in this plan deferred maintenance will become a greater burden on the HRSB budget.

17. Building renewal

Recommendation: Develop and implement a plan for the funding of the systematic renewal of school facilities.

HRSB staff response: Agree. A building renewal plan is necessary and that the lack thereof has resulted in the ongoing deferred maintenance issues within HRSB schools. The HRSB staff would work with the DOE to encourage fiscal goals to meet such a program.

18. Phasing/Implementation Plan

Recommendation: Prioritize response to educational and community needs, while minimizing disruption to students and communities.

HRSB staff response: Agree. HRSB staff will respond with an implementation plan that creates improved facilities prioritized according to educational needs. Excess capacity within the system will allow the flexibility to accommodate students in area schools with minimal disruption while school improvements are achieved. Please see the prioritized list. Goals identified in Imagine Our Schools will extend beyond the 10 year facilities plan and will need to be re-examined as time and circumstances warrant.

19. Cost impact

Recommendation: Include funding in the Master Plan to address the soft costs associated with capital projects.

HRSB staff response: Agree. Soft costs will be incorporated in the funding requests to DOE.

20. Living document

Recommendation: Create a living document with policies for regular review and updates.

HRSB staff response: Agree. Staff will provide the Board with an annual update on the current status of the 10 year facility master plan. Capital funding is under the purview of the Department of Education and should the Department request additional requests for capital funding or additional information the Board will need to respond in a timely fashion. Staff will forward a report to the Board for consideration prior to informing the Department.

In addition, the plan will be reviewed in 2015 to consider current circumstances and revisit schools set aside for “future proofing.” A similar review will be undertaken in 2020. Any necessary adjustments to the plan will occur at those times and be submitted to the DOE for consideration. The timetable for the rollout of the 10 Year Facilities Master Plan is subject to funding availability from the DOE.

COST: Funding for capital investments in schools is entirely under the control of the Provincial Government and the outcomes from the Imagine Our Schools process are entirely dependent on new funding from the Department of Education.

FUNDING: Capital costs to the Department of Education

TIMELINE: Subject to funding availability from the Department of Education

APPENDICES: Appendix 1: 10 Year Facility Master Plan
Appendix 2: Community Consultations and Meetings
Appendix 3: Imagine Our Schools Consultant Consortium

RECOMMENDATIONS:

- 1. Staff recommends the Board receive this report for information.**
- 2. Staff recommends that it be communicated that decisions on the recommendations contained in Report #10-01-1236 will be made in April 2010 in order to provide opportunity for public input.**

COMMUNICATIONS:

From: For further information please contact Charles Clattenburg, Director of Operations at 464-2000 Ext. 2144 or email cclattenburg@hrsb.ns.ca.

To: Senior Staff: February 1, 2010
Full Board: February 24, 2010

Appendix 1
10 Year Facility Management Plan

Recommendations by Priority									
School	Priority	Staff's Recommendation	Consultants Recommendation	Lunch room alteration or addition required	Recommended Childcare site	Recommended Dual Track French Immersion Site	Board's Recommendation	DOE Capital Funding Required	HRSB Operational Budget
Bicentennial School	1	Disagree with Consultants. Retain as a Junior High School. Renovations required.	Recommended alternative program site for: adult education, EXCEL, adult ESL, O2				Relocate John Martin JHS to Bicentennial site. Bicentennial to become a JHS - elementary students to be relocated, alterations to enhance program delivery, including lunch room.	X	
Bedford West/South Elementary School	2	Agree with Consultants	New school required to relieve existing over crowding and proposed development					X	

School	Priority	Staff's Recommendation	Consultants Recommendation	Lunch room alteration or addition required	Recommended Childcare site	Recommended Dual Track French Immersion Site	Board's Recommendation	DOE Capital Funding Required	HRSB Operational Budget
Bedford South	3	Agree with consultants. Should population increase as anticipated the Board would request portable from the Department	Grade re-configuration from P-9 to 7-9 upon completion of a new P-6. In short term, request additional portables from DOE.					X	X
Duncan MacMillan High School	4a	Agree with Consultants	Replacement school for P-12 model school site with shared use, including childcare. School within a school to separate elementary and high school students.		X			X	

School	Priority	Staff's Recommendation	Consultants Recommendation	Lunch room alteration or addition required	Recommended Childcare site	Recommended Dual Track French Immersion Site	Board's Recommendation	DOE Capital Funding Required	HRSB Operational Budget
Lakefront Consolidated Elementary School	4b	Agree with Consultants	Recommend for review upon completion of new P-12 school. Boundary review with potential of realignment to Oyster Pond Academy.		X			X	X
Sheet Harbour Consolidated Elementary School	4c	Agree with Consultants	Recommend for review upon completion of new P-12 school.		X			X	X

School	Priority	Staff's Recommendation	Consultants Recommendation	Lunch room alteration or addition required	Recommended Childcare site	Recommended Dual Track French Immersion Site	Board's Recommendation	DOE Capital Funding Required	HRSB Operational Budget
Highland Park Junior High School	5	Agree with Consultants	Addition/alteration required to enhance program delivery and meet enrolment needs, assess for possible replacement school				Recommend replacement school required to enhance program delivery and meet enrolment needs.	X	
Sunnyside Elementary School	6	Agree with Consultants - new school required. If necessary, in short term, re-locate students from Waverley Road and Fort Sackville to Basinview.	Replacement school required, in short term accommodation in port-a-packs, deferred maintenance issues to be addressed.					X	X
Bedford Junior High School	7	Agree with consultants. The feasibility of C.P Allen site should be studied immediately.	Replacement school is required					X	

School	Priority	Staff's Recommendation	Consultants Recommendation	Lunch room alteration or addition required	Recommended Childcare site	Recommended Dual Track French Immersion Site	Board's Recommendation	DOE Capital Funding Required	HRSB Operational Budget
Cole Harbour District High School	8	Upon further review, Cole Harbour District High should be maintained as a high school. Addition/alterations to enhance program delivery. Provide amenity spaces such as cafeteria, and other student spaces.	Selection process required to select consolidated High School site (Cole Harbour or Auburn), major alterations required to enhance program delivery, add childcare	X			Maintain high school pending further study of recommended Eastern Passage, Shearwater, Woodside high school.	X	X
Colonel John Stuart Elementary School and Robert K. Turner Elementary School	9a	Agree with consultants	Recommend for review for possible permanent closure.				Recommended for review prior to George Bissett Elementary School alterations and Joseph Giles renovations.		X
George Bissett Elementary School	9b	Agree with consultants	Alterations to enhance program delivery, including lunch room, add childcare	X			Addition/alteration required to enhance program delivery, including lunch room	X	

School	Priority	Staff's Recommendation	Consultants Recommendation	Lunch room alteration or addition required	Recommended Childcare site	Recommended Dual Track French Immersion Site	Board's Recommendation	DOE Capital Funding Required	HRSB Operational Budget
Joseph Giles Elementary School	9c	Agree with consultants	Alterations to enhance program delivery, including lunch room, add childcare	X	X		Addition/alteration required to enhance program delivery, including lunch room, add childcare	X	
Brookhouse Elementary School	10a	Agree with consultants	Alterations to enhance program delivery, including lunch room.	X			Addition/alteration required to enhance program delivery, including lunch room	X	
Bel Ayr Elementary School	10b	Agree with consultants	Alterations to enhance program delivery, including lunch room, add childcare	X			Addition/alteration required to enhance program delivery, including lunch room, add childcare	X	
Mount Edward Elementary School	10c	Agree with consultants	Recommend for review for possible permanent closure.				Recommended for review prior to Brookhouse & Bel Ayr renovations.		X

School	Priority	Staff's Recommendation	Consultants Recommendation	Lunch room alteration or addition required	Recommended Childcare site	Recommended Dual Track French Immersion Site	Board's Recommendation	DOE Capital Funding Required	HRSB Operational Budget
Eastern Shore District High School	11	Agree with consultants	Alterations to enhance program delivery, including technology upgrades						X
Fairview Heights Elementary School and Annex Building	12	Agree with consultants	Replacement school is required					X	

Appendix 2

PROPOSED CASH FLOW – CAPITAL CONSTRUCTION (New Construction)– PROJECTS ANNOUNCED IN 2009							
School	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Bedford High School		2,930,000	13,824,000	17,351,000	48,000		
Joseph Howe Elementary School			2,146,000	8,488,000	4,368,000	13,000	
LeMarchant – St. Thomas Elementary School				1,188,000	7,898,000	4,060,000	12,000
Prince Arthur/Southdale/North Woodside School				1,551,000	15,001,000	7,724,000	22,000

PROPOSED CASH FLOW – CAPITAL CONSTRUCTION (New Construction) – PREVIOUSLY ANNOUNCED							
School	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Citadel High School	40,000						
Lakeview Consolidated School	6,400,000	5,364,000	11,000			1,500,000	
Musquodoboit Rural High School	267,000						
Waverley Memorial – L.C Skerry	6,406,000	3,036,000					

PROPOSED CASH FLOW – CAPITAL CONSTRUCTION (Additions / Alterations) – PREVIOUSLY ANNOUNCED							
School	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Atlantic Memorial – Terence Bay	800,000	500,000	1,125,000				
Prince Andrew High School	3,200,000	426,000	2,715,000	2,309,000			

Appendix 3

Imagine Our Schools Consultant Consortium

Prime Consultant

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