



CATHOLIC SCHOOLS PLAN

strong foundations for a bright future



St. Andrew's
High SCHOOL

Building Upgrade

PROJECT BRIEF

| June 2017

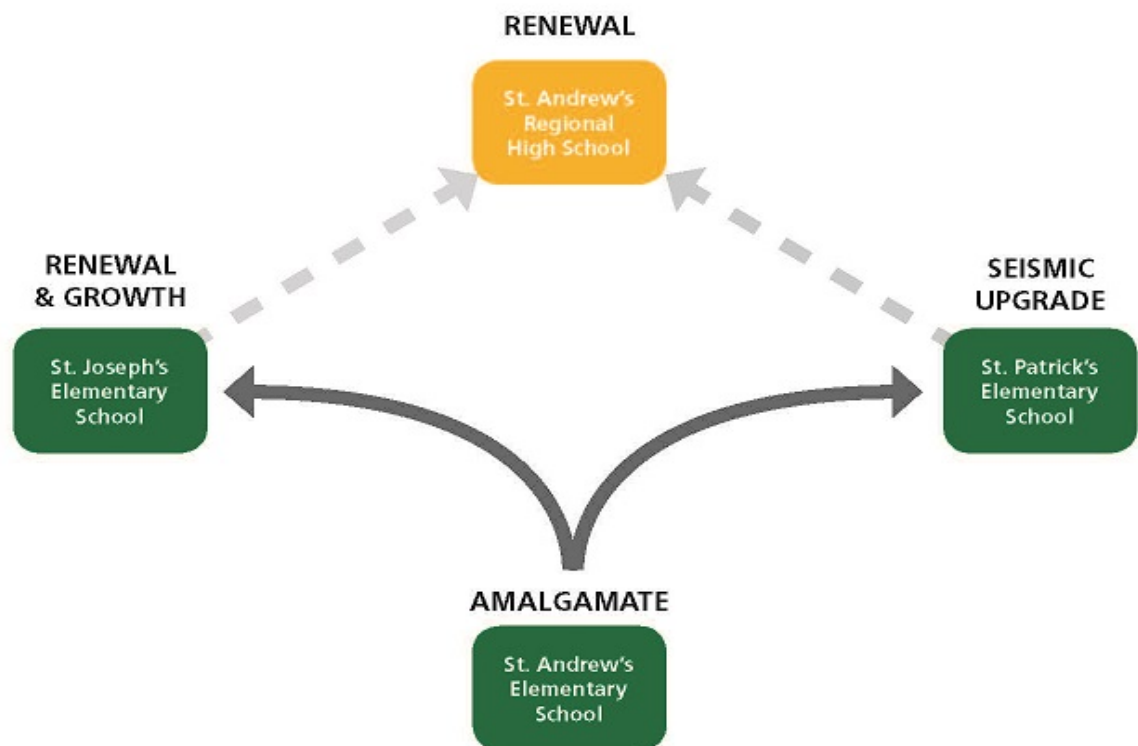
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Introduction

The 2009 Catholic Schools Plan (CSP) defined a comprehensive review of the Greater Victoria schools, with the long term goal of providing a safe, affordable, accessible, and sustainable Catholic Schools system – *A Strong Foundation for a Bright Future*.

The Plan includes two elementary schools of approximately 400 students each – one in the east and the other in the west of the Greater Victoria region. The schools support a centrally-located regional high school. Although alternative school sites were actively pursued, it was determined that the most cost effective and realistic option was to retain three of the current school sites, and renovate and add to the existing buildings.



Background

The implementation of the Catholic Schools Plan (CSP) is being directed by a Diocesan Oversight Committee, with representatives from the School Board of Directors, the local school communities, the Diocesan Finance Committee, and the Building Commission. Planning for the renewal of the three schools started in 2011, with School Advisory Committee workshops and community open houses. Consensus on the preferred concept plan for each school was achieved in 2012, and implementation began with the St. Joseph's Elementary School addition and seismic upgrade project. This project prepared for the amalgamation of the St. Andrew's Elementary school population with St. Joseph's and St. Patrick's, and was successfully completed in September 2013.

The sale of the St. Andrew's Elementary School property was key to the implementation of the CSP, as it provides a means to finance the renewal of the remaining schools. The delay of this sale, together with the six-year anniversary of the CSP, prompted the Oversight Committee to complete a review and update of the Catholic Schools Plan.

The Oversight Committee completed a review of the 2009 Catholic Schools Plan in early 2015. This review confirmed the continued relevance and fundamental strength of the original Plan. The Committee also confirmed and recommended the seismic upgrading of St. Patrick's Elementary School, with the removal of the rebuilding of the 1955 classroom block while ensuring that any work completed would not impede future rebuilding.

Subsequent to the Oversight Committee 2015 review of the CSP, St. Patrick's Elementary School seismic upgrade was completed during the Summer of 2016.

The Committee also confirmed the renewal of St. Andrew's Regional High School, with a reduced student capacity from 600 to 500 students. The new student capacity was adjusted to reflect current enrollment numbers and future trends in high school student populations in Greater Victoria.

Greater Victoria Catholic School Operating Results 2008-2016

Enrolment numbers are based on May 15th Eligible Student audit report.

	2017 Forecast	2016	2015	2014	2013	2012	2011	2010	2009	2008
St. Andrew's High School										
Enrolment	337	335	348	350	365	373	398	448	474	461
Total Revenue	3,614,038	3,514,074	3,686,290	3,707,702	3,728,557	3,608,442	3,767,901	4,166,518	4,136,998	3,923,210
Total Expenses	3,580,282	3,491,210	3,518,542	3,513,176	3,769,983	3,570,061	3,656,979	4,049,928	3,808,652	3,514,245
Net Income	33,756	22,864	167,748	194,526	(41,426)	38,381	110,922	116,590	328,346	408,965
St. Josephs, Victoria										
Enrolment	349	335	318	284	200	205	203	203	204	205
Total Revenue	3,246,098	3,145,269	2,834,007	2,280,901	1,566,854	1,534,816	1,463,063	1,437,078	1,400,167	1,330,081
Total Expenses	3,182,852	3,015,576	2,817,535	2,327,409	1,645,130	1,546,980	1,506,439	1,395,806	1,402,613	1,359,939
Net Income (Loss)	63,246	129,693	16,472	(46,508)	(78,276)	(12,164)	(43,376)	41,272	(2,446)	(29,858)
St. Patrick's										
Enrolment	337	366	354	354	330	328	327	327	362	366
Total Revenue	3,050,164	3,231,132	3,039,661	2,930,418	2,675,640	2,575,748	2,476,479	2,418,022	2,509,640	2,413,815
Total Expenses	3,031,569	3,200,282	2,957,527	2,908,453	2,688,693	2,626,296	2,524,051	2,500,157	2,534,896	2,483,741
Net Income (Loss)	18,595	30,850	82,134	21,965	(13,053)	(50,548)	(47,572)	(82,135)	(23,256)	(69,926)

Note: Net income is from annual operations and does not include repayment of capital loans.

Enrollment Trends – Island Catholic Schools

Chart 1 below reflects enrollment numbers for Island Catholic Schools for the past 12 years. Enrollments (head count) are as of September 30.

Chart 1

Year	St. Patrick's	John Paul II	St. Joseph's (C)	St. Joseph's (V)	St. Andrew's Regional High School	Queen of Angels	St. Andrew's Elementary	Total
2016-17	337	142	110	349	335	393		1666
2015/16	367	116	94	333	335	416	-	1661
2014/15	353	124	140	317	348	428	-	1710
2013/14	346	92	140	281	350	389	-	1598
2012/13	328	91	118	200	365	384	141	1627
2011/12	322	80	119	202	363	415	155	1656
2010/11	327	79	107	207	398	384	181	1683
2009/10	336	69	83	202	448	356	183	1677
2008/09	355	75	117	203	471	381	188	1790
2007/08	361	58	120	202	469	388	235	1833
2006/07	378	40	139	202	438	380	259	1836
2005/06	361	33	150	202	401	373	274	1794

Enrollment Trends – Greater Victoria Catholic Schools

Chart 2 below reflects enrollment numbers for the Greater Victoria area Catholic Schools for the past 12 years. Enrollments (head count) are as of September 30.

Chart 2

Year	St. Patrick's	St. Joseph's (V)	St. Andrew's Elementary	Total Elem Population	St. Andrew's Regional High School	Total
2016-17	337	349		686	335	1021
2015/16	367	333	-	700	335	1035
2014/15	353	317	-	670	348	1018
2013/14	346	281	-	627	350	977
2012/13	328	200	141	669	365	1034
2011/12	322	202	155	679	363	1042
2010/11	327	207	181	715	398	1113
2009/10	336	202	183	721	448	1169
2008/09	355	203	188	746	471	1217
2007/08	361	202	235	798	469	1267
2006/07	378	202	259	839	438	1277
2005/06	361	202	274	837	401	1238

Project Scope

The scope of the St. Andrew's High School project includes the seismic upgrade of the existing gymnasium and 1991 classroom/administrative building. A seismic assessment of the entire school identifies that the existing gymnasium and two storey classroom /administrative building require upgrading to meet current standards.

The remaining single-storey 1968 wood frame classroom wing is beyond its useful life and will be demolished. A new classroom block will be built to replace the old wing and aging portables which will add a much needed multi-purpose space.

An expansion on the back of the gymnasium will create a fitness area, band room, drama room, and provide stage access; thereby eliminating the current need for all portable classrooms.

The original plan included the expansion of the High School Field. Due to financial constraints the field and the finishing of the music and drama area will be dependent on school-based fundraising efforts.

The estimate to expand the field to 120m x 60m is \$1,600,000 and finishing of the drama and music area is \$878,000. The total fundraising goal will be targeted at \$2.5 M.

Project Objectives

The St. Andrew's High School project objectives are to:

1. Complete seismic upgrading in gymnasium
 - to increase life and safety standards
 - add a fitness center and change rooms
 - add a drama room
 - add stage access through the gym
 - add a band/music room with practice rooms
2. Complete seismic upgrading in 1991 classroom /administration block
 - to increase life and safety standards
 - improve and update existing building
 - increase natural light
 - improve administration and office area flow and function
 - improve function and layout for science and computer labs
 - create dedicated learning support area
3. Build new classroom block; including,
 - create a Catholic presence with a prominent and functional Chapel
 - multi-purpose and gathering area with a kitchen and food service
 - food Lab with 6 kitchen stations
 - large, modern art room
 - new staff room
 - designated international students area
 - improve connectivity of all buildings
4. Demolish old classroom wing
 - improve “street presence and curb appeal” by creating a courtyard with green space
5. Ensure minimal interruption to school programming

Design and Plans



VIEW FROM DROP OFF AREA LOOKING NORTH TOWARDS NEW ENTRANCE WAY



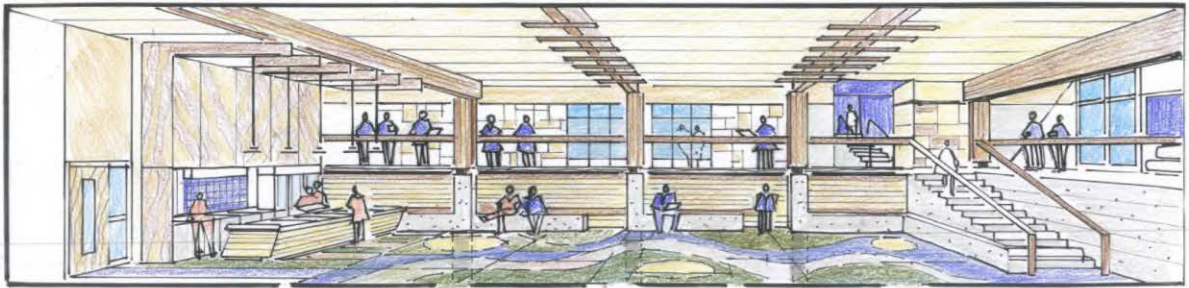
VIEW FROM NEW COURTYARD LOOKING NORTH



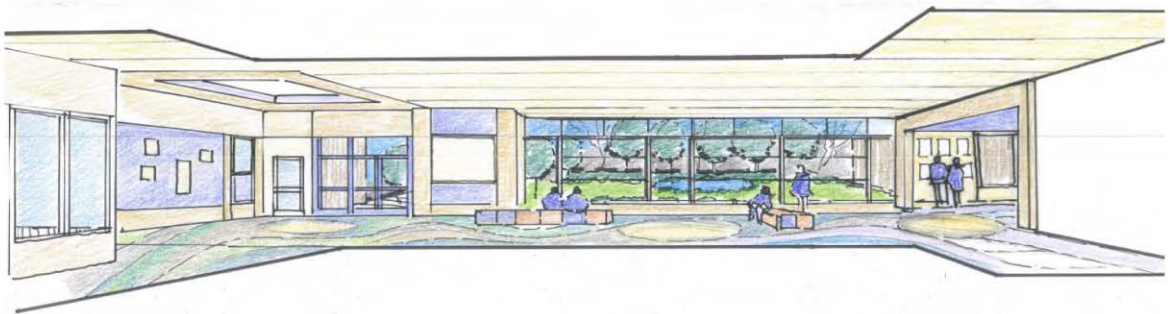
ST. ANDREW'S REGIONAL HIGH SCHOOL
Addition and Siesmic Upgrade 2017
~EXTERIOR SKETCHES~



Garbali architect inc.
March 14, 2017



NEW MULTIPURPOSE ROOM LOOKING NORTH



VIEW FROM LEARNING COMMONS LOOKING WEST THROUGH NEW ENTRANCE



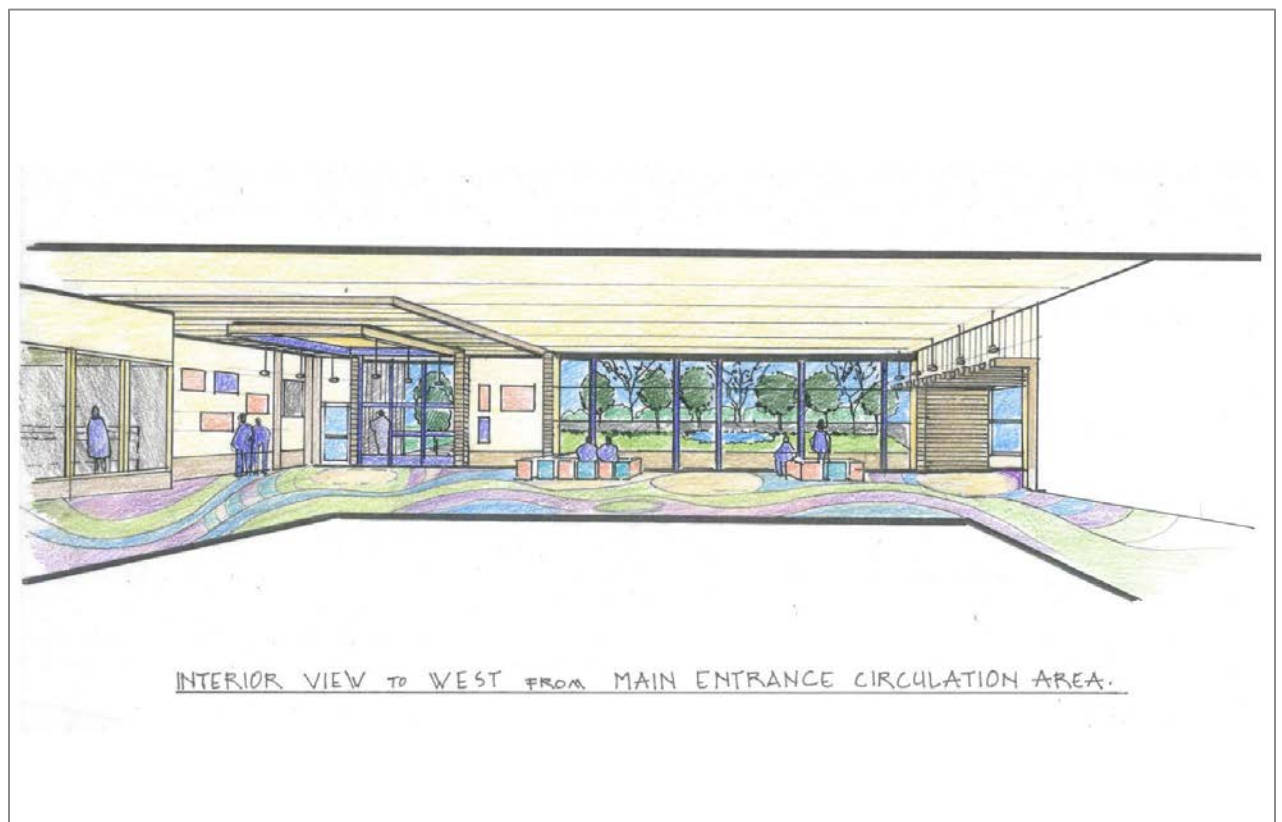
VIEW FROM ADMINISTRATION CORRIDOR LOOKING WEST TOWARDS NEW RECEPTION AREA

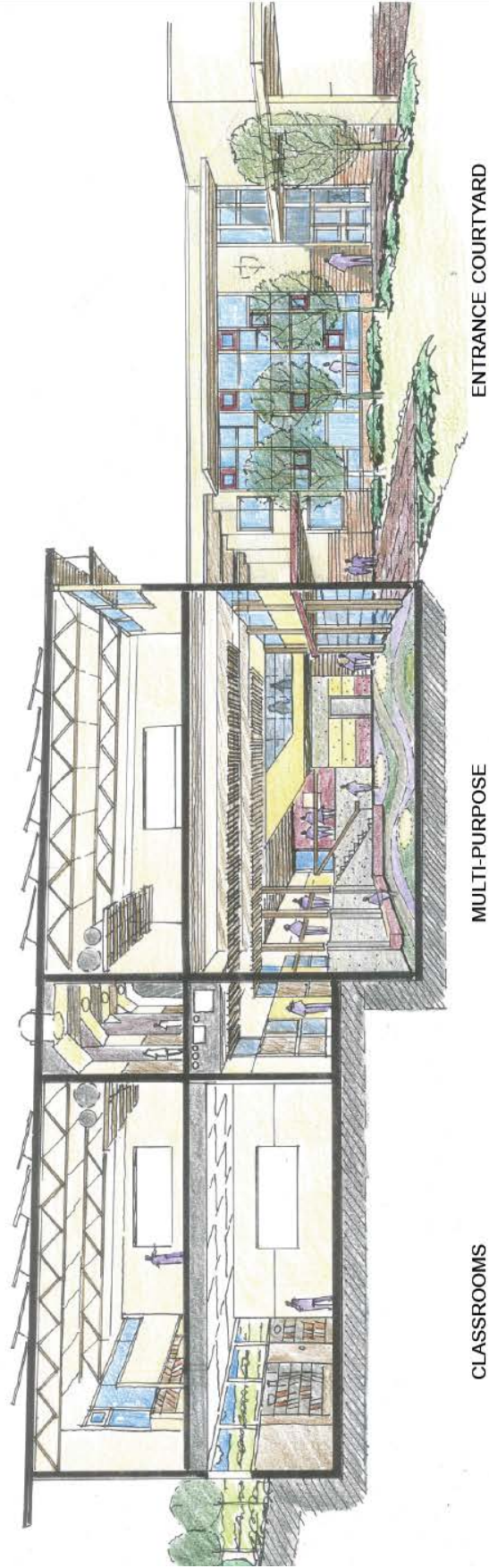


ST. ANDREW'S REGIONAL HIGH SCHOOL
Addition and Siesmic Upgrade 2017
 ~ INTERIOR SKETCHES ~



Garvali
 architect
 INC.
 March 14, 2017





CLASSROOMS

MULTI-PURPOSE

ENTRANCE COURTYARD



ST. ANDREW'S REGIONAL HIGH SCHOOL
Additions and Seismic Upgrade 2017

~ Classroom Block Perspective ~
June 14, 2017



Project Team, Roles & Responsibilities

The Catholic Schools Plan implementation started with the assembly of the required consultant team, including architects, project manager, construction manager, structural engineer, mechanical engineer, electrical engineer, civil engineer, landscape architect, geotechnical engineer, building envelope consultant, and cost consultant. This team was selected via competitive calls for proposals, and a panel evaluation of qualifications, previous related experience, methodology, and fees. Previously, this team has undertaken preliminary evaluations and designs for all three schools, and has followed through with the construction project at St. Joseph's and St. Patrick's Schools.

Based on the previous competitive selection process, the team's successful performance on the past projects, the consultants' detailed knowledge of the buildings, and the continuity of the key players, the role of the project manager may be taken on by Diocesan staff. No other changes are being considered as this team has worked well together with favourable results on the past two projects and it is not considered advantageous to make other changes to the team for this project.

St. Joseph's and St. Patrick's Schools Renewal: Lessons Learned

It is common during renovation projects that additional work will be suggested after construction has commenced, and once trades and equipment are already mobilized. This tendency is referred to as *scope creep*. A lesson learned during the recent school projects is that there will often be legitimate and cost effective reasons for increasing the project scope. However, uncontrolled scope creep can lead to budget over-runs, and ultimately jeopardize a successful project. Diligence is required to maintain focus on the project's purpose, and to recognize that other improvements can follow as part of separate and future projects.

To ensure ideas, needs and desires are incorporated in the design development stage and realistic expectations are communicated to the stakeholders, a small working group consisting of the Principal, Vice-Principal, Secretary, some teachers and the Superintendent was established in September of 2016. This small working group has been instrumental in the early planning stages of the High School project.

School Community Information Process

Engagement of the school community, including students, families, staff, and volunteers, has been a guiding principle of the Catholic Schools Plan. In 2012, the concept plans and budget numbers were presented at open houses at all three Victoria area schools. Given that the Catholic Schools Plan was more than 8 years old, public engagement at the High School was over four years ago and the new BC curriculum has been introduced, it was felt that a re-engagement of students, parents and staff was warranted. In May of 2016, Doug Lauson (former Superintendent of Vancouver Catholic Schools) led focus groups of students, parents and staff to revisit of the goals and desired outcomes for a new High School. Many of the original ideas and needs were reiterated by all three stakeholder groups and some new ideas emerged which included;

- a modern looking facility with as much natural lighting as possible
- welcoming foyer showing a Catholic religious philosophy
- comfortable gathering areas for students
- resource centre that is a technological hub of school
- technology to support 21st Century learning
- fine arts area allowing for public performances
- athletic field to support the athletic and extra-curricular programs
- a facility to meet the learning and teaching strategies required of the new redesigned curriculum

Subsequently, a small working group was established to ensure the stakeholders' desired outcomes were communicated directly to the architects during the planning and design development stage. Most of the small working groups' ideas have been incorporated in the 2017 revised design by Garyali Architects along with an expanded art room, larger learning support and international student area as well as a request for a food lab to accommodate new program offerings.

Communication strategy for this project has and will include updates on the website, newsletters, and an open house opportunity.

Neighbourhood Information Process

The municipal approval process for a building permit does not include any formal public notification, or neighbourhood participation process. However, it is considered “neighbourly” to inform the community and especially Sacred Heart parishioners and Pastoral Centre Staff about the project, by providing information about the nature of the work, the schedule, and a contact number for any questions. The pastor at Sacred Heart Parish has been added as a new member to the Oversight Committee to assist with communication and feedback. The method and timing of the notice continue to be determined by Diocesan staff, providing ample notice prior to the start of construction and including an invitation to the open house event.

Municipal Approvals

The project will require local government approvals for the seismic upgrades and for construction of the new building. The current building codes are expected to change January 1, 2018, which will escalate the cost of construction by approximately 5-10%. The school building is located within the District of Saanich. The goal is to obtain approval for both the seismic upgrades and the new construction, complete all construction documents in Spring 2017 and apply for the building permit before December 31, 2017. The building permit allows construction to be completed within a 2 year span which will provide adequate time if seismic upgrades are started during Summer 2017 and the new construction is started in February/March 2018 for a completion date of September 2019.

The project does include increased floor area and any additional parking requirement will need to be addressed. The District of Saanich has also implemented a controversial Environmental Development Protection Act (EDPA) over the past few years. It is unlikely that the new building footprint will significantly impact the environmental protection zone. The new sports playing field may require exemptions from the EDPA in order to expand the field to regulation size.

Once Diocesan approval is obtained for the project, early consultation meetings will be scheduled with the District of Saanich to review the project, and to confirm the building permit requirement and the effect on the EDPA.

Project Approval Process

The project required the consent of the Diocesan Finance Committee, School Board of Directors and the College of Consultors before the Bishop of Victoria was able to grant final approval.

Once approved, the project will be managed by the Oversight Committee. Using the governance structure established for the Catholic Schools Plan, the Committee will respond to, and approve reports and recommendations generated by Diocesan staff, the construction manager, the architect, the engineer, and the consultant team. Liaison with other Diocesan Committees, such as Finance, Building Commission and the School Board will be coordinated through the Oversight Committee.

Project Schedule

Phase 1 – First Floor Seismic Upgrade

June 30, 2017 - Sept. 8, 2017

The scope of the St. Andrew's High School project includes the seismic upgrade of the existing gymnasium and 1991 classroom/administrative building. A seismic assessment of the entire school identifies that the existing gymnasium and two storey classroom/administrative building require upgrading to meet current standards. Phase 1 includes the seismic upgrade of the first floor of the academic wing and gymnasium.

Phase 2 – Construction of the New Classroom Wing and Fine Arts Addition

January 2018 - Spring Break 2019

A new classroom block will be built to replace the old wing. Several portables will be relocated to provide space for the new classroom wing. An expansion will be constructed on the back of the gymnasium to create a fitness area, band room, drama room, and provide stage access.

Phase 3 – Second Floor Seismic Upgrade

June 30, 2018 - August 31, 2019

Phase 3 completes the seismic upgrade on the second floor of the academic wing and gymnasium to bring the 1991 classroom/administrative building to meet current standards.

Phase 4 – Demolition of the old wing, construction of new chapel and entrance

Spring Break 2019 - August 31, 2019

The remaining single-storey 1968 wood frame classroom wing is beyond its useful life and will be demolished. The portables will be removed as the new additions will eliminate the need for all portable classrooms.

Phase 5 – Basketball courts, paving and landscaping

July 1, 2019 - August 31, 2019

Once the portables have been removed the basketball courts, paving and landscaping will be completed.

September 2019 Building Project Completed.

Phase 6 – Expand the sports field and complete the music and drama area

Future - pending fundraising

The original plan included the expansion of the High School Field. Due to financial constraints the field and the finishing of the music and drama area will be dependent on school-based fundraising efforts. The estimate to expand the field to 120m x 60m is \$1,600,000 and finishing of the drama and music area is \$878,000. The total fundraising goal will be targeted at \$2.5 M.

Project Budget

A preliminary detailed construction cost estimate has been provided by the construction manager, in consultation with the architect. With renovation work, there is a high risk of uncovering unknown conditions that may require additional design and/or construction work. As such, a higher design and construction contingency has been added to mitigate this risk.

CATHOLIC SCHOOLS PLAN			
St. Andrew's High School Project			
Budget Numbers			
Academic Seismic and Renovation			
Hard Costs	\$	1,766,125.00	
Permits, bonding and CM fee	\$	219,019.00	
Civil work	\$	55,076.00	
Design Contingency	\$	202,470.00	
Construction Contingency	\$	130,013.00	
Total for Academic seismic	\$	2,372,703.00	\$ 2,372,703.00
Gym Seismic			
Hard Costs	\$	330,000.00	
Permits, bonding and CM fee	\$	44,281.00	
Civil work	\$	-	
Design Contingency	\$	33,000.00	
Construction Contingency	\$	23,611.00	
Total for Gym seismic	\$	430,892.00	\$ 430,892.00
New Classroom wing			
Hard Costs	\$	3,943,300.00	
Permits, bonding and CM fee	\$	815,630.00	
Civil work	\$	577,902.00	
Design Contingency	\$	382,450.00	
Construction Contingency	\$	331,559.00	
Total for New Classroom wing	\$	6,050,841.00	\$ 6,050,841.00
New Drama/Music wing			
Hard Costs	\$	1,678,550.00	
Permits, bonding and CM fee	\$	243,296.00	
Civil work	\$	36,390.00	
Design Contingency	\$	164,230.00	
Construction Contingency	\$	123,044.00	
Total for Drama & Music wing	\$	2,245,510.00	\$ 2,245,510.00
Total Construction costs		\$ 11,099,946.00	
GST		\$	177,599.14
Soft Costs		\$	1,481,207.75
Soft Cost Contingency		\$	218,792.25
Estimate		\$ 12,758,752.89	
Total Budget		\$ 13,000,000.00	

Projects to Date

CATHOLIC SCHOOLS PLAN

Projects to date

<u>Total Projects:</u>	
St Joseph's Victoria	\$ 6,500,000.00
St. Patrick's Seismic	\$ 1,200,000.00
	\$ 7,700,000.00

<u>St Joseph's Victoria</u>	\$ 6,500,000.00
Mortgage	\$ 4,000,000.00
Paid by Appeal & Property Levy	\$ 2,500,000.00
	\$ 6,500,000.00
<u>St. Patrick's Seismic</u>	\$ 1,200,000.00
Paid from Appeal and Property Levy	\$ 730,000.00
Paid from SAE Sale	\$ 470,000.00
	\$ 1,200,000.00
No External Financing Required	

SAE Proceeds and Funding Requirements

CATHOLIC SCHOOLS PLAN

St. Andrew's Elementary School (1002 Pandora) Net Sale Proceeds

Sale price- December 2015	\$	8,800,000.00
taxes	\$	5,196.39
taxes	\$	2,652.31
legal	\$	(8,603.39)
Sales commission	\$	(161,700.00)
	\$	8,637,545.31
Rescript to Rome (.1%)	\$	(8,800.00)
St Andrew's Elementary loan	\$	(259,200.93)
St Andrew's Elementary operating debt	\$	(228,297.00)
Property holding costs	\$	(304,756.16)
Residual proceeds	\$	7,836,491.22
St. Patrick's Seismic upgrade	\$	(470,000.00)
Interest earned	\$	115,000.00
Balance	\$	7,481,491.22

St. Andrew's High School Project Funds required

St Andrew's High School	\$ 13,000,000
Net SAE Sale Proceeds	\$ 7,500,000
Balance to Finance	5,500,000
Existing \$4M loan	\$ 4,000,000
Estimated total financing required	\$ 9,500,000
Budget amount to finance	\$ 10,000,000

Funding Sources

Funds to repay the High School mortgage will come from a variety of sources:

- High School annual budget
- High School capital property levy
- Diocesan Appeal
- Diocesan direct funding
- Fundraising Campaign

Conclusion

It is a priority of the Diocese of Victoria and School Board to substantially improve the seismic performance of the low performing buildings at St. Andrew's Regional High School and to provide permanent classroom and teaching space for all disciplines. There is a high level of commitment by the School staff, parents, and students to see appropriate life and safety standards implemented for all school users and to have modern and upgraded facilities in one building without the reliance on aging portables.

Since the publication of the Catholic School Plan in 2009 there has been several financial measures and initiatives established to meet the planned \$20M in capital expenses, including;

- An Annual Appeal was established across the Diocese with a proven track record with 6 years of successful Appeals, bringing \$325,000 annually for Capital School capital upgrades.
- In 2009-2010 a large tuition increase was implemented to build in a capital repayment component into tuition
- Schools budgeted and paid a mandatory property level each month with the capital portion of the tuition to create a property contingency fund for the future capital upgrades and to begin the fiscal discipline to either paying a mortgage or save for future projects
- Annual modest tuition increases have continued to preserve the capital component and operational expenses
- Fiscally responsible leadership has been achieved by the three Greater Victoria Catholic Schools with annual operating surpluses
- Stable enrollment at the two Greater Victoria Catholic Elementary schools (after the amalgamation of St. Andrew's Elementary School)

The project scope is realistic and achievable within the Diocesan financial resources, based on the success of the Annual Appeal, annual operating surplus and payment into the property levy by the three Greater Victoria Catholic schools.

This project will be subject to diligent control of scope and costs to complete the project within schedule and budget. Successful projects also require clearly defined roles and responsibilities, good communications, and champions to see the project to completion. In these respects, the project is considered well positioned for success.