

CSF Options Assessment – Multiple Criteria Analysis

Scoring framework:

X	✓	✓✓	✓✓✓
Ineffective in satisfying project objective.	Partially effective in satisfying the project objective.	Somewhat effective in satisfying the project objective.	Extremely effective in satisfying the project objective.

Objective and Considerations	Option 1: Sale or lease of Southlands Site to CSF		Option 2: Co-locate CSF and VSB on Southlands Site		Option 3: Sale or lease of Queen Elizabeth Annex Site to CSF, Relocate VSB swing space		Option 4: Sale or lease of Queen Elizabeth Annex Site to CSF, VSB retains portables on the Annex site for swing space	
	New Build	Renovate	New Build / New Build	New Build (CSF) / Renovate (VSB)	New Build	Renovate	New Build	Renovate
Objective 1: Adequate capacity to meet demand, in accordance with Ministry Requirements								
a) Provides CSF capacity to accommodate 435 kindergarten to grade six students within the catchment	✓✓✓ A newly constructed school on the Southlands site can provide adequate capacity for CSF's demand within the desired catchment.	✓✓ A renovated and expanded school on the Southlands site can provide adequate capacity for CSF's demand within the desired catchment. Renovation and expansion of the existing Southlands school may result in compromised program adjacencies.	✓✓✓ A newly constructed school on the Southlands site can provide adequate capacity for CSF's demand within the catchment; however, to accommodate all program elements for two new schools (e.g. schools, bus and drop off zones, parking, sports fields), the buildings will require compact footprints.	✓✓✓ A newly constructed school on the Southlands site can provide adequate capacity for CSF's demand within the catchment; however, to accommodate all program elements for two schools (e.g. schools, bus and drop off zones, parking, sports fields), the new building will require a compact footprint.	✓✓✓ A newly constructed school on the Annex site can provide adequate capacity for CSF's demand within the catchment; however, to accommodate all program elements (e.g. school, bus and drop off zone, parking, sports fields), the building will require a compact footprint.	✓ A renovated school on the Annex site can provide adequate capacity for CSF's demand within the catchment. The expansion of a 103-student school to a 435-student school will be complicated with compromised program adjacencies. The site is unlikely to accommodate all program elements with the restrictions put in place by the existing school placement.	✓✓ A newly constructed school on the Annex site can provide adequate capacity for CSF's demand within the catchment; however, all program elements (e.g. school, bus and drop off zone, parking, sports fields) can not be accommodated while maintaining the portables on the Annex site for VSB swing space.	✓ A renovated school on the Annex site can provide adequate capacity for CSF's demand within the catchment. The expansion of a 103-student school to a 435-student school will be complicated with compromised program adjacencies. The site is unlikely to accommodate all program elements with the restrictions put in place by the portables and existing school placement.
b) Maintains adequate space for VSB per Ministry requirements	X Transfer of the site to CSF would negatively impact VSB's capacity by	X Transfer of the site to CSF would negatively impact VSB's capacity by	✓✓✓ Providing a new school on the site for VSB maintains	✓✓✓ Seismic upgrade of the existing Southlands school on the site would	✓ Transfer of the site to CSF would negatively impact VSB's capacity by	✓ Transfer of the site to CSF would negatively impact VSB's capacity by	X Transfer of the site to CSF would negatively impact VSB's capacity by	X Transfer of the site to CSF would negatively impact VSB's capacity by

	removing 294 seats from the catchment.	removing 294 seats from the catchment.	adequate capacity for VSB's demand.	maintain adequate capacity for VSB's demand.	removing 103 seats from the catchment (less significant than Southlands). VSB has until 2019 to relocate swing space within the catchment to accommodate Bayview and other future upgrade projects (future portables location to be determined).	removing 103 seats from the catchment (less significant than Southlands). VSB has until 2019 to relocate swing space within the catchment to accommodate Bayview and other future upgrade projects (future portables location to be determined).	removing 103 seats from the catchment (less significant than Southlands). Retaining VSB's five portables on the Annex site would maintain their swing space inventory, however leaving the QE Annex portables on a shared site is not a desirable option for VSB.	removing 103 seats from the catchment (less significant than Southlands). Retaining VSB's five portables on the Annex site would maintain their swing space inventory however leaving the QE Annex portables on a shared site is not a desirable option for VSB .
Objective 2: Equality for students								
a) A purpose built school that enables CSF to offer equivalent programs and curriculum to VSB.	✓✓✓ The Southlands site can accommodate a purpose built school enabling CSF to offer equivalent programs and curriculum to VSB.	✓✓ A renovated and expanded school for 435 CSF students would be perceived to offer less equivalent programs and curriculum to VSB than a new school would. With an H1 seismic rating, further study would be required to confirm that a renovation and expansion is more cost effective than a new build.	✓✓ In consideration of the urban environment, a new, purpose built CSF school on half of the Southlands site could offer equivalent programs and curriculum to VSB. Splitting the Southlands site in two results in the smallest site(s) of the four options, and would require the greatest compromise on program space relative to Ministry standards.	✓ Neither school division is likely to accept a renovated and expanded school on a site where the other district is getting a new school. Splitting the Southlands site in two results in the smallest site(s) of the four options, and would require the greatest compromise on program space relative to Ministry standards.	✓✓✓ In consideration of the urban environment, the Annex site can accommodate a purpose built school for 435 students, enabling CSF to offer equivalent programs and curriculum to VSB.	✓ Renovation and expansion of a 103-seat school to a 435-seat school would not be viewed as equivalent to VSB as a result of the compromised program assembly.	✓ In consideration of the urban environment, the Annex site can accommodate a purpose built school for 435 students, enabling CSF to offer equivalent programs and curriculum to VSB; however, placement in behind VSB's portables, would diminish CSF's presence on the site.	X Renovation and expansion of a 103-seat school to a 435-seat school would not be viewed as equivalent to VSB as a result of the compromised program assembly. The siting of the existing school immediately adjacent to the portables would complicate the renovation and expansion.
b) Site supports Ministry standards with modifications for an urban setting, allowing adequate space for a school, parking,	✓✓✓ At 2.4 Ha, the Southlands site meets the Ministry's standard site area for a 435-seat elementary school.	✓✓✓ At 2.4 Ha, the Southlands site meets the Ministry's standard site area for a 435-seat elementary school.	✓ To meet Ministry standards for a 435 and a 294-seat school on a 2.4 Ha site, the schools would need to share joint program spaces, which	✓ To meet Ministry standards for a 435 and a 294-seat school on a 2.4 Ha site, the schools would need to share joint program spaces, which	✓✓ At 1.5 Ha, the Annex property does not meet the Ministry's standard site area for a 435-seat elementary school. The standards require	✓ At 1.5 Ha, the Annex property does not meet the Ministry's standard site area for a 435-seat elementary school. The standards require	✓✓ At 1.5 Ha, the Annex property does not meet the Ministry's standard site area for a 435-seat elementary school. The standards require	X At 1.5 Ha, the Annex property does not meet the Ministry's standard site area for a 435-seat elementary school. The standards require

playground and sports fields			<p>neither district is amenable to.</p> <p>Modifications will be required to the Ministry space standards to accommodate two schools on this site, likely necessitating an underground parking solution.</p> <p>Space usage would be maximized by building two new schools, with compact footprints. Consideration may also be given to split the site based on student population (435 students for CSF and 294 for VSB) therefore having it split 1.44 ha for CSF and 0.96 ha for VSB.</p>	<p>neither district is amenable to.</p> <p>Modifications will be required to the Ministry space standards to accommodate two schools on this site, likely necessitating an underground parking solution and a complex connection to the existing school.</p> <p>Space usage is further constrained by location and configuration of the existing school. 1.44 ha for CSF and 0.96 ha for VSB.</p>	<p>approximately 1.55 Ha of space before accommodating circulation space for pedestrians, traffic and bus drop off.</p> <p>This space challenge could be mitigated through the establishment of a joint-use agreement with the City of Vancouver for access to the neighbouring park, allowing CSF to utilize the sports fields as program area.</p>	<p>approximately 1.55 Ha of space before accommodating circulation space for pedestrians, traffic and bus drop off.</p> <p>Ministry standards and program assembly would be compromised in building a 300 per cent expansion onto the existing classrooms and core space. .</p> <p>The parking lot as configured would not support the increased volumes associated with the expansion.</p> <p>This space challenge could be partially mitigated through the establishment of a joint-use agreement with the City of Vancouver for access to the neighbouring park, allowing CSF to utilize the sports fields as program area. Ministry standards and program assembly may be compromised in trying to utilize the existing classrooms and core space in a logical manner.</p>	<p>approximately 1.55 Ha of space before accommodating circulation space for pedestrians, traffic and bus drop off.</p> <p>Retaining swing space for VSB on the site would add further constraints to delivering the required program spaces on the site and is not a desirable outcome for VSB.</p> <p>This space challenge could be mitigated through the establishment of a joint-use agreement with the City of Vancouver for access to the neighbouring park, allowing CSF to utilize the sports fields as program area.</p>	<p>approximately 1.55 Ha of space before accommodating circulation space for pedestrians, traffic and bus drop off.</p> <p>Ministry standards and program assembly would be compromised in building a 300 per cent expansion onto the existing classrooms and core space.</p> <p>The parking lot as configured would not support the increased volumes associated with the expansion.</p> <p>Retaining swing space for VSB on site would add further constraints to delivering the required program components on site and is not a desirable outcome for VSB.</p> <p>This space challenge could be partially mitigated through the establishment of a joint-use agreement with the City of Vancouver for access to the neighbouring park, allowing CSF to utilize the sports fields as program area.</p>
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Objective 3: Time is of the essence

a) Land arrangement can be resolved in a timely manner	✓	✓	X	X	✓✓	✓✓	X	X
	Both CSF and VSB have indicated that a long-term lease may be acceptable and with CSF as sole tenant, a typical commercial lease with standard terms and conditions would be feasible.	Both CSF and VSB have indicated that a long-term lease may be acceptable and with CSF as sole tenant, a typical commercial lease with standard terms and conditions would be feasible.	With the Districts as joint-tenants, a long-term land lease is the most viable arrangement.	With the Districts as joint-tenants, a long-term land lease is the most viable arrangement.	Both CSF and VSB have indicated that a long-term lease may be acceptable and with CSF as sole tenant, a typical commercial lease with standard terms and conditions would be feasible.	Both CSF and VSB have indicated that a long-term lease may be acceptable and with CSF as sole tenant, a typical commercial lease with standard terms and conditions would be feasible.	With the Districts as joint-tenants, a long-term land lease is the most viable arrangement.	With the Districts as joint-tenants, a long-term land lease is the most viable arrangement.
	Prior to executing a land lease, VSB must proceed in accordance with the school closure policy. The process will add time and risk to the project.	Prior to executing a land lease, VSB must proceed in accordance with the school closure policy. The process will add time and risk to the project.	Both CSF and VSB have indicated that a long-term lease would be acceptable; however, joint-tenancy may complicate the lease structure and negotiations as CSF's Board policy prohibits shared or joint-use educational or program space.	Both CSF and VSB have indicated that a long-term lease would be acceptable, however, with both CSF and VSB as joint-tenants on the site, it may require a more complicated lease structure and negotiations as CSF's Board policy prohibits shared or joint-use educational or program space.	Prior to executing a land lease, VSB must proceed in accordance with the school closure policy. The process will add time and risk to the project.	Prior to executing a land lease, VSB must proceed in accordance with the school closure policy. The process will add time and risk to the project.	Both CSF and VSB have indicated that a long-term lease would be acceptable, however, with joint-tenancy on the site, it may require a more complicated lease structure and negotiations, including joint-use requirements if any portion of the site is to be shared.	Both CSF and VSB have indicated that a long-term lease would be acceptable, however, with joint-tenancy on the site, it may require a more complicated lease structure and negotiations, including joint-use requirements as portions of the site will be shared.
	With School Board Trustee elections scheduled for fall of 2018, VSB is likely reluctant to negotiate disposal of a site of this size when a smaller site is considered a viable alternative.	With School Board Trustee elections scheduled for fall of 2018, VSB is likely reluctant to negotiate disposal of a site of this size when a smaller site is considered a viable alternative.	Engagement with City of Vancouver would also be required to review density, zoning and subdivision requirements necessary to achieve the land arrangement, putting timing for completion of the land arrangement at risk.	Engagement with City of Vancouver would also be required to review density, zoning and subdivision requirements necessary to achieve the land arrangement, putting timing for completion of the land arrangement at risk.	With the Annex site being the smaller site of the options, VSB is more likely to support this land arrangement than Southlands.	With the Annex site being the smaller site of the options, VSB is more likely to support this land arrangement than Southlands.	Prior to executing a land lease, VSB must proceed in accordance with the school closure policy. The process will add time and risk to the project.	Prior to executing a land lease, VSB must proceed in accordance with the school closure policy. The process will add time and risk to the project.
	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>	Engagement with City of Vancouver would also be required to review density, zoning and subdivision requirements necessary to achieve the land arrangement, putting timing for completion of the land arrangement at risk.	Engagement with City of Vancouver would also be required to review density, zoning and subdivision requirements necessary to achieve the land arrangement, putting timing for completion of the land arrangement at risk.
	<i>It is unlikely that VSB would support a land sale.</i>	<i>It is unlikely that VSB would support a land sale.</i>	<i>It is unlikely that VSB would support a land sale.</i>	<i>It is unlikely that VSB would support a land sale.</i>	<i>It is unlikely that VSB would support a land sale.</i>	<i>It is unlikely that VSB would support a land sale.</i>	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>	<i>Note: A long-term land lease to another school Board is acceptable under the School Act.</i>

							<i>It is unlikely that VSB would support a land sale.</i>	<i>It is unlikely that VSB would support a land sale.</i>
b) Expedites project delivery	✓✓✓ There should be adequate space on the Southlands site to begin construction of the new school while Southlands continues to operate and VSB plans their move. Should it be necessary for VSB students to remain in the existing school for an extended period, this may prolong the schedule. VSB students must vacate the Southlands school for demolition as well as construction of playgrounds and sports fields to proceed.	✓✓ Given Southlands' H1 seismic rating, further study may be required to confirm it would be more cost effective to seismically upgrade and expand for the school for CSF than to demolish and build new. A renovation and expansion outcome may entail a longer design and construction timelines than a new build. CSF would be unable to begin their site work until VSB vacates the site, which may also extend the schedule.	✓✓ VSB would require swing space during construction of their replacement school, unless their new school could be constructed in behind the existing. While feasible with a condensed footprint, this would result in having two active construction sites adjacent to an operating elementary school. The project could be phased with the new CSF school being constructed first for safety and to minimize the impact on students, though there would be a contractor presence on the site for years. There may be adequate space on the Southlands site to begin construction of the CSF school with the existing Southlands school continuing to operate.	✓ VSB is unlikely to support a land deal with a seismically upgraded school. Given Southlands' H1 seismic rating, further study may be required to confirm it would be more cost effective to seismically upgrade and expand for the school for CSF than to demolish and build new. A renovation and expansion outcome may entail a longer design and construction timelines than a new build for VSB, and may also necessitate finding swing space within the catchment for up to 294 students.	✓✓✓ VSB vacating the site streamlines the project delivery. Planning and design for a new school could proceed expeditiously while the existing school is decanted and demolished. Relocation of the VSB swing space from the site could happen concurrent with planning and design.	✓ VSB vacating the site streamlines the project delivery. Given the Annex' H3 seismic rating, further study may be required to confirm it would be more cost effective to seismically upgrade and expand for the school for CSF than to demolish and build new. If the preferred option is to utilize the existing school, the project schedule may require longer design and construction timelines than a new build would, and will need to allow for invasive testing for environmental hazards during the design phase. This would need to be coordinated with VSB, preferably at a time when students are not using the school.	✓ Planning and design for a new school could proceed expeditiously while the existing school is decanted and demolished. The requirement to accommodate the five portables into the planning of the site may increase the timeline in that a portion of the site would need to be fenced off and secured for safe use, impacting access and complicating the construction.	X Given the Annex' H3 seismic rating, further study may be required to confirm it would be more cost effective to seismically upgrade and expand for the school for CSF than to demolish and build new. Renovation and expansion of the Annex may require longer design and construction timelines than a new build, and will need to allow for invasive testing for environmental hazards during the design phase. This would need to be coordinated with VSB, preferably at a time when students are not using the school. The requirement to accommodate the five portables into the planning of the site may increase the timeline in that a portion of the site would need to be fenced off and secured for safe use, impacting access and complicating the construction.

Objective 4: Highest likelihood of stakeholder acceptance

a) Anticipated acceptance by each of CSF, VSB and the Ministry	<p>✓✓</p> <p>CSF would be the sole tenant of a Ministry standard site - anticipate acceptance by CSF.</p> <p>VSB is less likely to dispose of Southlands site, over Queen Elizabeth Annex site because of the size of the site - anticipate VSB acceptance would require incentive from the Ministry.</p> <p>Satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver.</p>	<p>✓</p> <p>CSF would be the sole tenant of a Ministry standard site with a renovated and expanded school – do <u>not</u> anticipate acceptance by CSF.</p> <p>VSB is less likely to dispose of Southlands site, over Queen Elizabeth Annex site because of the size of the site - anticipate VSB acceptance would require incentive from the Ministry.</p> <p>Satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver.</p>	<p>✓✓</p> <p>Both districts would likely accept a long-term lease with two new schools on the site – anticipate acceptance by CSF and VSB, subject to meeting CSF's policy of not sharing program or educational space.</p> <p>Splitting the Southlands site results in the smallest land parcels for each school. Given that space would not be shared, this option requires the greatest compromise on Ministry standards.</p> <p>Satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver, at the expense of two new schools.</p>	<p>X</p> <p>CSF would likely accept a long-term lease for a new school on the Southlands site– anticipate acceptance by CSF, subject to meeting CSF's policy of not sharing program or educational space.</p> <p>VSB is unlikely to accept a seismically upgraded Southlands school as sufficient incentive to execute a long-term lease with CSF – do <u>not</u> anticipate acceptance by VSB.</p> <p>Splitting the Southlands site results in the smallest land parcels for each school. Given that space would not be shared, this option requires the greatest compromise on Ministry standards.</p> <p>Satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver.</p>	<p>✓✓✓</p> <p>CSF would be the sole tenant of an urban site (less than Ministry standard size) in a new purpose built school - anticipate acceptance by CSF.</p> <p>VSB more likely to dispose of the Queen Elizabeth Annex site, over Southlands because of the size of the site. VSB would relocate their swing space inventory to another site – anticipate VSB acceptance.</p> <p>Satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver.</p>	<p>✓</p> <p>CSF would be the sole tenant of an urban site (less than Ministry standard size) with a renovated and expanded school – do <u>not</u> anticipate acceptance by CSF.</p> <p>VSB more likely to dispose of the Queen Elizabeth Annex site, over Southlands because of the size of the site. VSB would relocate their swing space inventory to another site – anticipate VSB acceptance.</p> <p>Satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver.</p>	<p>X</p> <p>While in a new school, CSF would not be the sole tenant of an urban site (less than Ministry standard size) diminishing their presence and identity, and complicating the land deal – anticipate CSF acceptance would require incentive from the Ministry.</p> <p>VSB more likely to dispose of the Queen Elizabeth Annex site, over Southlands because of the size of the site.</p> <p>Maintaining the portables for swing space on a shared site is not a desirable outcome for VSB. – do <u>not</u> anticipate acceptance by VSB.</p> <p>Satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver.</p>	<p>X</p> <p>CSF would be in a renovated and significantly expanded school, and not the sole tenant of an urban site (less than Ministry standard size) diminishing their presence and identity, and complicating the land deal – do <u>not</u> anticipate CSF acceptance.</p> <p>VSB more likely to dispose of the Queen Elizabeth Annex site, over Southlands because of the size of the site.</p> <p>Maintaining the portables for swing space on a shared site is not a desirable outcome for VSB. – do <u>not</u> anticipate acceptance by VSB.</p> <p>Minimally satisfies the Ministry's requirement to provide the CSF with an elementary school sized to accommodate demand on the west side of Vancouver.</p>
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