



MEMORANDUM

January 10, 2023
Regular Board Meeting

TO	Board of Trustees
FROM	Shauna Boyce, Superintendent
ORIGINATOR	Mark Francis, Deputy Superintendent
RESOURCE	Jordi Weidman, Director, Strategic Communications
GOVERNANCE POLICY	Board Policy 2: Role of the Board Board Policy 12: Role of the Superintendent
ADDITIONAL REFERENCE	BP 2: Resource Stewardship BP 2: Stakeholder Engagement and Communication Administrative Procedure 304: Attendance Area Administrative Procedure 850: Transportation Services <i>Education Act</i>
SUBJECT	ATTENDANCE AREA REVIEW RECOMMENDATION: RE-DESIGNATION OF PARKLAND VILLAGE SCHOOL ATTENDANCE AREA STUDENTS MOVING INTO GRADE SEVEN (7) TO GRADE NINE (9)

PURPOSE

For approval. Recommendation required.

RECOMMENDATION

That, beginning in the 2024-2025 school year, students in Grades 7-9 who reside in the Parkland Village School attendance area are redirected to attend Woodhaven Middle School rather than Prescott Learning Centre.

Further, that any current, affected students who will be in Grades 7-9 at Prescott Learning Centre in the 2024-2025 school year be permitted to remain at Prescott Learning Centre (legacy) until they complete Grade 9, and that their families are not assigned school-of-choice fees for those students who legacy and require transportation to Prescott Learning Centre, as recommended by Administration and presented at the Regular Meeting of January 10, 2023.

BACKGROUND

On January 12, 2021, the Board of Trustees directed administration to conduct an attendance area review of all schools in Parkland School Division (PSD) in order to facilitate long-term planning and the effective use of our school facilities. Population demographics continue to shift with the communities of Spruce Grove, Stony Plain and Parkland County. Board Policy 2, Role of the Board requires the Board to review and approve the attendance areas for PSD schools (Policy 2(52)).

On January 18, 2022, the Board of Trustees received the *Student Attendance Area Study* conducted by Edmonton Public Schools, Infrastructure Planning. This [study](#) outlined a number of potential options for the Board to consider. Subsequently, the Board of Trustees directed administration to further explore a number of the recommendations for review by the Board of Trustees. A summary of the recommendations including which ones were being explored further can be found [here](#).

On June 21, 2022, the Board approved re-designating students from the communities of Tonewood, Fenwyck, and Easton be re-designated to the Brookwood School and Woodhaven Middle School attendance boundaries to help address the capacity at Prescott Learning Centre.

The attendance area review conducted by Administration also provided information on further addressing Prescott Learning Centre capacity by re-designating students in the Parkland Village School catchment area who are older than the grade demographics, K-Gr.6, to be re-designated to attend Woodhaven Middle School for grade seven (Gr. 7) to grade nine (Gr. 9).

REPORT SUMMARY

Retention of the Grade 6 students at Parkland Village School commencing the 2023-2024 school year and re-designating students to Woodhaven Middle School for grades seven (7), eight (8) and nine (9) would have an immediate impact on the enrollment at Prescott Learning Centre and continue to address the capacity limitations they currently face.

Administration would be pleased to respond to any questions.

MF:kz



ATTENDANCE AREA REVIEW SUMMARY

Parkland Village School Reconfiguration (Kindergarten to Grade 6) Attendance Area for Grades 5 - 9 for Parkland Village Residents

JANUARY 2023 (Update)

Our Students Possess the confidence, resilience, insight and skills required to thrive in, and positively impact, the world.

BACKGROUND

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On January 18, 2022, the Board of Trustees received the *Student Attendance Area Study* conducted by Edmonton Public Schools, Infrastructure Planning. This [study](#) outlined a number of potential options for the Board to consider. Subsequently, the Board of Trustees directed administration to further explore a number of the recommendations for review by the Board of Trustees. A summary of the recommendations including which ones were being explored further can be found [here](#).

It is important that the attendance area review takes into consideration several factors including:

- impact on students and families,
- facility utilization,
- transportation,
- resource stewardship, and
- future growth.

While some attendance areas within PSD remain stable or slightly decline over time, a number of areas are experiencing significant and rapid growth. In particular, the communities of Stony Plain and Spruce Grove continue to grow.

Spruce Grove is one of the fastest growing communities in the Province of Alberta, with a population growth of 10% from 2016 to 2021 (34,108 in 2016 to 37,645 in 2021 - Statistics Canada).

Meanwhile, Parkland Village School experienced a pre-pandemic high of over 200 students in 2019-20 but has since experienced declining enrolment numbers.

On May 24, 2022, the Board approved the recommendation to reclassify Parkland Village School as a Kindergarten to grade five (K-5) school commencing in the 2022-2023 school year. According to the 2022-2023 Enrolment Report, that change bumped the enrollment at Parkland Village School to 157.

Another factor to consider is the overall enrollment picture for the City of Spruce Grove. Since the completion of the modernization of Woodhaven Middle School in the city's geographical centre, that school is essentially

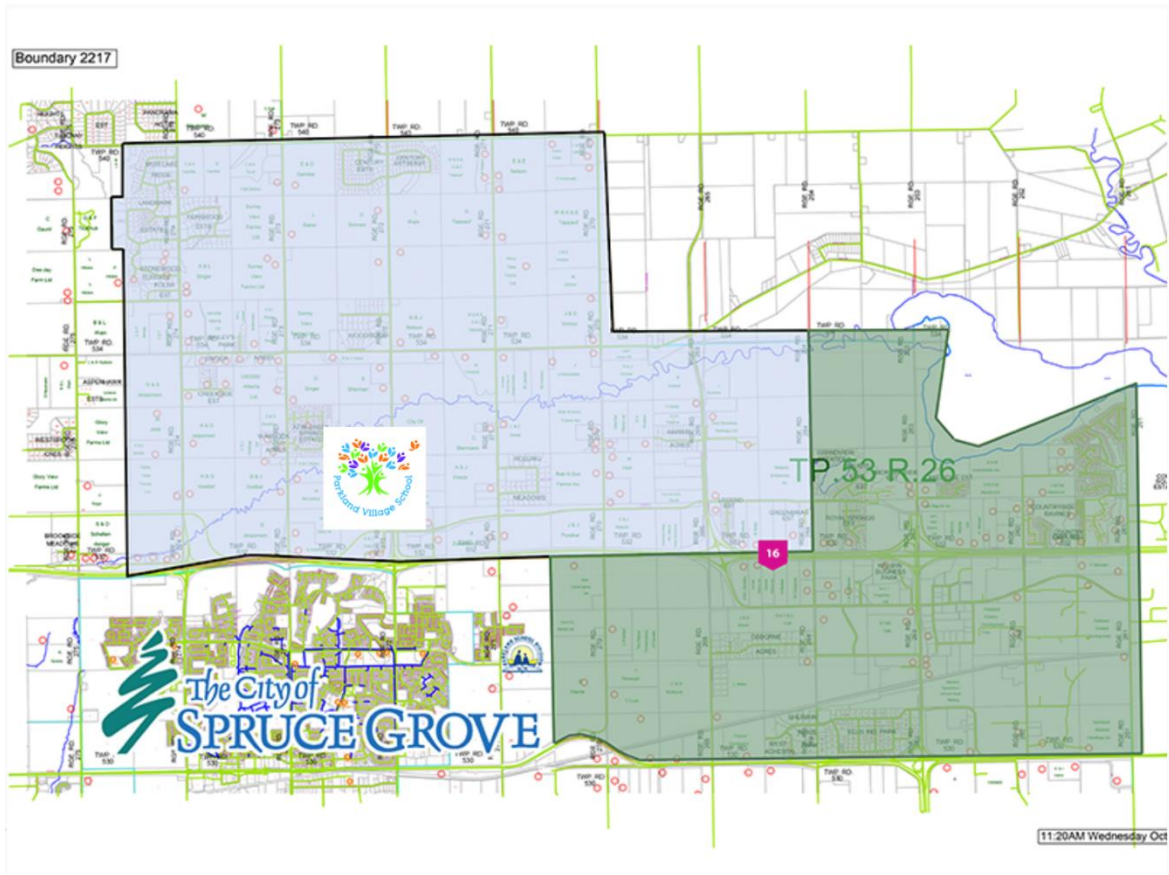
brand new and September 30th's enrolment number at Woodhaven for 2022-23 was 57% of capacity, sitting at 489 students.

The Student Attendance Area Study prepared by consultants had many references to the City of Spruce Grove and Town of Stony Plain's Area Structure Plans (ASP). These are geographical areas municipal planners and engineers use for planning and development. For the purposes of PSD's Attendance Area report, city and town neighbourhood names are referred to which are more commonly used by residents.

Recommendations Approved for 2023-24 (Spruce Grove)

- The Spruce Grove communities of Tonewood, Fenwyck, and Easton be re-designated to the Brookwood School and Woodhaven Middle School attendance boundaries, effective the beginning of the 2023-2024 school year. Further, that any current, affected students who will be in Grades 7-9 at Prescott Learning Centre in the 2023- 2024 school year be permitted to remain at Prescott Learning Centre (legacy) until they complete Grade 9, and that their families are not assigned school-of-choice fees for those students who legacy and require transportation to Prescott Learning Centre.
- The Spruce Grove community of McLaughlin be re-designated to the Brookwood School and Woodhaven Middle School attendance boundaries, effective the beginning of the 2023-2024 school year. Further, that any current, affected students who will be in Grades 7-9 at Copperhaven School in 2023-2024 school year be permitted to remain at Copperhaven School (legacy) until they complete Grade 9, and that their families are not assigned school-of-choice fees for those students who legacy and require transportation to Copperhaven School.
- The Board approved the recommendation which will pre-designate new growth areas in Spruce Grove's Shiloh Area Structure Plan (south of Highway 16 near Walmart in Spruce Grove) to Brookwood School and Woodhaven Middle School, beginning in the 2022-2023 school year.

Current Attendance Area (Parkland Village School)



Rural attendance area that feeds Parkland Village for K - 5 students, then Prescott Learning Centre for Grades 6 - 9.



Rural attendance area that feeds Prescott Learning Centre for Grades K - 9 students.

Current Attendance Area – Prescott Learning Centre (2022-2023)



Prescott Learning Centre



Greystone/Millgrove Attendance Area

Future Attendance Area – Prescott Learning Centre (2023-2024)



Prescott Learning Centre



Greystone/Millgrove Attendance Area



Brookwood/Woodhaven

Facility Considerations

Parkland Village School

Parkland Village School is in good condition, despite being an older facility.

The front office and lobby were renovated in 2021-2022. New flooring has been installed throughout the school and 57% washrooms (6 student stalls and 2 staff stalls of a total of 14 stalls) have been updated recently. The old boilers and pumps have been replaced with high efficiency boilers and the flat roofs of the school were redone 7 years ago.

The building envelope of Parkland Village School is showing signs of shifting in the foundation near the front of the school, as well as ground shrinkage around the perimeter of the building. The skirting around the base of the portables is buckling in sections. Many of the windows appear outdated with metal grating coverings.

Deferred Maintenance (September 2021)	Current FCI	Last Year's FCI
\$2,346,703	28%	27%

Should Grade 6 be added to Parkland Village School, washroom configuration will need to be addressed to accommodate the additional students. This has already been identified in the 2022-23 school year with the addition of Grade 5's.

Prescott Learning Centre

Prescott Learning Centre opened in September of 2016. At the time Alberta Infrastructure's building template included a combination of core structures and modular classrooms to accommodate growth. The original design had a capacity of 800 students including the core plus 16 modular classrooms.

At the beginning of the 2020-21 school year, an additional 2 modular classrooms and 1 modular washroom unit were added behind the west side of the school.

In September 2022, 4 additional modular classrooms and 1 additional modular washroom unit were added to the school bringing Prescott Learning Centre's capacity to (1,031).

There is no deferred maintenance at Prescott since the building is only 7 years old.

Woodhaven Middle School

Woodhaven Middle School was originally designed for 450 students in the core (no modular units), and after a recent modernization, can now accommodate 885 students. At the time of the modernization announcement and at its peak, Woodhaven Middle School was home to over 620 students. Many of those students were relocated to Prescott Learning Centre and Copperhaven School during the last attendance area review. Phase 2, which consisted of the new construction on site, was completed for the start of the 2021-22 school year.

There is no deferred maintenance at Woodhaven since the modernization and new portion of the school was added.

Parkland Village School Utilization Rates

Grades	2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	Grade Cohort Differential	2023/24
Pre-Kindergarten	24	24	16					
Kindergarten	40	33	27	31	23	17	-5	20
Grade 1	36	40	38	27	28	25	+2	17
Grade 2	39	32	41	29	28	25	-3	25
Grade 3	32	39	31	38	27	30	+2	25
Grade 4	7	30	39	26	40	24	-3	30
Grade 5	-	-	-	-	-	36	-4	24
Grade 6	-	-	-	-	-	-		36
Total	178	198	192	151	146	157		177
Total Severe Pre K/K	17	21	19	8	3	2		
Total Severe 1-4	6	4	9	13	13	12		
Adjusted Total	175	199	208	170	164	173		
Utilization	75.4%	85.8%	89.7%	73.3%	70.7%	74.6%		76.3%*

*Projected

100% Net

Capacity 232

90% Net Capacity 209

Prescott Learning Centre Utilization Rates

Grades	2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	Grade Cohort Differential	2023/24
Pre-Kindergarten	28	39	14					
Kindergarten	74	79	64	70	89	81		80
Grade 1	82	75	82	63	73	95	+6	81
Grade 2	51	83	75	80	66	74	+1	95
Grade 3	89	53	82	79	93	71	+5	74
Grade 4	104	98	62	81	81	96	+3	71
Grade 5	68	111	121	92	113	80	-1	96
Grade 6	87	78	114	114	94	116	+3	80
Grade 7	63	96	81	105	107	92	-2	116
Grade 8	65	66	87	69	106	114	+7	92
Grade 9	70	64	68	73	61	94	-12	114
Total	781	842	850	826	883	913		
Total Severe Pre K/K	20	38	27	9	2	9		
Total Severe 1-9	18	29	32	31	27	28		
Adjusted Total	786	879	902	862	895	925		

100% Net Capacity **1,031 with modulars**

90% Net Capacity **928 with modulars**

Woodhaven Middle School Utilization Rates

Grades	2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	Grade Cohort Differential	2023/24
Grade 5	150	94	88	79	108	111		114
Grade 6	140	82	97	91	82	111	+3	125
Grade 7	138	95	84	92	84	85	+3	125
Grade 8	109	88	94	67	86	87	+3	93
Grade 9	96	108	88	88	65	95	+9	95
Total	633	467	451	417	425	489		552
Total Severe 5-9	30	24	26	24	25	37		
Adjusted Total	693	515	503	465	475	563		

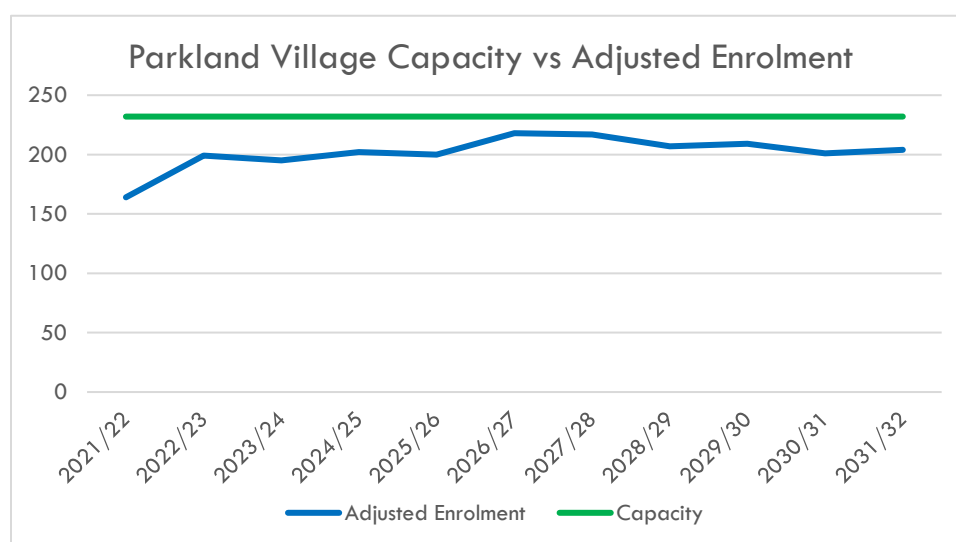
100% Net Capacity 855

90% Net Capacity 770

Utilization Scenarios (As presented by the consultant)

(Parkland Village becomes a K – 5 School)

	September 30 Enrolment					1 Year	5 Year	10 Year
Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2027/28	2032/33
Enrolment	178	198	192	151	146	189	193	198
Adjusted Enrolment	175	199	208	170	164	199	203	205
Capacity	232	232	232	232	232	232	232	232

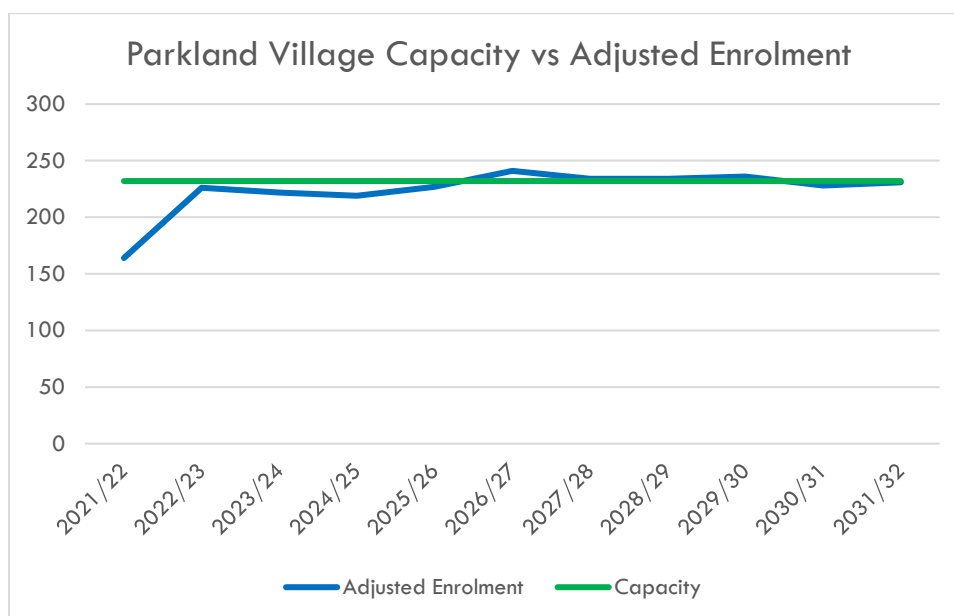


Analysis: If PVS were reconfigured as a K-5 school, it is projected to remain below capacity for the next 10 years.

Parkland Village School becomes a K-6 School

	September 30 Enrolment					1 Year	5 Year	10 Year
Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2027/28	2032/33
Enrolment	178	198	192	151	146	216	220	225
Adjusted Enrolment	175	199	208	170	164	*226	227	230
Capacity	232	232	232	232	232	232	232	232

*Parkland Village School's September 30, 2022 enrolment was 157 (173 Adjusted)



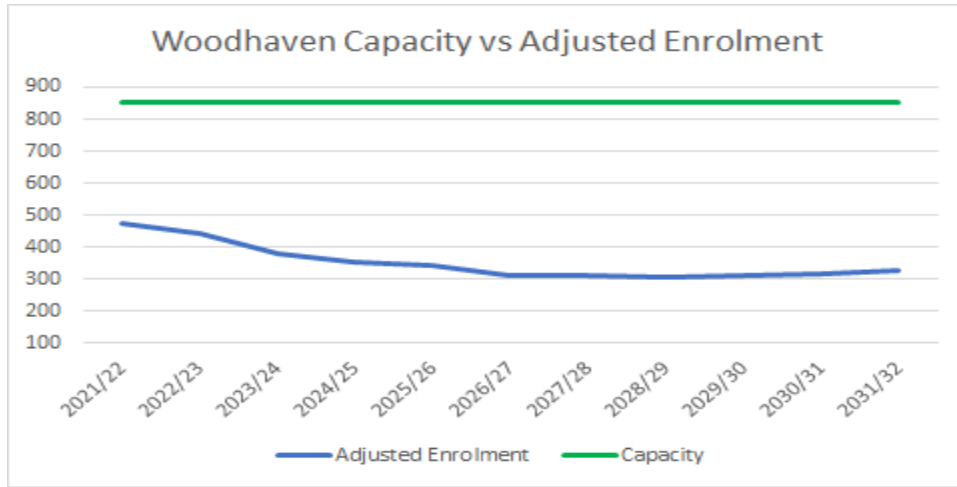
Analysis: If PVS were reconfigured as a K-6 school, it was projected that enrolment would reach capacity within 5 years.

Parkland Village Students transition to Woodhaven rather than Prescott Learning Centre

Woodhaven's current utilization and projections (with no changes):

	September 30 Enrolment					1 Year	5 Year	10 Year
Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2027/28	2032/33
Enrolment	633	467	451	417	425	398	323	293
Adjusted Enrolment	693	515	503	465	475	*442	366	340
Capacity	855	855	855	855	855	855	855	855

*Actual September 30, 2022 enrolment is 489. (563 adjusted)



Analysis: If no changes are made to Woodhaven’s current attendance area, the school was projected to remain between 40% - 52% of capacity over the next ten years.

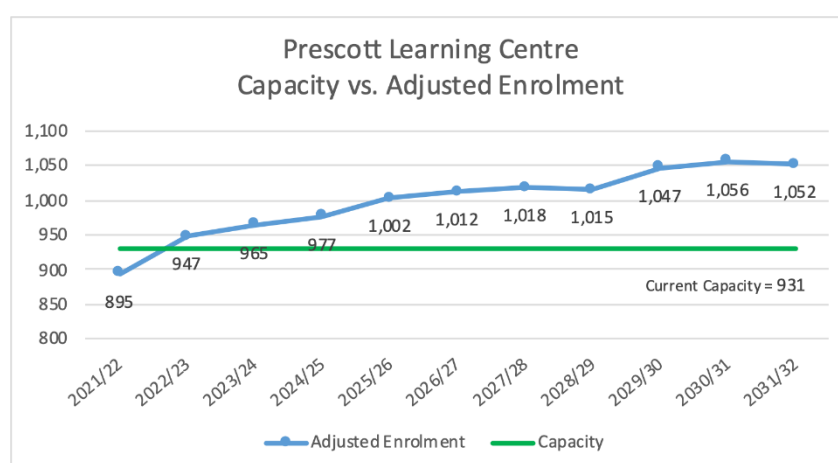
Prescott's Adjusted Enrolment with No incoming Parkland Village Grade 5's in 2023-2024 and no Grade 5's or 6's beginning in 2024-2025:

	September 30 Enrolment					1 Year	2nd Year	4 Year
Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2026/27
Enrolment	781	842	850	826	883	850	874	839
Adjusted Enrolment	786	879	902	862	895	907	898	866
Capacity	931	931	931	931	931	931	931	931

Analysis: Redirecting PVS Grade 5 students to somewhere other than PLC is projected to result in PLC reaching 100% capacity in 2024-2025 (a delay of 2 years). It should be noted however, that PLC remains about 90% utilization.

Prescott Learning Centre's Utilization Rate

Prescott Learning Centre	1957					100% Net Capacity					931 90% Net Capacity					838
	September 30 Enrolment					Projected Enrolment										
	Total Enrolment															
	Grades	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Pre Kindergarten	28	39	14													
Kindergarten	74	79	64	70	89	78	75	78	76	79	80	82	84	83	85	
Grade 1	82	75	82	63	73	91	80	76	80	77	81	82	84	86	85	
Grade 2	51	83	75	80	66	74	92	81	77	81	78	82	83	85	87	
Grade 3	89	53	82	79	93	70	78	98	86	82	86	83	87	88	90	
Grade 4	104	98	62	81	81	100	75	84	105	92	88	92	89	93	94	
Grade 5	68	111	121	92	113	105	130	97	109	136	119	114	119	115	120	
Grade 6	87	78	114	114	94	117	109	134	100	113	141	123	118	123	119	
Grade 7	63	96	81	105	107	94	117	109	134	100	113	141	123	118	123	
Grade 8	65	66	87	69	106	102	90	112	104	128	95	108	134	117	113	
Grade 9	70	64	68	73	61	99	95	84	105	97	120	89	101	125	109	
Total	781	842	850	826	883	930	941	953	976	985	1,001	996	1,022	1,033	1,025	
Total Severe Pre K/K	20	38	27	9	2	2	3	1	4	2	3	4	5	6	3	
Total Severe 1-9	18	29	32	31	27	27	29	31	30	32	27	28	31	29	33	
Adjusted Total	786	879	902	862	895	947	965	977	1,002	1,012	1,018	1,015	1,047	1,056	1,052	



Analysis: The September 30, 2022 enrolment rate at Prescott was 913 students. Note: the 100% Net Capacity has increased since the consultant's analysis with the addition of 4 modular units.

Educational Considerations

Parkland School Division acknowledges that the topic of moving students and the possibility of interrupting family routines, a degree of apprehension, and in some cases anxiety, is experienced amongst students and parents/guardians. This is natural. A closer look into the negative impacts on academic and social-emotional outcomes was warranted and as such, PSD conducted a thorough review of twenty-one studies conducted between 2000 and 2021 on the topic.

The two major findings include:

- Movement/transition between schools for elementary aged children (K to Grade 3/4) should have minimal impact, with interventions in place, and
- Recommend minimal movement for middle schools children/youth (Grade 4/5 to 8/9). Should moves be required, additional interventions and supports should be in place.

A closer look into the Literature Review can be found in the appendix.

Financial Considerations

The overall financial impact of leaving Grade 5s or Grade 5s and 6s at Parkland Village School is minimal to the Division as a whole. Base Instruction, Service & Supports, Community and Jurisdiction revenues would remain unchanged as they are based on Weighted Moving Average (WMA) calculations which would not change regardless of where the students are designated. Parkland Village School, although small, does not meet the criteria to receive rural small school funding due to its proximity to the City of Spruce Grove.

Building Utilization Maintenance funding would benefit from increasing enrolments in Parkland Village. Schools receive funding based on the utilization percentage of the building. There is a \$20 dollar per square metre (\$20/m²) difference in funding between utilized space and non-utilized space. Schools who have a utilization percentage greater than 85% receive the same funds as if they were utilized at 100%. Parkland Village School was at an 85% utilization rate for 2021-2022. Based on the current grade configurations at Parkland Village School, the utilization did drop to 74% for the 2022-23 school year, this resulted in \$10,859 less in maintenance funding. The maintenance funding will not return to 2021-22 levels until 2026-27 when the utilization percentage is expected to be above 85% again. Prescott Learning Centre would not be impacted by the grade 5 & 6 students remaining at Parkland Village as their utilization percentage would remain above 85%.

Likewise, the Building Utilization Maintenance funding for Woodhaven would increase if the students leaving Parkland were redirected from Prescott Learning Centre to Woodhaven School.

There would be a shift in per student allocations from Prescott Learning Centre to Parkland Village School for the students who remain at Parkland Village School. Based on the first 5 years, it would be an average of 47 students per year resulting in \$255,000 per year being moved to Parkland Village School's budget. This additional allocation would offset additional teachers, support staff, and supplies to provide education services to the students.

There would be no impact on the cost of Transportation under this alternative as per Transportations analysis.

Transportation Considerations

At present Parkland School Division's Regional Transportation system uses a combination of six bus routes to service Parkland Village School. These routes pick up rural PSD and Evergreen Catholic students of all grades. The routes head to Parkland Village where the Kindergarten to Grade 4 students for Parkland Village School disembark and the remaining students transfer to a different bus and head into their respective schools in Spruce Grove.

If Parkland Village School were to become a Kindergarten to Grade 6 (K-6) school, it would have no net impact for transportation when it comes to the cost of transporting those students.

If the K-6 grade configuration is adopted, it would mean that PSD would not need to transport approximately 50 students in grades 5 & 6 to Prescott Learning Centre or Woodhaven, depending on the Board's decision. The result would be the removal of part of a transfer bus route that currently travels to Parkland Village School solely to pick up Prescott Learning School students. This partial route would not be required and would be re-designated to the East Pioneer area to alleviate growing requests from students who are ineligible for transportation funding in this area. (Live less than 2.4km and more than 900 metres from their designated school who have requested transportation)

Pick up times in the morning would be the same as they are now.

Students in Grades 5 - 6 would arrive home earlier in the afternoon because Parkland Village School ends earlier than Prescott Learning Centre.

Students in Grades 7 - 9 (23 students) who live in the school attendance areas but not in Parkland Village will have no difference in times in the morning or afternoon.

Legacy Opportunities for Students

2022-2023 Parkland Village students attending Prescott Learning Centre:

Neighbourhood	ECS	Gr. 1	Gr. 2	Gr. 3	Gr. 4	Gr. 5	Gr. 6	Gr. 7	Gr. 8	Gr. 9	Total
Parkland Village	-	-	-	-	-	-	27	34	31	35	127

The following scenario was approved by the Board of Trustees when addressing residents of Tonewood, Fenwyck, and Easton neighbourhoods in Spruce Grove who used to be designated to Prescott Learning Centre(PLC).

SCENARIO 3 - ANY GRADE 7 – 9 STUDENTS LIVING IN TONEWOOD/FENWYCK/EASTON STUDENTS ARE ALLOWED TO AGE OUT AT PLC


This scenario would see the twelve (12) Grade 7-9 students living in Tonewood/Fenwyck/Easton to remain at Prescott Learning Centre until they complete Grade 9, but moving the thirty-one (31) Grade 2 to Grade 6 students to Brookwood and Woodhaven respectively, for the 2023-2024 school year.


This scenario is projected to move PLC to below 100% utilization until the 2025/26 school year.

This scenario was approved by Board motion on May 24, 2022.

Prescott Learning Centre Student Population - Adjusted Scenarios

	202 2/23	202 3/24	202 4/25	202 5/26	202 6/27	202 7/28	202 8/29	202 9/30	203 0/31	203 1/32
Current projections	930	941	953	976	985	1001	996	1022	1033	1025
S3 - "Legacy" students in 7-9, K-6 move to BW/WH	930	910	916	937	941	957	952	978	989	981

 = Above Capacity


 = 90% Capacity


Key Assumptions:

- Average of 4.5 students per grade
- Enrolment data is based on student head-count

Woodhaven Student Population – Adjusted Scenarios

	2022 /23	2022 /24	2022 /25	2022 /26	2022 /27	2022 /28	2022 /29	2022 /30	2022 /31	2022 /32
Current projections	398	339	315	294	269	259	261	257	263	276
Tonewood/Fenwyck/ Easton + PVS (grade 6) + McLaughlin	398	499	530	564	564	579	606	627	658	696
Capacity	855	855	855	855	855	855	855	855	855	855

 = Above Capacity

 =90% Capacity

Key Assumptions:

- Enrolment data is based on student head-count

Human Resources Considerations

An additional Grade 6 teacher would be required at PVS for the 2023-2024 school year, should the school re-configure again to a K-6 school. These may be reassignments from the staff at Prescott Learning Centre. Meanwhile – Woodhaven Middle School’s staff would need to adjust to match the complement of incoming students regardless of which scenarios move forward.

Schools experience enrolment fluctuation on a regular basis and this is incorporated into budgeting and hiring processes for Parkland School Division annually.

Engagement

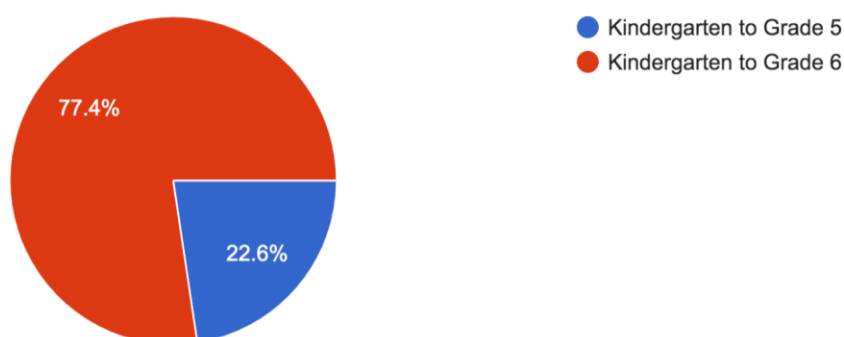
Parents and the community were surveyed during the 2021-22 school year during the first stage of the Division’s Attendance Area review. At that time, many parents were in favour of the original recommendations and brought up questions about the timeline for implementation should the reconfiguration of the school to a Kindergarten to Grade 5 or Kindergarten to Grade 6 school proceed. Many questions arose from families who also have students attending Prescott Learning Centre and wondered about scenarios where exceptions may be made for students to finish up to Grade 9 at Prescott before moving to a different school or whether they would be designated to Woodhaven Middle School right away. Follow-up questions wondered how all those decisions would impact bus fees for exception scenarios or school-of-choice scenarios.

In the 2022 engagement, parents, staff, students and community were once again invited to participate in an online survey. In the survey, it focused on the two remaining questions the Board faces, namely:

- 1) Will Parkland Village School remain a K-5 school or reconfigure again to a K-6 school?
- 2) Upon completion at Parkland Village School, will students transition to Prescott Learning Centre or Woodhaven Middle School.

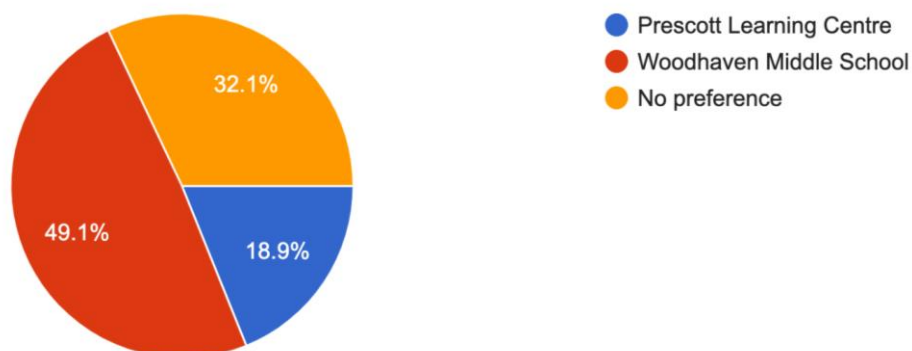
53 responded to the survey with an even distribution of families that represented students from all Grades.

77.4% of respondents felt that Kindergarten to Grade 6 configuration would be preferred in the long term.



The majority of respondents offered favourable comments supporting the K-6 grade configuration with a couple expressing concerns on large class sizes that already exist for the Grade 5 cohort. Another observation was made that students would have the opportunity for more extra curricular activities should they transition to either Woodhaven or Prescott sooner rather than later.

When directly asked which school would be preferred upon graduation from Parkland Village School, Woodhaven Middle School generated the most interest:



PSD administration met with Parkland Village School staff in November who overwhelmingly support a Kindergarten to Grade 6 configuration at the school.

Key Findings

- Recommendation to make Parkland Village School K - 6.
- Recommendation to direct Parkland Village School students to Woodhaven Middle School once they complete their program at Parkland Village School.
- Some residents have expressed an interest in reintroducing Early Education to Parkland Village School but this presents challenges as there simply are not enough students in Parkland Village's attendance area to sustain the program. Having parents transport their own children from Spruce Grove to Parkland Village becomes a barrier for enrolment. Having both Grade 6 and Early Education students at the school will present utilization challenges.