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**Date:** October 28, 2024  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Rosenberg Boundary Review – Initial Boundary Review Report

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**Type of Report:**

- Decision-Making
- Monitoring
- Incidental Information concerning day-to-day operations

**Type of Information:**

- Information for Board of Trustees Decision-Making
- Monitoring Information of Board Policy **IV 010 “Facilities / Accommodations”**
- Information only of day-to-day operational matters delegated to the CEO

**Origin: (cite Education Act and/or Board Policy or other legislation)**

The Rosenberg Catholic School is under construction and is set to open in September 2025. School boundaries must be established for this school. This report provides Trustees with information on the proposed process and seeks permission to proceed with a boundary review as outlined in APF017 “Boundary Review Process”.

**Policy Statement and/or Education Act/other Legislation citation:**

Board Policy IV 010 [Facilities/Accommodations](#)

“...the CEO shall not ...

6. Fail to conduct accommodation reviews process (i.e. boundary review and school closures) that is not in compliance with current Ministry of Education guidelines and directives.”

APF017 [Boundary Review Process](#)



### Alignment to the MYSP:

#### **Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Families are aware of and/or use the available resources to assist in navigation of the school system.

#### **Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
- Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
- The relationship between home, parish and school is strengthened.

#### **Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.
- Families are engaged as active partners in our students' Catholic education journey.

### Background/Comments:

The Waterloo Catholic District School Board (WCDSB) applied for Capital Priorities funding to address future elementary enrolment pressure in Southwest Kitchener in May 2021. Funding was received from the Ministry of Education in January 2022 to construct a new 527 pupil place elementary school in the Rosenberg secondary plan area.

The new elementary school and attached City of Kitchener community centre are under construction at 200 Rosenberg Way. The school is planned to open in September 2025.

The purpose of this boundary review is to establish the attendance boundary for the new school and re-draw the boundaries for existing schools which are part of the review process.

The attached Initial Boundary Review Report presents the analysis of boundary options, including the Staff Committee's preferred alternative.

### Recommendation:

That the Board of Trustees approve the initiation of the Rosenberg Boundary Review to include John Sweeney CES and St. Josephine Bakhita CES for the purposes of creating an attendance boundary for the new Rosenberg Catholic elementary school.

That the Board of Trustees identify two (2) Kitchener-Wilmot Trustees to attend scheduled Catholic School Advisory Committee (CSAC) meetings.

**Prepared/Reviewed By:** Tyrone Dowling  
Director of Education

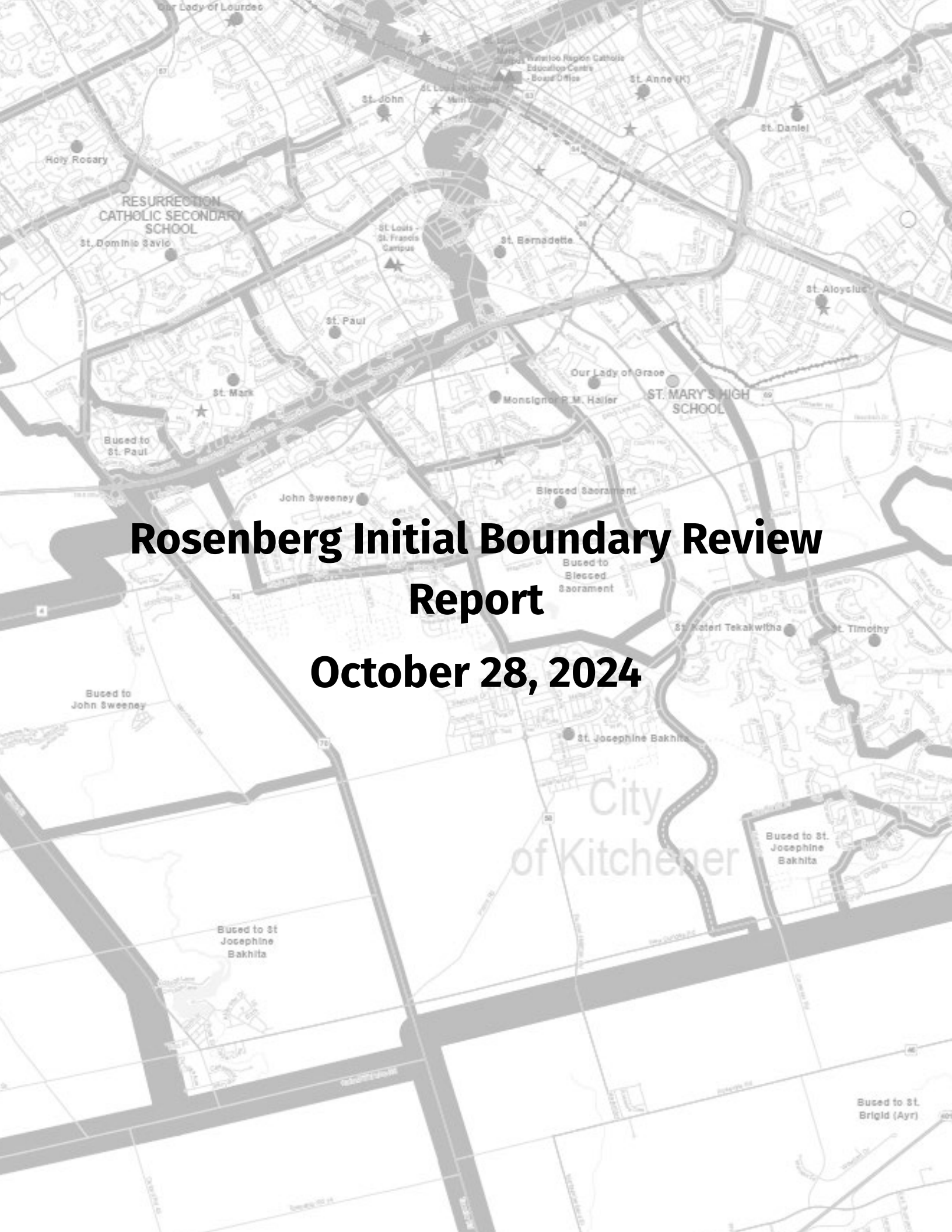
Jennifer Passy  
Manager of Planning

Virina Elgawly  
Planning Officer

Shesh Maharaj  
Executive Superintendent of Corporate Services

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board on a matter delegated by policy to the Board – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the CEO, subject in all instances to what otherwise actually occurred.





# Rosenberg Initial Boundary Review Report October 28, 2024

City  
of Kitchener

RESURRECTION  
CATHOLIC SECONDARY  
SCHOOL

ST. MARY'S HIGH  
SCHOOL

Bused to St  
Josephine  
Bakhita

Bused to St.  
Josephine  
Bakhita

Bused to St.  
Brigid (Ayr)

St. Dominic Savio

St. Louis -  
St. Francis  
Campus

St. Bernadette

St. Paul

St. Mark

Bused to  
St. Paul

John Sweeney

Blessed Sacrament

Our Lady of Grace

Monsignor P. M. Haller

Bused to  
Blessed  
Sacrament

St. Kateri Tekakwitha

St. Timothy

St. Josephine Bakhita

Bused to  
John Sweeney

Our Lady of Lourdes

Holy Rosary

St. John

St. Louis -  
St. Francis  
Campus

St. Anne (K)

St. Daniel

St. Aloysius

Waterloo Region Catholic  
Education Centre  
- Board Office

Bused to  
John Sweeney

Bused to St  
Josephine  
Bakhita

Bused to St.  
Josephine  
Bakhita

Bused to St.  
Brigid (Ayr)

# 1 Introduction

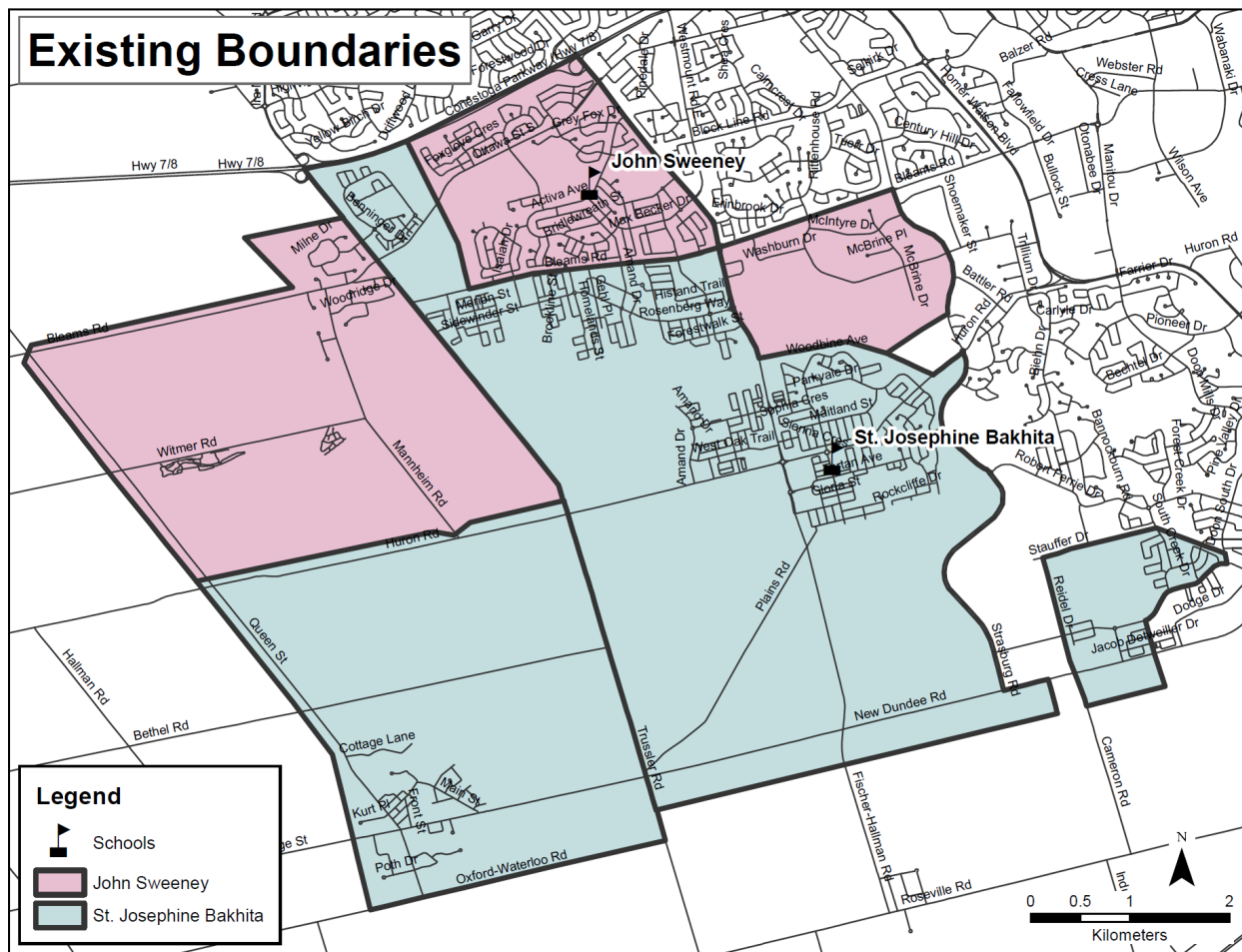
The purpose of this report is to provide the Board of Trustees with sufficient information to initiate a boundary review involving John Sweeney CES and St. Josephine Bakhita CES. The purpose of the boundary review is to establish a boundary for the new Rosenberg elementary school and modify the boundaries of John Sweeney and St. Josephine Bakhita prior to the opening of the new school in September 2025.

The Huron-Brigadoon Boundary Review was conducted in 2021 to establish the attendance area for St. Josephine Bakhita. Subsequently, the board received notice of the award of funding for the new Rosenberg school in January 2022. St. Josephine Bakhita opened in September 2023.

At the time of the determination of the St. Josephine Bakhita CES boundary it was not known how long the award of funding to construct the Rosenberg school may take. Accordingly, the boundary decisions were undertaken based on available information yet recognized that there may be changes required in the future.

The existing boundaries for the two schools involved in this review are illustrated in Figure 1.

Figure 1 - Existing School Boundaries



## 1.1 Goals of the Review

The following goals have been established for the Rosenberg Boundary Review:

- Establish a boundary for the new Rosenberg school in advance of it opening.
- Redraw boundaries for existing schools involved in the review.
- Relieve over capacity pressures in existing schools, where possible.
- Determine attendance area boundaries that best meet board-wide boundary review goals.

## 1.2 Board-Wide Boundary Review Goals

The Staff Committee will have regard for the following board-wide boundary review goals:

- Providing the highest quality learning environment possible.
  - Consider program environments and how they support student achievement.
- Ensure an efficient use of system resources by balancing enrolment and facilities.
  - Maximize the use of Board-owned facilities over the long term.
  - Minimize the use of non-permanent accommodation (portables) as a long-term strategy while recognizing that it may be a necessary short-term solution.
- Provide a long-term (5 years +) accommodation solution.
- Create boundaries that maximize the number of students that can walk to school.
  - Consider the Board's existing transportation policy and how it may be impacted by or limit accommodation scenarios.
- Provide logical attendance boundaries.
  - Follow logical divides such as major roads, physical barriers, etc.
  - Recognize existing neighbourhoods wherever possible.
- Reduce operating costs (e.g., maintenance, operations, transportation, etc.).
- Develop accommodation options with consideration for Ministry of Education capital funding formulas and the Board's long term capital plan.

## 2 Boundary Review Process

The boundary review will be conducted in accordance with [Administrative Procedure APF017 – Boundary Review Process](#), which reads:

*“A Boundary Review is conducted when the school board is proposing the relocation (in any school year or over a number of school years) of students or grades, in which the number of students or enrolment of the grades is less than 50% of the school's enrolment. This calculation is based on the enrolment at the time of the relocation, or the first phase of relocation carried over a number of school years.”*

### 2.1 Staff Committee Composition

The boundary review is led by a committee of school board staff. The Staff Committee for the New Rosenberg Elementary School Boundary Review is comprised of the following members:

- Shesh Maharaj, Executive Superintendent of Corporate Services Treasurer & Chief Financial Officer
- Judy Merkel, Superintendent of Learning
- Kendra Duench, Principal, John Sweeney CES
- David Lynch, Principal, St. Josephine Bakhita CES

- Adrian Frigula, Senior Manager of Facility Services
- Anna Taylor, Manager of Construction Services
- Jennifer Passy, Manager of Planning
- Virina Elgawly, Planning Officer
- Isabelle Lung Ler, Planning Technician
- Keith Prudham, Operations Supervisor, Student Transportation Services of Waterloo Region
- Debby Gravenor, Transportation Planner – Central Area, Student Transportation Services of Waterloo Region
- Other resource staff as needed.

The Staff Committee held a meeting in October 2024 to review the enrolment projections and capacity limitations. Accommodation options were discussed, and a preferred alternative identified to support the establishment of the new Rosenberg school attendance boundary and address the enrolment pressures at John Sweeney and St. Josephine Bakhita.

## 2.2 Initial Boundary Review Report

This Initial Boundary Review Report has been prepared per APF017. The report includes relevant background information, boundary change options and identifies a Staff Committee preferred alternative.

Once a decision is made by the Board of Trustees to formally initiate this boundary review, this information will be shared with affected school communities and the public.

## 2.3 Public Engagement

In accordance with APF017, information will be presented to each affected school’s Catholic School Advisory Committee (CSAC) and one public information session will be held to provide information and seek input on the preferred alternative. In addition, input may be provided via email to the dedicated boundary review email address and via a survey to be shared with the community.

### 2.3.1 Public Engagement Schedule

The Initial Boundary Review Report will be shared with the John Sweeney and St. Josephine Bakhita CSACs and at the planned open house. At each meeting, input will be received by staff, which together with additional input collected via electronic means, will be reviewed and reflected on by the Staff Committee before a final recommendation is presented to the Board of Trustees.

Table 1 - Public Engagement Schedule

Date	Purpose
October 29, 2024 – January 27, 2025	<ul style="list-style-type: none"> <li>• Input received via <a href="mailto:Rosenberg@wcdsb.ca">Rosenberg@wcdsb.ca</a></li> </ul>
November 1 – November 29, 2024	<ul style="list-style-type: none"> <li>• Online public engagement survey.</li> </ul>
St. Josephine Bakhita CSAC Tuesday, November 5, 2024	<ul style="list-style-type: none"> <li>• Planning Staff to present Initial Boundary Review Report to CSAC and receive input.</li> </ul>

Date	Purpose
John Sweeney CSAC Tuesday, November 12, 2024	<ul style="list-style-type: none"> <li>• Planning Staff to present Initial Boundary Review Report to CSAC and receive input.</li> </ul>
Public Open House Wednesday, November 27, 2024	<ul style="list-style-type: none"> <li>• Initial Boundary Review Report to be presented, feedback solicited from the school communities, and opportunity to address questions from the public.</li> </ul>
Committee of the Whole Meeting Monday, January 13, 2025	<ul style="list-style-type: none"> <li>• Planning Staff to present Final Staff Report to Board of Trustees.</li> <li>• Opportunity for delegations.</li> </ul>
Board of Trustees Meeting Monday, January 27, 2025	<ul style="list-style-type: none"> <li>• Final Decision to be made by the Board of Trustees.</li> <li>• No delegations.</li> </ul>

In accordance with [Section 5.1 of the Board’s Operational and Procedural By-law](#), delegations wishing to address a committee or the Board are required to e-mail [stephanie.medeiros@wcdsb.ca](mailto:stephanie.medeiros@wcdsb.ca) by 9:00 a.m. the Monday prior to the meeting. Each delegation will be allowed ten minutes. Further details on committee and Board meetings are available [online](#).

### 2.3.2 Communication Plan

This boundary review includes John Sweeney and St. Josephine Bakhita. Therefore, these two school communities are the key communications targets and will be informed of the progress of the boundary review and opportunities to learn more about the review and provide input. To accomplish this, staff will:

- Establish a dedicated webpage following Board approval of the initiation of boundary review which will include background information included in the Initial Boundary Review Report, a Frequently Asked Questions (FAQ) document updated throughout the review, questions received, survey information and the Final Boundary Review Report.
- Establish a dedicated email address to receive input throughout the review.
- Provide notice of the initiation of boundary review, Initial Boundary Review Report, dates of CSAC meetings and access to the survey to affected school communities.
- Provide notice of the commencement of the boundary review to the Ministry of Education.
- Send communication to subscribers of the boundary review webpage and through school messaging systems and social media.
- Provide notice of the public open house.
- Provide notice of the scheduled Board meetings and details for delegations.
- Attend CSAC meetings at affected schools to present the Initial Boundary Review Report and receive input.
- Conduct a public open house to present the preferred option.
- Provide decision letter to school communities.

## 2.4 Recommendations and Approval

After the public engagement phase, a Final Boundary Review Report will be prepared for consideration by the Board of Trustees. The Final Boundary Review Report will summarize the process, public engagement, public input and provide recommendations.

The Final Boundary Review Report will be available to the public and any person interested may register as a delegation to address the Board of Trustees.

The final decision will be made by the Board of Trustees.

## 3 Background

### 3.1 John Sweeney CES

John Sweeney operates as a JK-8 elementary school. There is an on-site child care centre operated by RisingOaks Early Learning (RisingOaks). Before and after school care is delivered by the school board and RisingOaks.

John Sweeney has an On the Ground (OTG) capacity of 611 pupil places. There are 5 portables on-site at John Sweeney in 2024. In September 2024, the school's enrolment was 707 with a current utilization rate of 116%. As identified in Table 2, enrolment is forecasted to increase to 801 students by 2030/31.

### 3.2 St. Josephine Bakhita CES

St. Josephine Bakhita is a JK-8 elementary school. There is an on-site child care center operated by YMCA of Three Rivers (YMCA). Before and after school care is delivered by the school board and the YMCA.

St. Josephine Bakhita has an OTG of 657 pupil places. There are 8 portables on-site at St. Josephine Bakhita in 2024. In September 2024, the enrolment at St. Josephine Bakhita was 810 resulting in a utilization rate of 123%. Table 2 shows that enrolment at the school is projected to increase to over 1500 students by 2030/32.

### 3.3 New Rosenberg School

The new Rosenberg Catholic elementary school has been designed with an OTG of 527 pupil places. Construction of the new school located at 200 Rosenberg Way commenced in September 2024 and is scheduled to open in September 2025. The construction project also includes the new Williamsburg Community Centre in partnership with the City of Kitchener.

### 3.4 Long Term Accommodation Planning

The board's 2024 Long Term Accommodation Plan (LTAP) outlines future school construction priorities to address expected enrolment growth. Besides building the new Rosenberg school, the LTAP highlights the need for schools in Doon South and West Rosenberg. The board has already identified future sites for these schools. Additionally, the board will collaborate with the City of Kitchener to determine future school site needs through the Dundee Secondary Plan process.

When setting boundaries for John Sweeney, St. Josephine Bakhita, and the new Rosenberg school, these plans must be taken into account. Due to significant growth in Southwest Kitchener, students might need to change schools during their elementary years as new schools are built to handle enrolment pressures.

## 4 Analysis

### 4.1 Status Quo Enrolment Forecast

Table 2 shows actual and projected enrolment versus capacity for each school under review. On the Ground (OTG) capacity refers to a school's size as determined by loading all instructional spaces within a facility to current Ministry of Education standards (based on class size and room area). OTG does not include temporary capacity such as portables, and portables are not counted in the calculation of utilization.

Review area schools are currently over capacity and enrolment is projected to increase in the short, medium, and long term.

Table 2 - Status Quo Enrolment Projection

Elementary Schools	OTG	2024			2025			2028			2030			2035		
		Enrolment	Util.%	Portables	Enrolment	Util.%	Portables	Enrolment	Util.%	Portables	Enrolment	Util.%	Portables	Enrolment	Util.%	Portables
John Sweeney	611	707	116	5	712	117	5	769	126	7	801	131	8	923	151	13
St. Josephine Bakhita	657	810	123	8	917	140	11	1326	202	29	1528	233	38	1629	248	42
<b>Total</b>	<b>1268</b>	<b>1517</b>	<b>120</b>	<b>13</b>	<b>1629</b>	<b>128</b>	<b>16</b>	<b>2095</b>	<b>165</b>	<b>36</b>	<b>2329</b>	<b>184</b>	<b>46</b>	<b>2552</b>	<b>201</b>	<b>55</b>

### 4.2 Sub-Areas

To analyze boundary options and enrolment patterns, each existing review area elementary school has been divided into sub-areas. The "Home Area" label refers to the sub-area that houses the subject school site.

The Out of Boundary students attending the subject school are included in the "Home Area" enrolment.

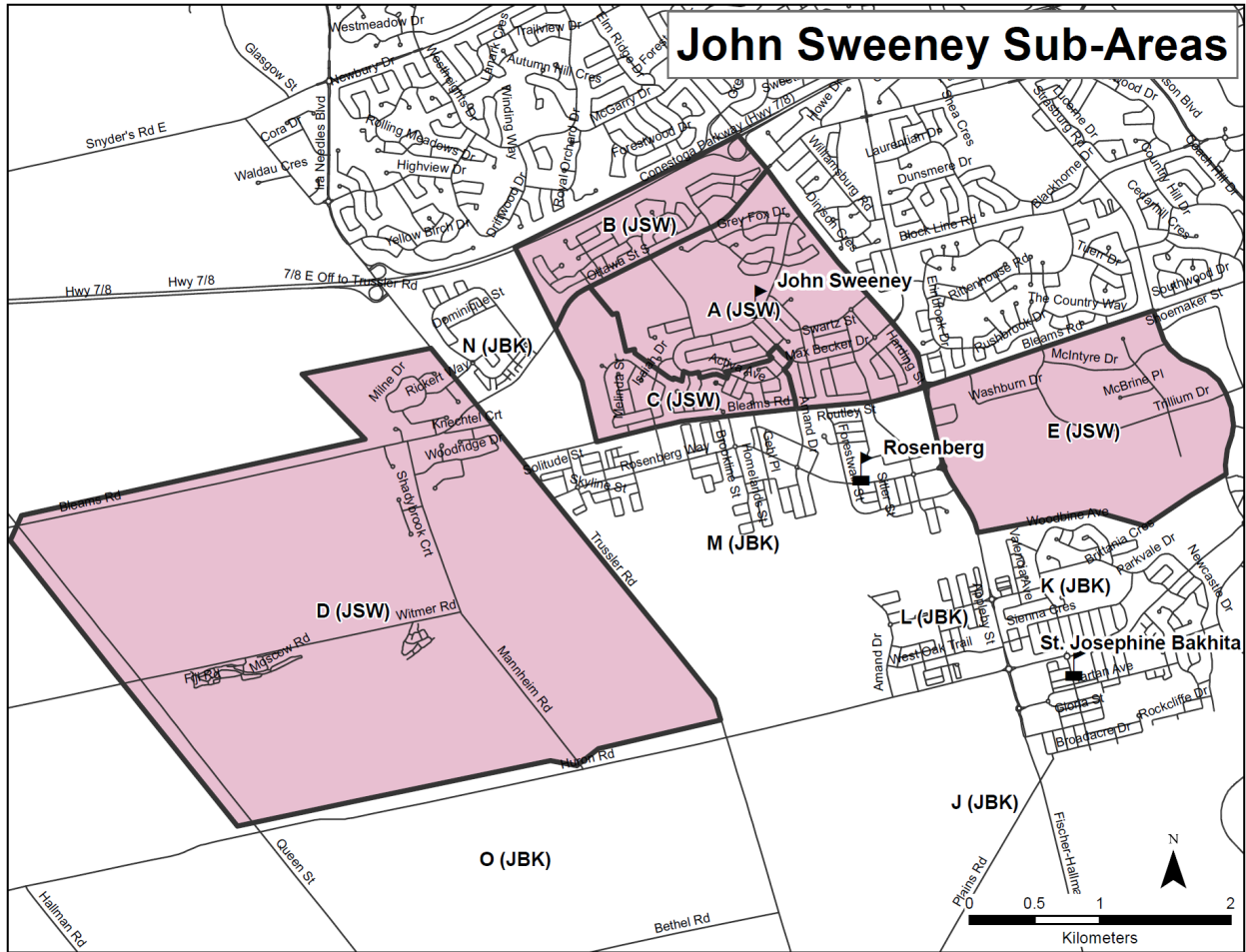
#### 4.2.1 John Sweeney

Table 3 and Figure 2 show the John Sweeney sub-areas and associated enrolment projections. Although sub-area E does not currently have students, it is anticipated to have residential development soon.

Table 3 - John Sweeney Sub Area Enrolment

John Sweeney Sub-Areas	2024	2025	2026	2027	2028	2029	2034
<b>A (JSW) - Home Area + Out of Boundary</b>	388	381	389	389	397	394	436
<b>B (JSW)</b>	123	126	131	136	135	135	160
<b>C (JSW)</b>	175	184	183	185	191	196	232
<b>D (JSW)</b>	21	20	21	19	17	20	25
<b>E (JSW)</b>	0	0	9	16	30	34	45
<b>TOTAL</b>	<b>707</b>	<b>712</b>	<b>732</b>	<b>744</b>	<b>769</b>	<b>779</b>	<b>898</b>

Figure 2 - John Sweeney Sub Area Map



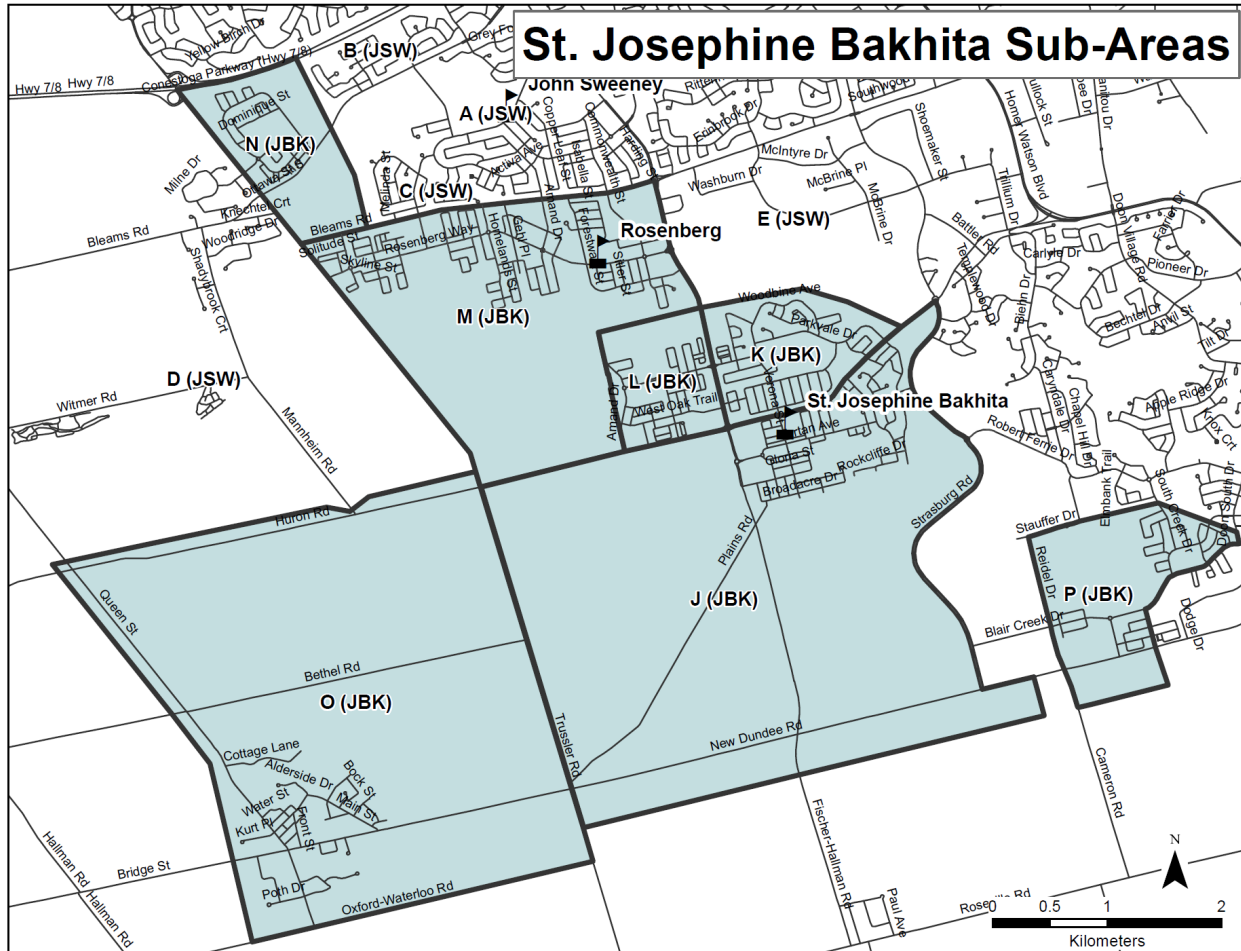
#### 4.2.2 St. Josephine Bakhita

Table 4 and Figure 3 show the St. Josephine Bakhita sub-areas (JBK) and associated enrolment projections. The new Rosenberg school will be in sub-area M.

Table 4 - St. Josephine Bakhita Sub Area Enrolment

St. Josephine Bakhita Sub-Areas	2024	2025	2026	2027	2028	2029	2034
<b>J (JBK) - Home Area + Out of Boundary</b>	264	284	293	304	329	350	339
<b>K (JBK)</b>	295	307	317	322	329	323	372
<b>L (JBK)</b>	124	125	134	146	156	160	204
<b>M (JBK)</b>	39	76	158	233	303	358	524
<b>N (JBK)</b>	20	44	56	59	67	71	33
<b>O (JBK)</b>	3	3	3	4	6	7	15
<b>P (JBK)</b>	65	77	91	108	136	147	182
<b>TOTAL</b>	<b>810</b>	<b>917</b>	<b>1053</b>	<b>1177</b>	<b>1326</b>	<b>1417</b>	<b>1669</b>

Figure 3 - St. Josephine Bakhita Sub Area Map



## 5 Options

Options are presented in this report, including staff’s preferred alternative. The proposed implementation would coincide with the opening of the new Rosenberg school in September 2025.

Please note that projections associated with the options do not factor in any potential legacy exception provisions.

Following a decision to change boundaries, the staff will establish a separate committee to address the transition of students and staff. This committee will work with parents/guardians and staff.

### 5.1 Option 1 – Preferred Alternative

Option 1 is Staff’s Preferred Alternative. Option 1 provides needed enrolment relief for both John Sweeney and St. Josephine Bakhita. It creates boundaries which keeps future students close to future schools, while attempting to balance enrolment between St. Josephine Bakhita and the new Rosenberg school and make the most efficient use of the newly funded school capacity. Option 1 also creates a logical / contiguous boundary for both John Sweeney and the new Rosenberg school.

There is significant future development planned in sub-area M. However, there is a future elementary school site identified in the westerly end of sub-area M that will ultimately relieve projected enrolment pressure at the new Rosenberg school.

Similarly, there is residential development planned or occurring in sub-area P. A future Catholic elementary school site has been identified to address future enrolment growth from this area of Doon South.

Option 1 proposes to:

- Move Sub-Areas C, D, and E from John Sweeney to Rosenberg; and
- Move Sub-Areas L, M, and N from St. Josephine Bakhita to Rosenberg.

Figure 4 - Option 1 (Preferred Alternative) Map

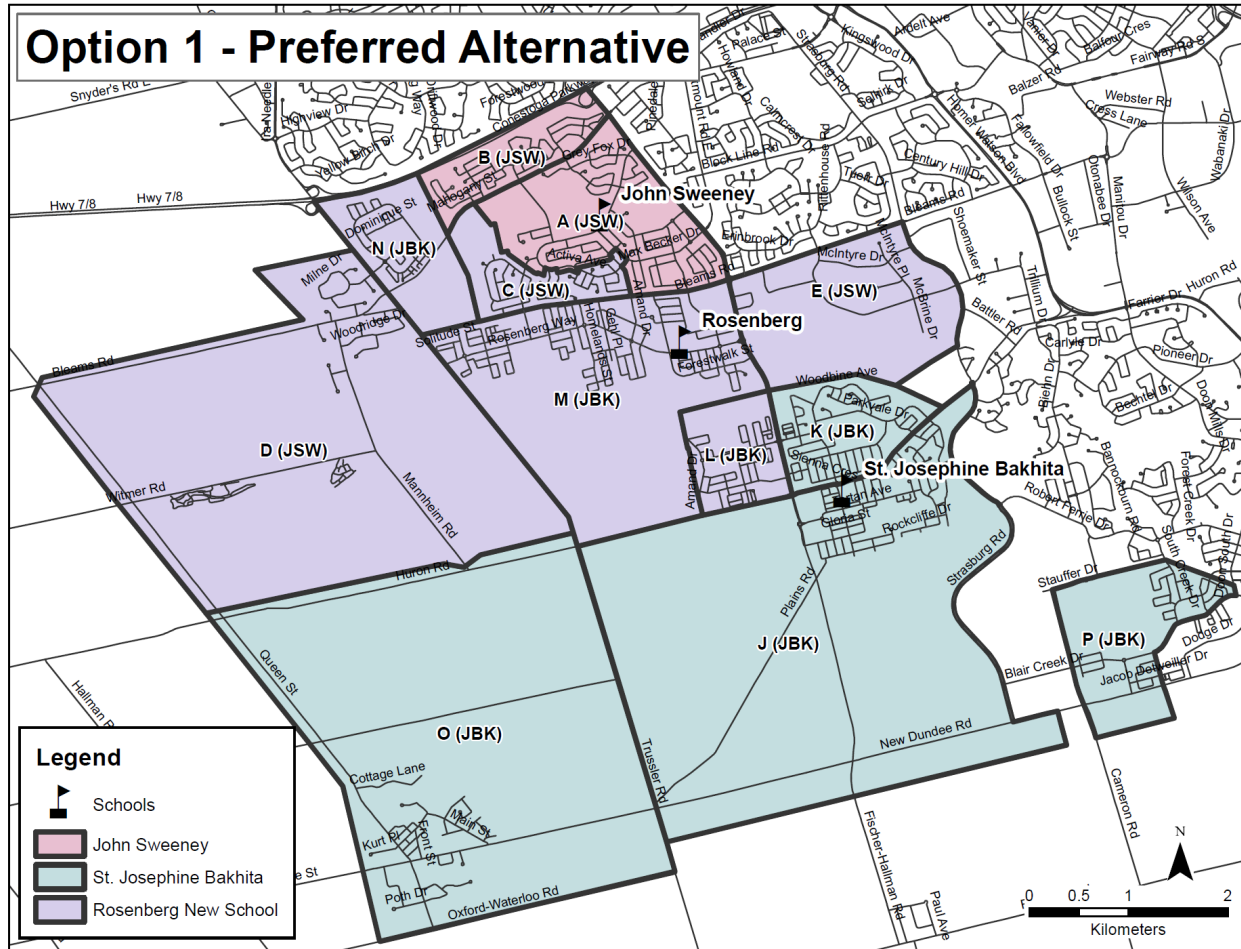


Table 5 - Option 1 (Preferred Alternative) Projection

Elementary Schools	OTG	2025			2028			2030			2035		
		Enrolment	Util.%	Portables	Enrolment	Util.%	Portables	Enrolment	Util.%	Portables	Enrolment	Util.%	Portables
John Sweeney	611	507	83%	-4	531	87%	-3	538	88%	-3	615	101%	1
St. Josephine Bakhita	657	672	102%	1	800	122%	7	873	133%	10	923	140%	12
Rosenberg New School	527	450	85%	-3	763	145%	10	918	174%	17	1015	193%	21
<b>Total</b>	<b>1795</b>	<b>1629</b>	<b>91%</b>	<b>1</b>	<b>2095</b>	<b>117%</b>	<b>17</b>	<b>2329</b>	<b>130%</b>	<b>27</b>	<b>2552</b>	<b>142%</b>	<b>33</b>

\*Note: Negatives in the Portables columns represent empty classrooms. Totals only reflect portables (i.e. positive numbers only)

## Advantages:

- Creates contiguous boundaries.
- Relieves more enrolment pressure from John Sweeney.
- Relieves enrolment pressure from St. Josephine Bakhita.

## Disadvantages:

- Could affect approximately 340 students, but this does not factor in potential legacy exceptions.
- Sub-area L would move for the second time.
- Potential walkers in sub-area C to be redirected from John Sweeney to Rosenberg.

## 5.2 Option 2

Option 2 proposes to:

- Move Sub-Areas B, D, and E from John Sweeney to Rosenberg;
- Move Sub-Areas L, M, and N from St. Josephine Bakhita to Rosenberg.

Figure 5 - Option 2 Map

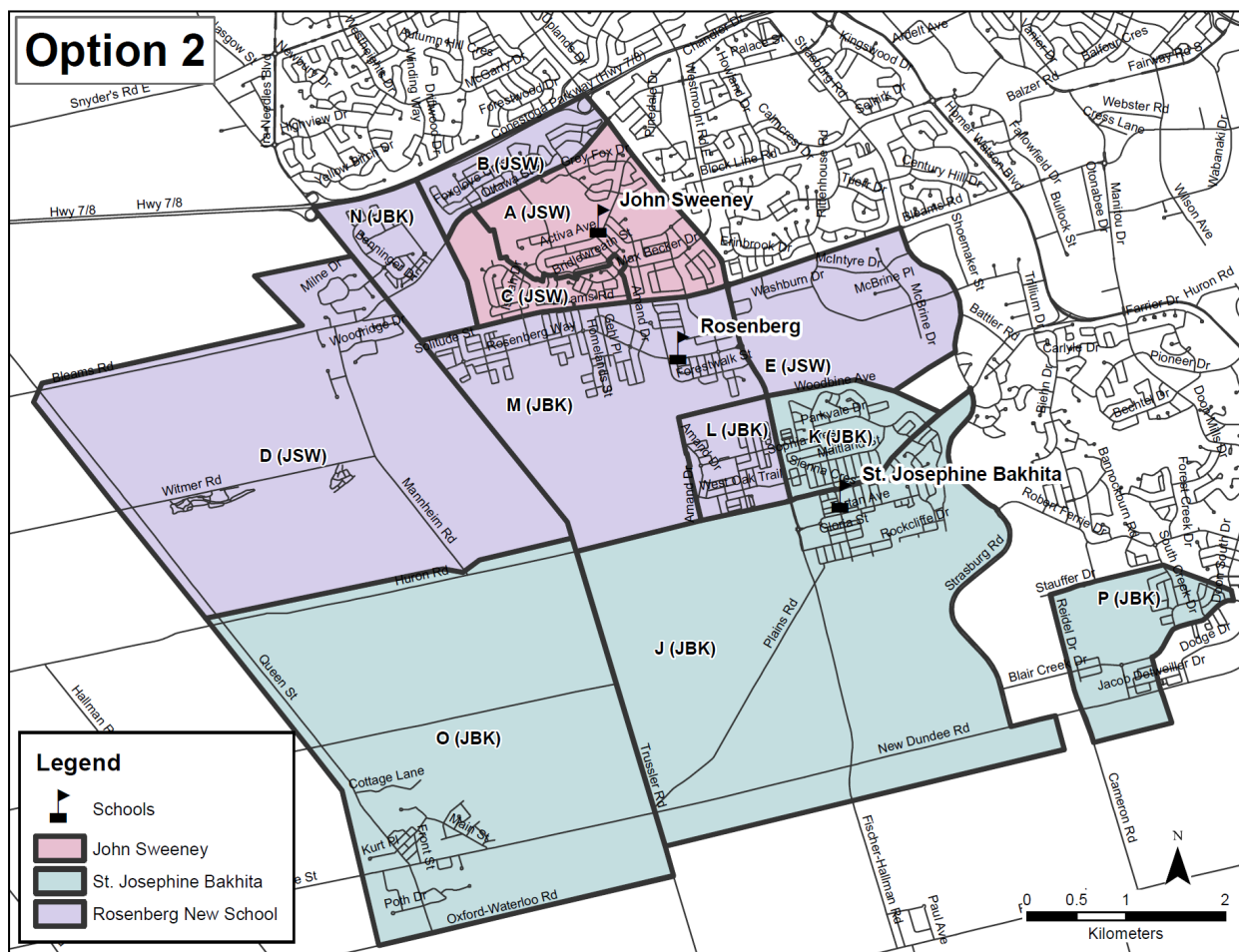


Table 6 - Option 2 Enrolment Projection

Elementary Schools	OTG (Capacity)	2025			2028			2030			2035		
		Enrolment	Util.%	Portables	Enrolment	Util.%	Portables	Enrolment	Util.%	Portables	Enrolment	Util.%	Portables
John Sweeney	611	566	93%	-1	587	96%	-1	605	99%	0	686	112%	4
St. Josephine Bakhita	657	672	102%	1	800	122%	7	873	133%	10	923	140%	12
Rosenberg New School	527	392	74%	-6	707	134%	8	851	161%	14	944	179%	18
<b>Total</b>	<b>1795</b>	<b>1629</b>	<b>91%</b>	<b>1</b>	<b>2095</b>	<b>117%</b>	<b>14</b>	<b>2329</b>	<b>130%</b>	<b>24</b>	<b>2552</b>	<b>142%</b>	<b>33</b>

\*Note: Negatives in the Portables columns represent empty classrooms. Totals only reflect portables (i.e. positive numbers only)

**Advantages:**

- Relieves enrolment pressure from John Sweeney.
- Relieves enrolment pressure from St. Josephine Bakhita.

**Disadvantages:**

- Could affect approximately 290 students, but this does not factor in any potential legacy exceptions.
- Sub-area L would move for the second time.
- Potential walkers in sub-area B to be redirected from John Sweeney to Rosenberg.

## 6 Conclusion

The Staff Committee’s Preferred Alternative (Option 1) specifically addresses the accommodation objectives by:

- Providing needed enrolment relief for both John Sweeney and St. Josephine
- Attempting to balance enrolment between St. Josephine Bakhita and the new Rosenberg school.
- Providing a 5 year accommodation solution, recognizing that future schools are planned in both the Rosenberg and Doon South communities to address future enrolment pressures.
- Providing logical / contiguous boundaries for both John Sweeney and the new Rosenberg school.
- Making efficient use of the newly funded Rosenberg school capacity.

Subject to approval by the Board of Trustees to commence a boundary review on October 28, 2024, it is anticipated that the review will be completed no later than January 27, 2025.

Once a decision is made, a transition committee will be established immediately to support students, families, and staff as they prepare to move to the new Rosenberg school in September 2025.