

**10 - YEAR**

# **CAPITAL PLAN**

2026-2036

Collaborated With:





 HOLY SPIRIT  
CATHOLIC SCHOOL DIVISION  
ST. BASIL CATHOLIC EDUCATION CENTRE  
620 12th STREET NORTH

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# **EXECUTIVE SUMMARY**

# EXECUTIVE SUMMARY

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**This document outlines a strategic capital investment roadmap for Holy Spirit Catholic School Division over the next decade.**

**This capital plan has been created to address the space constraints, aging infrastructure, and evolving programming needs facing the Holy Spirit Catholic School Division, with particular attention to our schools in Coaldale, Lethbridge, Bow Island, Pincher Creek, Picture Butte, and Taber.**

The Holy Spirit Catholic School Division is entering a critical decade of growth and renewal. With 16 schools and two specialized learning centres serving more than 5700 students across southern Alberta, the division faces both opportunity and challenge: rising enrolment, aging infrastructure, and evolving program demands. This Ten-Year Facilities Plan provides a strategic roadmap to ensure that every student has access to safe, modern, and future-ready learning environments.

Demographic analysis shows steady population growth in Lethbridge and surrounding communities, with West Lethbridge experiencing particularly strong pressure on existing facilities. Bow Island, Coaldale, Lethbridge, Picture Butte, Pincher Creek and Taber also reflect Alberta Government population trends, which point to sustained demand for Catholic education. These shifts will require thoughtful investment in both new construction and modernization.

Facility utilization data indicates that several schools are already operating near or above capacity, while others rely on aging infrastructure or temporary modular classrooms to meet student need. Without intervention, these pressures will limit the division's ability to deliver innovative programming, inclusive education, and expanded student services. Renewal and expansion projects are therefore essential to maintain quality and equity across the system.

This plan integrates enrolment forecasts, facility condition assessments, and municipal growth projections to identify priorities for modernization, replacement, and new school construction. It also considers Alberta Education and Childcare's funding framework, community needs, and environmental sustainability goals. By aligning internal governance strategies with external demographic and policy drivers, the division ensures that capital planning is both mission-driven and fiscally responsible.

The purpose of this plan is clear: to secure strategic investment that allows Holy Spirit's facilities to grow alongside its communities. More than a blueprint for buildings, it is a commitment to stewardship, equity, and excellence in Catholic education. Over the next decade, this plan will guide decisions that strengthen the division's mission, support diverse learners, and create lasting impact for students and families across southern Alberta.

# GOALS AND ACTIONS

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The 10-Year Capital Plan articulates Holy Spirit Catholic School Division’s long-term vision for facility stewardship, growth, and renewal.

This plan balances educational priorities with demographic trends, infrastructure realities, and responsible fiscal planning to ensure learning environments remain safe, functional, and future-ready.

The goals and actions of this plan are guided by three interconnected priority areas:

## Strategic Priority Areas

- ***Building lifecycle, modernization, expansion, and replacement***
  - Proactively addressing aging facilities through modernization, lifecycle renewal, targeted additions, and long-term replacement planning.
- ***Space utilization, programming, and community partnerships***
  - Ensuring facilities are used efficiently while supporting diverse programming, flagship initiatives, and partnerships that enhance student experience.
- ***School boundaries, municipal growth, and infrastructure planning***
  - Aligning school planning decisions with municipal development, population growth, and long-term infrastructure investment strategies.

## Key Actions

To strengthen the robustness and defensibility of this plan, Holy Spirit Catholic School Division will:

- Conduct regular facility condition assessments to improve the accuracy and application of the Facility Condition Index (FCI) in capital prioritization.
- Establish a consistent, year-over-year space utilization review process to improve data-driven planning and capacity management.
- Develop a Division-wide Programming Plan to sustain core instructional delivery while supporting innovation and specialized programming.

# METHODOLOGY AND GOVERNANCE

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**Holy Spirit Catholic School Division's capital planning framework is informed by a standardized Capital Planning Priority Calculator that evaluates potential projects using multiple weighted criteria aligned with provincial funding expectations and local conditions.**

## **Capital Planning Methodology**

Projects are assessed using a balanced set of indicators, including:

- Building condition, safety systems, maintenance trends, and energy performance
- Health and safety considerations, including code compliance and hazardous materials
- Space utilization, site constraints, and functional suitability
- Community growth trends, current utilization, and five-year enrolment projections
- Legislative and regulatory requirements, including French programming

This methodology ensures capital priorities are transparent, evidence-based, and defensible.

## **Governance and Alignment**

The 10-Year Capital Plan is developed in accordance with Alberta Education and Childcare's School Capital Manual and is reviewed annually. It is aligned with the Board-approved 3-Year Capital Plan submitted to Alberta Education and Childcare and Alberta Infrastructure.

Projects advanced through the Three-Year Capital Plan are evaluated based on:

- Clearly defined scope and demonstrated need supported by data
- Alignment between project urgency and proposed timelines
- Site readiness consistent with municipal, provincial, and federal requirements

This governance framework ensures capital planning decisions remain mission-driven, fiscally responsible, and aligned with provincial expectations.

# 10-YEAR CAPITAL PLAN RANKING

## How to Read This Chart

This chart summarizes the results of Holy Spirit Catholic School Division's Capital Planning Priority Calculator. Each school is evaluated against a standardized set of criteria, including building condition, safety, utilization, enrolment pressure, community growth, and program delivery needs.

Projects with higher total scores indicate a stronger overall priority for future capital investment and are used to guide long-range planning, project sequencing, and capital submissions to Alberta Education and Childcare as well as Alberta Infrastructure.

Project Driver	Criteria	Max Score	SFJH	FLVT	CCHS East	CSM	OLA	SMBI	SJS	TLC	SCPB	SPFA	CCH West	ESM	SPL	SMT	SMPC	STC	SPT
<b>Building Condition</b>	Facility Age, Modernization History, FCI, 5 Year Maintenance Cost, etc	95	74	61	75	81	53	56	52	23	43	26	11	23	26	30	22	3	13
<b>Health and Safety</b>	Building Code Compliance and Hazardous Materials	10	10	0	5	5	5	0	0	0	0	0	0	0	0	0	0	0	0
<b>Efficiency Solutions</b>	Space Utilization, Site Constraints	10	15	10	10	0	5	0	0	5	0	0	0	5	0	0	0	5	0
<b>Functionality and Programming</b>	Program Delivery, Student Experience, Strategic Alignment	50	25	50	30	10	15	0	10	10	5	5	15	10	5	0	5	5	0
<b>Community Renewal</b>	Neighborhood Growth Rate	15	4	10	4	10	4	4	4	4	4	10	10	4	6	4	4	6	4
<b>Enrolment Pressures</b>	Current Utilization, 5-Year Projected Utilization	15	20	0	0	0	0	17	10	17	0	10	15	7	2	0	0	12	10
<b>Legal &amp; Regulatory Requirements</b>	French Programming	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Total Points</b>	<b>200</b>	<b>148</b>	<b>131</b>	<b>124</b>	<b>106</b>	<b>82</b>	<b>77</b>	<b>76</b>	<b>59</b>	<b>52</b>	<b>51</b>	<b>51</b>	<b>49</b>	<b>39</b>	<b>34</b>	<b>31</b>	<b>31</b>	<b>27</b>
			High	High	High	Medium	Medium	Medium	Medium	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
			Strong candidate for next capital cycle			Monitor and prepare for future submission				No immediate capital funds required								8	



# CONTEXT

# CAPITAL PLANNING CONTEXT

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**Holy Spirit Catholic School Division**  
**620 – 12B Street North, Lethbridge, AB • T1H 2L7**

## **Division Statistics 2025-2026**

**Number of schools:** 16 and 2 specialized Learning Centres  
**Grade levels served:** Pre-K–12  
**Total student enrolment:** 5,648  
**Communities served:** Bow Island, Coaldale, Lethbridge, Picture Butte, Pincher Creek and Taber.



**Holy Spirit**  
CATHOLIC SCHOOL DIVISION

The Holy Spirit Catholic School Division continues to experience steady enrollment growth across its southern Alberta communities, with almost 5,700 students served in 16 schools and 2 specialized learning centres spanning Bow Island, Coaldale, Lethbridge, Picture Butte, Pincher Creek and Taber. This growth reflects both regional population trends and the division’s reputation for delivering high-quality, faith-based education in inclusive, community-rooted environments.

From 2016 to 2026 Holy Spirit added two new schools (St. Teresa of Calcutta and St. Kateri - both in Lethbridge) and modernized two existing schools (St. Michael's in Pincher Creek and St. Patrick's in Taber) However a significant portion of the division's infrastructure was originally constructed prior to 1990, and many buildings are now entering critical renewal windows. Strategic investment will be required to maintain safe, functional, and future-ready learning spaces across the schools and buildings of the school division.

Holy Spirit’s capital planning approach is guided by stewardship, equity, and long-term sustainability. Facility decisions are informed by utilization rates, building condition, program needs, and community demographics.

The division remains committed to ensuring that every student, regardless of location, has access to a safe, welcoming, and well-equipped learning environment.

# CITY OF LETHBRIDGE SNAPSHOT

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**Lethbridge is a dynamic and culturally vibrant city at the heart of southern Alberta’s prairie landscape. As the largest city in the province south of Calgary, it serves as a key hub for economic activity, education, and culture in the region.**

## **Community & Lifestyle**

The city combines urban amenities with small-town friendliness, offering families a balanced lifestyle rooted in accessibility, community engagement, and natural beauty. Framed by dramatic coulees and the iconic High Level Bridge, Lethbridge provides a striking backdrop for both everyday life and outdoor adventure.

Neighbourhoods are designed with families in mind, providing close access to schools, parks, recreation centres, and shopping. As the population continues to grow, new developments in west, north, and south Lethbridge reflect the city’s steady expansion.

## **Culture & Recreation**

Cultural landmarks such as the Galt Museum, Casa Arts Centre, and Nikka Yuko Japanese Garden, along with a full calendar of festivals and events, highlight the city’s vibrant spirit. Residents enjoy year-round recreation, from local sports leagues and hiking trails to golf courses and winter activities in nearby mountain areas.

## **Economy & Education**

Lethbridge’s economy is diverse, with strength in agriculture, healthcare, education, manufacturing, and logistics. Post-secondary institutions like the University of Lethbridge and Lethbridge Polytechnic drive innovation, attract students from across Canada and abroad, and contribute to a skilled, locally rooted workforce that supports long-term regional growth.

The city also supports a full spectrum of Public, Catholic and Francophone school options, including the Holy Spirit Catholic School Division, which provides faith-based learning from early years through to high school. French immersion and alternative programs further broaden educational opportunities.

## **Growth & Future**

According to the 2021 federal census, Lethbridge’s population stood at approximately 101,400. Projections indicate that the city’s population will continue to steadily grow. With its affordability, accessibility, and high quality of life, the city remains an attractive destination for families, newcomers, and investment, positioning Lethbridge as a cornerstone of southern Alberta’s educational, economic, and community development.

# SOUTHERN ALBERTA RURAL SNAPSHOT

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**The rural communities surrounding Lethbridge are a cornerstone of southern Alberta’s identity and strength.**

**From towns like Bow Island, Coaldale, Picture Butte, Pincher Creek, and Taber, these areas reflect a deep connection to agriculture, family, and faith-based traditions, values that align closely with the mission of the Holy Spirit Catholic School Division.**

## **Economy & Community**

Agriculture, agri-food processing, small business, and renewable energy form the backbone of the rural economy. Community centres, churches, and schools serve as vital gathering places that foster belonging and intergenerational connection.

## **Demographic Trends**

Though modest in size, many rural towns are experiencing gradual growth driven by immigration, improved transportation, and the appeal of a quieter lifestyle. Families seeking values-based education increasingly turn to Catholic schools as trusted community anchors.

## **Role of Catholic Schools**

Holy Spirit schools in these communities offer personalized, faith-infused education with the advantages of smaller class sizes and strong community ties. These schools foster leadership, cohesion, and opportunity—serving as both academic institutions and cultural pillars.

## **Strategic Imperative**

In a region where distances are wide and resources are limited, modern and well-supported Catholic schools are essential. Investment in rural education is not only a matter of equity—it is a commitment to the long-term vitality, sustainability, and resilience of southern Alberta.

# POPULATION GROWTH COMPARISON (2024)

The towns and city within the Holy Spirit Catholic School Division have experienced varied population growth over the past two decades.

From Lethbridge’s rapid urban expansion to Picture Butte’s impressive five-year surge, each community reflects distinct demographic momentum. This comparison table highlights year-over-year, five-year, and long-term growth trends across the region, offering a strategic lens for planning, investment, and educational infrastructure alignment.

Town/City	2024 Population	Year-over-Year Growth	5-Year Growth (2019–2024)	20-Year Growth (2004–2024)
Bow Island	2,169	1.45%	9.93%	24.80%
Coaldale	9,433	1.43%	5.75%	53.70%
Lethbridge	111,400	4.16%	10.60%	60%
Picture Butte	2,361	3.78%	21.50%	36.40%
Pincher Creek	3,901	1.01%	3.83%	3.97%
Taber	9,853	2.07%	10.00%	25.40%

### Key Insights

**Fastest 5-Year Growth:** Picture Butte (+21.5%)

**Highest Year-over-Year Growth:** Lethbridge (+4.16%)

**Most Significant 20-Year Growth:** Lethbridge (+60%) and Coaldale (+53.7%)

**Lowest Long-Term Growth:** Pincher Creek (+3.97%)

# GROWTH AND PLANNING

Lethbridge's population reached 106,550 in 2023, reflecting a 4.99% increase since the previous census (2019). This growth is unevenly distributed across the city's three major regions:

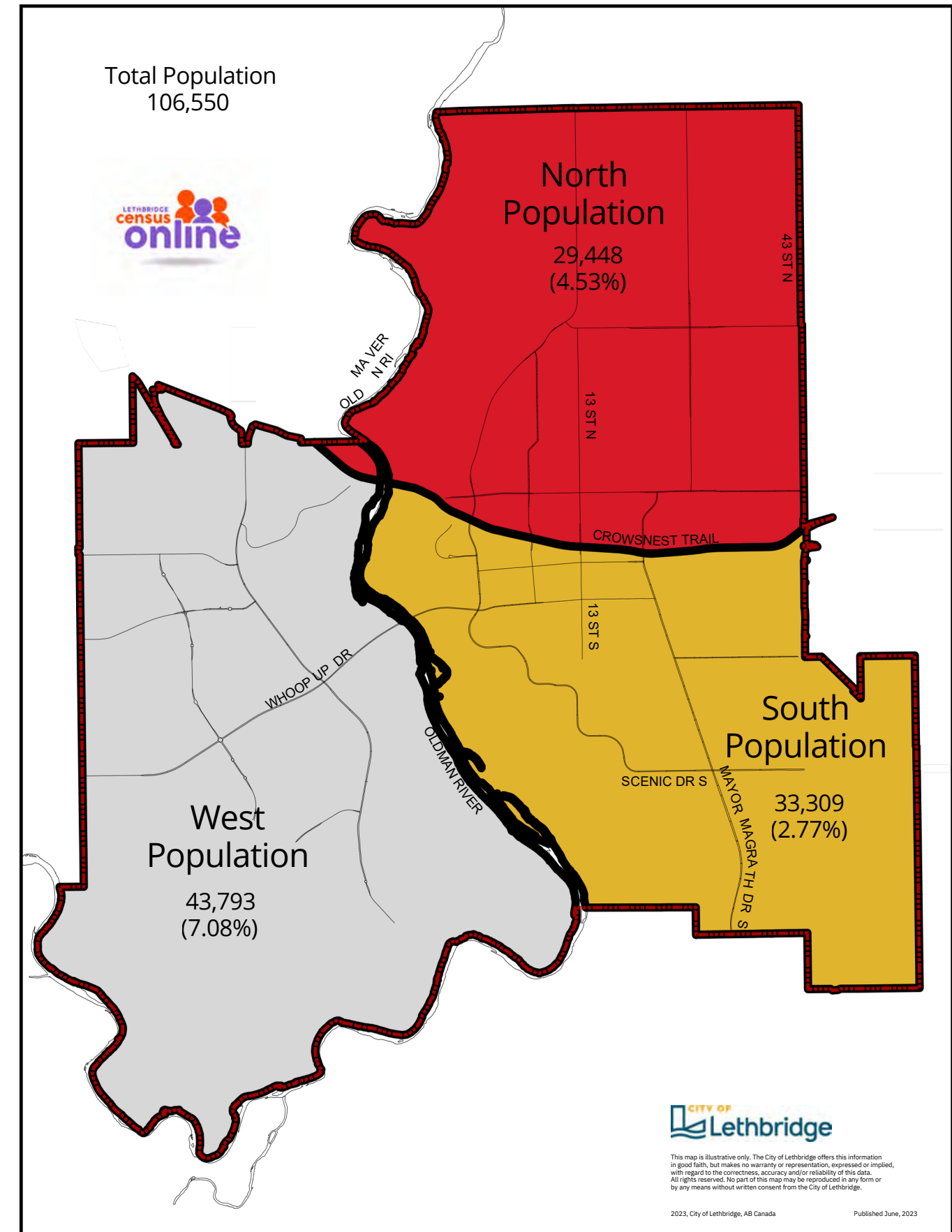
- **West Lethbridge: +7.08%**
- **North Lethbridge: +4.53%**
- **South Lethbridge: +2.77%**

West Lethbridge stands out as the city's fastest-growing quadrant, absorbing the majority of new residential development and attracting a high concentration of young families and first-time homeowners. This trend reflects broader urban dynamics, with new subdivisions, schools, and infrastructure shaping the future of the city's west side.

North Lethbridge continues to see steady, predictable growth, increasing by 4.53% since the previous census. Unlike the rapid expansion on the westside, growth in the north is shaped by a mix of mature neighborhoods, infill development and pockets of new residential construction. This area attracts a diverse blend of long-established families, newcomer, and working households, contributing to the stable community profile.

As Lethbridge evolves, this census snapshot reveals more than population growth; it signals shifting demographics, changing community needs, and the urgency of aligning infrastructure investments with growth patterns. From education and transit to recreation and healthcare, West Lethbridge's momentum demands a forward-looking, data-informed approach to planning, while North Lethbridge's impressive growth, especially in the Blackwolf neighbourhood requires careful attention and consideration.

[Source: City of Lethbridge](#)



# GROWTH AND PLANNING

## Neighbourhood-Level Growth and Educational Implications

Neighbourhood-level data from the 2023 Lethbridge Census reinforces West Lethbridge as the city’s most active and fastest-growing corridor.

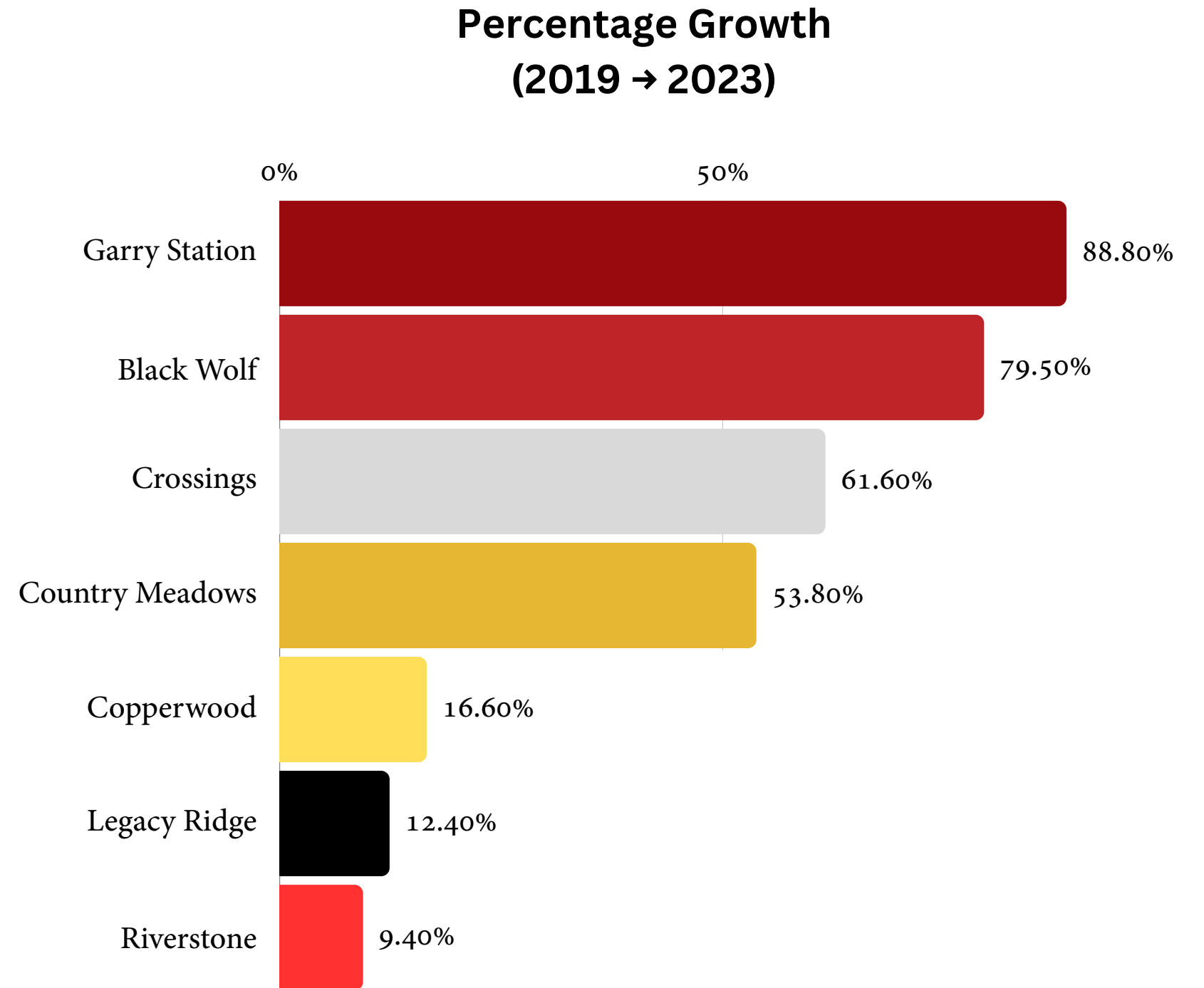
Since 2019, West Lethbridge has added nearly 3,000 residents, accounting for over 40% of total citywide growth. This surge is concentrated in high-growth communities such as Garry Station, Copperwood, and Crossings. These neighborhoods, along with the north Lethbridge communities of Black Wolf and Legacy Ridge, continue to attract young families and drive sustained residential development.

These patterns have direct implications for infrastructure planning, particularly in K–12 education. As these neighbourhoods expand, demand for elementary and secondary school capacity is rising. Without timely investment, existing schools may face:

- Overcrowding and reduced instructional space
- Longer commute times for students
- Limited access to specialized programming and inclusive supports

A proactive strategy, identifying future school sites, securing capital funding, and aligning with municipal land use plans, is essential to ensure educational infrastructure keeps pace with community needs.

West Lethbridge isn’t just growing, it’s evolving. And the city’s education system must evolve with it to support equitable access, long-term sustainability, and vibrant neighbourhood development. While North Lethbridge’s steady growth is indicative of the spirit displayed in this historical part of the city and deserves careful planning and attention.



Source: Lethbridge News

# GROWTH AND PLANNING

The GIS map highlights Lethbridge's designated future development zones, with a concentration of planned residential expansion in West Lethbridge, North Lethbridge, and select infill areas across the city.

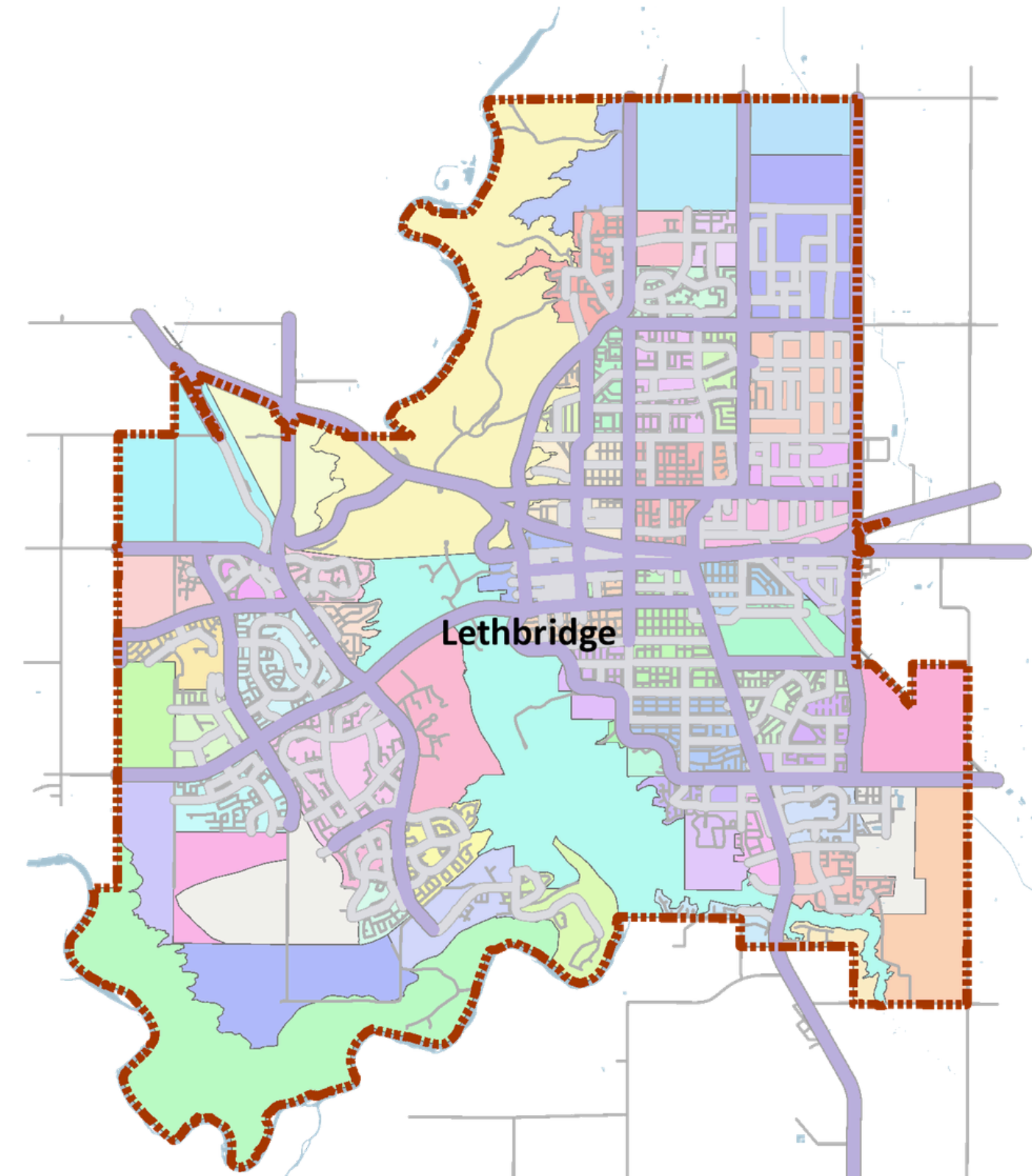
These growth corridors are expected to absorb the majority of new housing over the next decade, driven by municipal land use plans, subdivision approvals, and infrastructure investments. As new families settle in these areas, demand for K-12 school capacity will rise, particularly in elementary and middle years programming.

To remain responsive, Holy Spirit Catholic School Division must:

- Identify and secure future school sites in alignment with municipal growth plans
- Coordinate with city planners to ensure educational infrastructure is embedded in new communities
- Advance capital submissions that reflect projected enrolment and demographic shifts
- Prioritize equity and access to ensure all students benefit from modern, well-located learning environments

Strategic planning today will ensure that tomorrow's neighbourhoods are supported by resilient, inclusive, and future-ready Catholic schools.

(Note: Boundary lines for the City of Lethbridge are shown in red. While the yellow, blue and green areas indicate coulees, you can see the growth potential in areas of north, south and west.)



Source: [Lethbridge GIS](#)



## Key Take Aways

Lethbridge and the surrounding rural communities across southern Alberta are experiencing steady growth, driven by a diverse economy, expanding neighbourhoods, and a strong commitment to education.

As demand increases in both urban and rural areas, schools must be equipped to meet the evolving needs of all students. Investment in modern, inclusive, and adaptable educational spaces is essential to ensure safe, high-quality learning environments that support long-term community growth and student success across the entire region.



# GUIDING DOCUMENTS

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**Holy Spirit Catholic School Division's Ten-Year Capital Plan is shaped by municipal development plans, provincial guidelines, and facility assessments.**

**These documents ensure that school infrastructure decisions align with community growth, Alberta Education and Childcare priorities, and long-term sustainability.**

## **City of Lethbridge & Lethbridge County – Intermunicipal Development Plan (IDP)**

The IDP provides a shared vision for managing growth, land use, and infrastructure across the region. It supports:

- Sustainable, coordinated development
- A resilient regional economy
- High quality of life for residents
- Respect for both rural and urban identities

This collaborative framework ensures that future planning supports community well-being, environmental stewardship, and efficient service delivery - critical factors in school site selection and long-term capital alignment.

## **Town of Taber, Town of Bow Island, and Town of Pincher Creek – Municipal Development Plans (MDPs)**

Each municipality has adopted its own MDP to guide local growth, land use, and infrastructure priorities. These plans emphasize:

- Alignment of school sites with residential growth patterns
- Support for community services and amenities
- Integration of educational facilities into long-term municipal planning
- Responsiveness to rural and small-town identities

Together, these municipal frameworks provide essential context for Holy Spirit's facility planning, ensuring that capital investments reflect both local and regional development trajectories.

## **Alberta Education and Childcare & Alberta Infrastructure**

The Alberta Ministry of Education and Childcare developed the School Capital Manual to guide school jurisdictions in:

- Prioritizing and implementing infrastructure projects
- Preparing three-year capital plans
- Securing funding for approved submissions

It defines roles and responsibilities for school divisions and ensures that capital planning aligns with provincial standards for educational facility development and modernization.

## **Facility Assessments and Provincial Grants**

Between 2013 and 2018, Alberta Infrastructure conducted facility condition assessments for 12 schools in the Holy Spirit Catholic School Division. These evaluations provide a snapshot of asset age and condition at the time of assessment.

Provincial grants, including Operations and Maintenance (O&M), Infrastructure Maintenance and Renewal (IMR), and Capital Maintenance and Renewal (CMR), support repair and replacement of building components, from daily wear to major upgrades. Additional programs such as School Now and the Modular Classroom Program provide targeted funding for approved projects.



# **CAPITAL PROJECT REQUEST PLAN**

# CAPITAL PRIORITIES SUMMARY

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**Capital investment in Holy Spirit Catholic School Division facilities is supported through a combination of provincial funding programs administered by Alberta Education and Childcare & Alberta Infrastructure.**

**These programs are designed to address different types of capital needs, ranging from long-term facility renewal and modernization to capacity expansion and targeted maintenance.**

**Access to capital funding is competitive and prioritized at the provincial level. As a result, projects must be clearly defined, defensible, and aligned with provincial criteria, enrolment demand, and long-term infrastructure strategies.**

## **Primary Capital Funding Programs**

### **Planning and Pre-Planning Funding**

Planning, pre-planning, and value scoping studies support early-stage project development by validating scope, feasibility, and alignment with provincial priorities. These studies position school jurisdictions to advance well-defined projects when capital funding opportunities arise.

### **Modernization and Replacement Programs**

Modernization and replacement funding addresses aging school facilities that no longer meet educational, safety, or operational standards. These projects focus on renewing core building systems, improving functionality, enhancing accessibility, and supporting contemporary teaching and learning environments.

### **Expansion and New Construction**

Expansion and new school construction funding responds to sustained enrolment growth and capacity pressures. These investments ensure permanent instructional space is delivered in growing communities and high-demand catchments.

### **Maintenance and Lifecycle Support Programs**

Provincial maintenance-related funding programs support ongoing repair, renewal, and lifecycle upkeep of school facilities. While these programs address essential infrastructure needs, they do not replace comprehensive modernization or long-term renewal initiatives.

### **Strategic Implications**

Successful capital investment depends on proactive planning, strong alignment with municipal growth patterns, and defensible evidence of need. Holy Spirit Catholic School Division's Ten-Year Capital Plan ensures the Division remains capital-ready by clearly identifying priorities, advancing early planning studies, and aligning facility strategies with provincial funding frameworks.

# CAPITAL FUNDING PROGRAMS

## Holy Spirit Catholic School Division's capital priorities over the next decade focus on:

- Renewing or replacing aging infrastructure
- Adding permanent capacity in high-growth areas
- Improving program delivery through flexible, inclusive learning spaces
- Supporting long-term lifecycle planning and infrastructure sustainability
- Strengthening career and trades pathways through purpose-built facilities

These priorities are guided by facility condition needs, enrolment projections, and alignment with Alberta Education and Childcare's capital planning framework.

## Prioritization Criteria

### 1. Building Lifecycle, Condition, and Renewal Needs

- Facility condition and system performance
- Building age and renewal requirements
- Safety and accessibility considerations

### 2. Space Utilization, Enrolment, and Programming Needs

- Current and projected enrolment
- Capacity pressures and utilization rates
- Program delivery needs, including specialized and inclusive supports

### 3. Alignment With Municipal Growth, Boundaries, and Strategic Planning

- Consistency with municipal growth and long-term development
- Boundary implications and catchment impact
- Alignment with Division goals, community needs, and provincial priorities



# CAPITAL PROJECT REQUEST PLAN

The 2026-2036 10-Year Capital Plan includes the entire portfolio of Holy Spirit Catholic School Division buildings, as well as outstanding priorities from the 2015-2025 10-Year Capital Plan. It is important to both understand historical context of our school communities and prepare for future generations of learners with strategic foresight. Additionally, we need to be able to integrate school-specific needs within a division-wide plan.

Many factors, both internal and external, influence how we prioritize our Capital Plan. While a building modernization, addition, or replacement itself is a tangible outcome of a capital project, we also wanted to stress the importance of how factors such as curriculum, programming, technology trends, municipal growth are the critical decision drivers.

Priority	School - Community	Grades	Construction Year	Funding Type	Project Type	Possible Funding Required	Project Drivers
1	St. Francis Junior High School (Lethbridge)	7-9	1958 <ul style="list-style-type: none"> <li>Additions 1963, 1966, 1985</li> <li>Partial modernization 1985, 2003</li> </ul>	Planning	Replacement	\$250,000	Health and Safety, Functionality and Programming
2	Father Leonard Van Tighem School (Lethbridge)	K-9	1991 <ul style="list-style-type: none"> <li>Portables 1998, 2008, 2015, 2019, 2020, 2021</li> </ul>	Pre-Planning	Mini-Modernization	\$75,000	Functionality and Programming
3A	Catholic Central High School - Dual Campus (Lethbridge)	10-12	1948 - Campus East 2010-Campus West	Pre-Planning	Value Scoping	\$75,000	Efficiency Solutions, Functionality and Programming
3B	Catholic Central High School - East Campus (Lethbridge)	10-12	1948 <ul style="list-style-type: none"> <li>Additions 1958, 1966, 1985, 1998</li> <li>Portables 2004</li> <li>Modernization 1998</li> </ul>	Pre-Planning	Modernization	\$75,000	Health and Safety, Functionality and Programming
4	Children of St. Martha Elementary School (Lethbridge)	K-6	1987 <ul style="list-style-type: none"> <li>Additions 1990, 1996</li> </ul>	Pre-Planning	Mini-Modernization	\$75,000	Community Renewal, Building Condition
5	Our Lady of the Assumption Elementary School (Lethbridge)	K-6	1956 <ul style="list-style-type: none"> <li>Additions 1960, 1998, 2011</li> </ul>	Pre-Planning	Value Scoping	\$75,000	Community Renewal, Building Condition, Efficiency Solutions
6	St. Michael's School (Bow Island)	K-9	1960 additions 1963, 1966, 1971, 2000	Pre-Planning	Value Scoping	\$75,000	Community Renewal, Building Condition, Efficiency Solutions

# CAPITAL PROJECT REQUEST PLAN

The following schools require further study into the criticality ranking and project drivers. They will require attention in the next 10 to 20 years.

Priority	School - Community	Grades	Construction Year	Utilization (as of Feb. 2025)	Priority Ranking	Project Drivers
7	St. Joseph School (Coaldale)	K-9	1959 <ul style="list-style-type: none"> <li>Additions 1967, 1973, 1976, 1984, 1986, 2002</li> <li>Modernization 2002</li> </ul>	76%	76 - Medium	Building Condition; Enrolment Pressures; Community Renewal
8	Trinity Learning Centre (Lethbridge)	10-12	1957 <ul style="list-style-type: none"> <li>Modernized 1997,</li> <li>Renovated 2021</li> </ul>	104%	59 - Low	Enrolment Pressures; Functionality & Programming
9	St. Catherine School (Picture Butte)	K-9	1959 <ul style="list-style-type: none"> <li>Additions 1970, 1983, 2009</li> <li>Modernization 2009</li> </ul>	62%	52 - Low	Building Condition; Community Renewal
10	Catholic Central High School - West Campus (Lethbridge)	10-12	2010	68%	51 - Low	Efficiency Solutions, Functionality and Programming
11	St. Patrick Fine Arts Elementary School (Lethbridge)	K-6	2004 <ul style="list-style-type: none"> <li>Portables 2009, 2010, 2011</li> </ul>	97%	51 - Low	Enrolment Pressures; Functionality & Programming
12	Ecole St. Mary (Lethbridge)	K-6	1951 <ul style="list-style-type: none"> <li>Modernized 2006</li> </ul>	87%	49 - Low	Enrolment Pressures; Legal & Regulatory Requirements (French Programming)
13	St. Paul Elementary School (Lethbridge)	K-6	2003	84%	39 - Low	Community Renewal; Enrolment Pressures
14	St. Mary's School (Taber)	10-12	2003	43%	34 - Low	Community Renewal; Efficiency Solutions
15	St Teresa of Calcutta Elementary School (Lethbridge)	K-6	2016	103%	31 - Low	Enrolment Pressures
16	St. Michael's School (Pincher Creek)	K-12	1954 <ul style="list-style-type: none"> <li>Modernized 2017</li> </ul>	77%	31 - Low	Building Condition; Community Renewal
17	St. Patrick Elementary School (Taber)	K-5	1962 <ul style="list-style-type: none"> <li>Modernized 2017</li> </ul>	82%	27 - Low	Building Condition; Community Renewal



# PRIORITY 1: ST. FRANCIS JUNIOR HIGH SCHOOL



## Priority 1:

St. Francis Junior High School (Lethbridge)

## Project Type:

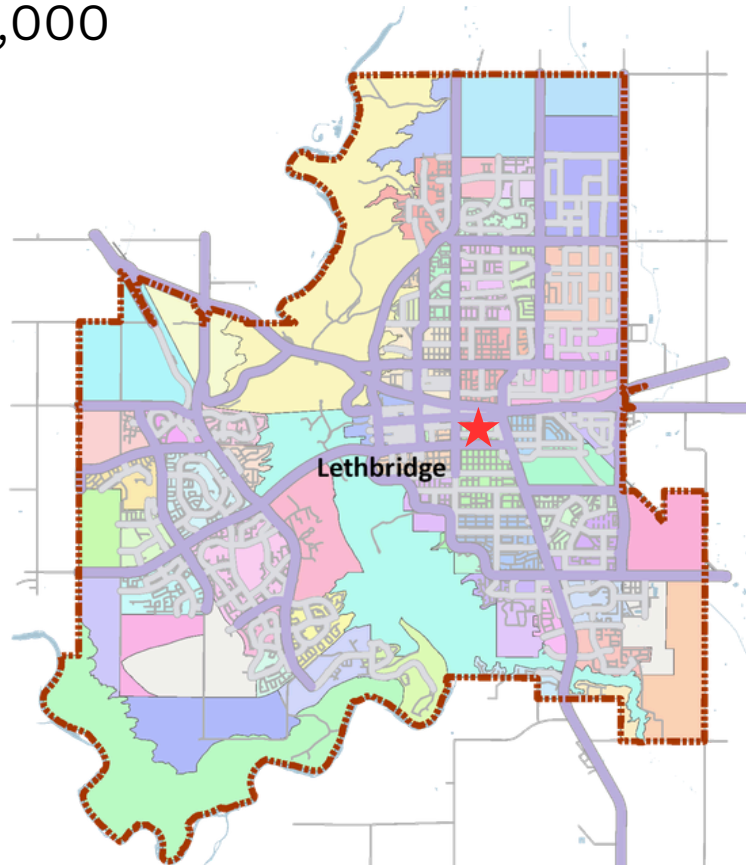
Planning and Design Funding for Replacement School (\$250,000)

## Timeline:

2026-2027

## Estimated Construction Cost of New Building:

\$44,915,000



## Project Overview

Following the completion of a value scoping study, St. Francis Junior High School has been identified for full replacement. The existing facility, originally constructed in 1958 with multiple additions in the 1960s and 1980s, no longer supports modern educational delivery, operational efficiency, or long-term lifecycle viability. A replacement school will provide a purpose-built junior high facility that supports contemporary programming, inclusive learning environments, and long-term enrolment growth in North and South Lethbridge. This project will eliminate longstanding infrastructure constraints and create a modern, flexible, and accessible learning environment aligned with current and future educational needs.

## Rationale

St. Francis Junior High School's aging mechanical, electrical, and plumbing systems no longer provide the performance or reliability required for a modern educational facility. The current building layout restricts delivery of CTF, fine arts, and inclusive education due to inflexible and outdated spatial design. Accessibility limitations, aging systems, and structural constraints make modernization less effective and less cost-efficient compared to full replacement.

Replacement will address these longstanding issues by providing a high-quality, future-ready learning environment that supports instructional continuity, collaborative learning, and inclusive education. The school's central location and stable enrolment base make it a strong candidate for reinvestment and replacement, ensuring the Division can continue to meet growing junior high demands in North and South Lethbridge.

## Preliminary Replacement Scope (to be confirmed through design development)

- Construct a new, purpose-built junior high facility
- Develop flexible, inclusive, and collaborative learning environments
- Incorporate modern CTF, fine arts, and interdisciplinary instructional spaces
- Provide full barrier-free accessibility throughout the facility
- Improve site circulation, safety, and student drop-off/pick-up flows
- Support long-term capacity for projected enrolment growth

## Strategic Alignment

This replacement project supports Alberta Education and Childcare's vision for modern, inclusive, and future-ready schools. It aligns with Alberta Infrastructure's criteria for lifecycle renewal, utilization optimization, and educational functionality. By replacing an aging facility with a new purpose-built school, the project strengthens program delivery, enhances equity across the Division, and supports long-term community sustainability.

# PRIORITY 1: ST. FRANCIS JUNIOR HIGH SCHOOL



## Why Now?

St. Francis Junior High School is currently at 102% utilization, rising to 110% by 2029, with sustained enrolment pressure expected through 2034. The existing facility's aging infrastructure, limited accessibility, and inflexible layout restrict the Division's ability to deliver high-quality junior high programming.

Replacement is essential to maintain instructional continuity, support inclusive education, and ensure the school remains a key anchor for families in North and South Lethbridge.



## Health & Safety

Aging HVAC, electrical, and plumbing systems raise reliability concerns for daily operations and emergency response. Limited barrier-free access and outdated fire safety infrastructure impede safe movement and inclusive participation.

## Building Condition

Core building systems are nearing or at end-of-service life. Structural and envelope components reflect significant lifecycle deterioration, making long-term reinvestment in the existing building inefficient.

## Enrolment Pressure

With utilization expected to exceed 110% by 2029, the current facility cannot support projected demand or required junior high program expansion.

## Functionality & Programming

Outdated learning spaces restrict delivery of CTF, fine arts, science, and inclusive education. The lack of breakout rooms, flexible learning areas, and modern collaborative spaces limits alignment with contemporary pedagogy.

## Purpose of the Replacement School

- Address critical infrastructure limitations
- Provide modern, adaptable, and inclusive learning environments
- Improve safety, accessibility, and building performance
- Align with Alberta Infrastructure replacement and modernization criteria
- Address enrollment pressures

## Strategic Continuity

This replacement project anchors the Division's Ten-Year Capital Plan and supports long-term instructional, operational, and community goals. It ensures St. Francis Junior High School remains a high-performing, future-ready facility and a well-supported candidate for provincial investment focused on lifecycle renewal and educational equity.





# PRIORITY 2: FATHER LEONARD VAN TIGHEM SCHOOL

## Priority 2:

Father Leonard Van Tighem School (Lethbridge)

## Project Type:

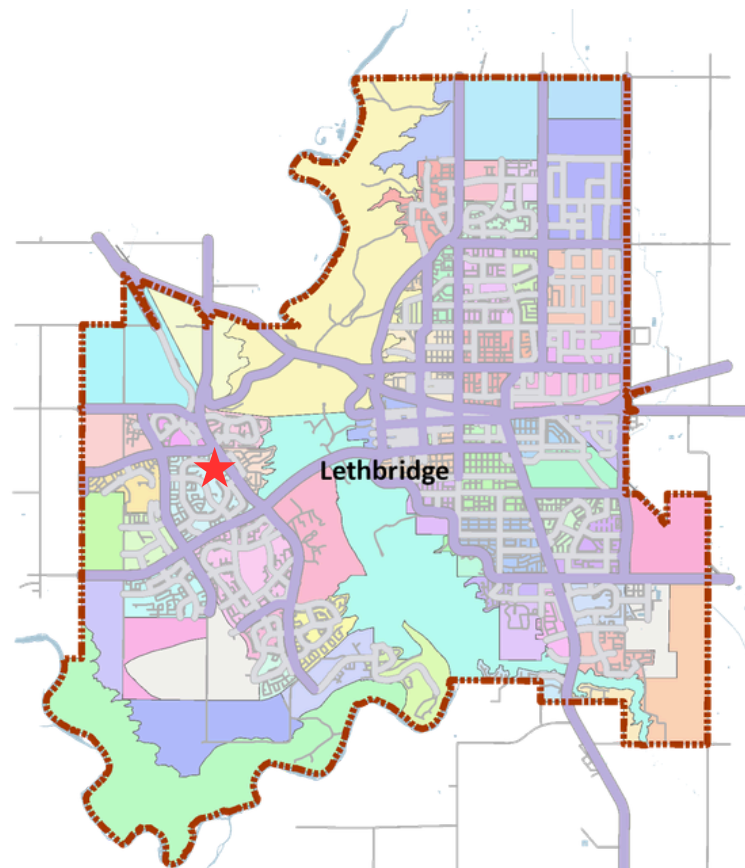
Pre-Planning for Mini-Modernization (\$75,000)

## Timeline:

2026-2027

## Estimated Cost of Mini-Modernization:

TBD



## Project Overview

Father Leonard Van Tighem School is a well-established facility in West Lethbridge, currently transitioning from a K–9 configuration to a dedicated Grade 7–9 junior high school. This shift, combined with aging infrastructure and sustained enrollment growth, necessitates a targeted modernization to ensure program continuity, infrastructure renewal, and long-term viability.

## Rationale

The school is operating near optimal utilization, with limited spatial flexibility to accommodate projected enrolment growth and evolving program delivery requirements. West Lethbridge continues to experience strong residential development, placing sustained demand on junior high school programming.

Transitioning to a Grade 7–9 learning model requires reconfiguration of instructional spaces to better support junior high pedagogy, CTF delivery, and inclusive education. Several core building systems are approaching the end of their functional service life and require renewal to maintain reliable operations. Modernization will also reduce reliance on modular classrooms and improve overall operational efficiency.

## Objectives of the Modernization Project

- Reconfigure classrooms to support junior high programming
- Upgrade CTF, science, and flexible learning spaces
- Replace aging mechanical and electrical systems in alignment with FCA recommendations and lifecycle priorities
- Improve washrooms, common areas, and accessibility features
- Enhance site layout for traffic flow, safety, and barrier-free access
- Align facility upgrades with Alberta Infrastructure criteria

## Strategic Alignment

This project supports Alberta Education and Childcare’s capital planning framework and advances the division’s goals for safe, inclusive, and future-ready learning environments. It positions FLVT as a resilient, strategically located junior high hub serving West Lethbridge’s growing population.

# PRIORITY 2: FATHER LEONARD VAN TIGHEM SCHOOL



## Why Now?

Father Leonard Van Tighem School is identified in the Division's 10-Year Capital Strategy for targeted modernization. The transition to a 7–9 configuration and aging infrastructure position 2028–2030 as the strategic window for investment, balancing infrastructure urgency, and program transition.

Planning will validate scope, cost, and long-term viability before advancing to Alberta Infrastructure for formal submission.



## Capital Drivers Supported

### Health & Safety

Aging fire alarm and PA systems raise reliability concerns for emergency response. Poor thermal performance and envelope air leakage compromise comfort, energy efficiency, and indoor air quality.

### Building Condition

Core systems, including boilers, AHUs, BMCS controls, and envelope components, are past their lifespan. Deferred maintenance exceeds \$3.88M, with a replacement cost of \$18.97M, underscoring the need for targeted reinvestment and lifecycle renewal.

### Enrollment Pressure

Father Leonard Van Tighem School is operating near capacity, with continued growth projected due to West Lethbridge residential development. Without intervention, space constraints will disrupt program delivery, scheduling flexibility, and equitable access to specialized services.

### Functionality & Programming

The current layout limits CTF, science, and inclusive education delivery. The absence of breakout rooms, flexible spaces, and barrier-free amenities limits the delivery of CTF, science, and inclusive education and restricts the creation of adaptable, student-centered learning environments.

### Purpose of the Modernization

- Address aging infrastructure and deferred maintenance
- Support 7–9 program transition and junior high pedagogy
- Align upgrades with educational programming and Alberta Infrastructure criteria
- Prepare for future capital submission

### Strategic Continuity

This modernization bridges the current 10-Year Capital Strategy with long-term infrastructure renewal. It ensures FLVT remains a top-tier investment priority with a defensible, data-driven modernization pathway.



# PRIORITY 3A: CATHOLIC CENTRAL HIGH SCHOOL

**Priority 3A:**

Catholic Central High School

**Project Type:**

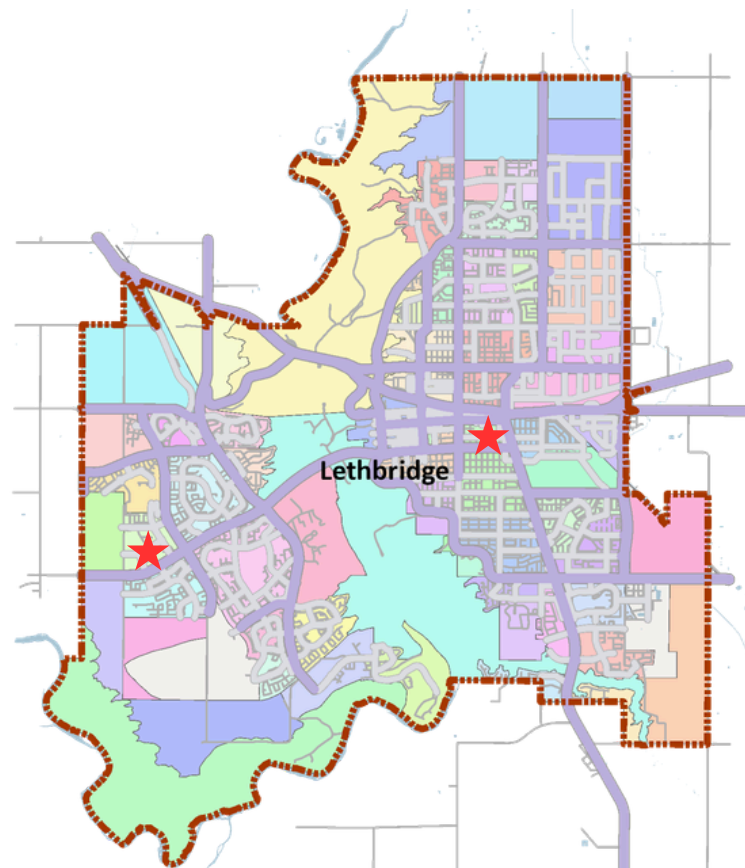
Value Scoping Study (\$75,000)

**Timeline:**

TBD

**Estimated Cost:**

TBD



**Project Overview**

Catholic Central High School operates across two campuses in Lethbridge: East and West. The West Campus is a newer, modernized facility with infrastructure capable of supporting comprehensive high school programming. The East Campus, while central to the school’s legacy, faces increasing infrastructure challenges, limited CTS spaces, and the ability to offer robust programming on that campus.

This value scoping study will evaluate modernization opportunities across both campuses, with a focus on optimizing program delivery, addressing aging infrastructure, and preparing for future enrollment growth. The study will assess facility readiness, instructional needs, and capital planning options - without presupposing any structural reconfiguration.

**Rationale**

Infrastructure disparities between the East and West campuses, combined with demographic shifts and rising high school enrollment, warrant a strategic review. This study will help determine how best to support inclusive, flexible, and future-ready learning environments across both sites.

**Objectives of the Value Scoping Study**

- Assess facility condition and infrastructure capacity at both campuses
- Review current and future program delivery needs, including CTS and inclusive education
- Identify modernization strategies that support long-term operational efficiency
- Align potential upgrades with Alberta Education and Childcare & Infrastructure criteria
- Prepare for future capital submission and lifecycle planning

**Strategic Alignment**

This project supports Alberta Education and Childcare’s capital planning framework and advances Holy Spirit’s goals for safe, inclusive, and responsive learning environments. It lays the groundwork for a defensible modernization strategy that reflects community growth and evolving student needs.

# PRIORITY 3A: CATHOLIC CENTRAL HIGH SCHOOL



## Why Now?

Catholic Central is approaching a critical juncture. The East Campus faces significant deferred maintenance, while the West Campus offers modern infrastructure and capacity. With high school enrollment projected to increase, the division must ensure both campuses are equipped to deliver high-quality programming and student supports.

A value scoping study in 2026–2027 will validate scope, cost, and long-term viability before advancing to Alberta Infrastructure for formal submission. It ensures the Division remains capital-ready and aligned with provincial funding frameworks.

## Capital Drivers Supported:

### Health & Safety

The East Campus has aging fire alarm, PA, and intrusion systems that pose reliability risks for daily operations and emergency response. Modernization would enable targeted upgrades and improved safety protocols.

### Building Condition

Several major building systems at the East Campus, including mechanical and envelope components, have experienced significant lifecycle aging. A strategic assessment is required to understand renewal priorities and support long-term facility performance and reliability.

### Enrollment Pressure

Catholic Central operates near capacity across both campuses. A modernization strategy will support better distribution of students, improved scheduling, and enhanced access to specialized programming and student services.

### Functionality & Programming

The West Campus offers stronger infrastructure for CTS, athletics, and inclusive education. The study will explore how to leverage these strengths to support equitable program delivery across both sites.

### Purpose of the Study

- Assess the feasibility of program delivery across two campuses
- Identify cost-effective design and operational options
- Align upgrades with educational programming and Alberta Infrastructure criteria
- Prepare for future capital submission

### Strategic Continuity:

This study bridges the Division's current operational strategy with its emerging 10-Year Capital Plan. It ensures Catholic Central remains a top-tier investment priority with a defensible, data-driven modernization pathway.



# PRIORITY 3B: CATHOLIC CENTRAL HIGH SCHOOL EAST CAMPUS

**Priority 3B:**

Catholic Central High School - East

**Project Type:**

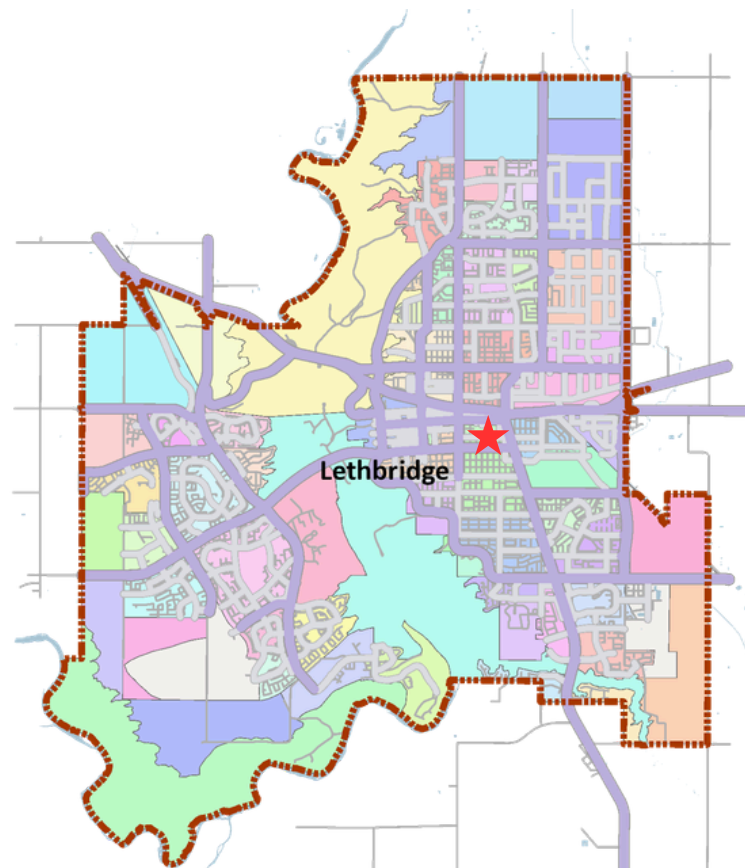
Pre-planning for Modernization (\$75,000)

**Timeline:**

TBD

**Estimated Cost of Modernization:**

TBD



**Project Overview**

Catholic Central High School East Campus is a legacy facility serving a diverse urban catchment in central Lethbridge. Originally constructed in 1948 with multiple additions through 2001, the campus underwent a major modernization in 1998. Today, core systems and infrastructure are well beyond their expected lifespan, with significant deferred maintenance, spatial inefficiencies, and aging building components.

A full modernization is required to restore core functionality, improve educational delivery, and ensure long-term viability. This project will focus on renewing infrastructure, enhancing inclusive and CTS programming environments, and aligning the facility with Alberta Infrastructure modernization criteria.

**Rationale**

The East Campus faces escalating risks to operational continuity and student experience due to aging mechanical, electrical, and envelope systems. Modernization will reduce lifecycle costs, improve safety and accessibility, and support equitable access to specialized programming for a growing high school population.

**Objectives of the Modernization**

- Replace end-of-life mechanical, electrical, and roofing systems
- Improve energy efficiency, thermal comfort, and indoor air quality
- Reconfigure learning environments to support CTS, fine arts, inclusive education, and collaborative instruction
- Enhance accessibility and barrier-free design
- Align facility upgrades with Alberta Infrastructure modernization criteria

**Strategic Alignment**

This project supports Alberta Education and Childcare’s capital planning framework and advances Holy Spirit’s goals for safe, inclusive, and future-ready learning environments. It positions Catholic Central East Campus as a resilient, pedagogically aligned facility capable of serving future generations.

# PRIORITY 3B: CATHOLIC CENTRAL HIGH SCHOOL

## Why Now?

The 2023 Facility Condition Assessment (FCA) identifies urgent infrastructure and educational constraints at Catholic Central East Campus:

- Facility Condition Index (FCI): 0.2442
- Deferred Maintenance: Over \$9.4 million
- Replacement Cost: Exceeds \$38 million

Without timely intervention, aging systems, and spatial limitations will continue to compromise safety, programming flexibility, and equitable access to modern learning environments.



## Capital Drivers Supported:

### Health & Safety

Aging fire alarm, PA, and intrusion systems raise reliability concerns. Poor sightlines and outdated security infrastructure compromise supervision and emergency response.

### Building Condition

Several core building systems, including mechanical, roofing, and envelope components, are approaching the end of their functional service life. Deterioration of key systems and assemblies indicates the need for comprehensive renewal to ensure building performance and long-term reliability.

### Enrollment Pressure

The East Campus supports a large high school population. Without modernization, scheduling, programming, and equitable access to specialized supports will be compromised.

### Functionality & Programming

CTS, science labs, and inclusive education spaces are outdated. The absence of breakout rooms, flexible learning areas, and barrier-free amenities restricts the delivery of inclusive, CTS, and collaborative instruction.

### Purpose of the Modernization

- Address critical infrastructure deficiencies
- Enhance learning environments and programming flexibility
- Improve safety, accessibility, and energy performance
- Align with Alberta Infrastructure modernization criteria
- Prepare for future capital submission

### Strategic Continuity

This modernization bridges the Division’s emerging 10-Year Capital Plan with long-term educational goals. It ensures Catholic Central East Campus remains a viable, high-performing facility and a defensible, data-driven candidate for provincial investment aligned with lifecycle renewal and educational equity.



# PRIORITY 4: CHILDREN OF ST. MARTHA ELEMENTARY SCHOOL

## Priority 4:

Children of St. Martha

## Project Type:

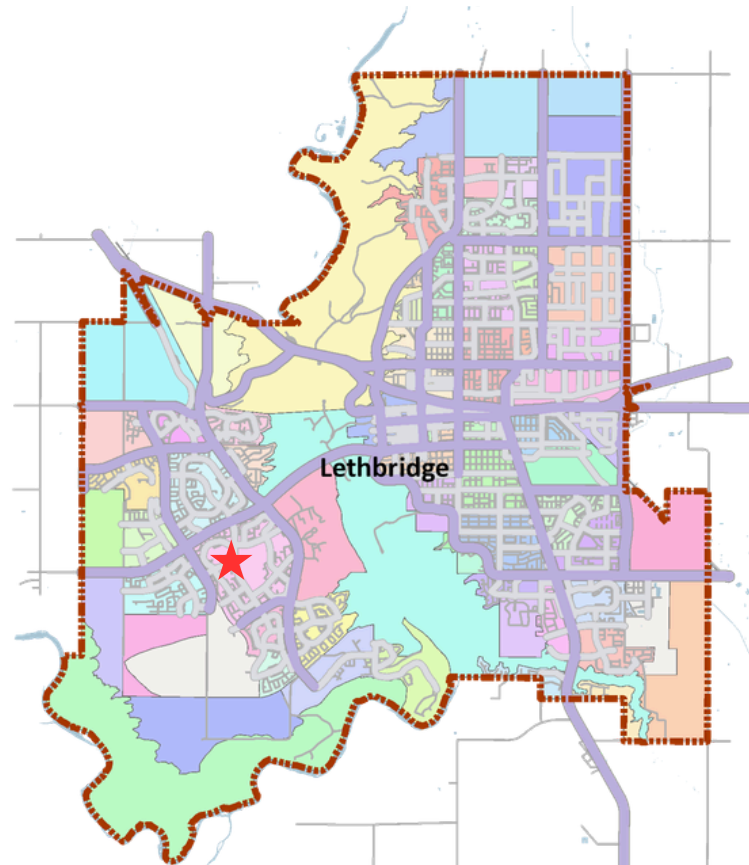
Pre-Planning for Mini-Modernization (\$75,000)

## Timeline:

TBD

## Estimated Cost:

TBD



## Project Overview

Children of St. Martha Elementary School is a K–6 facility located in West Lethbridge, originally constructed in 1987 with additions completed in 1990 and 1996. As a well-established school serving a rapidly growing quadrant of the city, the facility plays an important role in supporting early learning, inclusive education, and foundational programming. However, aging building components, spatial limitations, and evolving instructional needs indicate the requirement for a targeted mini-modernization to support long-term performance and program delivery.

## Rationale

Several core building systems at Children of St. Martha Elementary School are approaching the end of their functional service life and no longer fully support the needs of a contemporary learning environment. The existing layout limits flexibility for collaborative instruction, specialized supports, and inclusive learning models.

As West Lethbridge continues to experience steady residential growth, the school requires improved internal circulation, upgraded learning spaces, and better-aligned support areas to meet emerging student needs. A mini-modernization will strengthen program delivery, enhance building performance, and ensure the facility remains a strong community anchor for current and future families.

## Objectives of the Mini-Modernization

- Reconfigure classrooms and common areas to support flexible, student-centered learning
- Upgrade key learning spaces, including early learning and inclusive education areas
- Improve mechanical and electrical performance to support modern instructional needs
- Enhance accessibility and barrier-free features
- Refresh interior finishes and shared spaces to improve learning environments
- Align upgrades with Alberta Infrastructure modernization criteria

## Strategic Alignment

This project supports Alberta Education and Childcare’s capital planning framework and advances the Division’s goals for safe, inclusive, and adaptable learning environments. A targeted mini-modernization will help Children of St. Martha Elementary School remain a resilient and future-ready facility that supports program continuity and sustained community growth.

# PRIORITY 4: CHILDREN OF ST. MARTHA ELEMENTARY SCHOOL

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## Why Now?

Children of St. Martha Elementary School serves a rapidly developing west-side community with ongoing enrolment pressures and shifting educational requirements. Aging infrastructure and spatial limitations position 2028–2030 as a strategic window for advancing pre-planning.

A mini-modernization will validate scope, define renewal priorities, and ensure the Division is prepared to advance a formal submission to Alberta Infrastructure when appropriate funding opportunities arise.



## Capital Drivers Supported:

### Health & Safety

Aging building systems, including dated fire alarm and communication components, present increasing reliability considerations. Improved environmental performance and ventilation will support healthier and more comfortable learning spaces.

### Building Condition

Key systems and building elements reflect the age of the original construction and subsequent additions. Lifecycle aging highlights the need for targeted renewal to maintain reliable operations and support long-term facility performance.

### Community Renewal

Children of St. Martha Elementary School serves a growing West Lethbridge neighbourhood and plays a central role in community cohesion, early learning, and family engagement. Ensuring the facility remains modern, welcoming, and functionally aligned strengthens the school's ongoing role in supporting community vitality.

### Functionality & Programming

Current learning spaces limit flexibility for inclusive education, early learning programming, and collaborative instruction. Modernized environments will enhance student experience and improve alignment with contemporary curriculum delivery.

### Purpose of the Mini-Modernization

- Address aging infrastructure components
- Improve learning environments and support inclusive education
- Enhance building performance, accessibility, and student experience
- Align upgrades with Alberta Infrastructure modernization criteria
- Prepare for future capital submission

### Strategic Continuity

This mini-modernization advances the Division's Ten-Year Capital Strategy by addressing building condition, supporting programming needs, and reinforcing long-term community and educational goals. It positions Children of St. Martha Elementary School as a defensible, data-informed priority for future provincial investment.



# PRIORITY 5: OUR LADY OF THE ASSUMPTION SCHOOL

## Priority 5:

Our Lady of the Assumption School (Lethbridge)

## Project Type:

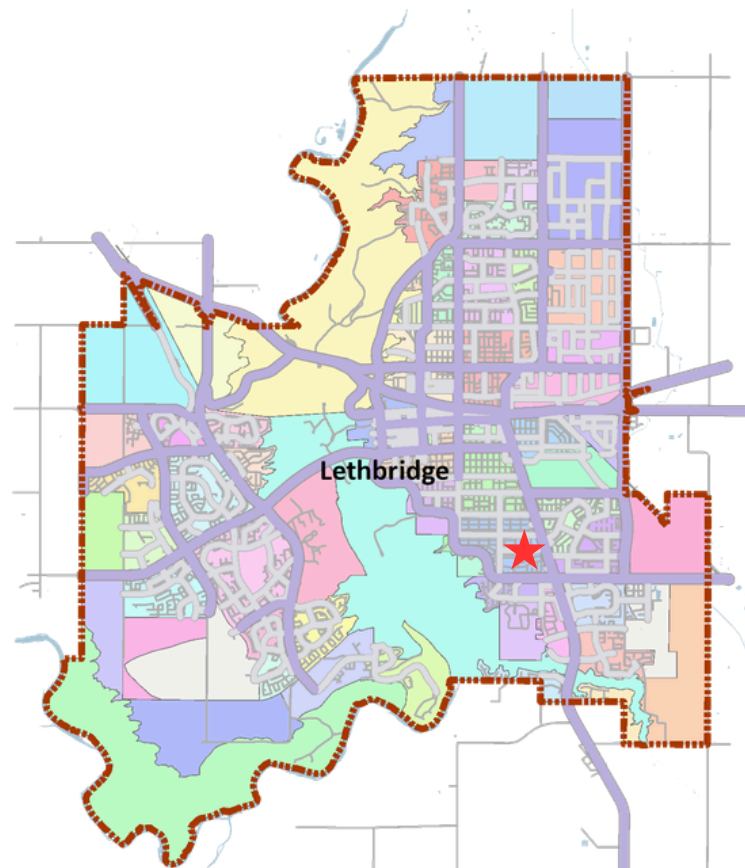
Pre-planning funding (\$75,000)

## Timeline:

TBD

## Estimated Cost of Modernization:

TBD



## Project Overview

Our Lady of the Assumption School is a southside elementary facility serving Early Learning to Grade Six students. Originally constructed in 1956 with additions in 1960 and modular classrooms added in 2011, the school's aging infrastructure and spatial constraints necessitate a comprehensive value scoping study to evaluate modernization feasibility and long-term viability.

## Rationale

The facility's mechanical and electrical systems show signs of aging, with several components nearing or past end-of-life. The HVAC system struggles to maintain comfortable learning conditions during warmer months, forcing temporary instructional relocation to hallways and outdoor spaces, compromising student experience and instructional continuity. Electrical upgrades are needed to support lighting, connectivity, and IT infrastructure. The current layout restricts the delivery of Early Learning, Religious Studies, and Support Services due to inflexible spatial design and outdated infrastructure.

A value scoping study will determine whether modernization or partial replacement offers the best return on investment. The school's location, stable enrollment, and alignment with inclusive education goals make it a strong candidate for long-term capital investment.

## Objectives of the Value Scoping Study

- Assess structural, mechanical, and electrical systems
- Evaluate modernization versus replacement options
- Identify cost-effective design solutions
- Align facility upgrades with educational programming
- Prepare for potential Alberta Infrastructure submission

## Strategic Alignment

This project supports Alberta Education and Childcare's capital planning framework and advances the division's goals for safe, inclusive, and future-ready learning environments. It establishes a data-informed foundation for a potential modernization submission aligned with Alberta Infrastructure's lifecycle renewal priorities.

# PRIORITY 5: OUR LADY OF THE ASSUMPTION SCHOOL



## Why Now?

Our Lady of the Assumption School is already identified in the Division's 3-Year Capital Plan for full modernization.

A value scoping study in 2030-2032 is the essential next step to validate scope, cost, and long-term viability before advancing to Alberta Infrastructure for formal submission.

This study ensures the Division is capital-ready and strategically aligned with provincial funding frameworks.



## Capital Drivers Supported:

### Health & Safety

Aging fire alarm and intrusion systems raise reliability concerns for daily operations and emergency response. Modular classrooms lack bathroom facilities, and poor airflow during warmer months compromises classroom safety, thermal comfort, and instructional continuity.

### Building Condition

Several core building systems, including ventilation, finishes, and control systems, are approaching the end of their functional service life. Ongoing system limitations indicate the need to evaluate renewal strategies to support reliable operation and long-term facility performance.

### Enrollment Pressure

While enrollment is modest, Our Lady of the Assumption School serves a stable southside catchment and plays a vital role in early learning and inclusive education. A modernized facility will support retention and attract new families seeking high-quality, inclusive Catholic programming in a modernized learning environment.

### Functionality & Programming

The building's layout restricts inclusive education, early learning, and co-curricular delivery. There is no dedicated STEM or breakout space, and the gym is undersized for physical education and community events. The chapel, sensory room, and support service areas are inadequate, and the library does not support a Learning Commons model or flexible, student-centered instruction.

### Purpose of the Study

- Assess modernization vs. replacement feasibility
- Identify cost-effective design options
- Align upgrades with educational programming and Alberta Infrastructure criteria
- Prepare for future capital submission

### Strategic Continuity

This study bridges the current 3-Year Capital Plan with the 10-Year Strategy, ensuring Our Lady of the Assumption remains a defensible, data-driven investment priority for future modernization.



# PRIORITY 6: ST. MICHAEL'S SCHOOL (BOW ISLAND)

## Priority 6:

St. Michael's School (Bow Island)

## Project Type:

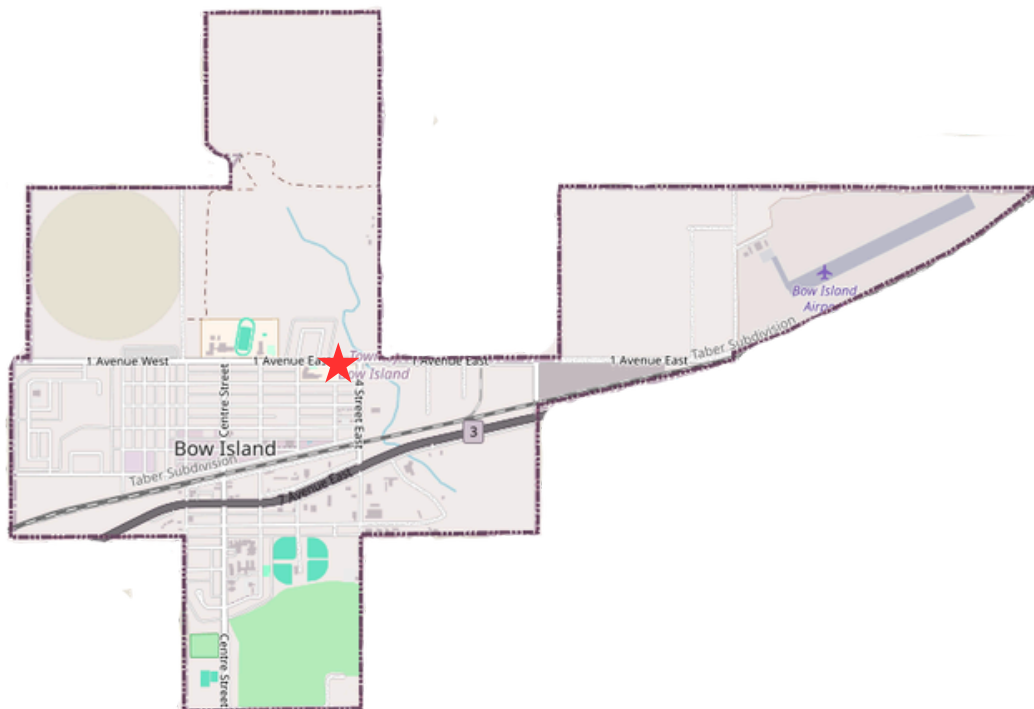
Value Scoping Study (\$75,000)

## Timeline:

TBD

## Estimated Cost of Modernization:

TBD



## Project Overview

St. Michael's School is an Early Learning to Grade 9 Catholic school serving the community of Bow Island and surrounding rural areas. Constructed in 1960 with several additions completed over subsequent decades, the facility plays a central role in providing faith-based education, community connection, and continuity for families in the region. As a long-standing building with aging infrastructure and evolving instructional requirements, a comprehensive value scoping study is needed to evaluate modernization feasibility and ensure the school remains viable, functional, and responsive to long-term community needs.

## Rationale

The existing building reflects the construction standards of its era, with aging mechanical, electrical, and building envelope components that no longer fully support modern learning environments. Spatial limitations created by incremental additions restrict flexibility for contemporary programming, inclusive education requirements, and efficient student circulation. As a regional K-9 school serving a small but stable rural population, St. Michael's requires facility improvements that support program continuity, strengthen early learning environments, and enhance safety, comfort, and functionality. A value scoping study will determine whether modernization, partial replacement, or targeted renewal provides the most effective long-term solution.

## Objectives of the Value Scoping Study

- Assess structural, mechanical, and electrical systems
- Evaluate modernization and right sizing options
- Identify opportunities to improve space utilization and functional efficiency
- Align potential facility improvements with educational programming needs
- Prepare the project for potential Alberta Infrastructure submission

## Strategic Alignment

This study supports Alberta Education's capital planning framework and advances the Division's goals for safe, supportive, and future-ready learning environments. By establishing a clear, data-informed understanding of facility needs, the value scoping study positions St. Michael's School as a defensible candidate for future modernization and long-term investment aligned with educational equity and rural community sustainability.

# PRIORITY 6: ST. MICHAEL'S SCHOOL (BOW ISLAND)

## Why Now?

St. Michael's School serves a small rural community and remains a vital educational and social anchor within Bow Island.

As surrounding communities continue to evolve, ensuring the long-term viability and efficiency of this facility is essential to maintaining equitable access to Catholic education in southern Alberta.

Advancing a value scoping study positions the Division to proactively plan for future facility needs and remain capital-ready as provincial funding opportunities emerge.



## Capital Drivers Supported:

### Health & Safety

Aging fire alarm and public address systems present reliability concerns for emergency response. Older building components and ventilation limitations affect indoor comfort and day-to-day operational reliability, particularly during seasonal temperature extremes.

### Building Condition

Several core building systems and envelope components reflect the age of the original construction and subsequent additions. Ongoing lifecycle aging indicates the need for targeted evaluation to support long-term reliability and overall building performance.

### Community Renewal

St. Michael's School is a key educational and community anchor for Bow Island and surrounding rural areas. Maintaining a safe, functional, and welcoming facility supports community stability, family retention, and equitable access to Catholic education.

### Efficiency Solutions

Incremental past additions have resulted in spatial inefficiencies and operational constraints. A strategic review will identify opportunities to improve space utilization and functional efficiency in support of current instructional delivery.

### Purpose of the Study

- Evaluate facility condition and long-term viability
- Identify modernization and renewal opportunities
- Improve space utilization and operational efficiency
- Align facility strategies with educational programming and Alberta Infrastructure criteria
- Prepare for future capital submission

### Strategic Continuity

This study supports the Division's Ten-Year Capital Strategy by establishing a clear, evidence-based pathway for future investment. It ensures St. Michael's School remains a defensible, data-driven priority while supporting long-term community sustainability, educational equity, and responsible infrastructure planning.



# **POPULATION, ENROLMENT & UTILIZATION**

# ALBERTA, LETHBRIDGE, AND SURROUNDING AREA POPULATION TRENDS



## **Alberta-Wide Growth**

Over the past two decades, Alberta has experienced steady, sustained population growth. Strong economic fundamentals, relatively affordable housing, and appeal to both interprovincial and international migrants have made the province a top destination for families seeking stability and opportunity. Communities with robust infrastructure and regional services have grown the fastest, reinforcing Alberta's role as one of Canada's most dynamic provinces.

## **Growth in Lethbridge**

As the primary urban centre in southern Alberta, Lethbridge has been a significant beneficiary of these trends. Between 2011 and 2021, the city's population increased by more than 20%, surpassing 100,000 residents and cementing its position as Alberta's fourth-largest city. Growth has been particularly concentrated in West Lethbridge, where new residential developments attract young families and first-time homebuyers.

## **Regional Expansion**

Nearby municipalities, including Coaldale, Picture Butte, and Taber, have also recorded consistent growth. These communities balance small-town or rural lifestyles with access to Lethbridge's services and amenities. This pattern strengthens enrolment demand within the Holy Spirit Catholic School Division, as families increasingly move between the city and surrounding areas.

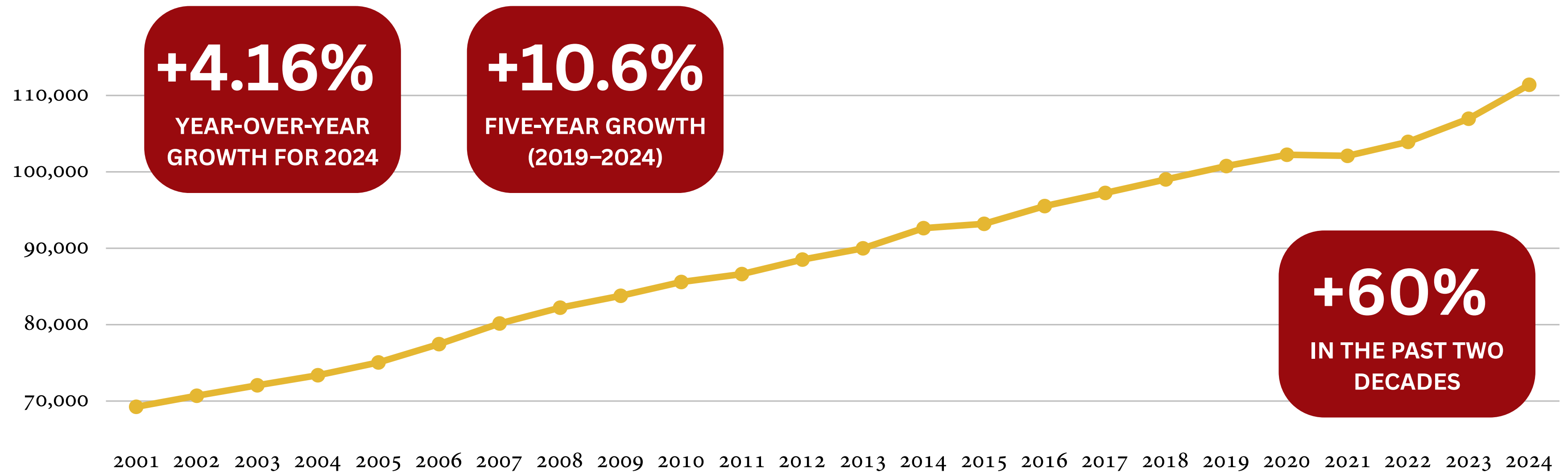
## **Implications for Schools**

The combination of natural population increases, inward migration, and a younger-than-average demographic profile is fueling sustained enrolment growth across Holy Spirit Catholic School Division.

According to Alberta Treasury Board and Finance projections, the Lethbridge Census Metropolitan Area (CMA) will continue expanding over the next decade, reinforcing the urgency of aligning school infrastructure with demographic realities. Strategic investment in new construction, modernization, and site acquisition is essential to ensure equitable access, program continuity, and long-term educational excellence across Southern Alberta.

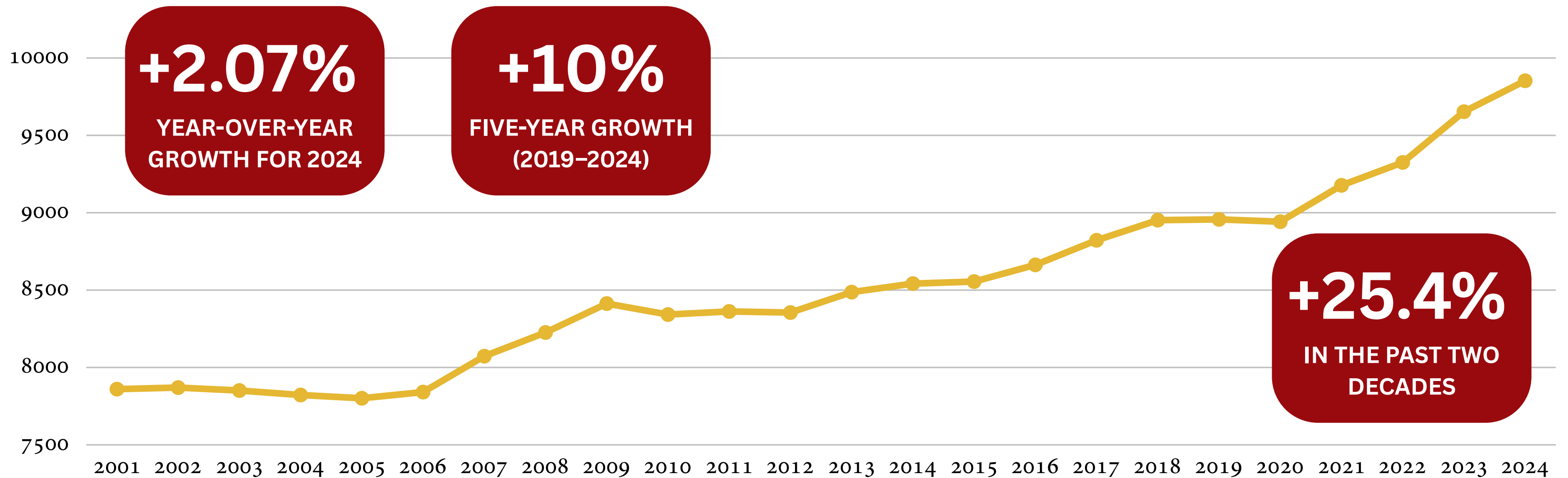
# LETHBRIDGE POPULATION TRENDS

Lethbridge had a population of 111,400 in 2024, the 4th highest in the province. The population of Lethbridge increased 4.16% year-over-year, and increased 10.6% in the last five years.



# TABER POPULATION TRENDS

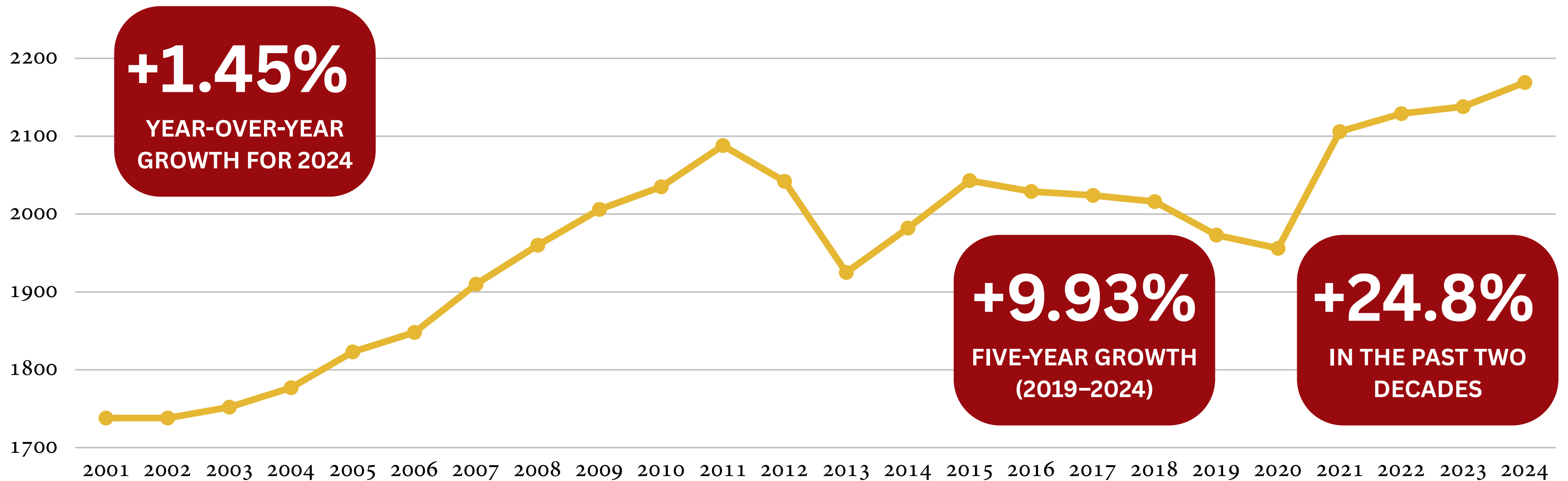
Taber had a population of 9,853 in 2024. The population of Taber increased 2.07% year-over-year, and increased 10.0% in the last five years.



[Source: Alberta Government Statistics](#)

# BOW ISLAND POPULATION TRENDS

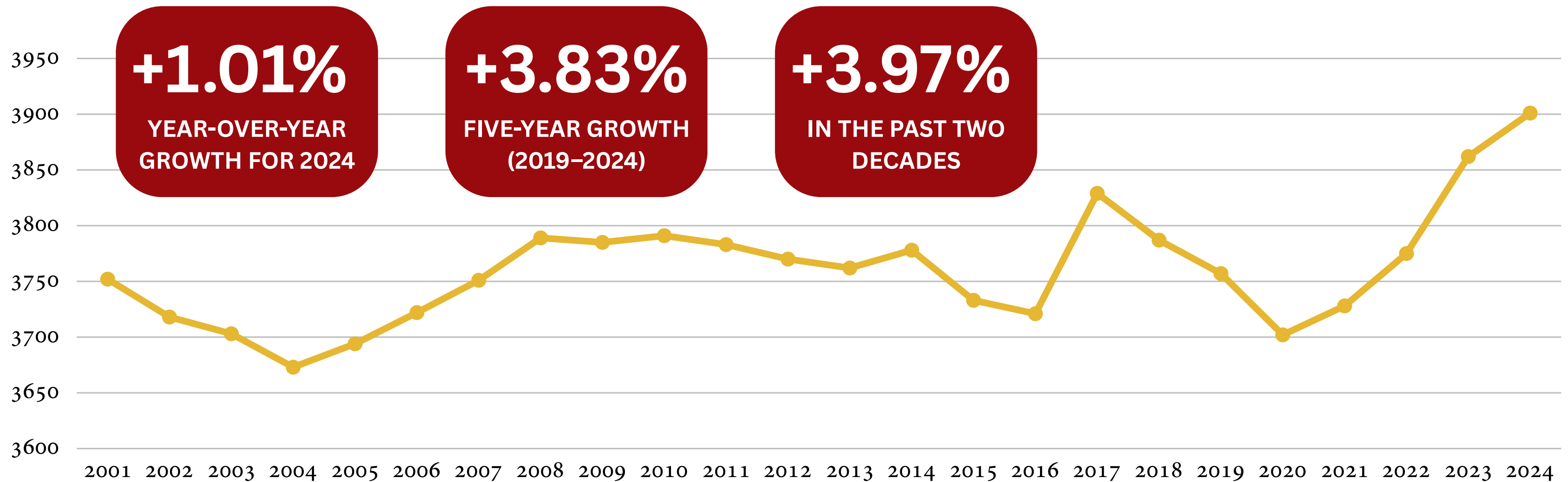
Bow Island had a population of 2,169 in 2024. The population of Bow Island increased 1.45% year-over-year, and increased 9.93% in the last five years.



[Source: Alberta Government Statistics](#)

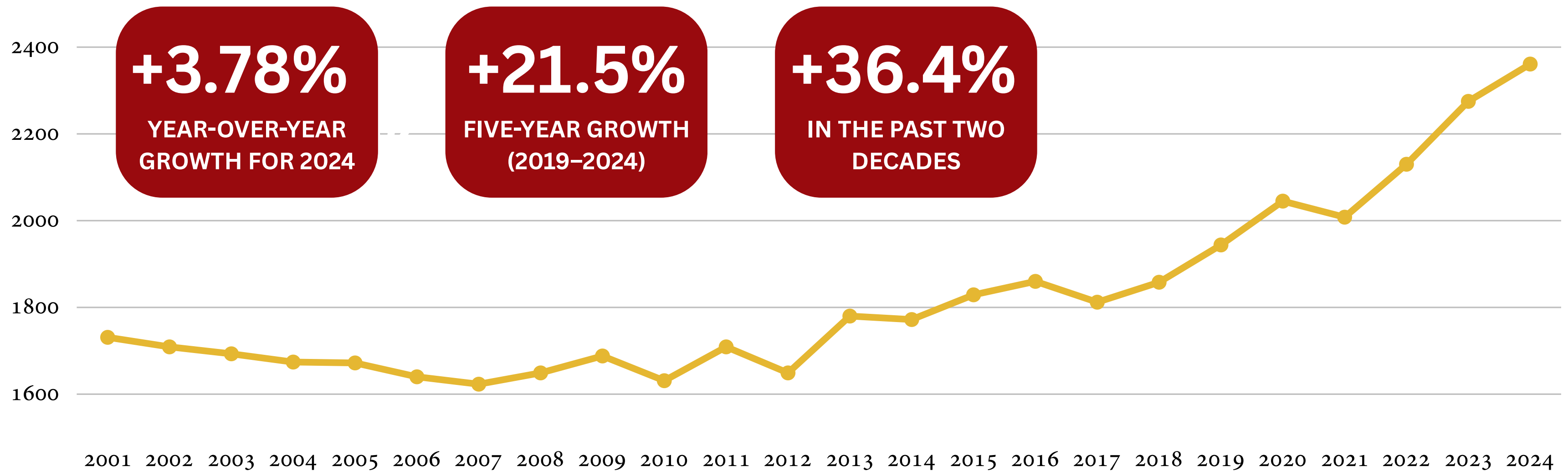
# PINCHER CREEK POPULATION TRENDS

Pincher Creek had a population of 3,901 in 2024. The population of Pincher Creek increased 1.01% year-over-year, and increased 3.83% in the last five years.



# PICTURE BUTTE POPULATION TRENDS

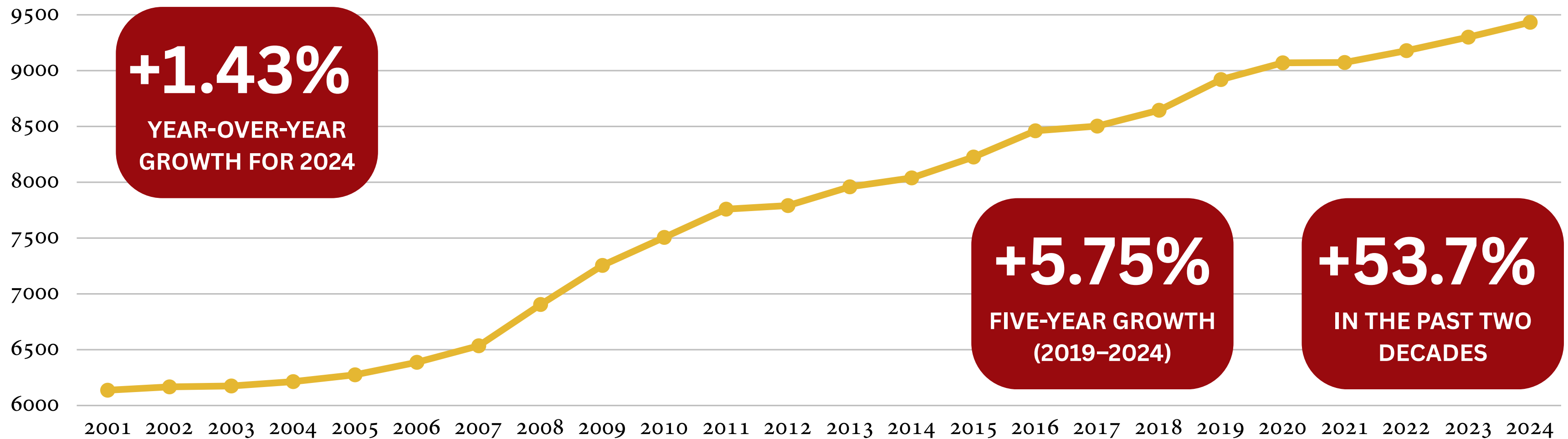
Picture Butte had a population of 2,361 in 2024. The population of Picture Butte increased 3.78% year-over-year, and increased 21.5% in the last five years.



[Source: Alberta Government Statistics](#)

# COALDALE POPULATION TRENDS

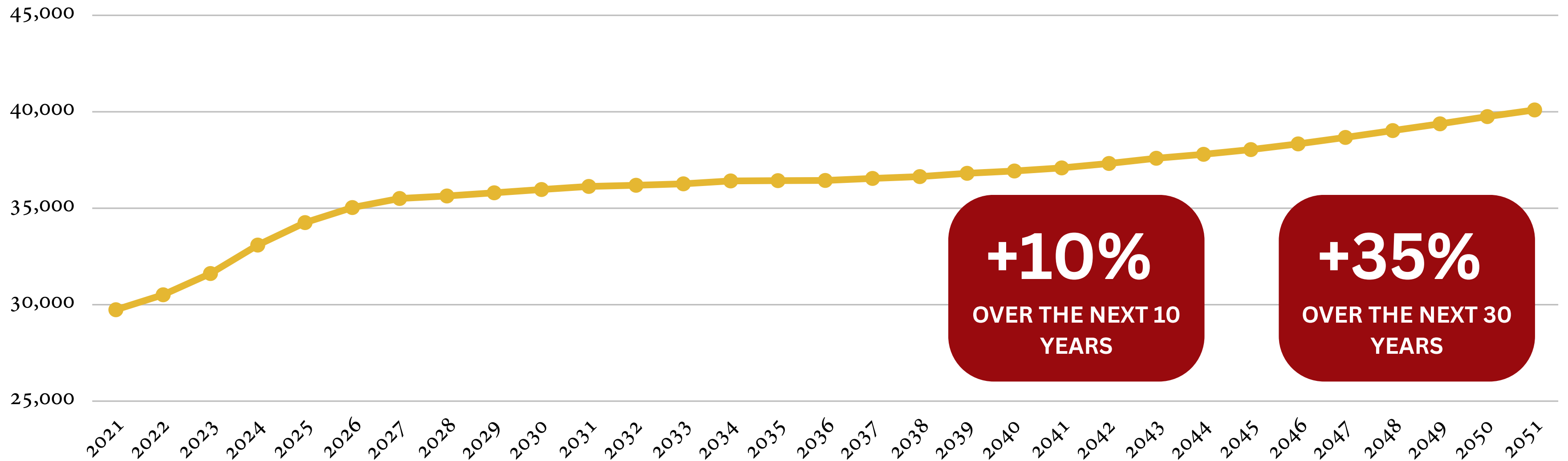
Coaldale had a population of 9,433 in 2024. The population of Coaldale increased 1.43% year-over-year, and increased 5.75% in the last five years.



# STUDENT POPULATION FORECASTS (AGES 5-19)

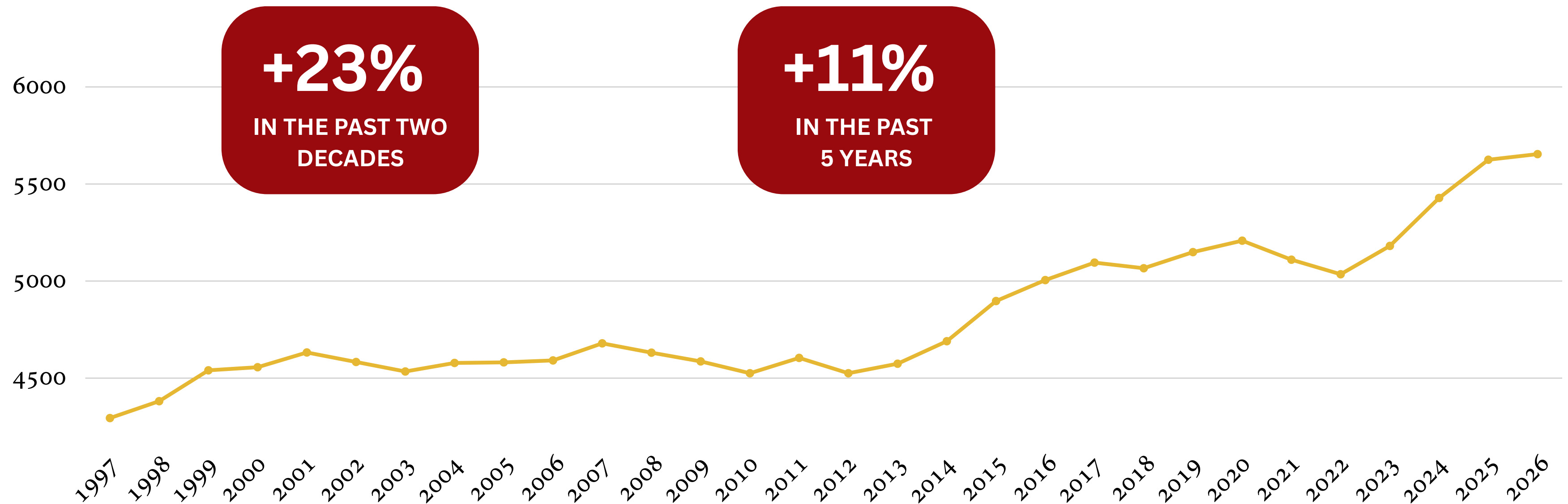
The student-aged population in the Holy Spirit Catholic School Division is projected to grow steadily from just under 30,000 in 2021 to over 40,000 by 2051.

This long-term upward trend highlights the increasing need for sustained investment in schools, staffing, and programming to support future students across the division.



# HISTORICAL ENROLMENT TRENDS

Holy Spirit Catholic School Division's enrolment has shown steady long-term growth over the past three decades, rising from 4,358 students in 1996 to 5,648 in 2026. While enrolment fluctuated during the mid-2000s and early 2010s, the Division experienced renewed and sustained growth beginning in 2014, reflecting increasing demand for Catholic education across both urban and rural communities. This long-term upward trend highlights the importance of ongoing capital planning to support program delivery, facility renewal, and emerging capacity needs.



Source: [Alberta Government Statistics](#)