

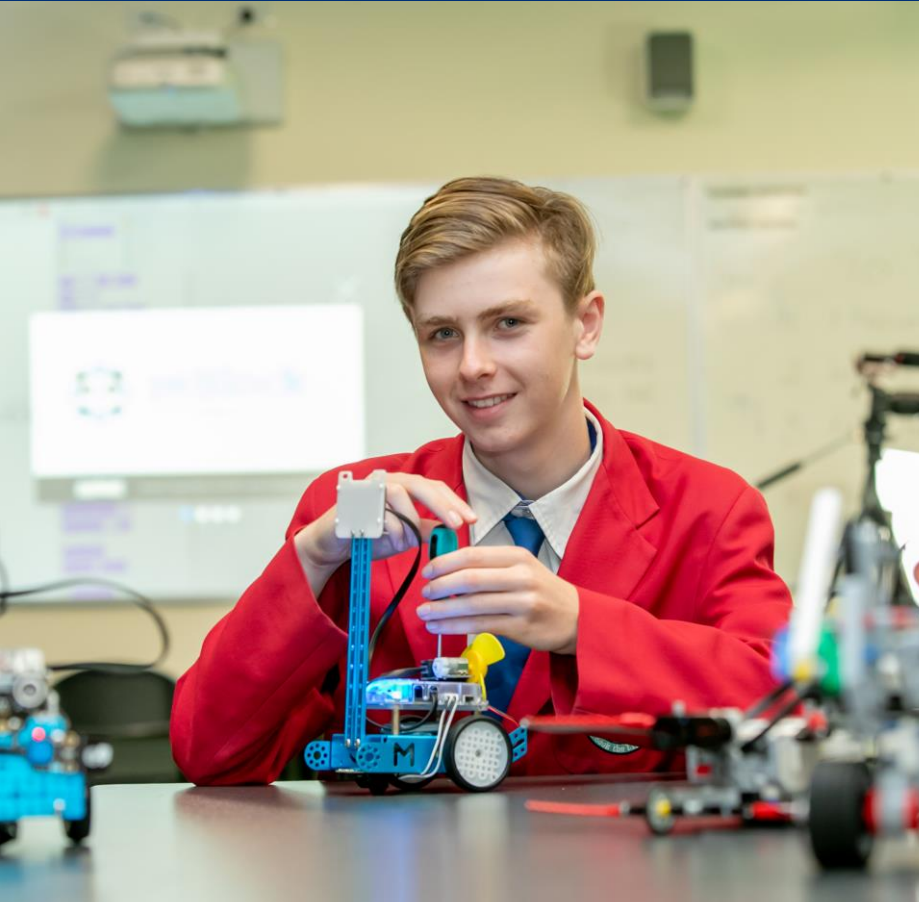
2023 CAPITAL ASSISTANCE ROUND AND INFORMATION SESSION

**Meg Macaulay – Manager,
Capital Programs QCEC**

**James Wong - Project
Officer, Capital Grants QCEC**

**Bernadette Casey - ASO,
Capital Programs QCEC**





Agenda

- ☐ Background Information
- ☐ 2022 Capital Round Outcomes
- ☐ 2023 Capital Assistance Program
- ☐ 2023 Capital Application and Civil Works Spreadsheet
- ☐ 2023 External Infrastructure Application and Civil Works Spreadsheet
- ☐ Administration and Governance
- ☐ Resources and Guidelines



BACKGROUND INFORMATION

Queensland Catholic Education Commission

*Supporting and advancing
Catholic education in Queensland*



Functions of QCEC

The Bishops and leaders of Religious Institutes and other incorporated bodies have delegated a number of responsibilities to QCEC. Key functions are to:

- **Negotiate and distribute government funding** to Catholic schools
- **Advocate and promote** the position of Catholic education
- **Liaise** with state and federal governments, partners and peak bodies, including the representative body for parents
- **Communicate and respond** to state-wide issues
- **Provide advice on industrial relations matters**, conduct independent investigations and lead enterprise bargaining processes in conjunction with and on behalf of Queensland Catholic school employing authorities
- **Facilitate state-wide collaboration** in areas such as curriculum, information and communication technologies, Indigenous education, religious education outside Catholic schools, education for ministry and social justice matters
- **Research, collect and manage** statistical, financial and educational information and data.

What are the rules that we work under

Australian Government

Australian Education Act 2013 and Australian Education Regulation 2013

Capital Grants Program Guidelines –April 2022

<https://www.dese.gov.au/payments-and-grants-schools/capital-grants-non-government-schools>

State Government

Education (Capital Assistance) Act 1993 and Education (Capital Assistance) Regulation 2015

Capital Assistance Scheme Guideline

<https://education.qld.gov.au/about-us/budgets-funding-grants/grants/non-state-school/state-capital-assistance-scheme>

External Infrastructure Subsidy Scheme

<https://education.qld.gov.au/about-us/budgets-funding-grants/grants/non-state-school/external-infrastructure-subsidy-scheme>

QCEC

QCEC 2023 Capital Assistance Round – Important Dates

QCEC 2023 Capital Assistance Guidelines

QCEC 2023 Capital Assistance Guidelines – Special Assistance Schools

QCEC 2023 External Infrastructure Subsidy Scheme Guidelines

QCEC 2023 Capital Financial Contribution Guidelines

QCEC 2022 Conditions of Compliance

QCEC Appeal Process – Government Funding Programs

QCEC Capital Groups

To assist with capital assistance matters and the assessment of applications, QCEC has formed two separate committees:

Capital Assistance Reference Group (CARG)	Capital Assistance Assessment Committee (CAAC)
<ul style="list-style-type: none">• develop <i>QCEC Capital Assistance Guidelines</i>, including area allocations and costs for consideration and approval by the Commission• provide feedback about projects to applicant schools/CSA on request, through school visits• assist QCEC Secretariat staff during school visits in validating application information/compliance issues• conduct cost reviews of applications that have received priority ranking for assistance under the CAS/CGP programs	<ul style="list-style-type: none">• assess applications under the CGP and CAS according to the criteria set out in the relevant legislation and <i>QCEC Capital Assistance Guidelines</i>• score and rank projects• make recommendations to the Commission about assessment outcomes



2022 CAPITAL ROUND OUTCOMES



A summary of the 2022 applications are as follows:

Primary Schools	7
Secondary Schools	7
P-12 Schools	2
P-9 School	1
Special Assistance Schools	-
TOTAL	17

Two (2) New School Applications were withdrawn from the 2022 Capital Assistance Round



CSA	Schools	Projects	Project Values	% of Total
Brisbane	6	7	\$35.8	34.4%
Cairns	3	5	\$24.6	23.6%
Rockhampton	2	2	\$14.3	13.7%
Toowoomba	2	2	\$7.5	7.2%
Townsville	4	4	\$21.9	21.1%
RI Schools	-	-	-	
TOTAL	17	20	104.1	100%

Nov/Dec 2022



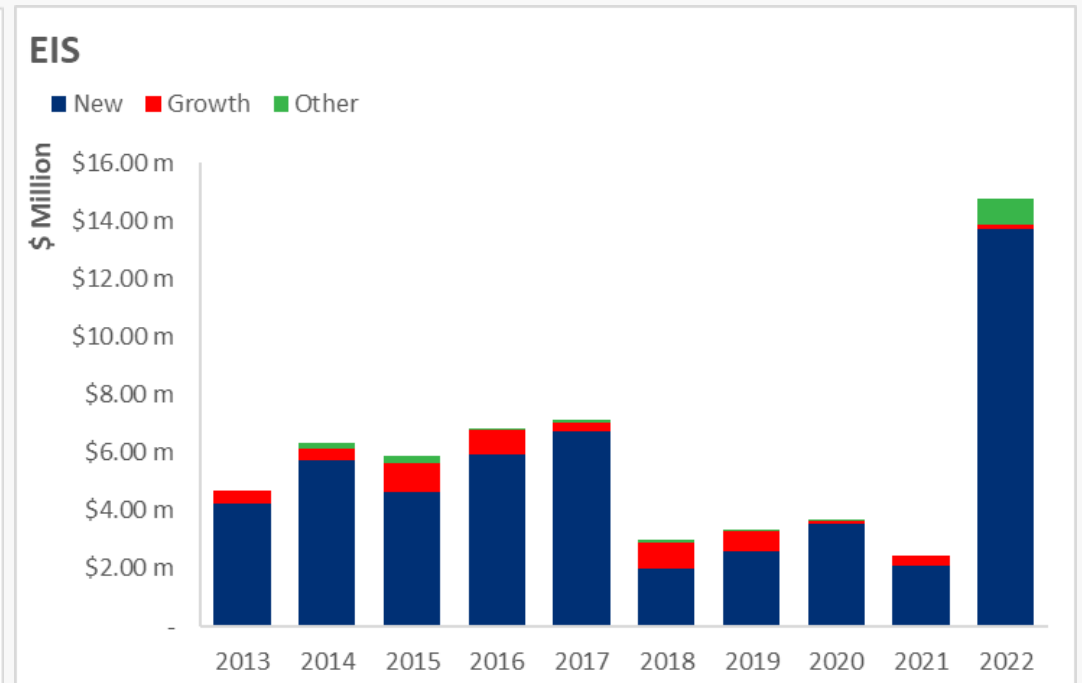
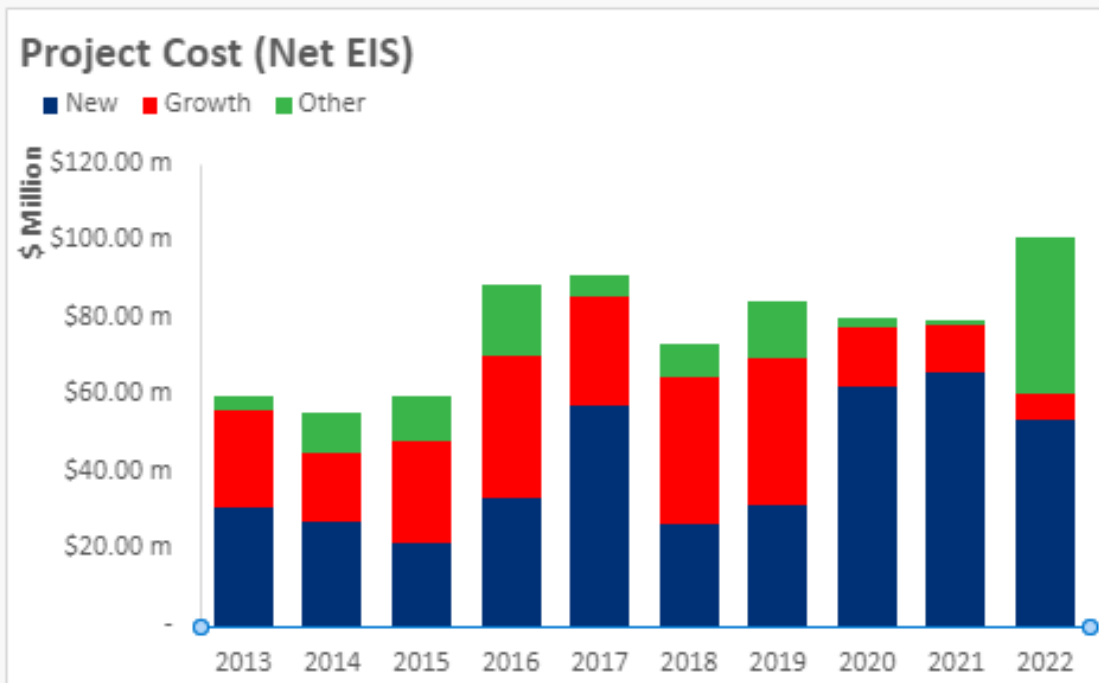
2022 Prioritised Projects (total grant value \$85.8M):

SCHOOL	PROJECT TYPE
St Benedict's Catholic School (SHAW)	Continuing New School
Newman Catholic College (SMITHFIELD)	Continuing New School
St Ann's School (REDBANK PLAINS)	Continuing New School
Our Lady of the Sacred Heart School (THURSDAY ISLAND)	Other
St Joseph's Catholic School (CLONCURRY)	Other
All Saints' School (BOONAH)	Other
Catherine McAuley College (SOUTH MACKAY)	Continuing New School
St Clare's Primary School (YARRABILBA)	Continuing New School
St John's School (ROMA)	Other
Holy Spirit College (FITZGIBBON)	Continuing New School
MacKillop Catholic College (MOUNT PETER)	Continuing New School
Good Shepherd Catholic College (MOUNT ISA)	Other
St Saviour's Primary School (TOOWOOMBA)	Growth
Our Lady of Lourdes Primary School (INGHAM)	Other
St Columban's College (CABOOLTURE)	Growth
Mary MacKillop College (NUNDAH)	Other

CSA Capital Funds Breakdown (over 4-years)

Capital Funding by CSA	2019	2020	2021	2022
Brisbane	\$51.7M	\$16.0M	\$42.6M	\$28.0M
Toowoomba	\$7.4M	\$7.5M	\$3.6M	\$6.6M
Rockhampton	Nil	\$11.2M	\$1.1M	\$9.0M
Townsville	\$9.0M	\$3.5M	\$8.8M	\$17.7M
Cairns	\$2.3M	\$25.8M	\$1.7M	\$22.5M
RI/ PJP	\$4.4M	\$6.0M	\$13.0M	Nil

Capital Funds – New v Growth v Established Schools





2023 CAPITAL ASSISTANCE PROGRAM

IMPORTANT DATES

2023 Capital Round – Information Session

QCEC Online Capital Applications open at 9:00 AM	28 October 2022
QCEC Online Capital Applications close at 5:00 PM	17 March 2023
School Capital Application Review Visits	March-May 2023
Refinement and/or amendment of the valid QCEC Online Capital Applications close at 5:00 PM	19 May 2023
Project Presentations due 5:00 PM to QCEC Secretariat	31 May 2023
Capital Assistance Assessment Committee Meeting	5-8 June 2023
CAAC Meeting Outcomes to QCEC – Commission Meeting	20 June 2023
Capital Assistance Reference Group First Cost Review Meeting	10-11 July 2023
Cost Recommendations to QCEC – Flying Minute From the First Cost Review Meeting	July 2023
QCEC Recommendations to relevant Ministers From the First Cost Review Meeting	30 July 2023
Capital Assistance Reference Group Second Cost Review Meeting	1-3 August 2023
Cost Recommendations to QCEC – Commission Meeting From the Second Cost Review Meeting	15 August 2023
QCEC recommendations to relevant Ministers From the Second Cost Review Meeting	30 September 2023
Government Approvals From the First Cost Review Meeting	September 2023 – October 2023
Government Approvals From the Second Cost Review Meeting	November 2023 – December 2023

Use of Grant Funding

Up to \$90M available for Capital Assistance & \$1.5M available for EIS

- New facilities
- Conversation or refurbishment of existing facilities
- Extension to existing facilities
- Modular classrooms
- Boarding facilities
- New Schools
- Purchase of furniture and equipment
- Consultant's fees (excluding masterplanning costs)
- Civil works
- Authority charges (50% subsidy)
- Cost of construction of infrastructure external (50% subsidy)

School Planning

- ❑ Develop an education brief
- ❑ Determine the ultimate school size
 - ❑ Enrolment projections
 - ❑ Existing and future physical built environment
- ❑ Develop a masterplan
 - ❑ Which reflects the progressive enrolment growth
 - ❑ Determine the inter-relationships of facilities
- ❑ Plan for the whole site, not just one building
- ❑ Plan for the longer term at least 5 years in advance
- ❑ Note, site constraints and conditions e.g. physical, council, environmental, national trust and availability of services

Anticipated New and Continuing New Schools for 2023

School Authority	School Name	Suburb	Stage
Brisbane Catholic Education	Good Shepherd Catholic Primary School	Springfield Lakes	Stage 5
Brisbane Catholic Education	Good Samaritan College	Bli Bli	Stage 4
Brisbane Catholic Education	St Joseph's College	Coomera	Stage 4
Brisbane Catholic Education	Sophia College	Plainland	Stage 3
Brisbane Catholic Education	San Damiano College	Yarrabilba	Stage 3
Brisbane Catholic Education	NEW SCHOOL	Aura	Stage 1
Brisbane Catholic Education	NEW SCHOOL	Flagstone	Stage 1
Catholic Education Services – Cairns	NEW SCHOOL	Kewarra Beach	Stage 1
Catholic Schools Office – Toowoomba	NEW SCHOOL	Westbrook	Stage 1
Catholic Schools Office – Toowoomba	Mary McKillop Catholic College	Highfields	Stage 4
Catholic Education Office – Townsville	NEW SCHOOL	Shaw	Stage 1

- All applications for capital assistance must be made online via QCEC's online application system.
- Applications will be assessed by the QCEC Secretariat, to determine if they are to be accepted as a valid application, before 5:00 PM on 24 March 2023.
- The Capital Assistance Assessment Committee will consider only valid applications.
- A 2023 Capital Application must meet validity requirements (see Section 6.1 of the Guidelines).
- The applicant CSA will have 7 days to rectify any non-compliance issues raised.
- If the application does not satisfy the 'Validity' requirements, the application will be deemed to be withdrawn (i.e., excluded) from the 2023 Capital Assistance Round.
- The Appeals Process (see Section 6.10 of the Guidelines) does not apply to an application until and unless it has been accepted as a valid application. Unsuccessful applicants seeking review of a determination about application validity may apply to the QCEC in writing by at least two weeks prior to the May Commission meeting.

- Each CSA must allow a minimum of 3 hours for each capital application review visit. The visit will be between March and April 2023.
- Applicants have until 19 May 2023 to refine/amend a valid application following the capital application review visit. No further changes to applications can be made after that date.
- Items deemed ineligible must be identified and shown as self-funded works by the applicant within their valid application before *QCEC's Capital Project Online* portal closes on the 19 May 2023.
- If during the capital application review visit, it is determined that the information provided in the application does not meet the requirements to enable the application to be considered valid, the applicant will be deemed to have waived their right for any period of rectification and the application will be deemed withdrawn and not eligible for assessment or funding during the *2023 Capital Assistance Round* (see [Section 6.2 of the Guidelines](#)).

- The application/presentation needs to address and meet each criteria:
 - *Changes in demographics, enrolments and student characteristics (3 facets)*
 - Educational planning (2 facets)
 - Infrastructure planning (3 facets)
- Each facet is given a score of 1, 2, or 3
- The project score is the sum of all the facet scores. A higher score has more merit.
- There is no weighting attached to the different criteria or the different facets of a criterion
- The project scores can range from 8 to 24
- Capital Assistance Project Assessment Presentation Guidelines will be issued in May 2022.
- The Assessment process allows for the following time allowance:
 - New and Continuing New Schools – 45-minute presentation
 - Other Applications – 30-minute presentation
 - Additional Elements – 15-minute presentation per additional element

- Given that there are generally more requests for funding than there are funds available projects must be assessed and ranked.
- All projects are listed in order of weighted combined score (from highest to lowest).
- CAAC then recommends this ranked list of projects to the Commission for endorsement.

- Each prioritised project is subject to a cost review by the CARG. This meeting is undertaken in early July and early August.
- Each applicant is invited to have two people participate in the meeting for the discussion and review of each of their school's projects.
- The purpose of the cost review by CARG is:
 - To assess each application's cost estimates and confirm eligibility of proposed works, external works, other costs, EIS, furniture and equipment and consultant fees in line with *2023 QCEC Capital Assistance Guidelines*.
- If any works being requested are not included in the Guidelines, they will not be funded. Applicants can self-fund these items (see Section 6.7 of the Guidelines).
- Total project costs for prioritised projects will be presented to the Commission in July and August.

- Following the CAAC scoring and ranking projects, financial contribution assessments are undertaken in accordance with the 2023 QCEC Capital Financial Contributions Guidelines.
- The level of grant funding will be calculated based on the published 'capacity to contribute' score as of 1 June 2023 (see Section 6.5 of the Guidelines). Previously the calculation was based on the score as of 17 March of the relevant year.

- A preliminary list is provided to the Commission in June and a final list is provided at the August Commission meeting.

- The QCEC Secretariat will provide a list of the prioritised projects endorsed by the QCEC (as BGA/CAA) to the relevant Ministers between 30 July and 30 September.

- Ministerial approval is generally provided in October-December of the year of application with funding available the following calendar year.

- Successful applicants eligible to receive CGP/CAS capital assistance are required to continue to meet and comply with the QCEC 2023 Capital Grants Conditions of Compliance.

- Post occupancy reviews will be performed by the QCEC Secretariat.
- Where non-compliance is identified, the relevant CSA may be requested by the BGA/CAA to repay part or all of the grant monies.
- The government program guidelines state that it retains, for 20 years from the date of completion of a project, a right to repayment from non-government bodies of grants.

Key changes to the 2023 Capital Assistance Guidelines

- ❑ The maximum number of elements has been reduced from five (5) to three (3) (see Section 8 of the Guidelines).
- ❑ All references to case-by-case applications have been removed from the Guidelines. For example, Section 12.7 Engineering was previously described as “Engineering spaces will be considered on a case-by-case basis, and, if approved, will be funded as per engineering rate...”. This year the statement will read, “Engineering spaces will be funded as per engineering rate...”.
- ❑ Inclusion of a maximum length of 10m has been included under Unenclosed Links (between buildings). See Section 13.1 of the Guidelines.
- ❑ An explanation of calculating the cost estimate for the conversion or refurbishment of existing buildings has been included (see Section 14 of the Guidelines).

Key changes to the 2023 Capital Assistance Guidelines

(continue)

- ☐ Additional cost items have been included in Other Costs (see Section 15 of the Guidelines).
- ☐ An External Works section has been included in the Guidelines (see Section 16 of the Guidelines).
- ☐ A Kiln cost has been included under Furniture and Equipment (see Section 17 of the Guidelines).
- ☐ Freight allowance has been removed under Furniture and Equipment and replaced with the standard locality allowance (see Section 17 of the Guidelines).
- ☐ Consultant Fee percentages have been updated (see Section 18 of the Guidelines). Any additional consultant fees are to be met by the CSA and will not be funded by the capital assistance program.
- ☐ Travel and Accommodation allowance has been updated in line with the Australian Tax Office recommendations (see Section 18.1 of the Guidelines).

Key changes to the 2022 Capital Assistance Guidelines (continue)

- ☐ Walkways will only be funded to the ultimate Masterplan room configuration (see Section 21.25 of the Guidelines).
- ☐ Preliminary percentages have been capped at 20%. This is an increase of 5% from the *QCEC 2022 Capital Assistance Guidelines* (see Section 22.1 of the Guidelines).
- ☐ An inclusion (see Section 22.10) and Exclusion (see Section 22.11 of the Guidelines) List have been included in the Guidelines.



2023 APPLICATIONS AND 2023 CIVIL WORKS SPREADSHEET

ADMINISTRATION AND GOVERNANCE



Access to Capital Programs Home Page

- QCEC Capital Team sends Circular to CSAs notifying of opening round date & inviting school authorities to apply
- CSAs will login to Capital Projects and have the ability to create a project application for a Capital Assistance application and External Infrastructure Subsidy requests

<https://qcec.sharepoint.com/sites/CapitalProjects>

- CSAs can apply for multiple projects at once. QCEC will verify details of the new project request and approve. 2023 Application and Civil Work spreadsheets for Capital Assistance will automatically appear in the project folder as will applications for External Infrastructure Subsidy projects.

Access to Capital Programs Home Page

- CSAs are notified of project set up.
- CSAs can then set up grant requests for Contributors
- IT requirements to access projects - *you must have a Microsoft account*

Requesting and Creating applications

Home

Click on new request



Capital Projects Management



New Request

Project Applications

+ New ▾

↑ Upload ▾

📊 Edit in grid view

🔄 Sync

📄 Export to Excel

Requests



Return to Project Applications



Click dropdown

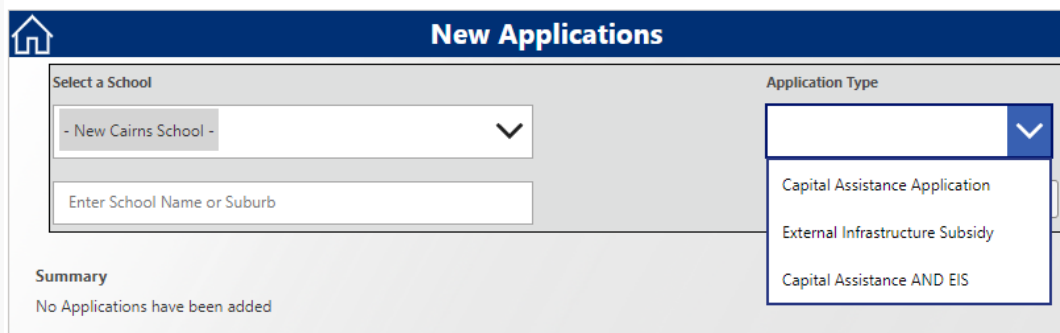


I would like to

create a new application

request access for a contributor

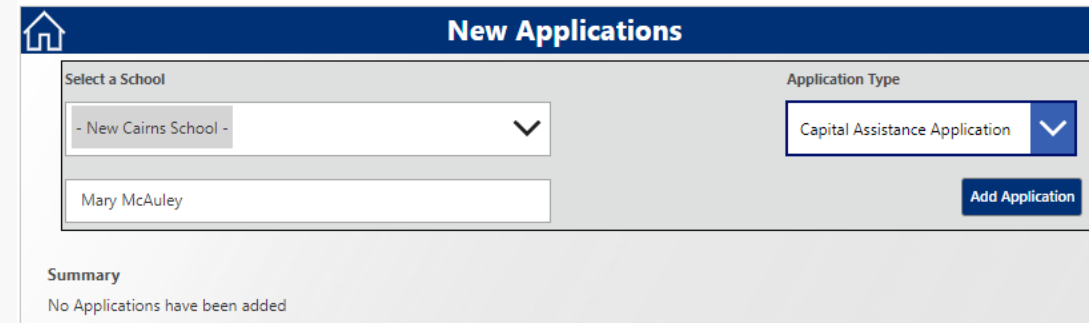
Requesting and Creating applications



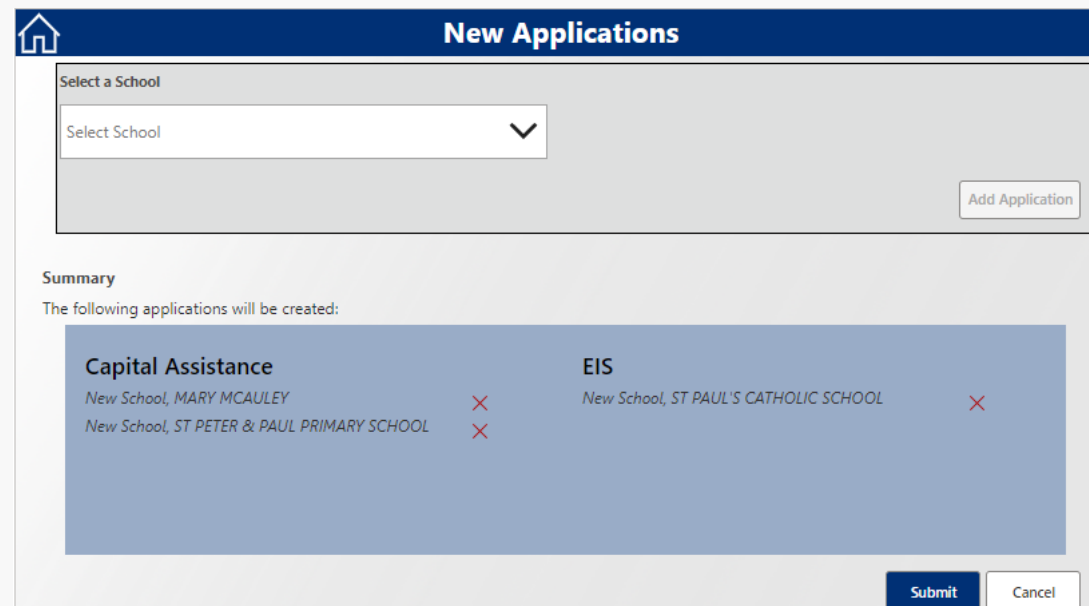
The screenshot shows the 'New Applications' form. On the left, under 'Select a School', there is a dropdown menu with '- New Cairns School -' selected and a search input field below it labeled 'Enter School Name or Suburb'. On the right, under 'Application Type', there is a dropdown menu with a list of options: 'Capital Assistance Application', 'External Infrastructure Subsidy', and 'Capital Assistance AND EIS'. The 'Summary' section at the bottom states 'No Applications have been added'.

Steps to follow when creating an application:

- Select a School
- Select Application Type e.g. Capital or EIS
- Add Application
- Repeat the process
- All created applications will appear in your Summary box
- Submit all applications created



This screenshot shows the 'New Applications' form with 'Capital Assistance Application' selected in the 'Application Type' dropdown. The 'Select a School' dropdown still shows '- New Cairns School -', but the search input field now contains 'Mary McAuley'. An 'Add Application' button is visible on the right. The 'Summary' section at the bottom states 'No Applications have been added'.



This screenshot shows the 'New Applications' form after several applications have been added. The 'Select a School' dropdown now shows 'Select School'. The 'Summary' section is expanded, showing 'The following applications will be created:'. It lists two categories: 'Capital Assistance' and 'EIS'. Under 'Capital Assistance', there are two entries: 'New School, MARY MCAULEY' and 'New School, ST PETER & PAUL PRIMARY SCHOOL', each with a red 'X' icon. Under 'EIS', there is one entry: 'New School, ST PAUL'S CATHOLIC SCHOOL' with a red 'X' icon. At the bottom right, there are 'Submit' and 'Cancel' buttons.

Requesting and Creating applications

Your QCEC Application has been created.

Application Details:

Application Type: **Capital Assistance Project**




Project Number: **23-1001**

School Name: **New School, MARY MCAULEY**

View all applications [here](#)

CSA's will receive email message notifying of the application details.

- Please note Project numbers for EIS applications will have a EIS on the end of it. E.g. 23-3001EIS

	Project Number	Content Type	Title	Application Status
	23-3001EIS	EIS	New School, ST PAUL'S CATHOLIC SCHOOL	In Progress
	23-1002	Capital Assistance Project	New School, ST PETER & PAUL PRIMARY SC	In Progress
	23-1001	Capital Assistance Project	New School, MARY MCAULEY	In Progress

Request Access for a Contributor




I would like to

- create a new application
- request access for a contributor

Steps to follow when requesting access for a contributor:


- Select multiple request access for a contributor to a project
- Select school they need to access
- Enter Contributor details and Add contributor
- Contributors are sent an email to access application



Access Request

New School MARY MCAULEY - Capital Assi

Confirm



Access Request

New School, MARY MCAULEY

Enter Contributor Details

Name

Email Address

Add Contributor

Request Summary

Please provide the following contributors access to project application 23-1001 New School MARY MCAULEY - Capital Assistance

No contributors added to request

Submit Cancel

Document Naming Convention

The purpose of the document naming principles:

- Ability to capture the essential detail
- Ensure spelling and formatting are consistent throughout
- Documents are easily located within the Project folder upon reviewing

Document Naming Convention Examples (Application)

Capital application	2023 Capital Application New School Mary McAuley
Civil Works	2023 Civil Works Mary McAuley
Photographs	20230301 Photographs Mary McAuley
Emails	20230201 Email (brief description of what email is about)

NB: When project is created and approved the application and civil works spreadsheet will automatically upload into the project folder.

Document Naming Convention Examples (Drawings)

YYYYMMDD Document Type Description	
Architectural	20230101 Architectural drawings Mary McAuley College
Structural	20230101 Structural drawings Mary McAuley
Hydraulics	20230101 Hydraulic drawings Mary McAuley
Mechanical services	20230101 Mechanical drawings Mary McAuley
Electrical	20230101 Electrical drawings Mary McAuley

NB: Drawings are to be uploaded as a complete set and not individually. Do not use hyphens, underscore or other symbols

Document Naming Convention Examples (Site Works)

YYMMDD Document Type Description	
Landscaping	20230101 Site works landscaping Mary McAuley College
Carparking	20230101 Site works carparking Mary McAuley College
Retaining Walls	20230101 Site works retaining walls Mary McAuley College
Fencing	20230101 Site works fencing Mary McAuley College
Internal roads	20230101 Site works internal roads Mary McAuley College

NB: Do not use hyphens, underscore or other symbols

Document Naming Convention Examples (Building Services)

YYYYMMDD Document Type Description	
Electrical work	20230101 Building services electrical work Mary McAuley College
Fire system services	
Communications	
Building Maintenance	

NB: Do not use hyphens, underscore or other symbols

Document Naming Convention Examples (Reports)

YYMMDD Document Type Description	
Geotechnical	20230101 Reports Geotechnical
Surveys	20230101 Reports Survey
QS Audits	20230101 Reports QS Audit

NB: Do not use hyphens, underscore or other symbols

Project Descriptions

An Australian Government requirement

IT requirements to access projects - you must have a Microsoft

The purpose of the project description guide is to provide the following principles:

- Writing of succinct and meaningful project descriptions of what infrastructure will be delivered by project funding
- Preferred language
- Spelling and grammar is consistent throughout

Project Descriptions

Project descriptions are to begin with the type of activity to be undertaken through the project as follows:

- Construction of ...
- Refurbishment of ...
- Conversion of ...
- Demolition of ...

Project Descriptions examples – (New Facilities)

Proposed Project Description	Recommended Project Description
STAGE 2:- (Blocks E & F) Construct 8 general learning areas, temporary library, learning support and IT support and locker areas. (Block H) Construct 3 music, dance, drama spaces, practice rooms, stores and outdoor performance space. (Block K) Construct 3 science rooms, prep rooms, outdoor court and toilets. Construct new verandahs for all new spaces. (Block L) New maintenance shed. (Block A) Convert temporary library to administration.	Construction of eight general learning areas, temporary library, learning support, IT support and locker areas Block E and F. Construction of three music dance drama spaces, practice rooms, stores and outdoor performance space Block H. Construction of three science rooms, preparation rooms, outdoor court, pupil amenities and associated walkways Block K. Construction of Maintenance shed Block L. Conversion of temporary library to administration Block A.

Project Descriptions examples – (Conversion, refurbishment and demolition of existing facilities)

Proposed Project Description	Recommended Project Description
Demolition of existing sports covered court. Conversion of primary lunch covered eating area and performance space into secondary junior and senior art and external art courts, music, music store, 2 music practice rooms, drama, drama store, administration, pupil amenities and enclosed and unenclosed walkways. Refurb Admin. Construction of primary lunch covered area.	Construction of primary lunch covered area. Conversion of primary lunch covered eating area and performance space into secondary junior and senior art and external art courts, music, music store, two music practice rooms, drama, drama store, administration, student amenities and enclosed and unenclosed walkways. Refurbishment of administration and general learning areas. Demolition of existing sports covered court.

2023 Application Stage process timeframe

Date	Timeframe Permissions
17 March 2023 5:00pm	QCEC online Capital Applications close. Viewing will be changed from edit to view only. Version 1.0 published.
March – May 2023	School Capital Application Review Visits.
19 May 2023 5:00pm	QCEC Online Capital Applications close. Viewing changed to view only. Version 2.0 published.
31 May 2023 5:00pm	Project Presentations Due

NOTE: 1 October 2023 (all project folders will be moved to QCEC internal file system)

2023 Application Stage process timeframe

Date	Timeframe Permissions
10 – 11 July 2023	Capital Assistance Reference Group First cost review meeting.
1 – 3 August 2023	Capital Assistance Reference Group Second cost review meeting.
Recommended projects approval	Submitted to the relevant Ministers 30 July & 30 September 2023

NOTE: 1 October 2023 (all project folders will be moved to QCEC internal file system)



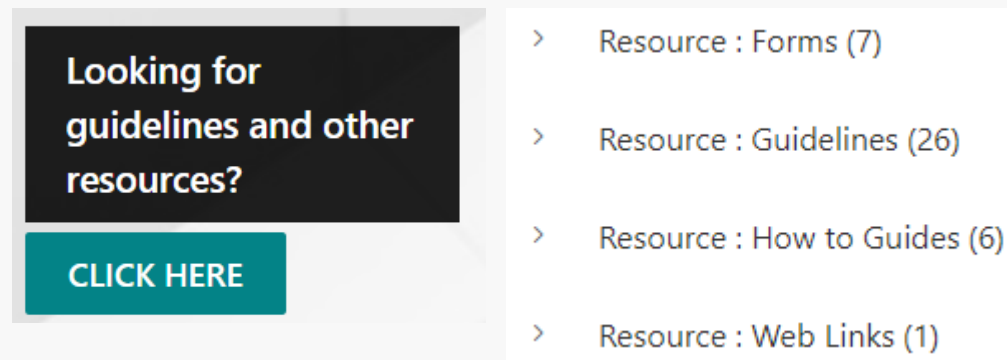
GUIDELINES AND RESOURCES LINK

QCEC Website



<https://qcec.catholic.edu.au/>

Capital Projects Website



<https://qcec.sharepoint.com/sites/CapitalProjects/SitePages/Home.aspx>

Guidelines and resources

Capital Assistance Claim for Payment Changes

Resources



Name ↓



Resource : Forms (9)



Year : 2023 (2)



External Infrastructure Subsidy Capital Assistance Claim for Payment.xlsx



Capital Assistance Claim for payment 2022 projects.xlsx



Year : 2021 (1)



Capital Assistance Claim for Payment.xlsx



Meg Macaulay
Manager, Capital
Programs



James Wong
Project Officer,
Capital Grants



Bernadette Casey
ASO, Capital
Programs

QCEC Capital Programs Team

THANK YOU

