

# **Calgary Arts Academy**

## **Capital Development Plan**

### **2020-2027**





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# 1.0 Introduction

Calgary Arts Academy (CAA) is recognized as a leader in education and the arts. CAA is a public charter school in Calgary, Alberta, providing Elementary and Middle School Arts Immersion education to students from all around Calgary. CAA currently occupies two buildings; Knob Hill Elementary and the Education Centre on Stampede Youth Campus. Calgary Arts Academy is planning to consolidate as a complete K-12 campus on land leased from the Calgary Stampede, in their Youth Campus development. CAA is contemplating the addition of High School programming consistent with the initial Charter set up for the school. CAA models the following principles in the delivery of Arts Immersion education: transparency, honesty, high ethical standards, accountability, continuous improvement, client-centered service, and academic excellence. Infrastructure solutions must also model these principles and create the environment to support them.

The impetus for arts integration is a growing body of research that demonstrates how learners experience success when taught why and how to use music, visual arts, drama, dance, theatre and the literary arts to both express and understand ideas, thoughts and feelings. Critical Links, a compendium published by the Arts Education Partnership, includes 62 studies which examine the relationship between Arts learning, academic achievement and social development of students. Highlights include studies that explore the use of drama to increase students reading comprehension and studies that examine the relationship between music and math concepts.

Evidence shows that students exposed to Arts education show greater scores on academic achievement as well as greater social, cultural, emotional, and cognitive development. Some of the measured improvements are greater self-confidence, communication skills, cultural awareness and sensitivity alongside better stimulated creativity and greater verbal skills, memory and spatial reasoning. Arts education reaches students who are not typically reached in traditional education settings through greater engagement in the learning process. Engagement in Fine Arts helps student to stretch their minds beyond the boundaries of the printed text or the rules of what is provable.

Discussions with Alberta Education started in 2013 and continue to evolve. CAA has moved forward with its plan one step at a time. CAA's first step was the approval for modernization of the historic Weston Bakery, becoming the Calgary Arts Academy Education Centre on the Calgary Stampede Youth Campus. CAA's most recent Three Year Education Plan requested an increase in its student cap from 450 (Years 1-9) to 600 (Years 1-12). This provides CAA with the opportunity to begin High School programming for 150 students; 50 students in each Year over a three-year period. With strong support from parents, partners and the community, CAA is now moving forward with the next phase of Capital Planning, modest upgrades to interim space for High School programming and the construction of a new Middle School on the Youth Campus.

**This Capital Plan is a companion document to CAA's Three Year Plan. The following sections will outline capital strategies, timelines, program requirements, a site Master Plan and costs.**

## 1.1 Student Enrolment

The future CAA campus will support a total of 1,250 students by 2027, representing growth of 725 students or ~140% over 7 years. The new Middle School is anticipated to accommodate growth to a 600-student capacity for Years 4-9. The Middle School growth is expected to be approximately equal between Year groups (4/5, 6/7, 8/9). The existing Youth Campus will also accommodate High School programs when the Middle School is built. Further into the future (beyond 3-years), an Elementary School will be built, and all elementary students moved out of the Knob Hill location.

Current student enrollment includes: 53 students in Kindergarten; 52 in year 1; 49 in year 2; 50 in year 3; 51 in year 4; 51 in year 5; 52 in year 6; 49 in year 7; 44 in year 8 and 49 in year 9 for a total of 500 FTEs. The table below illustrates the intended enrolment growth pattern by school type into the future.

The City's population projections are not a direct factor in CAA's enrolment projections, but they do provide context for comparison. The largest population growth projected over the next 5-years are communities in the north, northeast and southeast. The City's Municipal Development Plan (MDP) was implemented in April of 2010 and is the overarching policy that documents municipal development and transportation. The MDP identifies a goal of reducing the

amount of growth allocated to the developing communities, and to intensify growth within the inner-city and established areas. The 30-year target of the MDP is 33% of this growth in established areas. Communities surrounding CAA will become more densified as the MDP policy is implemented.

Year	K-3	Temp. High School	Youth Campus Years 4-9 + High School (HS)	New Middle School (4-9)	New K-3	Total
2020	175	50	300	--		525
2021	175		200 + 100 HS	100		575
2022	175		100 + 200 HS	200		625
2023	175		300 HS	300		775
2024	175		300 HS	400		875
2025	175		300 HS	500		975
2026	175		300 HS	600		1075
2027			300 HS	600	350	1250

Table 1: 1.1 Projected student enrolment numbers by year

## 1.2 Framework for Growth: Three Year Educational Plan

Calgary Arts Academy Elementary and Middle School programs are based on four pillars:

### **Circle of Courage**

### **Democratic Discipline**

### **Contract Learning**

### **Developmental Assets**

A classroom management model based on contemporary research, the heritage of early youth pioneers and First Nation philosophies of childcare. The purpose of using this model in the daily student experience is to promote student empowerment, caring and empathy.

Everyone has a voice in establishing rules of behaviour and the consequence for their maintenance. Students feel valued and trusted when they are provided with choices in classroom policies and learning procedures.

Students experience complete involvement in the learning process, beginning in Kindergarten increasing the opportunity for engagement.

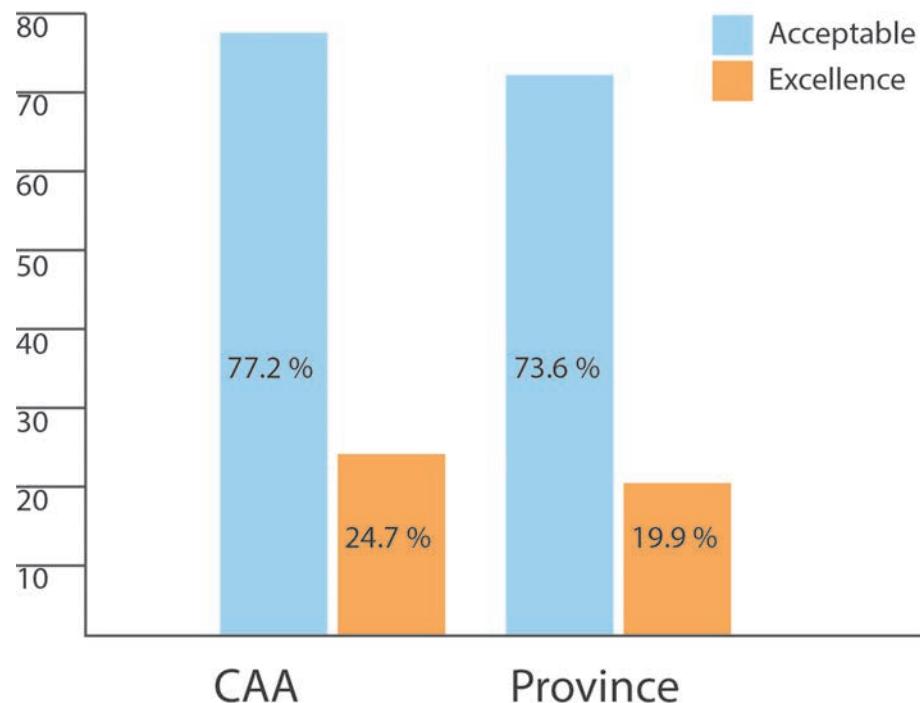
Students are aware of what is required for them to be successful during their school careers. This empowers each student to take calculated risks as they move forward.

CAA submits its Three-year Education Plan annually. The focus on the last Plan was on the implementation of High School programming. Since 2009, CAA has included High School programming in its yearly strategic planning sessions, supported staff visits to other High Schools offering arts instruction in the province, held administrator leadership retreats to review the vision and instructional design for High School programming, captured surplus funds for the High School initiative, and actively engaged with parents, governments, other education partners including post-secondary institutions, and members of the broader community. Parents are integrally involved in CAA's activities and programs, meet with Administration three times per year to discuss topics of interest, and can participate in school surveys regarding all goals for the Three Year Plan.

**The following page is a summary of the current goals and measurement comments within CAA's Three Year Plan 2017-2020.**

CAA is recognized for establishing positive life-long relationships, engaging students based on a strength-based approach, offering high quality teaching and learning experiences, successfully implementing multi-aged learning environments, and facilitating team teaching (both teachers and artists). It should be noted that student achievement is considerably higher than the provincial average as indicated by the provincial three-year rolling average, particularly in the area of language arts. This has been maintained despite increasing numbers of student who present with learning challenges.

## Student Learning Achievement



Combined Year 6 and Year 9 overall PAT Achievement





## 2.0 Capital Strategies

Calgary Arts Academy is an innovative Kindergarten to Year 9 public charter school that engages students through Arts Immersion to become confident learners and spirited citizens. As the only school of its kind in North America, CAA delivers the Alberta curriculum through Arts Immersion.

CAA recognizes that there is an increasing demand for program alternatives with arts being one area of demand, that provincial funding will be required for new school construction, and that minimal disruptions for students transitioning between milestone Years is highly desirable. The school has developed strong relationships and partnerships and has a clear, manageable plan for growing its Middle School program, implementing a new High School program and moving its K-3 to the Youth Campus.

**“CAA looks different. CAA provides an aesthetically uplifting learning environment with a focus on asset building.**

We know that **sensory impressions** from our daily environment act as a kind of “food” for our brains. This belief is congruent with psychologists who have known for years that the **quality of stimulation** provided by the external environment is crucial to brain **development** in the early years of life.”

- What do we look like?, CAA Website

## 2.1 A New High School Program

CAA excels in academics through Arts Immersion. The Kindergarten to Year 9 program will be enhanced and strengthened with the addition of High School programming. In fact, CAA's original Charter refers to providing a High School program as part of its preferred future. CAA continues to work on realizing its full vision to provide Arts Immersion and pure art form instruction at the High School level to ensure that youth can participate in Arts Immersion programs from K-12.

There are legitimate concerns that CAA students graduating from Year 9 do not have a Calgary High School where they can continue their learning through Arts Immersion and receive world-class pure art form instruction. In Alberta, there are more opportunities for student to experience arts education during their High School careers in the northern part of the province.

But yet, there are only two identified arts-centred learning High Schools in Calgary serving approximately 1.64% of Calgary public High School students. In contrast, 2.7% of students in the Edmonton public system experience arts centered learning. If Calgary had the same percentage of students in Arts programming as in Edmonton, there would be 3,155 students enrolled in arts programming. There are currently 1,425 students that are enrolled in a High School arts program. There is room to grow.



## 2.2 Drivers for Capital Planning

Calgary Arts Academy's Capital Plan identified four key drivers:

### An environment of inclusivity

All new schools contemplated by CAA will create a sense of belonging for students, staff and parents through safe and inviting learning and gathering spaces. New schools will exemplify leadership in universal design in a learning environment that creates equitable, simple and intuitive learning spaces for all students.

### A design that is a catalyst for learning

New schools will foster synergies between areas, focusing on opportunities for shared spaces and experience. Spaces will enable and support the delivery of Arts Immersion learning programs from K-12 including the areas of music, visual arts, drama, dance, theatre and the literary arts.

### Visibility of Partnerships

New schools will facilitate shared programming opportunities and allow for greater interface with the arts community. In particular, the Youth Campus is a vital creative area, wholly focused on youth and developing their ties to the community through education and the performing arts. The TransAlta Performing Arts Studios, the BMO Amphitheatre, Doherty Hall and soon the new home of the Calgary Opera are all current and future partnerships available to CAA.

### Sustainable Infrastructure

New schools will be forward thinking to future growth and expansion, easily adapted for different learning experiences and flexible in response to changing needs of Arts Immersion education. Overlap and connection between spaces will be prioritized to ensure that all facilities are sustainable and resilient. All new capital infrastructure will shadow LEED Gold (see Section 4 New Building Specification).

## 2.3 Current Buildings



### Years K-3

Knob Hill Elementary Campus at 2036 – 20th Avenue SW, Calgary. This building is owned by the Calgary Board of Education



### Years 4-9

Youth Campus Education Centre, 640-14th Avenue SE, Calgary. This building has a joint use agreement between the CAA, Calgary Stampede and Alberta Education/Infrastructure and is owned by the Alberta Government.



### Year 10

Proposed to be offered in a portion of the Sweetgrass Lodge Building owned by the Calgary Stampede as CAA develops the High School Program. This facility is nearby to the Youth Campus.

## 2.4 Partnerships

Calgary Arts Academy developed their unique partnership with the Calgary Stampede over the last 20 years. CAA was instrumental in the creation of the vision, mission and purpose for the Youth Campus. The Youth Campus, located on the Stampede grounds, celebrates Western Heritage and Culture, Education and the Arts. While the Education Centre, the current location of CAA's Years 4-9, is owned by the Alberta Government, it is used during the day by CAA and then is used by the Calgary Stampede Show Bands from 4:00 – 10:00 pm and during the annual Stampede event.

As a result of a reciprocal partnership with the Calgary Stampede, students at the Youth Campus also have the use of multiple buildings owned by the Calgary Stampede Foundation including:

- The TransAlta Performing Arts Studios that contains 5 studios supporting music, drama, and dance.
- Calgary Stampede grounds including outdoor amphitheatre, Enbridge parade square, and other grassed and landscaped outdoor areas.
- The adjacent BMO Amphitheatre.
- Doherty Hall including a 110 seat performance venue.
- SAM Centre (future building and partner).

CAA students also benefit from programming and facilities located on Stampede Park or owned by the Calgary Stampede including the Nutrien Western Events Centre, Boyce Theatre, OH Ranch and Enmax Park.

The Calgary Public Library is also a key partner. Students walk to the new downtown facility regularly to conduct research, perform and to access resources. In addition, CAA facilitators welcome the public to observe/participate in learning lessons held at the Library. Additionally, the Jubilee Auditorium and Vertigo Theatre both provide performance space through a fee for service arrangement.

The Calgary Opera is set to build their Calgary Opera Community Arts Centre that will contain 45,000 square feet of multi-functional space including a 400-seat performance hall, a number of rehearsal halls, classroom and studio spaces, set-building, props and costume production shops and administrative areas for the Calgary Opera. This provides CAA with an important opportunity for theatre and performance space.

Finally, the new Event Centre (Calgary Flames arena) has been preliminarily negotiated to occupy the site to the west of the Youth Campus. The Event Centre will offer indoor space for concerts, entertainment, large assemblies and sporting activities. It will also act as an anchor for

a vibrant festival street that can host a variety of festivals and community events.

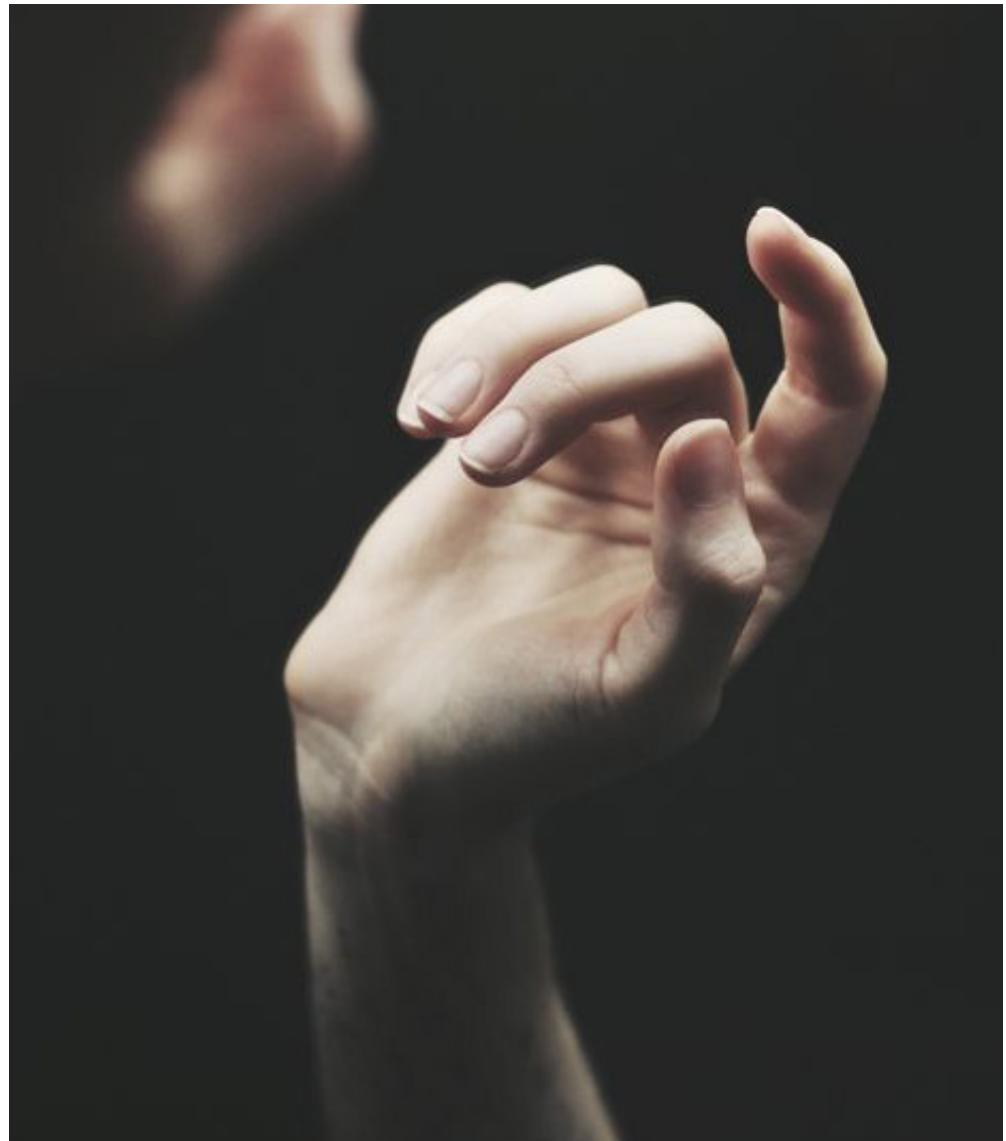
Partnerships with any of these facilities and groups will and do significantly enrich the student experience, allow CAA to exchange and interact with a variety of Arts programming and create a unique learning model where students are actively moving through different spaces and facilities throughout their day.



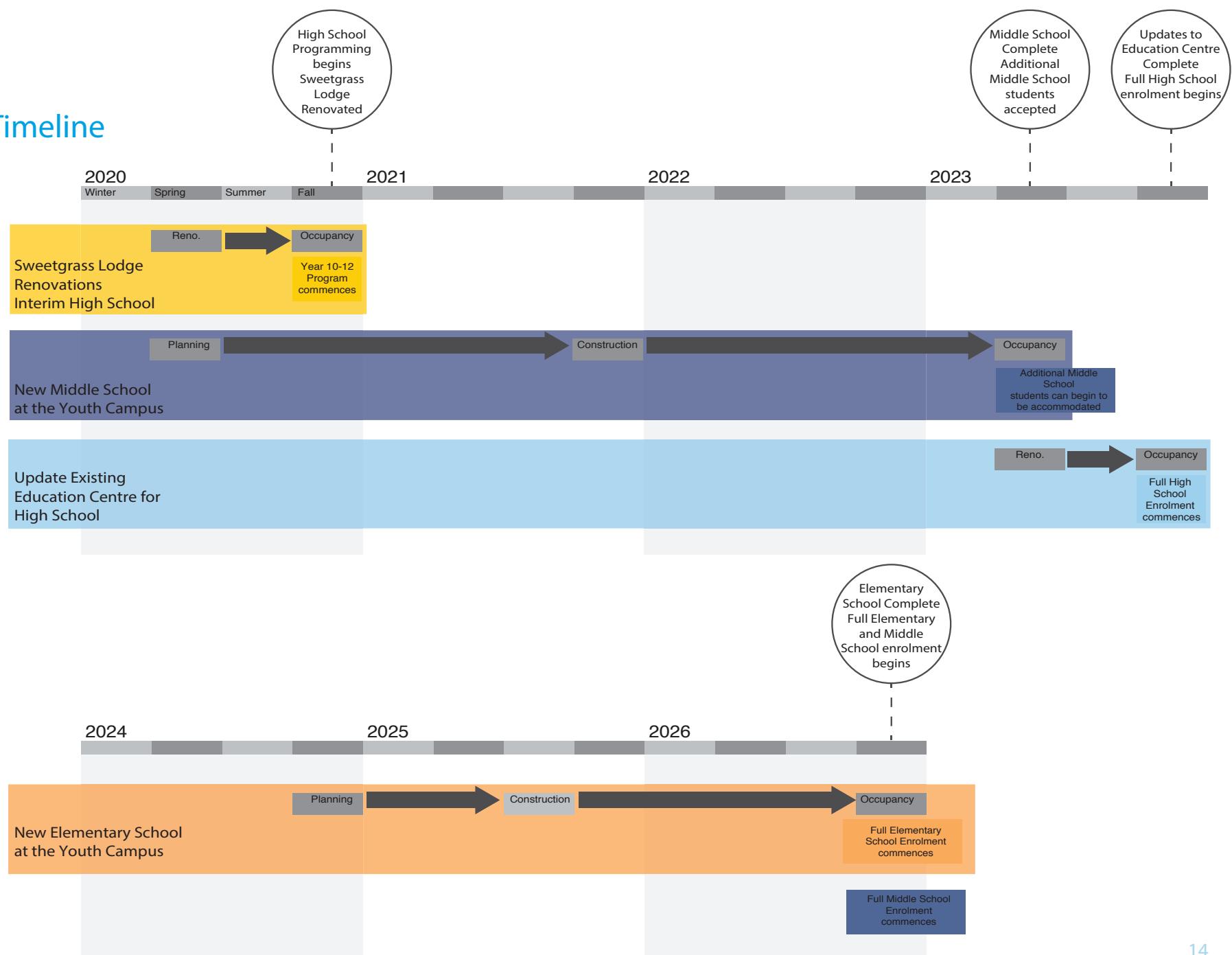
## 2.5 Modernization and New School Construction

Demand for Arts Immersion education continues to grow in all Year levels, and the current CAA infrastructure is at capacity. The School has a waiting list. Because of this growing demand, there is a case for a new Middle School to be built for students at CAA in years 4-9 so that High School programming can occupy the current Education Centre. CAA's capital plan includes the following:

1. Renovate the Sweetgrass Lodge building owned by the Calgary Stampede to accommodate High School Arts education. High School programming will be offered in the fall of 2020 and will initially accommodate 50 students in Years 10-12.
2. Build a new Middle School for Years 4-9 on land leased from the Calgary Stampede. The school will accommodate 600 Middle School children.
3. Update the current Middle School (Education Centre) for High School arts education. The school will accommodate 300 students in years 10-12.
4. Construct space for 350 elementary school for years K-3 and move the current elementary school from Knob Hill to the Youth Campus.



## 2.5.1 Timeline



## 2.5.2 Renovations to support High School Programs

The Calgary Stampede has provided CAA with interim space to support the new High School Program. This space will require some minor modifications to accommodate 2 classroom pods, teaching supports and student locker areas. High School students will utilize theatre and performance space within the TransAlta Performing Arts Studios and Doherty Hall (both on campus) as well as Vertigo Theatre, Jubilee Auditorium and the Calgary Public Library. **See Appendix A for more detail.**

Once the new Middle School is constructed, High School programs will be permanently moved to the existing CAA Education Centre in the old Western Bakery building. Minimal upgrades will be required in this facility as some of the areas of the new Middle School will be designed for High School programming including science labs and the gymnasium. This is consistent with CAA's philosophy of using all spaces on the Youth Campus. Ultimately, the High School Program will accommodate 300 year 10-12 students.

## 2.5.3 Construction of a new Middle School

**Functional Program:** CAA completed a high-level Functional Program that identified the types and sizes of spaces for the new Middle School. The Functional Program identifies approximately 7,100 square meters of space for this new school which will accommodate at full enrollment 600 students in years 4-9. The infrastructure requirements to support this type of learning and teaching are unique; the school's Arts Immersion approach has shaped and will continue to shape the spaces that are required to deliver lessons in a creative and engaging way. Spaces within the Program include unique, collaborative learning pods, learning commons areas, a full-sized High School gymnasium, and special learning areas such as a science lab, a makerspace, and music area.

**The following Table illustrates at a high level, the programming spaces envisioned for the new Middle School.**

Component	Total Square Meters (SM)
Learning Pods (2 pods per Year 4/5; 6/7; 8/9)	2,863
Special Learning spaces (science labs, music room, wet craft area, sculpture room)	576
Gym and support	941
Cafeteria	309
Administration	87
Student support	135
Welcome/Entry	163
Building services	114
Total Net SM	4,866
Total CGSM	702
<b>Sub Total</b>	<b>5,568</b>
Building Gross	1,559
<b>Total</b>	<b>7,127</b>

Table 2: 2.5.3 New Middle School program

By comparison, the standard Alberta Education allowance for a 600-capacity Middle School is 5,470 BGSM. As currently written, CAA spaces are approximately 1,657 SM over, or 30%.

However, this includes special spaces supporting the unique pedagogy, accommodations for a cafeteria and exterior spaces that will be shared across the Campus with High School programming as well as Elementary School programming. It is also anticipated that program efficiencies will be found during detailed design and that the building size may ultimately be reduced.

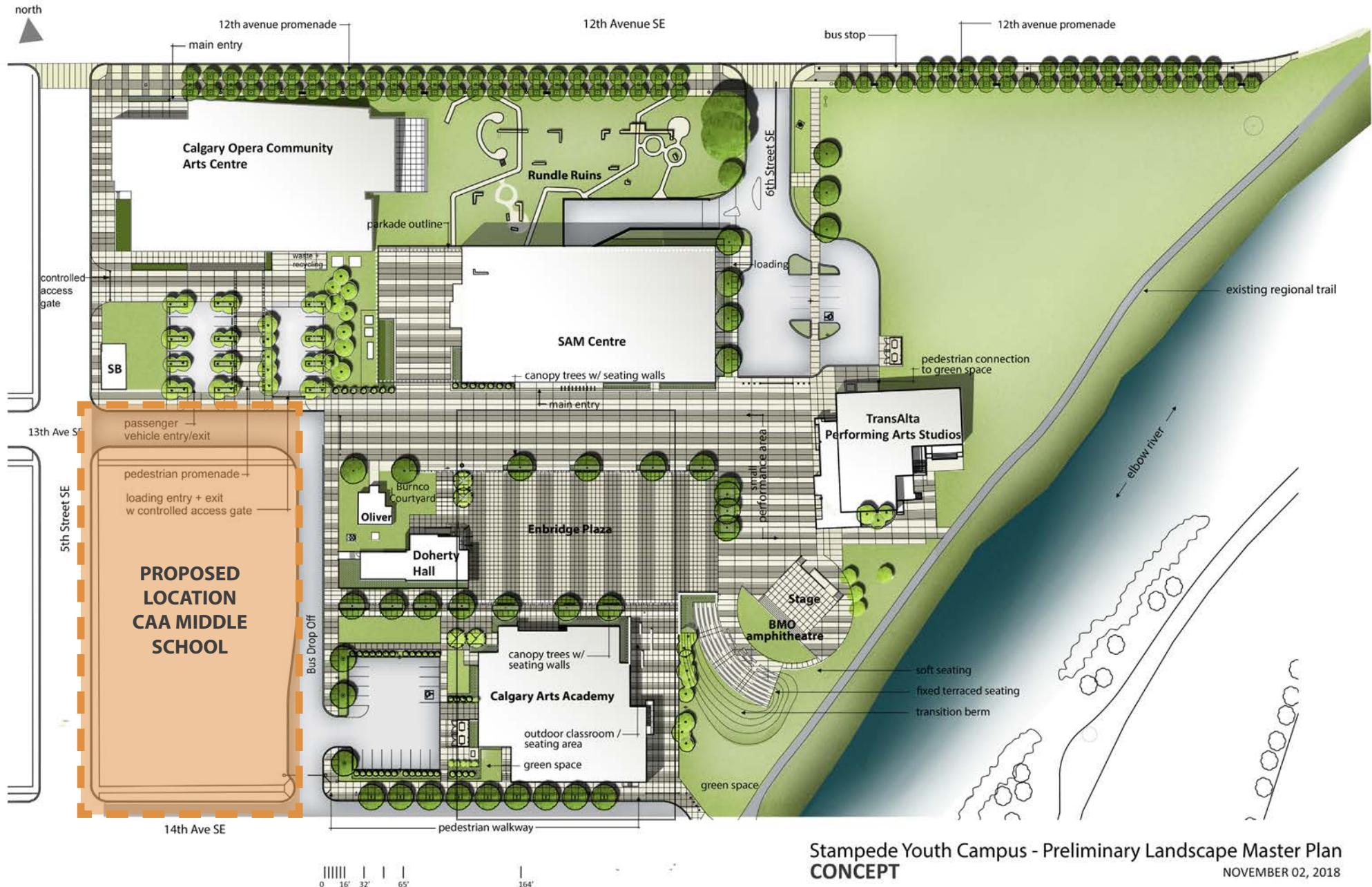
**The Site:** The Calgary Stampede has provided CAA with a parcel of land west of the current site and adjacent to the Youth Campus. Based on City of Calgary land values for inner city lands, the value of this land is just over \$1 million. CAA plans to build a new Middle School on this land to accommodate 600 year 4-9 students. The lease agreement for the new site will be consistent with the current lease for the Education Centre; 25 years with an additional 25-year renewal so effectively a 50-year lease.

The proposed site measures approximately 0.82 acres in size and has a Direct Control Bylaw (DC 4Z2006 SITE 1, modified by 38D2009) defining its development. The Direct Control (DC) Bylaw has been put in place to accommodate the Calgary Stampede's unique usage of the site and outlines

how the land can be used. Compliance with Parts 1, 2, 3 and 4 of Bylaw 1P2007 apply to this DC District. Additional compliance with Special Purpose – Recreation (SP-R) has been noted. The site will require 3-meter setbacks on all sides and will need to adhere to the landscaping requirements.

**Parking:** Motor Vehicle requirements for the school will require a total of 36 parking stalls and an additional 15 drop-off stalls. The site is just outside the 400m radius from a major transit station that would allow a 10% reduction of parking. The site is made up of multiple parcels that will need to be consolidated before construction. Given the size of the new facility and the area of the land proposed by the Calgary Stampede, surface parking will be an issue. A one-level underground parkade is proposed, however, should this option not be financially viable, there are other areas of the Stampede that can be accessed close to the site that will allow the school to meet parking requirements. A special parking agreement will be developed with the Calgary Stampede, for all the proposed schools. **See Appendix B for more detail.**





## 2.5.4 Construction of a new K-3 Elementary School

The current K-3 school is in the community of Knob Hill in SW Calgary. CAA would like to bring all its students to the Youth Campus and is therefore proposing to construct a new K-3 school on the western side of the current site, where the current parking area is located, once the Middle School and High School buildings are commissioned. This work will commence in 2024. While a Functional Program has not been completed for the K-3 school, it is estimated that just over 2,100 square meters is required excluding gym spaces. Given that this is a campus model, gym space will be shared with the Middle School and the High School. Like with the Middle School, parking will need to be found elsewhere on the Youth Campus. **See Appendix C for more detail.**





# **3.0 Calgary Arts Academy Master Planning**

The Youth Campus is a unique collection of exterior spaces and buildings that support Arts Immersion learning programs from K-9 now and K-12 in the future. When considering these learning spaces against the standards set by Alberta Education, the entire campus must be considered as a whole as buildings and exterior spaces will be accessed by students in all Years. It is expected that space efficiencies will be captured as a result of the multiuse of school facilities including exterior spaces. The following section outlines the dynamic long-term plan for the Youth Campus including conceptual layout to guide future growth and development. The Master Plan is based on existing facilities, exterior spaces such as pedestrian pathways, performance spaces and gathering spaces, physical characteristics as well as the development planned immediately surrounding the Youth Campus.

**“ Visiting Calgary Arts Academy is an extraordinary, moving experience. Classical music plays everywhere. Children wander freely and quietly. Some sit in the hall, writing. In the library, students with Mac laptops cluster or sit alone on bean bags and on the floor, researching. Children move about in one of the classrooms, engaged in brain gym: connecting their left and right hemispheres before a discussion about math.”** - Our Story, CAA Website

## 3.1 The Youth Campus

The Youth Campus is part of the Rivers District Master Plan, envisioned to be Calgary's Culture and Entertainment District. Comprised of six character areas, the plan is to develop an underutilized portion of Calgary's downtown area including the East Village and Victoria Park, a revitalization of the Calgary Stampede grounds. The goal is to provide greater connectedness to downtown and surrounding neighbourhoods, provide a landmark destination in Calgary, and increase density to promote a more sustainable future.

The Youth Campus is at the center of the plan, and is included in the Culture, Entertainment, and Education character area. This area is intended to become a urban hub for street festivals, urban plazas, and riverfront parks fused with arts, culture and entertainment offered or to be offered by key facilities.

Calgary Arts Academy is the core education provider on the Calgary Stampede Youth Campus. The current centre is housed in the historic Weston Bakery building. Youth Campus celebrates Western Heritage and Culture, Education and the Arts. CAA's vision for the Youth Campus is to house 100 students at each Year level (K-12) for a total number of 1,250 students.

CAA has been involved in developing and implementing the Youth Campus for over 20

years. The recently completed partnership has been the culmination of many years of work to provide CAA with a new and exciting home.

The Youth Campus provides a unique opportunity for CAA for several reasons:

- The Youth Campus is in a central location in Calgary. There is easy access to a number of key landmarks within the area. These include the new Calgary Public Library, the National Music Centre, the East Village, Arts Commons, the Glenbow Museum, Theatre Calgary, and several future buildings including the Calgary Opera Community Arts Centre, Platform (Innovation Centre), potentially a new Convention Centre, and the new Calgary Flames Arena. All of these are within a 10-20 minute walk from the campus.
- This also includes the ability to easily access a number of vehicular routes and major roadways.
- The Youth Campus is nearby public transportation. The Victoria Park/Stampede C-Train station is just over 400m away from the campus, and there are a number of City of Calgary bus stops along 12 Avenue SE. It is anticipated that once the Event Centre is built, transit services will improve in the area.
- The Youth Campus is a previously developed site. The sustainability goals of CAA and the City of Calgary focus on developing

inner-city and 'brownfield' sites before new greenfield sites. The Youth Campus already has important infrastructure and allows for densification.

- The Youth Campus provides a number of partnership opportunities. The TransAlta Performing Arts Studio, BMO Amphitheatre, Enbridge Plaza, Doherty Hall, future Calgary Opera building, and the SAM Western Heritage building are all currently and potentially directly accessible to CAA. This includes a variety of rehearsal spaces, performance spaces and future classrooms/studios.
- The Calgary Stampede is a beneficial partner with similar vision and goals. The Calgary Stampede has long been known as a keen supporter of youth and young people whether through their Young Canadians and Calgary Stampede Show Band programs or through their employment and volunteer programming for youth. The Calgary Stampede Foundation supports numerous youth and educational programs, educational scholarships, and is a heavy supporter of the Arts (music, performance, visual, etc.). Access to the Calgary Stampede grounds provides CAA with access to over a million square feet of venue space tailored to events and the arts.



### Rivers District Map

Six Character Areas including the Youth Campus  
Map from CMLC website



# DOWNTOWN CALGARY



REPSOL  
SPORT  
CENTRE

BMO CENTRE

YOUTH CAMPUS

SADDLE  
DOME

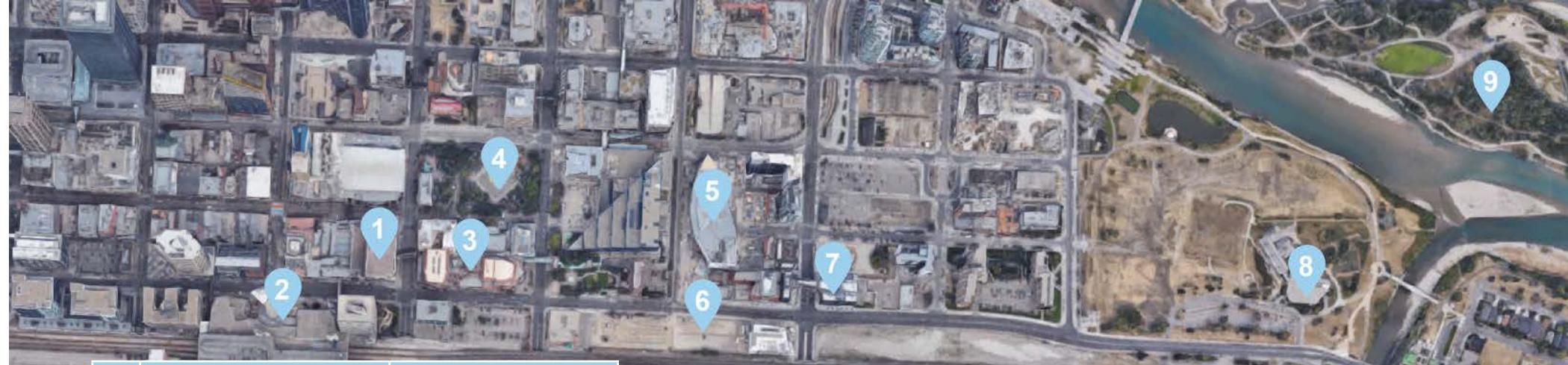
CALGARY STAMPEDE

RAMSAY

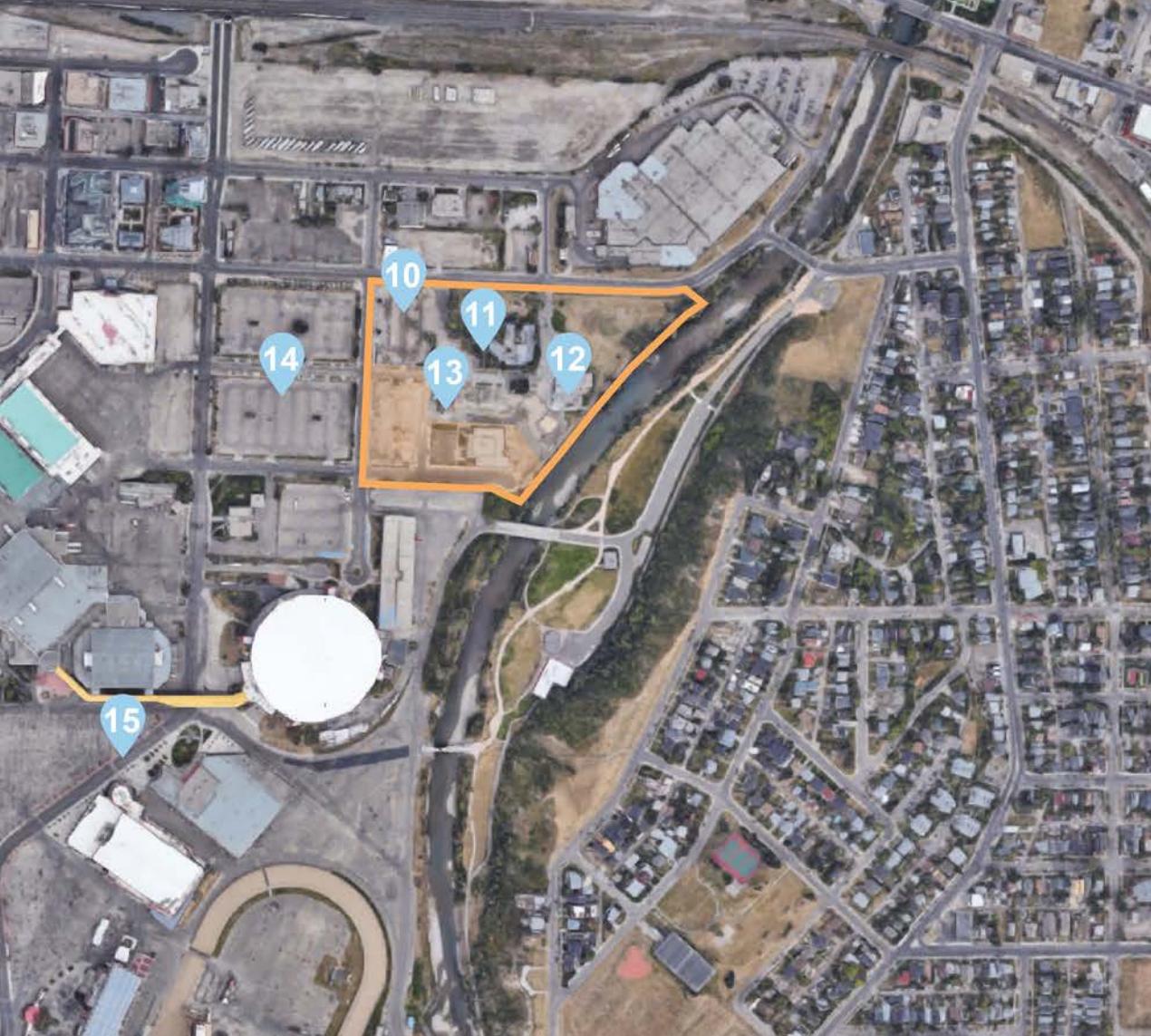
**Location Map**  
Nearby Transit, major vehicular  
routes, & major landmarks



Google



	Landmark Location	Walking Distance from Youth Campus
1	Glenbow Museum	20 minutes
2	Vertigo/Calgary Tower	20 minutes
3	Arts Commons	18 minutes
4	Olympic Plaza	17 minutes
5	Calgary Public Library	15 minutes
6	future Platform	13 minutes
7	National Music Centre	11 minutes
8	Fort Calgary	14 minutes
9	St. Patrick's Island	27 minutes
10	future Calgary Opera	> 1 minute
11	future SAM Museum	> 1 minute
12	TransAlta Studios	> 1 minute
13	Doherty Hall	> 1 minute
14	future Event Centre	> 1 minute
15	Calgary Stampede Grounds	2 minutes
15	Repsol Sports Centre	21 minutes



## 3.2 Calgary Arts Academy Master Plan

The Calgary Arts Academy Master Plan includes two future phases – the construction of a Middle School (Phase 1) and an Elementary School (Phase 2).

### Phase 1 – CAA Middle School

The CAA Middle School is envisioned to be a four-storey building with a gymnasium and either an underground parking level to accommodate parking requirements or access from adjacent parking lots provided by the Calgary Stampede.

As the Youth Campus has a number of existing and future planned buildings, the ability to grow “out” is somewhat limited. Thus growing “up” has been proposed in CAA’s Master Plan. Though perhaps not a traditional concept for most schools, a four-storey building has the potential for providing unique opportunities as well as efficiencies not seen in typical school buildings: stacking of facilities (washrooms, mechanical, vertical transportation, etc.) and centralizing these facilities creates efficiencies in space and costs; grouping students by floor allows for greater focus and facilitates group learning within the Years; providing centralized gathering areas and supporting teaching spaces on the main floor creates intercommunication between various Years in a non-classroom setting; and, in alignment with CAA’s philosophy creates an

environment that is creative and different from the standard school template.

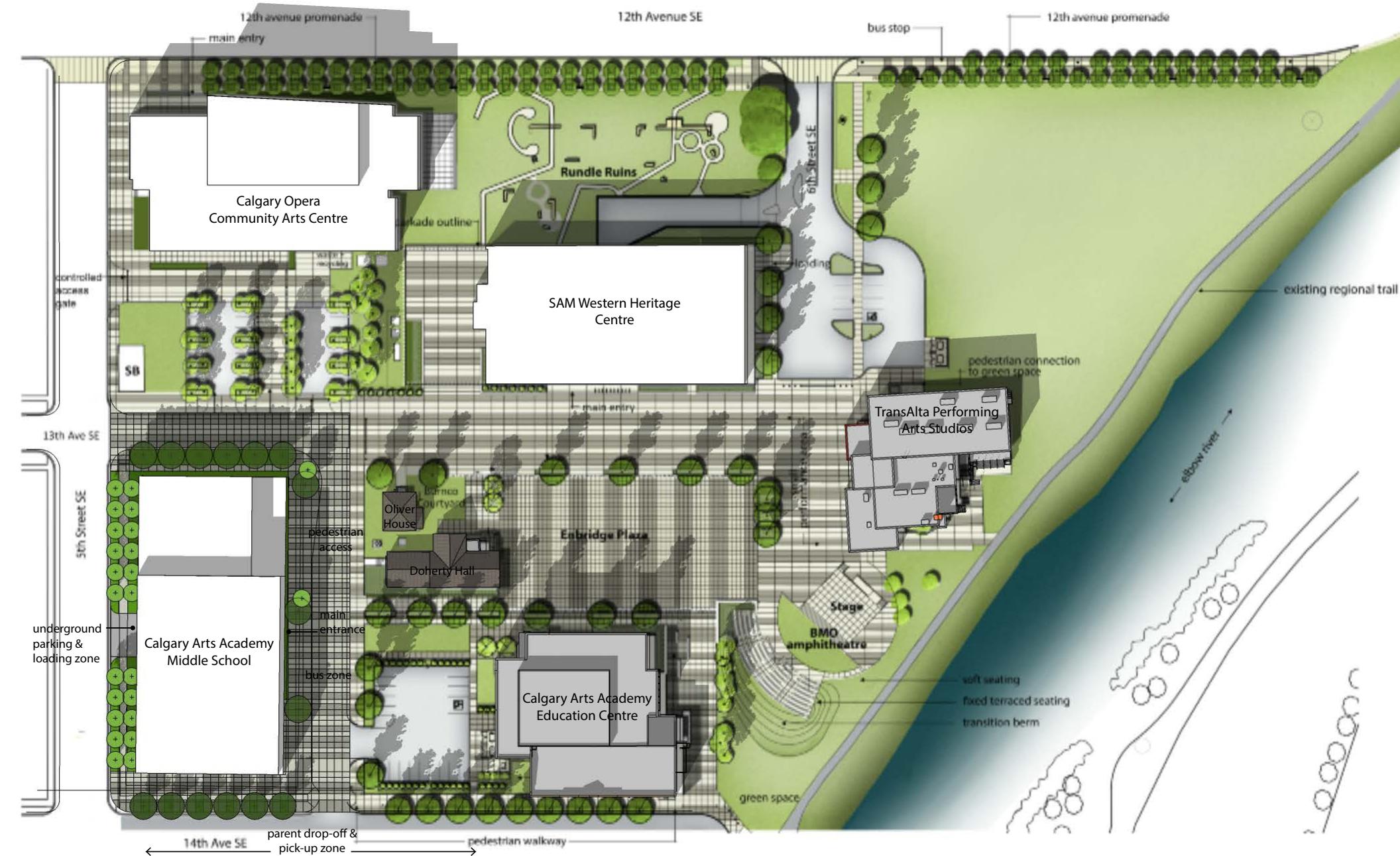
The parcel of land at the corner of 5th Street SE and 14th Avenue SE has been chosen for the location of the CAA Middle School. The site accommodates the school’s Functional Program size of approximately 7,100 square meters and the desire for CAA to expand to 600 students in years 4-9. This location allows for direct access to CAA’s current Education Centre along the frontal pedestrian spine (along Enbridge Plaza). It also aligns with other existing paths for students including the pedestrian walkway along 14th Avenue SE and access from 12th Avenue SE via 5th Street SE or the Youth Campus. The building will share the current bus drop-off zone with the existing school, and with additional spaces a total of 9 buses can be accommodated in the future. Several parent drop-off areas will be created along 14th Avenue SE, as well as potential for 5th Avenue SE and 13th Avenue SE.

Two concepts are considered for parking. The first, a single level of underground parkade accommodating 64 parking spaces (400 SF/37 SM per stall). An underground parking level is appealing as it could accommodate the direct parking needs of the CAA Middle School, and some future needs of the Elementary School. There is potential for revenue generation if parking is at a premium due to the Event

Centre proximity, or in conjunction with other programming on site (e.g., Calgary Opera overflow, other performances on Site, additional parking for other buildings on site in non-school hours). An underground parking level provides shelter from the weather, easy access for persons with disabilities, and a location for potential for flood mitigation strategies.

The second parking strategy is shared surface parking leased or used in agreement from the Calgary Stampede. Utilizing surface parking already existing on the Calgary Stampede grounds would align with the CAA’s sustainability initiatives, and prevent additional costs incurred by expensive underground parking construction. There is an adjacent lot containing 75 parking stalls, and a parking structure within a 5-minute walk of the building, so there is ample potential for partnership with the Calgary Stampede.

The proposed location allows for direct interaction with other aspects of the Youth Campus: a portion of the building directly faces Enbridge Plaza and Doherty Hall and the northern façade faces the new Calgary Opera building. The other two facades present equally public faces and make the Middle School a prominent feature on the Youth Campus. Paired with the fact that the building will be four storeys (the tallest on site) there will be key consideration to the design of the exterior of the building. The



## Phase 1

Calgary Arts Academy Middle School Concept  
Master Plan



building design will incorporate elements of the existing school, such as the copper metal panel, and other buildings already existing or proposed on the Youth Campus. As a part of the Calgary Stampede grounds where Western heritage is a focus, building materials will include a focus on brick, wood, other natural looking materials and native landscaping.

The CAA Middle School is in a prominent location. The new Events Centre is slated to be built on the adjacent parcel of land – which will mean the CAA Middle School will become a buffer between the Event Centre and the Youth Campus. There is potential for 5th Street to become a vibrant shared space between the Event Centre, the Youth Campus, and the CAA Middle School in particular.

A test fit of the Middle School Program including volumetric massing was completed. Several different massing concepts were reviewed. The best option shows the building massed on 4 levels which creates a positive relationship with the current Education Centre and other future phases, ensures a separate drop off and pick up for parents and buses, and negates the code requirements for high buildings. The diagram below shows the massing of the proposed new Middle School.



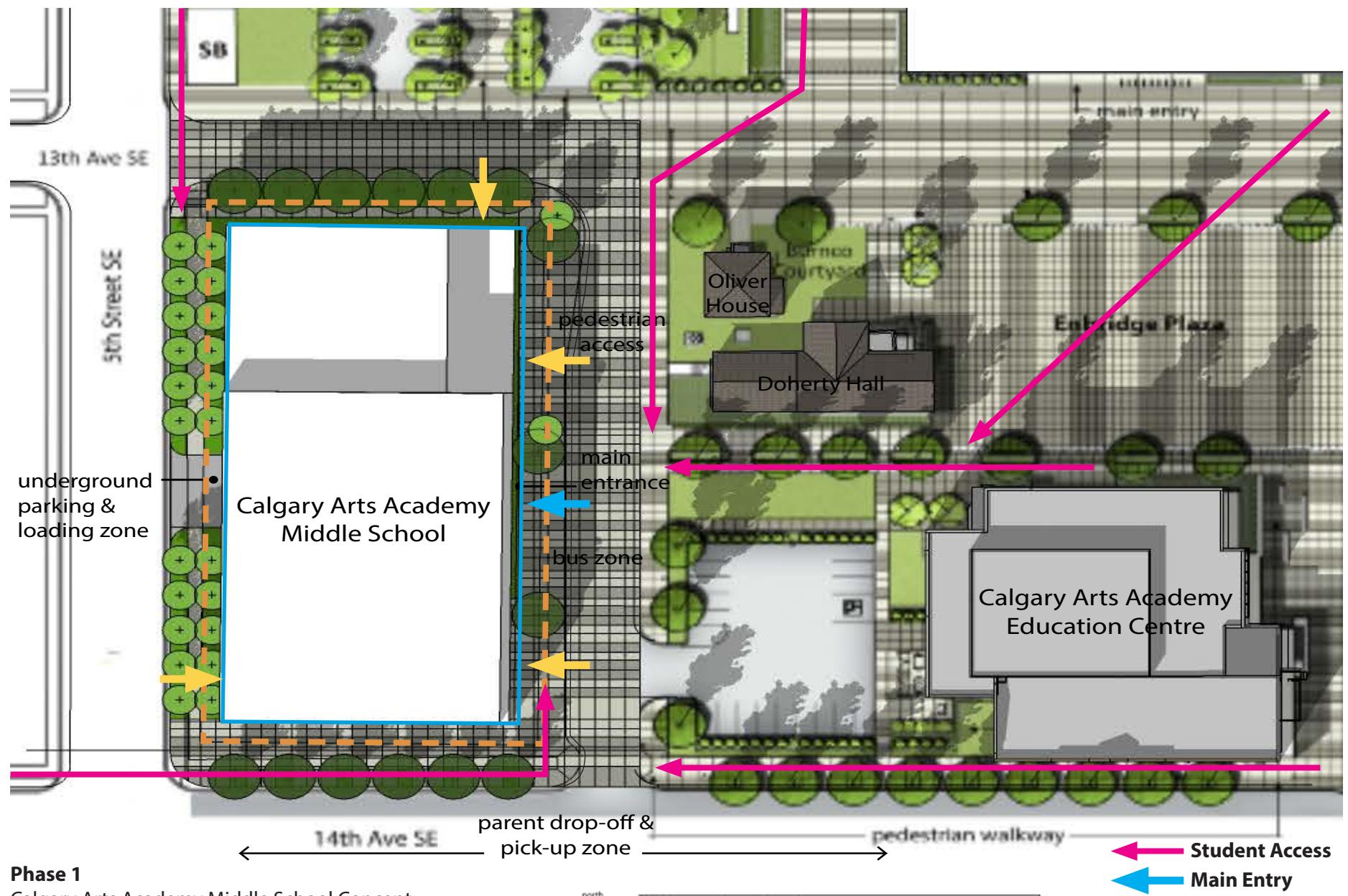
### Phase 1

#### Calgary Arts Academy Middle School Concept Master Plan - Aerial View

The building will be designed with the potential adjacencies in mind. Formalization of space and design will be refined, but to summarize, at the Master Planning and Functional Programming level it is envisioned that the Middle School will have/be:

- A space that is usable by the Community; perhaps through multiple entrances feeding into a central area to create a welcoming and open gathering space for students and visitors alike, as well as multipurpose spaces.
- Spaces with access to the outdoors, either at grade or in the form of rooftop terraces/gardens.
- Access to natural light and views of the Youth Campus, the Elbow River, and the Calgary Stampede.

- A focus on student spaces that are unique to the CAA Arts Immersion teaching philosophy.
- Integration of the exterior design with the existing CAA building and the remainder of the Youth Campus site.
- Crime Prevention Through Environmental Design (CPTED) principles, security and safety through design including the ability to lock doors, conduct lockdowns, etc.
- Integration of technology and innovative uses of technology.
- Vehicular access, circulation and parking; consideration of safe drop-off/pick-up zones and bus zones.
- Efficiency in building systems design that creates unobtrusive environments and is hidden from view particularly from the Youth Campus.



## Phase 2 – CAA Elementary School

The CAA Elementary School rounds out the final phase of CAA's K-12 plans. It becomes the center of the schools and a connecting element between the two other buildings. A three storey building could step down from the CAA Middle School to the existing school creating a transitional element. The Elementary School is sheltered by the other two schools, creating a secure feeling space. There is a direct connection to the Youth Campus, with potential for the development of a playground nearby. The CAA Elementary School is envisioned to be a two to three-storey building with access to the adjacent existing CAA building. There is potential for the Middle School and Elementary School to be connected via +15 bridge over the bus drop-off zone.

The parcel of land directly adjacent to the existing CAA Education Centre, where the existing parking lot is located, is the proposed location for the future CAA Elementary School. This site accommodates the elementary school's Functional Program size at approximately 2,100 square meters and 350 students in K-to year 3. Treating the elementary school as an addition to the existing CAA school allows for a number of operational efficiencies including the sharing of gymnasium space and other learning support spaces. The Elementary School will also be

the location of an in-house library for student resources.

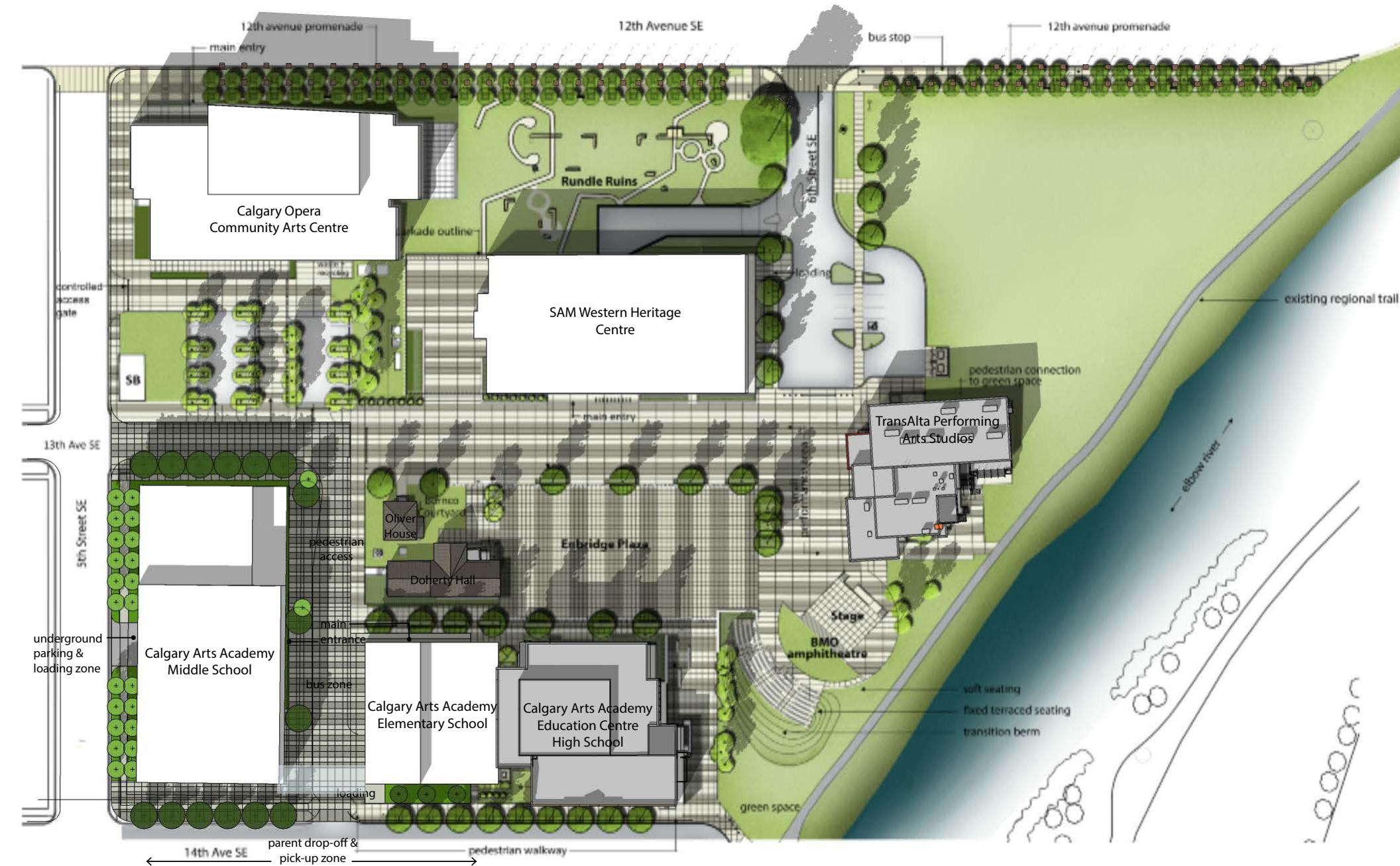
Again, functionally, it has pedestrian access on both sides, shares the bus drop-off zone, and can accommodate parent drop-off and pick-up. Parking will be similarly dealt with as already outlined in Phase 1. Existing parking spaces will need to be re-accommodated. The design of the building will be treated similarly to the Middle School, with a greater focus on early childhood learning and interactive spaces.

A test fit including volumetric massing of the K-3 school on the current school site was completed and the school will fit on the current parking lot of the existing CAA Education Centre. The diagram below illustrates the potential massing of this K-3 school.

NOTE: Master Plan concepts are preliminary only, are subject to change, and are approximate in nature. A detailed design analysis and Functional Program layout at Concept/Schematic Design Phase in the building design process will be required. This applies to both Phase 1 & 2 referred to in this document.

### Phase 2 Calgary Arts Academy Elementary School Concept Master Plan - Aerial View





## Phase 2

Calgary Arts Academy Elementary School Concept  
Master Plan



## 3.3 New Building and Site Specifications

Calgary Arts Academy's Capital Plan outlines a number of building and site specifications. All facilities within the Capital Plan will be guided by these specifications.

### 3.3.1 Universal Design and Accessibility

The design for both the new Middle School and the new Elementary School will incorporate Universal Design principles into all aspects of the design, equipment and technology. All new facility spaces including washrooms, entrance and exit points, will follow principles for adaptive and inclusive use. Seven principles will be woven into the new designs.

- Equitable use
- Flexibility in use
- Simple and intuitive use
- Perceptible information
- Tolerance for error
- Low physical effort
- Size and space for approach and use

Providing an accessible, diverse and inclusive learning hub will be a key driver of the design as both school facilities moves into the next phases of planning and design.

### 3.3.2 Carbon Footprint and Long Term Maintenance

The design for both the new Middle School and the new Elementary School will combine several strategies to reduce CAA's carbon footprint. Energy performance of the new school facilities will conform to the National Energy Code. High efficiency equipment such as boilers and heat recovery mechanisms will be incorporated into the mechanical system designs. The buildings overall massing will recognize specific micro-climatic influences of the sun, wind and shadows. Sunlight exposure in all interior spaces will be maximized. The design of all facilities will incorporate high performance coatings for glazing to reduce cooling requirements. Extensive lighting controls through daylight and occupancy sensors will reduce lighting requirements and power loads. Interior finishes will be designed to use low volatile organic compounds to ensure volatile emissions are reduced. Each facility will incorporate low flush toilets and hands-free faucets. Additionally, the design for both facilities will consider using local and regional construction materials, natural ventilation where appropriate and low-emitting materials for the buildings and the furniture.

### 3.3.3 LEED and Well Building Principles

CAA will integrate sustainability principles into the design of each facility rather than pursuing LEED certification directly. Environmentally responsible design will inform all design decisions. Both LEED and Wellbeing principles will be adopted where appropriate in the design of each facility. Both schools will shadow a LEED Gold standard.

### 3.3.4 Security, Access Control and CPTED

Safety and security of students, staff and visitors is of paramount concern for CAA. Principles of CPTED (Crime Prevention through Environmental Design) will be incorporated where appropriate. Transition of spaces from public to semi-public to private spaces will be considered to maintain access control, to maintain confidentiality and to reduce disruptions. Seating elements, materials and high quality lighting will ensure safety and security through well-lit, visible entrance and exit points. Each facility will use significant lighting in the evening hours to illuminate the exterior areas surrounding the building.

### 3.3.5 Environmental Contamination

A Phase II was completed for the broader Youth Campus but did not include the proposed site for the Middle School. Through the Youth Campus Phase II, it can be assumed that there is likely some contamination on the new site for the Middle School and that a remediation plan will be required. If we can extrapolate from the other Assessment, the extent of the remediation doesn't appear to be significant on this site. Contingencies for environmental clean up have been provided in the cost estimates. Further testing will be completed, and budgets will be adjusted if required.

### 3.3.6 Landscape, Public Realm and Site Design

CAA's new school facilities will offer the broader community value through buildings which organize complementary and inviting social spaces that overlap with the public realm. The overall landscape strategy of the site will complement the existing Youth Campus and be informed by the urban nature of the area consisting of large event spaces, commercial and retail spaces, the desired programs within each school facility and the integration into the

surrounding streetscapes. This strategy manifests through a series of multiuse hardscapes and flexible softscapes, anchored by the porous nature of an urban campus. Consideration of three types of hardscape materials will be incorporated; concrete pathways, paving stones and asphalt surfaces will wrap around each school facility consistent with the current design of the Youth Campus. This is consistent with the current Master Plan for the Youth Campus and will create a well-connected and inviting public realm that will support a variety of outdoor spaces, seasonal and community-based uses that will foster social exchanges within the site.

The setback areas of the site will be predominately hardscape given the urban nature of the site and the size of the proposed Middle School facility. The site design will consider the following principles:

- Erosion and sedimentation control
- Storm water management
- Reducing water usage through water efficient landscaping
- Incorporation of natural features in site design and use of native species.

There is good access (vehicular, transit and LRT) to the site allowing for several sizable drop off zones for parents and buses. Multiple entrances to each facility are planned and as such

wayfinding will be important as will the natural flow to the arrangements of the components.

### 3.3.7 Design and Community Context

Each new school facility will create a strong architectural presence within the community. As a key gateway to the Stampede Park, the interplay between the interior and exterior design of each new school facility and the responsiveness to the emerging urban context will create a development that supports the present and future goals of Calgary Arts Academy. The new school facilities will contribute positively to the evolving character of this area of the Stampede grounds as a place to learn, recreate and work.

While density will be amplified to the west of the Youth Campus through the proposed Event Centre and BMO Centres, the Middle School in particular, will become a beacon and gateway to the Youth Campus from the west. The Master Plan design responds to this surrounding context through a strong west to east transition from higher density to lower density to park areas. It will create a stronger place of exchange for both present and future uses within the broader Stampede Park and specifically, the Youth Campus.



## 4.0 Project Costs, Financing & Risk Management

“ At Calgary Arts Academy, we wish to act on what we know. We wish to take advantage of an **adaptive** culture that nourishes spirit, soul and **individuality**. Our schools are a model for delivering Alberta curriculum as a **creative** experience. The Arts are taught all day and the core subjects (social studies, science, language arts and math) will be the content that is explored through the **Arts**. Students will be immersed in the **Arts while learning the Alberta curriculum.**”

- Arts Immersion,  
CAA Website

## 4.1 Project Costs



The total costs of the capital expenditures over the next 7-years are estimated to be \$52.5 million. This includes interim renovations to the Sweetgrass Facility, construction of a new Middle School, upgrades to the existing Education Centre for High School programming and the construction of a new K-3 school.

Cost estimates were procured through an independent quantity surveyor, M3 Development Management and based on a Class D cost estimate. Project Management costs are 2.5% of construction, Furniture, Fixtures and Equipment (FF & E) have been given an allowance based on square meters, the GST assumes 3.4% recovery or ITC credits, contingencies are at 15% (5% for construction and 10% for design) and cost escalation is calculated at 1% per annum compounded. Detailed costs for each school project are as follows.

### 4.1.1 High School Upgrades – Interim High School

Costs in the above table are associated with the renovation of the Sweetgrass facility owned by the Calgary Stampede. This will be the interim location for High School programming while the new Middle School is constructed.



Code	Area	Estimated Cost	Comments
1000	Land Costs	--	Long-term lease
2000	Planning	--	No permits required
3000	Legal	\$5,000	Cost of agreement with the Calgary Stampede for space
4000	Management	\$1,288	2.5% of construction
5000	Design	\$10,000	Architectural services if required
6000	Regulatory	\$424	Building Permit
7000	Construction	\$38,168	
8000	FF&E	\$25,000	New furniture
9000	GST	\$1,271	
10,000	Contingencies	\$6,679	Includes escalation
<b>Total</b>		<b>\$87,831</b>	

Table 3: 4.1.1 High School Upgrades Costs

## 4.1.2 Construction of New Middle School

The cost estimates below are based on the construction of a new 7,100 square meter facility on lands directly west of the current Education Centre on the Youth Campus. The first column provides project cost estimates for the Alberta Education funded portion of the program. Some portions of the program such as the cafeteria may not be funded by Alberta Education. This

will require more detailed discussions. The second column allocates costs association with the construction of a one-level parkade. For reference, the following building components are allocated to the parkade.

- Parking ramp and retaining walls
- A portion of the foundation wall (the amount which is over and above typical f-wall slab on grade)
- Any core walls which are assumed to extend

- to the parkade (any core above grade is allocated to the funded portion of the building)
- Columns (only in the parkade)
- The suspended podium slab (the parkade SOG is allocated to the funded portion of the building)
- Allowance for block wall and elevator infills in the parkade
- Miscellaneous metals and rough carpentry allowances in the parkade
- A traffic coating in the parkade
- Parkade painting including line painting
- Mechanical and electrical allowance based on parkade square footage
- Bulk excavation and shoring required for the parkade

The base construction cost for the new Middle School is consistent with other schools across the City. When parking, utilities and other offsites costs are added, the cost per square foot for the new Middle School facility is \$440.00.

Code	Area	Estimated Cost (Program)	Estimated Cost (Parking)	Comments
1000	Land Costs	--	--	
2000	Planning	\$105,000	--	City of Calgary application process
3000	Legal	\$45,000	--	Costs of agreements with the City of Calgary and the Calgary Stampede
4000	Management	\$732,432	\$169,903	
5000	Design	\$785,965	--	% of construction costs
6000	Regulatory	\$349,478	--	Development Permit, Building Permit, offsite levies
7000	Construction	\$21,701,703	\$5,034,162	Concrete construction
8000	FF&E	\$2,072,731	\$246,910	New furniture
9000	GST	\$407,085	\$87,216	
10,000	Contingencies	\$4,234,002	\$982,165	
<b>Total</b>		<b>\$30,433,397</b>	<b>\$6,520,355</b>	

Table 4: 4.1.2 Construction of New Middle School



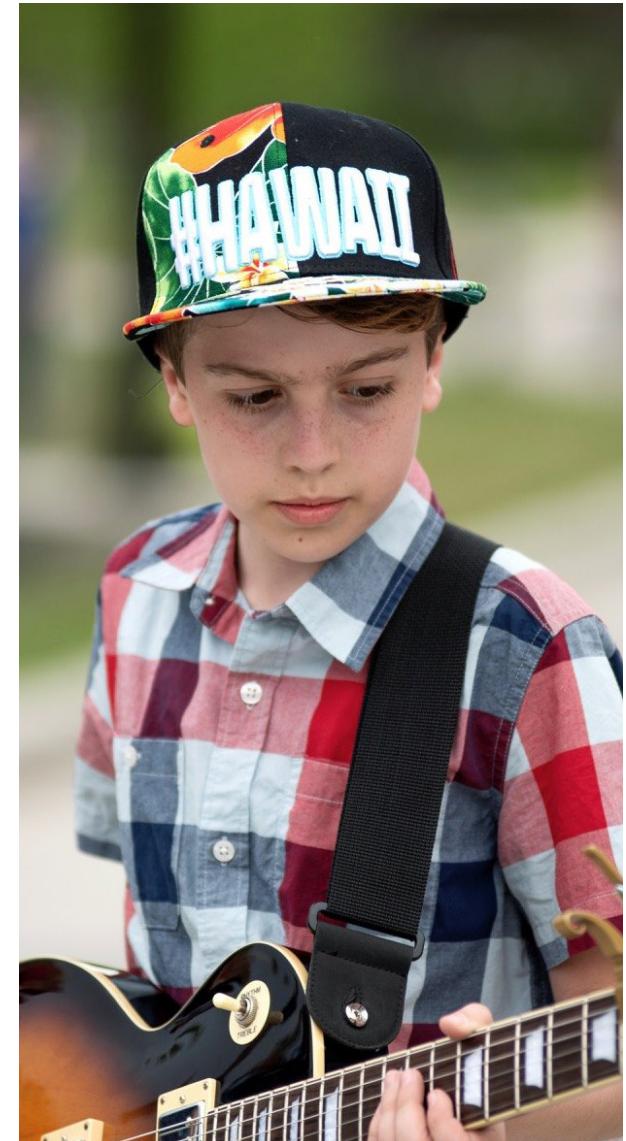


### 4.1.3 Upgrades of Existing Education Centre – Permanent High School

Some upgrades will be required to the existing Education Centre to accommodate High School programming. The above estimate is based on the total square footage of the existing facility.

Code	Area	Estimated Cost (Program)	Comments
1000	Land Costs	--	Long-term lease
2000	Planning	\$10,000	City of Calgary application process
3000	Legal	--	
4000	Management	\$9,903	
5000	Design	\$35,000	% of construction costs
6000	Regulatory	\$3,260	Building Permit
7000	Construction	\$293,436	
8000	FF&E	\$100,000	New furniture & equipment
9000	GST	\$7,173	
10,000	Contingencies	\$57,429	
<b>Total</b>		<b>\$516,023</b>	

Table 5: 4.1.3 Upgrades to Existing Education Centre Costs





#### 4.1.4 Construction of K-3 School

The construction of a new elementary school is proposed just west of the existing Education Centre where the current surface parking area is for the school. This cost estimate below is based on a 2,100 square meter facility as per Alberta Education standards, but it does not include a gymnasium and some supporting spaces given that these spaces will be developed and shared in other Youth Campus facilities. It should be

noted that this is an order of magnitude costing which could change once a Functional Program is developed.

Again, the base construction cost for the new Elementary School consistent with other schools across the City at around \$315 per square foot. When parking, utilities and other offsites costs are added, the cost per square foot for the new Elementary School facility is \$487.00.

Code	Area	Estimated Cost (Program)	Comments
1000	Land Costs	--	Long-term lease
2000	Planning	\$65,000	Working with the City of Calgary for land use
3000	Legal	\$40,000	Review city agreements, Stampede agreements
4000	Management	\$343,469	
5000	Design	\$633,965	
6000	Regulatory	\$177,875	Development Permit, Building Permit, office levies
7000	Construction	\$10,176,865	Concrete construction
8000	FF&E	\$920,626	New furniture
9000	GST	\$194,879	
10,000	Contingencies	\$2,407,034	
<b>Total</b>		<b>\$14,959,712</b>	

Table 6: 4.1.4 Construction of K-3 School Costs

## 4.2 Shared Cost Model

CAA will use a shared partnership model to cover the capital costs for the modernization and construction of new schools. The desired funding contributions are as follows:

<b>Government of Alberta</b>	\$44,500,000	Learning Program spaces – New Middle School and new K-3 Elementary School
<b>Calgary Arts Academy</b>	\$1,500,000	Upgrades to Sweetgrass Facility, existing Education Centre and some non-program spaces in new Middle School
<b>Financing</b>	\$6,500,000	Project costs associated with the Parkade in the new Middle School
<b>TOTAL</b>	\$52,500,000	

## 4.3 Donor Contributions

CAA is an organization with strong community presence and long-time supporters. CAA set up a Charitable Foundation to assist with raising funds for new school initiatives. Foundation members are influential members of the community and philanthropists with a significant passion for learning through Arts Immersion. A "Case for Support" will be developed along with a more detailed Business Case to assist with donors asks and grant applications. CAA plans on raising a minimum of \$1.5 million to support its long-term capital plan.



## 4.4 Sustained Funding Model

### 4.4.1 Community Spaces

The Youth Campus is a community hub for arts learning. Some of its spaces could be monetized through a community rental program with revenue surpluses used to support programs within the campus. The chart below summarizes the surplus/deficits for each area based on utilization rates. Revenue and expense assumptions are outlined in detail in Appendix D.

Calgary Arts Academy		BASED ON UTILIZATION RATES OF:			
Summary of Incremental Useage		25%	50%	75%	100%
<b>Incremental Revenue</b>					
Conference Room		\$ 4,200	\$ 8,400	\$ 12,600	\$ 16,800
Gymnasiums		\$ 28,500	\$ 57,000	\$ 85,500	\$ 114,000
Community Kitchen		\$ 30,032	\$ 60,064	\$ 90,096	\$ 120,128
<b>TOTAL</b>		<b>\$ 62,732</b>	<b>\$ 125,464</b>	<b>\$ 188,196</b>	<b>\$ 250,928</b>
<b>Incremental Expenses</b>					
Conference Room		\$ 5,882	\$ 6,498	\$ 7,114	\$ 7,776
Gymnasiums		\$ 37,610	\$ 48,206	\$ 58,801	\$ 71,691
Community Kitchen		\$ 40,741	\$ 55,231	\$ 69,722	\$ 78,008
<b>TOTAL</b>		<b>\$ 84,232</b>	<b>\$ 109,935</b>	<b>\$ 135,637</b>	<b>\$ 157,475</b>
<b>Incremental Operational Surplus / (Deficit)</b>					
Conference Room		\$ (1,682)	\$ 1,902	\$ 5,486	\$ 9,024
Gymnasiums		\$ (9,110)	\$ 8,794	\$ 26,699	\$ 42,309
Community Kitchen		\$ (10,709)	\$ 4,833	\$ 20,374	\$ 42,120
<b>TOTAL</b>		<b>\$ (21,500)</b>	<b>\$ 15,529</b>	<b>\$ 52,559</b>	<b>\$ 93,453</b>

Table 7: 4.4.1 Community Spaces Summary

## 4.4.2 Parking Revenue

The projected number of parking stalls for the underground parkade is 64 spaces. A high level proforma has been created for parking revenue. A more detailed parking study will be completed and outlined in a separate document.

This high-level, simple model includes staff parking at 44 spots occupied during the weekdays at \$140 per month. Only 10 of those

stalls would be occupied during the weekend and so become available for public daily or hourly rental. To be consistent with the Calgary Stampede, \$15 per entry was assumed. Twenty parking spaces were made available on weekdays for public daily or hourly rental and 54 spots were made available on the weekends for public daily or hourly rental. It was assumed that the churn rate for public parking fees was only one time per day on weekdays but four times per day on weekends. Operating costs were assumed at 15% of the maximum use revenue as a fixed cost.

Scenarios were run at 25%, 50% and 75% of public use revenue. All scenarios always included staff rentals at 100%.

A parking market study for the daily and monthly rates and potential utilization rates should be performed to substantiate the parkade surpluses. Parking surpluses would be required to pay out the capital costs of the parkade. Roughly based on this simple model, a pay back period of 15 years

Calgary Arts Academy		BASED ON UTILIZATION RATES OF:			
Summary of Parkade Analysis		25%	50%	75%	100%
<b>Parkade Operational Surplus / (Deficit)</b>					
Gross Revenue		\$ 169,920	\$ 265,920	\$ 361,920	\$ 457,920
Operating Costs		\$ 68,688	\$ 68,688	\$ 68,688	\$ 68,688
Surplus / Deficit		\$ 101,232	\$ 197,232	\$ 293,232	\$ 389,232
<b>TOTAL</b>		<b>\$ 101,232</b>	<b>\$ 197,232</b>	<b>\$ 293,232</b>	<b>\$ 389,232</b>

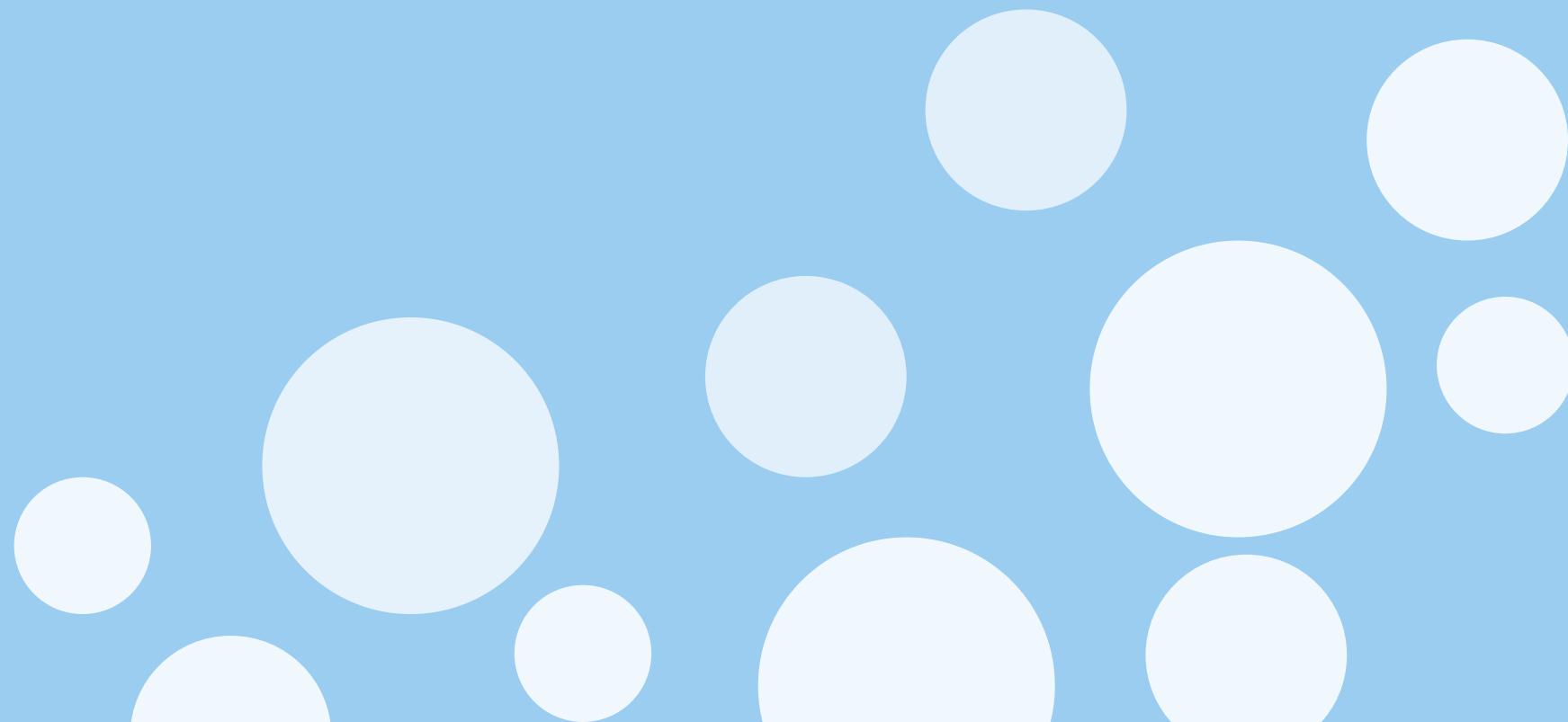
Table 8: 4.4.2 Parking Revenue Summary





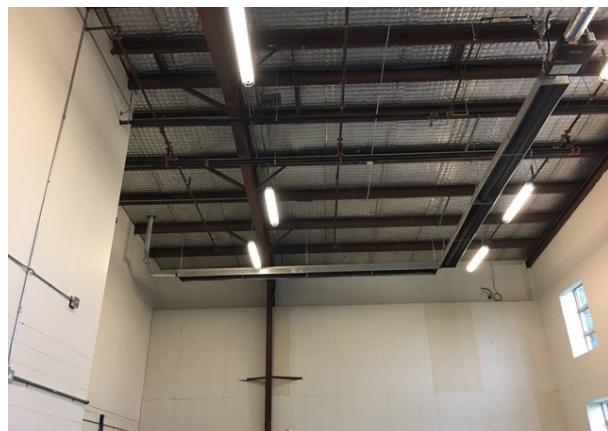


## 5.0 Appendices



## APPENDIX A: HIGH SCHOOL

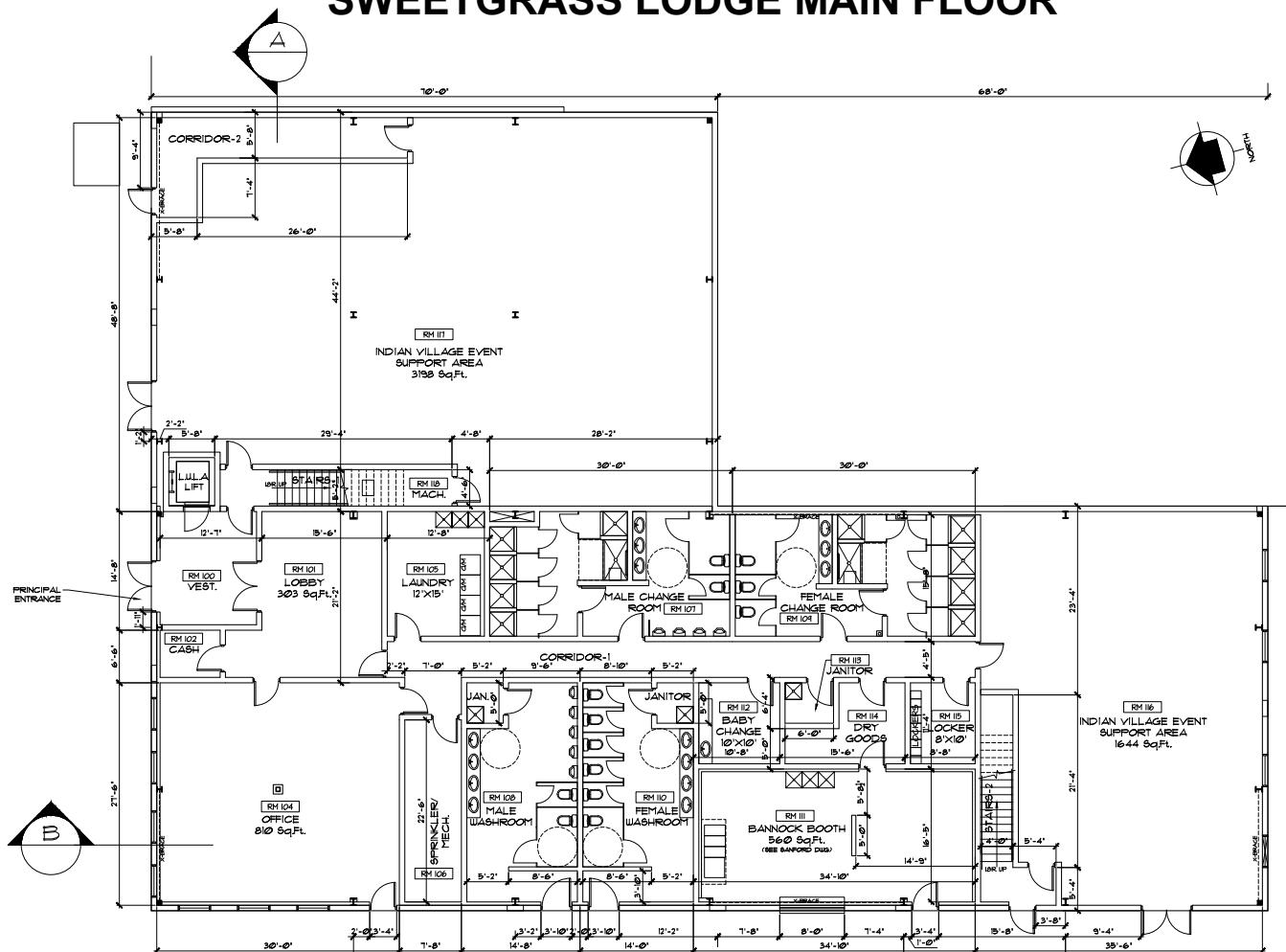
The CAA High School Program will develop over the next few years. Starting with the renovation of the Sweetgrass Lodge, a nearby building owned by the Calgary Stampede. This will be a temporary location until the Middle School can be constructed.



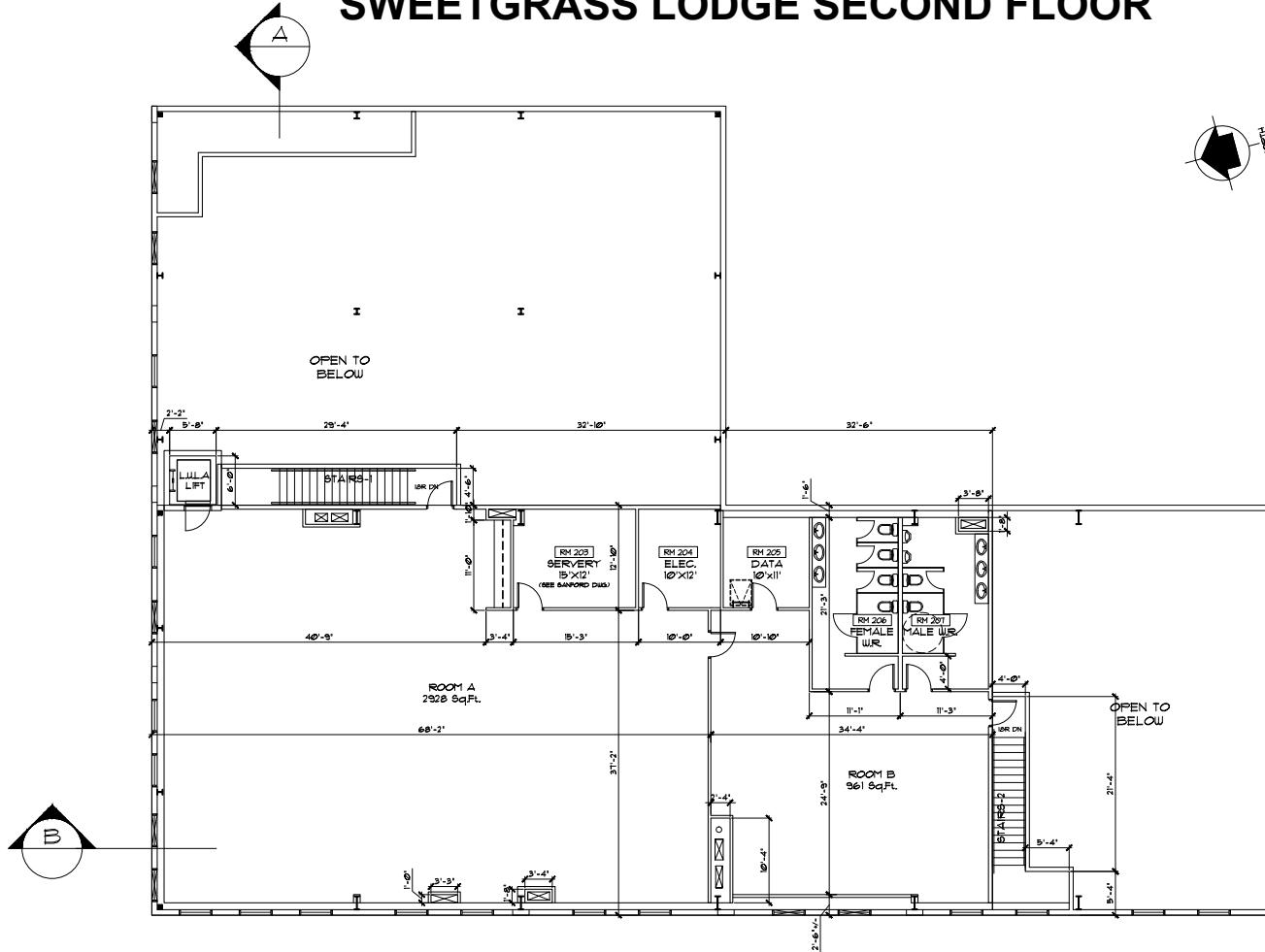
The building is suited to hosting a Year 10-12 program due to its large and open rooms, numerous washrooms, and kitchen prep area. The photographs show the large event support space on the main floor (double height space).



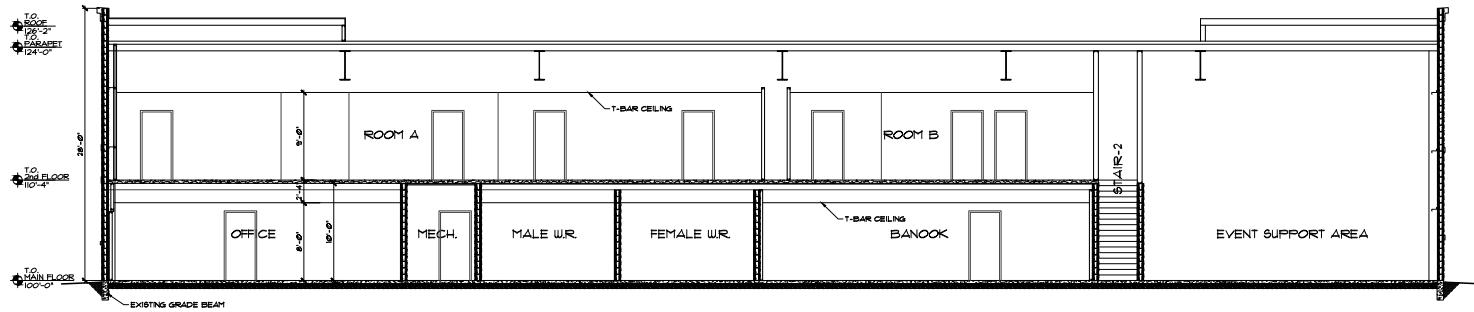
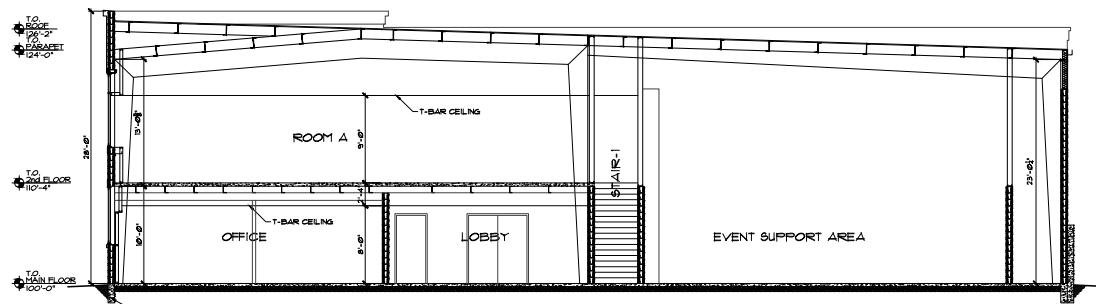
# SWEETGRASS LODGE MAIN FLOOR



# **SWEETGRASS LODGE SECOND FLOOR**



## SWEETGRASS LODGE SECTIONS



Once the Middle School has been built, the existing Education Centre on the Youth Campus will be renovated to better suite a High School Program.



## APPENDIX B: NEW MIDDLE SCHOOL

As mentioned earlier, Cornerstone Planning completed a Functional Program for the proposed new Middle School on the current Youth Campus. Cornerstone is a firm that has been developing functional programs for over 40 years with extensive experience in schools.

A functional Program is an inventory of all spaces included in the facility, their sizes and general characteristics, specific spaces and their intended function. The information is organized by Functional Components. The development of a Functional Program is an important pre-design process that provides documentation of a buildings key characteristics. These building characteristics are developed to optimize the operations of the organization and the building while reflecting the values of the organizational vision. This section of the Capital Plan outlines a high-level functional program, describing key space needs at a component level. A detailed Functional Program may follow, providing space-by-space details and requirements suitable to inform schematic design.

### Planning Assumptions

The following are planning assumptions are made for the purposes of estimating overall space. A change in these planning assumptions will result in a change to the space required. The assumptions are organized in the following categories: philosophy & teaching, supportive

activities, circulation & zoning, outdoor, future enrolment, and estimated staffing.

### Philosophy and Teaching

**LEARNING PODS** | Learning Pods are the primary structure for learning at CAA. One hundred students form a Pod, which is composed of four Studios (each with 25 students) surrounding a central Learning Commons. Each Pod is facilitated by 4 teachers and a variety of supporting artists and made up of students in multi-aged groupings (4/5, 6/7, and 8/9). Students will start and finish their days in the Pods and move to other venues fluidly and autonomously. The intent is that Studios will open onto each other and the Learning Commons via sliding walls to create a large singular space, or variety of sub-spaces, depending on the groups and activities.

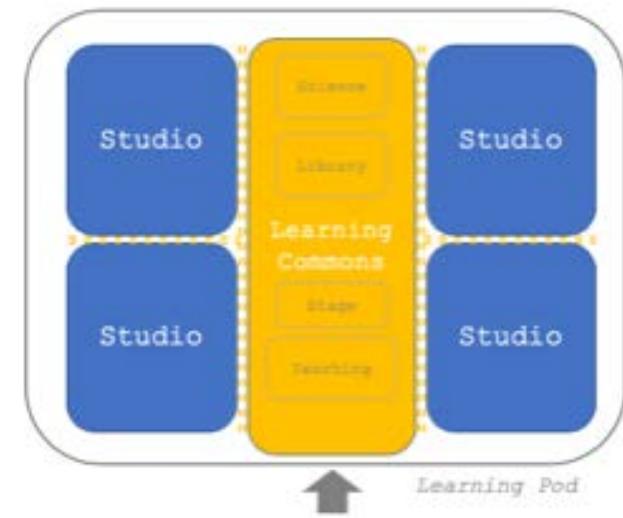
The Learning Commons contains:

- Library area for materials and resources including a printer;
- A fold-down stage for the 8/9 pod only;
- Drinking fountain / water bottle fill station;
- Spaces for 1:1 reading intervention; and a table that can accommodate 6-8 people for teachers

Each Studio contains:

- Storage for multiple activities and curriculum modules;

- Cubbies for storage of personal belongings;
- Movable tables and chairs (no desks or fixed furniture);
- Whiteboards; and
- Counters with sink.



**LIBRARY** | There will be no dedicated Library; Library areas are provided in each Pod's Learning Commons. Student groups are scheduled for curriculum activities, classes and performance at Calgary's Central Public Library. Practice rooms and recording studios are also available at the library.

**THEATRE & PERFORMANCE SPACE** | Currently theatre venues used for practice and

performance are located close by and include the TransAlta building and Doherty Hall (both on campus), and Vertigo Theatre, Jubilee Auditorium, the Calgary Stampede grounds, and others. CAA is now discussing a ‘partnership’ with the Opera following the Calgary Stampede Youth Campus mandate. No additional formal theatre or performance space is required as part of the Middle School development.

**DRAMA & DANCE** | The available capacity of TransAlta will continue to be used as studio practice and teaching space, supporting primarily music, drama and dance for both Middle School and High School students. In the future, it will be used more intensively for drama and dance (and less so for general instruction). Consequently, no additional dance or drama space is required in the new Middle School.

**MUSIC** | A dedicated Music room is to be accommodated, including space for instrument storage.

**MAKER SPACE** | A craft or “wet” art room is a requirement in the new facility. This room could be used for pottery or sculpture, craft, sewing, textiles or as a messy “maker-space”. It could include a 3D printer. Height of the space should be generous for creating tall sculpture works. This space must allow for the movement in and out of tall works of art. This activity could be split

into two rooms: one for Wet Crafts and one for Sculpture.

**WORKSHOPS** | Through the Calgary Stampede partnerships, students will have access for programming in the following areas: Youth Campus, Park Planning, Marketing and Sponsorships, Agriculture and Western Events, Venue Services, and Food and Beverage. No new space is specifically required to support these activities at the new Middle School.

**TECHNOLOGY** | Students have access to laptop computers and iPads within Learning Pods; a separate computer lab is not required. Technology will be used throughout the school and WIFI, power outlets, and data drops are required within every occupied space.

**SCIENCE** | One science room sized to accommodate 25 High School students will be provided. High school students will come over to the new facility for science.

### **Supportive Activities**

**CAFETERIA / MEET & EAT** | There is no cafeteria currently in the Youth Centre. It is anticipated that the new Middle School will have a commercial kitchen and cafeteria service for students and staff. CAA’s Foundation is willing to fundraise for the commercial kitchen and cafeteria area. The cafeteria should be designed to accommodate

approximately 210 students at a time. This space will also be for collaboration and gatherings.

Cafeteria size estimate is based on the following assumptions:

- There are two lunch shifts
- The following proportions of students from each year will attend lunch in the cafeteria.
  - 20% of years 4/5
  - 40% of years 6/7
  - 75% of years 8/9
  - 50% of years 10-12
- Other students will eat in their Learning Labs, alternative campus spaces, or off campus.
- Middle School staff will eat in the staff lunchroom at the Middle School.

**CAFETERIA KITCHEN** | The cafeteria kitchen will be used to serve lunch, to support High School culinary arts programming and take out catering for events across the campus, and to support rentals to the community. The CAA Foundation is willing to fund-raise for the commercial kitchen.

**GYMNASIUM** | The Youth Campus Gymnasium was built as a renovation to an existing facility and therefore is undersized at 450 square meters. This does not meet Middle School standards for 600 students or High School standards for 300 students. As the Youth Campus transitions to a High School and the Middle School expands the new Middle School can make up this gap,

providing an appropriately sized gymnasium for use by the whole campus. The gymnasium must include lighting grids and retractable bleacher seating, and the ability to host a podium for all-school assemblies.

**GYMNASIUM SPECTATORS** | The anticipated numbers of spectators in the gymnasium is ~160, as estimated in the table below.

Gymnasium Spectators	
Number of participants	24
Spectators per player	2.5
Overall % of school spectating (Years 8/9)	40
Overall % of school spectating (Years 10-12)	60
<i>Capacity of retractable bleachers</i>	160

**GENDER NEUTRALITY** | Preference is for gender-neutral change rooms and washrooms.

### Circulation and Zoning

**ENTRANCES** | Building entrances will be separate for adults and students.

- Student entrances should be separated by group: 4/5, 6/7, and 8/9. There must also be a service entrance for loading and deliveries. Teachers will greet their student groups at each entrance. Student entrances will

have an area for boot racks and banks of half-lockers to store their coats and some supplies.

- The adult entrance should support staff and parents. It should include a reception desk, a coffee bar, gathering space supporting smaller performance activities, and a connection with larger spaces such as the gym or cafeteria space.
- A loading dock is required to support a 5-ton truck. The flow should support the movement of materials for public events (such as carpets, drapes and chairs), catered events and shows and band equipment.

**ZONING** | Partnerships and community connections are major strengths of CAA. All multi-purpose spaces must be available for community use after-hours. In particular:

- The Gymnasium is anticipated to be used by outside community groups requiring consideration of outside access, washrooms and food service.
- Administration Meeting Room may be rented to outside groups or partners.
- The craft/art room, commercial kitchen, gathering space with necessary amenities such as washrooms are likely to be in demand for rentals.

**CENTRAL CIRCULATION** | A grand staircase

with capability for staged seating, is to be incorporated centrally to support circulation, gathering and presentation activities.



**VERTICAL TRANSPORTATION** | Multiple floors are anticipated. Either a lift or elevator must be included to meet accessibility, material management needs and Building Code requirements.

**EXTERIOR SPACE** | A central, landscaped, interior courtyard or roof top area is desired for the purposes of integrating nature into the design, providing meeting/gathering space, and potentially growing food as part of educational activities. This is a quiet space where students may play their musical instruments or a creative quiet space.

## **External Areas**

**OUTDOOR AREAS** | The Stampede grounds including Enbridge Plaza (the Parade grounds), lawn areas, Sweetgrass Lodge covered area and amphitheatre seating are used for outdoor activities including recreation, physical education, practice and performance. The new Middle School will continue to use the Stampede Grounds for this purpose; no outdoor amenities are specifically required on the new site.

**PARKING** | Parking should be provided according to City of Calgary bylaws.

**DROP-OFF** | Currently, 6 buses drop off students at the Youth Campus every day (bus services are contracted); 3 more will be expected in the future for a total of 9. The new Middle School must provide appropriate bus drop-off zones and provide appropriate spaces for parents to drop off children at school. There is appetite to use these paved spaces creatively more during the day when not used for vehicles.

## **Projected Areas**

The table on the following page lists projected areas for CAA's new Middle School. They are broken into eight components as summarized below. Each component may have a different component grossing factor based on its activities. The building grossing factor is applied equally to all spaces.

1. Learning Pods containing the student's entryways, lockers, and the main creative spaces supporting learning in the new school. There will be a total of six learning pods (two for each Year set: 4/5, 6/7, 8/9). As described above each pod will include four studios and a learning commons.
2. Special Learning Spaces supporting creative arts that are best suited in a specialized space. These are the Music Room, Maker Space, and Sculpture Room.
3. Gym and Support spaces including a gymnasium sized for 600 Middle School students, retractable bleacher seating accommodating 160, and change rooms.
4. Cafeteria (Eat & Meet), including a commercial kitchen supporting catering and teaching culinary arts, and seating for more than 200 students at a time.
5. Administration areas are limited to required offices and a private staff lounge and washrooms.
6. Student Support, including gathering space, art allowances, and washrooms.
7. Welcome/Entry for the Welcome Desk, Lobby, and Coffee Bar.
8. Building Services including loading and general storage.

By comparison, the standard Alberta Education allowances for a 600-capacity Middle School are

5,470 BGSM. As currently written, CAA spaces are approximately 1,657 SM over, or 30%. However, this includes special spaces supporting a unique pedagogy, accommodations for a cafeteria and courtyard space.

<b>Component</b>	<b>Space</b>	<b>Unit SM</b>		<b>Total SM</b>	<b>Notes</b>
Learning Pods	Locker/Student Entry	100.0	3	300	Bank of 1x half locker per student, 200 students per
	Pods Yr 4/5	420.0	2	840	Each Pod with four equal Studios (90 SM each) and a central learning
	Pods Yr 6/7	420.0	2	840	commons (60 SM) to include stage area (8/9 Pod), teaching counter
	Pods Yr 8/9	420.0	2	840	and library allowance.
	<i>Subtotal Net SM</i>			2,820	
	<i>Component Gross</i>			423	<i>15% (minimizing corridor space)</i>
Special Learning Spaces	Science	120.0	1	120	25 students (Middle & High School use)
	Music Room	180.0	1	180	e.g. band/sec school
	Wet Craft Room	60.0	1	60	cap 25 + storage
	Sculpture Room	120.0	1	120	Tall room with doors to outside
	<i>Subtotal Net SM</i>			480	
	<i>Component Gross</i>			96	20%
Gym and Support	Gymnasium	595.0	1	595	Small stage; sized for 600 MS
	Gymnasium Seating	82.8	1	83	Assume retractable
	Gym Storage	60.0	1	60	
	Ungendered Change Rooms	94.0	1	94	for 50 people, assume 2 classes
	Ungendered Showers	3.5	4	14	
	Gym Office	9.3	1	9	
	<i>Subtotal Net SM</i>			855	
	<i>Component Gross</i>			86	10%
Cafeteria	Cafeteria & Gathering Space	189.0	1	189	for 210 students
	Culinary Arts Kitchen	80.0	1	80	6 stations including storage for commercial kitchen
	<i>Subtotal Net SM</i>			269	
	<i>Component Gross</i>			40	15%

Component	Space	Unit SM	Quantity	Total SM	Notes
Administration	Principal	10.0	1	10	
	VP & Float	10.0	1	10	
	Counsellors	10.0	2	20	
	Meeting Room	25.0	1	25	
	Staff WC	4.6	2	9	accessible
	Staff Room/Lounge	41.4	1	41	20 at once including teacher quiet/breakout room for 2-3 people
	<i>Subtotal Net SM</i>			76	
	<i>Component Gross</i>			11	15%
Student Support	Accessible Washrooms	4.6	8	37	
	Washroom Area	98.0	1	98	600 students - non-gendered; bank of toilet rooms with central hand washing
	<i>Subtotal Net SM</i>			135	
	<i>Component Gross</i>			-	0%
Welcome/Entry	Welcome Desk	12.0	1	12	School secretary & security
	Welcome Lobby	107.9	1	108	Accommodate performance space and seating for 50
	Welcome Bar & seating	16.0	1	16	For parents to wait and mingle
	<i>Subtotal Net SM</i>			136	
Building Services	<i>Component Gross</i>			27	20%
	Building Serv. Storage	35.0	1	35	
	Off-Loading	15.0	1	15	
	General Storage	15.0	3	45	
	<i>Subtotal Net SM</i>			95	
<i>Component Gross</i>			19	20%	
	<b>TOTAL NET SM</b>			4,866	
	<b>TOTAL CGSM</b>			702 (various)	
	<b>Subtotal</b>		<b>5,568</b>		
	<i>Building Gross</i>			1,559	28%
	<b>TOTAL BUILDING SM</b>			<b>7,127</b>	
	<i>NTG</i>			1.46	Overall Net to Gross

## Relationship Diagram

The diagram on the following page illustrates the adjacency requirements for the major components in relation to each other. The pieces are roughly relative in size; however, the diagram is not to scale and is not a floor plan. There are many ways in which the required adjacencies could be achieved, including via multiple floors. Likely entrances are illustrated with arrows.

The key adjacencies include:

- Five separate entrances are shown: three for students, one for adults/community, and one for service.
- Lockers/Entry for each student group flow directly into their learning pod areas. Lockers/Entry may be connected for flexibility; this has not yet been determined.
- Administration spaces should be close to, but separate from, learning pods
- All spaces within the dotted zone are part of the Community Access Zone and should be zoned to be accessible to the community after-hours.
- The major components of gymnasium, gathering area, welcome/entry and cafeteria have an opportunity to relate to each other in interesting ways, creating large spaces for gathering and transition.
- Loading is likely to service the cafeteria and gymnasium the most to support events but requires access to main circulation to supply other areas of the school.
- Ground level is required for Welcome/Entry spaces only. The Sculpture Room in Special Learning Spaces would benefit from direct outside access to facilitate the movement of large artworks. Student entry doors should

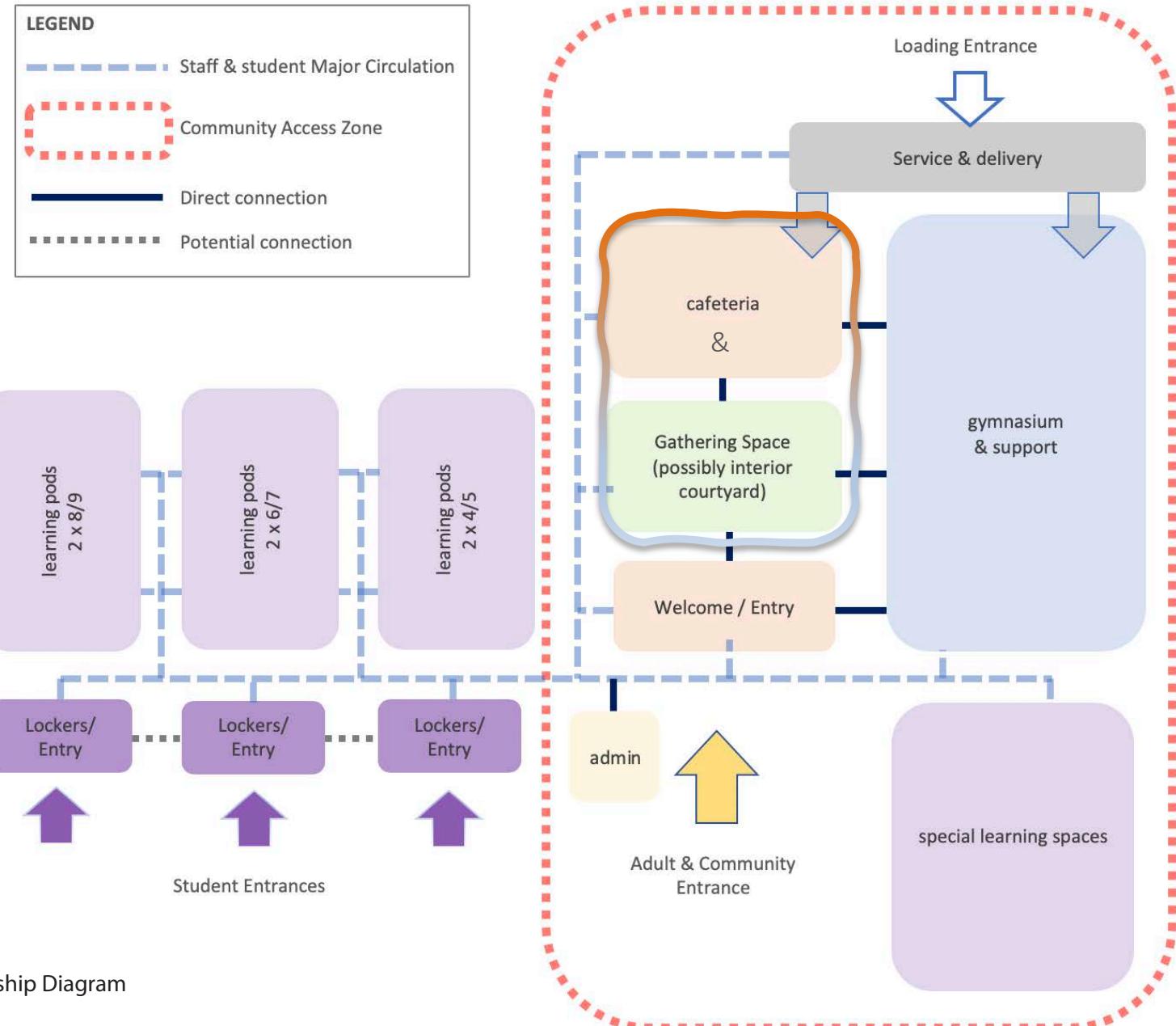
be located at ground level but may lead directly into circulation that moves up floors. There is much flexibility in ground level amenities.

- Entrance Adjacencies:
  - Bus drop-off must be located close to student entrances.
  - Parking should be located conveniently to the adult/community entrance.
  - The service entrance must be immediately accessible to deliveries via 5-ton truck. This entrance should be located far from student entrances.

The following table lists estimated staff members and positions required to support 600 students in the new Middle School. Administration functions that will be provided from the current youth Campus building include: Accounting, Superintendent, Treasurer, Community Arts Coordinator, and others. Some staff will move over to the new facility, including teachers and artists, Principal and Vice Principal, Secretary, and Teachers.

Category	Role	Current @ Youth Campus	Future @ Middle School	Notes for Required Spaces
Teaching	Facilitator	14	28	Assume 2x current number for 600 students
	Artist	3.09	7	
Support	Custodian	2	4	Estimated 6. No workstations required.
	Security	1	1	Assume roaming, no workstation required.
	Education & Research (ERI)	4	-	ERI staff would float to the Middle School with home base at the YC
Admin	Superintendent	1	0	Based at YC
	Secretary Treasurer	1	0	Based at YC
	Arts Coordinator	1	0	Based at YC
	Communications	1	0	Based at YC
	Accounting Specialist	1	1	Based at YC
	School Secretary(s)	1	1	Middle School Secretary will be based at Welcome Desk
	IT	1	1	Office in new Middle School
	Middle School Principal	1	1	VP is also a teacher; shared/float office is suitable
	Counsellors	0.4	1	Offices required.
	<b>Total staff in new Middle School</b>		<b>46</b>	<b>Max per day</b>

Middle School Staff Numbers Summary Table



Relationship Diagram

## APPENDIX C: NEW ELEMENTARY SCHOOL

CAA is interested in exploring the possibility of creating an addition to the Middle School to house 350 Elementary School students who will eventually be moving over from Knob Hill. A Functional Program for those spaces has not been developed as a part of this scope. For siting purposes, the Alberta Education guidelines for this type of schools required the following spaces. The areas highlighted are excluded from the Program.

Category	Space	Unit SM	Quantity	Total SM
Instructional	Classrooms	80.0	10	800
	Science	95.0	1	95
	Large Ancillary	130.0	1	130
	Small Ancillary	90.0	2	180
	Gymnasium	430.0	1	430
	Gym Storage	43.0	1	43
	Library	140.0	1	140
Non-Instructional	Admin & Staff	227.0	1	227
	Wrap Around & Collaboration	20.0	1	20
	Mechanical	108.0	1	108
	Recycle	11.0	1	11
	Physical Education	70.0	1	70
	Circulation	455.0	1	455
	Wall area	218.0	1	218
	Storage area	64.0	1	64
	Washrooms	42.0	1	42
	Accessible WC	12.0	1	12
	Flexible Space	84.0	1	84
	Wiring Network	30.0	1	30
<b>Total Instructional</b>				<b>1,818</b>
<b>Total Non-Instructional</b>				<b>1,341</b>
<b>TOTAL BUILDING</b>				<b>3,159</b>

## APPENDIX D: SUMMARY REVENUE/EXPENSE FOR COMMUNITY SPACES

### Revenue Assumptions

#### Conference Room Rental

- The conference room was projected to accommodate 20 persons and a conference table.
- The conference room was assumed to be used internally for each weekday until 4 PM. \$0 Revenue generated during these time slots. This time block was the basis for the internal operating cost period of 35 hours per week.
- The room was available on weekends from 9 to 5 PM for rentals and each weekday evening from 3 PM to 9 PM for rental at \$35.00 per hour. A modest maximum rental schedule of 12 hours per week was assumed. There are many conference rooms for rent in the City including free ones at the new Calgary Public Library. It can be assumed that much of the use is due to the location of the facility in Ramsay/Inglewood area and the proximity to all the Stampede facilities. Rental period was 40 weeks per year to align with the school calendar.
- Revenue at 100% Utilization would be \$16,800 per year. Scenarios were run at 25%, 50% and 75% utilization rates.

#### Gymnasium Rental

The gym was projected to accommodate 600

students at one time with additional floor space for retractable bleachers.

The Gym was assumed to be used internally for each weekday until 5 PM to accommodate PE programs and school team practices. \$0 Revenue was generated during these time slots. This time block was the basis for the internal operating cost period of 50 hours per week.

- The gym will be available on weekends from 10 AM to 7 PM and during weekdays from 5 PM until 10 PM closing. Rentals are to sports clubs who have organized programs or their clubs or some activities hosted by CAA for a drop-in fee (e.g. open basketball). The rental rate was \$75.00 per hour for 38 hours maximum rental availability. The gym is assumed to be open 40 weeks per year for rental to align with school schedules and most sporting programming is based on 40 weeks per year.
- Revenue at 100% Utilization would be \$114,000 per year. Scenarios were run at 25%, 50% and 75% utilization rates.

#### Community Kitchen/Cafeteria Rental

- The Cafeteria was assumed to be designed to meet AHC regulations for public use and food safety standards. It was projected to be large enough to accommodate 210 patrons for lunch service.
- The timeslot for internal use of the

Cafeteria/Kitchen was 6 AM to 5 PM for food preparation, lunch service, Culinary Arts programs/classes and cleanup time. There was \$0 revenue from these internal activities. The time block of 55 hours per week was the basis for internal operating costs.

- The Kitchen would be available on weekends and weekday evenings for rentals to commercial clients, community members, CAA or 3rd party hosted cooking/baking classes and some CAA-hosted events.
- The total available time slots would be 123 hours per week with 44.7% for internal use at \$0; Commercial clients renting 25.2% at \$42.75/HR; Community/Programming at 28.5% at \$38.48 (15% discount off full rate), and CAA hosted events of 1.6% per week at \$0 per hour.
- Revenue at 100% Utilization would be \$120,130 per year. Scenarios were run at 25%, 50% and 75% utilization rates.

### Expense Assumptions

#### All Areas

All areas included incremental expenses (those over and above the baseline, internal costs to run the areas during school use) applied to them in the following manner:

- The incremental cost per square foot of cleanup were projected based on the intensity of cleaning needed (e.g. kitchen/cafete-

ria = high intensity, conference room = low intensity) and the additional hours of use by clients.

- Incremental cost per square foot for utilities were projected based on additional hours of use by clients.
- Incremental direct labour cost for a coordinator/manager of the areas who would provide business development, scheduling and programming and client services. A portion of that salary is a fixed cost for them to network, advertise and promote the areas to get clients in and the additional costs for their time are variable costs that increase as the revenues grow in each area. The allocation to each area (conf. room, gym, kitchen) was made on an FTE basis per year.
- Incremental indirect labour cost for an administration/bookkeeper to provide the accounting, HR and general administration support for the area. There are also indirect labour costs for a supervisor of the area for a small portion of time. Each of those positions had an FTE allocation to each area of fixed costs and variable costs, as the revenue growth occurs.
- All the expenses were projected at 100% Utilization. Scenarios were run at 25%, 50% and 75% utilization rates.
- Expenses were as follows at 100% utilization were as follows:

- Conference Room - \$7780
- Gymnasium - \$71,700
- Kitchen - \$78,000

## Surplus/Deficit

Incremental Operating Surplus or Deficit were based on Revenue minus the Expenses for each area. The summary of the areas is in the table for each of the 25%, 50% and 75% utilization rates.

## APPENDIX E: SITE READINESS CHECKLIST

### SITE READINESS CHECKLIST

Calgary Arts Academy

640 – 14 Avenue S.E.

Calgary, Alberta

**1. Does the Board have legal title or interest in the land to be used for the building envelope?**

**No.** the land will be leased for 50 years (25 year lease with option for 25 year renewal) from the Calgary Stampede Foundation.

**2. Does the current zoning enable the construction of a school?**

**No.** The Direct Control Bylaw does allow for a school use but only within an existing building. A land use would need to be completed for this project.

**3. Are services such as power/water/sanitary/storm/gas available to the property lines?**

**Yes.**

**4. Is the site topography suitable for the project?**

**Yes.**

**5. Do geotechnical or foundation concerns exist?**

**No.** The costs for the structure were based on a geotechnical study on an adjacent land just east of the site. A specific geotechnical study will need to be completed for the site prior to construction.

**6. Has a Phase 1 Environmental Site Assessment been completed?**

**No.** A Phase 1 and II was completed on adjacent lands. There is an indication that some contamination is likely on the new site for the Middle School and that a remediation plan will likely be required. Contingencies for environmental clean up have been provided in the cost estimates. Further testing will be completed, and budgets adjusted if required.

**7. Are further environmental assessments warranted?**

**Yes.** A Phase II Environmental Assessment will be completed upon commencement of the project.

**8. Is the site outside 1:500 year floodplain?**

**Yes.** The site is however, within the 1:100 year floodplain. This area flooded during the 2013 floods in Calgary. An exemption will be requested, and flood mitigation has been incorporated into the preliminary cost estimates.

9. Are there any other issues, concerns or remediation required to make the site ready for construction to begin?

No.

I confirm that the above information is accurate.

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Signature

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Print Name

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Title

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Date

Contact Person if different than above:

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Print Name

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Phone Number

