

2011 – 2014 Childcare Programs Management Strategies – Updates

	Strategy	Updates
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Fee Subsidy Strategy Updates		
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1.02	Provide limited referral care subsidies to stay at home parents.	<ul style="list-style-type: none"> • A total of 20 subsidies for referral care are being provided from Sept 2011 – June 2012. • For 2012/13 – In view of extensive wait list, recommend limiting to 10 fee subsidies for referral care under the dedicated referral strategy.
1.07	Effective May 2012, for September 2012 – Maintain Status Quo Referral Childcare service levels and priorities AND implement a new business process providing referral allocations to referring agencies and requiring them to prioritize space assignment. Referring agencies will be allocated a maximum number of referrals using a new referral form.	<ul style="list-style-type: none"> • New business process providing referral allocations to referral agencies will be suspended indefinitely due to the implementation of the fee subsidy wait list and limited dedicated referral allocations.

Special Needs Resource strategy Updates		
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2.01	For 2012 begin to re-focus special needs supports on children 0-3.8 years of age.	<ul style="list-style-type: none"> • City staff and Special Needs Providers will meet to discuss recommended strategies in the 3rd quarter of 2012.
2.03	Limit provision of Special Needs Resourcing to school site B&A programs, except when significant safety & security concerns have been identified.	<ul style="list-style-type: none"> • City staff and Special Needs Provider of B/A supports will meet to discuss recommended protocol in the 2nd quarter of 2012.

Stabilization (Transition) Minor Capital Funding Updates		
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5.02	For 2012, develop a process with Service Provider input that is more "user friendly".	<ul style="list-style-type: none"> • A revised application form for 2012 will be available in April with additional flexibility with FDK impact year and increased funding totaling \$40,593.
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Stabilization (Transition) Operating Funding Updates		
5.05	Helen Tufts Nursery School (HTNS) and the Child Centre will continue to be allocated dedicated funding for 8 referral children each for September 2011 to June 2012. Repeat these dedicated allocations for an additional term for Sept 2012-June 2013 upon submission and approval of transitional plans which demonstrate long term post FDK viability.	<ul style="list-style-type: none"> • Business Plans received and evaluated as required. • New, ongoing dedicated Rural Fee Subsidy Support Strategy for the Child Centre recommended. • Transitioning of Helen Tufts to parental choice fee subsidy provision recommended per Strategy 1.02 update.

Best Start Unconditional Funding Updates		
7.01	Acquisition and start-up costs associated with purchase of internet accessible/web based Centralized Childcare Wait List Registry.	<ul style="list-style-type: none"> • The RFP process has been completed including Consent Report submitted to Council on June 19, 2012 regarding selection of a proponent. • Projected go-live date "January 2013".
7.02	Allocate \$93,600 toward funding shortfalls in Stabilization/Transition Operating allocation (2012-2014).	<ul style="list-style-type: none"> • Survey requesting Service Provider input into "criteria" for this funding will be distributed in the 2nd quarter of 2012.
*	Best Start Childcare Expansion	<ul style="list-style-type: none"> • Best Start expansion funding grants have been fully disbursed and reconciliation completed. Remaining unallocated principle balance (net of the \$93,600 for stabilization/transition) is \$503,102.

PROPOSED FEE SUBSIDY WAIT LIST POLICY – JULY 17, 2012

Childcare Service Managers are required to develop and maintain a Childcare Fee Subsidy Wait List Policy which reflects the childcare service priorities detailed in local childcare service management plans as well as the needs of applicant families and the overall local childcare service environment. Provincial standards require that the local Wait List Policy reflect a "first come/first served" component in order to standardize the approach to wait lists across the province and to manage the demand for fee subsidies.

Service Priorities of Kingston Frontenac Fee Subsidy Wait List:

The Fee Subsidy wait list prioritizes access to available fee subsidies for residents living in Kingston and Frontenac based on social engagement activities of the applicant/ recipient family and chronological registration date.

A. Social Engagement Priorities:

Priority 1:

- Children from single or two parent families that are:
 - Actively employed or
 - Engaged in a retraining program or
 - Educational program

Approved days and hours of subsidized care (e.g. full-time, part-time, half day) will be in accordance with the provincial "Eligible Hours" Guideline, and based on hours of employment or attendance in an education or retraining/ rehabilitation program.

Priority 2:

- Children who have been recognized with identified challenges by social service agencies or medical professionals. A written referral must be received by this office prior to approval of subsidy. Approval term is for 10 months, corresponding with the academic school year, commencing in September and ending in June.

Approved days are either 5 half days or 2 – 3 full days dependent on available space and family requests. Hours for full day care are usually approved from 9:00 am – 3:30 pm.

B. Chronological Registration Date:

Within the above 2 defined priorities, families are ranked on the wait list in chronological order, based on date of completion of the Wait List application (by phone).

Dedicated Service Management Strategies:

Limited fee subsidies may be dedicated to local service strategies as identified through local service planning and approved by Council. Dedicated fee subsidies for defined

local service strategies may be for either one-time limited duration or ongoing with periodic review and validation through local childcare service planning processes.

Where subsidies are dedicated for local service strategies, service order will remain based on established priorities and chronological order unless otherwise defined in the strategy.

Examples of dedicated local service strategies include: dedicated Priority 2 referral care allocation and dedicated rural licensed care strategies.

Scope of Childcare Fee Subsidy Wait List:

Applicant families on the wait list must intend on securing childcare services from licensed childcare centres or recreation programs that (will) have an active Purchase of Service agreement for Fee Subsidy with the City of Kingston. Registrants will include:

- New applicant families seeking fee subsidy assistance for the first time
- Families who were previously receiving childcare subsidies and are seeking to re-apply for subsidy assistance.
- Families currently in receipt of fee subsidies who are seeking assistance for other dependent children not currently receiving subsidy.
- Families currently in receipt of fee subsidies who will be closing their subsidy file but foresee requiring subsidy at a future date.

Special Considerations

Compassionate Exemption:

Childcare Programs reserves the right to provide the next available subsidy to:

- Families including those with sole custodial parents that experience severe medical fragility, usually involving invasive and incapacitating treatments and/or therapies or palliative care.

Administrative Exemption:

Childcare Programs reserves the right to provide the next available subsidy to:

- A wait listed Ontario Works client when dedicated OW fee subsidies are available.

Compassionate Deferral:

With Program Supervisor approval, short term subsidy deferrals (subsidy status maintained as ongoing, but no days of care approved) may be granted in the following circumstances:

- Families facing atypical circumstances which result in a temporary interruption of work or school activities such as surgeries, hospitalization, a family fatality or casualty, temporary work stoppage or closure (2-4 wks).

Administrative Deferral:

With Program Supervisor approval, short term subsidy deferrals (subsidy status maintained as ongoing, but no days of care approved) may be granted in the following circumstances:

- Employed parents enrolled in a licensed program which closes over the summer months and includes before and after school program closures and who elect to use a non licensed alternative until the reopening of their principal centre/program.
- Student parents (in education or training courses) during summer break, returning to education programs in September and with licensed childcare space confirmed for September.
- Employed parents whose workplace is closed or employment suspended for a period corresponding with the academic summer vacation break, who are resuming employment with the same employer in September and with licensed childcare space confirmed for September.
- Short term discontinuation of licensed childcare attendance due to unscheduled/unforeseen closure of licensed childcare centre.

Establishment of Fee Subsidy Wait list:

The City's wait list for fee subsidies will be invoked when City staff project that all fee subsidies will be spent by year end based on the current year to date expenditures, intuitive year end forecasting, and number of children receiving fee subsidy support.

The City's wait list will continue to be managed, for as long as the demand for subsidized childcare is greater than the allocated funding. During this time, families requesting new, additional or reactivated subsidy for childcare will be required to contact the City to have their child(ren) placed on the fee subsidy wait list on a first come, first serve basis within defined priorities.

Cessation of Waitlist:

The City's wait list for fee subsidies will be decommissioned when a projected surplus in available funding is identified and all applicants requiring fee subsidy assistance immediately or in the near future have been served.

Exhibit “C” ARCP-12-009

Transitional Funding Review – Helen Tufts Nursery School

Background	<ul style="list-style-type: none"> • Located on Johnson St, near Sydenham St., • Provides an intensive program for children of under privileged families to assist them in meeting developmental milestones; most children served are from families with non working parents, who receive fee subsidy under Priority 2 (Referral Childcare) • Licensed for 16 children, 2.5 – 5 years of age with flexibility to enroll 3 children from 18 months – 2.5 years of age, • Program operates 9:00 am – 1:00 pm Mon-Fri, Sept–June each year, • Bus Transportation to and from program provided by HTNS
Challenges Faced	<ul style="list-style-type: none"> • Longstanding history of serving low income families has resulted in high reliance on Fee Subsidy revenue, • Access to Fee Subsidy revenue significantly restricted due to local fee subsidy shortfall and limited dedication of subsidy for Priority 2 Referral childcare, • Further registration impact anticipated due to Full Day Kindergarten and decreased 4 & 5 year old registration • Lack of outdoor space prevents increase in operational hours • Staffing ratios significantly higher than req'd under the Day Nurseries Act (DNA) due to physical site requiring staff time for daily set up and intensive program delivery • Transportation of toddlers by bus is provincially prohibited
Service Manager Transitional Support Provided	<ul style="list-style-type: none"> • Provision of time limited “dedicated” transition/stabilization fee subsidy (Sept 2010-June 2012) to stabilize while transitioning to a viable program for longer term • Consultation with city staff to review operating options, assist in cost analysis
Service Provider Undertaking	<ul style="list-style-type: none"> • Minor renovations completed to accommodate younger children • Reduction to 1 staff person’s hours, (↓10 hrs. wk.) • Future plans to Investigate alternative method to deliver transportation service • Fund raised - \$2,500 in additional revenue in 2011/12 • Have enrolled some full fee paying families (4 children noted in Jan 2012 submission) • Increased outreach to allied children service programs and marketing of program • In 2011 introduced new fee rate for children not accessing transportation • Will look into options for more cost effective means, of providing transportation
Budget and Finances	<p>2012 projected budget submission:</p> <ul style="list-style-type: none"> • revenues = \$ 169,600 (assumes approximately \$107,700 in fee subsidy funding) • expenditures = \$172,950, • net balance = (\$3,350) deficit
Review Conclusions	<ul style="list-style-type: none"> • No further program transitions to address anticipated fee subsidy revenue reduction and/or reduced enrollment per FDK identified in business case for upcoming implementation • Long term stabilization of program is only possible (and not assured) if fee subsidy continues to be dedicated to HTNS which is contrary to childcare

Transitional Funding Review – Helen Tufts Nursery School

	<p>service management principles of parental choice and equitable access to subsidies for all licensed service providers</p> <ul style="list-style-type: none"> • Alternate service provision is available for Priority 2 (referral care) families at other licensed programs both within adjacent neighbourhoods and in many locations across the city; • Itinerant Special Needs Resource Teaching Consultant services and funding for Enhanced Support are available to all childcare centres serving children with special needs • The dedication of fee subsidies to HTNS was intended to be a time limited strategy to stabilize HTNS while it transitioned to a viable service delivery; ongoing dedication of fee subsidy to a single service provider rather than to a “service priority” maybe seen as favoritism and cannot be justified when other suitable service options are available and other service providers are also experiencing destabilization but are undertaking program adjustments to remain viable.
<p>Recommendation</p>	<ul style="list-style-type: none"> • Conclude the time limited dedicated referral fee subsidy allocation to Helen Tuft in June 2012. • Commencing September 2012, maintain an ongoing “Referral Care” service strategy with a dedicated allocation of fee subsidies for Priority 2: Referral Childcare annually to which Helen Tuft’s will have access based on parental choice.

Transitional Funding Review – The Child Centre (Sharbot Lake)

Background	<ul style="list-style-type: none"> • Located in Sharbot Lake, • Licensed for 58 children (3 Infants, 7 Toddlers & 48 children 2.5 – 6 years of age) • Operated by North Frontenac Community Services Corporation, also includes the Ontario Early Years Centre, main site for Hastings-Frontenac-Lennox & Addington, • Program operates 7:00 am – 6:00 pm Monday to Friday throughout the year, • Limited transportation is available through a community based volunteer driver program
Challenges Faced	<ul style="list-style-type: none"> • Limited childcare subsidies due to fee subsidy wait list and restriction on Priority 2 - Referral Childcare fee subsidy • Directly impacted by Full Day Kindergarten, • Local demographics include: lower child population, lower median household income, higher overall unemployment rate and higher rates of seasonal employment than provincial averages
Service Manager Transitional Support Provided	<ul style="list-style-type: none"> • Provision of time limited “dedicated” transition/stabilization fee subsidy (Sept 2010-June 2012) to stabilize while transitioning to a viable program for longer term, • Consultation with Childcare Programs staff to review operating options, assist in cost analysis,
Service Provider Undertaking	<ul style="list-style-type: none"> • In 2011 reduced staff hours significantly: <ul style="list-style-type: none"> ○ All FT staff work week reduced from 40 hr to 35 hrs/wk (↓ 5 hrs per staff/week) ○ PT staff (incl cook) weekly hours reduced by 2.5 to 4 hrs per/wk ○ 1 PT teacher position eliminated • Program consolidation: <ul style="list-style-type: none"> ○ in 2010 Nursery school program merged with daycare program ○ in 2011, Ministry flexibility provided for blending age groupings for late day programs • Closure of summer camp program for 2012 • Fund raised \$6,500 in additional revenue in 2011 • Limited 2012 fee increase to 25¢/day in recognition of ability of full fee paying parents to pay. •
Budget and Finances	<p>2012 Budget Projection:</p> <ul style="list-style-type: none"> • total revenues = \$ 242,190 • projected expenditures = \$242,190 • net balance = \$0 with deficit offsetting contribution of \$10,117 from parent agency, North Frontenac Community Services included.

Transitional Funding Review – The Child Centre (Sharbot Lake)

<p>Review Conclusions</p>	<ul style="list-style-type: none"> • Agency has identified efficiencies and implemented significant program changes per expectations of transitional funding; • Program continues to attract a good proportion of full fee paying employed families – evidencing its important contribution to both local employment supports and economic development • The low population density combined with weaker rural economy will not yield sufficient full fee paying parents to assure financial viability in spite of significant efforts to right size program by focusing on core service provision and reducing operating costs significantly • Centre closure would result in loss of the only licensed Childcare option in Central and North Frontenac (closest licensed Childcare centre is located in Sydenham, approximately 56 kms. away) • Centre closure would require a Service Manager intervention as Rural Childcare has been a long standing local childcare service priority • Childcare is an essential component of the broader Child Services hub operated by the North Frontenac Community Services Corp. at the Child Centre location; there are significant efficiencies and service synergies between the childcare program and the co-located Ontario Early Years Centre which provides outreach programs and services to the surrounding area including playgroups, a toy lending library and parent workshops.
<p>Recommendation</p>	<ul style="list-style-type: none"> • Complete the dedicated Referral fee subsidy allocation to the Child Centre to June 2012. • Commencing immediately upon Council approval, implement an ongoing “Rural Childcare” service strategy with a dedicated allocation of 10 fee subsidies to the Child Centre in Sharbot Lake to ensure the continuity of licensed childcare for rural residents of Central and North Frontenac