

**TO: NIAGARA CATHOLIC DISTRICT SCHOOL BOARD  
BOARD MEETING  
FEBRUARY 27, 2018**

***PUBLIC SESSION***

**TITLE: PROPOSED JOINT USE SCHOOL WAINFLEET – INITIAL  
STAFF REPORT**

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**RECOMMENDATION**

**THAT** the Niagara Catholic District School Board receive the Proposed Joint Use School Wainfleet - Initial Staff Report for information.

**THAT** the Niagara Catholic District School Board make an application to the Ministry of Education Joint-Use Seed Funding Program with the District School Board of Niagara, and if successful, steps will be taken to further develop the joint-use school project and report back to the Board for further approvals as required.

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Prepared by: Ted Farrell, Superintendent of Education  
Kathy Levinski, Administrator of Facilities Services  
Scott Whitwell, Controller of Facilities Services

Presented by: Ted Farrell, Superintendent of Education  
Kathy Levinski, Administrator of Facilities Services  
Scott Whitwell, Controller of Facilities Services

Recommended by: John Crocco, Director of Education, Secretary/Treasurer

Date: February 27, 2018



## **REPORT TO THE BOARD FEBRUARY 27, 2018**

### **PROPOSED JOINT USE SCHOOL WAINFLEET INITIAL STAFF REPORT**

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#### **BACKGROUND INFORMATION**

The Niagara Catholic Long-Term Accommodation Plan was approved by the Niagara Catholic District School Board to assist with facility planning through to 2020-2021. The Plan recommended strategies which included as partnerships, attendance area reviews and accommodation reviews to balance enrollment throughout the system to minimize the impact of a declining population.

The Long-Term Accommodation Plan identified the strategy of pursuing partnerships for St. Elizabeth Catholic Elementary School to maximize the use of under-utilized space. Should that short-term strategy not be successful it was suggested that a pupil accommodation review may be necessary. (Reference Niagara Catholic Long-Term Accommodation Plan – Page 158)

As required by the Niagara Catholic Community Planning and Partnerships Policy, the Annual Community Partnerships meeting was held on November 30, 2016 and again on December 13, 2017. Advertising for the meeting was placed on the board website, in local newspapers and direct-mail to potential community partners. There has been no interest generated for St. Elizabeth Catholic Elementary School as a result of either of these meetings.

On November 29<sup>th</sup>, 2017, the Board received a letter from the Trustees of the District School Board of Niagara to consider supporting a proposed joint-use elementary school between St. Elizabeth Catholic Elementary School, Winger and William E. Brown Public Schools all located in Wainfleet.

At the December 19<sup>th</sup>, 2017 meeting of the Niagara Catholic District School Board, the Board approved the following motion:

*“THAT the Niagara Catholic District School Board will engage in initial staff level discussions in the new year on a proposed joint-use school in Wainfleet with the District School Board of Niagara; will notify the community of St. Elizabeth Catholic Elementary School of the proposal, and that an initial staff report will be brought to a future Board Meeting for the information and consideration of the Board.”*

A letter was sent to the parents / guardians of students at St. Elizabeth Catholic Elementary School students on December 20<sup>th</sup>, 2017, advising that the community would be invited to participate in the consultation as the board considers whether to move forward in investigating the possibility of a joint-use school in Wainfleet.

On January 11<sup>th</sup>, 2018 staff from the Niagara Catholic District School Board met with the Superintendent of Business from the District School Board of Niagara to begin initial discussions on a

proposed joint-use school. An update on this meeting was reported to the Board at the January 18<sup>th</sup>, 2018 Committee of the Whole Meeting.

In a letter dated February 1<sup>st</sup>, 2018, parents / guardians were invited to provide input on the proposed joint-use school for the Board to consider at a Community Consultation Meeting at St. Elizabeth Catholic Elementary School on Thursday, February 15<sup>th</sup>, 2018 at 6:30 p.m. Parents / guardians who were unable to attend the meeting were invited to provide input online through the Board website under the Accommodation Planning tab – St. Elizabeth Consultation until Wednesday, February 21<sup>st</sup>, 2018 at 4:00 p.m.

The community meeting was held at St. Elizabeth Catholic school as planned on February 21<sup>st</sup>, 2018. There were 24 guests in attendance, 10 of whom were parents.

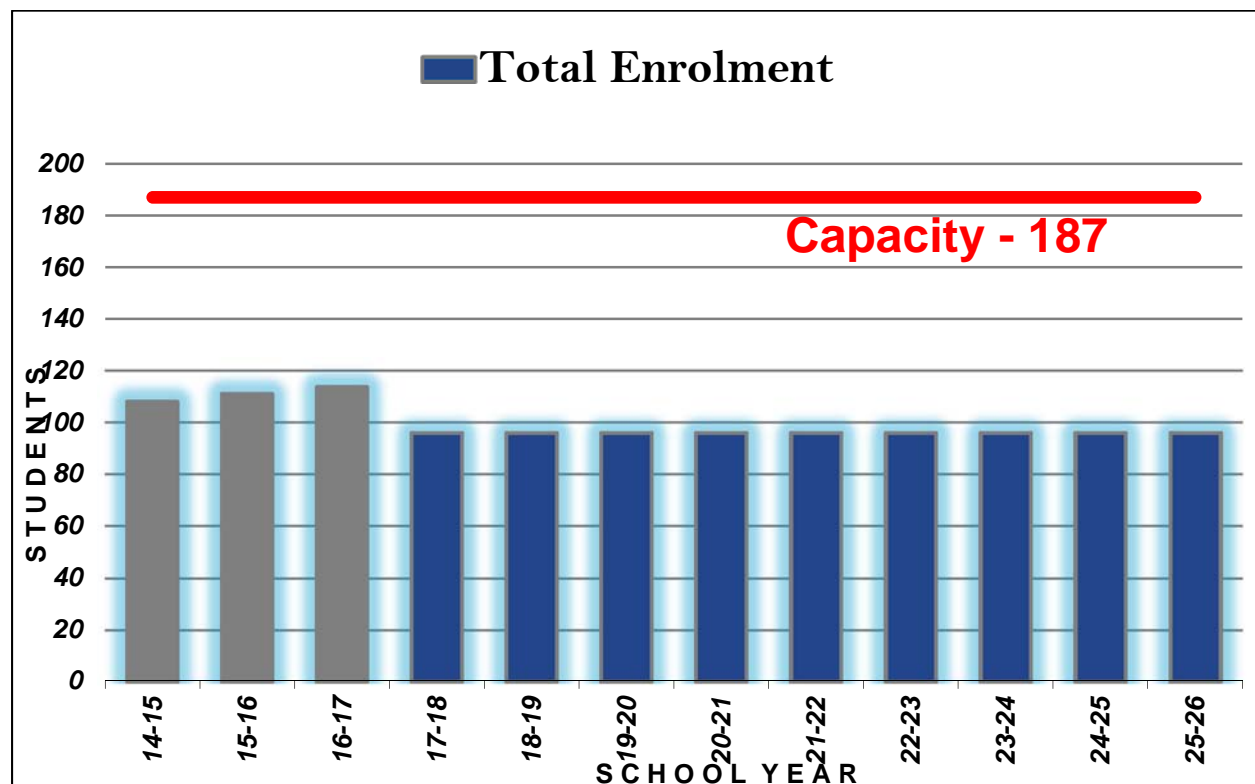
The visual presentation and input received at the meeting is included in the Community Consultation Minutes attached as Appendix 1.

Comments received through the online form from the board's website is included as Appendix 2.

Those in attendance were advised that input from the St. Elizabeth Catholic Elementary School community will be provided by Board staff for Trustee consideration at the Tuesday, February 27<sup>th</sup>, 2018 Board Meeting at the Catholic Education Centre at 7:00 p.m.

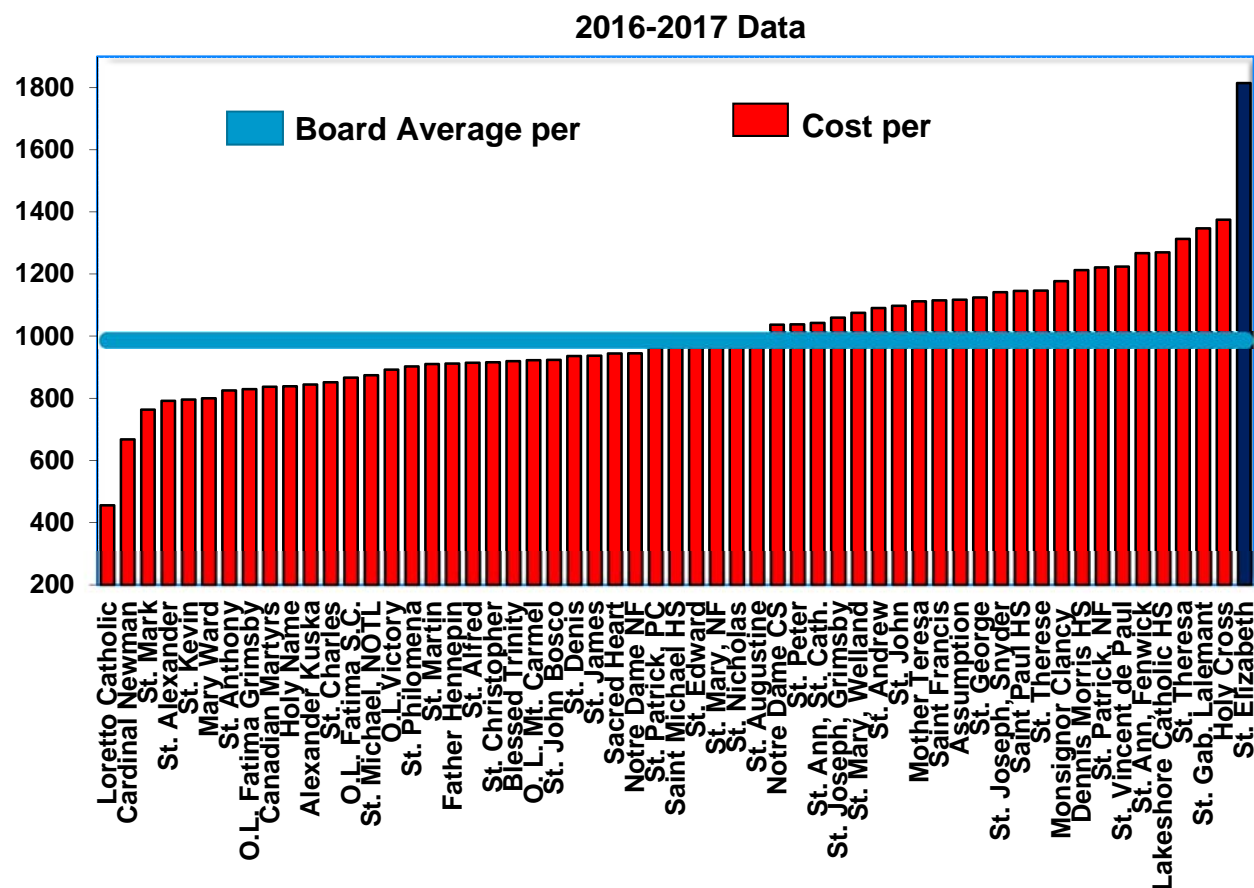
## ENROLMENT PRESSURE

St. Elizabeth Catholic Elementary School is currently operating at 51% of its on-the-ground capacity, with 96 students. When the Niagara Catholic Long-Term Accommodation Plan was developed the school was projected to have 120 students and be at 64% of its on-the ground capacity of 187.



## COST PRESSURE

In the 2016-2017 school year, St. Elizabeth Catholic had the highest average operating costs of all schools in the system. The operations and maintenance costs include, cleaning, insurance, utilities (hydro, gas, water), maintenance repairs.



The cost for operations and maintenance at St. Elizabeth Catholic was over \$192,000 for 2016-2017.

The average board cost per student was \$988. The average cost at St. Elizabeth per student was \$1815, almost double the average.

The cost of utilities at the school was \$50,000. The average cost per pupil is \$503 per student which is more than double the board average of \$213/student.

The cost of operating the surplus space at St. Elizabeth Catholic in 2016-2017 was approximately \$64,000. Assuming identical costs with the lower enrolment this year, the cost of the surplus space rises to \$88,000 based on 91 surplus pupil spaces.

In 2017-2018, we received \$118,715 for Rural and Northern Education Fund. St Elizabeth Catholic's portion of that would be approx. \$7,000. This \$7,000 does not cover the cost of the excess capacity.



## POTENTIAL ENROLMENT STRATEGIES

There are a variety of strategies to deal with the challenges that the school is facing due to declining enrolment.

1. Status Quo.
2. Reduce the footprint of St. Elizabeth Catholic Elementary School
3. Pursue an Attendance Area Review involving the nearest local schools. These could include St. Martin Catholic Elementary School, St. John Bosco and/or St. Ann Catholic Elementary School.
4. Conduct a Pupil Accommodation Review and consolidate St. Elizabeth with a neighbouring school conditional upon Ministry funding.
5. Pursue a partnership with our co-terminus board conditional upon successful completion of a pupil accommodation review for their two Wainfleet schools and Niagara Catholic receiving Ministry funding for the project.

## MINISTRY AND JOINT USE SCHOOLS

In an effort to encourage efficient use of school space the Ministry of Education is encouraging school boards to consider joint-use schools, where possible. The Ministry of Education has issued two memorandums to Directors of Education and Senior Business Officials on joint-use schools. These memos have been attached as Appendix 3 and Appendix 4.

The Ministry recognizes the significant planning and cooperation required between school boards to develop these projects. At times the extensive effort involved on such projects may act as a barrier. Effective planning can lead to the development of formalized agreements that can greatly increase the long term success of joint-use school arrangements. The Joint-Use Schools Seed Funding Program has been created by the Ministry of Education to encourage the creating of more joint-use schools.

## RECOMMENDATION

To continue to maintain a Catholic presence in the rural Wainfleet community a partnership with the District School Board of Niagara should be pursued.

The location of a joint-use school was a priority among those attending the Community Consultation Meeting at St. Elizabeth Catholic Elementary School. In particular, the strong connection between St. Elizabeth Roman Catholic Church and the school should be an important consideration. Attendees would like the current location to be strongly considered for the proposed joint-use school.

A joint-use school project with the District School Board of Niagara in Wainfleet will require extensive planning and cooperation between the two school boards. To continue to explore the potential of a joint-use school, an application should be made for funding from the Joint-Use Seed Funding Program to provide further support for a joint-use school.

To be eligible for consideration, the ministry requires evidence of trustee-level approval to make an application to the Joint-Use Seed Funding Program with the District School Board of Niagara be submitted to the Ministry of Education. If successful, steps will be taken to further develop the joint-use school project and report back to the Board for further approvals as required.

## Attachments

Appendix 1 – Minutes from the Community Consultation Meeting, February 15<sup>th</sup>, 2018 with attached appendices

Appendix 2 – Comments received via the online form from the board's website

Appendix 3 – Memorandum 2013:B18-Initiative to Encourage Joint Use In Collaboration Between School Boards On Capital Projects, July 31, 2013

Appendix 4 – Memorandum 2016:B17-Joint-Use Schools Seed Funding Program, October 12, 2016

### RECOMMENDATION

**THAT** the Niagara Catholic District School Board receive the Proposed Joint Use School Wainfleet - Initial Staff Report for information.

**THAT** the Niagara Catholic District School Board make an application to the Ministry of Education Joint-Use Seed Funding Program with the District School Board of Niagara, and if successful, steps will be taken to further develop the joint-use school project and report back to the Board for further approvals as required.

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Prepared by:	Ted Farrell, Superintendent of Education Kathy Levinski, Administrator of Facilities Services Scott Whitwell, Controller of Facilities Services
Presented by:	Ted Farrell, Superintendent of Education Kathy Levinski, Administrator of Facilities Services Scott Whitwell, Controller of Facilities Services
Recommended by:	John Crocco, Director of Education
Date:	February 27, 2018



*"The Niagara Catholic District School Board, through the charisms of faith, social justice, support and leadership, nurtures and enriching Catholic learning community for all to reach their full potential and become living witness of Christ."*

**MINUTES**  
**ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL**  
**COMMUNITY CONSULTATION MEETING**  
**February 15, 2018**  
**6:30 p.m.**

Minutes of the St. Elizabeth Catholic Elementary School Community Consultation Meeting of February 15, 2018 at 6:30 p.m.

The following staff members were in attendance:

Ted Farrell, Superintendent of Education; Yolanda Baldasaro, Family of Schools Superintendent of Education; Kathy Levinski, Administrator of Facilities Services; Scott Whitwell, Controller of Facilities Services; Kim Kuchar, Principal of St. Elizabeth Catholic Elementary School; and Mary Gallardi, Administrative Assistant, Recording Secretary.

There were 24 members of the public in attendance, 10 attendees have children enrolled in St. Elizabeth Catholic School, and Dino Sicoli, Trustee.

**A. WELCOME**

Superintendent Baldasaro welcomed and thanked everyone for attending this evening at St. Elizabeth Catholic Elementary School

**B. OPENING PRAYER**

Principal Kuchar opened with a prayer.

**C. PURPOSE**

Superintendent Farrell welcomed and thanked everyone for attending and advised that the purpose of tonight's meeting was to provide information and receive input from the community in order to provide the Board of Trustees with an Initial Staff Report at the February 27, 2018 Board Meeting with respect to entering into a proposed joint-use school in Wainfleet with the District School Board of Niagara.

Superintendent Farrell reviewed the agenda and advised that there would be an opportunity for each and everyone present to provide input this evening.

**D. BACKGROUND INFORMATION**

Superintendent Farrell and Kathy Levinski presented the slide deck, and advised that it would be posted on the Board website on February 16, 2018. The slide deck is attached as Appendix A.

## **QUESTIONS & COMMENTS:**

*What is the utilization and the number of students in the board?*

Superintendent Farrell: There are approximately 21,000 total students with just over 14,000 elementary students. There are over 17,000 pupil spaces available.

*The 3 Wainfleet schools have over 600 pupils total does that mean they fill up this school then the rest of the kids go to the public schools?*

Superintendent Farrell: If the Niagara Catholic District School Board indicates an interest in a proposed joint-use school, the District School Board of Niagara with Trustee approval would then conduct a pupil accommodation review involving their two local schools. If their recommendation was approved, the two boards would then need to submit a business case, based on a partnership between the two boards that would consolidate the three local schools into a new build.

*So you are saying this building will be torn down or kept?*

Superintendent Farrell: Any discussion on that is premature. There are many steps to go through before a decision on that would be made.

## **E. FACILITATED SESSION FOR PUBLIC INPUT**

Superintendent Farrell presented the Interview Matrix Process for soliciting public feedback. He indicated that the session is unfiltered and asked that everyone provide honest and open feedback. All in attendance were directed to form groups and provide feedback to each of the four to answer four questions provided. The individual responses returned, 19 of 24, are included in Appendix B.

Individual responses to each of the four questions were shared with the entire group, using table interviews. Interviewers recorded responses on the question sheets provided and are provided in Appendix C.

Attendees were then divided into groups with similar questions and asked to discuss their responses and place them on a flipchart.

Once completed, one representative from each group presented the group's response. Following the group presentation there was an opportunity to ask questions to seek clarity and provide comments.

Superintendent Farrell then asked those in attendance if the comments listed on the flipchart accurately captured the feedback provided. Each of the flipcharts has been provided in Appendix D.

## **F. REVIEW OF TIMELINES**

Superintendent Farrell reviewed the timelines and indicated that the input from this meeting would be provided to Trustees at the upcoming Board Meeting on Tuesday, February 27<sup>th</sup>, 2018. The community would then be informed of any Trustee decision to continue to investigate the joint-use proposal.

## **G. OTHER OPPORTUNITIES FOR INPUT**

Superintendent Farrell advised that under the Accommodation Planning tab on Niagara Catholic's website there is opportunity to provide further feedback, for those in attendance this evening and for those who were unable to attend. The contact information, for Kathy Levinski, Administrator of Facilities Services was also provided.

## **H. QUESTIONS**

Superintendent Farrell opened the floor for questions.

*Has the government cut off small school rural funding?*

Superintendent Farrell: We do receive some funding, but not enough to cover the costs of the underutilized space. There is a small grant for rural schools but it is minimal.

*What level is that funding?*

Superintendent Farrell: We receive the same funding per pupil but the funding for rural schools does not allow the Board to recoup the costs of empty seats. The larger schools in the board subsidize the smaller schools.

*You have taken snapshot of the current population & growth. The concept of a joint-use school is good if we take the snapshot of how it is now. The issue from a Catholic point of view is how will we maintain the integrity of the Catholic system. Has the Board considered the projected growth in the Wainfleet area because there are people moving here?*

Superintendent Farrell - The projections shown were provided by a consulting firm that engages the upper tier and lower tier municipalities for development information. This information takes into account all growth from single-family homes, semis, apartments and average number of students that we can expect from the developments.

*If these projected numbers are accurate then the conversation is over. With these numbers the Board can't afford to sustain this ongoing situation.*

*There are three schools in our municipality all under capacity. St. Elizabeth is 51% of capacity and the two public schools operate around 70%. When you take all three into consideration, we are talking about selling 3 buildings and building one new one. Two schools currently here could take all of the students. Why build a new one?*

Superintendent Farrell: With a new school the three schools would be in one building. It is our hope to continue to have a separate Catholic school in Wainfleet. If we pursue the proposal, the three schools would become one joint school with shared gymnasium and library.

Superintendent Baldasaro indicated that a new school would still be two distinct footprints within the same building.

*It took since 1700 to get where we are today. The steps we are taking today need to be carefully considered or Catholic schools are not going to mean anything in the long run. But from a practical point of view a joint-use school makes total sense.*

*If we build a joint school for Catholics and the other students, then the cost per student, will not get any better?*

Superintendent Farrell: If a new school is built we would gain operating efficiencies. We pay for our school; they pay for theirs. We have a beautiful Catholic school community here at St. Elizabeth. We are able to ensure there is a distinct difference between the two schools, as we do currently at Loretto Catholic. That identity is not lost by sharing a facility.

*If you build a new school with less space, and this school is paid for and this is not a tear down, the cost per student and putting up a new school is going to drive the cost per student up. Why don't we leave this school as is and if we don't need a chunk of it then adios?*

Superintendent Farrell: Reducing the footprint is one opportunity to reduce expenses. Another is to redraw the boundaries, which is difficult given the rural location of the school. Another option is to conduct a pupil accommodation review and potentially close the school and redistribute students.

*When utilization falls below 65% it translates to decreased funding to the Board, which was a shortfall of around \$240,000. We are roughly ¼ of that.*

*Does the public school board have same thresholds reduction in funding?*

Superintendent Farrell: The funding thresholds are the same for school boards in the province.

*The selling price for the public school on Burnaby Road was \$200,000. When you talk about selling, what happens when your 1/3 – 2/3 swaps and you have 50/50?*

Superintendent Farrell: Through the process, if we proceed the board will ensure that there is sufficient space for our students at a suitable site.

*The real advantage we have now is a quaint school with the Church and the arena, etc. We need input as to how much a new school would cost and does that come with a new church?*

*If move off site you detach from the church which is a critical, unique and intimate part of the school. It is hard to believe that this 25% of the underfunding is worth entertaining this concept. What is the forecast for further reductions for underutilization?*

Superintendent Farrell: Our options do not include a new build for the Church. That is something for the Diocese to decide. Our enrolment projections are not showing growth.

*What happens if we build a new school? For example, will we get more gym equipment or is that shared?*

Superintendent Farrell: Each school has their own gym equipment.

*Is the funding for all of this is absorbed by the Government?*

Superintendent Farrell: First of all, the decision of whether we decide to pursue the proposal and proceed with a joint-use school lies solely with the Board of Trustees. If the Trustees decide to proceed, and DSBN completes an accommodation review that recommends they pursue consolidations, then we would prepare a business case and apply for funding for a new school. Niagara Catholic will not proceed unless funding is provided by the provincial government.

*What happens if we build on a different site and you sell this property? Where does the money go?*

Superintendent Farrell: All proceeds from school sales goes into an account called Proceeds of Disposition. These funds can only be spent on school facilities.

*The bus system does not match the boundaries at the Wainfleet-Dunnville boundary. The bus drives right by the houses in Brant-Haldimand. Why can't the students be recruited to come to Niagara?*

Superintendent Farrell: Each school board has its own boundaries. We have an agreement that involves secondary students but we do not have one that involves elementary.

*The work to rule really hurt this school. Some students left because of it.*

*Will there be a meeting where we are with the public board to meet together?*

Superintendent Farrell: At this point in the process, that is premature.

*Can I suggest for students at St. Elizabeth to put down their thoughts?*

Superintendent Farrell: Yes.

Superintendent Farrell thanked everyone for their attendance and input this evening.

#### **I. FURTHER ACTION**

Report to Board of Trustees on February 27, 2018

Communication of decision to community and next steps

#### **J. ADJOURNMENT**

The meeting was adjourned at 8:55 p.m.

# ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

## Community Consultation Meeting

Thursday February 15, 2018

6:30 p.m.





## Agenda

- A. **WELCOME – Yolanda Baldasaro**
- B. **OPENING PRAYER – Kim Kuchar**
- C. **PURPOSE**

*Community consultation for investigation of joint-use school with DSBN*

- D. **BACKGROUND INFORMATION**
- E. **FACILITATED SESSION FOR PUBLIC INPUT**
- F. **REVIEW OF TIMELINES**
- G. **OTHER OPPORTUNITIES FOR INPUT**
- H. **QUESTIONS**
- I. **FURTHER ACTION**
  - A. Report to Board of Trustees – February 27, 2018*
  - B. Communication of decision to community and next steps*
- J. **ADJOURNMENT**

## Purpose

**Niagara Catholic District School Board  
has been asked to consider a joint-use  
school in Wainfleet.**

**Consultation for input on joint-use school.**

**Out of scope: staffing, location, design of  
potential new school.**

## Background Information

**Niagara Catholic has had two joint-use school partnerships with DSBN:**

**Currently at Loretto Catholic Elementary School, Niagara Falls**

- constructed in 1999
- Loretto Catholic enrolment is 578
- 80,000 square feet in total with shared library and gymnasium

**Previously at Michael J. Brennan Catholic, St. Catharines**

- JK – Grade 6 school was consolidated and sold in 2014

## Background Information How We Got Here

- Ministry of Education Guidelines and initiatives to encourage school boards to make efficient use of school space
- Reduction of provincial funding for schools with fewer students (less than 65% utilization)
- Declining enrolment - since 2010 there are 2500 fewer pupils
- 2,788 excess pupil spaces in elementary and secondary panels as of October 2017
  - **2,481 elementary spaces**
  - **307 secondary spaces**

## Niagara Catholic District School Board Financial Implications

- Reduction in Niagara Catholic Top Up Funding for elementary panel ~ \$240,000 (<65% of capacity) for 2017-2018
- Total cost of underutilized pupil spaces for the Board is about \$2.7 million
  - **\$2.4 million for elementary**
  - **\$300,000 for secondary**

## Community Planning and Partnerships

- Two Community Planning and Partnerships meetings have been held:
  - November 30, 2016
  - December 13, 2017
- Niagara Catholic has been actively looking for partnerships for St. Elizabeth Catholic Elementary School to better utilize the school.
- District School Board of Niagara proposed joint use school partnership in November 2017.

## Long Term Accommodation Plan – 2016-2021

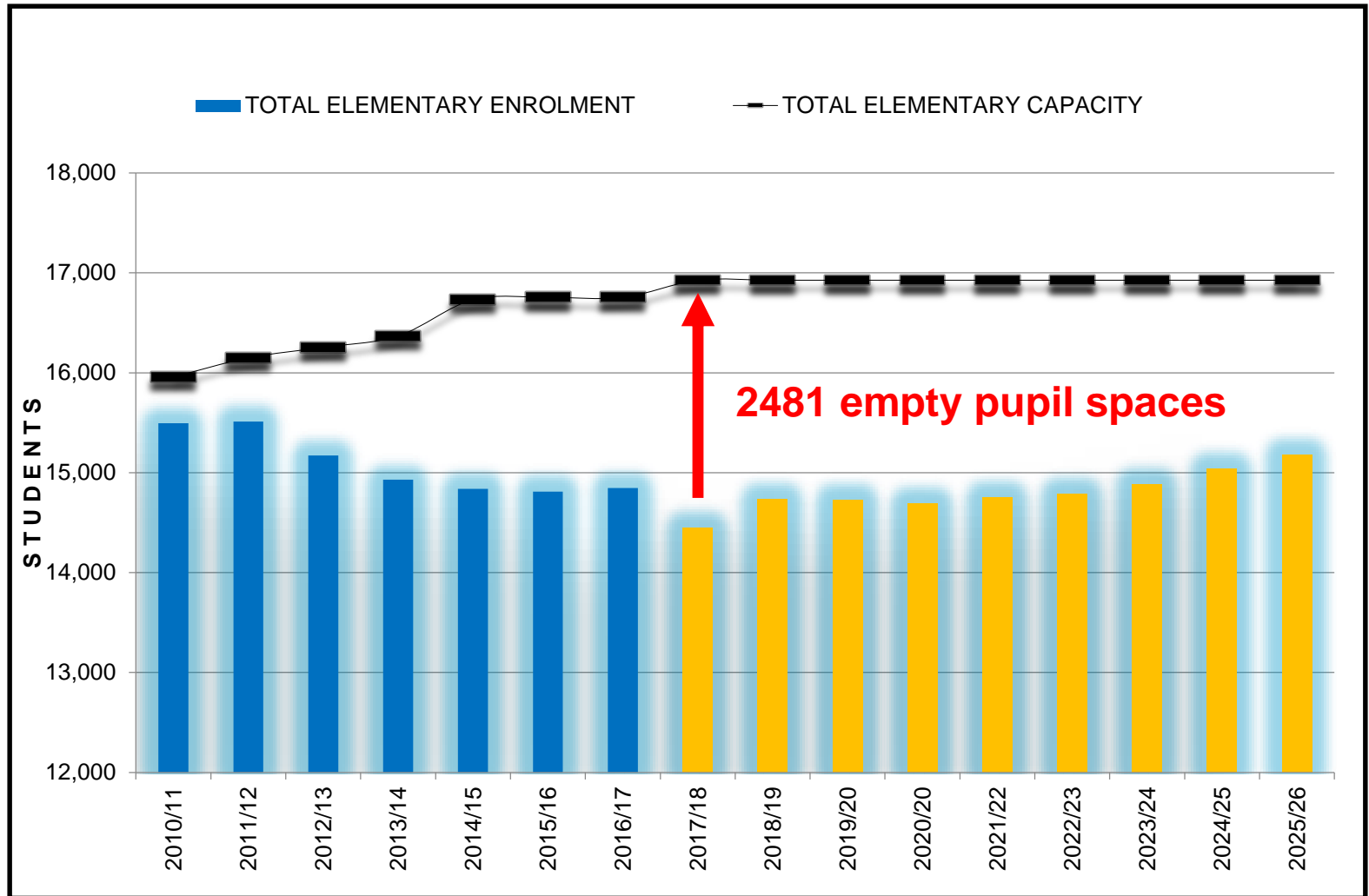
- On May 24, 2016 the Board endorsed the consolidated **Long Term Accommodation Plan 2016-2021 (LTAP)**
- The LTAP identifies:
  - Demographics, enrolment and programs offered
  - Open and operating schools that may have unused space
  - Schools that may be candidates for consolidation
- The plan provides transparent information to Board staff, municipalities, the public and potential partners

## Long Term Accommodation Plan – 2016-2021 St. Elizabeth Catholic

- **Recommendation for St. Elizabeth Catholic Elementary School in the LTAP is to pursue partnerships to address underutilization.**
- **If partnerships do not address the underutilization, it may be necessary to pursue Pupil Accommodation Review.**



# Niagara Catholic District School Board Historical and Projected Elementary Enrolment

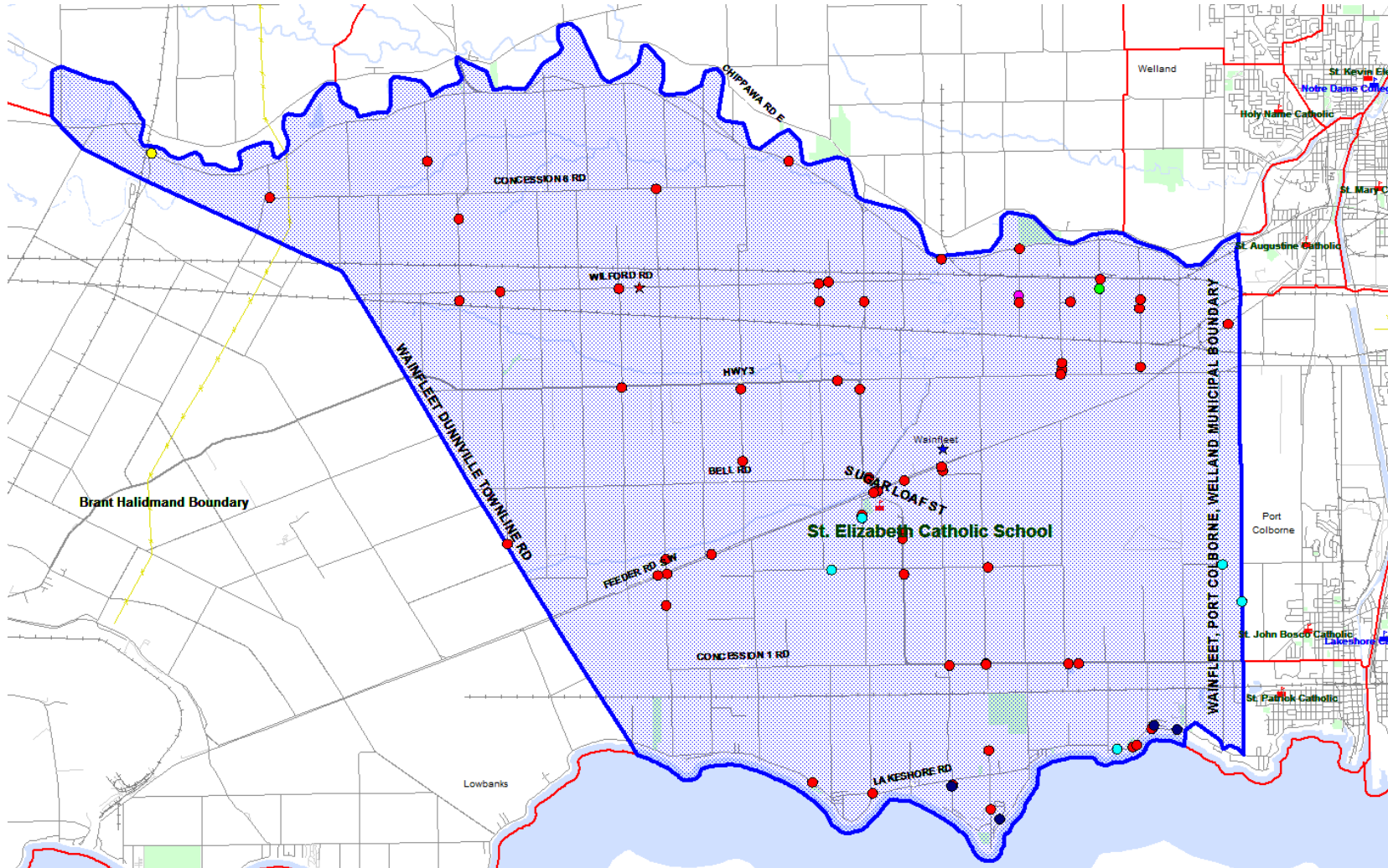


# **ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL PROFILE**



NIAGARA CATHOLIC  
DISTRICT SCHOOL BOARD

# ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL Catchment Map



## ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

### Catchment Information

School of Attendance	No. of Students
No of students attending in catchment	96
No. of students attending elsewhere	20
<b>No. of students living in catchment</b>	<b>116</b>

## ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

### Facilities Profile

Original Building	1959, 304 m <sup>2</sup> /3,272 ft <sup>2</sup>
Additions	1964, 1965, 1967, 1978 1766 m <sup>2</sup> /19,010 ft <sup>2</sup>
School building total	2070m <sup>2</sup> /22,282 ft <sup>2</sup>
Property Size	3.24 hectares 8.01 acres
Classrooms	7 regular classrooms plus 1 purpose built kindergarten room 1 library 1 gymnasium
Organization	5 classroom teachers .5 principal
Facility Condition Index	20%

# ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

## Long Term Accommodation Plan

### Enrolment Projections

St. Elizabeth	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
On the Ground Capacity	187	187	187	187	187	187	187	187	187	187	187	187
Total Enrolment	108	111	114	120	120	120	122	124	123	123	125	123
Students Under/ Over Capacity	79	76	73	67	67	67	65	63	64	64	62	64
Utilization	58%	59%	61%	64%	64%	64%	65%	66%	66%	66%	67%	66%

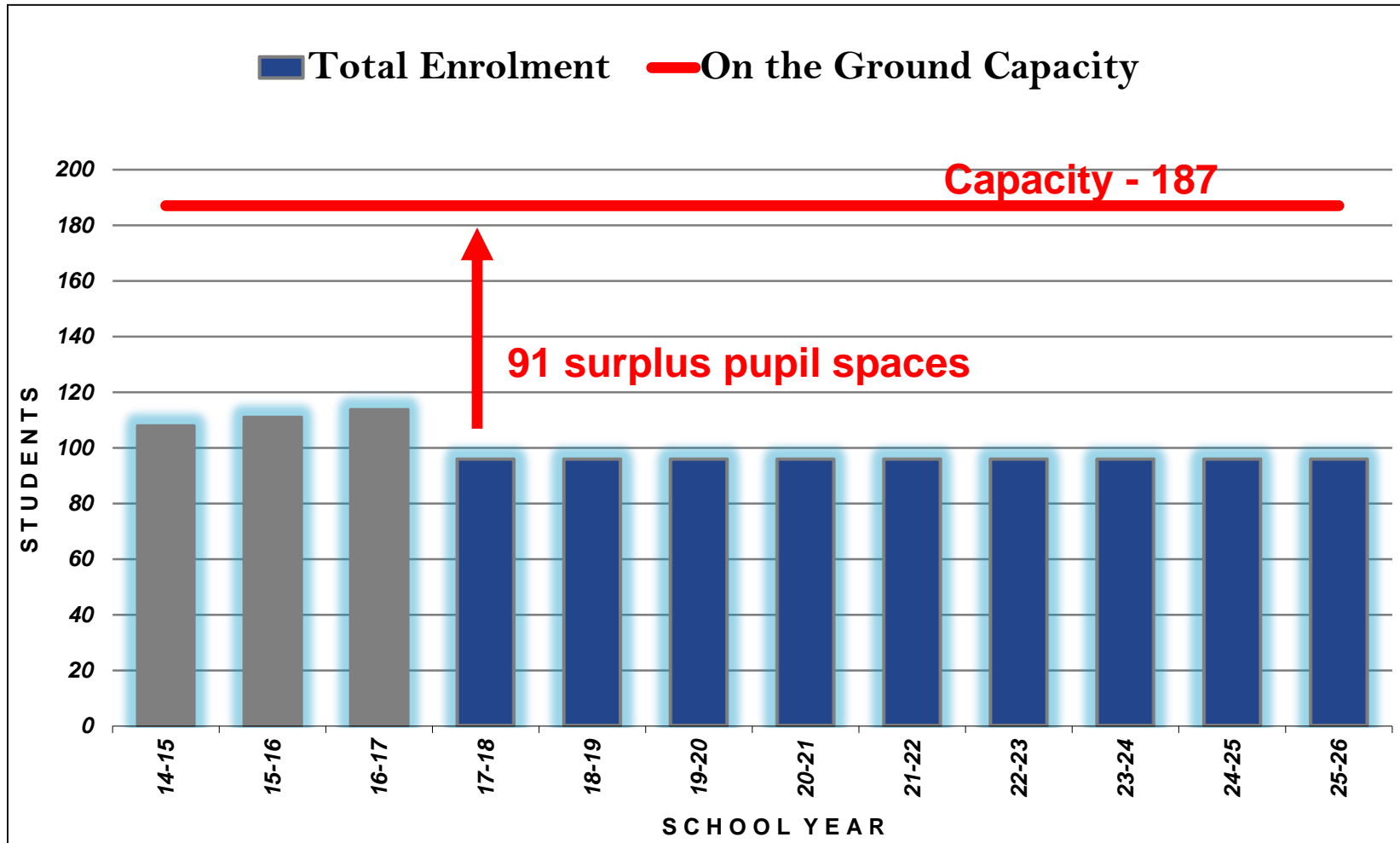
## ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

### Current Enrolment

St. Elizabeth	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26
On the Ground Capacity	187	187	187	187	187	187	187	187	187	187	187	187
Total Enrolment	108	111	114	96	120	120	122	124	123	123	125	123
Students Under/ Over Capacity	79	76	73	67	67	67	65	63	64	64	62	64
Utilization	58%	59%	61%	51%	64%	64%	65%	66%	66%	66%	67%	66%

## ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

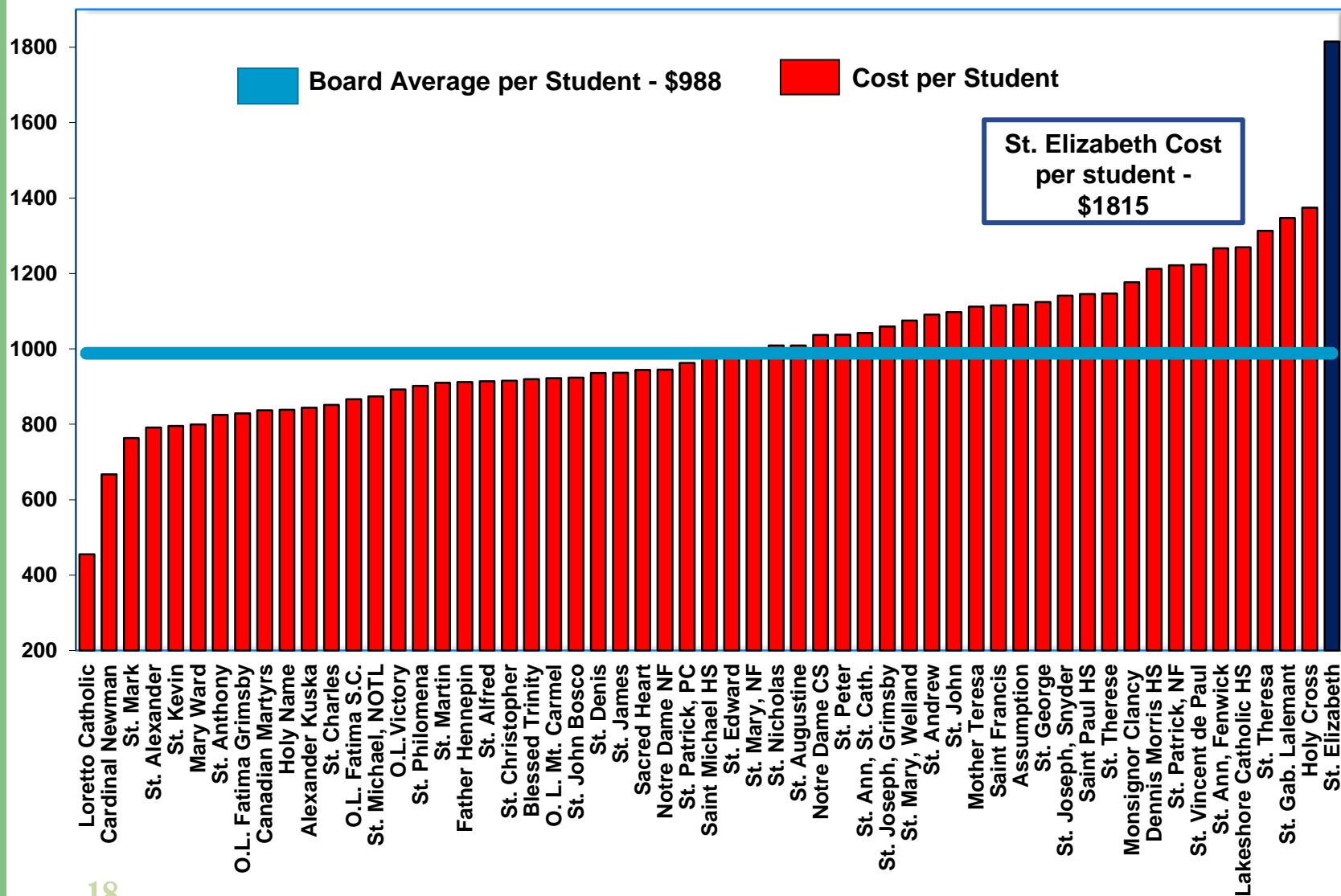
### Surplus Spaces





# Operations and Maintenance Costs

2016-2017 Data



## ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

### Financial Implications

Based on 2016-2017 data

Total Operations Expenditure	\$192,456
Enrolment	106
On-The-Ground Capacity	187
Total Operations Expenditure/Pupil	\$1,816
Total Operations Expenditure/Pupil Space	\$1,029
Additional Operations Expenditure due to Underutilization per Pupil	<b>\$787</b>

The annual operations and maintenance costs for the underutilized space at Elizabeth Catholic Elementary School was \$63,750.

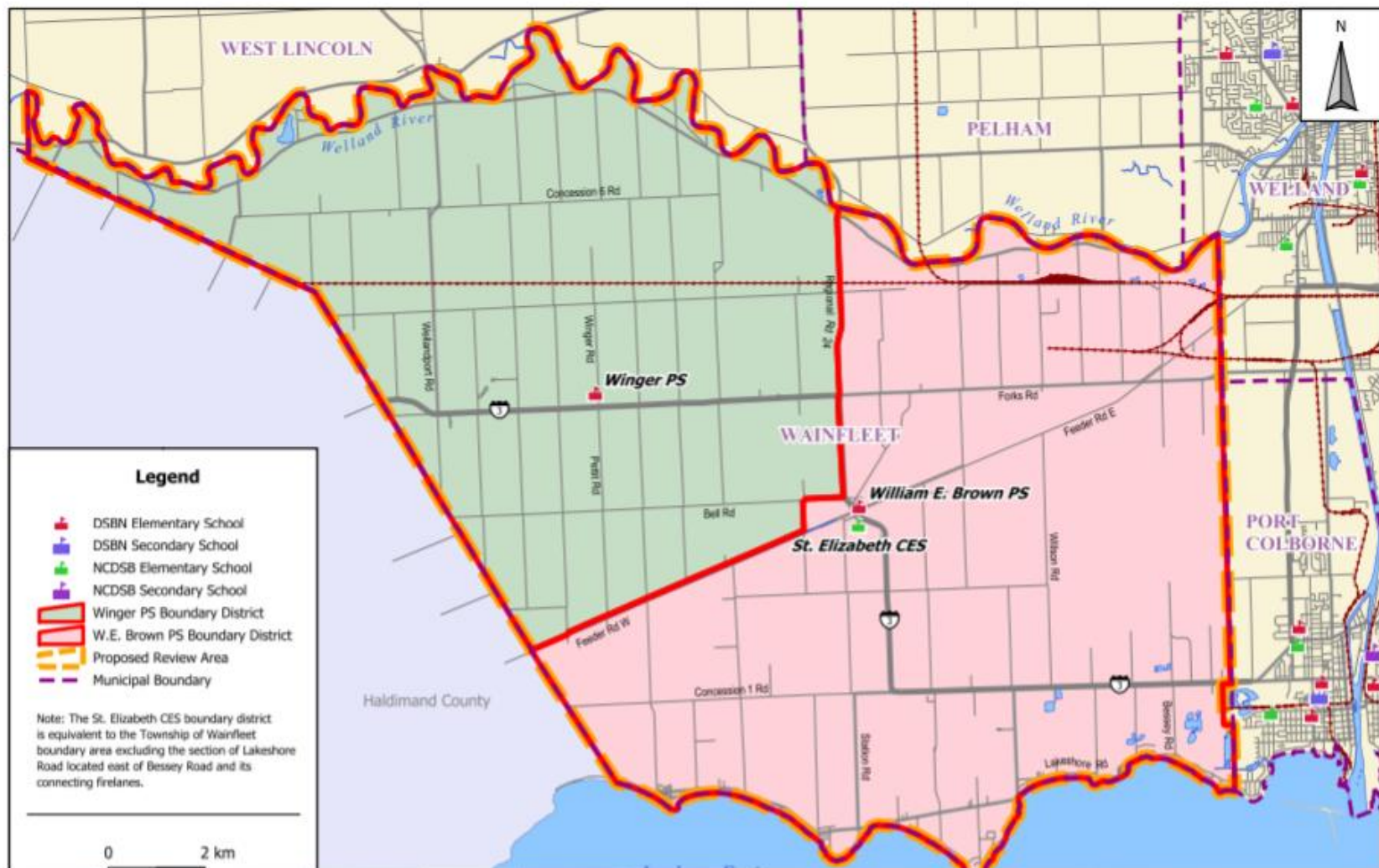


NIAGARA CATHOLIC  
DISTRICT SCHOOL BOARD

# ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

## Map of Wainfleet Elementary Schools

### Public and Catholic Elementary Schools in the Township of Wainfleet



## ST. ELIZABETH CATHOLIC ELEMENTARY SCHOOL

### Wainfleet School Enrolment and Utilization

	ST. ELIZABETH CATHOLIC	WILLIAM E. BROWN PUBLIC	WINGER PUBLIC	TOTAL
OTG Capacity	187	233	265	685
Oct. 2017 Enrolment	96	174	193	464
Utilization	51%	75%	73%	

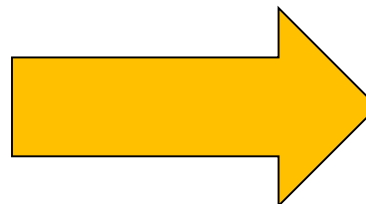
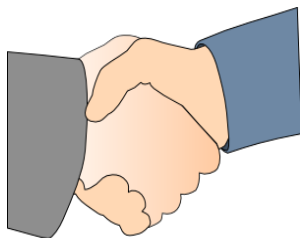
Current enrolment for St. Elizabeth CES  
Projected for DSBN schools

## Where are We Now?

Long Term  
Accommodation  
Plan 2016-2021



Community  
Planning &  
Partnerships



Consultation  
With School  
Community



# FACILITATED SESSION FOR PUBLIC INPUT

# ETIQUETTE

1. Be respectful
2. Listen attentively to others
3. Participate to the fullest of your ability
4. Goal is not to agree, but to gain deeper understanding and record responses

## Individual Preparation

**Quietly and individually write your own responses to the four questions on the paper provided.**



## INTERVIEW MATRIX PROCESS

1. The Interview (15 minutes)
2. Editorial Board (10 minutes)
3. Report Back (10 minutes)

## The Interview: (Part 1 – 15 minutes)

1. Each person will sit at a table of 4, each person will have a different question.
2. Each person is responsible for collecting data on a question.
3. All four questions and space for responses will be provided on one sheet of paper to each person.
4. A few minutes will be provided to review each of the questions and write down own responses.
5. Everyone will “interview” and be “interviewed” by each person in your group of four.
6. Write down the responses from each person at your table to the question you have been assigned.

## Purpose

**Niagara Catholic District School Board  
has been asked to consider a joint-use  
school in Wainfleet.**

**Consultation for input on joint-use school.**

**Out of scope: staffing, location, design of  
potential new school.**

## INTERVIEW QUESTIONS

1. What are the advantages of the joint-use school proposal?
2. What are the disadvantages of the joint-use school proposal?
3. What factors should the Board consider in pursuing a joint-use school?
4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space?

# INTERVIEW MATRIX – 1<sup>ST</sup> SESSION

**INTERVIEWER**

**RESPONDER**

**1**



**2**

**3**



**4**

## INTERVIEW MATRIX – 2<sup>ND</sup> SESSION

**INTERVIEWER**

**RESPONDER**

**2**



**1**

**4**



**3**

## INTERVIEW MATRIX – 3<sup>RD</sup> SESSION

**INTERVIEWER**

**RESPONDER**

**1**



**3**

**2**



**4**

## INTERVIEW MATRIX – 4<sup>TH</sup> SESSION

**INTERVIEWER**

**RESPONDER**

**3**



**1**

**4**



**2**



## INTERVIEW MATRIX – 5<sup>TH</sup> SESSION

**INTERVIEWER**

**RESPONDER**

**1**



**4**

**3**



**2**

## INTERVIEW MATRIX – 6<sup>TH</sup> SESSION

**INTERVIEWER**

**RESPONDER**

**4**



**1**

**2**



**3**

## The Editorial Board: (Part 2 – 10 minutes)

**Gather with those with the same questions**

- **compare notes**
- **find common themes**
- **look for unique inputs and ideas**

**Record the best consensus ideas on the flipchart provided**

**Prepare your team presentation**

## Sharing Responses: (Part 3 – 10 minutes)

Individual groups will present their responses to the entire group to ensure that:

- all input has been gathered
- staff understand responses

## Review of Timelines

- Input from community to be provided at the Board Meeting on Tuesday February 27, 2018.
- Decision by Trustees to investigate proposed joint-use school.
- Community will be informed of Trustee decision to investigate joint-use proposal and next steps.

## **Additional Opportunities for Input**

**Feedback Form has been posted on Board website at [niagara.catholic.ca](http://niagara.catholic.ca) under:**

- **Accommodation Planning,  
St. Elizabeth Consultation**

**Contact Kathy Levinski, Administrator of  
Facilities Services at 905-735-0240, ext. 273**

# Additional Opportunities for Input



board ▾ Schools ▾ Programs ▾ Calendar Careers ▾ Newsroom ▾ Accommodation Planning ▾ Students ▾ Parents

search 

 Check for Delays and Cancellations

Transportation

Father

Partners

Tools

Networks

Facebook

Long-Term Accommodation Plan 2016-2021

Pupil Accommodation Review

Attendance Area Reviews

French Immersion Program

Partnership

Capital Construction

**St Elizabeth Consultation**

## St Elizabeth Consultation

**Name**

First Last

**Email**

**Feedback:**



NIAGARA CATHOLIC  
DISTRICT SCHOOL BOARD





## Appendix B

Individual Responses to the following questions:

1. What are the advantages of the proposed joint-use school?
2. What are the disadvantages of the proposed joint-use school?
3. What factors should the Board consider in pursuing a joint-use school?
4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil spaces?

(19 of 24 individual attendees returned their response sheet)

Name: Erica Sillanpaa

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

1. What are the advantages of the proposed joint-use school? (Please Print)

- Catholic School within Wainfleet
- cost per student
- facility better used
- new facility

2. What are the disadvantages of the proposed joint-use school? (Please Print)

- new environment - less community-unity
- no known location for new site - possible move could distance school from church - local community involvement.

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

- keeping the same site/location
- the impact of the size of St.E. population vs. public-possible bullying.

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

- building on to this site
- expanding area covered by St.E

Name: Loeffen Family Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

1. What are the advantages of the proposed joint-use school? (Please Print)

Better use of tax dollars

2. What are the disadvantages of the proposed joint-use school? (Please Print)

<del>Larger population sharing</del>
The 'differences' Catholic vs public ? bullying... already happening on shared buses.

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

Location - St. Elizabeth's is ideal & the church, public library, & arena in walking distance. Largest gym. Huge playground right in the heart of Wainfleet.
how long would it take before go-time?

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

Adult learning programs > in spare rooms. Evening classes

Name: GARY SPIES

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

1. What are the advantages of the proposed joint-use school? (Please Print)

- CENTRAL LOCATION MAY ATTRACT MORE
ST. ELIZABETH CATHOLIC
- LOWER OPERATIONS & MAINTENANCE COSTS
NEW FACILITY
- NEW FACILITY ATTRACTS POTENTIALLY
MORE NEW RESIDENTS.

2. What are the disadvantages of the proposed joint-use school? (Please Print)

- POTENTIAL OFF-SITE LOCATION
- UNIFORMS
- AWAY FROM CHURCH, LIBRARY
AND ARENAS.
- OUT <del>#</del> $\frac{1}{3}$ - $\frac{2}{3}$

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

- LOWER ROMAN CATHOLIC DISTRIBUTION
- LOCATION, LOCATION, LOCATION (MAINTAIN CURRENT LOCATION)
EXISTING Gym + EXPANSION + 2ND Gym
NEW CHURCH

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

SPEAK TO PARENTS THAT HAVE LEFT
ST. ELIZABETH TO RECRUIT.

Name: Nathan Fowler

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

1. What are the advantages of the proposed joint-use school? (Please Print)

Tighter conformity  
funding  
more programs

2. What are the disadvantages of the proposed joint-use school? (Please Print)

[illegible]

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)


4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

[illegible]

Name: PAUL GALLO Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

1. What are the advantages of the proposed joint-use school? (Please Print)

- Buses would be better.
- Financy would be an advantage.

2. What are the disadvantages of the proposed joint-use school? (Please Print)

- Losing Catholic values
- Moving away from the Church
- Making kids travel long distances on the bus

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

- Total cost of the proposal

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

[illegible]

Name: Eliz

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

1. What are the advantages of the proposed joint-use school? (Please Print)

- new facility

2. What are the disadvantages of the proposed joint-use school? (Please Print)

- the loss of uniqueness
- the diluted spirituality based on sharing with non catholics

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

- location
- St E has the best geographic location and the property is considered for new school. Close to public library
Close to arena.
- church on premises.

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

- utilize extra rooms for community activities

Name: E. Bassett-Kalee

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

1. What are the advantages of the proposed joint-use school? (Please Print)

- newer facility  
- larger library resources.  
- possibly more gym equipment

2. What are the disadvantages of the proposed joint-use school? (Please Print)

possibly losing walking access to  
a) public library  
b) arena  
c) CHURCH  
d) large outdoor space

possible bullying of our kids for being "different"

Possible portables for Catholic kids once developments in Wainfleet are filled with families

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

Church in walking distance is PARAMOUNT  
as the cornerstone to Catholic education

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

Erect a wall part way down the non-gym hallway & rent out that space to prospective businesses, with their own entrance & no access to the school part of the building.

Also, adult education classes in above space.



Name: GRACE PERROTTO

Do you have a child attending St. Elizabeth? 3 grandchildren Yes ☐ No ☐

1. What are the advantages of the proposed joint-use school? (Please Print)

AT THIS POINT I DO NOT SEE ANY ADVANTAGES BOTH FINANCIALLY OR THE MAINTAINING THE SPECIAL UNIQUE SITUATION WE HAVE NOW. THE SCHOOL AND THE CHURCH ARE INSEPARATE ~~IN~~ ORDER TO BE <sup>THIS</sup> UNIQUE ~~AND~~ ARE YOU GOING TO PROVIDE US WITH A NEW CHURCH IN A NEW AREA?

2. What are the disadvantages of the proposed joint-use school? (Please Print)

SEE ABOVE  
↑ DIFFICULTY WITH THE 2 SCHOOL IE ONE HAS UNIFORMS - OTHER NOT.

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

BUILD THE NEW SCHOOL ~~TEXT~~ WITHIN WALKING DISTANCE TO THE PRESENT CHURCH OR BUILD A NEW CHURCH. (\$\$\$)  
THIS SCHOOL IS IN A GREAT LOCATION FOR MANY THINGS AS IN CENTER OF TOWN. LIBRARY - ARENA etc.

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

TRY TO GET (RECRUIT) MORE COME IN AS STUDENTS:  
CATHOLIC STUDENTS ATTENDING BROWN + WINGE SCHOOLS!

Name: Nick Ostrykun

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

1. What are the advantages of the proposed joint-use school? (Please Print)

<u>the</u> ST ELIZABETH IS near the churchy area, Ball diamonds etc.

2. What are the disadvantages of the proposed joint-use school? (Please Print)

Young students may loss their right to go to <del>church</del> church mornings

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

expenses of new school, possibly more bussing.

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

<u>Rent</u> - closed class rooms -

Name: Yvonne Klessels Do you have a child attending St. Elizabeth?      Yes X No

1. What are the advantages of the proposed joint-use school? (Please Print)

<del>Save</del> <del>money</del> save money + be more efficient.
sharing gym + library. =>

2. What are the disadvantages of the proposed joint-use school? (Please Print)

not being unique

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)=

location is it near library public
use facility

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

= retirement home facility included with your school.

Name: Annette Ostryden Do you have a child attending St. Elizabeth? \_\_\_ Yes / No

1. What are the advantages of the proposed joint-use school? (Please Print)

<i>It would have to be in this</i>
<i>Location.</i>

2. What are the disadvantages of the proposed joint-use school? (Please Print)

<i>We are not guaranteed</i>
<i>where the location is.</i>

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)


4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

<i>My concern that the building would be</i>
<i>built in the village in this location in</i>
<i>Strainsford.</i>
<i>We have our Church also activities available</i>
<i>to Community Arena Parks, Baseball, Soccer</i>
<i>Tennis Marshallville</i>

Name: Mike Perrotto

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

1. What are the advantages of the proposed joint-use school? (Please Print) <sup>3 GRANDCHILDREN</sup>

LOWER OPERATING COST.
POTENTIAL RECRUITING TO A CATHOLIC EDUCATION

2. What are the disadvantages of the proposed joint-use school? (Please Print)

THE INTEGRITY OF CATHOLIC EDUCATION
OPERATING COST V/S. REAL COST
OF NEW SCHOOL. & PAYING FOR SUCH.

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

(4) ALTERNATIVE - IE: REDUCE THE SIZE OF CURRENT SCHOOL.
THE ABSOLUTE COST OF BUILDING THE NEW SCHOOL.

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

+ RAISING FUNDS. PRIVATE.

Name: FR MICHAEL BASQUE

Do you have a child attending St. Elizabeth? \_\_\_ Yes X No

1. What are the advantages of the proposed joint-use school? (Please Print)

NEW SCHOOL FACILITY
GREATER EFFICIENCY.

2. What are the disadvantages of the proposed joint-use school? (Please Print)

NUMBERS <del>Ratio</del> 3-1 Public vs CATHOLIC

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

CULTURE
FUTURE
MOVES

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

<del>BUILD</del> HALF-SCHOOL
COMMUNITY PARTNERSHIP

Name: Leonard Perreault Do:

Do you have a child attending St. Elizabeth? \_\_\_\_ Yes X No

1. What are the advantages of the proposed joint-use school? (Please Print)

BETTER BUS - MORE STUDENTS  
MORE EQUIPMENT

2. What are the disadvantages of the proposed joint-use school? (Please Print)

LARGER - CATHOLIC LIBRARY

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

[illegible]

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

[illegible]

Do you have a child attending St. Elizabeth? \_\_\_\_\_ Yes \_\_\_\_\_ No

- Bussing  
makes a good community

- Not sure unless parents do not like  
the intermixing

- |  |
|--|
|  |
|  |
|  |
|  |
|  |
|  |
|  |

- [illegible]





Name: Paul de Ruysse Do you have a child attending St. Elizabeth? Yes ☒ No

1. What are the advantages of the proposed joint-use school? (Please Print)

there are many: lower operating cost.

2. What are the disadvantages of the proposed joint-use school? (Please Print)

None

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

I am going to get it done, kids all should go to one school, in real life they work and play together. why not one school system?
I have been at St. Elizabeth since Dec 1953.
just ask the clergy about my participation with the church.

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

My grand grand grand kid is 4 of them
there only will be maybe 12 kids more in the next few years

Name: Maria Gonzalez

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

1. What are the advantages of the proposed joint-use school? (Please Print)

None

2. What are the disadvantages of the proposed joint-use school? (Please Print)

loss of identity

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

I can not think of any

4. ☒ What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

We are the Hub of the community
and location location location
is primary.
church
Township
Arena
Marshallville
Soccer

Baseball  
Tennis  
Library

Name: MICHELLE WILSON Do you have a child attending St. Elizabeth? Yes ☒ No

Do you have a child attending St. Elizabeth?      Yes ☒ No ☐

1. What are the advantages of the proposed joint-use school? (Please Print)


2. What are the disadvantages of the proposed joint-use school? (Please Print)

EASY POTENTIAL FOR CATHOLIC IDENTITY TO BE ERODED.

E.G. JOINT LIBRARY - PUBLIC SCHOOL MAY ALLOW BOOKS IN LIBRARY THAT ARE BANNED BY CATHOLIC TEACHING

ALSO THE PUBLIC SECTOR MAY NOT ALLOW SOME CATHOLIC BOOKS IN THE LIBRARY

3. What factors should the Board consider in pursuing a joint-use school? (Please Print)

ITS NOT ALL ABOUT MONEY. CATHOLIC MORALS  
TH AND TEACHING MUST BE PRESERVED

4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

[illegible]

## Table Interviews

### Question #1

What are the advantages of the proposed joint-use school?

QUESTION #1. What are the advantages of the proposed joint-use school? (Please Print)

Name: Garry Spies Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

<ul style="list-style-type: none"><li>- CENTRAL LOCATION MAY ATTRACT MORE ST. ELIZABETH, CATHOLIC STUDENTS</li><li>- NEW FACILITY (FULLY FUNDED)</li><li>- NEW FACILITY WILL ATTRACT MORE NEW HOMES AND RESIDENTS.</li><li>- LOWER OPERATING/MAINTENANCE COSTS</li><li>- HIGHER UTILIZATION</li></ul>
---

Name: MIKE P. Do you have a child attending St. Elizabeth? ☐ Yes ☒ No

<ul style="list-style-type: none"><li>- LOWER OPERATING COSTS</li></ul>
---

Name: GRACE P. Do you have a child attending St. Elizabeth? ☐ Yes ☒ No

<ul style="list-style-type: none"><li>- MORE EFFICIENT SPACE (SHARE GYM LIBRARY ETC.)</li><li>- MORE EFFICIENT OPERATING COSTS</li></ul>
--

Name: \_\_\_\_\_ Do you have a child attending St. Elizabeth? ☐ Yes ☐ No

<ul style="list-style-type: none"><li>- I DO NOT SEE ANY ADVANTAGES</li></ul>
---

QUESTION #1. What are the advantages of the proposed joint-use school? (Please Print)

Name: Elaine

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

- newer facility
- larger library
- possible more gym equipment

Name: Michelle

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

- better use of tax dollars

Name: Erica

Do you have a child attending St. Elizabeth? ✓ Yes     No

- having a Catholic School within Wainfleet
- # cost per student
- facility better used
- new facility

Name: Rocky

Do you have a child attending St. Elizabeth? ✓Yes \_\_\_No

- $\downarrow$  cost per student

QUESTION #1. What are the advantages of the proposed joint-use school? (Please Print)

Name: NEK Ostrykay Do you have a child attending St. Elizabeth? \_\_\_ Yes 1/No

ST ELIZABETH IS near The Church  
ground, B.G. demand etc.  
~~OFF~~

Name: Anneth Ostrykay Do you have a child attending St. Elizabeth? \_\_\_ Yes 1/No

Name: Michelle Do you have a child attending St. Elizabeth? \_\_\_ Yes 1/No

Name: TherMRIA Do you have a child attending St. Elizabeth? \_\_\_ Yes 1/No

up are the hub of the community and  
location, location, location is  
~~location~~  
NONE



QUESTION #1. What are the advantages of the proposed joint-use school? (Please Print)

Name: FR MICHAEL BASOUT

Do you have a child attending St. Elizabeth? ☒ Yes ☒ No

- NEW SCHOOL FACILITY
- GREATER EFFICIENCY
- GREATER CHANCE OF SURVIVAL

Name: LEONARD PERRAULT

Do you have a child attending St. Elizabeth? \_\_\_\_Yes \_\_\_\_No

MAY BE OUT NUMBERED

Name: LAURA SPRES

Do you have a child attending St. Elizabeth? ☐ Yes ☐ No

new facility, new furnace gym & library

Name: ELIZABETH Zwierschke

Do you have a child attending St. Elizabeth?        Yes        No

[illegible]



## Table Interviews

### Question #2

What are the disadvantages of the proposed joint-use school?

QUESTION #2. What are the disadvantages of the proposed joint-use school? (Please Print)

Name: Annette Ostryha Do you have a child attending St. Elizabeth? Yes ☒ No


Name: Nick Ostryha Do you have a child attending St. Elizabeth? Yes ☒ No

St. Elizabeth students may lose their right to go to Church Sacraments.

Name: Maria Do you have a child attending St. Elizabeth? Yes ☒ No

Loss of Identity.

Name: Michale Do you have a child attending St. Elizabeth? Yes ☒ No

Easy Potential For Catholic Identity To Be Eroded. E.G. Joint Library - Public School May Allow Books in Library - Public School May Allow Books in Library that are Banned by Catholic Teaching. Also the Public Sector May Not Allow some Catholic Books in the Library
---

QUESTION #2. What are the disadvantages of the proposed joint-use school? (Please Print)

Name: Laura Spies

Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

- loss of uniqueness
- the dilution of spirituality and faith based on sharing school with public or non catholics
- creating sense of pride that our children are given an opportunity for stronger faith.

Name: Father Mike

Do you have a child attending St. Elizabeth? ☐ Yes ☐ No

- NUMBERS / RATIO PUBLIC VS CATHOLIC ARE 3-TO-1

Name: Leonard Perrault

Do you have a child attending St. Elizabeth? ☐ Yes ☐ No

HAVE PLACE FOR CATHOLIC  
MEETINGS - OR MASS

Name: Eliz Z

Do you have a child attending St. Elizabeth? ☐ Yes ☒ No

went thru system

QUESTION #2. What are the disadvantages of the proposed joint-use school? (Please Print)

Name: Erica Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

less sense of community  
less unity in school  
no known location  
possibility of being far from the church.  
" " of not being in the heart of  
the village.  
If kids are farmed out to city schools.  
Village kids don't thrive in city schools.

Name: Michelle Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

differences in kids between Catholic  
& public i.e. bullying already  
taking place on our SHARED  
busses from Publics onto  
Catholics.

Name: Ricky Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

costs too high  
waste of school building  
only advantage is a better daily  
operating cost.

Name: Elaine Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

losing walking access to Public Library  
arena, Church, large outdoor space  
Bullying of our kids by public's. It already  
happens on the shared bus system  
If Catholic side of school is made smaller  
because of projections for growth then the  
developments in maintenance group & our kids end up  
in a bad place.

Name: Ted Hassels Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

~~At the~~ Loss Might Loss Some of the  
Catholic Religion

Name: Nathan Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

[illegible]

Name: Paul Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

[illegible]

Name: Bert Do you have a child attending St. Elizabeth? \_\_\_ Yes 0 No

[illegible]

QUESTION #2. What are the disadvantages of the proposed joint-use school? (Please Print)

Name: Mike Perrotto

Do you have a child attending St. Elizabeth? \_\_\_ Yes \_\_\_ No

THE DILUTION OF OUR SYSTEM OF  
EDUCATION, VALUES

THE TIES BETWEEN ST ELIZABETH  
& THE SCHOOL - & VICE-VERSA.

PUBLIC LIBRARY -

Name: \_\_\_\_\_

Do you have a child attending St. Elizabeth? \_\_\_ Yes \_\_\_ No

POTENTIAL OFF SITE LOCATION

Name: \_\_\_\_\_

Do you have a child attending St. Elizabeth? \_\_\_ Yes \_\_\_ No

NO ADVANTAGE BOTH FINANCIALLY  
OR THE UNIQUE SITUATION - BROKEN  
UNLESS A NEW CHURCH IS ALSO  
BUILT.

Name: \_\_\_\_\_

Do you have a child attending St. Elizabeth? \_\_\_ Yes \_\_\_ No

NOT BEING UNIQUE

80



## Table Interviews

### Question #3

What factors should the Board consider in pursuing a joint-use school?

QUESTION #3. What factors should the Board consider in pursuing a joint-use school?

(Please Print)

Name: Yvonne Hssels

Do you have a child attending St. Elizabeth? Yes ☒ No

is location near public use facility - eg library, arena church.

Name: \_\_\_\_\_

Do you have a child attending St. Elizabeth? Yes ☐ No

- uniqueness of having church near school, new school nearby, <sup>church</sup> or both

Name: \_\_\_\_\_

Do you have a child attending St. Elizabeth? Yes ☐ No

lose need to maintain current location due to church public library, arena will they lose uniforms re 2/3 don't require uniforms and 1/3 does keep school gym and modify existing St E school including second gym. want funds toward existing church

Name: \_\_\_\_\_

Do you have a child attending St. Elizabeth? Yes ☐ No

1. absolute cost advantage between newschool vs your current deficiency

QUESTION #3. What factors should the Board consider in pursuing a joint-use school?  
(Please Print)

Name: \_\_\_\_\_

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ \_\_\_ No

-went thru the Catholic School System

Name: FR MICHAEL BASSET

Do you have a child attending St. Elizabeth? \_\_\_ Yes \_\_\_ No

QUESTIONS
FACTORS
MOTIVATIONS

Name: Laura

Do you have a child attending St. Elizabeth? ☒ Yes \_\_\_ No

-location
-St. El has the best geographical location.
Our location is close to library, arena
Soccer fields, heritage village, large
capacity parking space, easy access to
Hwy 3, church or premise

Name: Eliz 2

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ \_\_\_ No

have gone thru system

(Please Print)

IF THIS ATTENDANCE ROLLS CHANGE THAT THERE  
IS SOME RESOURCE FOR EXPANSION.


[illegible]

LOSS OUR CATHOLIC IDENTITY

QUESTION #3. What factors should the Board consider in pursuing a joint-use school?

(Please Print)

Name: MICHELLE WILSON

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

CATHOLIC MORALS + TEACHING MUST BE PRESERVED,  
NOT DILUTED OR ERODED BIT BY BIT  
MUST BE NEXT TO A CATHOLIC CHURCH

Name: MARIA

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

Name: NICK

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

EXPENSES OF NEW SCHOOL, POSSIBLY MORE  
BUSSING

Name: ANNETTE

Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

## Table Interviews

### Question #4

What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil spaces?

QUESTION #4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

Name: Maria Gorzab Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

We are the Hub of the community  
and location location location  
is primary

Name: Michelle Wilson  
~~W. J. Ostryhon~~ Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

keep St. Elizabeth School Open  
and evangelize for new students

Name: Annette Ostryhon Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

My concern is that the building would  
be built in this location "in the  
Village"  
We have our Church also activities  
available the Siena Park Baseball  
Soccer Tennis Hardsville

Name: Nick Ostryhon Do you have a child attending St. Elizabeth? \_\_\_ Yes ☒ No

Rent Closed Classrooms

QUESTION #4. What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space? (Please Print)

Name: Rocky Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

↓ size of existing school.

Name: Elaine Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

Erect a ~~door~~ wall part way down the non-gym hallway & rent out space to prospective businesses c own access.

Name: Enia Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

To build onto this site & expand catchment area.

Name: Michelle Do you have a child attending St. Elizabeth? Yes No \*

Adult education in spare rooms, ie. evening classes.



Name: Leopard Perreault Do you have a child attending St. Elizabeth? Yes ☒ No ☐

Name: FR MICHAEL BASQUE Do you have a child attending St. Elizabeth? Yes ☒ No ☐

Name: Laura Spies Do you have a child attending St. Elizabeth? ☒ Yes ☐ No

Name: Elizabeth Do you have a child attending St. Elizabeth? Yes ☒ No ☐

- went thru system

Name: Mr. & Mrs. Kasper Do you have a child attending St. Elizabeth? ✓ Yes     No

New shop class

[illegible][illegible]


Name: G. H. ROTH Do you have a child attending St. Elizabeth? Yes No

Name: G. H. ROTH Do you have a child attending St. Elizabeth? Yes No

# BUILDING THE NEW SCHOOL NEXT TO  
ST. ELIZABETHS CHURCH → A NEW CHURCH?

Name: \_\_\_\_\_ Do you have a child attending St. Elizabeth? \_\_\_\_Yes \_\_\_\_No

LOSS OF UNIQUENESS FOR ST. E'S.  
LOSS OF GROWTH IN FAITH - LOSS OF LEARNING OF  
FAITH

Name: \_\_\_\_\_ Do you have a child attending St. Elizabeth? \_\_\_\_Yes \_\_\_\_No

[illegible]

Name: \_\_\_\_\_ Do you have a child attending St. Elizabeth? \_\_\_\_Yes \_\_\_\_No

[illegible]

① What are the advantages of the proposed joint-use school?

- NEAR CHURCH, ARENA, SPORTS FACILITY  
LIBRARY, TOWN HALL IF USE ST.  
ELIZABETH'S SITE (8 ACRES)
- MAY ATTRACT MORE STUDENTS ~~LESS~~
- NEW FACILITY FULLY FUNDED
- MAY ATTRACT MORE RESIDENTS
- HIGHER UTILIZATION / LOWER OPERATING  
COSTS / MORE EFFICIENT USE OF SPACE / MONEY
- LARGER LIBRARY / NEW FURNACE
- MORE GYM EQUIPMENT / SCHOOL EQUIPMENT
- BETTER USE OF TAX DOLLARS
- BETTER BUS FLOW
- TIGHTER COMMUNITY
- BETTER FUNDING
- NEW FACILITY
- GREATER CHANCE OF SURVIVAL (CATHOLIC SCHOOL)  
IN WAINFLEET

② What are the disadvantages of the proposed joint-use school?

- loss of integrity of Catholic Education
- God as the core of their Education
- dilution of our children's spirituality
- possible distance between School and the church.
- loss of Catholic identity
- overall absolute cost of dealing with the deficiency or cost of building a new School.
- taxes will increase
- bullying of our kids by public school kids who lack strength of faith.
- too easy for parents to decide to slide children from Catholic to Public side of school
- long term impact is the eventual disappearance of the Catholic system!
- individuality is being removed
- the change in the geographical location, church, library, arena, soccer field heritage village.



③ What factors should the Board consider in pursuing a joint-use school?

is location near public facility  
ie. arena, soccer field, baseball  
field, library and our church  
need to maintain Catholic  
identity

- location close to Church so  
celebrations & Mass can  
be in the Church

- potential shift of students  
to Brant-Haldimand-Norfolk-CDSB

- student voice

④ What other alternatives could the Board consider for St. Elizabeth Catholic to deal with excess pupil space?

- try to recruit students from the other 2 schools (especially the Catholics in the district school board currently) to ↑ our enrollment, thus cost / student.
- ↓ size of our existing school
- erect a wall part way down the non-gym hallway + rent out space to prospective businesses + their own entrance
- adult education in spare rooms (evening classes)
- we be the school that houses shop, home economics, etc since we have the spare rooms but for other schools to come utilize

- use them for the chess tournaments, extra curriculars
- evangelize, community partnerships
- ? elections poll station
- gym rentals
- students from BMAVEDSB coming
- transition between the communities



Good morning Ms. Habjan-Gallo,

Thank you for your feedback with regard to the joint-use school proposal. We will ensure that it is included in the report to Trustees with the other comments received by the community.

Kathy Levinski,  
Administrator of Facilities Services  
Niagara Catholic District School Board  
427 Rice Road,  
Welland, ON L3C 7C1  
905-735-0240 ext. 273

-----Original Message-----

From: NoReply  
Sent: Tuesday, February 20, 2018 11:55 PM  
To: Levinski, Kathy <[Kathy.Levinski@ncdsb.com](mailto:Kathy.Levinski@ncdsb.com)>  
Subject: Feedback: St Elizabeth Consultation

NAME: Julie Habjan-Gallo

FEEDBACK:  
Hello,

I unfortunately was unable to attend the meeting, but would like to add that although a little heartbroken about this decision, because St. Elizabeth is such a great little school (the hidden gem as we like to call it), I would be ok with this proposal and the building of the new school if we can keep the current location. The school is situated in the most perfect place. Right in the HEART of Wainfleet. Because we are joining the public board I understand they do not have a "church connection" but for us....I believe that is the foundation of who we are. Being so close to St. Elizabeth's Church our children are privileged to be able to walk to church every week to attend mass. Not all schools can do that as buses are so expensive. It is just not the same when the priests come to the school and has mass in the gym. Unfortunately we are living in a world where most children are not being brought to church, so to have this opportunity of being so close and celebrating mass at church, as a school, every week.....this may be able to draw in or at least keep children interested in attending church. Also a great way to keep the school and church connected. The students can participate in physical activity by walking to the arena to skate. Again, many schools opted out of another great experience for the children because of the bussing. Monthly visits to the library.....so important in a technology filled world. My children love coming home to tell me about their new library book. Without being able to walk there.....it will be another missed opportunity. Sure I can take my children to all these places (and I do), but it is so much better when the experiences are shared with their peers (especially Church), and other than the Church, the public students would benefit as well. I'm sure this proposal is going to go through, and I would much rather see that happen than have our (hidden gem) just closed up. However, I do really hope some serious consideration is given to the "perfect" location of where this school should be. Good Luck! and God Bless!

**Ministry of Education**

**Office of the ADM**  
Business & Finance Division  
900 Bay Street  
20th Floor, Mowat Block  
Toronto ON M7A 1L2

**Ministère de l'Éducation**

**Bureau du sous-ministre adjoint**  
Division des opérations et des finances  
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Toronto ON M7A 1L2



**2013: B18**

**MEMORANDUM TO:** Directors of Education  
School Business Officials

**FROM:** Gabriel F. Sekaly  
Assistant Deputy Minister  
Elementary/Secondary Business and Finance Division

**DATE:** July 31, 2013

**SUBJECT:** Initiative to Encourage Joint Use / Collaboration  
between School Boards on Capital Projects

---

I am writing today to announce a new initiative to support joint use projects and encourage greater collaboration between school boards in meeting their accommodation and capital needs. This initiative is comprised of the following two components:

1. Proposals submitted for joint use capital projects and other collaborative capital solutions between school boards will be given first consideration for funding approvals under the Capital Priorities Funding Program.
2. A consultation strategy to be launched this fall to identify and share opportunities, challenges and best practices associated with joint use schools and other collaborative capital project arrangements.

This initiative anticipates work on the government's broader School Board Efficiencies and Modernization strategy which, as announced in the 2013 Ontario Budget, aims to achieve long-term sustainability in school board funding. While the Ministry is aware that a variety of joint use arrangements currently exist in the province between school boards and other parties, the Ministry believes that greater collaboration between boards in addressing their facility needs will provide opportunities for capital and operating efficiencies.

Page 1 of 4

*Initiative to Encourage Joint Use / Collaboration between School Boards on Capital Projects*

To encourage a greater number of new and innovative collaborative capital project arrangements between school boards the Ministry will review all joint use projects for funding consideration before evaluating any other Capital Priorities submissions. Joint use projects are more likely to receive capital funding and also have the opportunity to generate an increased amount of capital funding than stand-alone projects.

We realize that joint use capital projects may require additional time for school boards to plan, develop and consult with their communities and that this may pose a challenge given the 2013-14 Capital Priorities submission timelines as outlined in ***Capital Priorities Memorandum 2013: 813***. However, we expect that the efficient utilization of school facilities between boards will remain a focus of the Ministry's annual Capital Priorities review process and as such, boards should seek joint-use opportunities between school boards for future Capital Priorities submissions.

### **Types of Eligible Joint Use Capital Projects**

To receive first consideration for funding under the Capital Priorities program, an eligible joint use capital proposal must meet at least one of the following conditions:

1. The shared use of a single facility by two or more school boards (either involving the construction of new permanent space or the utilization of existing space)
2. The increased utilization of existing capacity through the 'swapping' of school facilities between school boards

Joint use capital proposals also must meet the capital and accommodation needs of the boards involved in the solution. Please refer to Appendix A for a list of examples of potential joint use capital projects between school boards.

### **Submission Process for Joint Use Capital Projects**

School boards are requested to submit proposed joint use capital projects through the Capital Priorities Template in the School Facilities Inventory System (SFIS) as specified in ***Capital Priorities Memorandum 2013: 813***.

Each school board involved in the proposed joint use capital project must submit a completed business case and identify the project as one of its top eight Capital Priorities projects to receive priority funding consideration. The business cases for these projects should still provide the projected enrolment and capital needs of individual school boards. Boards are required to identify these projects as joint use in the comments section of the business case and are to contact their capital analyst with specific details on the joint use solution (e.g. what type of arrangement will exist between the boards, what spaces will be shared, what efficiencies / program opportunities will be gained from this joint use solution).

## **Consultation Strategy**

The Ministry will provide more details on a consultation strategy to encourage joint use / collaborative solutions between school boards later this fall.

If you have questions about joint use capital projects, please contact your board's capital analyst.

Sincerely,

*Original Signed By*

Gabriel F. Sekaly  
Assistant Deputy Minister  
Elementary/Secondary Business and Finance Division

## Appendix A - Examples of Joint Use Projects between School Boards

### Example 1

School Board A operates a facility in good condition with a low enrolment and excess space. School Board B operates a facility in *very poor* condition and has a *very low* enrolment.

- Joint use solution - School Board B's students *move* into School Board A's building to essentially have two schools under one roof.

### Example 2

School Board A and School Board B each operate separate facilities with approximately 200 students in a small, rural community. Each facility has high renewal needs with enrolment projected to remain steady.

- Joint use solution - a new jointly owned facility should be constructed for both boards. The preferred model would be to have two schools under one roof (ie. Each board would have separate office spaces / classrooms but would share certain common areas such as libraries or gymnasias).

### Example 3

School Board A operates a facility with a capacity of 400 and enrolment of 150. School Board B operates a facility with a capacity of 200 and enrolment of 350.

- Joint use solution - School Board A and B swap school buildings to achieve efficiencies through increased facility utilization.

**Ministry of Education**

**Office of the ADM**

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**2016: B17**

**MEMORANDUM TO:** Directors of Education  
Senior Business Officials

**FROM:** Gabriel F. Sékaly  
Assistant Deputy Minister  
Financial Policy and Business Division

**DATE:** **October 12, 2016**

**SUBJECT:** **Joint-Use Schools Seed Funding Program**

---

I am pleased to announce details of the ministry's new program to encourage the development of joint-use schools between two or more school boards. This memorandum is further to **Memorandum 2016: B04 - Capital Planning Capacity Program 2015-16 and 2016-17** (dated March 4, 2016), which announced two years of funding allocations to school boards as part of the Capital Planning Capacity (CPC) Program, including \$600,000 to support the development of joint-use schools. Of this, \$200,000 will be used for the new Joint-Use Schools Seed Funding Program.

### **Program Highlights**

1. The Joint-Use Schools Seed Funding Program is available to school boards over the next two years, on a first-come, first-served basis.
2. To apply for this seed funding two or more school boards must jointly submit an application form.
3. Successful applicants will receive \$20,000 in operating funding, per school board, to support the development of a joint-use school project.
4. Participating school boards require trustee-level approval to apply for this funding.
5. The ministry will accept applications any time during the 2016-17 school year.

## Program Intent

In recent years, the Ministry has introduced a variety of initiatives to encourage boards to consider the most efficient use of school space and to right size their schools where necessary. In 2013, the ministry released **Memorandum 2013: B18 - Initiative to Encourage Joint Use in Collaboration between School Boards on Capital Projects**, which introduced the priority review of any joint-use capital funding application. Note that this initiative remains active through the ministry's Capital Priorities and School Condition Capital programs. Additionally, the School Board Efficiencies and Modernization (SBEM) initiative was introduced in 2014 to further encourage the efficient use of school space.

To meet the needs of their students, some school boards have established joint-use school arrangements (where two or more school boards operate their schools in one building) to help with pupil accommodations in those locations where there may not be enough pupils of one board to support a stand-alone school. Joint-use school arrangements can provide opportunities for students to gain access to specialized classrooms, gymnasias, playing fields and library facilities to which they may not have had access in a smaller, stand-alone school.

The Ministry of Education is aware that significant board-to-board negotiations and planning are required to support the development of joint-use school projects and that under certain circumstances, some of these tasks may act as a barrier to the establishment of such projects. The ministry is also aware that effective planning leading to the development of formalized agreements can significantly increase the long-term success of joint-use school arrangements. For these reasons, the ministry has established this Joint-Use Schools Seed Funding Program to encourage the creation of more joint-use schools.

We note that a variety of collaborative arrangements established between school boards may be termed "joint-use." For the purposes of this Joint-Use Schools Seed Funding Program, a joint-use school is defined as ***an agreement between two or more school boards operating their respective schools in a single facility in response to a demonstrated need for pupil accommodations.***

Examples of joint-use arrangements may include:

- Two school boards both operating elementary or secondary programs in the same building and sharing the gymnasium, playing fields and/or specialty classrooms such as science and shop labs.
- Two school boards operating in different wings and attached through common areas such as a shared school library or public library.

The ministry encourages school boards to strive to achieve the greatest benefit to students in potential joint-use school arrangements. As such, the ministry urges school boards to consider the most appropriate means to broaden the range of educational spaces available to students through the sharing of standard and specialty rooms in their joint-use school.

Examples of what would **not** be considered a joint-use school, for the purposes of this program, include arrangements where:

- Schools of two distinct school boards are situated on one campus, but are not located in one building.
- Two schools of two distinct school boards are situated in different buildings, but schedule access to the same sport field, sport facility or any other education-related facility (e.g. outdoor learning centres, etc.).

### Program Details

Through this program, partnering schools may consider establishing a joint-use school in existing school space, in a new build or by way of an addition. This program is intended to provide partnering school boards exploring the opportunity to undertake joint-use school projects with \$20,000 each, to support costs associated with the project planning and development process.

#### *Ministry Priorities under this Program*

While joint-use schools may be established under a variety of circumstances, the ministry will prioritize this seed funding for potential joint-use schools in those locations where one or two stand-alone school facilities are not, or would not be, a highly viable option. As a result, the ministry has identified the following priority areas for this program.

Accommodation need:

- **Isolation:** Projects where at least one of the boards has limited accommodation options due to the isolation of the proposed school from other schools of the board.
- **School size:** At least one elementary or secondary school with total ADE below the provincial average (elementary – approximately 350 or secondary approximately 700)



and, broader facility options for students:

- **Shared space:** Projects which include plans for shared or common spaces within the same facility (e.g., specialty classrooms, gymnasias, libraries)

A range of joint-use school arrangements is possible and will be considered, however, applications to this program will be reviewed according to the above-listed priorities.

### *Eligible Expenses*

Under the Joint-Use Schools Seed Funding Program, school boards can apply funding toward expenses they incur in through the development of a joint-use project. Eligible expenses may include:

- Legal, design, architectural, planning;
- Consulting services (costing, program review, enrolment and demographic projections); and
- Facilitation services.

Please note, this funding is not to be applied for communication materials, promotional events, and community meetings or toward any function that could be classified as an eligible capital cost (e.g. site assessments, site remediation costs, real property appraisals and construction-related assessments, etc.). Expenses incurred prior to receiving approval for this funding are also ineligible.

### *Application Process*

Two or more school boards must jointly apply for funding under this program. The application template and associated instructions are provided as an attachment in Appendix A.

To be eligible for consideration, the ministry requires evidence of trustee-level approval of this application for the Joint-Use Seed Funding Program. Please note, this approval is to acknowledge that an application for this Joint-Use Seed Funding Program with the identified partner school board will be submitted to the Ministry of Education, and that if successful, steps will be taken to further develop the joint-use school project.

The ministry will accept applications any time throughout the year. This funding will be available to school boards over the next two years, on a first-come, first-served basis. Successful applicants (partnering boards) will be awarded \$20,000 each, independent of the size of the schools involved or the relative number of students from each board that may be included in the proposal.

The ministry will decline those applications which do not meet the stipulated eligibility requirements and which do not have a clear business case for the student accommodation need.

Please note that being declined for funding under the Joint-Use Seed Funding Program should not prevent partnering school boards from continuing to pursue their joint-use school proposals or from applying for funding under the ministry's capital funding programs (if required).

The ministry will provide a written acknowledgement when applications are received. Along with the final decision notice, comments about the application and funding details will be provided.

### *Other Considerations*

Funding approvals under the Joint-Use Seed Funding program do not guarantee any related approvals under the ministry's current capital funding programs: Capital Priorities Program (CPP) / School Consolidation Capital (SCC).

While this program is intended to support the creation of more joint-use schools across Ontario, school boards that are awarded funding under this program may also conclude that they are unable to develop a sustainable joint-use school arrangement. Detailed information and the rationale behind this decision not to pursue a joint-use school arrangement will be required by the Ministry of Education.

### **Reporting and Accountability**

The ministry intends to maintain streamlined reporting requirements for this seed funding program, similar to the rest of the CPC program funding. Awarded funds will be added to school boards' School Board Governance and Administration Grant and boards will be required to report Joint-Use Seed Funding Program expenditures as part of their Financial Statements in the applicable school year.

Once the awarded funds are fully expensed, successful applicants will also be required to provide the ministry with a formal statement of outcomes and rationale associated with the use of the funds (a template will be provided at that time). This will help inform the ministry on future support for joint use initiatives.

## Ministry Contact

Ministry staff are available to review and discuss school boards' joint-use school proposals or any associated issues, at any point before, during or after applying for this Joint-Use Seed Funding Program. If you have questions or require additional information regarding this program, please contact Sabina Bredin, Senior Policy Analyst, at (416) 325-2024 or [sabina.bredin@ontario.ca](mailto:sabina.bredin@ontario.ca).

*Original signed by:*

Gabriel F. Sékaly  
Assistant Deputy Minister  
Financial Policy and Business Division  
Ministry of Education

cc. Managers of Planning

Appendix A - Joint-Use Schools Seed Funding Program Application Template