

# Medicine Hat Public School Division

## 3-Year Capital Plan (2027-2030)

## 10-Year Planning Priorities (2027-2036)



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**Medicine Hat Public School Division**  
601 - 1<sup>st</sup> Avenue S.W.  
Medicine Hat, AB T1A 4Y7  
Phone: 403.528.6700  
[www.mhpsd.ca](http://www.mhpsd.ca)



Prepared by:



LETHBRIDGE · CALGARY · MEDICINE HAT  
TEL 403.327.3113      www.fwbarch.com

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# A. RECOMMENDATIONS ON PRIORITIZATION

FWBA Architects have been working on behalf of the Medicine Hat Public School Division on the preparation of their 3-Year Capital Planning document. The intent of this document is to guide the planning and design of school facilities over the next 3-years, and the construction of facilities over the next 5-6 years.

## Guiding Principles

This process has been informed by a set of general guiding principles upon which we rely on analyzing the available data and determining the capital planning priorities put forward. The primary principles considered are as follows:

- **The enhancement of learning environments across MHPSD's facilities to better serve students, teachers, staff, parents, and communities at large;**
- **The incorporation of 21<sup>st</sup> Century Learning principles, consideration of established educational pedagogies, and review of current trends in the delivery of primary and secondary school education are considered as a part of requests for any facility replacement or facility modernization priorities;**
- **Facilities with a Facility Condition Index (FCI) approaching, or greater than, 20% will be considered to be of prime importance;**
- **Facilities with an Area Capacity Utilization (ACU), or projected ACU, approaching 60% or less will be considered to be of prime importance.**

## Division Wide Area Capacity Utilization Summary

We have completed an analysis of the Area Capacity Utilization (ACU) of each of the Division's facilities in an effort to understand the utilization of each facility based on 2025/26 enrollment numbers, and school facility capacities established by Alberta Education.

Medicine Hat Public School Division currently have a healthy Division-wide facility utilization of 72.5% across all school facilities and grade configurations.

A number of MHPSD's school facilities have current utilization rates at 85% or higher (as high as 87% in the case of the Dr. Roy Wilson Learning Centre and Dr. Ken Sauer School, 89% at River Heights Elementary, and 92% at Medicine Hat High School). Overall enrollment in the Division is strong, and enrollment rates are projected to remain steady and see modest increases due to enhanced programming opportunities being introduced over the coming years.

Despite strong enrollment and steady trending Division-wide, there are a couple of school facilities realizing more significant enrollment decline with utilization currently below 65% and trending down. These facilities are located in neighbourhoods that have shifted demographically towards more mature families in recent years, and also face enhanced competition from other nearby school facilities, both inside and outside the Division. This competition is a result of more modern school facilities being available nearby with improved amenities.

In the past-year, upon review of these trends and recommendation by Division administration, the MHPSD School Board has made the difficult decision to approve closure of two school facilities. Both Webster Niblock School and Southview Community School will be closed effective at the end of the 2025/2026 school year, with the facilities themselves to be made surplus by the Division.

The effect of these closures will be seen in the 2026/2027 ACU results with increased utilization in nearby schools within the division, and increased overall utilization Division-wide.

# A1. DIVISION PRINCIPLES

## Prioritization through Value Scoping

In order to establish a series of thoroughly considered and value-based capital planning priorities, MHPSD have previously conducted a value scoping session in early 2025 with participation by the School Division's School Board Trustees, key representatives from Division administration, and representatives from Alberta Education.

Through the value scoping process MHPSD were able to identify a series of priorities that address the division's key guiding principles, while also building off one another year-to-year to help ensure operational sustainability for MHPSD by addressing utilization pressure and deferred maintenance.

The priorities put forward in this Capital Planning report are designed to build operational sustainability for Medicine Hat Public School Division in the short-term, and in the long-term for the next generation of learners in the City of Medicine Hat.

The Medicine Hat Public School Division operates primarily within the boundaries of the City of Medicine Hat. The Division's schools serve the needs of students and their families from a range of socioeconomic, cultural, and ethnic backgrounds.

The Medicine Hat Public School Division came into existence in 1886 and has grown to serve just under 7,000 students. MHPSD offers a full spectrum of programs and services for children from preschool to Grade 12. These programs are centered around students' needs, and serve to enhance the lives of parents and the community.

The Division is comprised of three high schools, four middle schools, and fourteen elementary schools. Offering a variety of meaningful learning opportunities and supportive learning environments to enable student success including:

- Christian focused education at Medicine Hat Christian School;
- STEM centered learning at Crestwood School;
- Art centered learning at Dr. Ken Sauer School;
- Online learning at the Hub and Coulee Collegiate; and
- a variety of other Academy programs.

## Universal Goals

- Optimal Learning: Building optimal learning environments for all learners, in all settings and communities, honouring rights to learn.
- Thinking & Acting Inclusively: Personal and academic development are best achieved when people's needs are addressed with respect, kindness, open-mindedness, cultural competence, a lack of ego and with empathy; seeking to ensure that all are a valued part of the school community.
- Wellness: Supporting a healthy school community that creates and promotes a culture of wellness through focus on trusting relationships and efficacy for all.
- Truth & Reconciliation: Developing knowledge and understanding of, and respect for, the histories, cultures, languages, contributions, perspectives, experiences, and contemporary contexts of Indigenous peoples.

## Our Vision

To learn. To grow. To build a better world.

## Mission Statement

Our mission is to provide an inclusive, progressive learning community through trust, courage, and collaboration.

## Division Motto

Where kids count!

## A2. DEFERRED MAINTENANCE AND FACILITY CONDITION EVALUATIONS

### **Evaluation Logic**

Medicine Hat Public School Division have prepared the following analysis and organized the data based on a combination of the age of the Division's facilities, the Facility Condition Index (FCI), and the dollar value of the deferred or combined maintenance.

MHPSD define "deferred maintenance" as maintenance projects that are overdue, and those that should be done over the next five-years. The definition of "all required maintenance" includes both the FCI and non-FCI maintenance projects in the VFA system.

In determining a weighted average score ranking we use a factor of (1) for age, (1) for FCI, and (2) for deferred maintenance dollars.

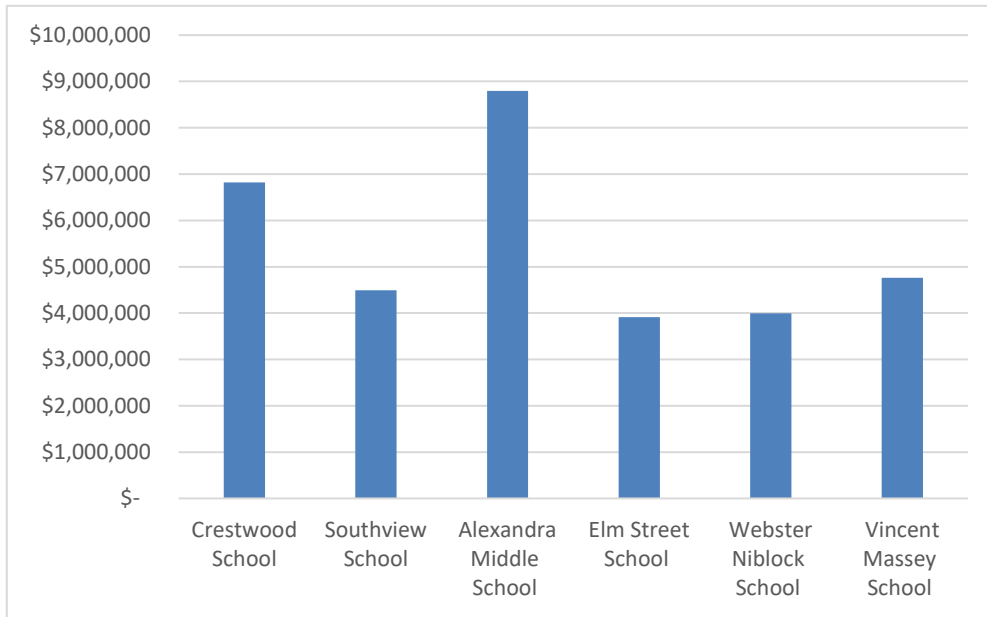
The following analysis, titled "Current Required Deferred Maintenance" uses all required deferred maintenance for each of the School Division's facilities included as a part of this Capital Plan and Alberta Infrastructure's replacement valuation identified in the most recent Facility Condition Assessment (FCA), as reflected in the VFA Facility Capital Planning system as the replacement cost.

### **Prioritization**

While the two analyses noted above guide the Division's thinking around prioritization of projects put forward in the capital plan, they do not alone determine the priority for the Division's capital projects. Many other factors such as specific site concerns and enrollment trends will influence the ultimate determination of project priority.



## Current Required Deferred Maintenance



		Total Required Deferred Maintenance	Required Deferred Maintenance as % of Replacement Value
Priority 1	Crestwood, AMS, Southview	20,113,100	24%
Priority 2	Elm Street School	3,910,100	25%
Priority 3	Vincent Massey & Webster Niblock	8,758,400	24%
		<b>\$ 32,781,600</b>	<b>24%</b>





## B. CITY OF MEDICINE HAT GROWTH TRENDS

The City of Medicine Hat has provided current Land Development Tracking Data which is incorporated in support of the project priorities put forward as a part of this Capital Plan. The data provided includes projected student distribution data within the Division, organized by neighbourhood within the city based on current inventory of undeveloped lots. It is important to note that these projections do not account for infill developments, which can contribute significantly to population growth in established neighbourhoods.

The Suburban Residential Growth Staging map identifies the regions in the city, highlighting areas of anticipated growth.

In the City's Municipal Development Plan (2020-2050) they are projecting steady growth at approximately 0.8%, with a population of 80,000 people achieved by 2050.



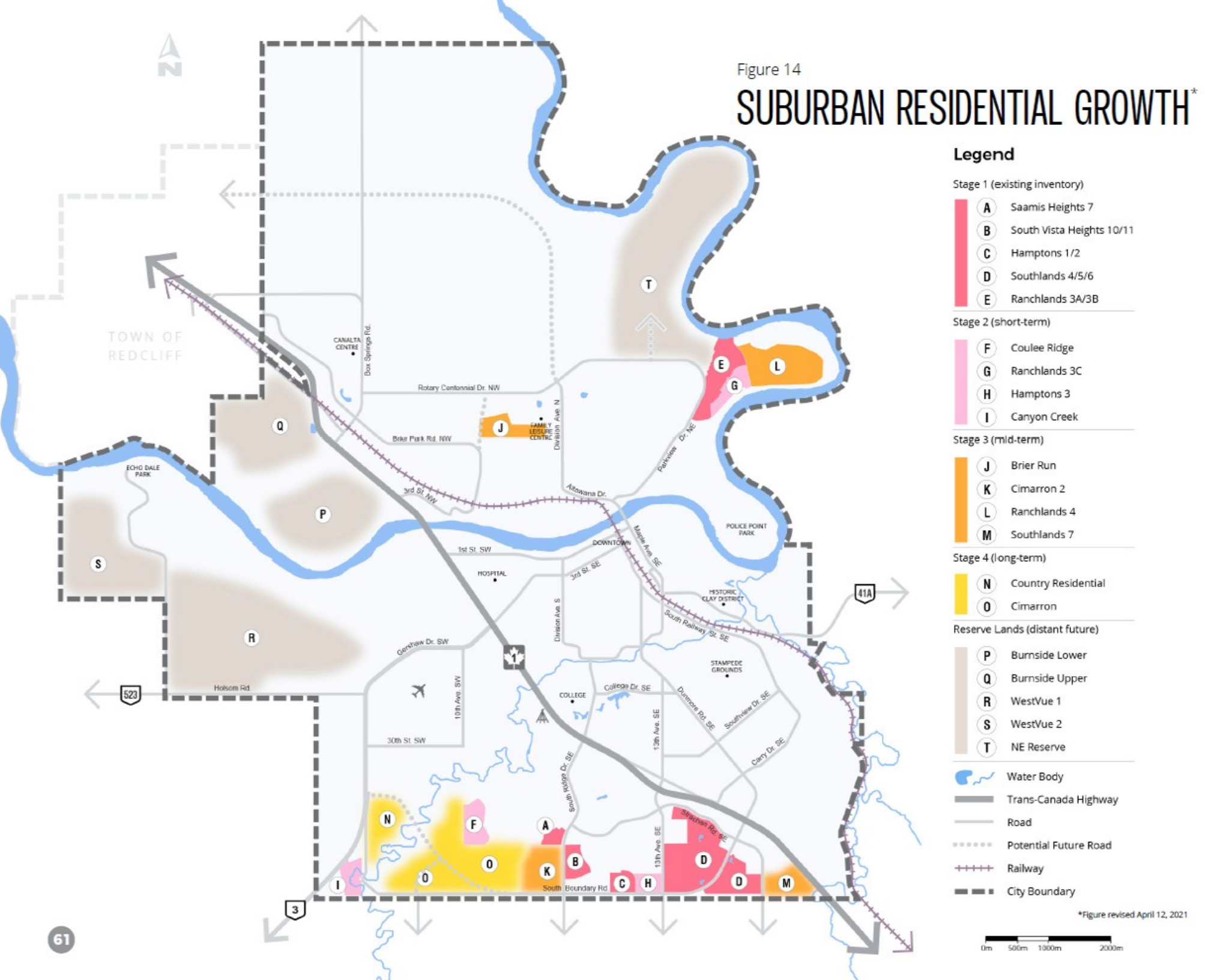
City of Medicine Hat Land Development Tracking Data

	Sector	Neighbourhood	Stage	Total Future Population from Undeveloped Lots	Projected MHPSD Students From Undeveloped Lots			
					K-6	7-9	10-12	Total
Current Development	Infill	3010 Dunmore Road		284	11	5	4	20
		63 Vista Close		49	3	1	1	5
		954 2nd Street SE		125	5	2	2	9
		849 2nd Street SE		125	5	2	2	9
	<b>Subtotal</b>			<b>583</b>	<b>24</b>	<b>10</b>	<b>9</b>	<b>43</b>
Stage 1 - Existing Inventory	South	Saamis Heights 7	1A	137	12	5	5	22
	South	South Vista Heights 10/11	1B	28	2	1	1	4
	South	Hamptons 1/2	1C	20	2	1	1	4
	South	Southlands 4/5/6	1D	48	4	2	2	8
	North	Ranchlands 3A/B	1E	270	12	5	5	22
<b>Subtotal</b>			<b>503</b>	<b>32</b>	<b>14</b>	<b>14</b>	<b>60</b>	
Stage 2 - Short Term	South	Coulee Ridge	2A	501	43	18	17	78
	North	Ranchlands 3C	2B	504	43	18	17	78
	South	Hamptons 3	2C	199	17	7	7	31
	South	Canyon Creek	2D	160	14	6	6	26
<b>Subtotal</b>			<b>1,364</b>	<b>117</b>	<b>49</b>	<b>47</b>	<b>213</b>	
Stage 3 - Mid Term	North	Brier Run	3A	1,694	92	38	37	167
	South	Cimarron 2	3B	2,833	200	82	81	363
	North	Ranchlands 4	3C	1,921	163	67	66	296
	South	Southlands 7	3D	840	72	29	29	130
<b>Subtotal</b>			<b>7,288</b>	<b>527</b>	<b>216</b>	<b>213</b>	<b>956</b>	
<b>Total</b>				<b>9,738</b>	<b>700</b>	<b>289</b>	<b>283</b>	<b>1,272</b>



Figure 14

# SUBURBAN RESIDENTIAL GROWTH\*



## Legend

### Stage 1 (existing inventory)

- A** Saamis Heights 7
- B** South Vista Heights 10/11
- C** Hamptons 1/2
- D** Southlands 4/5/6
- E** Ranchlands 3A/3B

### Stage 2 (short-term)

- F** Coulee Ridge
- G** Ranchlands 3C
- H** Hamptons 3
- I** Canyon Creek

### Stage 3 (mid-term)

- J** Brier Run
- K** Cimarron 2
- L** Ranchlands 4
- M** Southlands 7

### Stage 4 (long-term)

- N** Country Residential
- O** Cimarron

### Reserve Lands (distant future)

- P** Burnside Lower
- Q** Burnside Upper
- R** WestVue 1
- S** WestVue 2
- T** NE Reserve

- Water Body
- Trans-Canada Highway
- Road
- Potential Future Road
- Railway
- City Boundary

\*Figure revised April 12, 2021







## C. PLANNING PRIORITIES





PRIORITY 1

# CRESTWOOD K-9 STEM SCHOOL SOLUTION | REPLACEMENT

Estimated Project Cost: \$81,686,400

Hard Construction Cost: \$67,000,000 | Soft Costs: \$13,400,000 | Non-refundable GST: \$1,286,400

## BUILDING ID

B3764A

## LOCATION

Medicine Hat, Alberta

## FCI | FCR

21.23% (March 07, 2017)

## AREA

Current: 4,826m<sup>2</sup> (51,928ft<sup>2</sup>)  
Proposed: 8,339m<sup>2</sup> (89,728ft<sup>2</sup>)

## GRADE CONFIGURATION

Current: K-6  
Proposed: K-9

## ADJUSTED ENROLLMENT

Crestwood STEM School  
2023-2024: 329  
2024-2025: 292  
2025-2026: 284

Southview School  
2025-2026: 146  
2026-2027: school closed for 2026

Alexandra Middle School  
2023-2024: 480  
2024-2025: 444  
2025-2026: 434

Replacement K-9 School  
Projected Opening Day: 760-830

## CAPACITY | UTILIZATION

Crestwood STEM School  
Current: 576 (49% Utilization)

Alexandra Middle School  
Current: 577 (75% Utilization)

Southview School  
Current: 232 (63% Utilization) - closed for 2026

Replacement K-9 School: 950 (80-87%)

## PRIORITY OVERVIEW

### Crestwood Replacement School, Southeast K-9

Crestwood STEM School is an existing one-storey K-6 facility serving the Crestwood neighbourhood and surrounding areas in Medicine Hat. The original building was constructed in 1961, with subsequent additions in 1969, and 1988. Some limited modernization work has been completed on washroom facilities in 2019, but otherwise the school has seen only general maintenance and upkeep activities since originally built.

At over 60-years old the existing school facility and building systems have reached or exceeded their expected service life. Maintenance and operations costs for the school as well as the value of deferred maintenance required on the facility are high and are a disproportionate draw on the resources available to the School Division for the operations and maintenance of its other facilities.

As such it is proposed that a full facility replacement be undertaken with the construction of a new 950-student capacity K-9 School. As a part of a Value Scoping process MHPSD have determined that a K-9 grade configuration on this site is the most advantageous from both an education and facilities perspective.

### Efficiency Solutions | Utilization and Maintenance

A key driver in the development of this priority is the School Division's desire to improve facility utilization and begin to address deferred maintenance across Division facilities. The development of a 950-Student K-9 facility on the Crestwood School site will allow the junior-high school programming at Alexandra Middle School to be incorporated into this new facility. The replacement of the Crestwood School, and with the disposition of the current AMS facility still to be determined, MHPSD have the opportunity to address two of their older and more costly facilities from both an operations and maintenance perspective. This will allow maintenance resources to be redirected to better impact other Division schools.

The recent decision by the MHPSD School Board to close the Southview Community School, which served an adjacent catchment area to the existing Crestwood STEM School, will further improve utilization at the new Crestwood K-9 STEM School, while also allowing the Division to make surplus one of their facilities with a high deferred maintenance cost.

## Health and Safety

The existing Crestwood School, having been built in the 1960's does not provide modern air handling and ventilation for staff and students in the facility. The 1988 addition to the school filled in an existing courtyard space, and as a result a series of classrooms also lost direct access to natural light and ventilation by becoming landlocked within the facility. Access to natural light and fresh air have been shown to improve learner outcomes. Air quality and occupant health and comfort will be greatly improved in a modern replacement facility.

## Time Frame

MHPSD have identified the Crestwood Replacement School as a K-9 school facility as their top priority through an in-depth Value Scoping undertaken early in 2025. MHPSD are requesting planning funds as soon as possible in spring 2026 to allow stakeholder consultation to be undertaken. Design funding is requested to follow by fall, 2026. This will allow the project to proceed to tender-ready documents by summer, 2027. With construction funding made available for summer, 2027 the project will be able to proceed directly to construction with an occupancy date in spring, 2030, and an opening date for the 2030 school year.

## Phasing

The existing Crestwood School sits on a generous school site which includes adjacent playing fields. The replacement facility is proposed to be constructed on the adjacent fields which will allow the existing school to remain in full operation throughout construction. Once the new school facility has been constructed and fully occupied the existing Crestwood School can be abated and demolished, and playing fields reinstated in its place.

### Key Points:

- *Reduces overall building area of School Division facilities and has a significant impact on Division-wide deferred maintenance budget.*
- *A single modern facility will reduce overall operations costs for the School Division relative to the two older school facilities.*
- *Improved CTF spaces will be provided to enhance STEM opportunities and additional programming offered for middle-school students within the combined K-9 school facility.*





PRIORITY 2

# ELM STREET SCHOOL | REPLACEMENT

Estimated Project Cost: \$19,507,200

Hard Construction Cost: \$16,000,000 | Soft Costs: \$3,200,000 | Non-refundable GST: \$307,200

## BUILDING ID

B3766A

## LOCATION

Medicine Hat, Alberta

## FCI | FCR

28.06% (February 02, 2017)

## AREA

Current: 2,679m<sup>2</sup> (28,826ft<sup>2</sup>)

Proposed: 2,596m<sup>2</sup> (27,933ft<sup>2</sup>)

## GRADE CONFIGURATION

Current: K-6

Proposed: No change

## ADJUSTED ENROLLMENT

2023-2024: 130

2024-2025: 120

2025-2026: 112

## CAPACITY

Current: 211 (53% Utilization)

Proposed: 255

## PRIORITY OVERVIEW

### Elm Street Replacement School

Elm Street is an existing K-6 School facility in the River Flats Neighbourhood in Medicine Hat. The original 2,306m<sup>2</sup> structure was constructed in 1911 and includes two-storeys above grade, and a basement, with a 373m<sup>2</sup> addition completed in 1964.

The existing facility and building systems have far exceeded their expected service life, with the last facility modernization having been completed over 40-years ago. With a modernization estimated at a project cost of \$20.1M, which exceeds the anticipated replacement cost, and cannot account for unanticipated costs that often occur during renovations of older such facilities.

In consideration of school capacity in surrounding neighbourhoods, the Elm Street School site is critically located to provide a safe space for students and families. Many families have limited transportation and look to the school, not only for quality education, but for support and connection in their community. Relocation of this school would have a negative impact on the children we serve, and on the community as a whole. It is proposed that a new 255-student K-6 replacement school be approved on the existing Elm Street site.

### Building Condition

The last addition to Elm Street School was completed 61-years ago, and the last modernization of interior finishes was undertaken in 1980. Select building system maintenance has been completed to keep the facility operational, but overall building systems are extended well beyond their effective service life.

The last comprehensive Facility Condition Assessment was completed by Alberta Infrastructure in 2017 and identified a number of ongoing issues throughout the building, including structural and envelope issues, as well as with the building's mechanical and electrical systems. Since the last FCA was completed there have been a number of ongoing maintenance concerns documented that are beyond the ability to be addressed through regular IMR funding. These include, but are not limited to:

- Shifting building foundations,
- Ground and surface water infiltration in the basement,
- On-going nuisance issues with electrical infrastructure due to limited circuit capacity,
- Inability to fully seal the building to prevent on-going pest infiltration.

### Key Points:

- *A renewed community school facility to offer enhanced services, within walking distance, to a low socioeconomic population within the city.*
- *Facility replacement to provide enhanced programming opportunities and universal accessibility to students, staff, and the community as a whole.*
- *With a focus on affordable housing, the River Flats is a desirable neighbourhood for young families. A new 255-student school will allow for increasing population density.*

## Community Renewal

The community surrounding Elm Street School was developed at the turn of the 20<sup>th</sup> century, and has historically been an economically depressed neighbourhood. The City of Medicine Hat has identified the River Flats community as an area for redevelopment and sustainable densification, with the intention of creating a community of choice. The addition of a modern, accessible, state-of-the-art facility for the community would support the endeavour to encourage growth in this area by supporting a more livable and vibrant neighbourhood.

Elm Street School serves as a Community HUB and provides a number of essential services to this community. The proposed facility replacement for Elm Street School would allow the School Division to enhance its current community offerings, including:

- Breakfast and lunch programs for students,
- Liaison for family services and support services,
- A meeting place for community connection,
- A safe space, within walking distance, for students and their families.

MHPSD sees a critical need for the provision of a community school facility in the River Flats. Many students attending Elm Street from the neighbourhood struggle to attend school on time, with as many as 12% of students arriving late on any given day. Having a school within walking distance ensures that, though they may be late, those students can maintain regular attendance and access the valuable community services provided, such as those mentioned above. It is critical that these students are able to attend a school within their neighbourhood to access the necessary educational and wrap-around services. The proposed replacement facility will allow for the continued support, and access to enhanced services for our students, their families, and the community as a whole.

## Community Support and Partnerships

Elm Street School community programming is supported by a number of donors within the community. In addition, organizations including McMan Youth, Family and Community Services; the Root Cellar (community food bank); and Medicine Hat Family Service have expressed support for a new school with space for an integrated Community Hub.

*In the most recent release of socioeconomic data by Alberta Education, Elm Street School reports a Socioeconomic Status (SES) for Elm Street, being the most disadvantaged in the Division in each of the four categories.*

*Despite this, Elm Street School outperformed performance expectations for standardized testing. This is a testament to the dedication of the staff in working with students at the school and tailoring program delivery to meet their needs. A new school will further improve the ability of staff to support these students in a modern, accessible, and adaptable facility.*

## Efficiency Solutions | Functionality and Programming

The existing Elm Street School is an aged school facility, well beyond its expected service life. The last comprehensive facility modernization was completed over 40-years ago, and the facility itself is not conducive to the delivery of 21<sup>st</sup> century learning.

The proposed replacement facility will allow for optimization around the delivery of educational programming by providing flexible and collaborative spaces for staff, students and community partners. The new facility will also provide modern and accessible ancillary learning spaces, including a music room, arts facilities, and proper facilities for physical education.

## Health and Safety | Legal

As noted above, the existing Elm Street School facility has had ongoing issues with water infiltration, and with pests within the facility. These circumstances have led to continuing concerns with indoor air quality that need to be addressed.

In addition, the existing school at over 100-years old, provides for limited barrier-free accessibility for students and community members requiring any level of accommodation. Only the small 1964 addition is currently accessible from grade, and there are no universally accessible classrooms, administration spaces, or washroom facilities within the school.

## Time Frame

MHPSD are requesting approval of planning and design funding in spring 2027 or at the earliest other opportunity. This funding approval will allow for the completion of site readiness investigations, conceptual design and test fitting to the site, and completion of pre-development reviews with the City to verify site servicing requirements. Planning and Design would be completed in mid-2028 in anticipation of full construction funding approval in summer, 2028. This would allow for construction start that summer, and occupancy for the 2029 school year.

## Phasing

The proposed Elm Street School replacement has the advantage of completion in a single phase of construction. The proposed school siting would allow the replacement facility to be constructed on the same site, with the existing school facility remaining in operation. Once the new school facility has been occupied, abatement and demolition of the existing facility can proceed in a subsequent phase, with full site remediation.





**PRIORITY 3**

# VINCENT MASSEY REPLACEMENT | REPLACEMENT

Estimated Project Cost: \$44,378,880

Hard Construction Cost: \$36,400,000 | Soft Costs: \$7,280,000 | Non-refundable GST: \$698,880

## BUILDING ID

B3787A

## LOCATION

Medicine Hat, Alberta

## FCI | FCR

19.91% (February 01, 2017)

## AREA

Current: 3,384m<sup>2</sup> (36,425ft<sup>2</sup>)

Proposed: 6,116m<sup>2</sup> (65,808ft<sup>2</sup>)

## GRADE CONFIGURATION

Current: K-6

Proposed: No change

## ADJUSTED ENROLLMENT

Vincent Massey School

2023-2024: 221

2024-2025: 263

2025-2026: 230

Webster Niblock School

2024-2025: 192

2025-2026: 187

2026-2027: school closed for 2026

## CAPACITY

Vincent Massey School

Current: 391 (59% Utilization)

Webster Niblock School

Current: 326 (57% Utilization) - closed for 2026

Replacement: 600 Core, opening capacity TBD

## PRIORITY OVERVIEW

### Vincent Massey Replacement School

Vincent Massey School is an existing one-storey K-6 facility serving a long-established neighbourhood on the north side of Medicine Hat. The original building was constructed in 1960, with subsequent additions in 1965, and small addition in 1986. Some washroom upgrades have been completed over the years, as well as ceiling and lighting updates. Otherwise the facility is largely original with only general maintenance and upkeep activities.

At over 65-years old the existing school facility and building systems have exceeded their service life and the facility as a whole is showing it's age. Maintenance and operations costs for the school as well as the value of deferred maintenance required on the facility are high and are a disproportionate draw on the resources available to the Division for the operations and maintenance of its other facilities.

As such it is proposed that a full facility replacement be undertaken with the construction of a new 600-student capacity K-6 Core School on the current Vincent Massey School site. The construction of a core school facility on the site will allow MHPSD to add modulars as required at the replacement school to ensure enrollment and utilization is distributed and balanced based on projected population growth in this area.

In addition, the recent decision by the MHPSD School Board to close Webster Niblock School, which served an adjacent catchment area, will further improve utilization at the existing Vincent Massey School. This will also allow the proposed replacement facility to efficiently serve an increased student body on the City's north side.

### Building Condition

The building envelope on the existing Vincent Massey School, with the exception of the roofing system, is almost entirely original to the 1960s construction. MHPSD have experienced challenges in maintaining proper heating and cooling throughout the school during extreme temperature events, which have become more common over the years.

The inability to address significant fluctuations in outdoor temperature have had a detrimental impact on occupancy comfort and can negatively impact performance for both learners and staff members during days when the school's HVAC system cannot keep up with the thermal demand.

## Efficiency Solutions | Functionality and Programming

Due to the age of the school facility access to power and data within the school is extremely limited. The school was also constructed with an exposed wood roof deck on the school interior. This has limited the School Division's ability to update IT infrastructure within the school without any existing cable management system, and without a concealed interstitial space through which to distribute new services.

The construction of a modern school facility will allow the school division to better serve the current needs of staff and learners in the school, while also providing enhanced flexibility for the future.

In order to further ensure the best use of the Division's resources in the long-term, they have also requested funding this year through the province's modular classroom program for the relocation of (8) modular classroom units. These existing units are proposed to be relocated from underutilized schools within the Division to Dr. Ken Sauer School on the north side of the city. The relocation of these units will assist with the reallocation of students from Webster Niblock School through reconfiguration of the catchment boundaries.

## Health and Safety

The existing Vincent Massey School, having been built in the 1960's does not provide modern air handling and ventilation for staff and students in the facility. Access to natural light and fresh air have been shown to improve learner outcomes. Air quality and occupant health and comfort will be greatly improved in a modern replacement facility.

## Time Frame

MHPSD have identified the Vincent Massey Replacement School as a priority in this Capital Plan through an in-depth Value Scoping undertaken in 2025. MHPSD are requesting planning funding for the project in fall of 2027 with full design funding requested to follow by spring, 2028. This will allow the project to proceed to tender-ready documents by summer of 2029. With construction funding made available for summer of 2029 the project will be able to proceed directly to construction with an occupancy date in spring 2031, and an opening date for the 2031 school year.

## Phasing

The existing Vincent Massey School sits on a generous school site which includes adjacent playing fields. The replacement facility is proposed to be constructed on the adjacent fields which will allow the existing school to remain in full operation throughout construction. Once the new school facility has been constructed and has been fully occupied the existing Vincent Massey School can be abated and demolished, and playing fields reinstated in its place.

### Key Points:

- ***The existing school facility has reached the end of its expected service life, with a number of ongoing operations and maintenance issues exceeding the ability of the school Division to address these concerns within the constraints of available IMR funding.***
- ***Construction of a 600-student Core School facility will allow MHPSD to adjust utilization at the school into the future based on enrollment trends in the area.***





PRIORITY 4

## NEW 13<sup>TH</sup> AVENUE K-9 SCHOOL | NEW

Estimated Project Cost: \$67,745,160

Hard Construction Cost: \$55,620,000 | Soft Costs: \$11,124,000 | Non-refundable GST: \$1,001,160

### BUILDING ID

-

### LOCATION

Medicine Hat, Alberta

### FCI | FCR

n/a

### AREA

Core School Construction: TBD  
Full Build-out: 8,339m<sup>2</sup> (89,728ft<sup>2</sup>)

### GRADE CONFIGURATION

Current: n/a  
Proposed: K-9

### ADJUSTED ENROLLMENT

2023-2024: n/a  
2024-2025: n/a  
2025-2026: n/a

### CAPACITY

Core Capacity: 950-students  
Opening Capacity: 950-students

### PRIORITY OVERVIEW

#### New 13th Avenue K-9 School

As a part of the Value Scoping Session undertaken by MHPSD to establish capital planning priorities it was confirmed that the School Division envisions a move toward combined K-9 School facilities as a division standard, rather than stand-alone middle school facilities. As the higher priority projects in this Capital Planning Report are addressed in the short- and medium-term, the need for additional K-9 school capacity is anticipated in the south of the city as population growth is anticipated to be concentrated in this area.

#### Efficiency Solutions

Upon receipt of planning, design, and construction funding for the new 13th Avenue K-9 School, MHPSD and their board will review enrollment data and projected growth, as a part of establishing the proposed catchment areas for the new school facility in the southeast of the city while considering the impact on other elementary and K-9 schools within the same area.

Declining enrollment at some schools, and a demographic shift to the newer communities in the city's far south will be considered as a part of the review of catchment boundaries and existing school capacities. Dependent on future enrollment projections, MHPSD may consider options to reduce overall facility capacity through relocation of modular classroom units and/or the rightsizing of school facilities. These efforts would be anticipated to reduce ongoing operations and maintenance costs for MHPSD as a whole.

#### Enrollment and Utilization Pressures

The requested core and opening capacities for the proposed 13th Avenue K-9 School will be established as student enrollment trends and facility utilization across the School Division are solidified in the medium-term.

#### Time Frame

The request for planning and design funding for the 13th Avenue K-9 School will be solidified as enrollment trends are established over the next few years, and the impacts on enrollment and catchment of the School Divisions higher priority capital projects are understood as these priorities are completed.





## D. APPENDICES





D1. CRESTWOOD STEM SCHOOL:  
LEARNING IN AND THROUGH STEM





# K-9 Crestwood STEM School



**Learning IN and THROUGH STEM  
(Science, Technology,  
Engineering & Mathematics)**

# Purpose-Built Spaces That Align with How Students Learn

Modern STEM education demands a departure from the static classroom model. Students require a facility that functions as a laboratory for discovery.

Our design philosophy integrates physical space with instructional strategy to empower the next generation of thinkers.

Designing for the 4Cs the new facility is intentionally engineered to support student success in current and future learning contexts.

- **Critical Thinking:** Modern science laboratories facilitate authentic scientific inquiry, moving beyond rote learning to deep, evidence-based analysis.
- **Creativity:** Dedicated Career and Technology Studies (CTS) prototyping spaces allow students to engage in hands-on engineering and applied science, turning abstract concepts into physical reality.
- **Communication:** Reconfigurable classrooms with mobile technology and versatile layouts ensure students can effectively articulate and exchange complex ideas across various media.
- **Collaboration:** Integrated "Design Thinking" zones and collaborative spaces support project-based learning, mirroring the professional environments of the modern workforce



# Enhanced STEM Programming Through Updated Science and CTS Facilities

Existing facilities limit the scope and depth of STEM learning due to outdated lab designs and constrained spaces. A new build allows for intentional alignment between curriculum, pedagogy, and physical space, enabling students to engage in authentic scientific inquiry and applied learning.



## **Integrated Tech Infrastructure:**

Increases student engagement and confidence by providing seamless access to the digital tools required for modern problem-solving.



## **Modern Science Laboratories:**

Enables authentic inquiry and hands-on experimentation while significantly increasing teacher capacity to deliver high-quality STEM instruction.



## **Specialized CTS Spaces:**

Facilitates prototyping and real-world application, providing a direct bridge to high school pathways and future-focused careers.



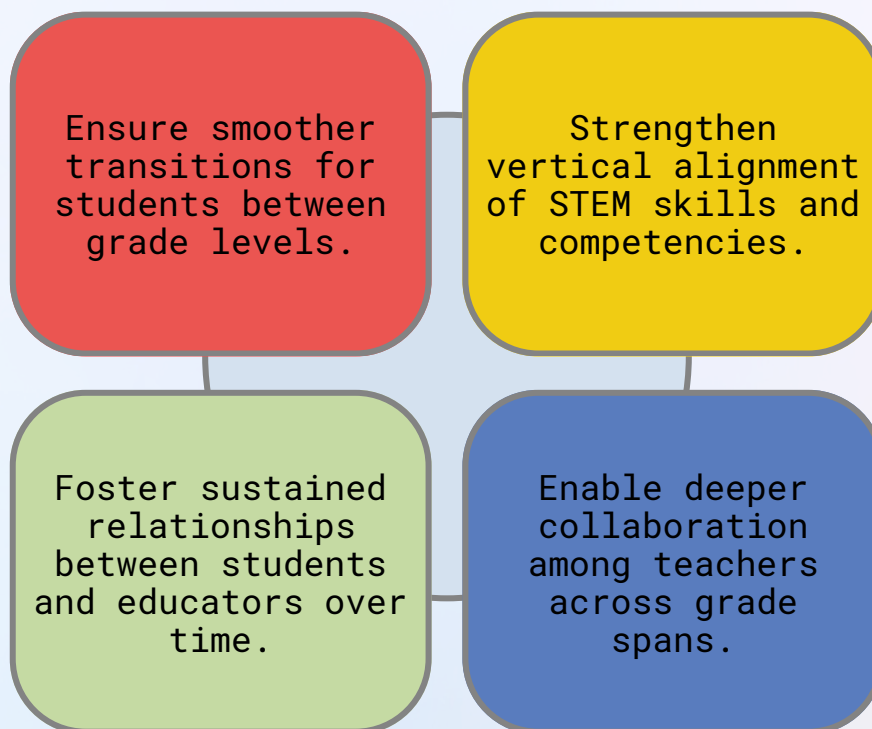
## **Adaptive Learning Zones:**

Supports cross-curricular STEM integration and allows for the simultaneous delivery of multiple inquiry-based projects.

## Consistency, Continuity, and Collaboration Through a Unified K-9 Model

Bringing together K-6 Crestwood STEM programming and 7-9 AMS STEM programming into one unified K-9 school creates consistency in instructional approaches, assessment practices, and student experience.

The case study highlights that embedded collaborative structures, such as collaborative response models and generative dialogue, strengthened instructional alignment and teacher confidence when teams worked cohesively toward a shared vision.



### Improved Student Engagement and Learning Outcomes

Local evidence demonstrates that when STEM is embedded as a foundational framework, student engagement, confidence, and problem-solving abilities increase. Students in the Crestwood STEM inquiry showed:

- Increased participation in inquiry-based projects.
- Stronger collaboration and communication skills.
- Improved ability to apply learning to real-world contexts.

A new K-9 STEM school amplifies these outcomes by providing a coherent learning journey where skills are intentionally developed and deepened year over year.

## Leveraging Success and Community Partnerships

This project is not an experiment; it is the expansion of a validated success story. Evidence from the Crestwood STEM School confirms that when students are immersed in this framework, they exhibit increased participation in inquiry-based projects and a superior ability to apply learning to real-world contexts.

Our vision is bolstered by a network of stakeholders who provide the tools—such as Lego and STEM kits—that this new facility is specifically designed to house and utilize at scale.

### Partnership Spotlight

- Industry Leaders: Pembina (Lego Kits), Methanex (STEM Kits).
- Professional & Academic: Apega (The Association of Professional Engineers and Geoscientists of Alberta), and post-secondary institutions.

Strategic Impact: The new build maximizes the return on these existing investments by providing the specialized infrastructure required to host partners and secure further STEM-aligned innovation grants.



# Long-Term Sustainability and Responsible Capital Investment

Investing in a new K-9 Crestwood STEM school is a forward-looking decision that aligns infrastructure with long-term educational goals. The inquiry emphasized that sustainable innovation requires a clear vision, collaborative structures, and environments that support ongoing growth.

## Strategic Benefits of the New Build:

- **Reduced Operational Overhead:** Significantly lowers long-term maintenance and costly retrofit requirements associated with aging, inefficient structures.
- **Future-Proof Design:** Ensures facilities remain pedagogically relevant as technology evolves.
- **Scalable Innovation:** Provides a centralized, high-efficiency environment that maximizes the impact of division resources.
- **Market Leadership:** Positions the division as a premier destination for innovative, student-centered learning, attracting and retaining families within the community.

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A new K-9 Crestwood STEM school would provide purpose-built learning spaces, modern science and CTS facilities, and a unified programming model that enhances consistency, collaboration, and student engagement. Grounded in a proven STEM vision, established partnerships, and documented local success, this investment supports improved learning outcomes, smooth transitions for students, and sustainable, future-focused education for the Medicine Hat community.





## D2. LETTERS OF SUPPORT FOR ELM STREET SCHOOL AND COMMUNITY HUB





February 28, 2024

To Whom It May Concern,

RE: Elm Street School Community Hub

On behalf of McMan Youth, Family & Community Services (McMan), I am pleased to provide our support for Medicine Hat Public School Division's proposed Elm Street School Community Hub to deliver services to the River Flats community.

McMan is a non-profit organization that has provided social services in southern Alberta for individuals with diverse and often complex needs for over 30 years. Collectively, we reshape the lives of those we serve through impartial support, collaborative connections, and quality services. McMan has collaborated with Medicine Hat Public School Division No. 76 for many years and in many different capacities to meet the needs of students and families. Our relationship with administrators, teachers, and support staff has helped to fill gaps that impact classroom experiences, including providing skill building groups and drop-in services, collaborating with Family School Liaison Workers to meet student needs, participating in resource fairs, mental health fairs, and Fresh Start to School.

Located in the heart of the River Flats neighborhood since 1912, Elm Street School provides quality education to children in grades 1-6 as well as kindergarten and preschool programming. Elm Street School works to serve local families in partnership with several community groups and organizations. Providing wrap-around support to connect families living in the River Flats with the services available in Medicine Hat would enhance their quality of life. The creation of a community hub, where partner groups and organizations can be directly on site within Elm Street School and available to the surrounding neighborhood, would eliminate barriers experienced by many in the community, due to poverty and other factors, to access supports and services within our city.

McMan Youth, Family & Community Services is pleased to support the proposed Elm Street School Community Hub. Through the creation of a centralized point of access to services and supports, we know will there be a positive impact in the lives of the families residing in the River Flats neighborhood and the broader Medicine Hat community.

Sincerely,

Tracie Mutschler, CPA, CA  
Executive Director

McMan Youth, Family and Community Services Association  
#4 – 941 South Railway Street SE, Medicine Hat, AB T1A 2W3 Phone 403-527-1588 Fax: 403-526-8249  
Charitable #: 119035947RR0001

Email: [medicinehat@mcmansouth.ca](mailto:medicinehat@mcmansouth.ca) [www.mcmansouth.ca](http://www.mcmansouth.ca)



**February 23, 2024**

To Whom It May Concern,

**RE: Elm Street School Community Hub**

On behalf of the Root Cellar Food & Wellness Hub, I am pleased to provide our support for Medicine Hat Public School Division's proposed Elm Street School Community Hub to deliver services to the River Flats community.

The Root Cellar and the Medicine Hat Public School Division have had a longstanding partnership in supporting the nutritional needs of children in local schools. We have worked together to ensure that no child goes hungry with the support of our Brown Bag Lunch Program. We are excited for the possibility of this initiative and the continued role we can play in food security for children in this new capacity.

Located in the heart of the River Flats neighbourhood since 1912, Elm Street School provides quality education to children in grades 1-6 as well as kindergarten and preschool programming. Elm Street School works to serve local families in partnership with several community groups and organizations. Providing wrap-around support to connect families living in the River Flats with the services available in Medicine Hat would enhance their quality of life. The creation of a community hub, where partner groups and organizations can be directly on-site within Elm Street School and available to the surrounding neighbourhood, would help support us to eliminate barriers experienced by many in the community, due to poverty and other factors, to access supports and services within our city.

**The Root Cellar Food & Wellness Hub** is pleased to support the proposed Elm Street School Community Hub. Through the creation of a centralized point of access to services and supports, we know will there be a positive impact in the lives of the families residing in the River Flats neighbourhood and the broader Medicine Hat community.

Sincerely,

A handwritten signature in black ink, appearing to read "Melissa Mullis", with a long horizontal flourish extending to the right.

**Melissa Mullis, Executive Director  
Root Cellar Food & Wellness Hub**



**2024-02-21**

To Whom It May Concern,

**RE: Elm Street School Community Hub**

On behalf of Medicine Hat Family Service, I am pleased to provide our support for Medicine Hat Public School Division's proposed Elm Street School Community Hub to deliver services to the River Flats community.

Medicine Hat Family Service strives to play a crucial role as a partner in the establishment of the Elm Street School Hub by the Medicine Hat Public School District. Our organization is deeply committed to collaborating with Medicine Hat Public School District and other community stakeholders to address the unique challenges faced by individuals and families in areas such as the River Flats neighborhood. Statistics reveal that this area experiences significant socioeconomic disparities, impacting mental health and overall well-being. Through our partnership with Medicine Hat Public School District, Medicine Hat Family Service aims to leverage the Elm Street School Hub as a central point for delivering comprehensive support services within a safe and nurturing school environment. By enhancing access to mental health resources and bolstering school capacity, the Elm Street School Hub will empower individuals and families in the River Flats community to thrive and achieve their full potential.

Located in the heart of the River Flats neighborhood since 1912, Elm Street School provides quality education to children in grades 1-6 as well as kindergarten and preschool programming. Elm Street School works to serve local families in partnership with several community groups and organizations. Providing wrap-around support to connect families living in the River Flats with the services available in Medicine Hat would enhance their quality of life. The creation of a community hub, where partner groups and organizations can be directly on site within Elm Street School and available to the surrounding neighborhood, would eliminate barriers experienced by many in the community, due to poverty and other factors, to access supports and services within our city.

Medicine Hat Family Service is pleased to support the proposed Elm Street School Community Hub. Through the creation of a centralized point of access to services and supports, we know will there be a positive impact in the lives of the families residing in the River Flats neighborhood and the broader Medicine Hat community.

Sincerely,

**Celina Symmonds**  
**Executive Director**  
**Medicine Hat Family Service**  
**403-502-4485**