

	<p><i>Prairie South Schools</i></p> <p>BOARD OF EDUCATION</p>	
--	--	--

Special Board Meeting

September 23, 2019

3:00 p.m.

Central Office, 1075 9th Avenue NW, Moose Jaw

AGENDA

1. **Call to Order**
2. **Introductions**
3. **Delegation/Presentation**
4. **Decision Items**
 - 4.1. South Hill School Location
5. **Adjournment**

AGENDA ITEM

Meeting Date:	23 September 2019	Agenda Item #:	04.1
Topic:	South Hill School Location		
Intent:	<input checked="" type="checkbox"/> Decision	<input type="checkbox"/> Discussion	<input type="checkbox"/> Information

Background:

In March 2019, the provincial government announced funding for a new joint-use school on South Hill in Moose Jaw that would consolidate four current elementary schools into a single facility after an application was made by the Boards of Education of Prairie South School Division and Holy Trinity Catholic School Division. Together, the school divisions hosted two public consultation forums at Riverview Collegiate in March and June, 2019. A steering committee for the project was struck in April 2019 with representatives from both school divisions and the Ministry of Education and support from SaskBuilds. Prairie South administration, in partnership with Holy Trinity administration and the members of the South Hill School Steering Committee, engaged KPMG Consulting to facilitate a site analysis based on the data collected at public consultation meetings in the spring of 2019. The KPMG report is attached.

Current Status:

The Joint School Steering Committee, with representatives from Prairie South, Holy Trinity, the Ministry of Education and SaskBuilds endorsed the Westheath site at their September 13 meeting. The Holy Trinity Board of Education is reviewing the site analysis concurrent to our deliberations and considering the same recommended motion.

Pros and Cons:

As detailed in the KPMG report.

Financial Implications:

Land acquisition costs, if any, are part of the overall budget for the South Hill School. Funding for the project is provided by the Government of Saskatchewan.

Governance/Policy Implications:

Legal Implications:

Communications:

- Media and internal contacts – Press Release dated 24 September 2019
- Moose Jaw City Council – communication from Board Chair Robert Bachmann after the special meeting concludes
- Moose Jaw City Administration – 24 September meeting
- Empire and Westmount School staff and parents – SCC and administrative representatives are in attendance at today's meeting

Prepared By:	Date:	Attachments:
Tony Baldwin	23 September 2019	<ul style="list-style-type: none">• KPMG Site Analysis• Holy Trinity School Division Meeting Template 190923

Recommendation: That the Board of Education of Prairie South School Division direct administration to pursue acquisition of the identified preferred site at Westheath (Wellington Drive and Spadina Drive) for the development of the South Hill Joint School.



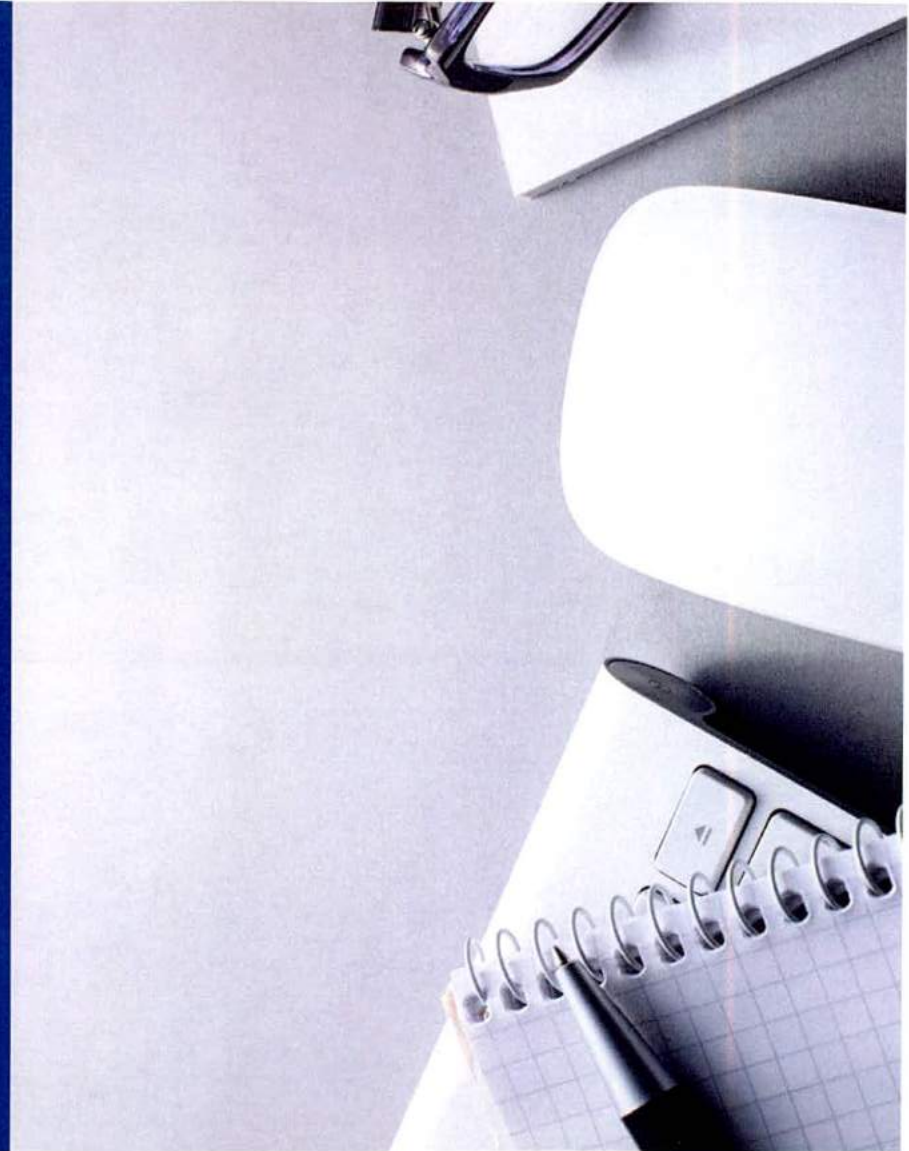
Prairie South School Division & Holy Trinity Catholic School Division

South Hill School Project

Site Selection Report

—

September 12, 2019



Notice

*This confidential report ("**Report**") prepared by KPMG LLP ("**KPMG**") is provided to Prairie South School Division ("**Prairie South**") pursuant to the consulting service agreement dated July 31, 2019 for an independent advisor to support analysis and assessment of site suitability.*

*If this Report is received by anyone other than Prairie South and Holy Trinity Catholic School Division ("**Holy Trinity**"), the recipient is placed on notice that the attached Report has been prepared solely for Prairie South and Holy Trinity for its own internal use and this Report and its contents may not be shared with or disclosed to anyone by the recipient without the express written consent of Prairie South and Holy Trinity. KPMG does not accept any liability or responsibility to any third party who may use or place reliance on the Report. Our scope was limited to the preparation of an independent study. For consideration by Prairie South and Holy Trinity, the intention of the Report is to prepare a summary of the shortlisted sites, the suitability of each for the Project, and an overview of sites that have been rejected in earlier stages, prior to KPMG's engagement.*

Our analysis was primarily based on data and information developed and provided by the Prairie South and Holy Trinity and other public sources. We express no opinion or any form of assurance on potential impacts and costs that Prairie South and / or Holy Trinity may realize should it decide to select a site outlined within this Report. Prairie South and Holy Trinity are responsible for the decisions to implement any options and for considering their impact.

The procedures we performed do not constitute an audit, examination or review in accordance with standards established by the Chartered Professional Accountants of Canada, and we have not otherwise verified the information we obtained or presented in this Report. We express no opinion or any form of assurance on the information presented in the Report, and make no representations concerning its accuracy or completeness.



Contents Summary

Executive Summary

1.0 Introduction

2.0 Site Analysis Approach

3.0 Site Analysis Outputs

4.0 Risk Identification

Appendices

A. South Hill School Community Presentation

B. Analysis by Site

C. Map of Viable Sites





Introduction

Background and context

Prairie South School Division ("**Prairie South**") and Holy Trinity Catholic School Division ("**Holy Trinity**") are in the early planning stages for the design and construction of a new joint-use elementary school in Moose Jaw (the "**South Hill School Project**", or "**Project**").

On March 20, 2019 the Government of Saskatchewan announced the construction of a new joint-use school in Moose Jaw. The Project, a collaborative initiative between Prairie South and Holy Trinity, will bring together students, teachers and community members from four existing elementary schools: Empire School, Sacred Heart School, St. Mary School and Westmount School.

The condition of the four existing schools has become increasingly challenging, driving the need for replacement. As part of the Project planning, design, construction and operation, the two School Divisions have focused on meeting the needs of students, families, and the community.

Prairie South and Holy Trinity, along with their partners the Saskatchewan Ministry of Education and SaskBuilds, have identified site selection as a key initial activity for the Project. Building from feedback provided by community members, the School Divisions sought external advisory services to support identification, analysis and a definition of a decision making framework for collaborative definition of a preferred site for the South Hill School Project.

Site selection represents one of numerous stages of Project development. As outlined in a community presentation on March 28, 2019 (included as Appendix A of this document), future stages are anticipated to include additional stakeholder engagement and provision of transparent information as Prairie South and Holy Trinity seek to "make the South Hill School Project the best possible place for children to attend school in Saskatchewan¹".

“ While there is lots of work still to be done, the finished school will be something that will serve the needs of children in Moose Jaw for generations. That’s pretty exciting work. ”







- Sean Chase, Holy Trinity
Director of Education

¹ Prairie South School Division and Holy Trinity School Division, Our Commitments Moving Forward, 2019

Document Purpose

KPMG LLP (“KPMG”) was engaged as an external advisor to support analysis and assessment of site suitability for the South Hill School Project.

KPMG was engaged by Prairie South to provide the following scope of work:

-  **Document Review**
Review of analysis completed to date, strategic plans, growth projections, master plans, development policies, stakeholder feedback, etc.
-  **Refinement of Site Selection Criteria**
Refinement of the criteria through a working session with key Project team members, based on definition to date and leading practice
-  **Validation of Site Selection Criteria**
Validation of the criteria with leadership from Prairie South, Holy Trinity, the Saskatchewan Ministry of Education, and SaskBuilds
-  **Assessment of Shortlisted Sites Against the Criteria**
Assessment of the sites using a defined rubric matrix informed by leading practice
-  **Summary of Findings in a Report**
Presenting the preferred site based on defined criteria, available information, and stakeholder input
-  **Identification of Risks or Limitations of the Preferred Site**
A preliminary identification of risks, based on experience with similar projects and leading practice, related to the preferred site

The following report summarizes KPMG’s review and analysis based on input and engagement with Prairie South and Holy Trinity and other publicly available information. Analysis is subject to change should additional information become available related to Project objectives, potential sites, and / or stakeholder direction.



Site Analysis Approach

Site Analysis Approach

Site analysis leveraged a multi-staged analysis approach to filter and identify a preferred site.

Based on experience with similar projects, a multi-staged approach was defined and validated for use by Prairie South and Holy Trinity. The approach sought to be inclusive of all potential sites, while balancing value-added effort and analysis on viable sites.

As described in Figure 1 on the following page, stages included:

- 1. Site Inventory:** definition of all potential sites for inclusion
- 2. Mandatory Criteria Filter:** screening of the site inventory based on critical, 'show-stopper' considerations
- 3. Viable Sites:** shortlist of sites that may be suitable for the Project
- 4. Weighted Criteria Filter:** analysis of shortlisted sites based on weighted and rated criteria to assess suitability
- 5. Preferred Option:** based on weighted and rated criteria, definition of the preferred site

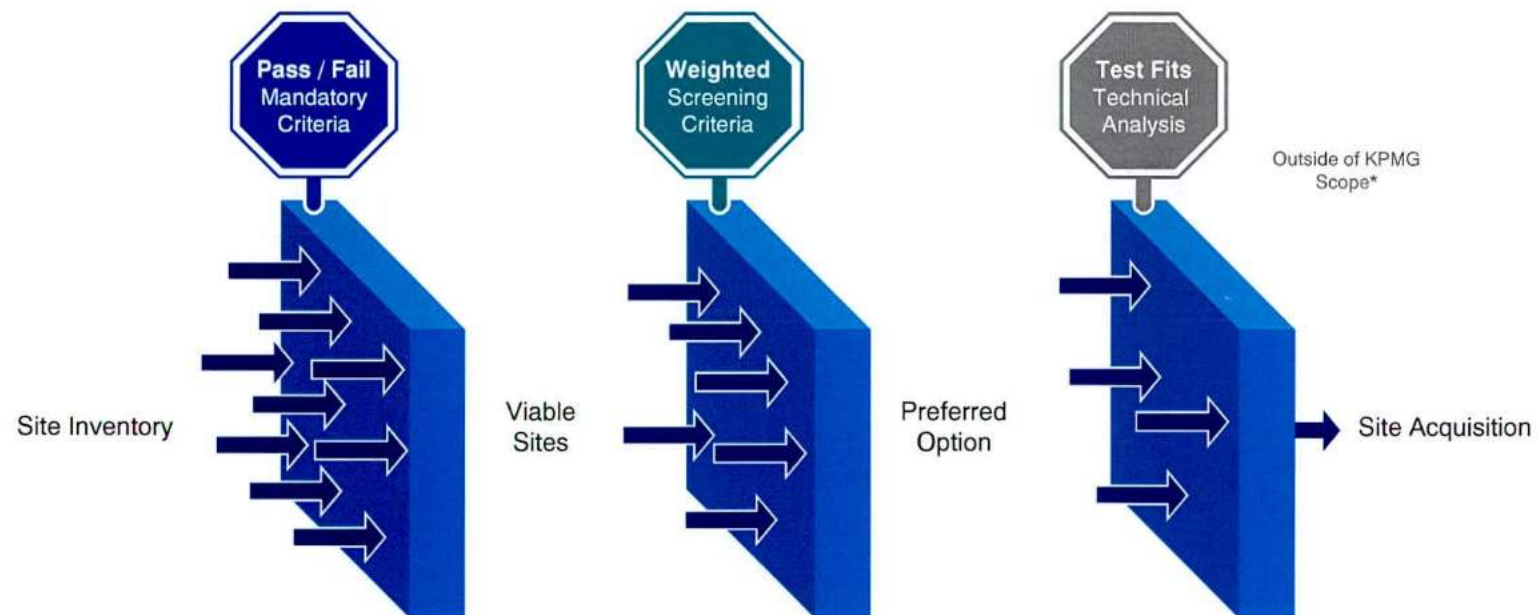
Test fits and site acquisition are future stages to be undertaken by Prairie South and Holy Trinity following direction, agreement and approval to proceed with the preferred site. Additional technical due-diligence is anticipated to be required as part of site acquisition activities (e.g. geotechnical assessment, environmental assessment, transportation analysis, etc.).

At each stage, KPMG engaged with representatives from Prairie South and Holy Trinity to gather feedback and input, supporting alignment with Project objectives.

Site Analysis Approach

Site analysis leveraged a multi-staged analysis approach to filter and identify a preferred site.

Figure 1: Site Analysis Approach



* Additional technical due-diligence is anticipated to be required as part of site acquisition activities (e.g. geotechnical assessment, environmental assessment, transportation analysis, etc.)

Stakeholder Engagement Summary

Stakeholder input was incorporated into site selection approach definition, analysis and identification of a preferred site.

Holy Trinity and Prairie South hosted two community sessions that have informed site analysis. The first, held on March 28, 2019, was hosted by the Board Chairs and Directors of Education from each School Division. The School Divisions provided a summary of activities to date, planned next steps associated with Project, gathered questions and feedback from attendees, and made commitments related to the Project going forward.

Participant feedback included questions, concerns, celebrations and hopes and dreams for the Project. The School Divisions documented feedback gathered, which is publicly available on the South Hill School Project website. Outcomes from this session have informed the definition of mandatory and weighted criteria to identify a preferred site.

The second session, held on June 24, 2019, intended to gather input and feedback to inform site selection decision making. Approximately 100 participants were in attendance, providing verbal and written feedback on four identified potential sites:

- Westmount School / Parkhill Park
- Sacred Heart School / Smith Park
- Couteau Street South-West / Wellington Drive
- Currie Heights South

72 written response forms were collected at the public meeting, which were summarized and results posted to the South Hill School Project website. Feedback gathered, including advantages and disadvantages shared related to the four sites, has been considered in KPMG's site analysis. Four additional sites were identified at various points during the consultation process.

In addition to community engagement, KPMG has engaged with the South Hill School Project Steering Committee in conducting its engagement. The Steering Committee includes representatives from the Saskatchewan Ministry of Education, SaskBuilds, Prairie South and Holy Trinity.

Future stakeholder engagement related to pre-planning is anticipated to occur, led by Prairie South and Holy Trinity.





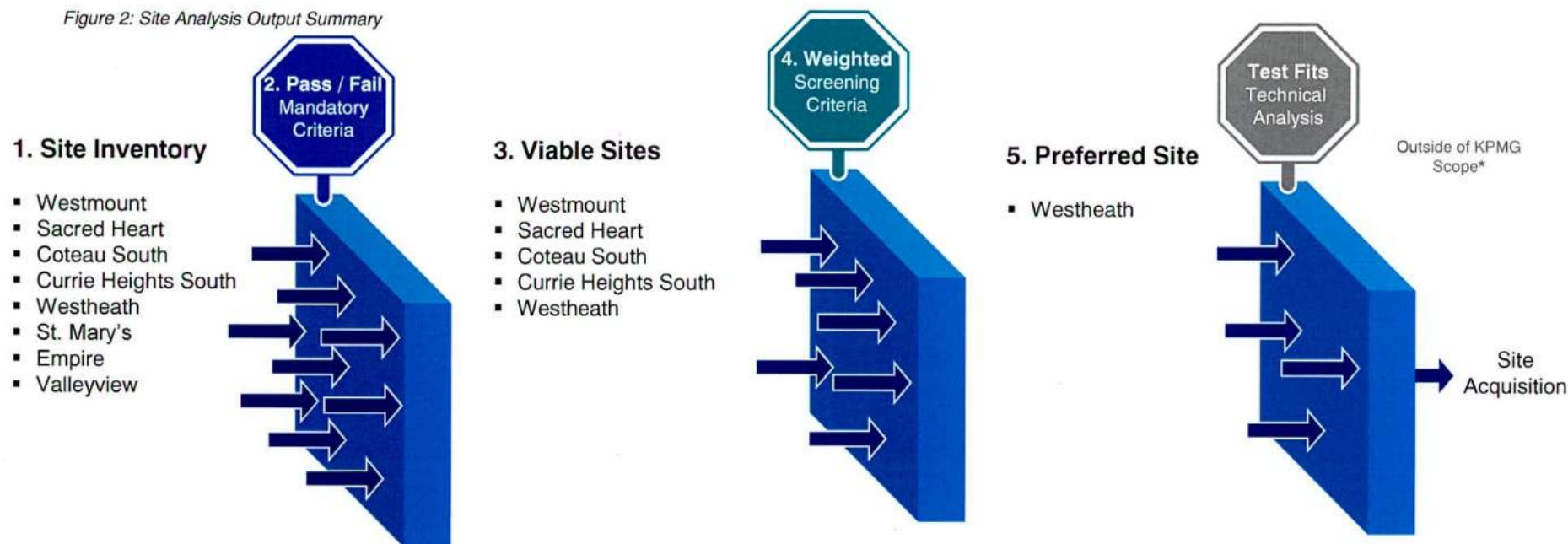
Site Analysis Outputs

Site Analysis Output Summary

Westheath has been identified as the preferred site, based on the multi-staged site analysis approach.

The defined approach, including mandatory criteria and weighted, and rated criteria, has identified Westheath as the preferred site. A summary of outputs at each stage is shown in Figure 2 below, with additional information provided on the following pages.

Figure 2: Site Analysis Output Summary



1. Site Inventory

An inventory of sites located south of the railroad tracks running east west through Moose Jaw was filtered to a shortlist of viable sites, based on mandatory criteria.

A list of all potential sites was identified and validated by Prairie South and Holy Trinity. The prepared inventory reflected the following key assumptions:

- Located south of the east-west running railroad tracks in Moose Jaw, Saskatchewan
- Inclusive of unoccupied (greenfield) and occupied (brownfield) sites, with brownfield sites limited to those with large open areas and / or sites on which re-development is currently being planned
- The existing four schools must remain operational during the design and construction of the Project

Eight potential sites were identified, as described in Table 1.

Table 1: Site Inventory

Site	Abbreviation	Location
Westmount School/ Parkhill Park	Westmount	1100 Currie Crescent
Sacred Heart School/ Smith Park	Sacred Heart	1020 12 Avenue SW
Coteau South Street-West/ Wellington Drive	Coteau South	Wellington Drive (vacant lot); Parcel:104515051
Currie Heights South	Currie Heights South	Brenda St (vacant lot); Parcel:105702959
Westheath Development (South West)	Westheath	Wellington Drive and Spadina Dr (vacant lot)
St. Mary's School	St. Mary's	720 S Avenue SW
Empire School	Empire	500 Coteau St W
Valleyview Centre	Valleyview	7 Avenue SW

2. Mandatory Criteria Filter

Two mandatory criteria were defined to filter the site inventory to a shortlist of viable sites.

Leading practices and engagement with Prairie South and Holy Trinity identified two mandatory or 'show-stopper' criteria. It was determined that if a site failed to meet size and zoning requirements, the site would not be suitable to the South Hill School Project. Mandatory criteria were defined and assessed as described in Tables 2 and 3.

Table 2: Mandatory Criteria

Criteria	Rationale
Size: Site is at least 10 acres to accommodate building, bus lanes, parking, outdoor areas, etc.	As a joint-use school, the site must be of a sufficient size to meet the needs of two schools and corresponding amenities, with 10 acres estimated as the smallest feasible size, as informed by other recent school construction projects in Saskatchewan and guidance from the Ministry of Education
Zoning / Adjacent Use: Located in a primarily residential area	An elementary school includes young students going to and from the school; therefore, adjacent uses must support the school experience (i.e. not located in a light or heavy industrial zone)

3. Viable Sites

Five viable sites were identified based on alignment with the mandatory criteria.

Application of mandatory criteria related to site size and zoning/ adjacent use identified five viable sites for further analysis. A summary of the assessment is provided in Table 3.

Table 3: Site Inventory Alignment with Mandatory Criteria

Site	Size	Alignment with Size Criteria	Zoning / Adjacent Use	Alignment with Zoning Criteria	Assessment of Viability
Westmount	13.7	Pass	Residential	Pass	Viable site
Sacred Heart	13.2	Pass	Residential	Pass	Viable site
Coteau South	16.0	Pass	Residential	Pass	Viable site
Currie Heights South	10.0+	Pass	Residential	Pass	Viable site
Westheath	10.0+	Pass	Residential	Pass	Viable site
St. Mary's	3.1	Fail	Residential	Pass	Does not meet size requirement
Empire	2.8	Fail	Residential	Pass	Does not meet size requirement
Valleyview	10.0+	Pass	Institutional	Fail	Adjacent uses not well suited for student access to and from the site

4. Weighted Criteria Filter (continued)

Shortlisted sites were assessed on validated weighted and rated criteria to determine suitability.

Table 5: Weighted Criteria, Ratings Rubric

Criteria	1 Does not meet Project requirements and/or is not aligned with criteria	2 Meets Project requirements and/or is aligned with criteria	3 Exceeds Project requirements and/or is highly aligned with criteria
<u>Student Safety</u>	More than 2 identified high risk physical safety concerns within a 1km radius of the site, with limited ability to mitigate	1 to 2 identified high risk physical safety concerns within a 1km radius of the site, with limited ability to mitigate	No identified high risk physical safety concerns within a 1km radius of the site, with limited ability to mitigate
<u>Configuration</u>	Site features limit design and functionality of the building, and/or offers minimal frontage for a joint-use school	Site poses no significant design limitations and / or offers moderate frontage for a joint-use school	Site permits innovative design and offers maximum frontage for a joint-use school
<u>Accessibility</u>	Estimated average travel distance for students, with walking a favorable mode of transportation based on student health benefits of walking, ongoing economics, and parent preferences	Estimated average travel distance for students, with walking a favorable mode of transportation based on student health benefits of walking, ongoing economics, and parent preferences	Estimated average travel distance for students, with walking a favorable mode of transportation based on student health benefits of walking, ongoing economics, and parent preferences
<u>Compatible Use</u>	High proximity to noise, competing uses, and / or undesirable uses and / or low proximity to amenities that will enhance the student experience	Moderate proximity to noise, competing uses, and / or undesirable uses and / or moderate proximity to amenities that will enhance the student experience	Limited proximity to noise, competing uses, and / or undesirable uses and / or high proximity to amenities that will enhance the student experience
<u>Degree of Control</u>	Low degree of control due to current land ownership and / or willingness to sell and / or complexity to purchase or develop	Moderate degree of control due to current land ownership and / or willingness to sell and / or complexity to purchase or develop	High degree of control due to current land ownership and / or willingness to sell and / or complexity to purchase or develop
<u>Cost</u>	High total cost of acquisition and ownership, inclusive of site acquisition cost, servicing cost and implications for ongoing use	Moderate total cost of acquisition and ownership inclusive of site acquisition cost, servicing cost and implications for ongoing use	Relatively low total cost of acquisition and ownership inclusive of site acquisition cost, servicing cost and implications for ongoing use

4. Weighted Criteria Filter

Shortlisted sites were assessed on validated weighted and rated criteria to determine suitability.

Six weighted and rated criteria were defined based on stakeholder engagement previously conducted, input from Prairie South and Holy Trinity, input from the Steering Committee and leading practice. Each defined criteria was weighted based on its criticality and rated based on a defined rubric. A summary of weighting is shown in Table 4 below, with ratings presented in Table 5 on the following page.

Table 4: Weighted Criteria

Criteria		Weighting
<u>Student Safety</u>	Number of identified physical safety concerns within a 1 km walking distance from the site	Critical (3)
<u>Configuration</u>	Suitability of the size and shape of the site to accommodate functional use and street visibility for a joint use school	Critical (3)
<u>Accessibility</u>	Estimated average travel distance and alignment with desired modes of transportation	Very Important (2)
<u>Compatible Use</u>	Location relative to complimentary or undesirable uses	Very Important (2)
<u>Degree of Control</u>	Anticipated ability to acquire and develop the site in the required time frame	Very Important (2)
<u>Cost</u>	Order of magnitude costs associated with acquisition, development and operation of the site	Important (1)

5. Preferred Site

Application of weighted criteria indicated that the Westheath site is best-aligned with School Division criteria.

Viable sites were assessed based on the defined weighted and rated criteria. Table 6 provides a summary of scoring, with Appendix B providing a description and rationale for each viable site. Addition description of the attributes of the preferred site is provided on the following page.

Table 6: Weighed Criteria Informed Identification of Preferred Site

Viable Site	Student Safety	Configuration	Accessibility	Compatible Use	Degree of Control	Cost	Summary Total
Westmount	6	6	6	6	4	1	29
Sacred Heart	3	6	4	6	4	2	25
Coteau South	6	6	4	2	4	2	24
Currie Heights South	6	9	4	2	2	1	24
Westheath	9	9	4	6	4	2	34

5. Preferred Site (continued)

Application of weighted criteria indicated that Westheath is best-aligned with School Division criteria.

Westheath is a greenfield location, with Phases 1-4 of a development complete and the remaining land targeted for Phase 5 and 6 development. Attributes that make the site well suited to the South Hill School Project include:

- Located as part of a growing residential neighborhood, with the potential for gradual growth in the School catchment area as development occurs
- As a greenfield site, the location presents opportunity to tailor services, transportation corridors, site access and site size and configuration to optimally align with Project functional needs
- Project design and construction will not be limited by adjacent uses, such as existing school operations

Identified constraints to be addressed as part of site acquisition include:

- Publicly available conceptual plans identify large green spaces, but have not defined a school site in Phases 5 or 6
- Site acquisition time, cost and zoning complexities may present risk to achieving Project timelines

Potential approaches to mitigate have been considered as part of Risk Identification in the following section.

Figure 3: Satellite Image of Preferred Site, Westheath



Source: Google Maps 2019



Risk Identification

Risk Identification Approach

Analysis of sites indicates tradeoffs associated with each viable site. As the preferred site, risks and potential approaches to mitigate for the Westheath site have been identified for consideration as part of site acquisition and development. Broader Project related risks are not in scope of KPMG's analysis.

Risks have been identified based on the following information sources:

- Review and analysis of the site based on School Division provided information and publicly available sources
- Physical site attributes, informed by review of publicly available maps and a tour of the site
- Publicly available development plans related to the Westheath development
- Discussions with Prairie South and Holy Trinity
- KPMG experience and leading practice with similar engagements and school projects

Identified risks are limited to site selection and acquisition of the preferred site, and **are not inclusive of broader risks associated with the Project**. As the Project progresses and additional information becomes available, risks will evolve. Leading practices would indicate that Prairie South and Holy Trinity should undertake a robust project risk analysis that would be inclusive of site and other project risks.



Appendices

A. South Hill School Announcement Initial Q&A Session, March 2019

B. Analysis by Viable Site

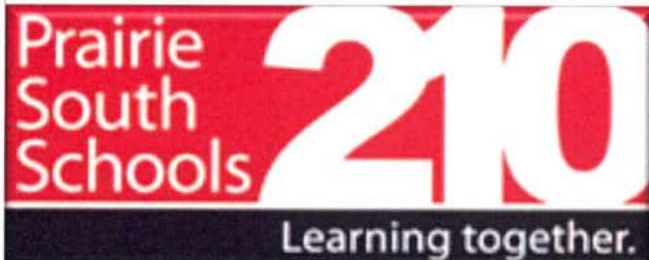
C. Map of Viable Sites



Appendix A: South Hill School Announcement Initial Q&A Session, March 2019

South Hill School Announcement Initial Q&A Session
Riverview Collegiate, 28 March 2019

Welcome!



South Hill School Announcement Initial Q&A Session
Riverview Collegiate, 28 March 2019



Board Chairs Tim McLeod and Derek Hassan



Directors of Education Sean Chase and Tony Baldwin



South Hill School Announcement Initial Q&A Session
Riverview Collegiate, 28 March 2019



We're building a new school in Moose Jaw!

On March 20th 2019, the Government of Saskatchewan announced the construction of a new school to serve the needs of elementary students from Prairie South Schools and Holy Trinity Catholic School Division on South Hill in Moose Jaw. Join the School Community Councils from Empire School, Sacred Heart School, St. Mary School, and Westmount School and representatives of the Boards of Education for a question and answer session to learn about the behind-the-scenes work of both Boards and what we know as we move forward with this exciting project.

Q&A Session

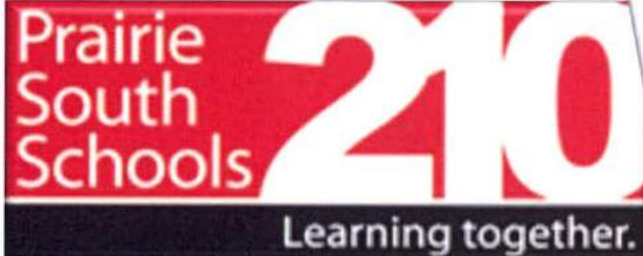
Riverview Collegiate Gymnasium

Thursday, March 28th, 2019

7:00 pm



holy trinity
catholic school division

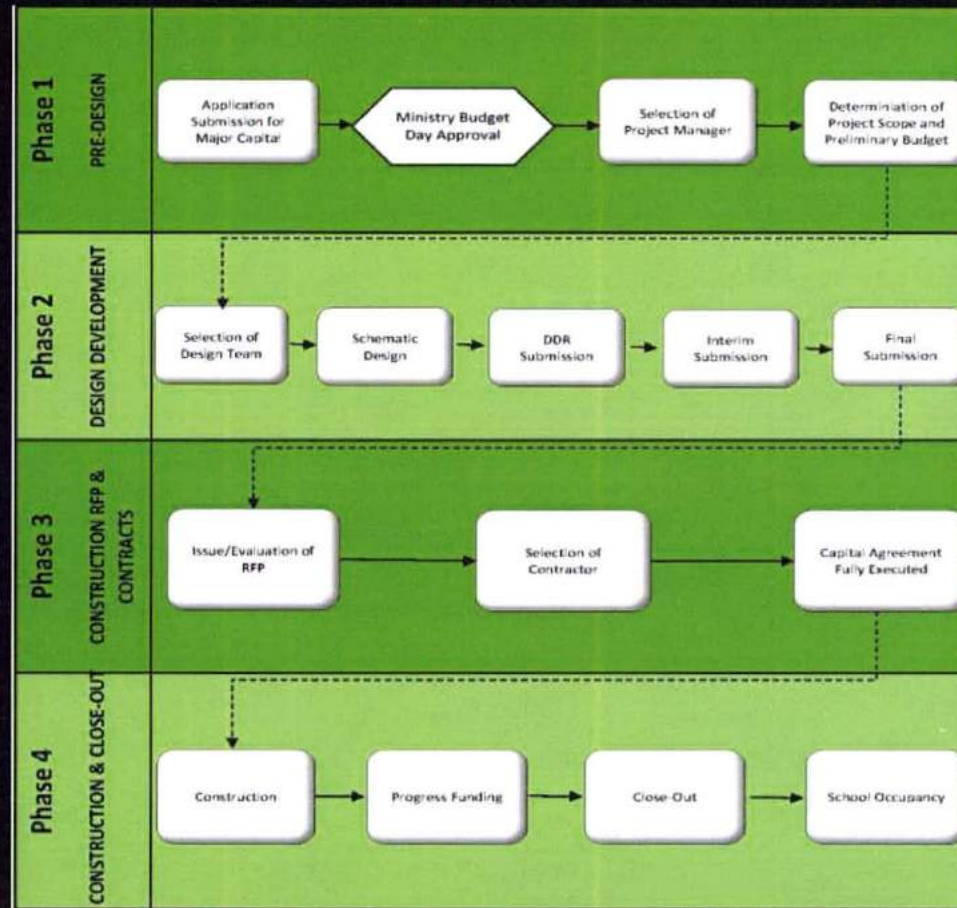


Agenda

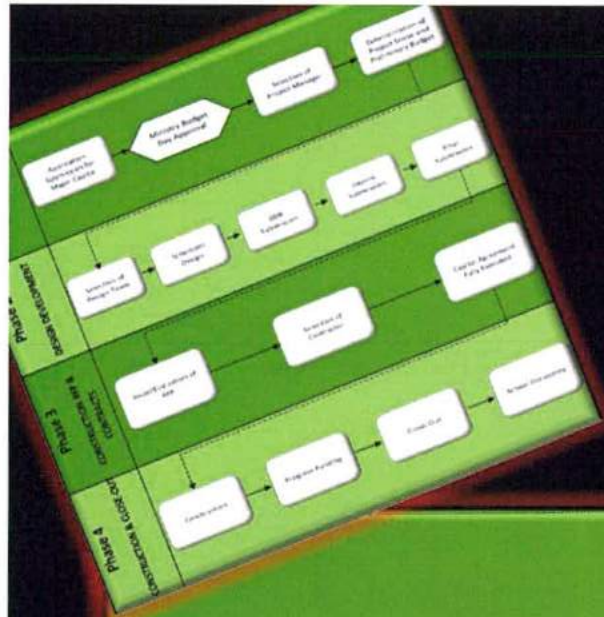
- ✓ The Journey to Where We Are Now...
- ✓ Questions, Concerns, Celebrations, Hopes and Dreams...
- ✓ Our Commitments Moving Forward...



South Hill School Announcement Initial Q&A Session Riverview Collegiate, 28 March 2019



South Hill School Announcement Initial Q&A Session Riverview Collegiate, 28 March 2019



Application
Submission for
Major Capital

Ministry Budget
Day Approval

Selection of
Project Manager

Determination of
Project Scope and
Preliminary Budget



South Hill School Announcement Initial Q&A Session Riverview Collegiate, 28 March 2019



Prairie South

@PrairieSouth

Follow

A new era of collaboration as Board Chairs from @PrairieSouth and @HolyTrinitySD commit to joint schools and transportation... finding new ways of #learningtogether!



7:34 AM - 9 Jan 2018 from Moose Jaw, Saskatchewan

A Commitment to Moose Jaw Children and Families

Holy Trinity Catholic School Division
&
Prairie South Schools 210

Commit as follows:

In order to enhance the quality of education for all children and families, the Boards of Education of Prairie South Schools 210 and Holy Trinity Catholic School Division are committed to working collaboratively to create a new joint-use facility on South Hill in Moose Jaw, Saskatchewan by 2021.

Signed this 06 day of January, 2018 in Moose Jaw, Saskatchewan

Chair, Prairie South Schools 210

Jane Burrows, Chair Holy Trinity Catholic School Division

**Prairie
South
Schools 210**
Learning together.



holy trinity
catholic school division

Agenda

- ✓ The Journey to Where We Are Now...
- ✓ Questions, Concerns, Celebrations, Hopes and Dreams...
- ✓ Our Commitments Moving Forward...



South Hill School Announcement Initial Q&A Session
Riverview Collegiate, 28 March 2019

Questions

Celebrations

Concerns

Hopes and
Dreams



Agenda

- ✓ The Journey to Where We Are Now...
- ✓ Questions, Concerns, Celebrations, Hopes and Dreams...
- ✓ Our Commitments Moving Forward...

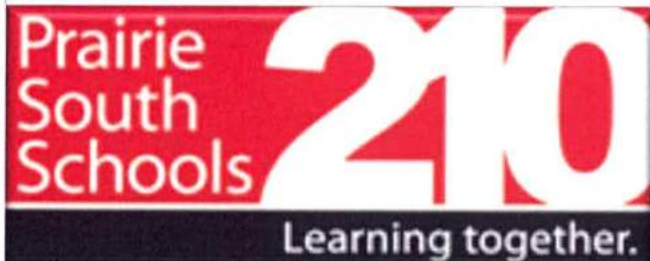


South Hill School Announcement Initial Q&A Session
Riverview Collegiate, 28 March 2019

Thank you for embarking on this exciting
journey with us!

baldwin.tony@prairiesouth.ca

sean.chase@htcsd.ca





Appendix B: Analysis by Viable Site

Appendix B: Analysis by Viable Site

Site 1: Westmount

Location Westmount School / Parkhill Park

Size (acres) 13.7

Site details

A relatively square 13.7 acre existing school site. It is centrally located in South Hill and to the four schools being consolidated. In addition to Westmount Elementary school, the existing site includes a parking lot, play structure and four baseball diamonds.

Opportunities

- Site #1 is located in the center of the catchment area which allows a high number of students to walk to school, with 46% of students within 1km of the site.
- The existing school site could be re-developed into a mix-use school grounds and community green space.

Constraints

- There is currently a commercial and residential lot that is situated on the proposed school site.
- As the existing school must remain operational during construction, student safety concerns will be difficult to mitigate during Project construction.



Source: Google Maps 2019

Appendix B: Analysis by Viable Site

Site 1: Westmount

Criteria	Weighting	Rating	Score	Rationale
Student Safety	3	2	6	<ul style="list-style-type: none"> Located in a low volume traffic, residential area One physical safety concern identified related to construction nearby the existing Westmount School that would be challenging to mitigate during the two to three year period
Configuration	3	2	6	<ul style="list-style-type: none"> The site offers flexibility for expansion, maximum frontage and, assuming removal of commercial and residential lot on site, is a standard shape enabling innovative design Site access and existing school may limit building configuration on the site
Accessibility	2	3	6	<ul style="list-style-type: none"> Centrally located within residential area (46% of students within 1km) with provision for safe pedestrian and bicycle access to enhance student experience and reduce traffic congestion Access one block from 9th Avenue SW and a half block from Coteau Street SW
Compatible Use	2	3	6	<ul style="list-style-type: none"> The proposed site is located in a residential area and adjacent to a large baseball diamond and playground structure
Degree of Control	2	2	4	<ul style="list-style-type: none"> The proposed site is currently owned by Prairie South School Division and the City of Moose Jaw Development may require temporary or permanent decommissioning of City operated sports facilities (e.g. existing ball diamond(s)) Preliminary conversations with commercial and residential property owners indicate willingness for acquisition
Cost	1	1	1	<ul style="list-style-type: none"> Currently owned by Prairie South School Division and City and is centrally located limiting capital and operating costs Acquisition of commercial and residential property on site adding to capital costs Additional costs would be anticipated to be realized during the construction phase to accommodate student safety risks, and for demolition or repurposing of the existing school
Total			29	

Appendix B: Analysis by Viable Site

Site 2: Sacred Heart

Location → Sacred Heart School / Smith Park

Size (acres) → 13.2

Site details

A rectangle 13.2 acre existing schools site. It is centrally located to the four schools being consolidated. The site is adjacent to a large park, which includes two soccer fields, outdoor hockey rink and playground.

Opportunities

- This location has an adjacent City-owned sports field and park. This provides the opportunity for students to use the outdoor recreation facilities and community greenspace.
- Site is centrally located, which allows a high number of students to walk to school, with nearly 52% of students within 1km of the site.

Constraints

- As the existing school must maintain operational during construction, student safety concerns will be difficult to mitigate during Project construction.



Source: Google Maps 2019

Appendix B: Analysis by Viable Site

Site 2: Sacred Heart

Criteria	Weighting	Rating	Score	Rationale
Student Safety	3	1	3	<ul style="list-style-type: none"> ▪ Located in a low volume traffic residential area ▪ One physical safety concern identified related to construction nearby the existing Sacred Heart School that would be challenging to mitigate during the two to three year period ▪ An additional physical safety concern identified related to traffic congestion on and off the site through residential roadways, not designed for high traffic
Configuration	3	2	6	<ul style="list-style-type: none"> ▪ The site offers flexibility for expansion, maximum frontage and is a standard shape enabling innovative design ▪ Site access and existing school may limit building configuration on the site
Accessibility	2	2	4	<ul style="list-style-type: none"> ▪ Centrally located within residential area (52% of students within 1km) with provision for safe pedestrian and bicycle access to enhance student experience and reduce traffic congestion ▪ Vehicle access through 11, 12 or 13th Avenue N-S, and through Vaughan or Warner E-W likely to result in significant traffic congestion
Compatible Use	2	3	6	<ul style="list-style-type: none"> ▪ The proposed site is located in a residential area and adjacent to large soccer field and outdoor recreation facility
Degree of Control	2	2	4	<ul style="list-style-type: none"> ▪ Currently owned by the Province of Saskatchewan, therefore a land exchange or purchase transaction would be needed between the Province and School Division(s) ▪ Zoning changes may be required as part of acquisition considerations
Cost	1	2	2	<ul style="list-style-type: none"> ▪ Currently owned by a public sector entity and centrally located reducing capital and operating costs ▪ Additional costs would be anticipated to be realized during the construction phase to accommodate student safety risks, and for demolition or repurposing of the existing school
Total			25	

Appendix B: Analysis by Viable Site

Site 3: Coteau South

Location Coteau St SW / Wellington Dr

Size (acres) 16.0

Site details

A 16 acre relatively rectangular site. The site is currently owned by the City of Moose Jaw and claimed to be ready for city utility servicing. As this location is situated near the south west boundary of the city, it is not centrally located to the four schools being consolidated.

Opportunities

- Largest site being considered, allowing for future expansion, green space, playgrounds, community enhancements and sports fields.
- Located near a growing residential neighborhood, anticipated to result in a gradual demographic shift in the neighborhood.

Constraints

- The site is currently owned by the City of Moose Jaw.
- Located near an active railway presenting student safety concerns.



Source: Google Maps 2019

Appendix B: Analysis by Viable Site

Site 3: Coteau South

Criteria	Weighting	Rating	Score	Rationale
Student Safety	3	2	6	<ul style="list-style-type: none"> One physical safety concern identified, as site is located in close proximity to an active railway line and main access road (from the west)
Configuration	3	2	6	<ul style="list-style-type: none"> The site offers flexibility for expansion and maximum frontage; however, the location of the railway tracks would require consideration in the design and configuration of the school and surrounding amenities
Accessibility	2	2	4	<ul style="list-style-type: none"> Located outside central catchment area (65% outside of 1km radius), which increases the number of students using school bus or parent drop off as a mode of transportation, with railway tracks anticipated to be a long term barrier for additional residential development Access from Coteau Street SW enabling ease of traffic congestion
Compatible Use	2	1	2	<ul style="list-style-type: none"> Nearby active railway line could present noise exposure from passing trains, idling locomotives, shunting, and from the compression or "stretching" of trains
Degree of Control	2	2	4	<ul style="list-style-type: none"> Currently owned by the City of Moose Jaw, therefore a land exchange or purchase transaction would be needed between the City and School Division(s) Zoning changes may be required as part of acquisition considerations
Cost	1	2	2	<ul style="list-style-type: none"> The exchange of land would need to be conducted in addition to rezoning, clearing, and servicing of the parcel Additional costs anticipated related to site development to align with functional use
Total			24	

Appendix B: Analysis by Viable Site

Site 4: Currie Heights

Location Currie Heights S

Size (acres) 10.0+

Site details

Large, undeveloped site situated on existing farm land. It is located outside of City of Moose Jaw boundaries, in the Rural Municipality of Moose Jaw.

Opportunities

- Accessed off of a low traffic secondary road – Brenda St. This would help safeguard students and staff who walk to school and does not disrupt busy commuter traffic.

Constraints

- A body of water is located along the perimeter of the proposed school site. Mitigating this hazard would increase the overall cost.
- The proposed site is located outside the City of Moose Jaw boundaries and would require annexation from the surrounding Rural Municipality.



Source: Google Maps 2019

Appendix B: Analysis by Viable Site

Site 4: Currie Heights

Criteria	Weighting	Rating	Score	Rationale
Student Safety	3	2	6	<ul style="list-style-type: none"> Located in close proximity to a small body of water and moderate volume traffic roadway (9 Ave SW)
Configuration	3	3	9	<ul style="list-style-type: none"> The site offers flexibility for expansion and maximum frontage for both schools along Brenda Street Acquisition and servicing of the site could be configured to maximize functional use
Accessibility	2	2	4	<ul style="list-style-type: none"> Located outside central catchment area which increases the number of students using school bus or parent drop off as a mode of transportation (71% located outside of 1km radius) with limited nearby development potential due to physical limitations Access from 9 Ave SW enabling ease of traffic congestion
Compatible Use	2	1	2	<ul style="list-style-type: none"> Located in a new residential area with low volume traffic (Brenda Street) Potential for noise exposure from the moderate volume traffic roadway (9 Ave SW)
Degree of Control	2	1	2	<ul style="list-style-type: none"> Current single landowner is Mintenko Farms Annexation and zoning changes required as part of acquisition considerations Proximity of airbase may add complexity to annexation and future development
Cost	1	1	1	<ul style="list-style-type: none"> The land would need to be purchased from a private owner Servicing required before development, resulting in additional to align with functional use
Total			24	

Appendix B: Analysis by Viable Site

Site 5: Westheath

Location Westheath Development (South West)

Size (acres) 10.0+

Site details

Westheath is a City-owned and developed neighbourhood located in the south-west area of Moose Jaw. Phases 1-4 are now substantially complete, and the City of Moose Jaw wishes to proceed with subdivision, servicing and sale of the remaining 35 acres in Phases 5 and 6.

Opportunities

- Located near a growing residential neighborhood, anticipated to result in a gradual demographic shift in the neighborhood.
- Phase 5 and 6 development has not started, allowing for an opportunity to work with the City on land size, acquisition, and input for design of surrounding space.

Constraints

- Based on current Westheath community concept plans and servicing schemes, space has not been allotted for the development of a school as part of Phase 5 and 6.
- Prior to additional residential development, a large number of students are outside of the immediate catchment area.



Source: Google Maps 2019

Appendix B: Analysis by Viable Site

Site 5: Westheath

Criteria	Weighting	Rating	Score	Rationale
Student Safety	3	3	9	<ul style="list-style-type: none"> The proposed site is located in a low volume traffic and residential area, no high risk physical safety concerns identified at this time
Configuration	3	3	9	<ul style="list-style-type: none"> The site offers flexibility for expansion and maximum frontage for both schools Acquisition and servicing of the site could be configured to maximize functional use
Accessibility	2	2	4	<ul style="list-style-type: none"> Located outside central catchment area (71% of current students outside of a 1km radius of the site) which increases the number of students using school bus or parent drop off as a mode of transportation Future nearby residential development may increase catchment area for walking
Compatible Use	2	3	6	<ul style="list-style-type: none"> The proposed site is located in Phase 5 and 6 of a new residential area with low volume traffic Recommended development concepts show green space to be located near site
Degree of Control	2	2	4	<ul style="list-style-type: none"> Currently owned by the City of Moose Jaw, therefore a land exchange or purchase transaction would be needed between the City and School Division(s) Zoning changes may be required as part of acquisition considerations
Cost	1	2	2	<ul style="list-style-type: none"> The exchange of land would need to be conducted in addition to rezoning, clearing, and servicing of the parcel Additional costs anticipated related to site development to align with functional use
Total			34	

Appendix C: Map of Viable Sites

Map of Viable Sites



Source: Google Maps, 2019



kpmg.ca



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2019 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved.

The KPMG name and logo are registered trademarks or trademarks of KPMG International.