

KINGSTON FRONTENAC

# childcare

SERVICE PLAN 2010 – 2012



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# executive summary

## INTRODUCTION AND BACKGROUND

The City of Kingston, as the Consolidated Municipal Service Manager (CMSM) for the City of Kingston and County of Frontenac, has been tasked with developing a three year service plan for childcare programs.

This plan will set the course for management of the funded childcare programs and will include plans to minimize the impacts on children, families, and childcare operators by the phasing in of full day early learning programs (ELP) for children 4 and 5 year of age. ELPs will be operated by school boards and will be phased in over 5 years (2010-2015). The ELPs will operate full days, every day with an optional extended day included (care of children before and after regular school hours).



Implementation of the ELP programs is the direct outcome of a report written by Dr. Charles Pascal: *"With Our Best Future in Mind: Implementing Early Learning in Ontario"* (2009). Premier Dalton McGuinty appointed Dr. Pascal to recommend the best way to move forward with the implementation of early learning programs for 4 and 5 year olds. The report included 20 recommendations on how to introduce full day learning to Ontario students; how to improve education for children up to 12 years of age; and how to increase support for young families. Introduction of ELP is the first recommendation that is being implemented.

The next recommendation moving forward, in part, is the development of an Early Years policy framework that would guide the transformation of programming for Ontario's youngest learners. When implemented, CMSMs will be responsible to plan, develop, support and monitor an integrated network of Best Start Child & Family Centres providing families with flexible part time, full day, full year early learning options for childcare up to the age of 4.

On April 27, 2010, the Ministry of Education (EDU) and the Ministry of Children and Youth Services (MCYS) jointly announced a complete alignment within the Ministry of Education of all childcare policy and program responsibilities for children from birth up to the age 12 to include the transfer of contract management of childcare funding from MCYS to EDU.

With this degree of system transformation in its infancy, there is a greater challenge than ever previously experienced in developing concrete plans for a three year time span. Therefore, this plan has been written to provide specific information and plans for 2010 and general strategies for 2011 and 2012.

# executive summary

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## PRINCIPLES AND OUTCOMES

The principles that guide the development of this service plan are:

- Building on previous service plan strategies and outcomes.
- Building on the past successes and historical challenges.
- Incorporating feedback from childcare operators and community stakeholders received throughout the year and recently with respect to the service management strategy and plans.
- Ministry legislation, regulations, guidelines and budget allocations.
- Complement the City of Kingston Mission (enhance quality of life for present and future generations) and Vision (progressive, innovative corporation, satisfied citizens).

The desired outcomes of service plan development are to:

- Develop realistic and achievable strategies and plans.
- Provide a synopsis of the childcare system in Kingston Frontenac.
- Provide an evaluation tool to evaluate the success and failure of identified strategies and plans.
- Create a public document that will inform residents of the City of Kingston and County of Frontenac on planning for childcare programs and services.
- Form a foundation for future planning.

## KEY OBJECTIVES

- Work with community partners to maintain adequate capacity and stability within the childcare service system for families with children 0-3.8 years of age during this time of Early Learning Transition.
- Endeavour to assist with seamless transfer of families moving from one system to another (licenced childcare to school board Early Learning Program).
- Support Funded Childcare Programs through the gradual departure of four and five year olds to School Board operated full day Early Learning Programs (ELP) transitional period (2010-2015).
- To be the vehicle for information sharing between the provincial government, licenced childcare operators and community stakeholders.
- Collaborate with the Ministry of Children and Youth Services (MCYS) and Ministry of Education (EDU) on the transfer of provincial childcare programs from MCYS to EDU and the implementation of ELP.

# executive summary

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## STRATEGIES FOR 2010

### FEE SUBSIDIES

For 2010, the City will continue with its work to provide fee subsidy funding to eligible families that are participating in the workforce or educational programs within the provincial childcare allocations. This work involves:

- Updating the City's Wait List policy in anticipation of implementing a Wait List for Fee Subsidies. It is projected that the Wait List will be implemented in the last quarter of 2010 as the demand for fee subsidies continues to outweigh provincial allocations.
- Continuing with a "hold" on new requests for fee subsidies from parents that are not participating in educational activities or employed and have community agency support for this service (i.e. social agency referral for subsidized childcare as child is not meeting developmental milestones). Ongoing referral families will continue to receive fee subsidies.
- Develop a fee subsidy mitigation strategy for licence childcare programs significantly impacted in 2010 by the hold (noted above) and the implementation of Phase 1 of the ELP. This strategy reduces the risk of centre closures during the first year of ELP and provides childcare operators time to plan for the re-engineering of their programs to support children 0-4 years of age.
- Converse with Ministry of Education (EDU) on implementation of fee subsidies for board operated ELP extended day programs.

### SPECIAL NEEDS RESOURCING

- Complete the MCYS southeast regional review of special needs programs.
- Consistent reporting of data and financial information across the region.
- Implement new reporting templates and best business practices.

### WAGE SUBSIDY

- Continue to distribute wage subsidy funding based on the 2007 wage subsidy distribution model.
- Revise wage improvement distribution policy to improve the timelines for payments and reconciliation of funding.

# executive summary

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## IMPLEMENTATION OF EARLY LEARNING PROGRAM

The City of Kingston's Community and Family Services Department has taken on an enhanced supportive role with licenced childcare operators and special needs resource programs to assist with the transformation of licenced childcare to a system that will eventually only serve children 0-4 years of age. The following work is already underway with Community and Family Services:

- Facilitating individual and group meetings with childcare providers and other stakeholders.
- Collecting and collating additional program and financial data to validate new policy and strategy development and to support stabilization of the childcare system.
- Developing templates and tools to support childcare operators with re-engineering of their programs and services.
- Distributing limited provincial stabilization funding to those childcare operators that are most affected by ELP.
- Supporting and assisting with the transfer of special needs children from licence childcare to ELP.

## STRATEGIES FOR 2011 AND 2012

The City is not in a position to identify specific strategies for 2011 & 2012 due to many factors which remain unknown at this time (see Planning Challenges). However, there is the ability to develop broad based strategies that will become more detailed as further information becomes available:

- Monitor the impact of the departure of 4 & 5 year olds from licence childcare and adjust the local criteria for fee subsidies and other programs accordingly.
- Develop reporting protocols with EDU.
- Negotiate childcare funding models and allocations with EDU.
- Continue to support the transformation of the licence childcare system.

## **PLANNING CHALLENGES**

As noted, developing this service plan had more challenges than other years due to a number of unknown factors that will affect its success. Some of these include:

- The number of children that will exit the childcare system to access the new ELP programs and how this will impact childcare budgets and expenditures.
- The unknown outcome of the proposed changes to the Day Nurseries Act (DNA) and the impact on childcare operators if they are passed.
- Prescribed funding model and allocations for 2011/12.
- Possibility of new responsibilities for consolidated municipal service managers as referenced in the Pascal report.

# executive summary

## HIGHLIGHTS TO NEW INITIATIVES

- Development of an Assessment Tool to support Licence Childcare Operators in re-focusing their services to support children 0-4 years of age.
- Stabilization Funding to support the viability of childcare operators impacted by the implementation of the ELPs and for operators to re-focus childcare services for children 0 to 4 years of age.

## COMMUNITY CONSULTATION PROCESS

On April 1, 2010, The City received the provincial template for development of the 3 year service plan with a submission date of June 25, 2010. As the time frame for consultation and completion of the plan is limited, the City communicated its initial strategies to:

- The Best Start Network - April meeting.
- Kingston Frontenac Early Learning & Childcare Network Steering Team - April meeting.
- The licenced childcare operators through the Community and Family Services Childcare Programs April Newsletter. Feedback on the initial strategies and other sections of the plan were requested by May 14, 2010.
- KFL&A Children & Youth Services Steering Committee - May meeting.

The following presentations were made:

- The Executive Summary to the Best Start Network - May meeting.
- The Draft Plan to the KFL&A Children and Youth Services Steering Committee Executive. The executive provided CMSM Kingston with feedback regarding the Unconditional Funding Strategies. CMSM Kingston is waiting for concurrence from the full CYSSC and the BSN.
- The Draft Plan to the Regional French Language Network.
- The Draft Plan to the Kingston Frontenac Early Learning & Childcare Network – June meeting. A written request was received from one Service Provider asking CMSM Kingston to consider possible changes to the Wage Subsidy Distribution Policy during the transitioning of 4 and 5 year olds to the ELP.

## LOCAL REVIEW APPROVAL PROCESS

The City of Kingston has developed an inclusive municipal review/approval process that includes vetting information through several committees:

- Joint Management Committee– City of Kingston & Frontenac Management senior staff (June 2010)
- RULAC – Rural Urban Liaison Advisory Committee – Elected Representatives from County and City (June 2010)
- Arts, Recreation & Community Policy Committee (ARCP) – Standing Committee of City Council (July 2010)
- City Council – Recommendations from ARCP are presented and approved (August 2010)

## HISTORICAL OVERVIEW OF THE LOCAL CHILDCARE SYSTEM

The City of Kingston has a long history of involvement in childcare. This includes the direct provision of childcare through the operation of City-owned childcare centres, administration of fee subsidies and determining eligibility for childcare subsidies, managing the funding for Fee Subsidy, Wage Subsidy, Special Needs and Small Water works, along with planning for services for all children 0 to 12.

Since 2005 CMSM Kingston has been an active member of the local Best Start Network, whose long term vision is to build *“A comprehensive integrated system of services that supports families with children from birth through the transition to school.”* CMSM Kingston continues to develop and implement strategies that support this achievement.

## DESCRIPTION OF LOCAL SERVICES

Frontenac County is defined by Statistics Canada as a census division that consists of five census subdivisions; Frontenac Islands, Kingston, South Frontenac, Central Frontenac and North Frontenac.

For Kingston and Frontenac the 2006 census population for this area was 143,865, compared to 138,606 in 2001. This is a 3.8% population change over the last five years. Compared to the Province of Ontario, which has a population of 12,160,282 (2006 census), Kingston and Frontenac represent 1.18% of Ontario’s total population.

The City of Kingston partners with community agencies to provide fee assistance to City of Kingston and County of Frontenac residents. The City promotes the delivery of safe, accountable and cost effective services for families with children 0 – 12 years of age. Services provided include full-time, part-time, before and after school care and recreation programs.

Subsidy is generally linked to a parent’s hours in the following activities:

- hours of employment
- attendance in a training program
- attendance in an education program

Applicants that are not participating in the above activities have in the past been able to utilize the “Child Development Identified Challenges” referral program. This option was previously available through a referral made by a community agency or doctor identifying additional family challenges with ailing health or delays in mental, physical, cognitive or social development. Due to the high demand in fee subsidies, approvals through the “Child Development Identified Challenges” referral program have been on hold since September 2009.



# environmental scan

LOCAL SERVICE – THE DATA SUPPLIED IS AS OF DECEMBER 31, 2009				
<b>Agencies/Centres/Programs/Services:</b>				
• number of licenced private-home day care agencies and number of approved homes	3 / 70			
• number of non-profit and for-profit private-home day care agencies	3 / 0			
• number of licenced childcare centres	77			
• number of non-profit and for-profit childcare centres	60 / 17			
• number of centre providing services in French	6			
• number of childcare resource centres	0			
• number of approved recreation programs with a purchase of service contract	2			
• number of special needs resourcing programs	2			
• description of the range of childcare services available, including full-time, part-time, before and after school, rural and any others	All			
<b>School Related:</b>	<b>L</b>	<b>A</b>	<b>FP</b>	<b>FC</b>
• number of licenced programs in schools by school board	29	4	1	2
• number of licenced programs in schools serving infants, toddlers and preschoolers by school board	11	2	1	2
• # of licenced programs in schools serving kindergarten by school board	1	2	1	1
• # of licenced programs in schools serving school-age by school board	24	4	1	1
• number of licenced spaces in schools, by school board	933	237	107	138
• number of licenced spaces in schools serving infants, toddlers and preschoolers by school board	253	88	42	53
• # of licenced spaces in schools serving kindergarten by school board	20	16	20	40
• # of licenced spaces in schools serving school-age by school board	660	133	45	45
<b>Spaces:</b>				
• number of licenced full day equivalent spaces for all age groups	2743			
• number of non-profit and for-profit childcare spaces	2242 / 501			
• number of Francophone spaces	275			
• the number of new spaces in 2009 for each age group				
<b>Children:</b>				
• number of children enrolled in licenced childcare centres for each age group	n/a			
• number of children subsidized in licenced childcare centres for each age group	1438			
• number of children subsidized in approved recreation programs	91			
• number of children served in licenced private-home daycares for each age group and number of children subsidized for each age group	n/a			
• number of children on wait lists for licenced childcare	n/a			
• number of children on wait lists for subsidized childcare	0			
• number of children on wait lists for special needs resourcing services	0 * / 9			

L – Limestone District Board of Education

A – Algonquin and Lakeshore Catholic District School Board

FP – Conseil des Écoles Publiques de l'est de l'Ontario

FC – Conseil des Écoles Catholiques de Langue Française du Centre-Est

Note: N/A indicates no data readily available for this category

\* 1 of the 2 special needs providers has a “no wait list” policy for special needs children

## ASSESSMENT OF LOCAL NEEDS

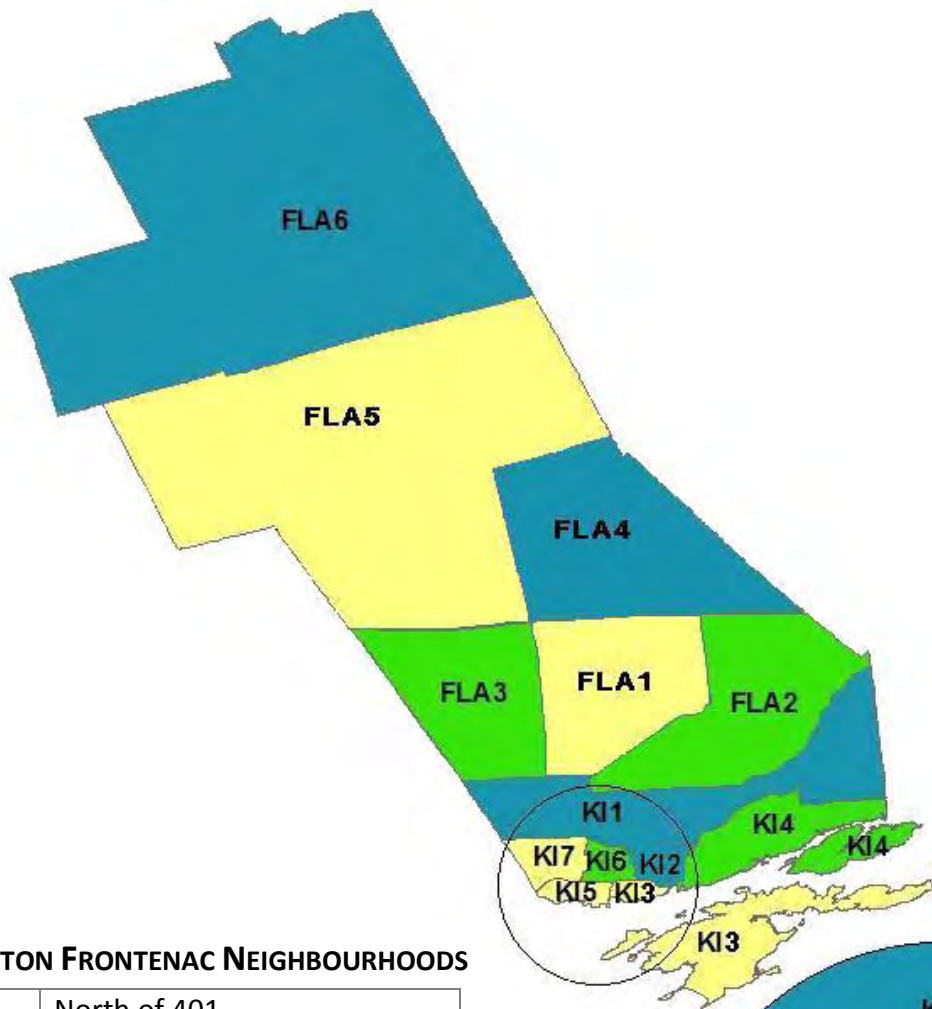
Within Kingston and Frontenac the majority (83%) of residents live within the urban centre, the City of Kingston.

Census Data is important because it provides us with information on socio-economic conditions (e.g. Education, income, family status) of the population. The information presented in this summary is derived from the 2006 Census of Population (Statistics Canada) based on custom neighbourhood profiles. The counts of population, households, and dwellings of families may vary slightly, depending on whether the tabulations provided by Statistics Canada are based on a 20% sample or on a 100% basis, or whether the numbers are rounded to the nearest zero, five, or ten, in accordance with census protocol.

Kingston Frontenac has been divided into the following thirteen neighbourhoods;

1. **North of the 401** - North of Hwy 401, South of Mount Chesney Rd., Orser Rd. and along Hwy 15 north of Sand Hill Rd. up to Burnt Hills Rd., West of Boundary Rd., East of Howes Rd.
2. **Central North Kingston** - South of Hwy 401, West of the Rideau Canal; East of Binnington Crt. & Sir John A. MacDonald Blvd., North of Princess St.
3. **Central South East Kingston** - South of Princess St., North of and including Wolfe Island; East of Country Club Dr. & Queen Mary Rd., West of Ontario & Princess St.
4. **East Kingston** - South of Hwy 15, Joyceville Rd. & Hwy 401, North of and including Howe Island, West of the Rideau Canal, East of Gananoque (Deer Ridge Rd.)
5. **South West Kingston** - North of Lake Ontario (Front Rd. & Lakeshore Blvd.), East of Bath Rd. & Coronation Blvd., West of Days Rd., South of Bath Rd.
6. **Central West Kingston** - South of Hwy 401, North of Bath Rd., East of Gardiners Rd., West of Binningham Crt. & Sir John A. MacDonald Blvd.
7. **West Kingston** - South of Hwy 401, North of Bath Rd., East of Coronation Blvd. & Neil Rd., West of Gardiners Rd.
8. **Loughborough** - Central block within South Frontenac which includes the village of Sydenham and the southern part of Frontenac Provincial park
9. **Storrington** - East side of South Frontenac and includes the villages of Inverary, Sunbury, and Battersea
10. **Portland** - West side of South Frontenac and includes the villages of Verona and Harrowsmith
11. **Bedford** - Northern part of South Frontenac and includes the northern part of Frontenac Provincial park, and up to Crow and Bob lake
12. **Central Frontenac** - Includes the following townships; Hinchinbrooke, Kennebec, Olden and Oso, and the villages of Sharbot Lake, Parham & Arden
13. **North Frontenac** - Includes the following townships; Barrie, Clarendon and Miller, Palmerston and North & South Canato Townships, and the villages of Plevna, Ompah and Snow Road Station

# environmental scan



## KINGSTON FRONTENAC NEIGHBOURHOODS

KI1	North of 401
KI2	Central North
KI3	Central South East
KI4	East Kingston
KI5	South West Kingston
KI6	Central West Kingston
KI7	Kingston West
FLA1	Loughborough
FLA2	Storrington
FLA3	Portland
FLA4	Bedford
FLA5	Central Frontenac
FLA6	North Frontenac

# environmental scan

## CHARACTERISTICS OF CHILDREN 0 TO 6 AND THEIR FAMILIES FOR KINGSTON FRONTENAC

Number of Children 0 to 6 within Kingston Frontenac:

- There are a total of 9,660 children who are 0 to 6 years of age.
- Within Kingston & Frontenac the area with the highest concentration of children 0 to 6 within a specific geographic region is within the Kingston East end (7.9%) and the lowest concentration of children 0 to 6 is in the North Frontenac region (4.2%). The largest number of children 0-6 is within Central North Kingston (1,745).



GEOGRAPHIC AREA	NUMBER OF CHILDREN 0 TO 3	% OF CHILDREN 0 TO 3 WITHIN NEIGHBOURHOOD	NUMBER OF CHILDREN 4 TO 6	% OF CHILDREN 4 TO 6 WITHIN NEIGHBOURHOOD	TOTAL NUMBER OF CHILDREN 0 TO 6	% OF CHILDREN 0 TO 6 WITHIN NEIGHBOURHOOD
North of 401	210	2.6	190	2.4	400	5.0
Central North	1,040	4.4	705	3.0	1,745	7.4
Central South East	760	3.1	505	2.1	1,265	5.2
East Kingston	515	4.4	415	3.6	930	7.9
South West Kingston	420	3.7	325	2.9	745	6.6
Central West Kingston	630	3.8	520	3.1	1,150	6.9
Kingston West	925	3.9	810	3.4	1,735	7.4
Loughborough	240	4.2	195	3.4	435	7.6
Storrington	225	4.0	210	3.7	435	7.7
Portland	195	3.7	165	3.2	360	6.9
Bedford	45	2.7	45	2.7	90	5.5
Central Frontenac	140	3.0	150	3.2	290	6.2
North Frontenac	40	2.1	40	2.1	80	4.2
<b>Kingston Frontenac</b>	<b>5,385</b>	<b>3.5</b>	<b>4,275</b>	<b>3.0</b>	<b>9,660</b>	<b>6.7</b>

## THREE YEAR FORECAST OF LOCAL CHILDCARE NEEDS

### POPULATION PROJECTIONS

- The largest projected increase is within the 0-4 age groupings over the next 12 years.
- From ages 10-24 years there is a steady decrease in the population over the next 12 years, with the largest decrease being in the 20-24 year age groupings.

<b>FRONTENAC COUNTY</b>					
<b>POPULATION BY FIVE-YEAR AGE GROUP, 2008–2020 – REFERENCE SCENARIO</b>					
<b>YEAR</b>	<b>0-4</b>	<b>5-9</b>	<b>10-14</b>	<b>15-19</b>	<b>20-24</b>
2008	6,900	7,290	8,190	9,910	11,730
2009	6,890	7,230	7,960	9,780	11,650
2010	6,780	7,290	7,740	9,560	11,440
2011	6,760	7,350	7,570	9,270	11,290
2012	6,840	7,280	7,580	8,920	11,280
2013	6,960	7,270	7,530	8,660	11,320
2014	7,070	7,290	7,510	8,470	11,250
2015	7,190	7,240	7,590	8,270	11,070
2016	7,310	7,240	7,670	8,110	10,820
2017	7,440	7,330	7,630	8,110	10,500
2018	7,550	7,450	7,640	8,070	10,230
2019	7,670	7,570	7,660	8,060	10,030
2020	7,770	7,710	7,620	8,130	9,820

Sources: Statistics Canada estimates, 2008, and Ontario Ministry of Finance projections.

- Notes:
1. Population as of July 1.
  2. Figures may not add to totals due to rounding.



# environmental scan

## EARLY DEVELOPMENT INSTRUMENT (EDI)

- Central North Kingston represents the area with the highest percentage of vulnerable children in one or more EDI domains. This area also includes the highest percentage of adult individuals/people ages 25+ without a certificate, diploma or degree.
- The findings also indicate a high percentage of children which are vulnerable in one or more EDI domains within West Kingston.
- Central North and West Kingston also represent the highest number of children demonstrating multiple challenges within the EDI that are not identified as having special needs.
- Within Frontenac County, North and Central represent the highest percentage of vulnerable children within the EDI, and also adults without a certificate, diploma or degree.
- Central Frontenac represents the highest percentage of people aged 25+ without a certificate, diploma, or degree within both Kingston & Frontenac.

<b>GEOGRAPHIC AREA</b>	<b>EDI - LOW IN ONE OR MORE (% VULNERABLE)</b>	<b>EDI - MULTIPLE CHALLENGES (% VULNERABLE)</b>	<b>% OF PEOPLE AGED 15-24 YEARS WITHOUT CERTIFICATE, DIPLOMA, OR DEGREE</b>	<b>% OF PEOPLE AGED 25+ WITHOUT CERTIFICATE, DIPLOMA, OR DEGREE</b>
North of 401	15.8	1.6	39.7	14.8
Central North	48.5	8.3	36.5	27.5
Central South East	29.1	0.5	22.6	11.8
East Kingston	16.1	0.0	32.0	7.0
South West Kingston	15.2	1.5	36.3	9.8
Central West Kingston	25.3	1.3	36.6	17.7
Kingston West	30.8	6.1	41.6	9.8
Loughborough	16.9	1.2	46.4	16.8
Storrington			46.3	13.8
Portland	31.7	3.2	45.9	17.6
Bedford			37.8	14.3
Central Frontenac	32.4	2.9	52.8	28.5
North Frontenac			36.6	25.7
<b>Kingston Frontenac</b>	25.8	2.9	40.9	18.4

## CHILDCARE FEE SUBSIDIES

CMSM Kingston receives fee subsidy funding from the Ministry of Children and Youth Services (MCYS) through several distinct funding streams/programs:

- Ontario Works (OW) funding for Ontario Works clients to access licenced and unlicenced childcare for children 0 – 12 years of age. Funding is cost shared with the Province (80% provincial, 20% municipal).
- Day Nurseries Act (DNA) Fee Subsidy funding for eligible families to access licenced childcare or recreation programs for children 0 – 12 years of age. Funding is cost shared with the Province (80% provincial, 20% municipal).
- Early Learning and Child Care (ELCC) Fee Subsidy Funding for Eligible families to access licenced childcare for children 0 – 6 years of age. Funding is cost shared with the Province (80% provincial, 20% municipal).
- Early Learning Child Development (ELCD) Fee Subsidy Funding for eligible families to access licenced childcare for children 0 – 12 years of age. Funding is provided at 100% by the Province.
- Best Start (BSI) Fee Subsidies, (now named and included in ELCD Operating program) for eligible families to access licenced childcare for children 0 – 6 years of age. Funding is provided at 100% by the Province.

The process that has been established in this area for families to apply for fee subsidies is:

- Families contact the centre of choice to inquire if a space is available and if the centre has a fee subsidy contract with the City of Kingston. If a space is not available, the family has the choice of putting their name on the centre's wait list or to contact other centres for space.
- If a space is available, the centre will complete a confirmation of space form and submit it to Community and Family Services, Childcare Programs.
- Childcare Programs will contact the family to schedule an appointment to determine eligibility for fee subsidies.
- If it is projected that ongoing subsidized families will utilize the maximum provincial fee subsidy funding envelopes, Childcare Programs will place a hold on new fee subsidies or establish a wait list for fee subsidies.

With the introduction (in 2007) of the Income Testing eligibility process for families applying for fee subsidies, the City experienced a significant increase in costs, with more families accessing licenced subsidized care and in addition, the steady rise in costs to operate a childcare centre resulting in higher fees.

# analysis of gaps/overlaps & service management strategies

The following charts detail the increase in the average daily cost for care:

<b>AVERAGE DAILY COST FOR CENTRE BASED CARE</b>				
	<b>INFANT</b>	<b>TODDLER</b>	<b>PRESCHOOL</b>	<b>BEFORE &amp; AFTER SCHOOL</b>
2007	47.53	38.65	34.22	15.77
2008	48.29	39.62	35.31	16.27
2009	49.63	41.05	36.79	16.83
2010	50.50	42.23	37.80	17.13
<b>% Increase</b>	<b>6.2%</b>	<b>9.2%</b>	<b>10.5%</b>	<b>8.6%</b>

<b>AVERAGE DAILY COST FOR NURSERY SCHOOL CARE</b>		
	<b>TODDLER</b>	<b>PRESCHOOL</b>
2007	14.28	19.26
2008	14.40	18.80
2009	15.03	20.14
2010	15.38	20.29
<b>% Increase</b>	<b>7.8%</b>	<b>5.4%</b>

Note: A Nursery School is defined as a program for children ages 18mos – 5yrs which normally operates for 3-4 hours per day from 2-5 days a week.

<b>AVERAGE DAILY COST FOR PRIVATE HOME BASED CARE</b>				
	<b>INFANT</b>	<b>TODDLER</b>	<b>PRESCHOOL</b>	<b>BEFORE &amp; AFTER SCHOOL</b>
2007	33.40	32.40	31.40	14.33
2008	33.97	32.97	31.97	14.75
2009	34.53	33.53	32.53	15.20
2010	35.10	34.10	33.10	15.30
<b>% Increase</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>6.8%</b>

City staff anticipated fee subsidy pressures in 2007 and applied to the Province for additional funding. MCYS provided the City with additional funding through the Early Learning and Child Care (ELCC) and Best Start initiative.

To mitigate the pressures on fee subsidies in 2007, Childcare Programs placed a temporary hold (for the month of April) on new applications for childcare subsidies in order to review first quarter data and more accurately project year end expenditures and to reduce the risk of spending over the provincial fee subsidy allocations. Since 2007, the City has placed a hold on new spaces 4 times over a three year period with the longest period lasting 74 days in 2009.

# analysis of gaps/overlaps & service management strategies

Another gap that has emerged due to the high demand for fee subsidies is requests for fee subsidies for children with stay at home parents. In 2010, the City continued with the 2009 hold on new fee subsidies for those parents that are at home and not participating in activities outside of the home and have community agency support for service (Child Development Identified Challenges referrals). Since the hold began in 2010 the percentage of families on the caseload has decreased. In April 2009 referral families made up approximately 18% of the overall caseload and during the same time period this year referral families have represented approximately 14% of the entire caseload.

The City, even though it has not invoked a wait list yet, is following the priority list for Fee Subsidies which is first to serve families that are employed, in a training program or attending an educational institution. Once the wait list is established, referral families will be permitted to place their names on the fee subsidy wait list under the second priority (Children who have been recognized with identified challenges by a social service agency).

## WAIT LIST IMPLEMENTATION

For 2010, it is expected that the City will implement a wait list for new fee subsidies in the last quarter of the year as local demand has been greater than the prescribed funding allocations. This wait list will not apply to the Ontario Works fee subsidy programs.

CMSM Kingston has worked diligently to avoid the implementation of a wait list for fee subsidies for a number of reasons. If a wait list is implemented; families could be faced with both waiting for a space at the childcare centre of their choice (which they currently do), and also the additional wait for fee subsidy should they require it. This would give an advantage to those families in our community with the financial means to pay full fees for childcare space and cause hardship to both families and childcare providers in our community. However, continuing with the “hold” status is also not a viable long term solution.

Another unknown factor that may affect utilization of fee subsidies in 2011 & 2012 is the possibility that the Ministry will require CMSMs to provide fee subsidies for the Extended Day board operated Early Learning Programs (ELP) within the existing or possibly a reduced fee subsidy allocation. The School Boards in our area have indicated that they will not have any Extended Day Programs operational as of September 2010.

Implementation of the Fee Subsidy Wait List may be averted if a significant number of children 4 and 5 years of age exit licenced childcare to attend school operated Early Learning Programs. The estimated number of 4 and 5 year olds to exit in September ranges from 33 to 119 children with a projection that The Child Centre in Sharbot Lake and Circle of Friends Child Care Centre (located in Frontenac Public School) will experience the greatest impact. City staff met with The Child Centre’s staff and board for ELP impact discussions and next steps and will be meeting with Circle of Friends to discuss their future plans and viability both in the next year and when ELP is fully implemented (school board operated extended day program is operational). These numbers are only projections based on residency of subsidized families and location of ELP Phase 1 schools. Parental choice is still a factor as ELP programs are voluntary and parents may choose to remain in the licenced childcare system.

# analysis of gaps/overlaps & service management strategies

Discussions with Helen Tuft's Nursery School have been ongoing in 2010. This program is moderately affected by projected exits (approximately 25%) of 4 and 5 year olds to ELPs and is significantly impacted (75%) by the current hold on "Child Development Identified Challenges" referral program. In 2009, 100% of the children attending Helen Tuft's Nursery School were subsidized referral families. Helen Tuft's Nursery School serves a high population of children requiring additional supports from community agencies.

CMSM Kingston is updating its wait list policy to correspond with current fee subsidy eligibility criteria. The Wait List will change from a three priority list to a two priority list by eliminating Priority 3 "Parents requesting subsidized care to search for job opportunities". This change affects new applicants only. Ongoing clients that lose their job or finish their education endeavors will continue to be eligible to access a job search for a maximum of 6 weeks. Ontario Works clients are exempt.

## ONE TIME HEALTH & SAFETY

Allocations for Health & Safety items are funded through projected fee subsidy surpluses and are to fund repairs, minor renovations, furnishings and equipment. The projected provincial funded surpluses are transferred to the One Time health and Safety Program and items may be funded up to 100%. As the City no longer experiences fee subsidy surpluses, this funding is dependent on provincial surpluses.

Health & Safety Request Procedure:

- Licenced Childcare Operators have the opportunity to submit to Community and Family Services, Childcare Programs by August 31<sup>st</sup> each year their one time health and safety requests for consideration.
- Requests are to be submitted using a priority list:
  1. Items that are required immediately for licencing purposes.
  2. Items that will most likely become a licencing issue in the next year.
  3. Items for all other health & safety requests.
- Childcare Programs staff review and submit requests with recommendations to MCYS.
- MCYS staff review recommendations and consult with City staff prior to Ministry approval.
- The Ministry informs the City of available funding and approved requests.
- Funding approvals are communicated to the Childcare Operators by Municipal staff.

To summarize the health & safety requests and approvals for the last four years:

- In 2006, \$ 158,004 was provided. This represented 100% of the requests received.
- In 2007, \$ 236,701 was provided. This represented 100% of the requests received.
- In 2008, no available funding was provided. Funding requests totalled \$ 173,000.
- In 2010, \$ 32,837 was provided for priority one items. This funding was to support 2009 requests that totalled \$ 158,000.

As shown in the numbers above, health and safety funding over the last four years has been on the decline due to lack of surplus fee subsidy funding and requests have remained constant. This decline in funding places further financial strain on licenced Childcare Operators as they strive to remain compliant with the Day Nurseries Act and to maintain parental fees that are affordable.

## WAGE SUBSIDIES

Wage Subsidy funds for licenced childcare and special needs resourcing Service Providers are provided to enhance the salaries and benefits of staff filling permanent positions. A component of wage subsidy (Pay Equity) assists non-profit, licenced programs with their pay equity obligations. Wage Subsidy may, upon approval, also be used for non-salary purposes such as to maintain program affordability.

In 2007 the City of Kingston, Community and Family Services developed a new model for distributing Wage Subsidy funds and became effective January 1, 2008. The model is based on an equitable distribution of funding to eligible licenced childcare and special needs resourcing Service Providers. The model is based on a combination of a benchmark allocation (ongoing) and a fiscal allocation. A review of Wage Subsidy entitlements moved from a 3 year to an annual process.

The annual review of wage subsidy entitlements, allocations and re-calculation of funding (if applicable) began in 2007. The current model now provides:

- Increased fairness through the gradual equalization of funds to all agencies without destabilizing long standing fully funded agencies through a sudden or unforeseen funding reduction.
- A sustainable model of distribution that is able to address agency addition, expansion and downsizing within a fixed overall funding envelope.
- Multi-site agency flexibility to increase both service delivery and administration efficiency and to enable equitable subsidy distribution to staff.
- Streamlined processes for expanding agencies and standardized funding wait time for new agencies.
- Compliance with related provincial program guidelines and requirements.

## GAPS/OVERLAPS

- The ability to attract well-qualified, competent staff and caregivers is the cornerstone of quality childcare. However, salary levels in Ontario's childcare sector remain unacceptably low. Registered 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.
- Continued growth of new and expanding programs within geographic area results in additional wage subsidy pressures (since 2000).
- The possible loss of Registered Early Childhood Educators (RECEs) to the board operated ELPs is a potential gap. Kingston Frontenac has been challenged for years to retain ECEs in the licenced programs and the opportunity for RECEs to apply for possibly higher paying positions with the School Boards will place a further strain on licenced operators.

# analysis of gaps/overlaps & service management strategies

## PREVIOUS YEAR FUNDING AND PROJECTIONS

In April 2009, the equitable distribution was calculated based on benchmark and available fiscal funding. The outcome, Service Providers received 92.25% of their maximum entitlement. By the fourth quarter, once surpluses had been identified by Service Providers, the percentage increased to 94.52% and the difference in funding was distributed.

Currently in 2010, the equitable distribution for wage subsidy is 81.93%. The decrease in percentage is due to the expansion of childcare spaces and the increased number of staff eligible for wage subsidy funding. A few minor surpluses have been identified to date; however, Childcare Programs is projecting only a slight additional increase in the equitable percentage allocation this year.

It is virtually impossible at this time to project what impact the Early Learning Program will have on wage subsidy for 2011 and 2012. At this time, one Service Provider is on the wait list for wage subsidy and eligible in 2011 and one is expanding and also eligible for additional funds in 2011.

## **WAGE IMPROVEMENT**

Wage Improvement funding is provided to eligible programs to improve salaries and benefits of existing program staff working in licenced childcare programs, special needs programs and to increase payments to private home daycare providers.

All centre based early childhood program staff currently working with children are eligible for Best Start Wage Improvement funding. Early childhood staff is identified as those who directly supervise the children and provide programming including:

- Trained staff
  - Supervisor
  - Early childhood educators or Director approved program staff
  - Special Needs Resourcing Program – Resource Teachers/Consultants
  - Private Home Day Care Home Visitors
- Untrained Program Assistants and Program staff with incomplete training
- Private Home Day Care Providers

The process is for eligible Service Providers to submit annual Wage Improvement worksheet. Childcare Programs calculates the total full-time equivalency (FTE) based on hours and months worked by each eligible position and funding is distributed equally based on full-time equivalency. This process is under review as Service Providers experience a limited window to provide payments and reconcile prior to year-end.

## SPECIAL NEEDS RESOURCING

Within the Kingston Frontenac childcare service area there are two models of Special Needs resources. The first is the 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.

The provision of two service delivery models optimizes parental choice. However, the on-site service provision is a more costly model. In May 2005, City Council upon review of the two existing Kingston service models, endorsed the continuation of both models, recognizing their respective strengths and the value of choice for Kingston families accessing these services.



Special Needs Resourcing Programs are comprised of three (3) funding streams:

- Day Nurseries Act (DNA) Special Needs Resourcing serving children 0-12 in licenced childcare and recreation programs. Funding is cost shared with the Province (80% provincial, 20% municipal).
- Early Learning and Child Care (ELCC) Special Needs Resourcing serving children 0-6 years of age in licenced childcare. Funding is cost shared with the Province (80% provincial, 20% municipal).
- Best Start (BSI) Special Needs Resourcing, (now named and included in ELCD Operating program) serving children 0-6 years of age in licenced childcare. Funding is provided at 100% by the Province.

# analysis of gaps/overlaps & service management strategies

In 2006, the southeast region of the Ministry of Children and Youth Services (MCYS) presented to the Southeast Region CMSMs a financial analysis of the special needs programs in this geographic area. The Southeast Region includes five (5) CMSMs:

- County of Lanark
- United Counties of Leeds and Grenville
- City of Kingston (County of Frontenac)
- PELA (Counties of Prince Edward and Lennox and Addington)
- County of Hastings

The analysis was completed by program type (e.g. Day Nurseries, Early Learning and Child Care and Best Start Initiative) with unit costs associated with each program and by CMSM area. The data showed varied costs per program and per CMSM. As an example, in 2006, a unit cost for DNA Special Needs was \$2,884.96 and Best Start was \$8,495.25.

At this time, the group was able to identify some variances in costs and others were thought to be due to inconsistent reporting. MCYS requested a review of the special needs programs and a Special Needs Review Committee was formed with representation from each CMSM. The review began in the spring of 2007 with the committee identifying the following objectives/tasks to be undertaken:

- Develop a checklist to collect program data and begin consultation.
- Review the current practices and models of service delivery.
- Identify gaps/duplication of service.
- Identify best practices.
- Develop and recommend tools that will provide a standardized approach to assess needs, levels of support and to report statistical and financial data.

For CMSM Kingston, through the collection of program data (summer of 2007) using the developed checklist, both Special Needs programs identified program and funding pressures:

- Not enough time to complete paperwork.
- Low wages.
- Staff training.
- Not serving all special needs children (wait list).
- Not enough funding for enhanced support.
- Serving children with severe behaviours that are waiting for more intensive care through other agencies.
- Lack of funding to purchase Consultant Services (i.e. Behaviour Consultant).
- Difficulty in recruiting and retaining Enhance Support Workers.

# analysis of gaps/overlaps & service management strategies

In the winter of 2008, a consultant was hired to:

- Collate all program information provided through the special needs resource checklist.
- Identify commonalities and differences within the southeast region.
- Identify gaps and pressures within the programs and within the region.

A key finding early in the review was the need for additional data to enable an “apple to apple” comparison of all agencies. With the help of the agencies, CMSMs were able to create user friendly budget and service data templates for reporting purposes. Once the financial and service data information is collected for the 2010 year, an in-depth comparison will be undertaken across the region. The goal is to ensure consistent reporting across the south east region.

Throughout the review process, several challenges have been identified for Kingston-Frontenac that will need to be addressed through future initiatives and planning:

- In the past couple of years, the Special Needs programs are serving children with more complex needs that require additional supports.
- The unmet requests by childcare centres for enhanced support funding. The itinerant model is endeavouring to provide enhanced support funding to all centres although it is at a reduced or negotiated level.
- The expertise to work with children with severe behaviours.

The committee is continuing its review and has met with the Southeast Region Special Needs Resourcing Programs in December 2009 and March 2010. At present, a small working group with representation from CMSMs and Special Needs Resourcing Providers has been formed to discuss draft reporting tool templates that will assist and standardize the manner in which Service Providers determine levels of service for children with special needs.

CMSMs have been providing periodic updates to the regional MCYS office and anticipate a final report by July 2010.

## **SMALL WATER WORKS**

Small Water Works Funding was introduced in 2003 and provides assistance to two rural childcare agencies that are required to comply with Regulation 170/03 under the Safe Drinking Water Act.

Small Water Works Funding is typically used for:

- The cost of laboratory tests.
- Courier costs for water samples going to laboratories.
- Maintenance of the water treatment equipment including replacing ultraviolet bulbs.
- The cost of chemicals where chlorination is used.
- The cost of the correspondence course established by the Ministry of Environment.

# analysis of gaps/overlaps & service management strategies

## SERVICE PRIORITIES

### FEE SUBSIDY

- 2010
- CMSM Kingston will continue to closely monitor fee subsidy utilization. It is anticipated that CMSM Kingston will implement a Wait List for Fee Subsidies in the last quarter of 2010, contingent upon the number of 4 and 5 year olds exiting the licenced childcare system.
  - Continue the “hold” on the “Child Development Identified Challenges” referral program with mitigation strategies for those centres that are significantly impacted by the “hold” and ELP implementation.
  - With the support of the Best Start Network we will continue to provide transportation funding for children who have been referred to attend The Child Centre through our “Child Development Identified Challenges” referral program.
  - Implement a new process to track licenced childcare vacancies for full fee and subsidized families. At present there is a gap in program data collections; the number of full fee paying families accessing licenced care, ages of children, total vacancies of each licenced program.
  - Monitor the exit of 4 and 5 year olds from licenced care.
- 2011
- Maintain Wait List for Fee Subsidies if applicable.
  - Develop strategies in advance for impacts to licenced childcare by Phase 2 ELP implementation.
  - Prepare to receive and action any/all provincial directives.
- 2012
- Maintain Wait List for Fee Subsidies if applicable.
  - Develop strategies in advance for impacts to licenced childcare by Phase 2 ELP implementation.
  - Prepare to receive and action any/all provincial directives.



# analysis of gaps/overlaps & service management strategies

## WAGE SUBSIDY

- 2010
- Wage subsidy funding will continue to be distributed based on the approved local model for distributing and managing wage subsidy and the Provincial Wage Subsidy Guidelines.
  - Changes to Wage Improvement distribution, payment and reconciliation process to improve service delivery.
  - CMSM Kingston is challenged to forecast overall demand due to the re-focusing of the licenced system to serve children 0 to 4 years of age (e.g. higher ratios of staff for younger children, downsizing and possible closures).
  - Prepare to receive and action any/all provincial directives.
- 2011
- CMSM Kingston is challenged to forecast overall demand due to the re-focusing of the licenced system to serve children 0 to 4 years of age (e.g. higher ratios of staff for younger children, downsizing and possible closures).
  - Prepare to receive and action any/all provincial directives.
- 2012
- CMSM Kingston is challenged to forecast overall demand due to the re-focusing of the licenced system to serve children 0 to 4 years of age (e.g. higher ratios of staff for younger children, downsizing and possible closures).
  - Prepare to receive and action any/all provincial directives.

## SPECIAL NEEDS RESOURCING

- 2010
- Maintain funding levels.
  - Complete the Southeast Regional Special Needs Review.
  - Pilot new reporting tools.
  - Maintain participation in the Early Learning Program Special Needs Working Group whose purpose is *“to take a community approach to identifying concerns and questions around full day early learning and children with special needs, and to determine how best to advocate for these children throughout the implementation process of full day early learning.”*
- 2011
- Continue to pilot new reporting tools.
  - Analyze new program data for future planning.
  - Prepare to receive and action any/all provincial directives.
- 2012
- Prepare to receive and action any/all provincial directives.

## “WITH OUR BEST FUTURE IN MIND Implementing Early Learning in Ontario”

In November 2007, the Premier of Ontario asked Dr. Charles Pascal to recommend the best way to implement a full day of early learning for 4 and 5 year old children. Dr. Pascal fulfilled this request with the submission of his report “With Our Best Future in Mind”.

Dr. Pascal’s report contains four key components:

1. Full Day Learning for 4 and 5 year olds - children who attend full day early learning programs have improved academic performance and social success when they enter grade 1.
2. School Board Before and After School and Summer Programs for School Age Children - Quality before and after school and summer programming have been found to bolster academic success, particularly for disadvantaged children.
3. Quality Programs for Younger Children - to support children and families during the earliest years of development, the report recommends that the many existing child and family programs be consolidated into a network of Best Start Child and Family Centres under the systems management of municipalities.
4. Enhanced Parental Leave - enabling parents to spend more time with their new baby creates a strong foundation for the child and decreases the need for expensive infant care. The report recommends that an improved parental leave and benefits program be established by 2020.

In order to implement the recommendations contained in his report, Dr. Pascal indicates that the following is required:

- Resources
- Local Municipal Leadership
- Provincial Leadership
- Early Learning Professionals’ Education and Training
- A Common Programming Guide
- More Accountability For Achieving Results

The Province’s focus to date has been on implementing the first component. CMSM Kingston continues to monitor developments and engage in discussions regarding the remaining recommendations. Planning of Service System Strategies has taken into account (to the extent possible) the affect all of these recommendations will/may have on the childcare service system.

## **EARLY LEARNING PROGRAM**

Starting in September 2010, Ontario will begin phasing in full day learning for 4 and 5 year olds as part of the Province's plan to build a stronger school system and a well-educated workforce. Up to 35,000 4 and 5 year olds in nearly 600 schools will benefit from the first phase with the goal to have it fully phased in by 2015-16.

Teachers and early childhood educators will work collaboratively to help 4 and 5 year olds learn during the regular school day. Extended day programs will also be offered, before and after regular school hours, which will be led by registered early childhood educators.

Ontario is investing in the education of its youngest students to better prepare them for future success. Full day learning will improve their reading, writing and math skills, provide a smoother transition to Grade 1, help more students achieve success at school, and help create a stronger economy for the future.

CMSM Kingston worked with our local planning tables and school boards to recommend to the Ministry of Education, schools that would be ready to offer full day learning in September 2010. In prioritizing schools for recommendation, the following guidelines were used for consideration:

- Availability of space without the need for capital construction or renovations.
- Schools that are anticipated to remain open for the next five years.
- Schools that serve low-income neighbourhoods.
- Impact on existing childcare and early years programs.
- Schools that would benefit significantly from increased learning opportunities (ex. where student achievement scores are static).
- Level of community and school readiness to support ELP implementation.

## **KINGSTON FRONTENAC ELP SITES PHASE I 2010-2011 SCHOOL YEAR**

### ALGONQUIN AND LAKESHORE CATHOLIC DISTRICT SCHOOL BOARD

- St Patrick Catholic School- Harrowsmith – 2 classes
- St Peter Catholic School – Kingston – 1 class

### LIMESTONE DISTRICT SCHOOL BOARD

- First Avenue Public School – Kingston – 2 classes
- Frontenac Public School – Kingston – 2 classes
- Perth Road Public School – Perth Road – 2 classes
- Prince Charles Public School – Verona – 2 classes
- Sharbot Lake Public School – Sharbot Lake – 1 class

# analysis of gaps/overlaps & service management strategies

## **KINGSTON FRONTENAC ELP SITES PHASE II 2011-2012 SCHOOL YEAR**

### ALGONQUIN AND LAKESHORE CATHOLIC DISTRICT SCHOOL BOARD

- No additional ELP sites were selected in Kingston Frontenac.

### LIMESTONE DISTRICT SCHOOL BOARD

- John Graves Simcoe Public School – Kingston – 2 classes
- Rideau Heights Public School – Kingston – 2 classes

**CMSM Kingston has had the opportunity to participate in a number of Community Consultations, Teleconferences, Forums and Committees that have been formed to look at the implementation of the Early Learning Program and the opportunities and challenges it presents.**

### CMSMs / SCHOOL BOARDS / SERVICE PROVIDERS MEETING

On January 21, 2010, CMSM Kingston, CMSM PELASS, MCYS and representatives from the Limestone District School Board and Algonquin and Lakeshore Catholic District School Board hosted an Early Learning Program Information Evening. All licenced childcare operators and members of their boards were invited to attend. Below are a few of the challenges identified during this interactive presentation:

- uncertainty of funding for programs for 4 and 5 year olds
- the impact of the extended day program on the childcare providers who offer B&A for 6 to 12 year olds?
- planning without knowing how much programming the boards will offer (i.e. Enhanced Day, School Holidays)
- loss of Registered Early Childhood Educators (RECEs) to the school boards
- communication between childcare and the schools - sharing information on how best to work with children, especially those not identified for “transition to school”
- stabilization funding – how much, what it will be for, who will qualify, will it be available after the first year of implementation?
- if schools provide before and after school care and are not licenced by MCYS how will services for children with special needs be provided?
- existing centres and programs (ex. OEYC) located in schools may lose their space to provide more room for Early Learning Programs, therefore decreasing services for children 0 to 3.
- the quality of care for children 0 to 3 may decrease if the DNA is changed to make it easier to group younger children - there needs to be help to replace the funding lost from the 4 and 5 year olds instead of trying to ‘makeup’ the funding by grouping more children together in larger ratios
- fee subsidy funding shortfalls – need adequate funding to allow childcare centres to charge appropriate rates

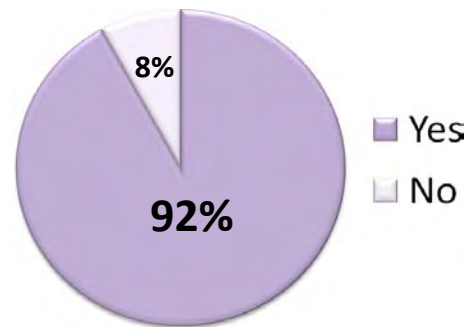
# analysis of gaps/overlaps & service management strategies

## KFELCCNST IMPACT SURVEY

The Kingston Frontenac Early Learning and Childcare Network Steering Team (KFELCCNST) conducted a survey of childcare providers regarding their perceived impacts of the early learning program. Three questions were asked in this short survey and a 48% response rate was achieved. The KFELCCN provided CMSM Kingston with the responses and their collective comments (comments not intended for direct quote).

### QUESTION #1

Do you think the Early Learning Program will have a direct impact on your program?



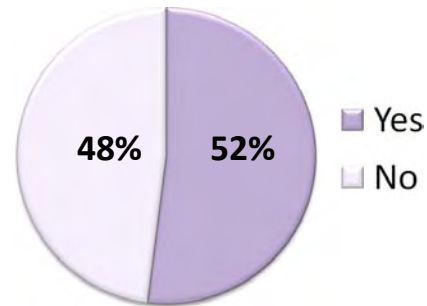
### Comments:

- Reduction of staff as a result of lower enrolment, retention of qualified staff, staff training costs,
- Wage market, benefit packages – we cannot compete with higher wages and benefit packages
- Lower enrolment, replacing kinders with younger children and the feasibility to maintain a viable centre
- In rural area, there is limited population
- Inability to plan as ratios mix toddlers and preschoolers together is not known.
- Supply and demand – with the reduction of 4 and 5 yr olds and the increased need for centres to stay viable, centres may revise their licence with younger children, thus possibly creating a greater number of younger spaces than is required by the community.
- School age programs- will programs be phased out of the childcare community and led by the Ministry of ED?
- We need core funding that will sustain us during this 5 year transition and beyond.
- Special needs resourcing is certain of some impact
- Fear of closure – our program has 16 children ages 2-5 yrs. Generally children aged 3.5 yrs take up at least half of our attendance. Half of our program will start ELP in the fall.
- Financial -we currently operate with a deficit due to pay equity obligations. Additional loss of revenue from ELP may negate closure.
- Third Party Services – as per Min of ED - for centre's who are located in schools their ability to provide service to families for 4 and 5 yr olds is no longer an option. What happened to parental choice?

# analysis of gaps/overlaps & service management strategies

## QUESTION #2

Will you be re-licencing to accommodate younger children and requiring financial assistance?

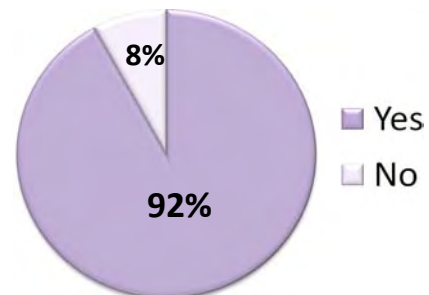


Comments:

- Costs of playground, household, furniture, age appropriate toys, and modification of space to accommodate for younger children are all prohibitive.
- Additional staff costs to meet lower ratios for younger children.
- Raising fees – possibly putting huge financial strain on parents and fee subsidy dollars thus limiting the numbers of subsidized spaces available.
- Cost to provide infant care too high to consider. Also it is being recommended that maternity leave may be extended to 2 years, eliminating the need for infant care.
- Re-licencing - yes - downsizing - result being lower rent costs and fewer childcare spaces in the community.
- Not an option for our current program. Changes to Day Nursery Act ratios needed for home childcare programs. Resulting in again fewer childcare spaces in the community.
- If transportation is provided with the childcare service - changing the licence to accommodate younger children would not be an option as we are not able to transport younger children.
- Additional training for infant and toddler care will be required.

## QUESTION #3

Would you attend a meeting in partnership with the Network Steering Team, City of Kingston and possibly the Ministry of Education?



Comments:

- It is about time we that we were all in the same room getting first hand information and questions answered. Communication has been horrible! How are we to plan for the transition when we have no concrete information to go on? Where was the consultation in this process? It certainly was not with the childcare community.
- In partnership with the City of Kingston, the Ministry of ED, and the MCYS, at the Portsmouth Olympic Harbour, many questions were asked; may we plan a meeting to get the answers to those questions?
- Communication is the key needed to ensure that everyone knows the pitfalls of what may happen over the next 5 years.
- As long as our voice is heard and action taken to ensue all programs stay viable.

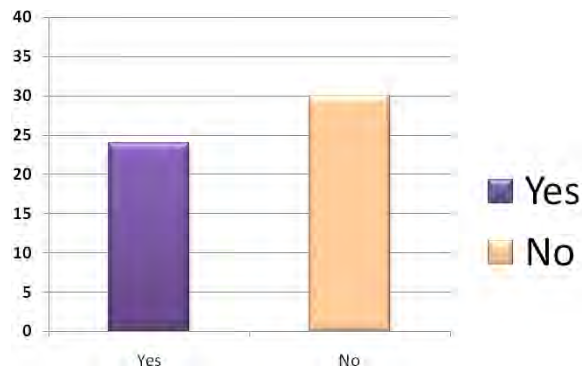
# analysis of gaps/overlaps & service management strategies

## SERVICE PROVIDER'S IMPACT ASSESSMENT

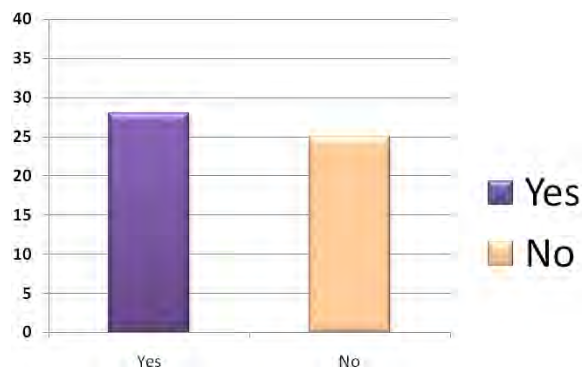
CMSM Kingston has been working towards supporting the implementation of the Early Learning Program while at the same time striving to maintain stability within the entire childcare service system.

As a first step in gaining a comprehensive understanding of the impact on the Kingston Frontenac licenced childcare community, Service Providers were asked to complete an "Impact Assessment". A total of 54 responses were received from the 77 programs contacted. The following are the results from three of the main questions:

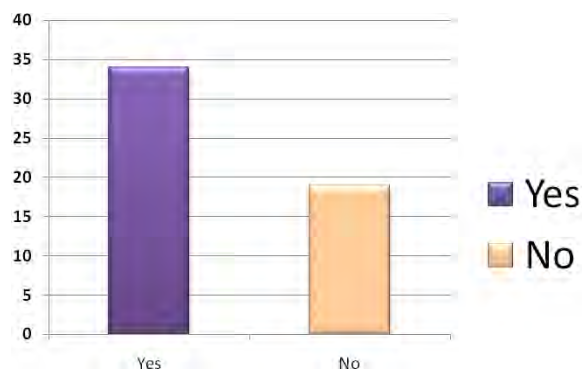
***Do you expect children from your centre to move to the Ministry of Education full-day learning program in September 2010?***



***Will the loss of four and five year olds impact your centre's revenue?***



***Do you have a plan to address potential revenue loss associated with the Ministry of Education's Early Learning Program?***



# analysis of gaps/overlaps & service management strategies

## STABILIZATION FUNDING

CMSM Kingston received confirmation from the Ministry of Children and Youth Services that stabilization funding would be provided for the fiscal year 2010/11 to support childcare stabilization. MCYS has directed that the funding be distributed as follows:

\$85,400 for Fee Subsidies

\$10,700 for Capital

Although the limited additional funding for fee subsidies reduces pressures in Kingston Frontenac it does not eliminate the possibility of wait list implementation. It is also noted, that this funding will support the childcare system however, it will not provide specific stabilization to those providers whose programs may be affected for the first phase of ELP.

Capital funding will be available for non-profit operators to offset the costs of minor renovations of existing childcare centres to serve younger children 0-4 years (e.g. adding a wall to a sleep room in an old JK/SK room, renovation of a washroom or playground space). Unfortunately the Stabilization Funding Guidelines do not allow for the use of Capital funding to purchase toys and equipment such as cribs, cots, strollers etc. CMSM Kingston has identified to MCYS that this may be a barrier for operators to transition to younger age groupings.

For complete details on how the stabilization funding will be made available, including application criteria and timelines, please refer to 'Appendix B'.



# analysis of financial impact

The following charts provide a quick snapshot of the provincial allocations, spending patterns and program data over the three (3) major programs included in the provincial childcare portfolio, Fee Subsidy, Wage Subsidy and Special Needs Resourcing.

Please note:

- The number of children and families served is an unduplicated number – child & family is only counted once in the calendar year regardless of the number of months of service.
- Best Start funding was introduced in 2006, with ELCD following in 2008.
- See Appendix 'A' for a comparison of 2009 actuals and 2010 targeted data element details. Appendix 'A' represents Gross Fee Subsidy expenditures which include collected parent fees.

## FEE SUBSIDY

- The 'hold' on new referral families has resulted in a decrease of 32 referral families receiving fee subsidy support. In April 2009, prior to the September 2009 hold, 155 referral families were receiving childcare fee subsidy in comparison to 123 families in April 2010. To bring the number of referral families back to the 'pre-hold' number; it is estimated that an additional \$170,000 in funding annually.
- In addition to the \$170,000 required to serve the above referral families, an approximately \$100,000 to \$150,000 more would be required to avoid invoking the Wait List for Fee Subsidies for working and in school/training families.

FUNDING STREAMS DNA, ELCC, ELCD & BSI	ALLOCATION (ADJUSTED FOR FEE REVENUES) *	EXPENDITURES (ADJUSTED FOR FEE REVENUES) *	SURPLUS	CHILDREN SERVED	FAMILIES SERVED	LENGTH OF HOLD PERIOD
2006	\$ 2,991,853	\$ 2,647,770	**\$ 344,083	999	796	No hold
2007	\$ 3,722,031	\$ 3,390,686	**\$ 331,345	1,043	843	22 days
2008	\$ 4,108,369	\$ 4,036,295	\$ 72,074	1,364	1,121	62 days
2009	\$ 4,255,437	\$ 4,247,292	\$ 8,145	1,271	1,004	74 days
2010 (Jan-Mar 31)	\$ 4,249,562	\$ 1,050,364		814	651	Hold on Referrals

\* The allocations and expenditures in this chart have been adjusted and identify net amounts. The net amount is determined by deducting parent fees from gross costs.

\*\* In 2006 & 2007, year-end surpluses in DNA fee subsidy (with Ministry approval) was used towards one-time funding requests that were received from Service Providers. In most cases, these requests were for items that were in need of repair or replacement and were identified at their annual licencing renewal.

# analysis of financial impact

## WAGE SUBSIDY

- For CMSM Kingston to fund eligible licenced childcare service providers with their maximum entitlements for 2010, it would require an additional \$350,000 in funding above the allocation denoted below.

FUNDING STREAMS DNA, ELCC, ELCD & BSI (Including Pay Equity)	ALLOCATION (NOT INCLUDING WAGE IMPROVEMENT)	EXPENDITURES	SURPLUS	FULL TIME EQUIVALENT SERVED	NUMBER OF SERVICE PROVIDERS RECEIVING WAGE SUBSIDY
2006	\$ 2,769,339	\$ 2,758,623	\$ 10,716	* 357.13	40
2007	\$ 2,769,339	\$ 2,745,205	\$ 24,134	340.36	42
2008	\$ 3,046,638	\$ 3,047,133	(\$ 495)	386.33	42
2009	\$ 3,046,639	\$ 3,043,426	\$ 3,213	363.25	42
2010 (4 months)	\$ 3,046,638	\$ 979,110		376.62	42

\* This number is an estimate, due to in-year changes to reporting.

## WAGE IMPROVEMENT

- Wage Improvement funding was introduced through the Best Start Initiative. This program is funded at 100% by the province and was intended to assist with attracting and retaining early childhood education professionals.
- In 2006 Wage Improvement funding was distributed based on the Wage Subsidy Policy in place at that time to fund operators who were not receiving their full Wage Subsidy entitlement. Since 2007 Wage Improvement has been distributed equally to all operators and is calculated based on the amount of funding available and the number of full time equivalent staff.
- Wage Improvement eligibility criteria differs from wage subsidy in that it is only available for staff working directly with children.
- Payments from 2007 to 2009 ranged from \$685 per FTE to \$915 per FTE. Annual Wage Improvement allocations and expenditures are listed below:

FUNDING STREAM BSI	ALLOCATION	EXPENDITURES	SURPLUS	FULL TIME EQUIVALENT SERVED	NUMBER OF SERVICE PROVIDERS RECEIVING WAGE SUBSIDY
2006	\$ 51,509	\$51,509	0	25.82	4
2007	\$ 226,628	\$ 224,686	\$ 1,942	318.88	41
2008	\$ 306,675	\$ 304,498	\$ 2,177	335.33	40
2009	\$ 315,800	\$ 308,580	\$ 7,220	355.00	40
2010 (4 months)	\$ 315,800				

# analysis of financial impact



## SPECIAL NEEDS RESOURCING

The following information provides a quick snapshot of the total provincial/municipal allocations, spending patterns and number of children served over the last 4 years. It highlights the constant funding allocations and expenditures with the number of children served increasing year over year.

There are two out of the ordinary numbers denoted in the data below:

- The first is the one-time increase in funding allocations for 2007. This is due to increased funding for Resource Consultant and Enhanced Support. This initiative funded the employment of a Transition Planner who was responsible for developing formal protocols and effective processes with a goal to facilitate a smooth and positive transition from childcare to school. This established protocol is now being reviewed by a Kingston, Frontenac, Lennox & Addington Community working group “Full Day Early Learning and Special Needs Working Group”. The purpose of this working group is to take a community approach to identifying concerns and questions around full day early learning and children with special needs, and to determine how best to advocate for these children throughout the implementation process of full day early learning.
- The second anomaly is the decrease in the number of children served in 2009. This decrease may be linked to changes in fee subsidy eligibility (e.g. ongoing referral children not being subsidized if attending Junior or Senior kindergarten and the 2009 hold (74 days) on new subsidies).

FUNDING STREAMS DNA, ELCC & BSI	ALLOCATION	EXPENDITURES	SURPLUS	CHILDREN SERVED
2006	\$ 780,947	\$ 780,947	\$ 0	182
2007	\$ 804,014	\$ 804,014	\$ 0	247
2008	\$ 784,914	\$ 777,668	\$ 7,246	277
2009	\$ 784,914	\$ 784,914	\$ 0	258
2010 (4 months)	\$ 784,914	\$ 243,649		149

# unconditional grant

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In 2005 the Province of Ontario announced their “Best Start Initiative”. The main goal of this initiative is that all children in Ontario will be ready and eager to achieve success by the time they start Grade 1. This initiative was designed as a long term strategy that would be implemented over 10 years and would result in a major redesign of services in terms of how children and families are supported from birth through to Grade 1.

The first phase focused on two key areas:

1. Build on existing children’s services planning groups to establish Best Start Networks responsible for planning and implementing Best Start in their communities.
2. Create more licenced childcare spaces and assist more families in need with childcare costs.

Throughout the remainder of 2005, CMSM Kingston and the Kingston Frontenac Best Start Network worked to develop a “Transition Plan” for the expansion of licenced childcare.

With a change of federal government and the cancellation of the federal childcare funding the Province’s approach to Best Start changed to focus on service integration. CMSM Kingston was provided with an ‘Unconditional Grant’ of \$2.32 million to continue with phase 1 implementation.

In 2006 City Council approved a plan to disburse the remainder of the unconditional grant through the following initiatives:

- Technology
- Marketing
- Consultation
- Planning
- Expansion of Licenced Childcare



## PLANNING

Funding was allocated to planning as a contingency if the fiscal planning allocation was reduced. Consequently Best Start changed its focus from Phase I (Expansion) to Phase II (Service Integration) and the responsibility of planning for Phase II, along with the fiscal planning allocation, were transferred to the Kingston, Frontenac Children and Youth Services Steering Committee.

CMSM Kingston has used a small portion of this allotment to plan for the Childcare Expansion initiative.

# unconditional grant

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## TECHNOLOGY

Funding was allocated on a one time basis for technological upgrading for childcare centres in the procurement of technology (e.g. computers, fax machines, software) and up to one year of related connectivity costs. The goal of this strategy was to increase communications among childcare service providers and with the broader children's service community, increase training opportunities and information access, and facilitate communication and reporting with CMSM Kingston.

In 2008 CMSM Kingston launched "Web Based Record of Attendance (Web ROA)" a feature that allows the Childcare Service Providers to complete and verify attendance forms on the Internet. Web ROA replaced the hard copy attendance forms used to verify attendance of subsidized children, increasing the accuracy of reporting and timeliness of payments. To support this initiative an additional year of connectivity costs were funded.

This was a highly successful initiative; \$98,053 was disbursed to 41 agencies that provide more than 70 licenced programs.

## MARKETING

Funding was allocated for marketing to increase resident knowledge of the value and benefits of early learning and childcare programs.

The KFL&A Best Start Network established a Communication and Marketing Committee to ensure common messaging and to leverage resources. This committee also acknowledged that due to the lack of available licenced childcare spaces they did not want to embark on an aggressive marketing campaign of early learning and licenced programs, consequently increasing the existing pressures.

While this committee has continued to meet over the past 3 years no concrete plan has emerged and no unconditional funds have been disbursed. At this point in time the committee members have agreed to focus their time on the "18 Month Enhanced Well Baby Visit" initiative and to revisit the Marketing strategy when more information is available regarding the "Full Day Early Learning" initiative.

## CONSULTATION

In collaboration with the Best Start Network, funding was allocated for the procurement of a facilitator to conduct community consultations related to the Best Start design and delivery and the establishment of Community Neighbourhood Advisory Groups (including a French Language Advisory Group). This consultation report outlines area needs assessment & inventories and is currently being used by each of the Advisory Groups as they work towards improving services in their respective geographic areas.

## WAGE IMPROVEMENT

Funding was allocated (\$133,100 from the unconditional funds and \$51,509 from the fiscal 2006-07 funds) to address service provider wage subsidy pressures in 2006.

# unconditional grant

## LICENCED CHILDCARE EXPANSION

Funding was allocated to address the demand for licenced childcare in the community. New and existing childcare operators were given the opportunity to apply for funding to expand their exiting programs or to create new programs. CMSM Kingston and the Best Start Network established a working group to continue this Best Start Phase I initiative.

Requests for Proposals for Childcare Expansion funding were issued in 2007 and 2008. In 2007 six proposals were received and four were approved for funding. In 2008 two proposals were received and one was approved for funding.

In 2008 the Kingston Frontenac Early Learning and Childcare Network conducted a survey of all licenced childcare programs to determine if barriers existed that were preventing them from expanding their operations. In response to this survey, CMSM Kingston revised the application process and the number increased to 11 applications submitted totalling over \$1,000,000 in funding requests. Through this process 5 applications were approved. One proponent has withdrawn their application.

Two projects are currently “In Progress”, meaning that their spaces are not yet operational due to unforeseen planning and construction requirements and three additional projects have not submitted their final financial information due to weather restrictions around playground and fencing installations.

## **REPORT OF EXPENSES INCURRED 2005-2010**

<b>INITIATIVE</b>	<b>BUDGET</b>	<b>EXPENDED</b>	<b>REMAINING</b>
Transition Plan 2005	67,940.00	67,937.58	2.42
Planning	25,000.00	1,606.50	23,393.50
Technology	110,000.00	98,053.58	11,946.42
Marketing	20,000.00	0.00	20,000.00
Consultation	40,000.00	7,178.26	32,821.74
Wage Improvement	133,100.00	127,627.38	5,472.62
Childcare Expansion	1,923,860.00	1,442,574.21	481,285.79
<b>TOTAL</b>	<b>2,319,900</b>	<b>1,744,977.51</b>	<b>574,922.49</b>

# unconditional grant

## LICENCED CHILDCARE EXPANSION

### 2005-2010

YEAR APPROVED	ORGANIZATION	DESCRIPTION OF PROJECT	PROJECT STATUS	SPACES CREATED/PROPOSED	FUNDING APPROVED/EXPENDED
2005	Bayridge Drive Childcare Centre	Expansion of existing program.	Complete	25	* 18,173.54
2005	Kingston Family YMCA	Expansion of existing program.	Complete	5	* 9,029.38
2005	Wee Watch	Expansion of existing program.	Complete	15	* 2,864.46
2006	The Child Centre	Capital construction for the expansion of an existing rural program.	Complete	12	266,232.10
2007	La Garderie Croque Soleil	Capital construction for the expansion of existing Francophone program.	Spaces Operational Reconciliation in progress	36	319,456.00
2007	Pladec Day Care Centre	Re-location and expansion of childcare centre to new location within the same geographic area.	Complete	13	185,103.00
2007	Frontline Day Care	Expansion of Nursery School Program to a full time Childcare Program.	Complete	27	** 5,652.78
2007	Rubber Duckie Daycare	Minor capital funding to support the opening of a new centre on Wolfe Island.	Complete	16	39,360.00
2008	Healthy Horizons	Re-location and expansion of childcare centre to new location within the same geographic area.	In progress	8	107,165.00
2009	Bayridge Drive Childcare Centre	Minor capital funding to support the opening of a new centre in West Kingston.	Complete	54	149,180.16
2009	Corner Clubhouse Day Care	Minor capital funding to support the opening of a new centre in Central Kingston.	Spaces Operational Reconciliation in progress	40	148,192.00
2009	Limestone Advisory	Minor capital funding to support the expansion of an existing program.	Spaces Operational Reconciliation in progress	6	17,000.00
2009	Pladec Day Care Centre	Capital construction funding to support the creation of a new centre in East Kingston.	In progress	71	200,000.00
2009	Southern Frontenac Community Services	Capital construction funding to support the creation of a new centre in Rural Kingston.	Application Withdrawn		0.00
<b>TOTALS</b>				<b>283</b>	<b>1,467,408.42</b>

\* Initial funding was provided prior to the establishment of the 'Unconditional Grant'.

\*\* Majority of funding for this project was provided through 2007 fiscal Best Start funds.

# unconditional grant

## STRATEGIES FOR MOVING FORWARD

In keeping with the City of Kingston's practice of consultation and endorsement, concurrence of the following two strategies will be sought from the KFL&A Children and Youth Services Steering Committee and Best Start Network:



### BEST START CHILD AND FAMILY CENTRES

In 2009, Dr. Charles Pascal, Special Advisor on Early Learning, submitted his Report to the Premier of Ontario, "With Our Best Future In Mind: Implementing Full Day Learning In Ontario".

One of the recommendations in Dr. Pascal's Report is as follows:

*"Municipal authorities provide systems management for a network of Best Start Child and Family Centres:*

- *Pre-/postnatal information, supports, & home visiting*
- *Parent/child programming & parenting information*
- *Nutrition/nutrition counselling*
- *Flexible early learning/care to age 4*
- *Early identification & intervention*
- *Links to community resources – employment, language learning, immigration, housing, family counselling, etc."*

On April 27, 2010, the Ministry of Children and Youth Services announced that Dr. Pascal had been named as the special advisor to Minister Broten and that they would be working together to develop a plan for seamless, integrated service delivery of early years programs for children 0 to 4 years of age. This would include building on promising practices, tools, and plans already in place as well as on the hub vision of Best Start Child and Family Centres.

At this time Kingston Childcare Programs management staff is recommending to City Council that the remainder of the Unconditional Funds, previously reserved for the expansion of licenced childcare, be redirected for the potential development of the proposed Best Start Child and Family Centres and that it continue to be held in reserve to supplement, if required, the provincial funding we may receive for this initiative.

### CHILDCARE STABILIZATION

Along with the above initiative our Childcare Community continues to struggle with the unknown impact that the implementation of Full Day Early Learning will have on their utilization. While the Province has committed to the provision of dedicated stabilization funding for Childcare Service Providers and Kingston Frontenac has received \$96,100 for fiscal 2010-2011, this amount may not be adequate to assist short term needs of programs that will be both viable and critical to the longer term childcare service system. It is unclear what further funding will be available in future years from the Province for this mitigation.

Childcare Programs management staff is further recommending to City Council that the remainder of the Unconditional Funds, previously approved for the strategies outside of expansion, be used, in consultation with the Best Start Network, to enhance the Stabilization Funding provided by the Province and to address identified local gaps which may arise outside of those eligible for the provincial stabilization funding.

**APPENDIX 'A'**

# 2010 Childcare Service Data

DATA ELEMENT (FIGURES ARE GROSS AND INCLUDE PARENTAL FEES)	2009 ACTUALS			2010 TARGET		
	DNA 80/20	ELCC 80/20	ELCD 100%	DNA 80/20	ELCC 80/20	ELCD 100%
Fee Subsidy Expenditures	3,176,026	629,437	959,345	2,957,500	626,875	707,388
Fee Subsidy # of Children Served	920	85	266	920	85	190
OW Formal Expenditures	544,607			615,250		
OW Formal # of Children Served	167			175		
OW Informal Expenditures	65,522			90,000		
OW Informal # of Children Served	34			30		
Special Needs Resourcing Expenditures	595,023	45,000	144,891	595,023	45,000	120,201
Special Needs Resourcing # of Children Served	217	26	15	200	26	220
Special Needs Resourcing # of FTE Resource Teachers	7.25	N/A	2.05	7.25	N/A	2.05
Wage Subsidy Non Profit Expenditures	2,218,745	28,888	229,845	2,150,932	28,140	222,949
Wage Subsidy Non Profit # of Contracts	30	30	30	30	30	30
Wage Subsidy Non Profit # of FTEs	270	4	24.11	277.16	3.23	25.61
Wage Subsidy Commercial Expenditures	365,057	6,112	47,455	433,759	6,860	54,351
Wage Subsidy Commercial # of Contracts	12	12	12	12	12	12
Wage Subsidy Commercial # of FTE	58	1	6.14	71.54	.95	7.52
Wage Subsidy Pay Equity Expenditures			149,558			149,651
Wage Improvement Non Profit Expenditures			253,600			257,492
Wage Improvement Non Profit # of Contracts			28			28
Wage Improvement Non Profit # of FTEs			293			299.19
Wage Improvement Commercial Expenditures			54,919			58,308
Wage Improvement Commercial # of Contracts			12			13
Wage Improvement Commercial # of FTEs			62			67.75
Childcare Administration	471,981	30,829	0	504,000	64,806	0

CMSM Kingston received Ministry confirmation that \$96,100 will be provided to the Municipality for the fiscal year 2010/11 to support child care stabilization. Stabilization funding is to be split between Operating (\$85,400) and Capital funding (\$10,700). Operating funding is for fee subsidies and Capital is for minor renovations.

### OPERATING FUNDING

CMSM Kingston continues to experience pressures in fee subsidies. The additional financial support will:

- Possibly divert implementation of a fee subsidy wait list in 2010.
- Provide Service Providers the opportunity to possibly fill vacant spaces with subsidized families.

It will also support one of CMSM Kingston's 2010 identified strategies, *"Develop a fee subsidy mitigation strategy for licence childcare programs significantly impacted in 2010 by the fee subsidy hold on new referral families and by Phase 1, implementation of ELPs."* This strategy reduces the risk of centre closures during the first year of ELP and provides childcare operators time to plan for the re-engineering of their programs to support children 0-4 years of age".

- Two (2) Childcare Operators (Urban & Rural) will require immediate intervention for 2010.
- Both Operators are affected by Phase 1 of ELP, serve subsidized and referral families.
- One Centre (The Child Centre) serves children and families in the northern part of the County where very few services are available. The next closest childcare centre is approximately 59 kilometers away and therefore if this centre closed there would be a significant gap in licenced childcare for Central & North Frontenac. This agency is also a hub for early years services (OEYC).
- The other centre (Helen Tufts Nursery School) is 100% subsidized with referral families and serves many high need children. This Centre is the only Service Provider in Kingston that provides transportation.
- Helen Tuft's Nursery School and The Child Centre will be responsible to submit transition plans that will outline operational strategies for sustainability if referrals continue to be on hold or the City implements a fee subsidy wait list.
- Both Childcare Operators will be permitted to submit Confirmation of Space forms for new referral families between July 26, 2010 and August 20, 2010 for September care. The referrals will be prioritized with 14 children approved (8 at one centre at 6 at the other) with an estimated cost of \$40,000.
- This intervention is provided on a one-time basis.

**It is projected that Stabilization Operating funding will be fully spent in 2010.**

CAPITAL FUNDING

**Non-Profit Licenced Childcare Operators** impacted by the implementation of ELP sites in Phase 1 will be invited to submit an application for capital transition funding as per the Ministry Guidelines. Correspondence will be sent out to all Licenced Childcare Operators in June 2010 to notify them of this initiative. To substantiate the Ministry's Stabilization Guidelines, Childcare Operators submitting a request, will be required to attach the following supportive documentation:

- Audited financial statements for the two (2) most recent fiscal years.
- Estimated Income Statement for future year (Completed Step 5 of the assessment tool will suffice).
- Verification from MCYS Program Advisors that proposed changes are achievable.

**additionally:**

- Copies of paid invoices must be submitted to the City upon completion of project or no later than March 22, 2011.
- Applications may be submitted for up coming project costs or actual expenses incurred since January 12, 2010.

## Capital Project Timelines:

- Capital funding communication will be distributed in June 2010.
- Completed applications will be accepted up to 4:30 pm on October 29, 2010.
- Applicants will receive written verification of Approval/Non Approval by November 30, 2010.
- Payments will be distributed in January 2011.
- Funds must be expended by March 11, 2011.

## Capital Project Criteria:

- If the project is completed prior to December 31, 2010, all receipts received and City approved, funding will be provided in January at 100% of approved costs.
- If the project is completed in 2011, funds will be provided at 80% of approval, and the remaining 20% will be provided once receipts have been approved and reconciled.
- Program must be operational by March 31, 2011.
- If the proposed renovation request is for a leased space, the agency will be requested to enter into a tri-party agreement (Owner of space, agency and City of Kingston).

**CMSM Kingston is requesting the capital portion of the stabilization funding be spent in the first quarter of 2011.**