



SCHOOL SUMMARIES REPORT 2019-2020

**Powering hope and
possibilities**

MOTTO

MISSION

Intentionally Maximizing learning

VISION

**Inspiring confident,
connected, caring citizens of
the world**

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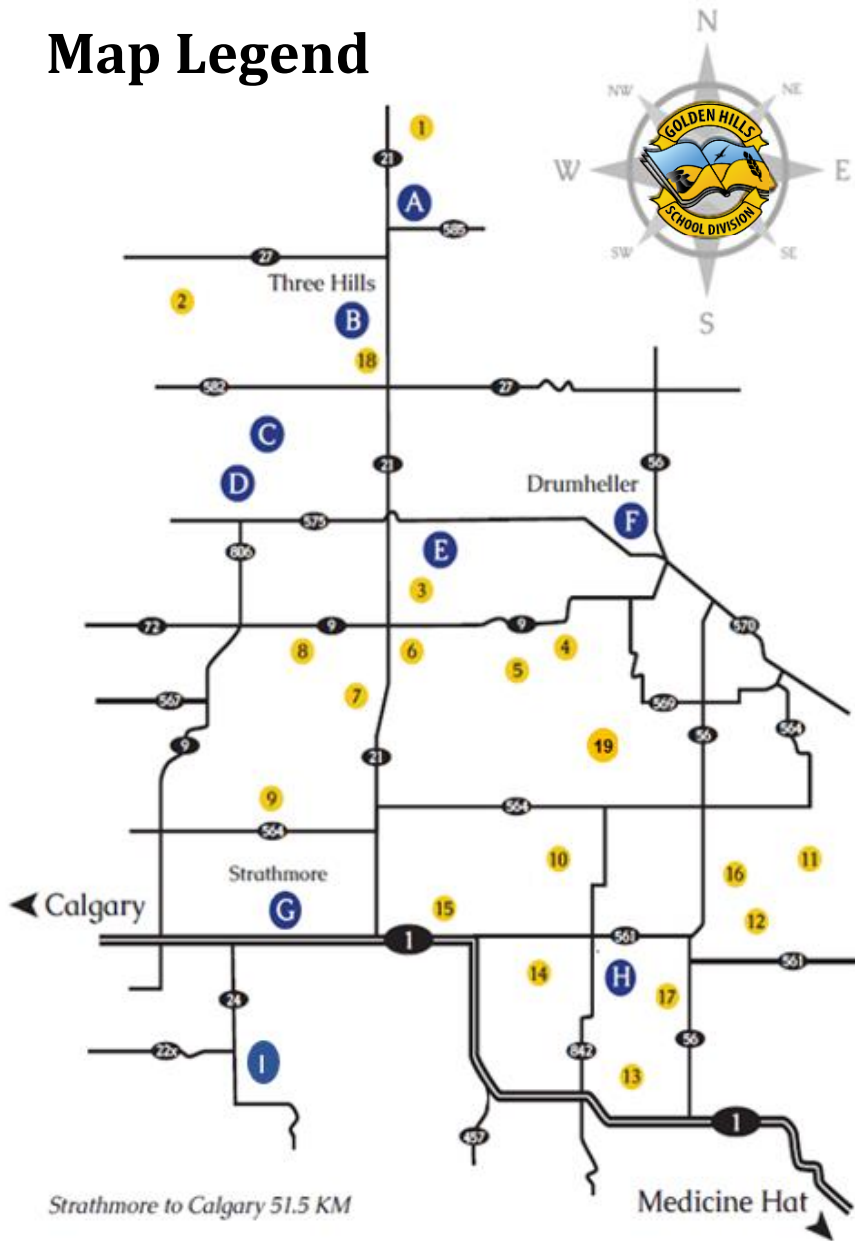
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Map Legend



Schools

- A** Trochu
Trochu Valley
- B** Three Hills
Prairie Christian Academy
Three Hills
- C** Linden
Dr. Elliott
- D** Acme
Acme
- E** Carbon
Carbon
- F** Drumheller
Drumheller Outreach
Drumheller Valley Secondary
Greentree Elementary
- G** Strathmore
Anchors Outreach
École Brentwood Elementary
Crowther Memorial Junior High
George Freeman
Golden Hills Learning Academy
Strathmore High
Strathmore Storefront
Trinity Christian Academy
Westmount
Wheatland Elementary
- H** Wheatland Crossing
Wheatland Crossing
- I** Carseland
Carseland
- NorthStar Academy** (Didsbury, AB)

Colony Schools

- | | | |
|---|---|---|
| 1 Huxley Colony
Huxley | 7 Stahlville Colony
Hines | 14 Twin Creeks Colony
Twin Creeks |
| 2 Torrington Colony
Valley View | 8 Sandhills Colony
Sandhills | 15 Wheatland Colony
Glenrose |
| 3 Britestone Colony
Britestone | 9 Mountainview Colony
Mountainview | 16 Wintering Hills Colony
Wintering Hills |
| 4 Hillview Colony
Rosebud Creek | 10 Standard Colony
Poplar Row | 17 Green Acres Colony
Green Acres |
| 5 Rosebud Colony
Sayre | 11 Ridgeland Colony
Crawling Valley | 18 Three Hills Colony
Three Hills |
| 6 Springvale Colony
Rosebud River | 12 Sunshine Colony
Rising Sun | 19 Midwest Colony
Country Hills |
| | 13 Cluny Colony
Towers | |

Changes in School Structures and Configurations

Introduction	Date Started
Christ the Redeemer Catholic Schools	September 2001
International Student Services	September 2001
Prairie Christian Academy	September 2004
NorthStar Academy	September 2007
Trinity Christian Academy	September 2008

School Consolidation to Wheatland Crossing	Date Occurred
Hussar grades K-6	September 2016
Central Bow Valley grades K-6	September 2016
Rockyford grade K-6	September 2016
Standard K-12	September 2016

New School Openings	Date Occurred
Prairie Christian Academy K-12	September 2016
Wheatland Crossing K-12	January 2017
George Freeman K-9	September 2018

General Information on School Summary Sheet

Golden Hills operates within a system that allows some level of site based decision-making.

Budget allocations are based on per pupil and contingency (varies annually).

On the summary sheets by school, under allocation of operating expenses the following costs are not included:

1. Pooled – schools are not responsible for all costs associated with operations, some expenditures are more effectively made through centralized pooled costs. Examples include, Inclusive Education, Technology Services, Professional Development and Curriculum Implementation;
2. Plant Operations and Maintenance;
3. Transportation Routes, and
4. System Administration and Governance.

Definitions

5 Year Deferred Maintenance – is a 5 year cycle cost determined through a process that involves an Alberta Infrastructure independent consultant visiting schools with maintenance department staff to determine what building components need to be replaced. This is different from routine maintenance, which deals with repairs only of building components. These are two different approaches to facility management.

Budget Operating Expenses – Budget amounts are as of November 30, 2020.

Combined Utilization Rate – Alberta Education calculates utilization based on footprint and student count, not classroom space. When a school reaches 85% capacity, it is considered full under Alberta Education standards. The information provided in this report is based on 19/20 enrolment.

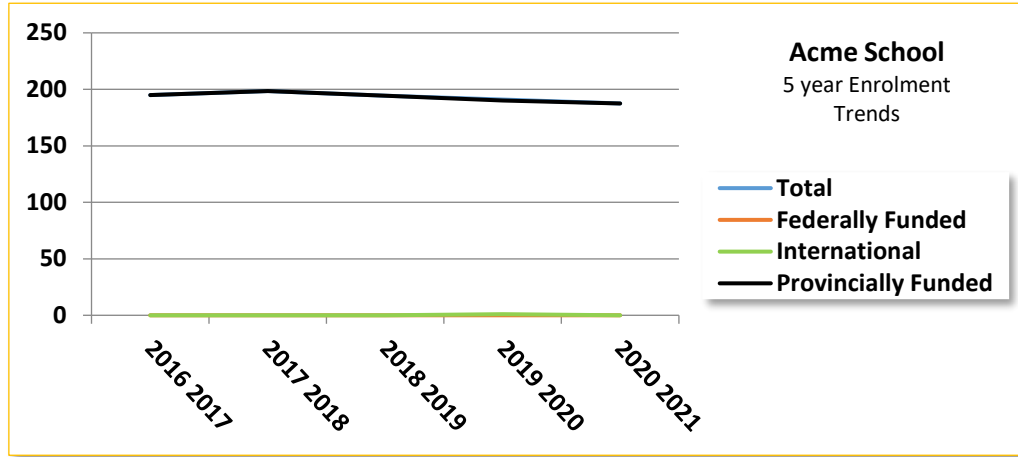
Infrastructure Maintenance and Renewal (IMR) – funding is for upgrading or replacing building components to meet regulatory requirements for health and safety, extend the life and quality of school facilities, meet requirements of educational programs and students with special needs, and improve energy efficiency to achieve cost savings. IMR funding is determined using student enrolment (50 per cent), age of building (24 per cent), area of building (21 per cent), geographic location (3 per cent), and other factors (2 per cent).

Projected Enrolment – is reported based on information from Baragar Software, which does not include local assumptions. It is based on statistical data from Revenue Canada, Alberta Birth Registry, Census Canada, our own student information system and historical participation rates between school districts.

Please note there is minimal local information taken into consideration when projecting the enrolment number.

Utilities – Electrical, gas, water and sewage charges for building usage – it does not take into consideration whether the school is 30% full or 90% full. Provincial funding is received on a per pupil basis. As a result, schools with low utilization often create challenges in allocating resources for utility costs. Low utilities should not be confused with an efficient building in excellent shape. Building design and other factors such as shared space agreement can also contribute to differences in utility costs.

Summary Sheet (K-6 & 10-12) Principal: Kurt Ratzlaff
Ward #2 Trustee James Northcott



Capital Request
Modernization of Acme School

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
186.5	0	0	186.5	Stable

Vision – To continue to be the exemplary model for community-based education in Canada.

Mission – Committed to Powerful Learning in our community-based schools.

Values – Engagement, Collaboration, flexibility, positive, caring, relationships, citizenship.

School Facility 2019-2020		
Year Built	1957(modernized 1990/91)	
Net Student Capacity	309	
Combined Total Students Utilization Rate	61%	
Total M ²	2,854.7 m ²	
5 Year Deferred Maintenance based on latest Facility Condition Report- Dec 2015	\$2,413,907	
Total 19/20 Utilities \$46,136	Per Student 19/20	\$244.11
	Per M ²	\$16.16

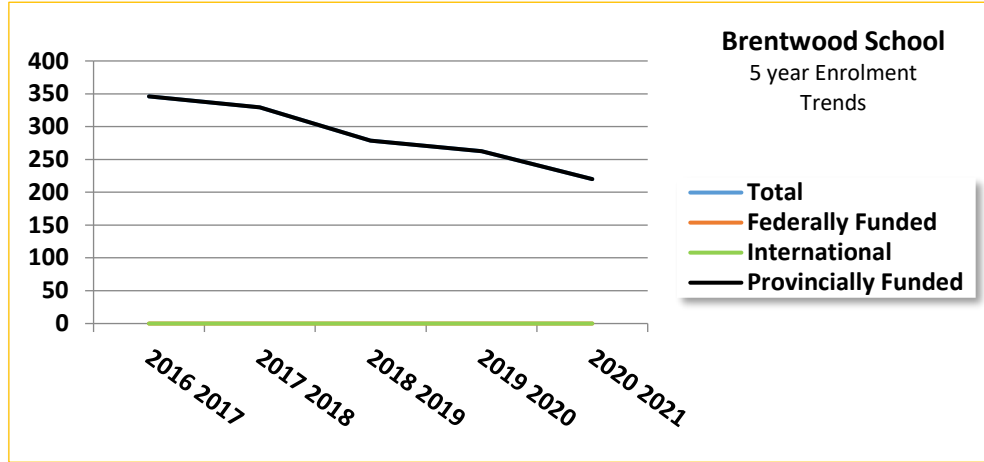


Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$1,240,091	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,131,968	91%
	Non-Certificated (Support & Other Staffing)	\$81,651	7%
Supplies & Services		\$26,472	2%



École Brentwood Elementary School

Summary Sheet (K-6) Principal: Danielle Seabrook
Ward #4 Trustees Jennifer Mertz and Robert Pirie



May 2018

Brentwood Elementary School changed its name to École Brentwood Elementary

Capital Request

Four new modular classrooms (replacement)

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
220.0	0	0	220.0	Decline

September 2016

French Immersion Program offered, approximately 73 students, Grades K to 4.

School Facility 2019-2020	
Year Built	1979
Net Student Capacity	430
Combined Total Students Utilization Rate	67%
Total M ²	3,851.1 m ²
5 Year Deferred Maintenance based on latest Facility Condition Report- October 2013	\$2,314,480
Total 19/20 Utilities	Per Student 19/20
\$51,173	Per M ²
	\$178.93
	\$13.29

***Vision** – A family-centered school built on a foundation of excellence, creating boundless learning opportunities.*

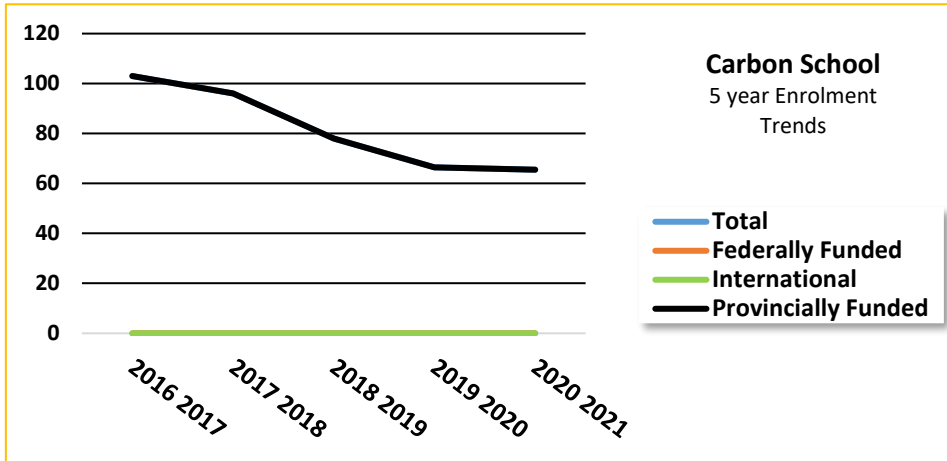
***Mission** – Ensuring a culture of powerful learning and engaged thinkers.*



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$1,741,178	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,567,200	90%
	Non-Certificated (Support & Other Staffing)	\$91,431	5%
Supplies & Services		\$82,547	5%



Summary Sheet (K-9) Principal: Kurt Ratzlaff
Ward #2 Trustee James Northcott



2012
Grades 10-12
transferred to
Acme

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
66.0	0	0	66.0	Decline

School Facility 2019-2020	
Year Built	1953 (modernized 1988)
Net Student Capacity	272
Combined Total Students Utilization Rate	25%
Total M ²	2,326.1 m ²
5 Year Deferred Maintenance based on latest Facility Condition Report- December 2018	\$2,224,500
Total 19/20 Utilities	Per Student 18/19
\$31,425	Per M ²
	\$469.03
	\$13.51

Our Creed

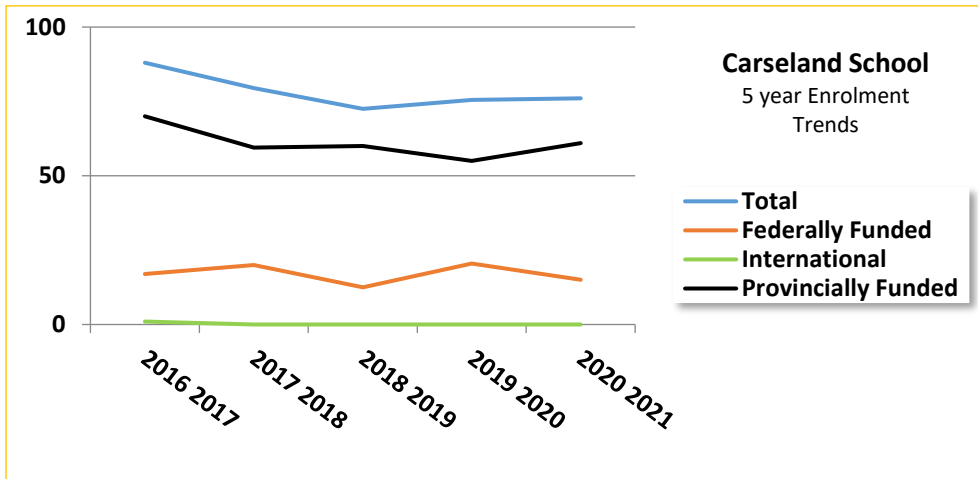
- We strive to provide an environment conducive to learning where students are encouraged to progress to their full potential both academically and socially.
- We believe that experiences in athletics, practical arts and fine arts will complement this



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$616,549	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$521,451	85%
	Non-Certificated (Support & Other Staffing)	\$62,930	10%
Supplies & Services		\$32,168	5%



**Summary Sheet (K-6) Principal: LaToya Bartlett
Ward #5 Trustee Laurie Huntley**



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
60.0	15.0	0	75.0	Decline

School Facility 2019-2020		
Year Built	1963 (modernized 1991)	
Net Student Capacity	249	
Combined Total Students Utilization Rate	33%	
Total M ²	2,498.9,m ²	
5 Year Deferred Maintenance based on latest Facility Condition Report- May 2017	\$1,202,930	
Total 19/20 Utilities	Per Student 19/20	\$357.81
\$29,698	Per M ²	\$11.88

Values and Vision
Core values as beliefs about conditions for learning.

- We will provide safe, caring and healthy environment
- We will provide on going assessment to improve learning and teaching
- We will communicate openly with our school community
- We will support different learning styles

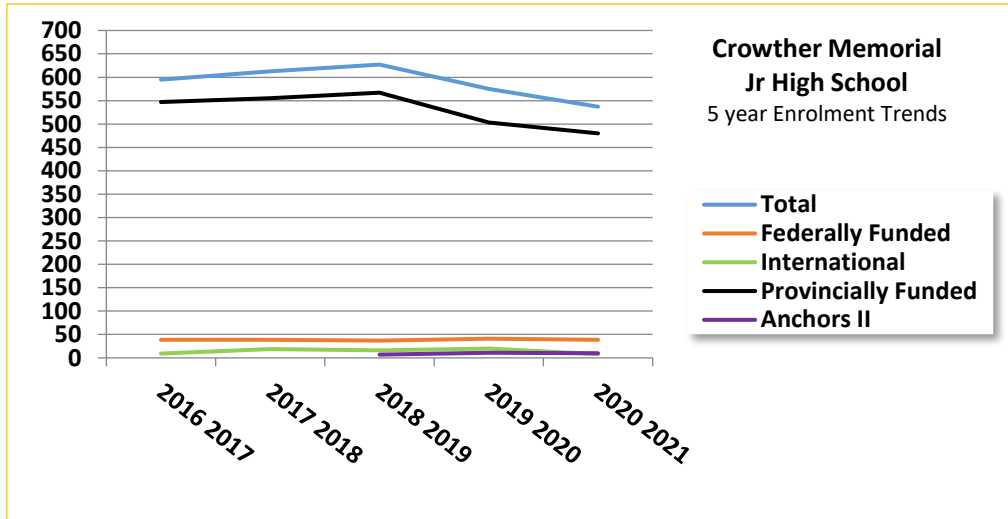


Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$701,498	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$556,300	79%
	Non-Certificated (Support & Other Staffing)	\$83,478	12%
Supplies & Services		\$61,720	9%

CROWTHER MEMORIAL JUNIOR HIGH SCHOOL



Summary Sheet (7-9) Principal: Linda Tucker
Ward #4 Trustees Jennifer Mertz and Robert Pirie



Capital Request
One new modular classroom

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
488.0	41.0	7.5	536.5	Decline

Includes Anchors II Program

School Facility 2019-2020		
Year Built	1985 (14 portables)	
Net Student Capacity	686	
Combined Total Students Utilization Rate	84%	
Total M ²	6,182.38 m ²	
5 Year Deferred Maintenance based on latest Facility Condition Report- November 2013	\$5,657,121	
Total 19/20 Utilities	Per Student 19/20	\$206.95
\$118,580	Per M ²	\$19.18

Vision and Mission

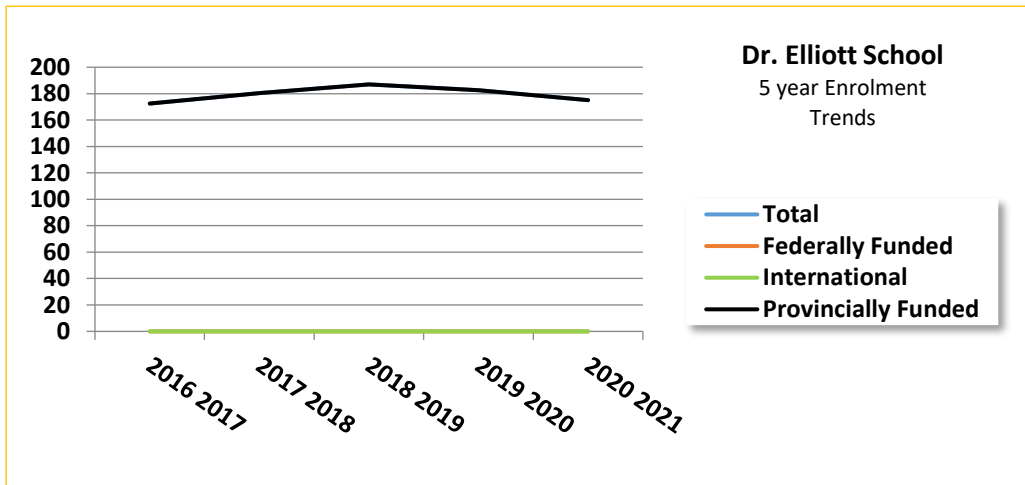
U.P.C
United in our diversity
Passionate about our learning
Confident in our future



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$3,445,336	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$3,045,834	88%
	Non-Certificated (Support & Other Staffing)	\$116,731	3%
Supplies & Services		\$282,771	8%



Summary Sheet (K-9) Principal: Kurt Ratzlaff
Ward #2 Trustee James Northcott



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
175.0	0	0	175.0	Stable

School Facility 2019-2020		
Year Built	1957	
Net Student Capacity	285	
Combined Total Students Utilization Rate	66%	
Total M ²	2,753.01 m ²	
5 Year Deferred Maintenance based on latest Facility Condition Report- April 2017	\$3,280,552	
Total 19/20 Utilities	Per Student 19/20	\$258.95
\$48,940	Per M ²	\$17.78

***Vision** – To continue to be the exemplary model for community-based education in Canada.*

***Mission** – Committed to Powerful Learning in our community-based schools.*

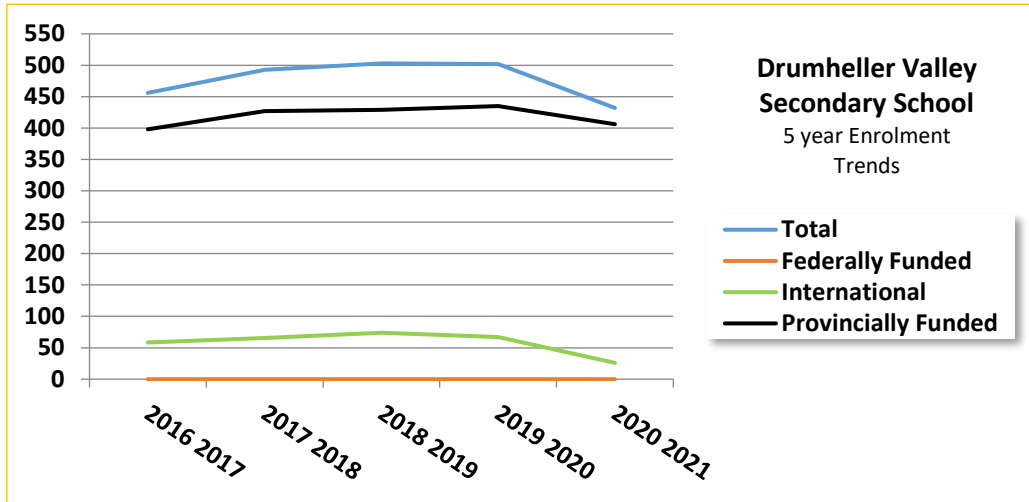
***Values** – Engagement, collaboration, flexibility, positive, caring, relationships, citizenship*



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$1,122,694	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,008,500	90%
	Non-Certificated (Support & Other Staffing)	\$71,970	6%
Supplies & Services		\$42,224	4%



Summary Sheet (7-12) Principal: Curtis LaPierre
Ward #3 Trustee Justin Bolin



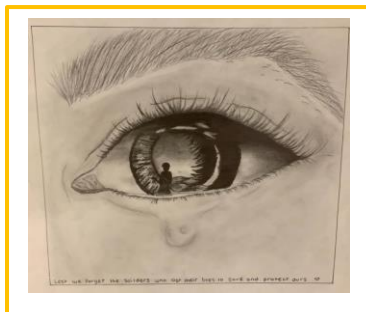
DVSS Name change
In November 2010, DVSS changed its' name from Composite to Secondary, now known as Drumheller Valley Secondary School

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total	5 year Enrolment Projection (Baragar)
404.0	0	24.5	428.5	Decline

School Facility 2019-2020	
Year Built	1961 (modernized 2010)
Net Student Capacity	760
Combined Total Students Utilization Rate	57%
Total M ²	8,830.0 m ²
5 Year Deferred Maintenance based on latest Facility Condition Report- November 2013	\$2,131,275
Total 19/20 Utilities	Per Student 19/20
\$151,841	Per M ²
	\$353.12
	\$17.20

Vision – To engage possibilities and embrace potential.

Mission – Inspiring a caring and courageous community of lifelong learners; empowering global citizens for generations.

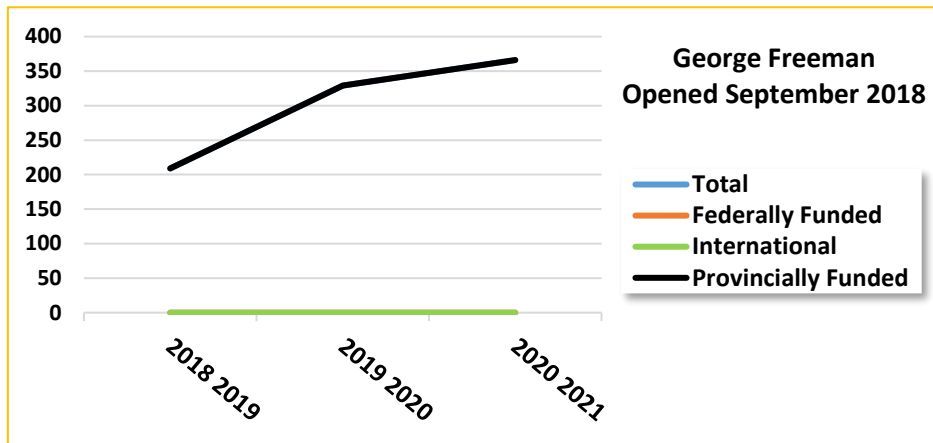


Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$2,863,450	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$2,133,400	75%
	Non-Certificated (Support & Other Staffing)	\$197,126	7%
Supplies & Services		\$532,924	19%



GEORGE FREEMAN SCHOOL

Summary Sheet (K-8) Principal: Wayne Funk
Ward #4 Trustees Jennifer Mertz and Robert Pirie



Three Pillars of George Freeman School

Pillar One:

Action in Character

- Values
- Teamwork
- Acceptance
- Support for Others

Pillar Two:

Action in Our World

- Citizenship
- Volunteerism
- Environment Stewardship
- Impacting Our Local and Global Community and the World

Pillar Three:

Action in Life

- Fitness
- Sport
- Healthy Lifestyle

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total	5 year Enrolment Projection (Baragar)
366.0	0	0	366.0	Growth

School Facility 2019-2020			
Year Built		2018 (Opened September)	
Net Student Capacity		500	
Combined Total Students Utilization Rate		68%	
Total M ²		9790 m ²	
Total 19/20 Utilities	Per Student 19/20	\$165.56	
\$56,621	Per M ²	\$5.78	

*Utilization rate jumped to 66% in 2019/2020 due to enrolment growth



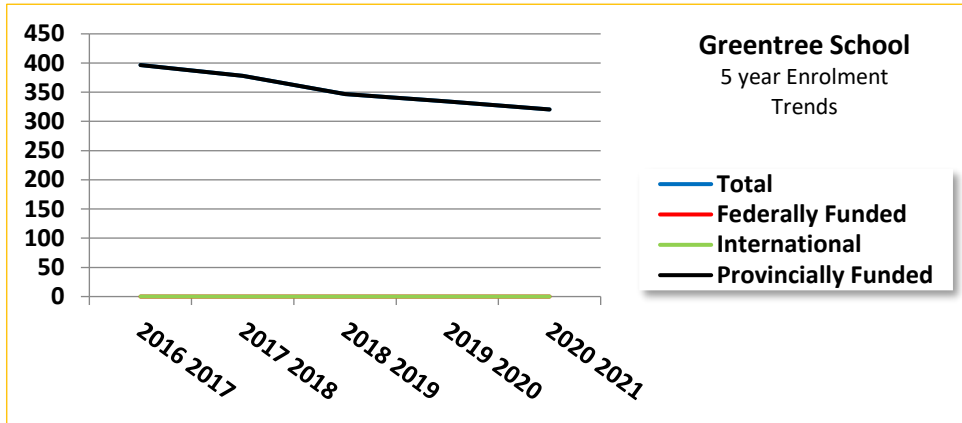
Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$2,202,755	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,915,490	87%
	Non-Certificated (Support & Other Staffing)	\$150,919	7%
Supplies & Services		\$136,346	6%



*Planting the Seeds
for Life*

GREENTREE SCHOOL
Golden Hills School Division No. 75

**Summary Sheet (K-6) Principal: Shelley Friesen
Ward #3 Trustee Justin Bolin**



Capital Request
Modernization of
Greentree School

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
318.5	0	0	318.5	Decline

School Facility 2019-2020		
Year Built	1966	
Net Student Capacity	531	
Combined Total Students Utilization Rate	73%	
Total M ²	4,569.76 m ²	
5 Year Deferred Maintenance based on latest Facility Condition Report- November 2013	\$3,310,293	
Total 19/20 Utilities	Per Student 18/19	\$151.84
\$58,460	Per M ²	\$12.79

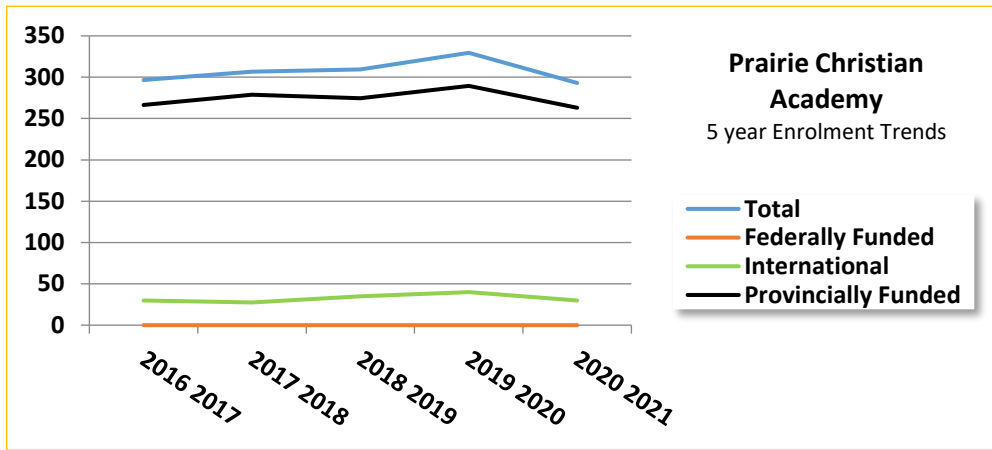
S.E.E.D.S
Support and accept others
Explore possibilities
Engage in lifelong learning
Do the right thing
Strive for success



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$2,334,789	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$2,081,954	89%
	Non-Certificated (Support & Other Staffing)	\$107,415	5%
Supplies & Services		\$145,420	6%



**Summary Sheet (K-12) Principal: Darryl Hern
Ward #1 Trustee Barry Kletke**



Capital Request

One new modular classrooms

Sept 2004

Joined Golden Hills

*relocated Sept 2012

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection
263.0	0	29.10	292.10	Growth

Mission – Inspiring learners to discover, discern, and defend Truth

Moto – Transforming Lives – Transfigures Vitae

Verse – “Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God’s will is – his good, pleasing and perfect will.” Romans 12:2 NIV

School Facility 2019-2020		
Year Built	1970 (modernized 2016)	
Net Student Capacity	368	
Combined Total Students Utilization Rate	77%	
Total M ²	3954.2 M ²	
Total 19/20 Utilities	Per Student 19/20	\$167.20
\$47,330	Per M ²	\$11.97



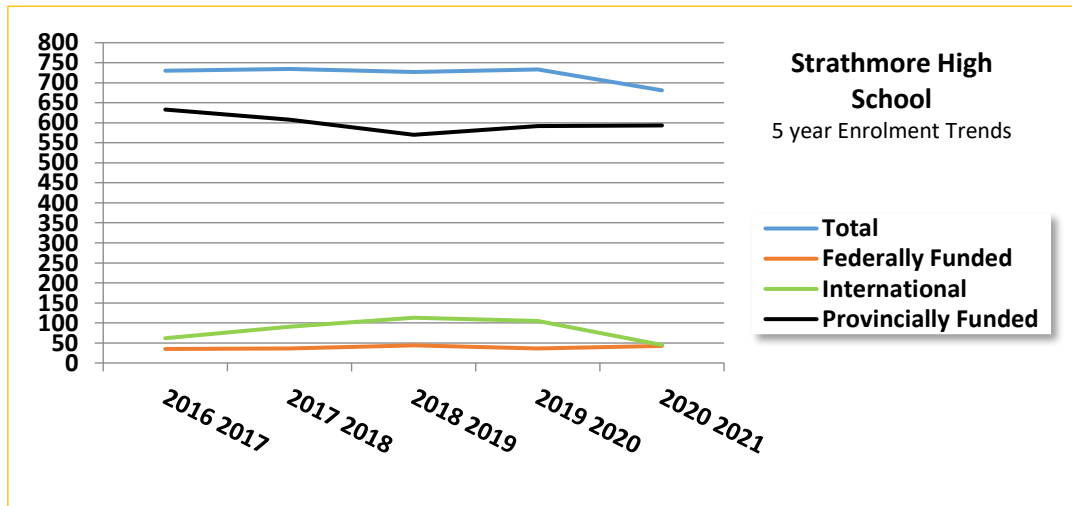
Budgeted Operating Expenses 2020-2021			
		2020-2021	%
Allocation (includes prior year carry-over)		\$1,991,893	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,770,980	89%
	Non-Certificated (Support & Other Staffing)	\$148,778	7%
Supplies & Services		\$72,135	4%



STRATHMORE HIGH SCHOOL

Golden Hills School Division No. 75

Summary Sheet (10-12) Principal: Kyle Larson Ward #4 Trustees Jennifer Mertz and Robert Pirie



Demographics 2020-2021

Student Count as at Sept 30, 2020

Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
592.0	43.0	42.0	677.0	Stable

Capital Request

One new modular classroom

School Facility 2019-2020

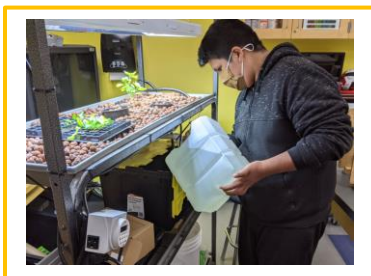
Year Built	2001		
Net Student Capacity	953		
Combined Total Students Utilization Rate	60%		
Total M ²	9,285.0 m ²		
5 Year Deferred Maintenance based on latest Facility Condition Report- May 2017	\$1,153,101		
Total 19/20 Utilities	Per Student 19/20	\$305.56	
\$174,474	Per M ²	\$18.79	

Mission Statement

Empowering a Community of Accomplished and Caring Citizens.

Our Motto

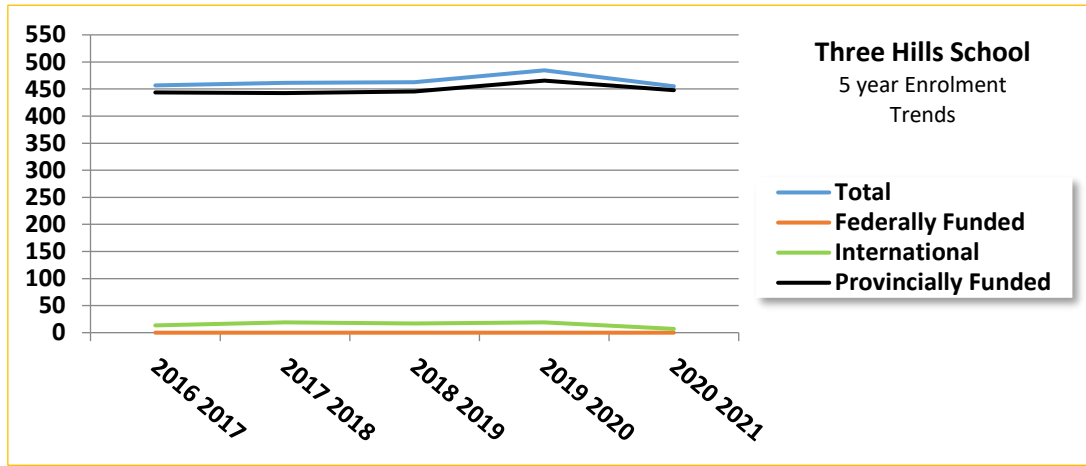
"We Care"



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$4,839,650	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$3,924,050	81%
	Non-Certificated (Support & Other Staffing)	\$363,577	8%
Supplies & Services		\$552,023	11%



Summary Sheet (K-12) Principal: Todd Hoover
Ward #1 Trustee Barry Kletke



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
443.0	0	8.0	451.0	Decline

Vision – Learning for Life

Mission – In a safe, respectful, learning community, Three Hills School provides students with the framework to reach their personal potential, both now and in their future.

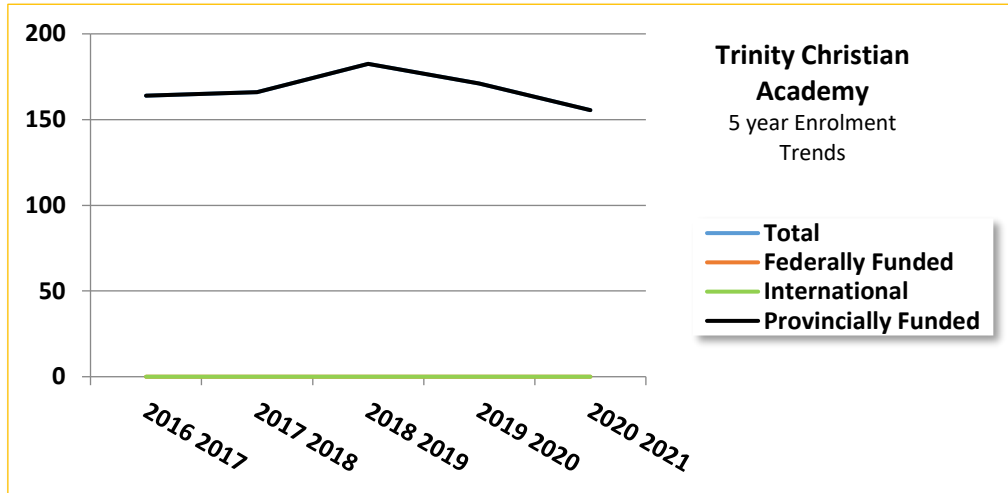
School Facility 2019-2020		
Year Built	1952(modernized 2003)	
Net Student Capacity	820	
Combined Total Students Utilization Rate	57%	
Total M ²	7,566.9m ²	
5 Year Deferred Maintenance based on latest Facility Condition Report- February 2017	\$1,306,342	
Total 19/20 Utilities \$121,403	Per Student 19/20	\$259.41
	Per M ²	\$16.04



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$3,341,151	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$2,642,200	79%
	Non-Certificated (Support & Other Staffing)	\$214,606	6%
Supplies & Services		\$484,345	14%



Summary Sheet (K-9) Principal: Stefan Dykema
Ward #4 Trustees Jennifer Mertz and Robert Pirie



Capital Request

Four new modular classrooms

Sept 2008

Opened in Golden Hills

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
154.5	0	0	154.5	Stable

Vision – We are committed to ensuring an engaging spiritual community where all learners discover their God-given potential.

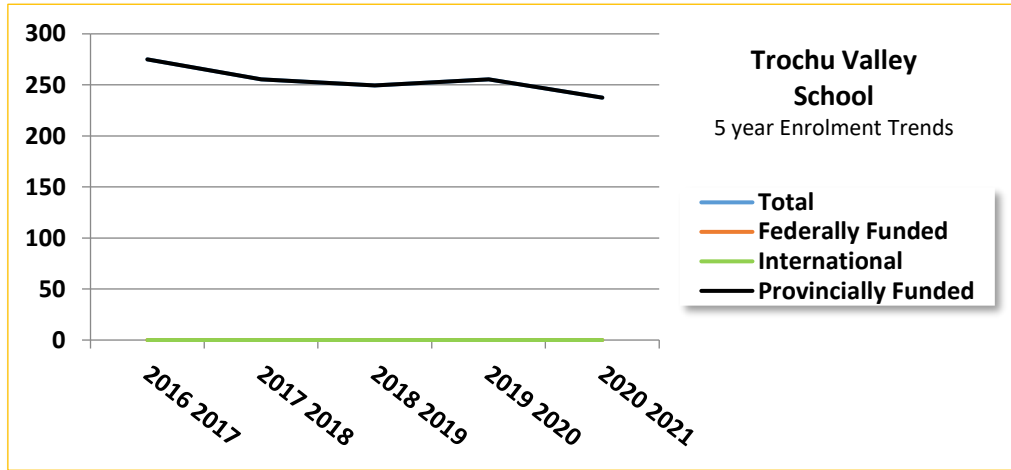
School Facility 2019-2020			
Year Built	1982 (purchased Sept 1, 2016)		
Net Student Capacity	212		
Combined Total Students Utilization Rate	87%		
Total M ²	2,308.0m ²		
Total 19/20 Utilities	Per Student 19/20	\$260.17	
\$48,131	Per M ²	\$20.85	

Mission – Christ-centered education shaped by powerful learning and meaningful relationships.



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$1,259,747	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,061,600	85%
	Non-Certificated (Support & Other Staffing)	\$111,540	9%
Supplies & Services		\$86,607	6%

Summary Sheet (K-12) Principal: Jody Lammle
Ward #1 Trustee Barry Kletke



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
236.5	0	0	236.5	Decline

School Facility 2019-2020		
Year Built	1954 (modernized 2014)	
Net Student Capacity	399	
Combined Total Students Utilization Rate	62%	
Total M ²	4,484.24m ²	
Total 19/20 Utilities	Per Student 19/20	\$206.88
\$50,892	Per M ²	\$11.35

***Vision** – Small Community school committed to endless possibilities where learning is accessible, relevant and personal.*

***Mission** – Maximizing individual learning and possibilities.*



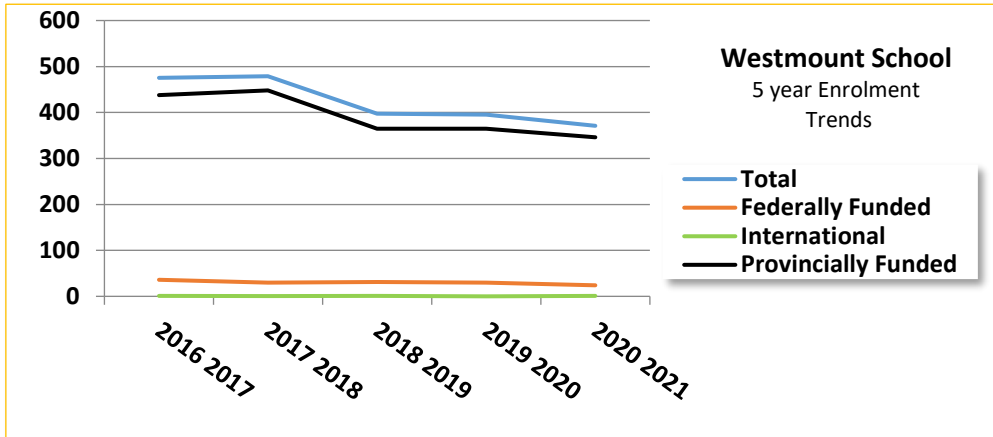
Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$1,699,921	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,555,700	92%
	Non-Certificated (Support & Other Staffing)	\$80,541	5%
Supplies & Services		\$63,680	4%



Effort Today
Excellence Tomorrow

WESTMOUNT ELEMENTARY SCHOOL
Golden Hills School Division No. 75

**Summary Sheet (K-6) Principal: Corinna Hampson
Ward # 4 Trustees Jennifer Mertz and Robert Pirie**



Capital Request
Modernization of Westmount School

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
345.0	26.0	1.0	395.0	Decline

School Facility 2019-2020	
Year Built	1970
Net Student Capacity	641
Combined Total Students Utilization Rate	69%
Total M ²	4,386.86 m ²
5 Year Deferred Maintenance based on latest Facility Condition Report – March 2017	\$4,040,286
Total 19/20 Utilities	Per Student 19/20
\$60,436	Per M ²
	\$136.43
	\$13.78

Vision - aspires to be an exemplary powerful learning community committed to ensuring an inclusive, collaborative thinking culture.

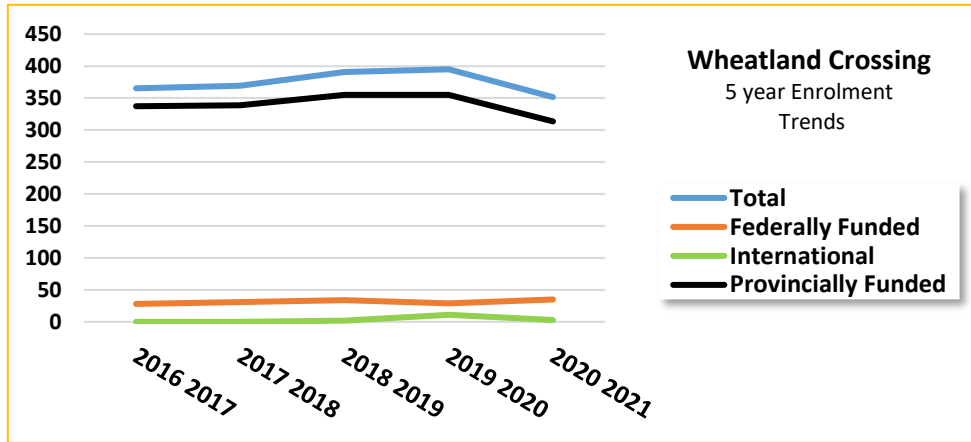
Mission – Collaborating for diverse opportunities to excel as passionate learners.



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$2,741,022	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$2,262,085	82%
	Non-Certificated (Support & Other Staffing)	\$129,662	5%
Supplies & Services		\$349,255	13%



Summary Sheet (K-6) Principal: Doug Raycroft
Ward #5 Trustee Laurie Huntley



* Opened
September 2016

Capital Request
One new modular
classroom

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
318.5	32	4	354.5	Decline

Wheatland Crossing
Board supported and Community Representation Committee to consolidate four schools at a stand-alone site

School Facility 2019-2020		
Year Built	2017	
Net Student Capacity	461	
Combined Total Students Utilization Rate	84%	
Total M ²	4,868.0 M ²	
Total 19/20 Utilities	Per Student 19/20	\$194.12
\$74,930	Per M ²	\$15.39

Vision and Mission
Currently working through the process of developing our foundation statements with staff, parents and students

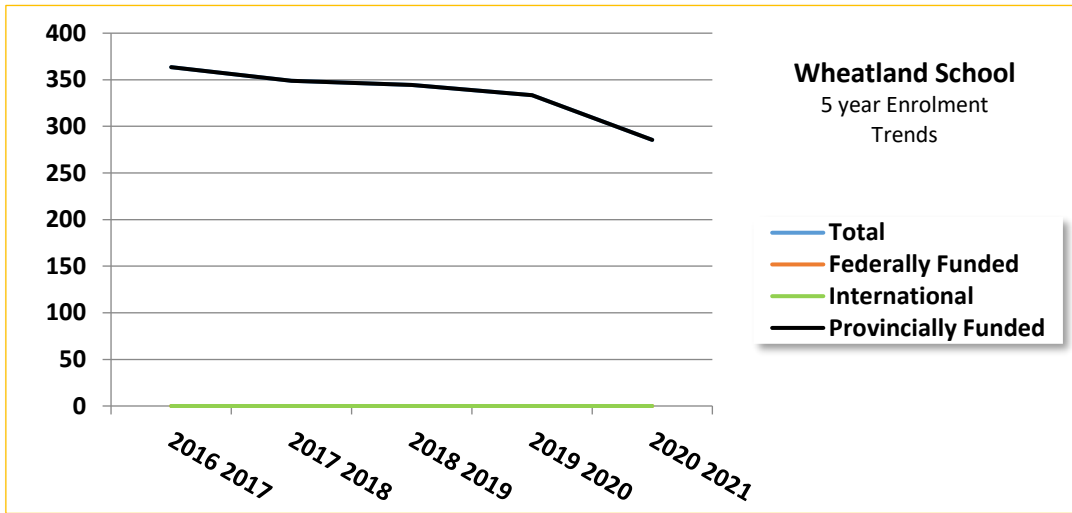


Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$2,719,244	*
Staffing	Certificated (Substitutes & Certificated Staffing)	\$2,230,761	82%
	Non-Certificated (Support & Other Staffing)	\$251,281	9%
Supplies & Services		\$237,202	9%

* Includes \$132k of cafeteria costs covered under Nutrition Grant



Summary Sheet (K-6) Principal: Amy Van Vliet
Ward #4 Trustees Jennifer Mertz and Robert Pirie



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection (Baragar)
284.5	0	0	284.5	Decline

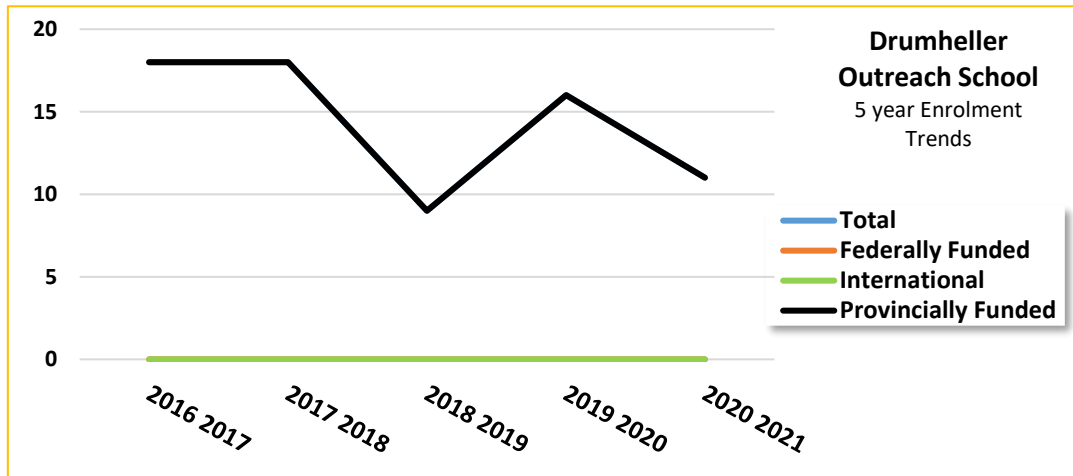
School Facility 2019-2020		
Year Built	1992	
Net Student Capacity	463	
Combined Total Students Utilization Rate	90%	
Total M ²	4,344.78 m ²	
5 Year Deferred Maintenance based on latest Facility Condition Report- May 2017	\$3,930,778	
Total 19/20 Utilities	Per Student 19/20	\$212.97
\$88,383	Per M ²	\$20.34

Mission – Lead with confidence, Learn without limits, Love who you are.



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$2,191,210	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,899,801	86%
	Non-Certificated (Support & Other Staffing)	\$181,947	8%
Supplies & Services		\$109,462	6%

Summary Sheet Principal: Curtis LaPierre
Ward # 3 Trustee Justin Bolin



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection
17.0	0	0	17.0	Stable

* Head count of students attending program is approximately 23

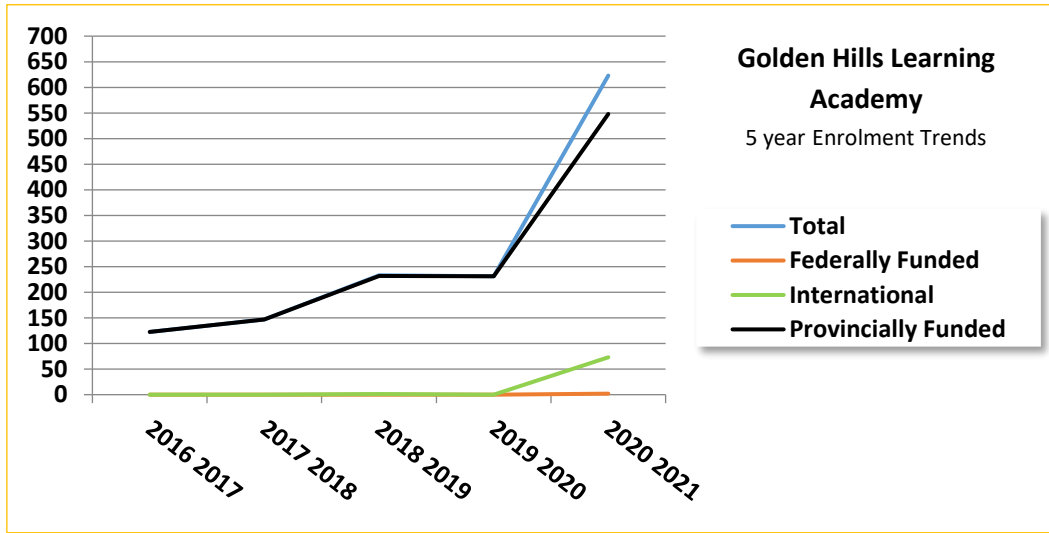
School Facility - Leased Space 2019-2020			
Total M ²	204.38 m ²		
Combined Total Students Utilization Rate	100%		
Total 19/20 Utilities \$5,588	Per Student 19/20	\$242.97	
	Per M ²	\$27.34	

Mission – We provide an alternative education, in a safe and caring environment, promoting positive learning attitudes, respect, dignity, in keeping with the needs and life situations of students.



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$113,799	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$54,000	47%
	Non-Certificated (Support & Other Staffing)	\$28,031	25%
Supplies & Services		\$31,768	28%

Summary Sheet Principal: Jennifer Bertsch
Ward #4 Trustees Jennifer Mertz and Robert Pirie



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection
331.0	0	0	331.0	Growth

* Head count of students attending program is approximately 1026

School Facility - GHSD Owned 2019-2020			
Total M ²	283.06 m ²		
Combined Total Students Utilization Rate	100%		
Total 19/20 Utilities \$5,496 (GHSD Owned)	Per Student 19/20	\$34.57	
	Per M ²	\$19.42	

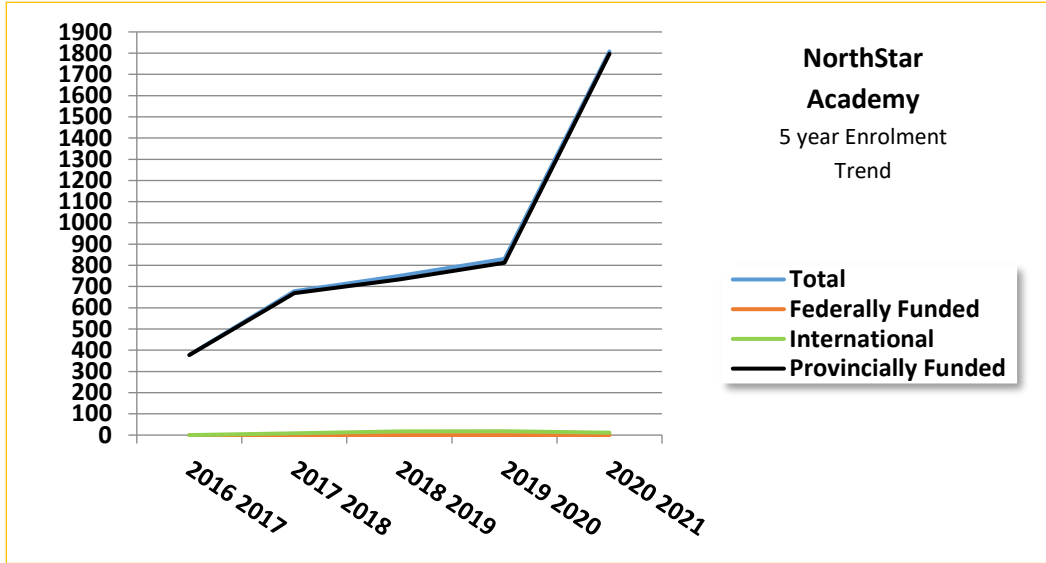
Mission – We offer the freedom to learn anytime, anywhere. We expect and support success for each student.

Relocated to GHSD owned building August 2018



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$2,725,208	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$1,586,040	58%
	Non-Certificated (Support & Other Staffing)	\$393,151	14%
Supplies & Services		\$746,017	27%

Summary Sheet Principal: Randy Wood



Sept 2007
Joined Golden Hills

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection
541.0	0	0	541.0	Growth

* Head count of students attending program is approximately 1808

School Facility - Leased Space 2019-2020			
Total M ²	332.5 m ²		
Combined Total Students Utilization Rate	100%		
Total 19/20 Utilities \$6,091	Per Student 19/20	\$20.58	
	Per M ²	\$18.32	

Mission – NorthStar Academy provides exemplary Christian education for students at home and abroad.

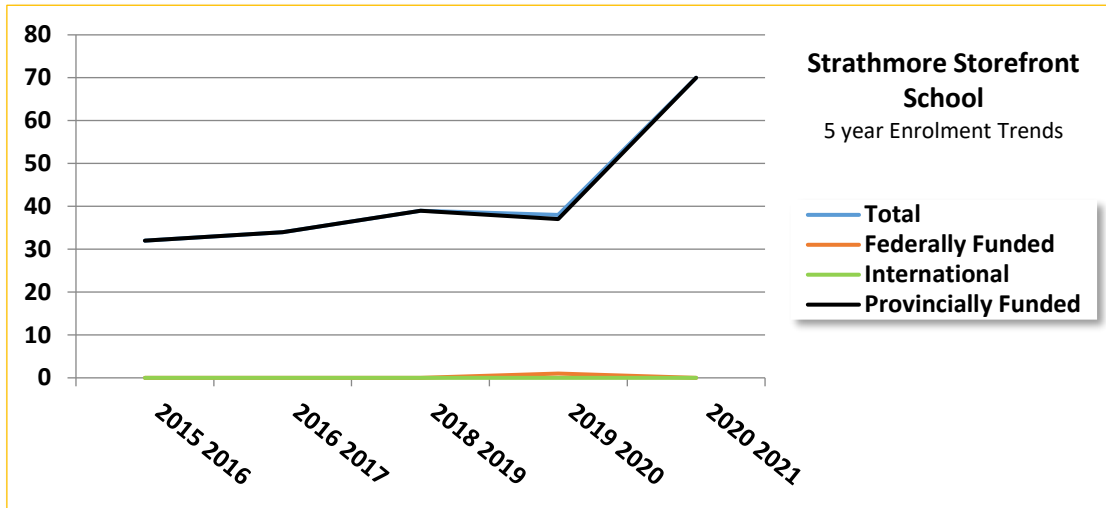


Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$5,359,181	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$2,817,828	52%
	Non-Certificated (Support & Other Staffing)	\$495,876	9%
Supplies & Services		\$2,045,477	39%*

* Higher percentage due to programming
i.e. Homeschool and resource costs



Summary Sheet Principal: Jennifer Bertsch
Ward #4 Trustees Jennifer Mertz and Robert Pirie



Relocated to GHSD owned building August 2018

Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection
70.0	0	0	70.0	Stable

* Head count of students attending program is approximately 103

School Facility - GHSD Owned 2019-2020		
Total M ²	378.91 m ²	
Combined Total Students Utilization Rate	45%	
Total 19/20 Utilities \$7,358 (GHSD Owned)	Per Student 19/20	\$183.95
	Per M ²	\$19.42

Mission - Providing a safe, caring and respectful atmosphere where students can achieve to their maximum potential.

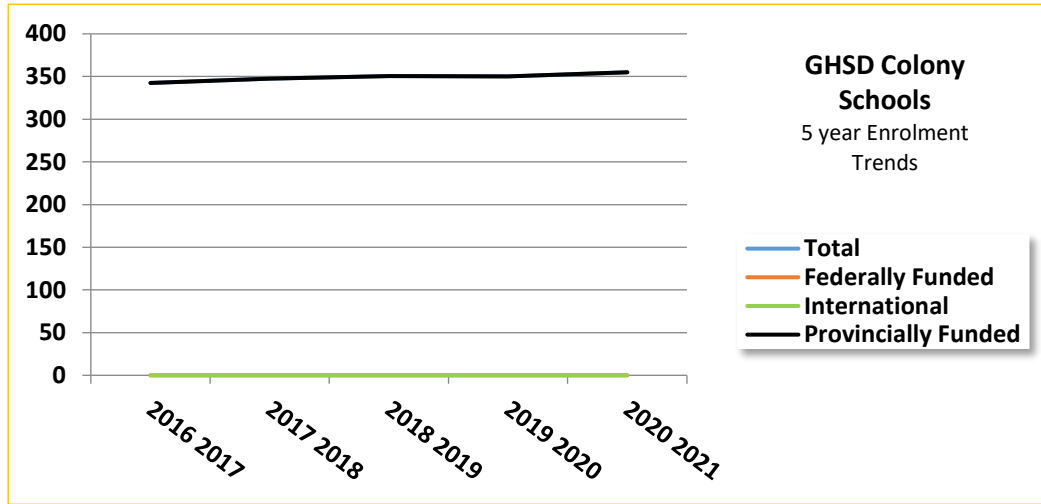
*Security Upgrades made in 2015



Budgeted Operating Expenses 2020-2021			%
Allocation (includes prior year carry-over)		\$442,408	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$179,901	41%
	Non-Certificated (Support & Other Staffing)	\$125,441	28%
Supplies & Services		\$137,066	31%

GOLDEN HILLS COLONY SCHOOLS

Summary Sheet Principal: Jennifer Bertsch



Demographics 2020-2021				
Student Count as at Sept 30, 2020				
Provincially Funded	Federally Funded	International	Total FTE	5 year Enrolment Projection
345.0	0	0	345.0	Stable with a touch of growth

Budgeted Operating Expenses		2020-2021	%
Allocation (includes prior year carry-over)		\$2,922,153	
Staffing	Certificated (Substitutes & Certificated Staffing)	\$2,050,495	71%
	Non-Certificated (Support & Other Staffing)	\$635,993	21%
Supplies & Services		\$235,665	8%

Mission - Providing experiences and skills that build capacity and community.



General Student Population Information

In **2019/2020**, Golden Hills operated **41 schools**, which includes **19 colony schools**. Included in these 41 schools are seven (7) regular high schools, three (3) outreach programs and two (2) online schools. The high schools range in size from 20 to 800+ students. The following chart shows the range in the number of students in each school.

* 2018/2019

- One New School (George Freeman)
- One new Colony School (Country Hills)

School Population	Number of Schools	Description (includes Siksika and International Students)	Schools
Less than 100 students	24 schools	2 regular schools 3 outreach schools 19 colony schools	Carseland, Carbon Drumheller Outreach, Strathmore Storefront, Anchors Outreach School
Between 100 – 200 students	3 schools	3 regular schools	Acme, Dr. Elliott, Trinity Christian Academy
Between 201 – 400 students	8 schools	8 regular schools	École Brentwood, George Freeman, Prairie Christian Academy, Trochu Valley, Wheatland Crossing, Wheatland Elementary, Greentree, Westmount
Between 401 – 600 students	3 schools	3 regular schools	Crowther Memorial Jr. High, Drumheller Valley Secondary School, Three Hills
Between 601- 800 students	3 schools	1 regular school	Strathmore High School
		2 online schools	NorthStar Academy, Golden Hills Learning Academy
Grade Configuration	Schools		
K – 6	Acme, École Brentwood, Carseland, Greentree, Westmount, Wheatland Elementary		
K – 9	Carbon, George Freeman, Trinity Christian Academy, Dr. Elliott		
7 – 9	Crowther Memorial Jr. High		
K – 12	Three Hills, Trochu Valley, Wheatland Crossing, Prairie Christian Academy		
7 – 12	Drumheller Valley Secondary School, Drumheller Outreach, Strathmore Storefront		
10 – 12	Strathmore High School, Acme		
1 - 12	Golden Hills Learning Academy, NorthStar Academy		

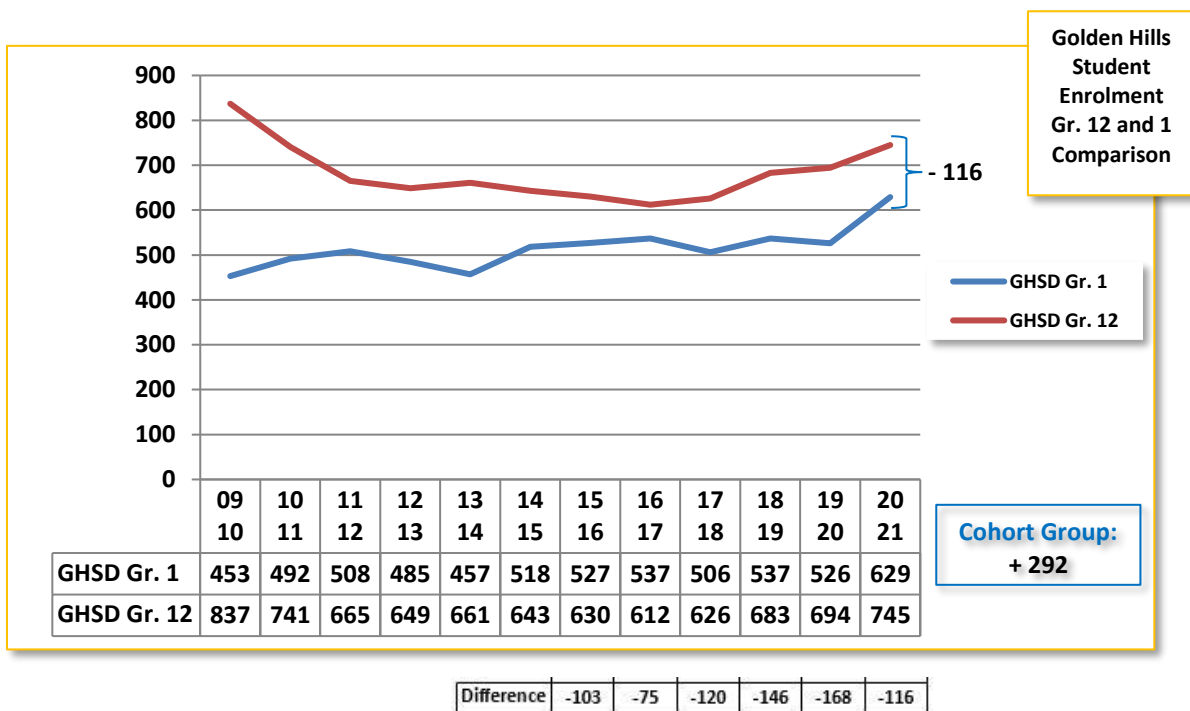
Gap Analysis

Indicates projected straight-line enrolment. Grade 1 are students' entering school and Grade 12 indicates students graduating. The net effect impacts the schools' overall enrolment. A positive number projects growth and a negative number indicates decline.

Cohort Group:

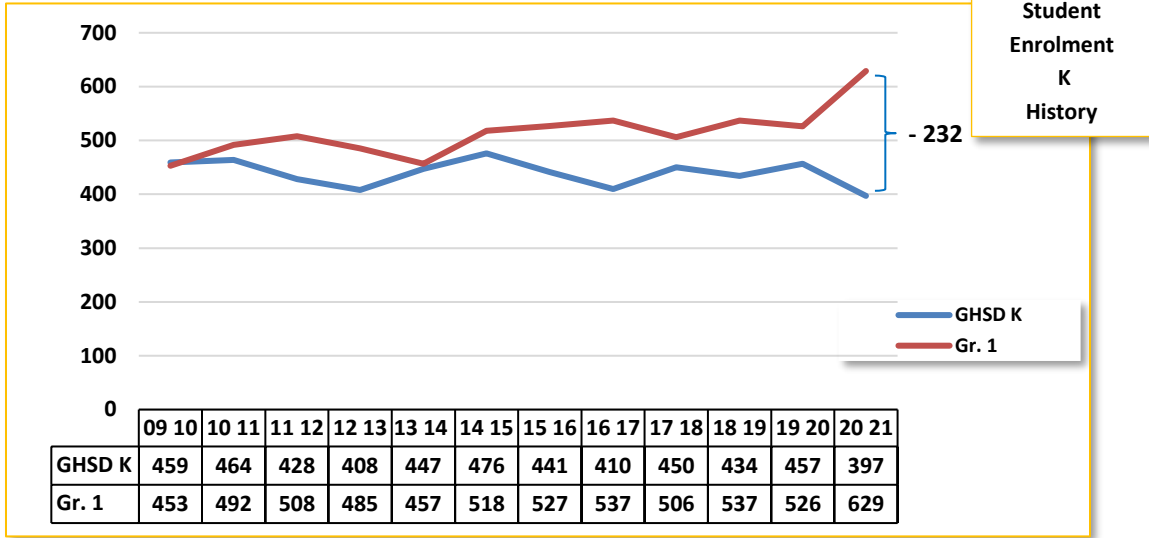
- Compares the group of students graduating with their historical numbers when they entered the school system.
- For example: the cohort of +292 indicates 12 years ago (2009/2010) there were 453 students in Grade 1. In 2020/2021, there are 745 students graduating – this means we gained 292 students over the past 12 years.

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Golden Hills School Division Schools)



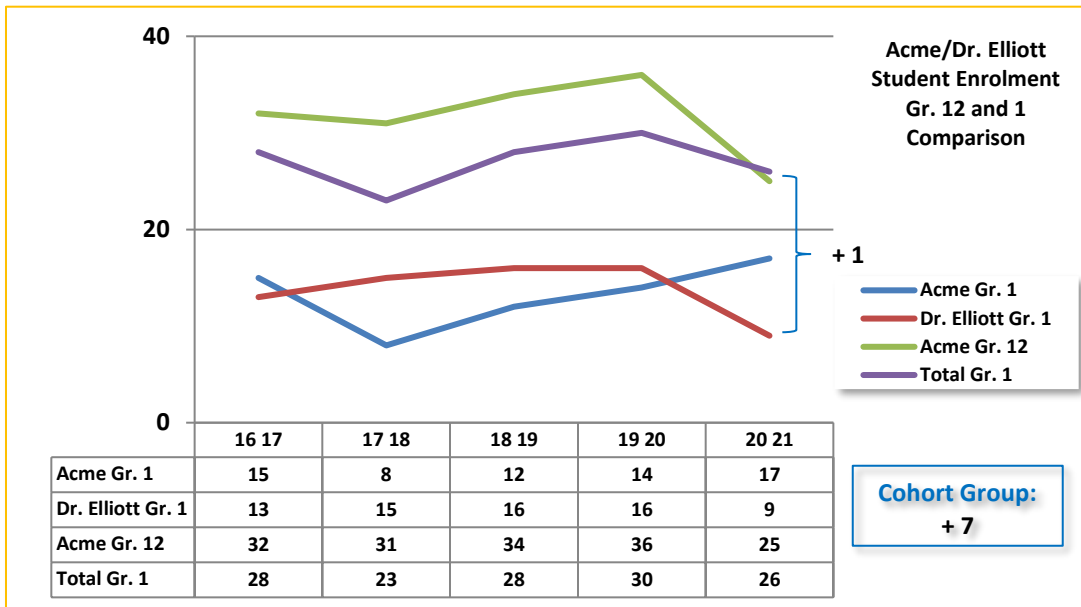
***This graph indicates a straight line roll up will result in a decrease in enrolment of 116 students**

GAP ANALYSIS ON ENROLMENT Kindergarten Cohort History (Golden Hills School Division Schools)



This graph indicates the number of students entering grade one is usually quite a bit higher than in Kindergarten, we can assume not all children are attending Kindergarten.

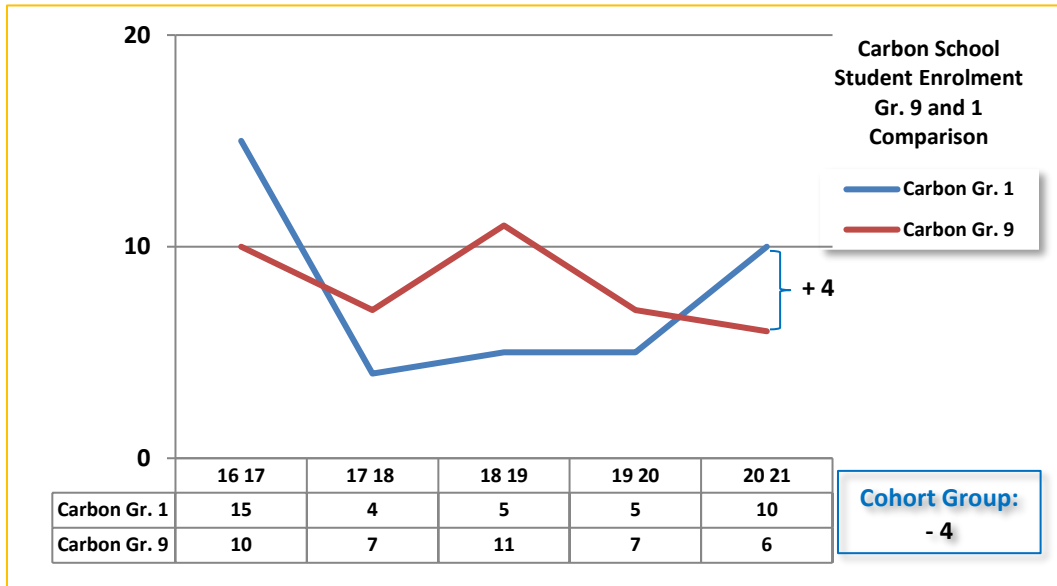
GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Acme/Dr. Elliott Schools)



Cohort Group:
+ 7

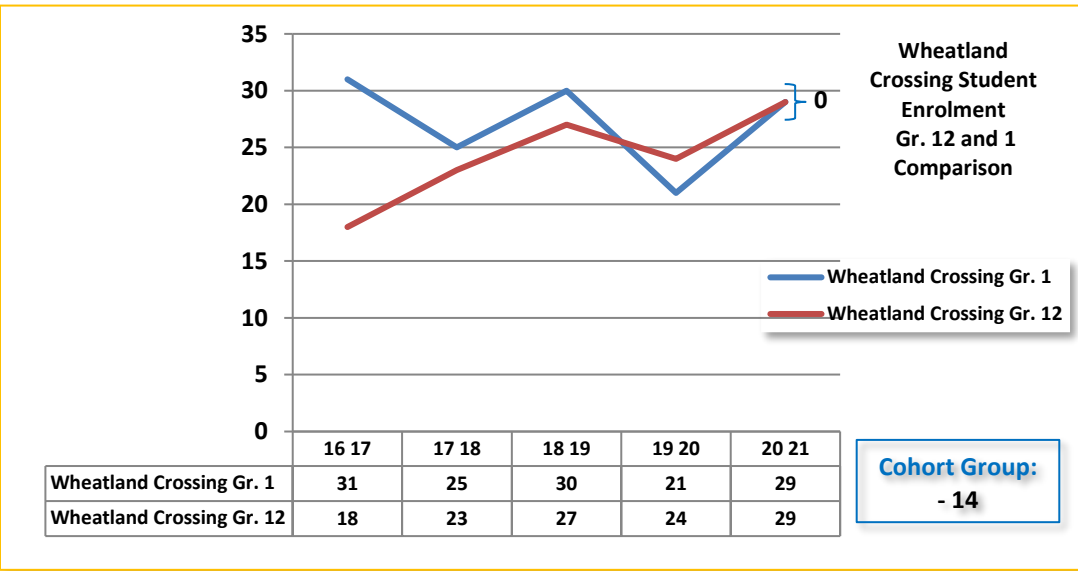
A **cohort group** of +7 indicates we started with 18 students in Grade 1 in 2009/2010 and now have 25 students in Grade 12 (2020/2021).

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 9 (Carbon School)



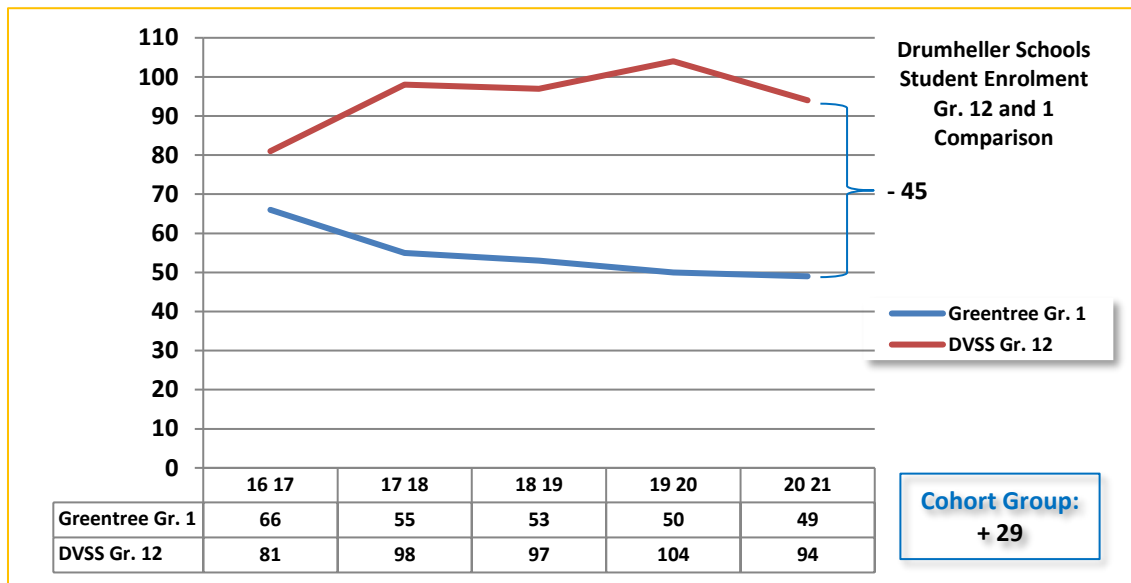
A **cohort group** of - 4 indicates we started with 10 students in Grade 1 in 2012/2013 and now have 6 students in Grade 9 (2020/2021).

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Wheatland Crossing)



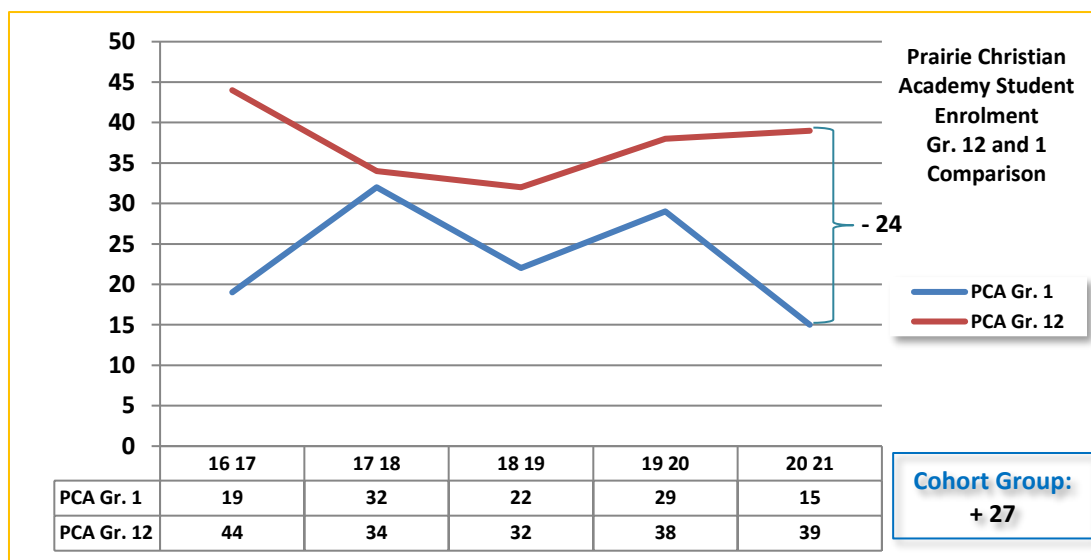
A **cohort group** of -14 indicates we started with 43 students in Grade 1 in 2009/2010 and now have 29 students in Grade 12 (2020/2021).

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Drumheller - Greentree and Drumheller Valley Secondary Schools)



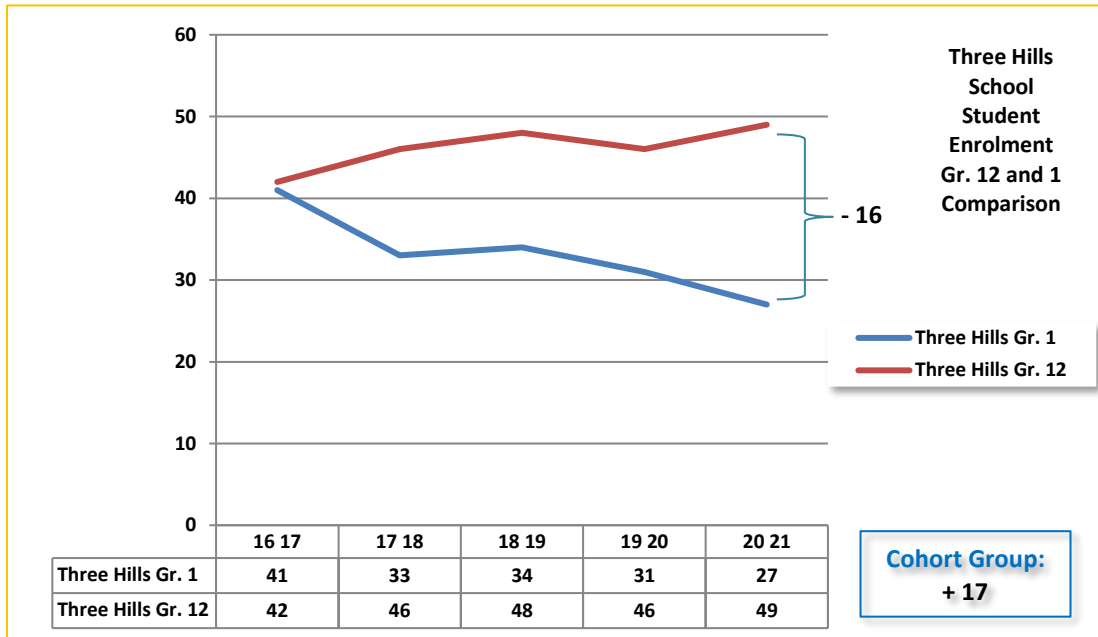
A **cohort group** of +29 indicates we started with 65 students in Grade 1 in 2009/2010 and now have 94 students in Grade 12 (2020/2021).

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Prairie Christian Academy)



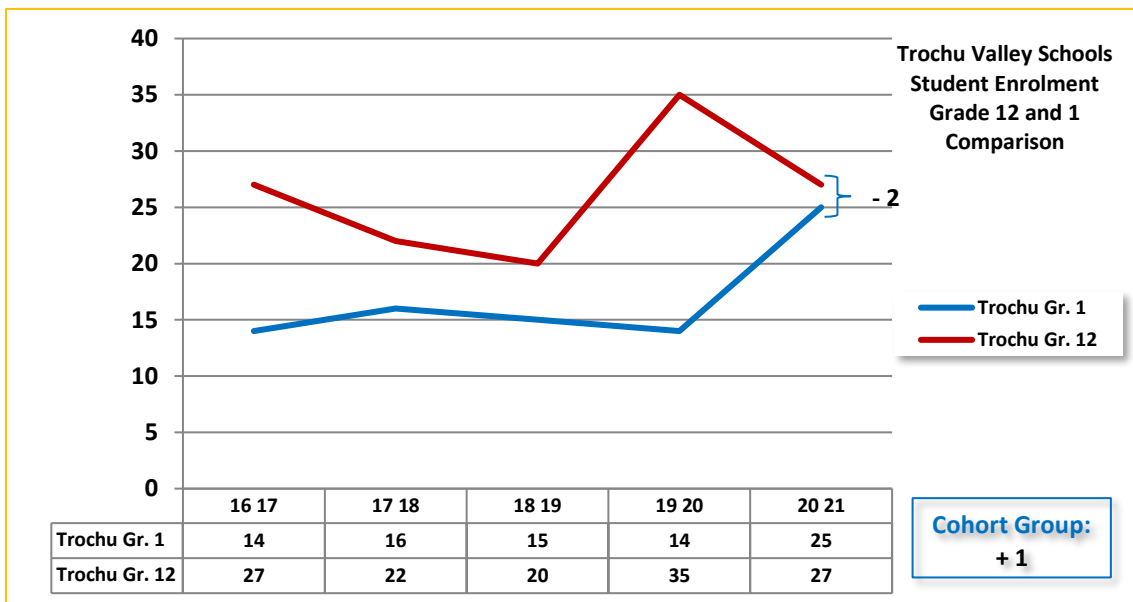
A **cohort group** of +27 indicates we started with 12 students in Grade 1 in 2009/2010 and now have 39 students in Grade 12 (2020/2021).

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Three Hills School)



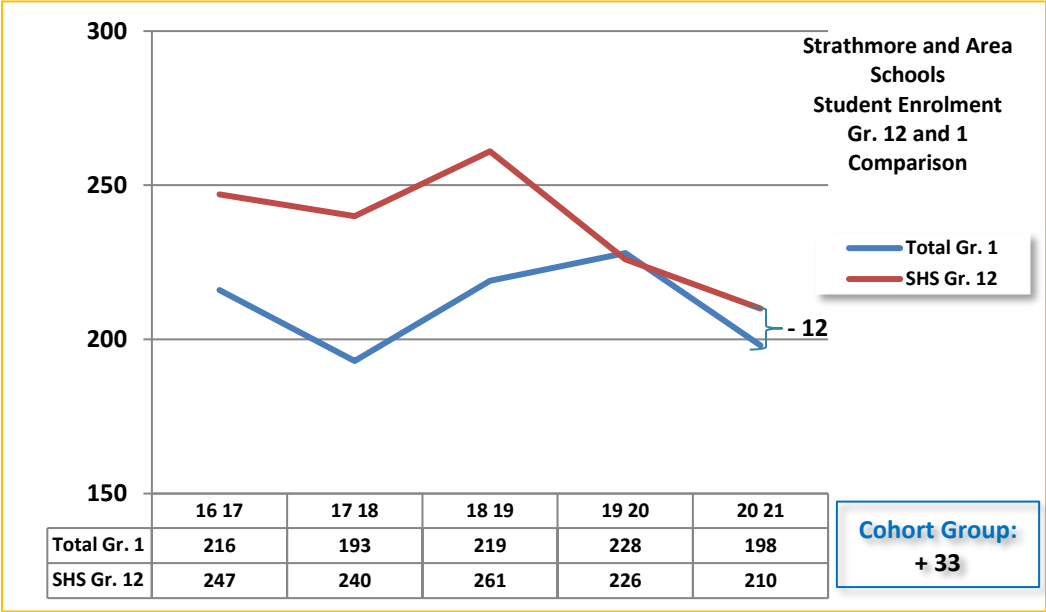
A **cohort group** of +17 indicates we started with 32 students in Grade 1 in 2009/2010 and now have 49 students in Grade 12 (2020/2021).

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Trochu Valley School)



A **cohort group** of +1 indicates we started with 26 students in Grade 1 in 2009/2010 and now have 27 students in Grade 12 (2020/2021).

GAP ANALYSIS ON ENROLMENT BETWEEN Grades 1 and 12 (Strathmore Schools)



A **cohort group** of +33 indicates we started with 177 students in Grade 1 in 2009/2010 and now have 210 students in Grade 12 (2020/2021).

UTILITIES

Average Cost Per Student and Area

*Enrolment Numbers adjusted based on Alberta Education ACU Formula

Schools	*Student Count 2019/2020	Total Utilities Cost 2019/2020	Average Cost Per Student	Square Meters	Average Cost per Square Meter
Acme School	189.0	\$ 46,136.44	\$ 244.11	2,854.70	\$ 16.16
Brentwood School	286.0	\$ 51,173.87	\$ 178.93	3,851.10	\$ 13.29
Carbon School	67.0	\$ 31,425.10	\$ 469.03	2,326.10	\$ 13.51
Carseland School	83.0	\$ 29,698.08	\$ 357.81	2,498.90	\$ 11.88
Crowther Memorial Jr. High	573.0	\$ 118,580.79	\$ 206.95	6,182.38	\$ 19.18
Dr. Elliott School	189.0	\$ 48,940.67	\$ 258.95	2,753.00	\$ 17.78
Drumheller Valley Secondary School	430.0	\$ 151,841.87	\$ 353.12	8,830.00	\$ 17.20
George Freeman	342.0	\$ 56,621.39	\$ 165.56	9,790.00	\$ 5.78
Greentree School	385.0	\$ 58,460.07	\$ 151.84	4,569.76	\$ 12.79
Prairie Christian Academy	283.0	\$ 47,330.66	\$ 167.25	3,954.20	\$ 11.97
Strathmore High School	571.0	\$ 174,474.98	\$ 305.56	9,285.00	\$ 18.79
Three Hills School	468.0	\$ 121,403.91	\$ 259.41	7,566.90	\$ 16.04
Trinity Christian Academy *	185.0	\$ 48,131.20	\$ 260.17	2,308.00	\$ 20.85
Trochu Valley School	246.0	\$ 50,892.23	\$ 206.88	4,484.24	\$ 11.35
Westmount School	443.0	\$ 60,436.66	\$ 136.43	4,386.86	\$ 13.78
Wheatland Elementary School	415.0	\$ 88,383.21	\$ 212.97	4,344.78	\$ 20.34
Wheatland Crossing School	386.0	\$ 74,930.08	\$ 194.12	4,868.00	\$ 15.39
Totals	5,541.0	\$ 1,258,861.21	\$ 227.19	84,853.92	\$ 14.84

* Includes portion of dorm

Leased Schools	Student Count 2019/2020	Total Utilities Cost 2019/2020	Average Cost Per Student	Square Meters	Average Cost Per Square Meter
Golden Hills Learning Academy	159.0	\$ 5,496.70	\$ 34.57	283.06	\$ 19.42
NorthStar Academy	296.0	\$ 6,091.64	\$ 20.58	332.50	\$ 18.32
Totals	455.0	\$ 11,588.34	\$ 25.47	615.56	\$ 18.83

Outreach Schools	Student Count 2019/2020	Total Utilities Cost 2019/2020	Average Cost Per Student	Square Meters	Average Cost Per Square Meter
Drumheller Outreach School	23.0	\$ 5,588.30	\$ 242.97	204.38	\$ 27.34
Strathmore Storefront	40.0	\$ 7,358.06	\$ 183.95	378.91	\$ 19.42
Totals	63.0	\$ 12,946.36	\$ 205.50	583.29	\$ 22.20

*Average Cost in 2018/2019 was \$18.42 for the Regular Schools.

Golden Hills School Division No. 75

Major Ticket Items Identified in *FACILITY CONDITION REPORT* (prepared by Alberta Infrastructure)

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Acme School	\$189,331	Building envelope (Windows, Doors, Caulking)
	\$488,514	Roofing (Flat Roofs, Metal Roof and Scrappers)
	\$296,109	Interior Finishes (Lockers, Visual Display Boards, Stair Finishes, Bathroom Compartments)
	\$499,539	HVAC (AHU, Furnace, BMS, Heat Exchangers, Fan Coils, Boilers)
	\$229,796	Acoustic Wall and Ceiling Treatment (T-Bar)
	\$208,963	Plumbing (Flush Valves, Sinks, Shower Valves, Drinking Fountains, Hot Water Tanks)
	\$438,825	Electrical (Main Distribution, Switchboards, Florescent Fixtures, Emergency Lights, Security System, PA System)
	\$65,866	Site Work (Asphalt Paving, Concrete Play Area, Side Walks)
	\$366,200	Flooring
Total	\$2,783,143	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Ecole Brentwood School	\$260,725	Flooring (Includes Portables)
	\$427,758	Building Envelope (Including Portables: Metal Siding, Joint Sealer/Caulking)
	\$91,140	Exterior Doors and Windows
	\$46,145	Interior Finishes (Wall Tile)
	\$54,165	Plumbing (Water Valves, Water Heaters and Pumps)
	\$1,040,168	Boilers, HVAC Units (Air Handler, Building Controls, Hot Water Distribution Lines, Radiation Panels, Furnaces)
		\$125,555
Total	\$2,045,656	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Carbon School	\$101,620	Acoustical Ceiling Treatment
	\$408,774	Roof
	\$264,651	Flooring (Includes Gym Floor)
	\$320,344	HVAC (Air Handlers, Exhaust Fans, Unit Heaters and Fan Coils)
	\$155,520	Fire Alarm System
	\$64,258	Plumbing (Fountains, Sinks and Water Closets)
	\$125,465	Electrical (Distribution Systems, Motor Starters, PA System)
Total	\$1,440,632	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Carseland School	\$66,095	Building envelope (Caulking EIFS, Metal Siding, Doors)
	\$45,896	Metal roofing
	\$121,358	Flooring
	\$155,060	Plumbing (Water Heaters, Backflow Preventers, Water Pumps, Water Closets, Sinks)
	\$87,980	Electrical (7 Electrical Panels and Switchboards, Motor Starters, PA System)
	\$442,984	HVAC (Air Handler, Electronic Controls, BMS Controls, Fan Coils, Boilers, Heaters)
Total	\$919,373	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Crowther Memorial Jr. High School	\$372,767	Building Envelope (Windows, Doors)
	\$425,221	Flooring
	\$1,345,804	Roofing
	\$182,006	Acoustical Ceiling (T-Bar)
	\$1,345,040	HVAC
	\$97,707	Elevator
	\$556,227	Electrical (Main and Secondary Distribution Panels, Motor Controls & Florescent Lights)
Total	\$4,324,772	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Drumheller Valley Secondary School	\$110,849	Plumbing (Water Valves, Backflow Preventers (Piping), Fan Coils, Tube Radiation)
	\$213,957	Building Envelope (Caulking, Cladding, Doors)
	\$670,000	HVAC (Heat Pumps)
	\$326,398	Aluminum Windows
	\$216,893	Site Work (Paving)
	\$987,215	Roofing
Total	\$2,525,312	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Dr. Elliott School	\$801,305	Building envelope (Metal Siding, Windows, Caulking, Insulate block walls, Windows, Doors)
	\$414,485	Roofing
	\$174,296	Interior Finishes (Door Hardware, Folding Partitions, Ceramic Wall Tiles, Drywall Ceiling)
	\$71,617	Flooring
	\$95,180	Plumbing (Water Closets, Sinks, Drinking Fountains)
	\$1,342,130	HVAC (Air Handler Units, Boilers, Hot Water Distribution System, Tube Radiation, Fan Coils, Heaters, Ventilators, BMS Controls)
	\$136,426	Electrical Upgrades (Main and Secondary Distribution, Wiring, Lights , PA System)
Total	\$3,035,439	

School	Work	Major Item from Facility Condition Report (within 5 year period)
George Freeman School	New Build 2018	

School	Work	Major Item from Facility Condition Report (within 5 year period)
Greentree School	\$87,407	Building envelope (Caulking, Doors)
	\$445,569	Roofing
	\$376,000	Interior Finishes (Drywall Ceiling)
	\$148,514	Flooring
	\$161,586	Plumbing (Domestic Water Valves, Backflow Preventers, Drinking Fountains, Water Closets, Pumps)
	\$1,628,647	HVAC (Tube Radiation, Fan Coils, Air Handlers, Hot Water Distribution, Fan Coils, Rooftop Units, Pneumatic Controls)
	\$382,537	Electrical (Main and Secondary Distribution, Motor Starters, Wiring, Flourescent Lights, PA System)
Total	\$3,230,260	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Prairie Christian Academy	\$17,675	Plumbing (Water Heaters)
Total	\$17,675	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Strathmore High School	\$39,891	Building enveloped (Joint Sealer Caulking- 2021-2022)
	\$312,323	Flooring
	\$325,489	HVAC (BMS)
	\$735,396	Accoustical Ceiling (T-Bar)
	\$1,017,005	Roofing
Total	\$2,430,104	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Three Hills School	\$38,186	Building Envelope (Doors & Windows)
	\$25,780	Blinds
	\$76,085	Roof (Metal Roof)
	\$329,282	Flooring
	\$42,100	Plumbing (Domestic Water Pumps, Water Heaters, Backflow Preventers)
	\$282,922	HVAC (BMS Controls)
	\$93,247	Acoustical Wall Treatment Gym
Total	\$887,602	

School	Work	Major Item from Facility Condition Report (within 5 year period)
Trochu Valley School	\$24,080	Concrete Slabs (Repair and House Keeping Pads)
	\$92,613	Ceiling
	\$20,375	Paint Exterior Fascia, Window Frames, Doors and Block Walls
	\$611,248	Roof Membranes
	\$27,600	Interior Finishes (Doors, Bathroom Partitions, Wall Tile)
	\$33,000	Flooring
Total	\$808,916	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Westmount School	\$231,916	Structural
	\$140,561	Building Envelope (Caulking, Precast Panels, Windows, Doors)
	\$180,977	Electrical (Pneumatic Controls)
	\$457,839	Interior Finishes (Wall Partitions, Tile Wall Finishes, Gym Wall Panels)
	\$449,112	Flooring
	\$144,144	Plumbing (Water Closets, Sinks, Drinking Fountains, Water Valves and Pumps)
	\$1,772,066	Boilers, HVAC (Boiler, Furnaces, AHU, RTU, Hot Water Distribution)
	\$162,275	Acoustical Ceiling (T-Bar)
Total	\$3,538,890	

School	Work	Major Item from Facility Condition Report (within 5 year period)
Wheatland Crossing	Opened in 2016	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Wheatland Elementary School	\$15,000	Building Envelope (Exterior Doors)
	\$624,464	Roofing
	\$168,792	Interior Finishes (Stair Finishes, Corridor Acoustic Panels)
	\$70,590	Accoustical Ceiling (T-Bar)
	\$475,353	Flooring (Includes Gym Floor)
	\$79,595	Plumbing (Sinks, Water Pumps, Heaters, Backflow Preventers)
	\$683,591	HVAC (Air Handler Units, Air and Fan Coils, Unit Heaters, BMS Controls)
	\$394,100	Electrical (Electrical Branch, Switch Boards, Motor Controls, PA System)
	\$185,815	Emergency Fire Panel, Emergency Lighting
Total	\$2,697,300	

School	Estimated Remaining Work	Major Item from Facility Condition Report (within 5 year period)
Trinity Christian Academy	Report has not been completed. We asked for a Facilities Evaluation	

Note: Not included are classroom millwork, lockers and visual display boards that are noted in the school reports. These items can cost hundreds of thousands of dollars, but they also can exceed life cycle durability.

OVERALL TOTAL \$30,685,074