

**Kingston Frontenac**

**Child Care  
Service Plan**

**2007/2008**



**June 30, 2007**

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## EXECUTIVE SUMMARY

This Kingston Frontenac 2007-2008 Child Care Service Plan provides highlights of the progress made towards achieving the initiatives that support the realization of the community Best Start vision and details the childcare management strategies that the City of Kingston, as the Consolidated Municipal Service Manager (CMSM) for Childcare, for the City of Kingston and the County of Frontenac, will continue to develop and update to meet local needs and priorities.

The development and implementation of the various initiatives and strategies are based on local community need identified through a planning process that includes the engagement of the Kingston Frontenac Best Start Network and Zone Children's Services Planning table, as well as the community, service providers, and other stakeholder input.

In keeping with the Best Start Network's vision to build "*A comprehensive integrated system of services that supports families with children from birth through the transition to school*" and the local childcare service management objective of "*optimizing healthy, efficient, responsive and accountable childcare services*" the following initiatives and strategies will be enhanced or developed through the 2007-2008 Child Care Service Plan:

- Fee Subsidy
  - Monitoring the effects of the new "Income Testing" model
  - Effective management of the multiple funding envelopes
  - Updating existing Wait List policies
- Wage Subsidy
  - Implementation of the new Wage Subsidy model
  - Best Start Wage Improvement
- Special Needs Resourcing Capacity Building
- Transportation Funding
- Childcare Space Expansion
- Marketing of Early Learning and Childcare Programs
- Consultation and Planning

CMSM Kingston is also committed to the ongoing process of identifying and implementing greater degrees of joint service activity along the integration continuum and to providing support and input to the strategies outlined in the Best Start Community Plan.

## **SECTION 1: Progress Towards Achieving the Long-Term Vision for Best Start**

The Kingston Frontenac Best Start Network's long term vision is to build "A *comprehensive integrated system of services that supports families with children from birth through the transition to school.*"

The City of Kingston as the Consolidated Municipal Services Manager (CMSM) continues to develop and implement strategies that support this achievement.

### **Fee Subsidy**

Effective January 1, 2007, eligibility for Fee Subsidy changed from a "Needs" based evaluation to an "Income" based testing.

The new Income Test to determine eligibility;

- is based only on net family income
- makes application for families easier
- is easier for CMSMs to administer
- provides greater consistency to determining eligibility
- provides eligibility to more families across a range of incomes resulting in a reduction to their childcare costs.

A service gap identified in previous childcare plans was that students attending college and university and receiving student loans or grants were often deemed ineligible for fee subsidies as this was considered income under the "Needs Testing" guidelines. Under "Income Testing" student loans are not considered income and only a portion of scholarships, fellowships and grants are reported as income. This is a great improvement for our many student families; however it places a bigger burden on our Fee Subsidy envelope as Kingston has a large student population.

As 2007 is the "transition" year between Needs Testing and Income Testing, there is an increased need for the CMSM to closely monitor the utilization of the fee subsidy funding. Currently there are 35 service providers in 70 locations offering fee subsidized care in the City of Kingston and County of Frontenac and 4 agencies that provide licenced private home childcare. Service providers have the flexibility to set their own policies around the number of fee subsidy spaces they provide. This combined with the increased eligibility makes forecasting difficult.

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Service providers have been informed of the eligibility changes and the possible effects these changes could bring about. The need to put in place a wait list for fee subsidy funding is a situation we hope to avoid but is also a probability without ongoing increased funding levels. If a wait list becomes a requirement not only will it adversely affect families requiring subsidy but it may also cause hardship to existing programs that provide the bulk of their services to families who could not attend without the support offered through fee subsidy funding.

### **Wait List Management Strategy**

The City of Kingston, Childcare Programs established a Wait List Management Policy for fee subsidies several years ago. The Wait List was created on a first come, first serve basis within 4 Priorities:

1. Children identified by professionals as high risk emergencies as approved by the Supervisor of Childcare Programs or designate;
2. Children from single and two parent families in which the parent(s) is/are employed full-time/part-time or engaged in a full-time/part-time retraining or education programs or in two parent families where one parent is employed and the spouse is undertaking medical treatment or rehabilitation program;
3. Children who have been recognized with identified challenges by social service agencies or medical professionals in the community. Written referrals must be provided.
4. Children from families who do not qualify under any of the above priorities (e.g. Job searching).

This policy will be reviewed internally; taking into consideration other socio-economic factors and service data. Staff will consult with the licenced childcare programs in the fall of this year and finalize the policy for Council approval by the end of the 2007 calendar year.

### **Wage Subsidy**

The primary intent of the Regular Wage Subsidy program is to enhance the salaries and benefits of permanent staff working in licenced childcare programs and funded special needs resourcing programs. This program has been managed by the City of Kingston since 2000 with an allocation starting at \$1,912,189 and increasing to \$2,584,688; a total increase of over 35%. Today, this program still continues to experience funding pressures as well as inequities among licenced Service Providers.

Contributing factors:

- Increase in Childcare Agencies
- Lack of new funding that is guaranteed year after year
- Lack of flexibility for Multi-service agencies
- Existing Wage Subsidy Model

In 2006, approximately \$2,573,970 was expended through the Regular Wage Subsidy program, funding approximately 40 agencies and 323 full time equivalent staff.

In 2005, the federal budget announced \$5 billion Canada-wide in Early Learning and Childcare funding over 5 years. This agreement was terminated the following year, although the province of Ontario has still agreed to fund this initiative over the 5 years on a smaller scale. For Kingston and Frontenac, this funding primarily supports childcare expansion, fee subsidy, special needs resourcing and wage subsidy. In addition, two new wage subsidy programs were created; Best Start Wage Subsidy and Best Start Wage Improvement. Best Start Wage Subsidy is to support expansion of Ontario's licenced program for children 0-6 years of age and Best Start Wage Improvement is to support existing early childhood program staff working with children 0-12 yrs. of age.

In May of 2006, the province released a revised document "Ontario Child Care Service Management Guidelines-Wage Subsidy" to include revisions to the previous guidelines and criteria for Best Start Wage Subsidy and Best Start Wage Improvement. This document describes the provincial framework for managing all wage subsidy programs. Although this document supports delivery agents in their role as service managers, it also provides additional challenges as the eligibility for each program is not the same. As the guidelines were not released until May of 2006, the City continued to follow its existing policies for distributing additional/surplus wage subsidy funding.

By the end of the calendar year in 2006, the City had allocated an additional \$179,136 to enhance salaries through the Wage Improvement program and \$33,998 through Early Learning and Childcare Wage Subsidy. In the first quarter of 2007, \$31,890 was allocated through Best Start Wage Subsidy.

In the 2005-2006 Kingston Frontenac Childcare Services Management Plan, Section 4 - Service Priorities states:

*"While it is recognized that it would be imprudent to revise local wage subsidy program management policies prior to the Province's release of the updated Service Management Policy for Wage Subsidy, this policy revision strategy remains a local priority as it may impact funding for service providers".*

In keeping with this priority and subsequent to the May 2006 release of the Ontario Child Care Service Management Guidelines-Wage Subsidy", the City of Kingston's Childcare Programs held three wage subsidy information sessions on October 12, 2006 for Childcare Operators, Staff and Board members. The objective of the information sessions was to provide information towards the development of a Wage Subsidy Funding Model that would:

- Be sensitive to local service priorities
- Be flexible and fair to service providers
- Adhere to current funding allocations and
- Remain within the related provincial program requirements

The presentation included a brief overview of wage subsidy, the present challenges, revisions to the provincial wage subsidy guidelines and three (3) proposed models to manage and distribute wage subsidy funding. At the end of the presentations, stakeholders were asked to submit feedback. More than eighty people registered for one of the three sessions and staff received 37 responses (6 out of the 37 responses indicated that the response reflected the opinion of staff at the centre).

To summarize the feedback:

- 23 responses supported the existing Wage Subsidy Model (Model 1)
- 4 responses supported a proposed Wage Subsidy option (Model 2) and
- 10 responses did not support any one model; advocated strongly for no reduction in the current funding levels.

Based on this feedback, staff has continued to plan for a model that provides:

- Flexibility for the multi site agencies,
- Yearly wage subsidy reviews of agency entitlements as per the Ministry's guidelines
- Financial stability to those programs that have ongoing wage subsidy funding and have not experienced changes to their existing programs
- A more equitable distribution of wage subsidy funding.

Once City staff has finalized this model, licenced programs and funded special needs programs will be afforded the opportunity to provide feedback prior to the writing of a report to Council recommending for approval a new model for managing the Wage subsidy program.

## **Special Needs Resourcing**

Within the Kingston Frontenac childcare service area there are two models of Special Needs resources. The first is a traditional or on-site, centre-based model where special needs resource teachers provide support to children facing barriers to normal development and/or functioning. The second is an itinerant or consultative model where a third party service agent specialist provides consultation and enhanced support services to a number of childcare centres hosting children with special needs.

In response to an increased need for Special Needs Resourcing, the City of Kingston continues to monitor this program and allocate new funding appropriately. Since the initial service transfer in 2000, funding for Special Needs Resourcing has increased by 76%.

In 2006 and 2007 an additional \$296,847 in Best Start funding was allocated for Special Needs Resourcing. In addition to the increased funding for Resource Consultant and Enhanced Support, this initiative has funded the employment of a Transition Planner who is responsible for developing formal protocols and effective processes with a goal to facilitate a smooth and positive transition from childcare to school.

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## **Transportation**<sup>1</sup>

In September 2006 a transportation pilot project was established at The Child Centre in Sharbot Lake. This project provides funding for the transportation of children who have been referred to attend The Child Centre through our “Child Development Identified Challenges” referral program.

Between September and December 2006, funding in the amount of \$6,540 provided 6 children with the opportunity to attend the centre a total of 218 days. In the first quarter of 2007, funding in the amount of \$7,890 has provided transportation for 12 children to attend the centre a total of 263 days.

Funding for this initiative is provided through an approved per diem rate of full day care with transportation.

## **Childcare Space Expansion**<sup>2</sup>

Through the Phase I Rapid Expansion of childcare spaces initiative, 53 new childcare spaces have been created in the City of Kingston and 3 in the County of Frontenac. An additional 10 spaces are currently under construction in the County of Frontenac. \$226,067 in unconditional Best Start Funding has been spent to date to support this initiative.

In August 2006, City Council approved the establishment of a Best Start Childcare Reserve Fund that was created from the \$1,440,000 in remaining Best Start Unconditional funding with a maximum annual draw down of \$480,000 per year.

The Reserve Fund was established to support minor capital infrastructure costs for non-profit organizations and start up costs for non-profit and commercial sites to address future service gaps in either existing, relocating or new centres, undertaking expansion to their current licence capacity.

In March 2007, CMSM Kingston and the Best Start Network established a working group to complete the initiatives from the Phase I Transition Plan.

The first priority of this working group was to develop a process for the Childcare Expansion Reserve Fund. It was agreed that the membership of this working group may change depending on the current focus of the group.

In May 2007, a Request for Proposal was issued with the objective of identifying opportunities to increase the childcare capacity in both the City of Kingston and County of Frontenac.

The Best Start Network Working Group established the following priority areas for expansion:

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<sup>1</sup> Refer to page 9 in the Kingston Frontenac Best Start Community Plan

<sup>2</sup> Refer to page 3 in the Kingston Frontenac Best Start Community Plan

- South Frontenac
- Kingston West (Portsmouth Ave to Collins Bay Rd)
- Kingston East (Greenwood Park Area)

The Best Start Network Working Group further identified the following service gaps in childcare spaces and/or programming:

- Infant
- Francophone
- Aboriginal

Proponents were requested to submit expansion opportunities based on the established priorities noted above or to demonstrate the ability to meet an unidentified priority gap.

Proposals were reviewed by each member of the Working Group and evaluated on the following criteria:

- Understanding of the Project
- Pricing and Related Costs
- Overall Experience and Qualifications
- Quality of Submission
- Ontarians with Disabilities Act

Six submissions were received in response to the RfP. The following table outlines the submissions and the funding requested:

ID #	Description of Project	Proposed # of Spaces	Funding Requested
1	Creation of School Readiness Programs in two Limestone District School Board schools.	Each program 14 children 6 hours/week 10 months/year	3 years of operating funding. No specific dollar amount requested.
2	Expansion of current Nursery School Program located in West Kingston to a full time Childcare Program.	29	\$28,304
3	Capital construction for the expansion of existing Francophone Childcare Centre.	14 to 24	\$319,457
4	Capital construction for the expansion of existing Nursery School program and OEYC programs.	1 additional day per week of nursery school program for 16 children	\$200,000 (total estimated cost of construction = \$429,300)
5	Re-location and expansion of current childcare centre to new location within the same geographic area.	8	\$200,000
6	Start up funding to support the opening of a new centre on Wolfe Island.	13 to 16	\$185,630

Each submission was evaluated by the Work Group Members. The following table represents the average evaluation for each proposal:

ID #	Understanding of the project	Pricing & Related Costs	Overall Experience & Qualifications	Quality of Submission	Ontarians with Disabilities	Average Total Score
3	21	20	24	14	6	85%
6	18	22	23	14	4	81%
5	22	18	24	13	3	80%
4	14	14	24	12	9	73%
2	21	20	16	12	3	72%
1	8	2	25	9	5	49%

Based on the evaluation of submissions and the objectives of the Request for Proposal, City Staff are recommending the approval of the following projects:

ID #	Proposed Expansion	Funding Amount
2	3 infants, 10 toddlers, 16 preschoolers	\$28,304
3	9 infants, 5 to 15 toddlers	\$319,456
5	3 infants, 5 toddlers	\$48,764
6	13 to 16 spaces	\$49,200
<b>Total</b>	<b>64 – 77 spaces</b>	<b>\$445,724</b>

The Working Group does not support project 1 based on the following:

- This submission was not complete. Two essential requirements under 7.0 “Proposal Content” were not included:
  - Submission of a Business Case which demonstrates ongoing financial viability without additional public funding.
  - Provision of statement of cost reflecting the total all inclusive upset cost in Canadian dollars.

The Working Group does not support project 4 based on the following:

- The expanded space will be used mainly for OEYC programs and not childcare expansion.
- This project does not realize an increase in licenced spaces as the proposal offers an increase in the number of days the current program is offered from 2 half days per week to 3 half days per week.
- The proposal was contingent on significant capital funding from another level of government that has yet to be approved.

### **School Readiness**<sup>3</sup>

In 2005, funding was provided to support the Kingston Frontenac Early Learning and Child Care Network's School Readiness project.

In recognizing the importance of the services provided in regard to preparing children for future learning and achievement in the school system, the School Readiness Sub-committee developed a strategy that involved all licensed childcare centres in the City of Kingston and County of Frontenac. The first step of this strategy was the development of a measurement tool called a Preschool Program Development Instrument (PPDI) for use as a programming resource. The PPDI measures a child's readiness for school and also includes the early identification of children who would benefit from a more intensive level of intervention prior to entering kindergarten. Ultimately, it optimizes a child's school readiness and, in consultation with educational partners, facilitates a smooth transition into the school system.

The School Readiness Sub-committee worked in collaboration with the Ontario Early Years Centre (OEYC) to provide childcare staff with orientation and training of the PPDI and to allow the OEYC Data Analysis Coordinator to collect data and track outcomes measured by the PPDI. To date 93 Early Childhood Educators from 36 sites have participated in this orientation.

The PPDI has also become a marketing tool in the promotion of licensed childcare for families who want to optimize their children's readiness for school.

### **Technology**<sup>4</sup>

In 2006, funding was allocated on a one time basis for technological upgrading in childcare centres (to a maximum of \$2,000 for stand alone and duo sites and a maximum of \$6,000 for multi-site organizations) for the procurement of technology and up to one year of related connectivity costs. The additional funding to multi-site organizations was to balance their additional administrative burden with reasonable efficiency expectations as the ongoing costs of maintaining the technology falls to the operator and ultimately impacts fee subsidy per diems.

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<sup>3</sup> Refer to page 7 in the Kingston Frontenac Best Start Community Plan

<sup>4</sup> Refer to page 9 in the Kingston Frontenac Best Start Community Plan

The goal of this strategy was to increase communications among childcare service providers and with the broader children's service community, as well as to increase efficiencies, training opportunities, information access and to facilitate communication and reporting with Community and Family Services, Childcare Program.

As service providers were at different stages in technological advancements, funding was not limited to specifics. Providers were given the opportunity to purchase the items they required to help with the above stated goal which for some included computers, printers and internet access while others only required software upgrades or a fax machine.

Technological upgrade funding was provided to 40 agencies for a total of \$91,564.00.

### **Francophone Services**

With the establishment of the South East Regional French Language Best Start Network and MCYS's appointment of a French Language Program Supervisor, we look forward to be able to better monitor and implement services for Francophone families and children.

Currently there are 2 agencies offering francophone early learning and childcare programs in 4 locations. We have been able to support both of these agencies through fee subsidy, wage subsidy, one-time health and safety and technological upgrade funding. Both agencies are also in receipt of special needs resourcing through the itinerant model.

One program continues to struggle with a wait list for spaces. Funding was allocated through the Best Start Transition Plan to increase their capacity, however, difficulties experienced by the host school board related to allocated space, construction and timelines have necessitated major changes to the original plans and this project continues to be developed.

### **Aboriginal Services**

The Katarokwi Native Friendship Centre (KNFC) offers programming in the City of Kingston and County of Frontenac for First Nations people as well as non-native ancestry. Membership is open to all people of any nation. KNFC is committed to bringing positive changes to the daily lives of the Aboriginal community.

Programming for children and families includes:

- Aboriginal Healthy Babies/ Healthy Children Program
- Aboriginal Prenatal Program
- Nokomis Early Years Literacy Program
- Program for Early Parent Support (PEPS)
- Mother Earth Play Group

KNFC has agreed to work with the Best Start Network as a resource to the proposed Hub Area Partnership Advisory Groups. This includes the provision of cultural sensitivity training to non-aboriginal frontline staff working with families and children.

The opportunity also exists to link current KNFC programming with the Community Hub Development project, which is planning for the repurposing of the Wally Elmer arena located in the Rideau Heights area.

### **Service Levels 2006**

<b>Program</b>	<b>DNA</b>	<b>ELCC</b>	<b>Best Start</b>	<b>OW Formal</b>	<b>OW Informal</b>	<b>TOTALS</b>
Fee Subsidy	\$2,351,442	\$173,010	\$134,355	\$584,831	\$68,025	\$3,311,663
<b>FDE</b>	72,068	3,889	3,231	15,677	2,528	97,393
Wage Subsidy	\$2,577,498	\$33,998	\$9,402	-	-	\$2,620,898
Wage Improvement	-	-	\$179,842	-	-	\$179,842
Special Needs Resourcing	\$595,023	\$25,000	\$120,924	-	-	\$740,947

Any additional in-year funding will be applied to enhanced program strategies detailed in this plan and to the immediate address of any identified service pressures.

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## **SECTION 2: Activities and Community Engagement Process**

When the first phase of Best Start began in 2005, CMSMs were asked to convene Best Start Networks and guide the planning process through a rapid expansion of childcare spaces.

CMSM Kingston provided this guidance through both a Best Start Facilitator to guide and coordinate planning and a Best Start Plan Writer to assist in the development of the Transition Plan.

In 2006 CMSM Kingston hired a Best Start Coordinator to assist with the ongoing activities of the Best Start Network and to work with partners on the completion of the Phase I initiatives.

In November of 2006, MCYS announced the Phase II direction for Best Start. In Phase II the focus shifted from childcare expansion to service system integration with all community partners being equal players at the Network Tables. CMSM Kingston declined the opportunity to lead the Phase II planning process but remains committed to Best Start and has transitioned to participation in the network as an equal partner.

The City of Kingston Best Start Coordinator has continued to work with the Network to transition facilitation to the Co-chairs of the Best Start Network and the Best Start Planner.

### **Parents**

CMSM Kingston continues to communicate with parents through our Subsidized Childcare Information Brochure (which outlines the process for application and details of all available licenced subsidized programs), our website and through our partnerships with Service Providers. Our website and brochure are updated on a regular basis to ensure the integrity of the information parents are receiving.

### **Childcare Operators**

CMSM Kingston is committed to maintaining an open line of communication and consultation with childcare operators in the City of Kingston and County of Frontenac. In addition to attending meetings of the Kingston Frontenac Early Learning and Child Care Network and Steering Team we are also planning together through the Best Start Network.

Quarterly Newsletters, which are prepared and distributed to all agencies, supplement the regular communication activities that take place through site visits, email and telephone.

### **Francophone Stakeholders**

CMSM Kingston is looking forward to working with the new MCYS French Language Program Supervisor and the Regional French Language Best Start Network to develop methods of better serving our Francophone community.

### **Aboriginal Stakeholders**

CMSM Kingston looks forward to future planning opportunities with the Katarokwi Native Friendship Centre.

### **Special Needs Service Providers and Stakeholders**

CMSM Kingston will be consulting with the other CMSMs in the Southeast Region and our local Special Needs Resourcing programs. The objective of this consultation is to enhance our knowledge of the day to day operations that will assist in making informed decisions about this service and potentially identifying strategies to maximize supports within the childcare funding allocations.

### **Hub Development**

A Community Hub Development planning group has been established for the Rideau Heights area of Kingston. Representation includes individuals from the following organizations; Kingston Community Health Centres, Heights Improvement Project, Community Response to Neighbourhood Concerns, Residents, City Council and City Staff.

This group has established the following formal vision:

*Formation of a true neighbourhood based managed community centre which would entail an expansion of the Wally Elmer Arena to include recreation, programs, services, information and would be a gathering place for all ages – to be a partnership between the City of Kingston and the Community – community driven and city supported.*

CMSM Kingston will continue to work with this group to ensure all opportunities are maximized to include the Best Start vision in this development.

## **SECTION 3: 2007-08 Strategies to Move Forward with the Community Vision for Best Start**

### **Forecast Of Local Childcare System Needs**

Notwithstanding the successful undertakings and significant improvements realized through the Best Start strategies and previous Kingston Frontenac Child Care Plans, the following gaps and barriers in services continue to negatively impact families and childcare service providers in the Kingston Frontenac area:

- The geographic location of available spaces are not necessarily compatible with the needs of some families. A high need exists for spaces in Kingston West and South Frontenac, while infant and francophone spaces are required across the region.
- Although there are many advantages for parents using licenced private home day care, such as extended and shift work hours, private home caregivers face financial and program barriers.
- The need exists to provide fee subsidy for families receiving informal care with special circumstances. Special circumstances include families with health or safety needs, shift workers and rural families who earn their livelihood farming and have significant seasonal pressures.
- Transportation, especially in rural areas continues to be a major barrier for many potential users of the licenced childcare system. Even when families are eligible for fee subsidy, their children may not be able to attend programs and access services due to the lack of transportation. In some cases, transportation reimbursement would not necessarily overcome this barrier as lower income families do not always have access to a vehicle.
- The ability to attract well-qualified, competent staff and caregivers is the cornerstone of quality childcare. Childcare service providers report that they find it increasingly difficult to recruit early childhood educators and experienced enhanced support workers. Salary levels in Ontario's childcare sector remain unacceptably low. Early Childhood Educators (ECEs) are well-trained to provide quality care for children and fair wages are needed to ensure the stability of the childcare system.
- The continued growth of new and expanding programs in our area results in additional wage subsidy pressures.
- It is anticipated that with the introduction of Fee Subsidy Income Testing, availability of surplus fee subsidy to provide One-Time Health and Safety funding will no longer exist. The loss of this initiative, while negatively impacting service providers, may also have a circular effect on the childcare system. One way for providers to fund items required for licencing will be to raise their per diem rates. This will in turn

place a larger burden on the fee subsidy envelope. With the provision of special needs resource funding to children accessing funded recreation programs a further strain has been placed on the supports offered through this program.

- There are significant challenges to both families and teachers posed by the transition from the special needs supported childcare environment to Kindergarten and current special needs resources are stretched to provide the additional transitional advice and supports required.
- Streamlining of reporting processes is required in order to reduce the amount of administrative time required to complete report.
- Administrative burdens and confusion among stakeholders exists due to the increased complexities associated with the separate types of funding allocations and the requirement to provide reports based on targeted age groups.

## **Strategies To Meet The Needs**

### **Childcare Spaces**

Additional childcare spaces continue to be developed through the Phase I initiative. While this initiative provides a strategy to deal with the pressures in capacity, there is a reluctance to expand services without additional annualized funding for fee subsidy, wage subsidy and special needs programming.

### **Fee Subsidy**

In 2005, upon approval of the childcare service plan, eligibility for fee subsidy was expanded to include children ages 2.5 to 5 years of age who required licenced care to ensure that established developmental benchmarks for socialization and interaction were met. This strategy was funded through ELCC (Early Learning and Childcare) fee subsidies. In 2007, staff successfully negotiated with the Province to increase the amount of funding available through this program.

For 2007, it is recommended that this strategy be expanded to include:

- Ages 0 – 6 from the approved 2.5 years of age.
- Children who have been recognized with identified challenges by social service agencies or medical professionals in the community. Written referrals must be provided.
- Offset pressures in DNA subsidy as available ELCC subsidy permits.

The 2005-2006 Childcare Management Service Plan stated that Best Start Fee Subsidy would be allocated to support children utilizing the newly expanded spaces or “new” children who had never received fee subsidy supports.

For 2007, it is recommended that this strategy be expanded to include allocation to any child between the ages of 0 and 6 years.

The rationale for expanding these strategies under Best Start and ELCC is to mitigate the funding pressures on the Regular Fee Subsidy program triggered by the implementation of the provincial Income Testing model; more families are eligible for fee subsidies resulting in a higher utilization of funding.

### **Transportation**

Transportation to the Child Centre in Sharbot Lake will continue in 2007 for children who have been referred to attend The Child Centre through our “Child Development Identified Challenges” referral program.

Opportunities to expand this pilot project will be reviewed if additional funding becomes available.

### **Wage Subsidy**

The implementation of the new Wage Subsidy model in 2008 will provide the childcare community with a more equitable funding model that is sensitive to local service priorities and is flexible and fair to service providers while adhering to related provincial program requirements.

### **Special Needs**

Evaluation of program pressures and capacity continue as part of ongoing Childcare Service management activities.

### **Marketing**

The Best Start Transition Plan allocated funding for the marketing of Early Learning and Childcare to increase resident knowledge of the value and benefits of early learning and childcare programs. The opportunity now exists to expand this initiative to include communication strategies for the Best Start Hub Areas and Hub Area Advisory Groups.

The Best Start Network Phase I Working Group will develop recommendations for this initiative and will take into consideration recommendations and strategies identified by the Kingston Frontenac Early Learning and Childcare Network, Marketing Task Force, Rural Task Force and School Readiness Subcommittee.

### **Consultation**

The City will continue to consult with service providers, the Kingston Frontenac Best Start Network and other community, regional and provincial partners on ongoing initiatives, recognizing the value of cross service sector planning and stakeholder input.

### **One-Time Health and Safety**

Although it is anticipated that the introduction of Income Testing will result in a lack of surplus fee subsidy to provide One-Time Health and Safety funding, CMSM Kingston will continue to accept requests from service providers by August 30<sup>th</sup> of each year. Strategizing with MCYS will take place in the fall to determine if any opportunities exist to address high priority requests.

### **Moving Forward Challenges**

Although great improvements are being made, obstacles and challenges to closing existing gaps in the childcare system continue to exist.

CMSM Kingston looks forward to the review of the recently released expert panel reports on Early Learning and Quality and Human Resources and the benefits that may be realized through this process.

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## **SECTION 4: Strategies for System Integration**

### **Planning**

The City of Kingston as the Municipal Childcare Manager is currently represented at the following children's services planning tables:

- KFL&A Children's Services Steering Committee
- Kingston Frontenac Best Start Network
- Kingston Frontenac Early Learning and Child Care Network
- South East Region Best Start Planning Network
- South East Region Childcare Manager's Network
- United Way - Success by Six Council of Partners

Opportunities exist for further involvement and integration of planning with the following groups:

- School Boards
- Recreation facilities
- Libraries
- Child Welfare
- Child Development
- Community Hub Development

### **Collaborative Service Delivery**

The City of Kingston, Community and Family Services, Childcare Programs, foresees opportunities to link with hubs in the following service areas:

- Fee Subsidy Appointments
- Developmental Childcare Referrals
- Communication with families and service agencies

Childcare Program staff have recently become involved with the "Community Hub Development" planning group that is developing a business plan for the repurposing of the Wally Elmer arena located in the Rideau Heights area of the City of Kingston. Opportunities exist to link the Best Start Vision with this initiative.

## **Mechanisms to Facilitate Collaborative Service Delivery**

CMSM Kingston currently maintains a contact listing of all funded agencies. Information is frequently communicated through a variety of mechanisms.

Agencies are able to choose between email, fax and mail to receive information. Resources are also currently in place to notify every operator via telephone if urgency is an issue. Many groups within the community, such as MCYS, United Way and the Early Learning Childcare Network, will forward information for our office to disperse to our contact list. This opportunity exists to build on this practice.

Licensed childcare operators have provided consent for their program information to be posted on The City of Kingston website. This information is updated regularly and is a valuable resource to families and other organizations. Investigations are currently underway to determine if current capabilities exist to expand our website information to include the mapping of service provider information.

## **Implementation Challenges**

As we work towards community collaboration we will need to develop practices that create systemic, locally-based solutions to the complex problem of working across organizations and sectors.

In our role as the Municipal Childcare Manager we look to the Best Start Network for recommendations on system changes and enhancements but ultimately we must adhere to our governance process, including City Council approval, and anticipate the longer approval process inherent in it.

## SECTION 5: Service Targets for 2007-08

### Service / Budget Submission Service Data Summary-Service Specific

Budget Year  
2007

Organization Name City of Kingston				Contract/Approval # & Date		Amendment # & Date		TPR #
TPBE #	Allocated Central Administration	Energy Emergency Fund	Consolidated Homeless Prevention Program	ChildCare Deliv. Agent Fee Subsidy (DNA)	ChildCare Deliv. Agent Special Needs Resourcing	Child Care Administration	ChildCare Deliv. Agent WageSub Non-profit	
Service Name	Ministry Detail Code	8758	8770	a371	a376	a380	a390	Page 1 of 3
1	Name ==>	EFHOUSERV#	HOIMRSKS#	AVGINFSER#	CCRECREAT#		CCFTE0-5#	
	Estimated # at Year End	45	700	71	6		175.75	
2	Name ==>	EFAVGASIS#	HOIMRSKH#	AVGTODSER#	ANS0-SK#		CCFTE6-12#	
	Estimated # at Year End	484	400	204	124		32.28	
3	Name ==>	EFINCOMOW#	HORSKSER#	AVGPRESER#	AVGSCHSER#		CCNONPSTA#	
	Estimated # at Year End	10	2200	489	15		21.28	
4	Name ==>	EFINCODSP#	HOPERSUS#	AVGJKSER#			CCCONTRCT#	
	Estimated # at Year End	10	2200	344			28	
5	Name ==>	EFFAMSER#	HOEXHOSER#	AVGSKSER#				
	Estimated # at Year End	30	1500	194				
6	Name ==>	EFLOAN#	HOSERLIST#	AVGSCHSER#				
	Estimated # at Year End	0	400	453				
7	Name ==>	EFELECTR#	HOSERSTAC#	CHISER3#				
	Estimated # at Year End	30	120	885				
8	Name ==>		HOSERSPAC#	FAMSER2#				
	Estimated # at Year End		30	690				
9	Name ==>		HOLIVTAC#	CCRECREAT#				
	Estimated # at Year End		950	70				
10	Name ==>		HOLIVTACP#	CCRECFAM#				
	Estimated # at Year End		160	54				
Frequency of Reporting		1/2/3/4	1/2/3/4	1/2/3/4	1/2/3/4	0	1/2/3/4	

**Service / Budget Submission  
Service Data Summary-Service Specific**

**Budget Year  
2007**

Organization Name City of Kingston				Contract/Approval # & Date		Amendment # & Date		TPR #
TPBE #	Child Care Deliv. Agent WageSub Commercial	Delivery Agents- Pay Equity Union Settlement	Ontario Works Child Care Formal (Licensed)	Ontario Works Child Care Informal	ELCC Administration 0	ELCC Fee Subsidy (DNA)	ELCC - Special Needs Resourcing	
Service Name	a391	a393	a400	a401	a425	a429	a430	Page 2 of 3
Ministry Detail Code								
1	Name ==>	CCFTE0-5#	CHISERF#	CHISERV#		AVGINFSER#	CCHCHDSNR#	
	Estimated # at Year End	39.425	250	50		0	26	
2	Name ==>	CCFTE6-12#	PARTSERV1#	PARTSERV2#		AVGTODSER#	ANS0-SK#	
	Estimated # at Year End	1.86	210	40		0	26	
3	Name ==>	CCNONPSTA#	AVGINFSER#			AVGPRESER#		
	Estimated # at Year End	2.385	50			73		
4	Name ==>	CCCONTRCT#	AVGTODSER#			AVGJKSER#		
	Estimated # at Year End	12	70			49		
5	Name ==>		AVGPRESER#			AVGSKSER#		
	Estimated # at Year End		110			15		
6	Name ==>		AVGJKSER#			ELCCFAM#		
	Estimated # at Year End		76			36		
7	Name ==>		AVGSKSER#			ELCCCHILD#		
	Estimated # at Year End		55			39		
8	Name ==>		AVGSCHSER#					
	Estimated # at Year End		50					
9	Name ==>							
	Estimated # at Year End							
10	Name ==>							
	Estimated # at Year End							
Frequency of Reporting		1/2/3/4	0	1/2/3/4	1/2/3/4	0	1/2/3/4	1/2/3/4

**Service / Budget Submission  
Service Data Summary-Service Specific**

**Budget Year  
2007**

Organization Name City of Kingston				Contract/Approval # & Date		Amendment # & Date		TPR #
TPBE #	ELCC - Wage Subsidy Non Profit	ELCC - Wage Subsidy Commercial	Wage Improvement Non-Profit 0	Best Start Planning 0	Small Water Works -Child Care	Wage Improvement Commercial 0	Best Start - Operating 0	
Service Name	a431	a432	a446	a447	a515	a644	a661	Page 3 of 3
Ministry Detail Code	CCFTE0-5#	CCFTE0-5#	CCFTE0-5#	BESTRANSL\$	CCFUNDSMW#	CCFTE0-5#	FSANSINF#	
1	Name ==>	CCNONPSTA#	CCNONPSTA#	CCFTE6-12#	BESMEETINGS	CCFTE6-12#	FSANSTOD#	
	Estimated # at Year End	1	0	2	5000	0	42	
3	Name ==>	CCCONTRCT#	CCCONTRCT#	CCCONTRCT#	BESOTHERS\$	CCCONTRCT#	FSANSPRE#	
	Estimated # at Year End	2	0	28	27138	0	16	
4	Name ==>						FSANSJK#	
	Estimated # at Year End						24	
5	Name ==>						FSANSSK#	
	Estimated # at Year End						24	
6	Name ==>						FSFAMSE#	
	Estimated # at Year End						50	
7	Name ==>						WSNONPST#	
	Estimated # at Year End						17.81	
8	Name ==>						WSCNONPST#	
	Estimated # at Year End						4	
9	Name ==>						ANS0-SK#	
	Estimated # at Year End						15	
10	Name ==>						BSADMIN#	
	Estimated # at Year End						33506	
Frequency of Reporting		1/2/3/4	1/2/3/4	1/2/3/4	1/2/3/4	1/2/3/4	1/2/3/4	1/2/3/4