



The Corporation of the County of Wellington
Social Services Committee
Agenda

September 9, 2015

1:00 pm

County Administration Centre
Guthrie Room

Members: Warden Bridge; Councillors Anderson (Chair), Black, Davidson, L. White

	Pages
1. Call to Order	
2. Declaration of Pecuniary Interest	
3. Social Services Financial Statements as of August 31, 2015	3 - 8
4. Child Care	
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5. Housing	
5.1 Integrated Housing System	69 - 111
5.2 End of Operating Agreements	112 - 113
5.3 CHAPS - EMS	114 - 115
5.4 Housing Quarterly Statistics	116 - 116
6. Update on Investment in Affordable Housing for Ontario (IAH) (2014 Extension) Revised Notional Funding Allocation	117 - 118
7. Ontario Works	
7.1 Participation on the National Homelessness Point in Time Count	119 - 120
7.2 SAMS Update	121 - 122
7.3 Ontario Works Statistics	123 - 124

8. **Closed Meeting**
(Agenda emailed under separate cover)
9. **Rise and Report**
10. **Adjournment**
Next meeting date October 14, 2015 or at the call of the Chair.



County of Wellington
Ontario Works
Statement of Operations as of
31 Aug 2015

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$19,862,400	\$1,728,136	\$13,945,937	70%	\$5,916,463
Municipal Recoveries	\$3,576,300	\$236,469	\$1,957,304	55%	\$1,618,996
Other Revenue	\$52,300	\$1,279	\$45,661	87%	\$6,639
Internal Recoveries	\$10,300	\$0	\$7,796	76%	\$2,504
Total Revenue	\$23,501,300	\$1,965,884	\$15,956,698	68%	\$7,544,602
Expenditures					
Salaries, Wages and Benefits	\$5,955,200	\$492,024	\$3,898,737	65%	\$2,056,463
Supplies, Material & Equipment	\$179,300	\$11,285	\$116,231	65%	\$63,069
Purchased Services	\$406,900	\$30,157	\$230,324	57%	\$176,576
Social Assistance	\$17,330,600	\$1,385,648	\$11,843,364	68%	\$5,487,236
Transfer Payments	\$24,300	\$15,039	\$0	0%	\$24,300
Insurance & Financial	\$0	\$0	\$569	0%	\$(569)
Internal Charges	\$1,334,800	\$110,300	\$889,894	67%	\$444,906
Total Expenditures	\$25,231,100	\$2,044,452	\$16,979,119	67%	\$8,251,981
NET OPERATING COST / (REVENUE)	\$1,729,800	\$78,567	\$1,022,421	59%	\$707,380
NET COST (REVENUE)	\$1,729,800	\$78,567	\$1,022,421	59%	\$707,380



County of Wellington
Child Care Services
Statement of Operations as of
31 Aug 2015

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$11,117,700	\$844,255	\$7,253,771	65%	\$3,863,929
Municipal Recoveries	\$2,773,600	\$87,700	\$2,153,804	78%	\$619,796
User Fees & Charges	\$254,000	\$26,960	\$214,908	85%	\$39,092
Internal Recoveries	\$354,900	\$3,763	\$240,333	68%	\$114,567
Total Revenue	\$14,500,200	\$962,677	\$9,862,816	68%	\$4,637,384
Expenditures					
Salaries, Wages and Benefits	\$3,957,800	\$320,481	\$2,525,817	64%	\$1,431,983
Supplies, Material & Equipment	\$222,700	\$85,099	\$235,576	106%	\$(12,876)
Purchased Services	\$350,800	\$20,498	\$190,989	54%	\$159,811
Social Assistance	\$9,826,100	\$507,586	\$6,826,620	69%	\$2,999,480
Insurance & Financial	\$1,800	\$0	\$2,034	113%	\$(234)
Minor Capital Expenses	\$119,600	\$0	\$73,624	62%	\$45,976
Internal Charges	\$1,003,000	\$58,033	\$673,137	67%	\$329,863
Total Expenditures	\$15,481,800	\$991,697	\$10,527,796	68%	\$4,954,004
NET OPERATING COST / (REVENUE)	\$981,600	\$29,020	\$664,980	68%	\$316,620
NET COST (REVENUE)	\$981,600	\$29,020	\$664,980	68%	\$316,620



County of Wellington
Social Housing
Statement of Operations as of
31 Aug 2015

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$7,742,300	\$561,091	\$5,145,494	66%	\$2,596,806
Municipal Recoveries	\$15,117,700	\$893,738	\$9,430,800	62%	\$5,686,900
Licenses, Permits and Rents	\$5,200,000	\$436,567	\$3,581,546	69%	\$1,618,454
User Fees & Charges	\$52,500	\$6,891	\$45,572	87%	\$6,928
Other Revenue	\$0	\$0	\$569	0%	\$(569)
Total Revenue	\$28,112,500	\$1,898,287	\$18,203,981	65%	\$9,908,519
Expenditures					
Salaries, Wages and Benefits	\$3,617,300	\$294,863	\$2,305,264	64%	\$1,312,036
Supplies, Material & Equipment	\$362,400	\$16,699	\$172,632	48%	\$189,768
Purchased Services	\$6,365,600	\$345,756	\$4,278,293	67%	\$2,087,307
Social Assistance	\$18,004,300	\$1,326,815	\$11,267,392	63%	\$6,736,908
Transfer Payments	\$1,158,200	\$0	\$868,629	75%	\$289,571
Insurance & Financial	\$233,600	\$183	\$196,429	84%	\$37,171
Minor Capital Expenses	\$607,000	\$59,100	\$479,139	79%	\$127,861
Internal Charges	\$671,500	\$55,604	\$459,842	68%	\$211,658
Total Expenditures	\$31,019,900	\$2,099,020	\$20,027,621	65%	\$10,992,279
NET OPERATING COST / (REVENUE)	\$2,907,400	\$200,732	\$1,823,639	63%	\$1,083,761
Transfers					
Transfers from Reserves	\$(148,100)	\$0	\$0	0%	\$(148,100)
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
Total Transfers	\$1,351,900	\$0	\$1,500,000	111%	\$(148,100)
NET COST (REVENUE)	\$4,259,300	\$200,732	\$3,323,639	78%	\$935,661



County of Wellington
County Affordable Housing
Statement of Operations as of
31 Aug 2015

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$206,800	\$0	\$151,354	73%	\$55,446
Licenses, Permits and Rents	\$571,800	\$48,995	\$386,324	68%	\$185,476
User Fees & Charges	\$0	\$0	\$1,266	0%	\$(1,266)
Other Revenue	\$0	\$0	\$15,175	0%	\$(15,175)
Total Revenue	\$778,600	\$48,995	\$554,118	71%	\$224,482
Expenditures					
Salaries, Wages and Benefits	\$3,700	\$0	\$632	17%	\$3,068
Supplies, Material & Equipment	\$32,200	\$539	\$23,685	74%	\$8,515
Purchased Services	\$370,200	\$18,300	\$205,190	55%	\$165,010
Insurance & Financial	\$13,700	\$0	\$11,233	82%	\$2,467
Minor Capital Expenses	\$26,600	\$0	\$0	0%	\$26,600
Debt Charges	\$302,000	\$0	\$234,855	78%	\$67,145
Total Expenditures	\$748,400	\$18,839	\$475,595	64%	\$272,805
NET OPERATING COST / (REVENUE)	\$(30,200)	\$(30,155)	\$(78,523)	260%	\$48,323
Transfers					
Transfer to Reserves	\$530,200	\$0	\$515,175	97%	\$15,025
Total Transfers	\$530,200	\$0	\$515,175	97%	\$15,025
NET COST (REVENUE)	\$500,000	\$(30,155)	\$436,651	87%	\$63,349



County of Wellington

02-September-2015

Social Services

Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending August 31, 2015

	Approved Budget	August Actual	Current Year	Previous Years	LIFE-TO-DATE ACTUALS		Remaining Budget
					Total	% of Budget	
Ontario Works							
129 Wyndham, Lobby Renovations	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
Subtotal Ontario Works	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
Child Care Services							
Willowdale Construction	\$2,375,000	\$2,416	\$16,210	\$2,283,372	\$2,299,582	97%	\$75,418
Subtotal Child Care Services	\$2,375,000	\$2,416	\$16,210	\$2,283,372	\$2,299,582	97%	\$75,418
Social Housing							
261-263 Speedvale Addition/Ele	\$1,340,000	\$0	\$28,901	\$0	\$28,901	2%	\$1,311,099
51 John St Make up Air Unit	\$70,000	\$0	\$60,257	\$13,829	\$74,086	106%	-\$4,086
229 Dublin Roof	\$310,000	\$0	\$2,386	\$9,046	\$11,432	4%	\$298,568
212 Whites Rd Make up Air Unit	\$50,000	\$0	\$54,864	\$0	\$54,864	110%	-\$4,864
212 Whites Rd Balcony	\$120,000	\$0	\$37,567	\$37,117	\$74,684	62%	\$45,316
Fire System Upg City Locations	\$550,700	\$0	\$48,027	\$0	\$48,027	9%	\$502,673
Fire System Upg County Locatn	\$225,000	\$0	\$4,273	\$0	\$4,273	2%	\$220,727
Elizabeth St. Roof	\$84,600	\$0	\$2,849	\$0	\$2,849	3%	\$81,751
229 Dublin Make Up Air Unit	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
32 Hadati Roof Design/Replace	\$20,000	\$0	\$0	\$0	\$0	0%	\$20,000
56 Mill St Front Entry Reno	\$100,000	\$33,954	\$35,696	\$0	\$35,696	36%	\$64,304
56 Mill St Roof	\$130,400	\$0	\$0	\$0	\$0	0%	\$130,400
450 Albert St Roof	\$75,900	\$60,304	\$60,304	\$0	\$60,304	79%	\$15,596
450 Albert Make Up Air Unit	\$140,100	\$0	\$0	\$0	\$0	0%	\$140,100
Mt. Forest Proprrty Acquisition	\$1,300,000	\$0	\$0	\$0	\$0	0%	\$1,300,000
Subtotal Social Housing	\$4,566,700	\$94,258	\$322,052	\$73,066	\$395,118	9%	\$4,171,582
Affordable Housing							
Investing in Affordable Hsing	\$600,000	\$0	\$540,000	\$0	\$540,000	90%	\$60,000
Phase II Fergusson Place	\$10,725,000	\$6,237	\$127,874	\$0	\$127,874	1%	\$10,597,126
165 Gordon Generator	\$320,000	\$0	\$11,801	\$0	\$11,801	4%	\$308,199
182 George St Capital Works	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
Subtotal Affordable Housing	\$11,695,000	\$6,237	\$679,676	\$0	\$679,676	6%	\$11,015,324



County of Wellington

02-September-2015

Social Services

Capital Work-in-Progress Expenditures By Departments

All Open Projects For The Period Ending August 31, 2015

	LIFE-TO-DATE ACTUALS						
	Approved Budget	August Actual	Current Year	Previous Years	Total	% of Budget	Remaining Budget
Total Social Services	\$18,786,700	\$102,911	\$1,017,937	\$2,356,438	\$3,374,375	18 %	\$15,412,325



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-15-06

Date: September 9, 2015

Subject: New Child Care and Early Years Act, 2014

Background:

For decades, there have been calls to modernize the historic *Day Nurseries Act (DNA)* – the original DNA has been the legislation governing child care since the 1940s and its last major revision was in 1983.

Two major events in children's services in the past 10 years reinforced the need for tangible action regarding updates to the existing legislation:

- In 2007, the *Early Childhood Educators Act 2007* was passed which permitted the establishment of the College of Early Childhood Educators in 2008. The licensed child care workforce is predominantly Early Childhood Educators; hence professionalization of Early Childhood Educators is anticipated to have a positive impact on the quality of children's care and education environments in Ontario. Since 2008, all Early Childhood Educators are professionally regulated by the College. Only members of the College are authorized to use the titles "early childhood educator ECE" or "registered early childhood educator (RECE)." In the new *Child Care and Early Years Act, 2014* when qualified personnel are referred to with respect to licensed child care and other early years services covered by this legislation, the qualifications requirement is membership in the College of Early Childhood Educators.
- In 2009, Dr. Charles Pascal's submitted the report *With Our Best Future in Mind* advising the Premier of Ontario on a comprehensive plan for early learning in this province. Full day kindergarten, one of the key recommendations of Pascal's plan, was implemented starting in 2010. Also in his report, Pascal advised that with the right changes to the *Day Nurseries Act*, the chaotic patchwork of early childhood programmes and services could be made to function more seamlessly as an integrated child care and early learning system that includes child care, full day kindergarten, and out of school programmes for school-aged children.

The Ontario Early Years policy framework now guides all planning and implementation of programmes and services for children within this integrated child care and early learning system.

In addition to these public policy and sector development activities, in recent years, there were a series of tragedies that occurred in unlicensed providers' homes that compelled the Government of Ontario to act quickly and critically examine the persistent weaknesses of the *Day Nurseries Act*. Their goal was to establish once and for all a new legislative framework that would give provincial officials the power to inspect, fine, and enforce rules with unlicensed providers caring for children.

Update:

The *Child Care and Early Years Act 2014* (CCEYA) came into effect on August 31, 2015. This comprehensive legislation replaces the *Day Nurseries Act* (DNA) and establishes new rules for child care in Ontario.

This new legislation has been carefully designed to better align with the child care needs of today's families. The CCEYA strengthens oversight of the child care sector and helps to establish the child care and early years system as a continuum of high quality programmes and services, all with a common goal of contributing to the healthy development of children.

The CCEYA is different the former *Day Nurseries Act* in that it applies to unlicensed child care and licensed child care in strategic ways that are intended to hold all care providers responsible for the safety of children.

A notable change in the new legislation, for example, is the number of children unlicensed providers are permitted to care for in their home. The CCEYA clearly specifies that a provider contracted by a licensed agency is able to care for a maximum of 6 children; however, an "unlicensed" independent provider is restricted to a maximum of 5 children among other changes to ratios.

The penalties and fines for providers who are found non-compliant to the new legislation and regulations have been significantly increased in the CCEYA helping to reinforce the safety of unlicensed care environments. These new elements of the law also help to promote the licensed child care sector. There is now an increased incentive for independent home child care providers to work with a licensed agency because there is an added financial benefit to be part of the licensed system given that they can care for more children.

There is also a listing of types of children's programmes and care arrangements that are exempt from CCEYA. Exemptions include:

- babysitters and nannies that provide care in the child's home
- care provided by relatives
- private schools for children ages 4 and older as well as
- recreation camps for children ages 4 and older and
- after-school programmes with a primary purpose of academic or skill-based recreation
- extended day kindergarten programmes operated by schools

The legislation also states that no programme or care provider other than a licensed child care programme can be called child care, or day care, or any other name that gives the impression that it is a licensed programme if it is not.

The clarity of the *CCEYA* – and in particular the distinction between licensed and unlicensed care, is intended to simplify the development of education campaigns for parents so that they can be more informed about the differences in licensed and unlicensed care when they are making choices about child care.

There are some specific expectations in the implementation stages of the *CCEYA* that unlicensed providers must do, such as a requirement to provide a written statement for parents declaring that they are unlicensed; and, they are required to provide receipts for payment upon request.

The *CCEYA* has been designed to promote the development of a stronger system of licensed care and to allow for better aligned, integrated early years programmes. The system-planning and development elements of this new *Act* are strong in comparison to its predecessor. The elements of the *CCEYC*, that are anticipated to reinforce planning and implementation of programmes under its governance to have the common goal of contributing to the healthy development of children include:

- Municipalities (and DSSABs, and First Nations and prescribed local authorities) are identified as the service system managers responsible for local planning and implementation of child care and early years programmes and services. Services plans for child care and early years programmes are required to be implemented cooperatively by service system managers, school boards, and other children’s services entities.
- The *CCEYA* includes amendments to other legislation (i.e., to the *Education Act*) and specifies programme exemptions (i.e., kindergarten extended day programmes), that will help to simplify the development and implementation of high quality recreation and out of school programmes for school-age children.
- All licensed child care and early years programmes are now required to follow one framework that guides programming and pedagogy. The new framework, *How Does Learning Happen?*, reinforces the view of “the child” as competent and capable, which is expected to have a positive impact on the quality of children’s early learning environments in all programmes that are part of the children’s services continuum.
- New regulations for licensed child care under the *CCEYA* have also been updated to reflect current early childhood theory, practice, and research.

Since the Ministry’s announcement of the new legislation in June 2015, staff have been making necessary changes to Directly Operated Programmes policies as well as ensuring all staff and contracted home child care providers have the necessary additional training requirements.

At an administrative service system level, staff are working to better understand the necessary changes to local policies and procedures but have maintained a “business as usual” approach until such changes can occur.

The Ministry has indicated that new legislative and regulatory changes will occur over the next two to three years. All changes have been and will continue to be updated on the Ministry's website:
<http://www.edu.gov.on.ca/eng/>

Recommendation:

That Committee and Council receive report CC-15-06, Child Care Early Years Act, 2014 for information.

Respectfully submitted,

A handwritten signature in black ink, reading "Luisa Artuso". The signature is written in a cursive, flowing style.

Luisa Artuso
Director of Child Care Services



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-15-07

Date: September 9, 2015

Subject: **Wellington Child Care General Operating Grant 2016**

Background:

The Ministry of Education introduced Ontario's new Child Care Funding Formula and Funding Framework in December 2012. Together, the new funding and funding framework provides municipalities the opportunity to increase service stability, reduce waitlists for subsidies and mitigate closures of child care centres. It also enables municipalities to respond better to the demands for service, help stabilize fees and improve reliability of child care to better support families as the system transitions to work effectively with the implementation of full day kindergarten.

The General Operating Grant (GOG) is a new approach intended to replace the current wage subsidy grants to operators. As per Ministry requirements, it is to be used to support the costs of operating licensed child care programmes to help stabilize and transform the existing birth to 3.8 years system and to enable higher quality, consistent child care services.

Unlike the new Wage Enhancement Grant/Home Child Care Enhancement Grant entitlement funding initiative introduced by the province in January 2015, the General Operating Grant is subject to meeting priorities for consideration and all requirements of the County of Wellington for Purchase of Service Agreements (where Wage Enhancement Grants are not).

In November 2014, Committee and Council approved report CC-14-06 which outlined immediate and 2015 transitional changes to the current Purchase of Service Agreements for Fee and Wage Subsidy (attached). These changes were made to lead toward the full strategy that will be Wellington's General Operating Grant approach that meets our service system's priorities and provincial requirements.

Update:

Since the November report, staff continued to use the most reliable and current research, practice resources and new information to build the new GOG funding model. Staff also consulted with our child care community on the development of our model through surveys, a community forum and individual consultations.

Through these consultations, the importance of committed partnerships with local operators, service delivery agencies, and most importantly, school boards to effectively plan and cohesively work towards the monumental changes of the modernization of child care is critical.

Staff is committed to promoting the necessary changes in order to strengthen the current system in keeping with the provincial vision through methodical and transformative leadership grounded in research and evidence. Overall, the child care community is very much in support of the proposed GOG, much of their feedback is resounded in the report as “positive intentional consequences”.

With this in mind, staff recommends the implementation of the Wellington Child Care General Operating Grant described in the attached document. Additionally, the approval to terminate all current Purchase of Service Agreements for Wage Subsidy and Purchase of Service Agreements for Fee Subsidy where applicable to be replaced with the attached Purchase of Service Agreement for General Operating Grant.

The current reporting requirements for wage subsidies via audited financial statements, special purpose reports and utilization will updated and modified to reflect the new operating grant system.

Attachments:

- Committee Report dated November 12, 2014 - General Operating Grant CC-14-06
- Wellington Child Care General Operating Grant Strategy document
- Wellington Child Care General Operating Agreement

Financial Implications:

None - general operating grants will continue to flow to child care providers within the available provincial funding allocation.

Recommendation:

That Committee and Council approve the implementation of the new Wellington Child Care General Operating Grant commencing January 1, 2016 in its entirety as per report CC-15-07

That the Warden and Clerk be authorized to terminate all existing Purchase of Service Agreements for Wage Subsidy as of December 31, 2015

That the Warden and Clerk be authorized to execute Purchase of Service Agreements for Wellington General Operating Grants with operators subject to the programme meeting the priorities for consideration and all other requirements of the County of Wellington for Purchase of Service Agreements subject to final review and approval by the County Solicitor

That staff be directed to prepare the necessary by-law.

Respectfully submitted,



Luisa Artuso
Director of Child Care Services

COUNTY OF WELLINGTON CHILD CARE GENERAL OPERATING GRANT STRATEGY

*Child Care Services,
September 2015*

County of Wellington

Child Care General Operating Grant

Introduction – The Transformation of Early Years

Ontario's Early Years Framework

In 2013, the Government of Ontario launched the Ontario Early Years Framework. The Early Years Framework supports the Ontario vision for the Early Years:

“Ontario’s children and families are well supported by a system of responsive, high quality, accessible, and increasingly integrated early years programmes and services that contribute to healthy child development today and a stronger future tomorrow.”

The Government of Ontario’s long-term vision is to build a high-quality, accessible and coordinated early learning and child care system for children before they start school and for school-aged children. The early learning and child care system in Ontario will:

- Focus on children learning in safe and caring play-based environments.
- Focus on children’s healthy physical, social, emotional and cognitive development.
- Deliver early identification and intervention for children in need of supports faster.
- Wherever possible, early learning and child care services will be located in or linked with schools to enhance children’s and families’ experiences of a seamless education and care system.

A seamless system in which children’s experiences of transitions between education and care are reduced is the goal. The parts of an integrated education and care system that is envisioned to be seamless for children are:

- The early learning and child care system for children birth to 4 years. This is the child care system that serves children before they are old enough to enter school.
- The full day kindergarten programme for all children 4 and 5 years in Ontario. The full day kindergarten programme includes integrated before and after-school full day kindergarten extended day programming that is seamless in staffing, physical space, and pedagogy.
- High quality and enriching programmes for school aged children ages 6 to 12 years.

Child Care Modernization

Child Care Modernization in Ontario refers to all of the policies, funding strategies, and related activities involved in transitioning the existing child care service system to the new early learning and child care service system.

The fundamental activities that are part of Child Care Modernization in Ontario are:

- **Full-day kindergarten for every child ages 4 and 5 years in Ontario;**
- **New Child Care Funding Formula and Funding Framework**
Introduced in December 2012, the new formula and funding framework provides an efficient transparent method of allocating provincial funds for child care to CMSMs/DSSABs based on publicly available data and third-party measures. It also streamlines the rules on how the funds may be spent in order to increase service stability, respond to the demand for service, help stabilize fees, and improve reliability as well as the reporting requirements for expenditures and service levels, as well as the tracking of results;
- **Bill 10, Child Care Modernization Act**
On August 31st, the *Day Nurseries Act* was repealed and replaced with the *Child Care and Early Years Act, 2014*. This new Act is a modernized legislative framework to govern the provision of child care and early year programmes and services. It also amends the *Education Act* that will support access to developmentally responsive school age programmes for children 6 to 12 years of age;
- **Development of Best Start Child and Family Centres;**
- **Strategies to ensure that child care and early years programmes are more consistent and of higher quality;**
- **Strategic improvements to the organization and delivery of children's speech and language services across Ontario**

The 2012 Child Care Funding Formula and Funding Framework introduced a General Operating expense as part of the core service delivery allocation in the provincial budget allocation (while revoking wage subsidy funding allocations). This expense category provides Consolidated Municipal Service Managers (CMSMs)/District Social Service Advisory Boards (DSSABs) with new levels of control over the distribution of funds in an equitable and transparent way aimed to stabilize, transform and support local child care programmes into being part of a high quality, accessible, inclusive, and modernized early childhood education and child care system. The funds are also to increase the convenience and reliability for parents and strengthen the current proportion of child care programmes operated by the non-profit sector.

The Ontario Child Care Service Management and Funding Guideline (January 2015) further identifies the purpose of the general operating expense as financial support for covering the costs of operating licensed child care programmes such as wages, benefits, occupancy, operating and administrative costs. The Ministry requires for General Operating Grants to be in effect as of 2016.

Since late 2012, staff has been researching and developing the plans for our local General Operating Grant in keeping with the Ontario Early Years Framework, Child Care Modernization and the Ontario Child Care Service Management and Funding Guidelines. This involved analysis of other CMSMs/DSSABs strategies, consultation with local child care operators through information sessions at Operators' meetings, a formal survey as well as formal group and individual consultations set for this specific purpose.

The Wellington Child Care General Operating Grant (WCCGOG) also needs to be in line with *County of Wellington Child Care Service Plan 2015-2018* (approved by Council in June 2015) which outlines our priorities and planning strategies for the early learning and child care system in our service delivery area. These Wellington strategies reinforce local child care system goal definition, strengthen integration and governance in the system, and involve higher levels of accountability for programme quality. We commit to continue using the best evidence available to ensure public funding is spent on the aspects of the child care system that are known to have the most positive impact on children.

The Current System

Throughout the history of Canadian child care provision, the major revenue to cover operational costs is user fees. User fees generate about 88% of revenue while publically funded wage subsidies and other revenue sources generate the remaining 12%.

Wages are always the major portion of a child care programme's budget (even when ECEs are paid minimum wage). When accurately calculated, suitably compensating ECE staff working in the child care system can push the actual operating costs of a child care programme to more than twice the revenue that can be reasonably generated from user fees.

Operators in all parts of Ontario (and Canada), although not intentionally by design, have used paying low wages for ECEs to help control the gap between revenue and expense levels for decades. This has led to low wages being a well-known phenomenon in Ontario's child care sector and is the number one reason ECEs leave the child care field.

The median wage levels of early childhood educators working in the Wellington service area (including programmes currently supported by wage subsidies) are lower than the Ontario medians for ECE wages.¹ Twenty-nine percent (29%) of ECEs working in child care in the 519 area code report that they are "looking for another job."²

In our consultation with local child care operators, they agreed that what matters most to them with this funding model is being able to attract and retain registered early childhood educators to work in their programmes. Operators told us that if they had more revenue available to them, they would improve child care workers' wages and benefits first. They also said that they would hire more registered early childhood educators (RECEs) for all early childhood staffing positions in their programmes if they could.³

Operators also shared that wages have a negative impact in their programmes' ability to maximize utilization rates (operating capacity vs licensed capacity) due to teacher: child ratios which results in licensed spaces not being filled by families who need care. Their lack of revenue also has a negative impact in their ability to keep up with the needs for professional development, repairs, maintenance, equipment and supplies despite annual one-time grant application processes.

Alternatively, increasing user fees to pay for child care is not an option for generating more revenue – the provincial guidelines for the general operating expense is to “reduce fees for services” and research confirms that the cost of child care is already so discouragingly high for many families that many make a choice not to work or to seek out unregulated care arrangements.⁴ The Wellington document, *Economic Value of Child Care*, also details the very negative implications of increasing the cost of licensed child care for families.⁵

The Wellington Child Care General Operating Grant

As the *County of Wellington Child Care Service Plan 2015-2018* identifies that only full time, full year high quality licensed child care has a measured positive impact on children's continued development and supports strong, consistent and economically viable parental engagement in the workforce or in education opportunities,⁶ the Wellington Child Care General Operating Grant is designed to publicly fund the most important (for children) and most expensive (for families and operators) aspects of a high quality, full time, full year modernized early learning and child care system for children birth to 4 years. It is also based on the premise that attracting and retaining a highly skilled and well-qualified early childhood education workforce in child care is most relevant to child care quality.

The development of the Wellington Child Care General Operating Grant (WCCGOG) began with an extensive examination of research evidence and effective practices regarding operational budgets for child care programmes. Particularly, the research evidence and practices that prioritize financial budgeting models that support the highest quality service delivery at the programme level. The results of this research led to developing a standardized operational *budget for quality* that has become fundamental to all of our subsequent work on the WCCGOG strategy.⁷

The WCCGOG is a block funding strategy for all approved costs of child care operation built on two main premises that are both *very* connected to early childhood staff wages:

1. When child care operators allocate 80% of their operational budget to staff wages and benefits the programmes are likely to be higher quality. Hence, child care programme operators will be held accountable for allocating 80% of their operational budgets to staff wages and benefits in Wellington Child Care General Operating Grant funded programmes.
2. Better wages of early childhood education staff in child care is essential to high quality. Hence, a Wellington ideal wage standard of \$20 per hour for early childhood education staff has been established as a basis for improving child care wages in WCCGOG funded programmes.⁸

Operational Budget for Quality

The WCCGOG operational *budget for quality* is:

- 80% of the child care programme's operational budget is allocated to wages and benefits (minimum of 75% for ECE staff in programme, maximum of 10% for administration)^{9 10}
- 17.5% of the operational budget is allocated to occupancy costs,¹¹ operating materials, services, utilities and nutrition (nutrition portion, not less than 2.5%)
- 2.5% of the operational budget is allocated to professional development for all early childhood staff (including supervisors, RECEs, child care workers, and cooks).¹²

Every line in a child care programme's operational budget is actually a policy decision that directly determines what the programme will be.¹³ When wages and benefits are 80% of a child care programme's operational budget, strong research studies show that the programme is more likely to be higher quality.

Base Wages for Quality

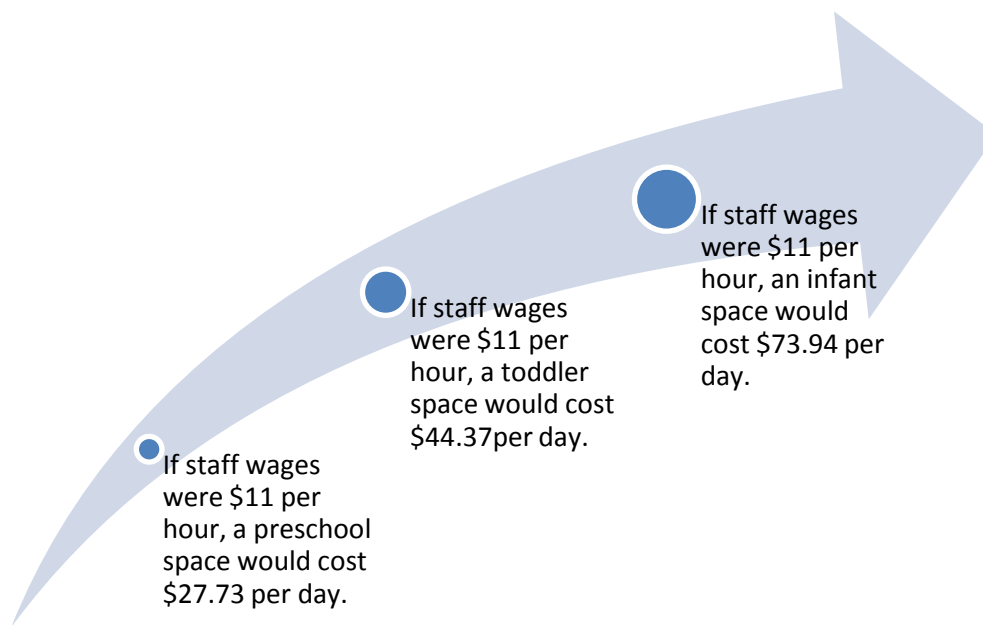
The first step in developing a good understanding the real cost of child care is knowing how wage levels of early childhood educator staff fit into a child care programme's operating budget.

A wage standard for appropriate compensation for early childhood education workers in licensed child care has been established by the Ministry of Education in their 2015 wage enhancement strategy. It is \$26.27 per hour for workers in licensed child care centres and \$262.70 per day for home child care providers working with a licensed agency. While the provincial wage enhancement strategy of up to a dollar an hour compensates early childhood education workers in child care directly – the WCCGOG will

strengthen the provincial wage enhancement strategy to improve compensation levels for ECEs despite the initiatives being completely independent of one another.¹⁴

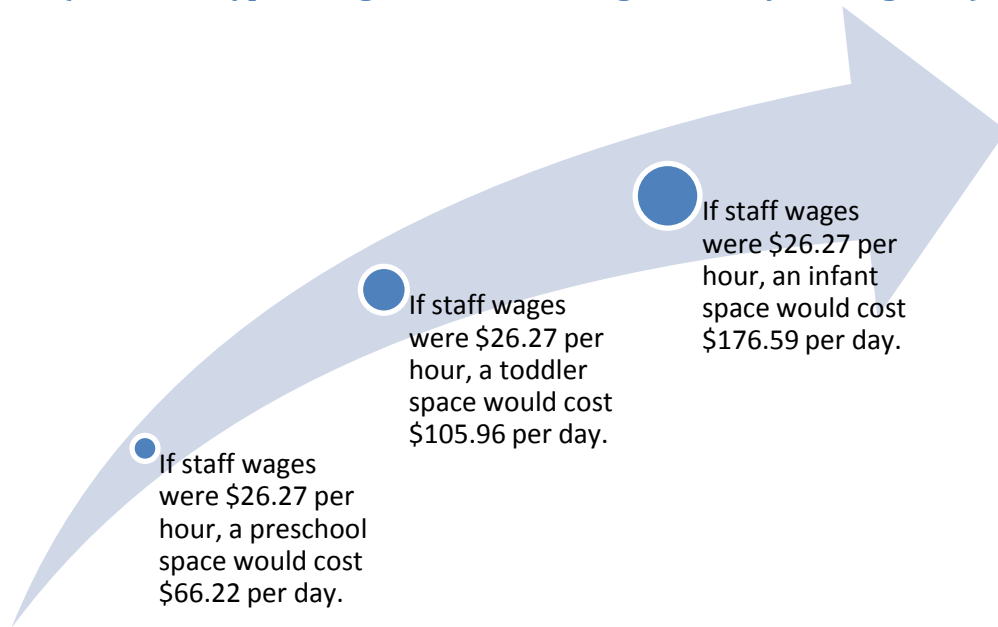
Child Care Services staff developed a formula for determining the real cost of licensed child care¹⁵ using the general operating *budget for quality* and then calculated the real cost of infant, toddler and preschool spaces when early childhood education staff are paid \$11.00 per hour (the mandatory base rate operator's must pay to receive grants);¹⁶ \$26.27 per hour;¹⁷ or \$20.00 per hour.¹⁸

The Real Cost of a Preschool, a Toddler, and an Infant Space when the staff wage is \$11 per hour (\$11 is Minimum Wage in Ontario and is the mandatory rate operator's must pay)

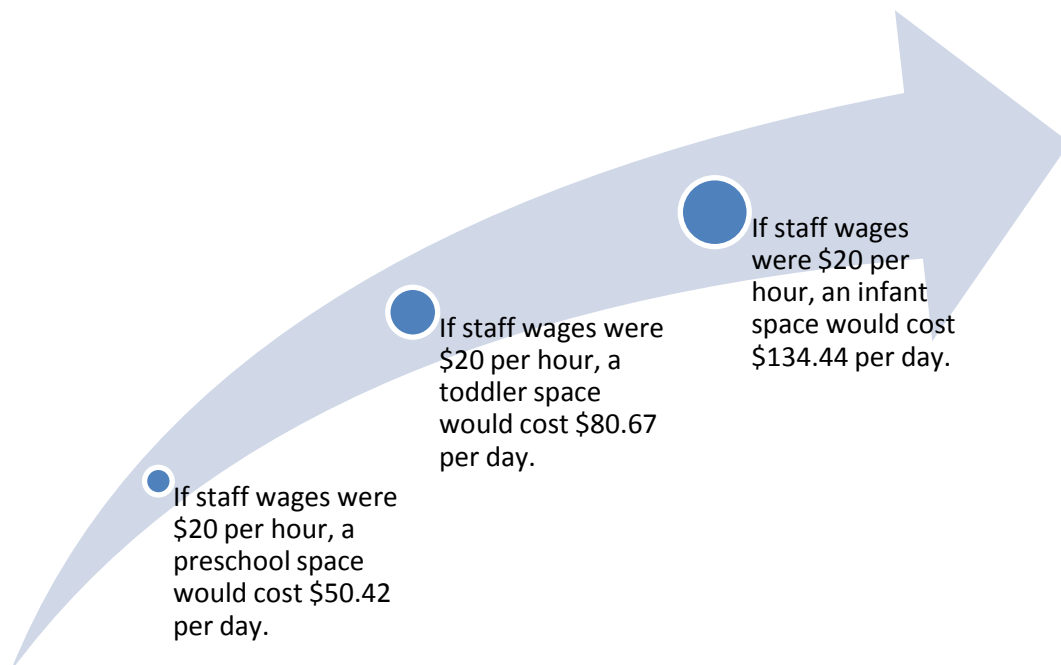


Note: The relative decline in the cost of child care as the ages of the children in each group go up has to do with the regulated ratio of qualified caregivers to children. Ratios are lowest for the older children – preschoolers (1:8) followed by toddlers (1:5) and infants (1:3).

The Real Cost of a Preschool, a Toddler, and an Infant Space when the staff wage is \$26.27 per hour (\$27.26 is a typical wage of RECEs working in Full Day Kindergarten)



The Real Cost of a Preschool, a Toddler, and an Infant Space when the staff wage is \$20 per hour



The Formula - Funding for Increased Quality and Service Levels while keeping User Fees Affordable for Families

The formula is essentially quite simple. The maximum eligible allocation is based on the programme's licensed capacity and is calculated by taking the difference between the daily cost to operate a child care space (based on staff earning \$20.00 per hour and operating at 11 hours per day) and the current average daily user fee for each full time space. For example:

- As the projected daily cost to operate and infant space is \$134.50 and the average fee generated revenue is \$53.50, the ideal general operating grant for an eligible infant space is \$81.00 per day.
- As the projected daily cost to operate and toddler space is \$80.70 and the average fee generated revenue is \$43.65, the ideal general operating grant for an eligible toddler space is \$37.05 per day.
- As the projected daily cost to operate and preschool space is \$50.40 and the average fee generated revenue is \$38.75, the ideal general operating grant for an eligible preschool space is \$11.65 per day.

Our testing of the model confirms that when fully funded and implemented, the WCCGOG formula and budget for quality will together ensure a sufficiently funded approach to support a modernized, stable, affordable high quality child care system with staffing models that are known to be good for children, families, ECEs, and for sector development.

This level of funding is intended to increase utilization rates (operating capacity vs licensed capacity) to serve more children and families in need of care while at the same time, increase quality by reinforcing the development of programme site staffing profiles that are associated with consistency in caregivers for children and that reinforce good practices in early childhood education.

An intended consequence is to eliminate short term and transient staffing methods that are associated with job insecurity in the child care sector for early childhood educators. And to provide for a variety of "quality supporting" staffing options – including for staff coverage while they complete documentation, meet with families and other service professionals, and participate in professional development activities.

This funding level and approach also provides for a range of staffing profiles that are focused on quality (e.g., full time positions outweigh part time; there is at least one full time ECE in the room at the beginning of the day and at one full time ECE in each room at the end of the day; all staff - including part time staff and teaching assistants - are RECEs). The proportion of the wages and benefits budget (25%) allowing for non-ratio staff permits every programme to accommodate a supervisor and a cook on site and also enhances the possibility of hiring additional programme staff that could enhance ratios during parts of the day.

In order to reduce parent fees for child care - a stated objective that the Ministry of Education has for this funding,¹⁹ predictability in base funding to child care operators is essential. One reliable way to offer programme operators higher levels of base funding predictability is to provide funding according to child care programmes' licensed capacity.²⁰ The licensed capacity for child care programmes is public information and cannot change without a Ministry of Education director issuing a new license. This also ensures the transfer of funds is transparent among the eligible programmes.

The WCCGOG strategy should, eventually, reduce the fees that operators charge families and the child care subsidy system. The impact on the fee subsidy budget will be that more families could be supported because the per-unit cost to the overall fee subsidy budget would be smaller: an obvious method to improve access equity for families. The WCCGOG strategy not only strengthens our role in system management, it also opens up the opportunity for the County of Wellington's child care fee subsidy budget to provide fee subsidies for higher numbers of families and children to access child care.

Supporting the Transition of Modernization

In order to avoid a reduction of current service levels, the *County of Wellington Child Care Service Plan 2015-2018* committed to continuing support – with operational funding – nursery school and school age programmes despite that they are not part of the full time, full year child care and early learning system.²¹

Therefore, the Wellington Child Care General Operating Grant implementation will be allocated in two separate tiers of eligibility for funding:

Tier One: Full time, full year birth to 4 years programmes that meet the priorities and requirements of the County of Wellington Purchase of Service Agreements will equitably receive *up to* the full calculated allocation of the WCCGOG with priority given to the non-profit sector. Where it is necessary to meet local community needs, the WCCGOG will be provided to the for-profit operator sector.

Tier Two: Nursery school programmes and School Age programmes (ages 4 to 12 years) that offer care 52 weeks per year will continue to be eligible for operational funding at their **current** funding level based on the current wage subsidy formula. There will be no increases of operating funds allocated to expansion in these programmes; however, the County will enter into Purchase of Service Agreements for Fee Subsidy with new operators and expansion of services.

Operating funding will be allocated by Child Care Services - as the system continues to transition and as a secondary priority for operational funding allocations - to programmes that deliver part time and/or part year services for children birth to 3.8 years and to programmes that deliver school-age programming for children older than 3.8 years.²² The operating funding allocations that part time and/or part year programmes and school-age programmes might access will be based on the formulas and methods used for prior wage subsidy allocations.

It is expected that as the new WCCGOG funds increase to support the early years and that school boards take on responsibility of the school age care system, the revenue from school age programmes will no longer be needed to support deficits created by operating infant, toddler, and preschool spaces. This will also enable operators who provide child care for both early years and school age to sustain equitable wage increases for all staff within their organizations.

Accountability

The funding amounts that child care programmes can receive from the WCCGOG are potentially higher than funding amounts that have ever been made available to operators in the past. Therefore, the WCCGOG strategy includes the highest levels of accountability for quality service delivery that the County of Wellington has ever asked of child care operators.

All operators in receipt of the WCCGOG as of January 1, 2016 must:

1. Meet the requirements of Tier One or Tier Two funding allocations
2. Meet all priorities and requirements of the County of Wellington Purchase of Service Agreements (current application and policies/procedures to remain in effect until approved changes are made)
3. Must demonstrate the organization's ability to "budget for quality"
4. Must receive approval of use of funds prior to receipt of funds
5. Must provide audited financial statements and budget/wage reporting documents annually.

Based on the level of WCCGOG made available to operators, must:

1. Must demonstrate increase to staff wages identified by Child Care Services
2. Must demonstrate increase to full time employment of Registered Early Childhood Educators
3. Must demonstrate increase to utilization rates identified by Child Care Services
4. Must demonstrate no increase or a decrease in parent fees as identified by Child Care Services

Child care programmes are able to account for 3 months reserve and still be supported by this funding approach. Child care programmes that are not able to meet the expected budgeting percentages will be required to review their allocations and, with respect to their reserve funding, may be required to review their reserve management system and demonstrate how they have revised their operational budgets to reflect the budget expectations.

Consequences of the Wellington Child Care General Operating Grant

1. Public funds provided to programmes will achieve a strategic, modernized, high quality system
2. The child care system in Wellington will be more predictable in its financial and operational stability. The system will no longer rely on low wage labour to exist.
3. More highly skilled Registered Early Childhood Educators will want to work (and stay working) in local child care programmes.
4. Child care operators will be able to hire RECEs for all staffing positions that work with children. The highly skilled but not-yet-qualified workers on staff who are too important to lose are able to get support in obtaining these Early Childhood Education qualifications. This will have a positive impact on how well children with disabilities and special needs are included in all aspects child care.²³
5. More children and families will be able to access spaces as programmes are better able to operate at licensed capacity.
6. Child care quality levels improve – this will be monitored by the Wellington Child Care Operating Criteria scores.
7. Child care operators will be more confident about opening and delivering high quality infant spaces and programmes in our rural areas.
8. With more provincial funding, parent fees can go down and fee subsidies can reach more families because the major portion of the cost of child care is funded through block public funding.

Endnotes

¹ In 2012 the Government of Ontario released the document “licensed child care questionnaire results” which identified ECEs median wages (in the low range) as \$15.67 per hour and (in the high range) as \$17.47 per hour in Ontario. According to Human Resources Sector Council You Bet We Still Care! data that are not released to the public, there are statistics showing that in the 519 area code wages are likely to be closer to just over \$16.00 per hour in urban child care programmes and \$14.00 per hour in rural child care programmes.

² Child Care Human Resources Sector Council (2013) *You Bet We Still Care! A Survey of Centre-based Early Childhood Education and Care in Canada*.

³ Wellington’s General Operating Grant Consultation with Operators June 2015.

⁴ This is discussed in much greater detail in the 2012 County of Wellington Child Care Services report, [*The Economic Value of Child Care*](#).

⁵ A 10% increase in the cost of child care can result in a 2% decrease in maternal employment in the population. [County of Wellington Child Care Services \(2012\). The Economic Value of Child Care](#), page 7.

⁶ The evidence that supports a full time, full year focused funding strategy because full time programmes have a more tangible impact on child development and on parent participation in employment are:

Barnett, W. S. (2008). *Preschool Education and its Lasting Effects: Research and Policy Implications*.

Fairholm, R. (2011, June 22). Economic Impacts of Early Learning and Care. Early Education Economic Forum, Atkinson Centre, OISE/University of Toronto. Toronto, Ontario: The Centre for Spatial Economics.

Barnett, W. S., & Ackerman, D. J. (2006). Cost, benefits and long-term effects of early care and education programs: recommendations and cautions for community developers. *Community Development: Journal of the Community Development Society*, 37(2), pp. 86-100.

Cleveland, G., Forer, B., Hyatt, D., Japel, C., & Krashinsky, M. (2008). New Evidence about Child Care in Canada: Use Patterns, Affordability, and Quality. *Institute for Research on Public Policy (IRPP)*, 14(12).

Ferrao, V. (2010, December). *Paid Work: Women in Canada, A Gender Based Statistical Report*. Statistics Canada.

Gassman-Pines, A. (2011). Low-income mothers' nighttime and weekend work: Daily associations with child behavior, mother-child interactions, and mood. *Family Relations*, 60, 15-29.

Heckman, J. J. (2000). *Policies to Foster Human Capital*. University of Chicago, Department of Economics. Berkeley : Aaron Wildavsky Forum, Richard and Rhoda Goldman School of Public Policy, University of California at Berkeley.

Kimmel, J. (2006). Child care, female employment and economic growth . *Community Development: Journal of the Community Development Society*, 37(2), 71-85.

Liu, Z. R., Ribeiro, R., & Warner, M. (2004). *Comparing Child Care Multipliers in the Regional Economy: Analysis From 50 States*. Cornell University Linking Economic Development and Child Care Research Project .

Melhuish, E. (2013). Let evidence lead the way: Findings from the UK's effective provision of preschool education study: A Connaught Global Challenge Fund Award Lecture. Toronto: Fraser Mustard Institute for Human Development, University of Toronto.

Moodie-Dyer, A. (2011). A policy analysis of child care subsidies: Increasing quality, access, and affordability. *Children and Schools* , 33(1), 37-45.

National Scientific Council on the Developing Child. (2007). *The Timing and Quality of Early Experiences Combine to Shape Brain Architecture: Working Paper #5*. Retrieved 08 10, 2011, from www.developingchild.net

Nomaguchi, K. M. (2006). Maternal employment, nonparental care, mother-child interactions, and child outcomes during preschool years. *Journal of Marriage and Family*, 68, pp. 1341-1369.

OECD. (2006). *Starting Strong II: Early Childhood Education and Care*. Paris, France: OECD Publishing.

OECD. (2011, 12 05). *Divided We Stand: Why Inequality Keeps Rising, Country Note - Canada*. Retrieved 12 06, 2011, from <http://www.oecd.org/dataoecd/50/52/49177689.pdf>

Penn, H. (2011). Policy Rationales for Early Childhood Services. *International Journal of Child Care and Education Policy*, 5(1), 1-16.

Ryan, R. M., Johnson, A., Rigby, E., & Brooks-Gunn, J. (2010). The impact of child care subsidy use on child care quality. *Early Childhood Research Quarterly*, doi:10.1016/j.ecresq.2010.11.004.

Shellenback, K. (2004). *Child Care and Parent Productivity: Making the Business Case*. Cornell University, Cornell Cooperative Extension, Department of City and Regional Planning. Ithica: Cornell University.

Torquati, J. C., Raikes, H. H., Huddleston-Casas, C. A., Bovaird, J. A., & Harris, B. A. (2011). Family income, parent education, and perceived constraints as predictors of observed program quality and parent rated program quality. *Early Childhood Research Quarterly*, doi:10.1016/j.ecresq.2011.03.004.

Warner, M. E. (2006). Overview: Articulating the economic importance of child care for community development. *Community Development, Journal of the Community Development Society*, 37(2), pp. 1-6.

Warner, M., Adriance, S., Barai, N., Hallas, J., Markeson, B., Morrissey, T., et al. (2004). *Economic Development Strategies to Promote Quality Child Care*. Ithica, New York: Linking Economic Development and Child Care Research Project, Cornell University.

⁷ Canadian research-evidence resources that provided the evidence for the Wellington standardized operational budget for quality:

Best Start Expert Panel on Quality and Human Resources (March 2007). *Report of the Expert Panel on Quality and Human Resources: Investing in Quality – Policies, Practices, Programs and Parents*. Ontario: Government of Ontario.

Chandler, K. (2003). *Administering for quality: Canadian early childhood development programs*. : Toronto, ON: Prentice Hall.

Child Care Human Resources Sector Council (2006). *What Factors Influence Wages and Benefits in Early Learning and Child Care Settings?* Ottawa: CCHRSC.

Cleveland, G. & Krashinsky, M. (2004). *Financing Early Learning and Child Care in Canada: Discussion paper prepared for the Canadian Council on Social Development's (CCSD) national conference on child care in Canada*. Winnipeg: Canadian Council on Social Development.

Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). *You Bet I Care! A Canada-Wide Study on: Wages, Working Conditions, and Practices in Child Care Centres*. Guelph, Ontario: Centre for Families, Work, and Well-Being, University of Guelph (pages 167-170).

Goelman, H., Forer, B., Doherty, G., Lero, D.S., & LaGrange, A. (2006). Towards a predictive model of quality in Canadian child care centers. *Early Childhood Research Quarterly*, 21 (3) pp. 280- 295.

International research-evidence resources that provide supporting evidence for the Wellington standardized operational budget for quality:

Barnett, W. S., & Ackerman, D. J. (2006). Cost, benefits and long-term effects of early care and education programs: recommendations and cautions for community developers. *Community Development*, 37 (2), pp. 86-100.

OECD (2006). *Starting Strong II: Early Childhood Education and Care*. Paris: OECD Publishing.

OECD (2012). *Starting Strong III – A Quality Toolbox for ECE and Care*. Paris: OECD Publishing.

Operational and practice based resources were reviewed by Child Care Services staff to test the budget for quality proportions. They included the County of Wellington directly operated programmes' operational budgets; materials shared by other CMSMs including Peel, London Middlesex, Toronto, Waterloo, Kawartha Lakes; and by the Andrew Fleck Child Care Services organization.

⁸ This is a minimum wage standard. Early childhood staff wages in Wellington GOG funded programmes are to be \$20 per hour *plus* any other revenues to support wages (either from the operators' other sources of revenue or from the wage enhancement grant).

⁹ The seminal source of evidence that high quality early childhood education programmes allocate 80% of their operational budget to wages and working conditions is: Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). *You Bet I Care! A Canada-Wide Study on: Wages, Working Conditions, and Practices in Child Care Centres*. Guelph, Ontario: Centre for Families, Work, and Well-Being, University of Guelph (pages 167-170).

You Bet I Care! is (still) the lone pan-Canadian study that studied the link between the child care workforce and process quality evaluation findings. Occupational reports, academic, practice-guiding publications and studies continue to reference the original *You Bet I Care!* findings and several studies have included examinations of this budget formula and the implications of programme quality. The additional resources that were used for the development of the Wellington operating budget for quality – and which specifically identify that when wages and benefits are 80% of an operational budget for child care, the programme is likely to be higher quality are:

Beach, J., J. Bertrand, B. Forer, D. Michal and J. Tougas (2004). *Working for change: Canada's child care workforce – Main report*. Ottawa: Child Care Human Resources Sector Council.

Chandler, K. (2003). *Administering for quality: Canadian early childhood development programs*. Prentice Hall: Toronto, ON.

Child Care Human Resources Sector Council (2006). *What Factors Influence Wages and Benefits in Early Learning and Child Care Settings?* CCHRSC: Ottawa.

Cleveland, G. & Krashinsky, M. (2004). *Financing Early Learning and Child Care in Canada: Discussion paper prepared for the Canadian Council on Social Development's (CCSD) national conference on child care in Canada*. Canadian Council on Social Development: Winnipeg (November).

Also see: Halfon, S. (2014). *Canada's childcare workforce*. [Moving Childcare Forward Project] Toronto: Childcare Resource and Research Unit. For a summary of the major Canadian research projects and their primary findings with respect to the child care workforce in Canada (including funding allocations, compensation, staffing retention, and quality).

¹⁰ Within the 80% expected proportion of the budget supporting wages and benefits, 75% must be for direct “teaching” staff – teaching staff are the early childhood educators and child care workers who are part of ratios. Because this standardized proportional budget is also going to be used for holding WGOG funded child care programme operators accountable to the funding they receive, it is important to note that programme operators will be required to demonstrate that no operating grant funding has been used for owner/operator compensation from the proportion of the budget that is for teaching staff. Also, in keeping with the provincial expenditure benchmark for administration, eligible expenses associated with the general operating grants for administration costs cannot be more than 10% of all general operating grant funding.

¹¹ This area of the operational budget (17.5%) is likely to be the area where child care programme operational costs vary the most across programmes. It is for this reason (and also because this is a block

funding strategy), that the standard operating budget for quality has not been made *more specific* in its details – except to say that nutrition costs (food) cannot be less than 2.5% of the budget. Occupancy costs (i.e., rent) in the Wellington service delivery area have challenged child care operators’ budgets. We have documentation that tells us that this is an area where there is the most variation (even within one organization, occupancy costs can vary between programme sites) for operators. It is not unreasonable to assume that the proportions of expenses related to occupancy costs for child care programmes in our service delivery area can range from 3% to as high as 15% of their budget. The occupancy costs proportion of child care programme budgets is difficult for the CMSM to have a direct impact on, beyond providing support for programmes advocating for better rent levels with their landlords. There are municipalities (e.g., City of Toronto) which have embedded funding for rent in their child care funding strategies in the past; however, the variability of the rental market dependent on the area, density of the population and nature of the space being rented can create situations that result in inequitable distribution of funding that is – at best, only tenuously – connected to quality child care delivery. As service system manager, the County of Wellington Child Care Services is taking an active role in communicating with school boards to ensure that the child care programmes located in publicly funded schools are charged low rent (and that the rate is standardized across all schools). There are Ministry of Education initiatives that were designed to support the development of licensed child care spaces in schools (e.g., Schools First Child Care Retrofit Policy) and there have been several indications in formal policy documents (for example, *Achieving Excellence: A Renewed Vision for Education in Ontario* April, 2014) that the Province of Ontario intends to enhance school boards’ capacity in integrating early years programmes and providing environments where services can be co-located for the convenience of parents and families.

¹² **2.5% is lower than the recommended 4%** for professional development in the March 2007, *Report of the Expert Panel on Quality and Human Resources: Investing in Quality – Policies, Practices, Programs and Parents*. The County of Wellington directly funds the Quality Child Care Initiative which is contracted to make available no-cost and very low cost professional development opportunities for all interested workers in licensed child care in the Wellington service delivery area. It is notable that if the QCCI activities were not directly funded by the CMSM, the equivalent of \$500,000+ for (approximately) every 1,000 full time, full year spaces in the Wellington service delivery area – would have to be directly drawn from the individual budgets of the child care programmes to be able come close to meeting what the research shows is a reasonable budget allocation for staff professional development.

¹³ Chandler, K. (2003). *Administering for quality: Canadian early childhood development programs*. Prentice Hall: Toronto, ON: pa.222.

¹⁴ This is one reason why wage enhancement funding cannot be used to replace general operating funding provided to operators and why the wage enhancement funding is always to be added to staff wages above and beyond how they might be supported by general operating funding.

¹⁵ The full set of assumptions for the calculations to determine the “real cost of child care” based on an hourly wage is:

-
- 11 hours of operation
 - the hourly wage (for this report, the hourly wage is: \$26.27; \$11.00; \$20.00)
 - the benefits rate is at 10%
 - the teaching portion of the wages representing 75% of all wages
 - the benefits and wages are 80% of all operational costs (for quality)
 - the programme is open for 260 days of operation.

Real Cost of Child Care (Per Day) Rates for each age group were calculated using the following equations:

Staff Required = Number of children (by licensed capacity) x ratio requirement (to the Licensed Capacity) (e.g., *.333 infants; *.2 toddlers; *.125 preschoolers)

Staffing Hours = Hours of Operation x Staff Required

Wage Total = Staffing Hours x Hourly Wage (e.g., \$20.25; \$16.40; \$13.60; \$10.25)

Teaching Wages = Wage Total + (Wage Total x Benefits Rate as a % of all wages (i.e., 10%))

Total Wages = Teaching Wages / Teaching as a % of all wages (i.e., 75%)

Total Centre Cost = Total Wages / Wages as a % of all costs (i.e., 80%)

Cost per Child = Total Centre Cost / Number of Children (Licensed Capacity)

Annual Cost per Child = Cost per Child x Number of Operating Days (i.e., 260)

Annual Age Group Total Cost = Annual Cost per Child x Number of Children (Licensed Capacity)

Total Centre Costs for all Children (birth to 3.8 years) = Annual Age Group Total Costs Infants + ... Toddlers + ... Preschoolers)

¹⁶ \$11.00 per hour is minimum wage in Ontario. It is the mandatory base amount that must be paid for by child care operator in Ontario.

¹⁷ \$26.27 per hour is the Government of Ontario standard for wages of Registered ECEs working in Full Day Kindergarten programmes in Ontario. See: <http://news.ontario.ca/edu/en/2015/01/early-childhood-educators-wage-enhancement.html> (January 19, 2015).

¹⁸ \$20.00 per hour is the minimum wage standard for the Wellington general operating grant. Child care operators are mandated to pay the mandatory base of \$11 (minimum wage) per hour.

¹⁹ The purpose of the General Operating expense is to support the costs of operating licensed child care programmes in order to reduce wait times and fees for services, stabilize service levels, and (where funds allow), improve access to high quality affordable early learning and child care services for children and their families (Ontario Child Care Service Management and Funding Guideline, January 2015).

²⁰ The information on the license that the County of Wellington considers to be the “licensed capacities” is the information specifically called the “Licensed capacity of the day nursery” on the Ontario Ministry of Education *licence to operate a day nursery* for each child care programme.

²¹ Fee subsidies will be available to a wider range programmes than those that are eligible for the Wellington General Operating Grant.

²² Provincial documents, such as the *Child Care Funding Technical Paper, 2015, Winter 2014-15* differentiate between groups of children who are 1) *birth to 3.8*, 2) *3.9 to 12 years*, and 3) *4 and 5 year olds* for different technical aspects of the overall funding formulae for child care. The differentiation between these 3 age groupings fits with the early learning models proposed by Charles Pascal in *With Our Best Future in Mind*, and are based on the assumption that the schools become more responsible for the organization of a continuum of before and after school provisions for children 8 to 12 years; and that schools deliver the extended day model of care for kindergarten children that is also available for children who are 6 and 7 years old. The intention of this model of services – which included a funding reinvestment framework that involved higher levels of school-oriented funding for children 4 and older – was to intensify the capacity of child care *operating* funding to focus on children ages birth to 3.8 years. The Ontario Ministry of Education has made capital and transformation funding available to all CMSMs/DSSABs and school boards across Ontario to support the transition of the child care system to focus on children ages birth to 3.8. The formulae that the distributions of child care funding have been based on are population statistics of the numbers of children ages birth to 3.8 years (weighted); ages 4 and 5 years; ages birth to 12 years; and ages 3.9 to 12 years depending on the particular aspect of the service that is being considered in the formula.

²³ Peeters, J. (June 12, 2014). *Professionalization of ECEC: What makes a high quality ECE workforce?* Centre for Innovation in the Early Years, Ghent University. [Presentation at the George Brown and University of Toronto, Summer Institute 2014: Investing in the Early Childhood Workforce]; Vandenbroeck, M. & Lazzari, A. (2014). Accessibility of early childhood education and care: a state of affairs. *European Early Childhood Research Journal*, 22 (3): 327-335. The good evidence that indicates that improvements to child care service provision, including high proportions of well qualified early childhood education staff working with children, lower ratios, well-planned pedagogies etc, also fits with funding frameworks where the allocations of funding prioritize core services in early childhood education rather than specialized services that specifically target children with vulnerabilities and special needs. Across Ontario, Special Needs Resourcing allocations can range from a (mandatory) minimum expenditure of 4.1% (Child Care Funding Technical Paper 2015, Winter 2014-15) to expenditures that are more than 25% of a CMSM budget. The County of Wellington general operating funding strategy will continue to examine and take into consideration the impact that our more strategic funding approach for general operating of child care might have on child care programmes' special needs resourcing demands over time. There is the possibility that with the effective management and implementation of the general operating funding allocations to the child care programmes that demonstrate high levels of quality early childhood programming there could be corollary reductions in their need for the same relatively high levels of specialized resource supports that are currently organized, managed, and delivered by service agencies that are funded by the child care SNR budget.



COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-14-06

Date: November 12, 2014

Subject: County of Wellington General Operating Grant

Background:

The Ministry of Education introduced Ontario's New Child Care Funding Formula and Funding Framework in December 2012. Together, the new funding and funding framework provides municipalities the opportunity to increase service stability, reduce waitlists for subsidies and mitigate closures of child care centres. It also enables municipalities to respond better to the demands for service, help stabilize fees and improve reliability of child care to better support families as the system transitions to work effectively with the implementation of full day kindergarten.

The General Operating Grant (GOG) is a new approach intended to replace the current wage subsidy grants to operators. As per Ministry requirements, it is to be used to support the costs of operating licensed child care programmes to help stabilize and transform the existing system and to enable higher quality, consistent child care services. This may include costs such as wages, benefits, occupancy, operating and administrative costs.

This report discusses the first steps that Child Care Services is taking in order to shift to this new funding approach that meets our service system's priorities and the provincial requirements.

Update:

Since 2012, Child Care Services has been researching and developing the plans for our local General Operating Grant approach that will replace wage subsidy as of January 2016. This new funding approach will be built on the following principles as its foundation:

- equity in availability
- equity in accessibility
- improved affordability, and
- sustained expectations for quality

As research evidence shows that participation in a high quality early childhood education programme for about 12 hours per week has the most impact on very young children's continued development, and, that strong, consistent and economically viable parental engagement in the workforce or in education opportunities is only possible if there are affordable, accessible, high quality alternative to parental care, our focus is to develop *a stronger Wellington early childhood education and child care system that prioritizes full time, full year child care for children ages birth to 3.8 years and to support full year school age programmes.*

As there are many complexities and nuances to the child care system to be considered while working towards a new funding model to support a stronger high quality early childhood education and child care system, staff are recommending the following immediate and transitional changes to take place leading toward the full strategy that will be Wellington's General Operating Grant as of January 2016.

Immediate 2014 Recommendations

Staff recommend the following immediate changes to Purchase of Service Agreements for Fee and Wage Subsidies with the County of Wellington:

1. Operators must demonstrate participation in Wellington's Inclusion Support Services to support the inclusion of children with special needs and disabilities prior to submitting letters of intent for Purchase of Service Agreements.
2. County of Wellington will no longer enter into Purchase of Service Agreements for Wage Subsidy/GOG or Fee Subsidy with operators that can be publicly traded. (This recommendation is based on strong evidence from other jurisdictions in Ontario, across Canada, and in international contexts, in particular in the United States and Australia, which indicates that the presence of publicly traded commercial operators of child care programmes can have a negative impact on the local child care system by inflating parent fees, pressuring lower early childhood educator wages, destabilizing viabilities of other programmes in the area, and directly delivering child care that is low or marginal quality. The presence of publicly traded commercial child care operators in child care service delivery areas has also been linked to serious disruptions in system management processes for the fair distribution of public funding.)
3. County of Wellington will no longer enter Purchase of Service Agreements for Wage Subsidy/GOG with operators that do not wish to enter into a Purchase of Service Agreement for Fee Subsidy.
4. County of Wellington will only provide Wage Subsidy/GOG for school age spaces (including JK/SK spaces) that are offered in the community for the full year where there is a need. This includes P.D. days, school breaks and summer care.
5. To increase accountability, operators that deliver other community services must provide child care specific audited financial statements to meet the requirements of the Purchase of Service Agreements.

In addition, Child Care Services may make available a one time "Enhanced General Operating Grants" for full time, full year child care programmes that serve children birth to 3.8 years if possible within annual child care allocations.

This enhanced operating grant will provide specific programmes funding to help off-set the higher costs associated with the operation of spaces for infants and toddlers.

The short-term funding formula that we will use to distribute this funding, will be to allocate a proportion of a set total amount of available funding to each *eligible* programme by using the eligible programmes' most

current wage subsidy calculations as a variable in the formula (i.e., to distribute the funding in a fair way among eligible programmes).

In keeping with the provincial expenditure benchmark for administration, eligible expenses associated with operating infant and toddler spaces that this grant is being made available for could include administration costs, but only up to 10% of the overall expenses being considered for funding.

First funding priority will be given to child care programmes that operate full time, full year infant spaces, followed by child care programmes that operate full time, full year toddler spaces (yet do not offer infant care) and subsequently to programmes that operate full time, full year preschool spaces (yet do not offer infant or toddler care).

Transitional 2015 Recommendations

1. To provide notice to providers in January 2015 that current Purchase of Service Agreements for Wage Subsidy will be terminated as of December 31, 2015 and replaced with Purchase of Service Agreement for General Operating Grants subject to meeting requirements of the County of Wellington.
2. To provide notice to operators in January 2015 that Purchase of Service Agreements for General Operating Grants (2016) will:
 - a. Be contingent on the operator having a Purchase of Service Agreement for Fee Subsidy.
 - b. Be made available to school age spaces (including Extended Day) only if the operator provides services for the full year in the community where there is a need. This includes P.D. days, school breaks and summer care.
 - c. Not be available to support spaces that are identified as any form of full time kindergarten (JK/SK) care. This will facilitate Child Care Services' ability to provide more substantial operating grants for the purpose of better stabilizing high quality full time, full year infant, toddler, and preschool spaces. Children older than 3.8 years attending licensed child care will be supported in preschool spaces (up to five years of age).

Staff will continue use the most reliable and current research and practice resources and new information to build the new GOG funding model as well will consult with our early childhood education and child care partners on the development of the full set of strategies that will become our comprehensive General Operating Grant approach.

Recommendation:

That Committee and Council approve the recommended changes to Purchase of Service Agreements for Fee and Wage Subsidy and transition activities in the development of General Operating Grant funds to support the operation of the child care system as set out the report, County of Wellington General Operating Grant CC-14-16, effective November 1, 2014.

Respectfully submitted,

A handwritten signature in cursive script that reads "Luisa Artuso".

Luisa Artuso
Director of Child Care Services

Attachment to report CC-15-06

GENERAL OPERATING GRANT AGREEMENT

This AGREEMENT made in triplicate this [Click here] day of[Click here], 200[Click here]

BETWEEN:

The Corporation of the County of Wellington
("County")
OF THE FIRST PART

- and -

[Click here]
("Service Provider")
OF THE SECOND PART

WHEREAS:

1. The County has been designated a delivery agent pursuant to the *Child Care and Early Years Act, 2014, S.O. 2014, c. 11 Sched. 1* has the responsibility for the management of the child care service delivery system for the County of Wellington and The City of Guelph; and
2. The Ministry of Education (the Ministry) has introduced a general operating grant to support the costs of operating licensed child care programmes to help stabilize and transform the existing system and to enable higher quality , consistent child care services and may include costs such as wages, benefits, occupancy , operating and administrative costs; and
3. The County has the authority to enter into an Agreement with the Service Provider for the provision of General Operating Grants in accordance with the requirements set out in the attached Schedule.

NOW THEREFORE the parties hereby agree as follows

Part 1 - Definitions

- 1) In the Agreement;
 - a) "Agreement" means this General Operating Agreement and the schedules attached hereto as at the date hereof and as amended from time to time;
 - b) "child" or "children" means a child or children who receive child care services pursuant to this Agreement;
 - c) "County" means The Corporation of the County of Wellington;
 - d) "County Staff" means the staff of the County authorized to exercise the rights and perform the duties of the County under the Agreement;

- e) “*Child Care and Early Years Act*” means the *Child Care and Early Years Act, 2014, S.O. 2014, c. 11 Sched. 1*, or any successor legislation thereto;
- f) “Director” means the Director of Child Care Services, County of Wellington, or appointed designate;
- g) “fiscal year” means the calendar year beginning January 1st and ending December 31st;
- h) “*Human Rights Code*” means the *Human Rights Code, R.S.O. 1990, c.H19*, as amended, or any successor legislation thereto;
- i) “Ministry” means the Ontario Ministry Education for the Province of Ontario, or any successor ministry, department, or government body;
- j) “*Municipal Freedom of Information and Protection of Privacy Act*” means the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, cM56*, as amended, or any successor legislation thereto;
- k) “parent” means the person or persons who are the natural parents of a child or the person or persons having legal custody or guardianship of a child;
- l) “PIPEDA” means the *Personal Information Protection and Electronic Documents Act, S.C. 2000 c.5*, including any amendments thereto;
- m) “PIPEDA Protected Information” means any “Personal Information” or “Personal Health Information”, as defined under PIPEDA;
- n) “Home child care” means the temporary care for reward or compensation of five (6) children or less, who are under ten (10) years of age, where such care provided in a private residence, other than the home of a parent or guardian of any such child, for a continuous period not exceeding twenty-four (24) hours;
- o) “Home child care agency” means a licensed agency for home child care with authority to contract self-employed home child care providers to provide home child care;
- p) “Home child care provider” means a self-employed individual contracted by a licensed home child care agency for the provision of home child care;
- q) “Service Provider” means a corporation or an individual who operates a licensed child care programme or a home child care agency.
- r) “Supervisor” means a person, appointed by a Service Provider, who shall be responsible for planning and directing the program, be in charge of the children, oversee the staff, and responsible to the Service Provider for the day-to-day operation and management of each licensed child care programme and/or home child care agency, or, if the Service Provider or Supervisor is absent, by such person as the Service Provider designates;

Part 2 – Service

- a) The Service Provider agrees to provide services in accordance with the attached Schedules and in accordance with the policies, guidelines, and requirements of the County as communicated to it.

- b) The following schedules are attached and form an integral part of this Agreement:
 - i) Schedule “A” Schedule of Sites
 - ii) Schedule “B” Description and Requirements

In addition, the Service Provider agrees to submit their records, as set out in Schedule “B” attached to this Agreement, for approval, which documentation will become an integral part of this Agreement.

Part 3 – General

- 3) The Service Provider hereby agrees to adhere to all the conditions that are outlined in Schedule B as well as the following provisions:-
 - a) That each site, as set out in Schedule “A”, where child care services are provided under this Agreement, shall hold a current Day Nursery License issued by the Ministry of Education under the *Child Care and Early Years Act* and the Service Provider shall produce such License and any renewal thereof on an annual basis.
 - b) That each site, as set out in Schedule “A”, in a licensed setting where child care services are provided under this Agreement, shall be supervised by a graduate of a recognized Early Childhood Education Programme, or equivalent, as determined by the Ministry, or an agent thereof, and that said Supervisor shall have Ministry of Education Director’s approval to act in such a position.
 - c) That the Service Provider shall immediately notify the Director of any changes in Supervisor, as referred to in Paragraph 3(b).
 - d) That for non-profit agencies, the Service Provider shall notify the Director immediately upon any change in the President of the Board of Directors.
 - e) That for for-profit programmes, the Service Provider shall notify the Director, as soon as possible, regarding any plans to change ownership.
 - f) That the Service Provider shall notify the Director, as soon as possible, of any plans for closure of the programme or any individual site where services are provided.
 - g) All policies and guidelines of the County relating to General Operating Grants .

Part 4 – Change of Control

- 4) In the event that there is a Change of Control:
 - a) This Agreement shall forthwith terminate unless the written consent of the County to such Change of Control is first obtained.
 - b) “Change of Control” shall mean the transfer of majority interest in the corporate structure of the Service Provider.

Part 5 - Term

- 5) This Agreement:
 - a) Will be in force from **[Click here]** until it is superseded or replaced by a subsequent Agreement or until it is terminated in its entirety, by either party, by

giving sixty (60) days' written notice.

- b) In the event that the Service Provider ceases to hold a valid license under the *Child Care and Early Years Act*, or any successor legislation, then, in such event, this Agreement shall forthwith terminate, without notice.

Part 6 – Grant Payment Consideration

6) Grant Payment shall be as follows:

- a) The County will pay to the Service Provider in accordance with the Schedules attached upon receipt of approval of complete applications made in writing to the County on an annual basis in such manner as may be required by the County. The County reserves the right to determine the amount, and the time and manner of such payments.
- b) It is agreed and understood that the County may withhold payment(s) in its absolute discretion if the Service Provider is in breach of its obligations under this Agreement.
- c) The Service Provider shall forthwith repay the County any amounts received as an overpayment of grant payments as determined under the Schedules.

Part 7 - Access and Consultation

7) Access and consultation shall be as follows:

- a) The Service Provider will permit County staff to enter at reasonable times any premises used by the Service Provider in connection with the provision of services pursuant to this Agreement and under its control in order to observe and evaluate the services and inspect all records relating to the services provided pursuant to this Agreement.
- b) The Service Provider agrees that the staff providing services pursuant to this Agreement will, upon reasonable request, be available for consultation with County staff.

Part 8 - Financial Records and Reports

8) Financial records and reports shall be maintained, prepared, and submitted as follows:

- a) The Service Provider will maintain financial records and books of account respecting services provided, pursuant to this Agreement, for each site, as set out in Schedule "A", where service is being provided, and will allow County Staff or such other persons appointed by the County to inspect and audit such books and records at all reasonable times both during the term of this Agreement and subsequent to its expiration or termination.
- b) The Service Provider will retain the records and books of account referred to in clause 8(a) for a period of seven (7) years.
- c) The Service Provider will prepare and submit annually, or at any time upon reasonable request, a financial report in such form and containing such information as the County may require including reconciliation reports.

- d) The Service Provider will adhere to any additional financial reporting requirement(s) specified in the attached Schedules including the requirements to keep and maintain financial records in accordance with the *Child Care and Early Years Act* and the guidelines and policies prescribed by the County from time to time.
- e) The Service Provider will comply with the County's policies on the treatment of revenues and expenditures, which may be issued from time to time.

Part 9- Service Records

- 9) In the event the Service Provider ceases operation, it is agreed that the Service Provider will not dispose of any records related to the services provided for under this Agreement without the prior consent of the County, which consent may be withheld, at its sole discretion, or may be given subject to such conditions as the County deems advisable.

Part 10 - Confidentiality

- 10) Confidentiality shall be as follows:
 - a) The Service Provider, its directors, officers, employees, agents and volunteers will hold confidential, and will not disclose or release to any person other than County staff or its delegate at any time during or following the term of this Agreement, except where required by law, any information or document that tends to identify any individual in receipt of services without obtaining the written consent of the individual or the individual's parent or guardian prior to the release or disclosure of such information or document. Where the Service Provider is a municipality or such other "institution" as defined in the *Municipal Freedom of Information and Protection of Privacy Act*, the provisions of such Act with respect to the disclosure or release of information apply.
 - b) The Service Provider acknowledges that any information collected by the County pursuant to this Agreement is subject to the *Municipal Freedom of Information and Protection of Privacy Act*.
 - c) Personal information shall not be used or disclosed for purposes other than that for which it was collected, except with the consent of the person or as required by law.
 - d) Personal information shall be retained only as long as necessary for the fulfillment of the purpose for which it was collected.
 - e) The Service Provider represents and warrants that:
 - i) It shall preserve the PIPEDA compliance of all PIPEDA Protected Information transferred to it by the County;
 - ii) It shall ensure the PIPEDA compliance of all PIPEDA Protected Information it collects in the course of performing its contractual obligations; and
 - iii) It shall ensure the PIPEDA compliance of all PIPEDA Protected Information that it transfers to the County.

Part 11 - Conflict of Interest

- 11) Conflict of interest will be dealt with as follows:

- a) The Service Provider, any of its sub-contractors, and any of their respective advisors, partners, directors, officers, employees, agents, and volunteers shall not engage in any activity or provide any service to the County where such activity, or the provision of such services, creates a conflict of interest (actually or potentially in the sole opinion of the County) with the provision of services pursuant to this Agreement. The Service Provider acknowledges and agrees that it shall be a conflict of interest for it to use confidential information of the County relevant to the services where the County has not specifically authorized such use.
- b) The Service Provider shall disclose to the County without delay any actual or potential situation that may be reasonably interpreted as either a conflict of interest or a potential conflict of interest.
- c) A breach of this section by the Service Provider shall entitle the County to terminate this Agreement, in addition to any other remedies that the County has in this Agreement, in law or in equity.

Part 12 - Indemnification

- 12) The Service Provider will, both during and following the term of this Agreement, indemnify and save harmless the County, its officers, employees, Council members, agents, and partners from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints, or other proceedings in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officers, employees, agents, or volunteers in connection with services provided, purported to be provided or required to be provided by the Service Provider pursuant to this Agreement. Without limiting the generality of the foregoing, such indemnity shall include all legal costs, fees, and disbursements and any administrative costs incurred by the County.

Part 13 - Insurance

- 13) The Service Provider will obtain and maintain in full force and effect during the term of this Agreement, general liability insurance for bodily injury and property damage acceptable to the County in an amount of not less than Two Million Dollars (\$2,000,000.00) per occurrence in respect of the services provided by this Agreement.

The insurance policy shall:

- a) Include as an additional insured "The Corporation of the County of Wellington" in respect of and during the provision of services by the Service Provider pursuant to this Agreement;
- b) Contain a cross-liability clause endorsement; and
- c) Contain a clause including liability arising of the Agreement.

The Service Provider will submit to the County, upon request, proof of insurance.

Part 14 - Termination

- 14) Termination will be dealt with as follows:

- a) Either party may terminate this Agreement, in whole, with respect to the provision of any particular service, upon sixty (60) days' written notice to the other party.
- b) In the event of termination, the Service Provider shall forthwith refund to the County any funds advanced by the County and not expended in accordance with the approved budget.
- c) The County may terminate this Agreement with the Service Provider for cause and without notice where the Service Provider fails to comply with the terms and conditions set out in this Agreement, or the provisions of the *Child Care and Early Years Act*.
- d) If the Service Provider dies or files an assignment for the benefit of creditors, or is petitioned into bankruptcy, then this Agreement will be deemed to be automatically terminated as of the date of death, assignment, or petition. The County shall pay only for the services rendered and disbursements incurred by the Service Provider to the date of such termination.
- e) In the event the Agreement is terminated, the Service Provider shall notify its staff members that its Agreement with the County has been terminated and shall provide the County with written verification of such notice within ten (10) days of termination.

Part 15 - Human Rights Code

- 15) It is a condition of this Agreement and of every Agreement entered into, pursuant to the performance of this Agreement, that no right under section 5 of the *Human Rights Code* will be infringed. Breach of this condition is sufficient grounds for cancellation of this Agreement.

Part 16 - Amendments

- 16) Any change, alteration, or amendment hereto, other than as specifically authorized, shall be made in writing and signed by all the Parties.

Part 17 - Non-Assignment

- 17) The Service Provider will not assign this Agreement, or any part thereof, without the prior written approval of the County, which approval may be withheld by the County in its sole discretion or given subject to such conditions as the County may impose.

Part 18 - Severability

- 18) If any provision of this Agreement is determined to be invalid or unenforceable in whole or in part, the remaining provisions or part provisions of this Agreement shall continue in full force and effect.

Part 19 - Schedules

- 19) All the terms of the Schedules are incorporated into this Agreement except where they are inconsistent with this Agreement, in which event, the terms of this Agreement will prevail. This Agreement and the attached Schedules embody the entire Agreement

and supersede any other understanding or Agreement, collateral, oral or otherwise existing, between the parties at the date of execution, and relating to the subject matter of this Agreement, except for Ministry Regulations and Policies incorporated by reference in this Agreement.

Part 20 - Notice

20) Notice shall be handled as follows:

a) Any notice, demand, acceptance, or request required to be given herewith in writing, shall be given if personally delivered or mailed by registered mail or postage prepaid, as follows:

i) County: Administrator
County of Wellington Social Services
Child Care Services
74 Woolwich Street
Guelph, Ontario N1H 3T9

ii) Service Provider:

[\[Click here\]](#)
[\[Click here\]](#)
[\[Click here\]](#)

b) Any notice shall be deemed to have been given to and received by the County, to whom it is addressed;

i) If delivered, on the date of delivery; or

ii) If mailed, then on the fifth (5th) day after the mailing thereof.

Part 21 - Status of Service Provider

21) The status of the Service Provider shall be as follows:

a) The Service Provider acknowledges and agrees that this Agreement is in no way deemed or construed to be an Agreement or contract of employment. Specifically, the parties agree that it is not intended by this Agreement, that the Service Provider or its employees are to be employees of the County for the purpose of: *The Income Tax Act, R.S.C. 1985 c.1(1st Supp)*; *the Canada Pension Plan Act, R.S.C. 1985, c. C -8*; *the Employment Insurance Act, S.O. 1996, c.23*; *The Workplace Safety and Insurance Act, 1997 S.O. 1997, c.26 (Schedule “A”)*; *The Occupational Health and Safety Act, R.S.O. 1990, c.O.1*; *The Pay Equity Act, R.S.O. 1990 , c.P.7*; or *The Health Insurance Act, R.S.O 1990., c.H.6* (collectively the “Acts”); all as amended from time to time, and any legislation in substitution thereof.

b) Notwithstanding the above paragraph it is the sole and exclusive responsibility of the Service Provider to make its own determination as to its status under the Acts referred to above and, in particular, to comply with the provisions of any of the aforesaid Acts and to make any payments required there under.

Part 22 - General

22) The Service Provider agrees:

- a) that the Service Provider and its employees and representatives, if any, shall at all times comply with any and all applicable federal, provincial, and municipal laws, ordinances, statutes, rules, regulations, and orders, in respect of the performance of this Agreement.
- b) This Agreement is made pursuant to and shall be governed by and construed in accordance with the laws of the Province of Ontario. Any reference to a statute in this Agreement includes a reference to all regulations made pursuant to such statute, all amendments made to such statute and regulations in force from time to time and to any statute or regulations which may be passed and which has the effect of supplementing or superseding such statute or regulations.
- c) As drafted, the headings and subheadings contained in this Agreement are inserted for convenience and for reference only and in no way define, limit, or describe the scope or intent of this Agreement or form part of this Agreement.
- d) This Agreement shall be read with all changes of gender and number as required by context.
- e) This Agreement shall ensure to the benefit of and be binding upon the parties hereto and their respective successors and assigns, provide that this paragraph shall in no way derogate from the provisions of Part 18 restricting the Service Provider's ability to assign this Agreement.
- f) If more than one entity is a Party to this Agreement as Service Provider, all references to the Service Provider shall include all of the entities and this Agreement shall be binding on each jointly and severally.
- g) Time shall in all respects be of the essence in this Agreement.

Part 23 – Acknowledgement of Agreement

23) The Service Provider acknowledges that:

- a) The Service Provider has read and understands the provisions of this Agreement and the *Child Care and Early Years Act* as it relates to the services to be rendered pursuant to this Agreement.
- b) Any waiver by the County of the strict compliance by the Service Provider with a term, covenant, or condition in this Agreement, or any other indulgence granted by the County to the Service Provider, is not considered to be a waiver of a subsequent default or breach by the Service Provider, nor entitle the Service Provider to a similar indulgence.
- c) All terms of the schedules are incorporated into this Agreement except where they are inconsistent with such. This Agreement and the attached schedules embody the entire Agreement and supersede any other understanding or Agreement, collateral, oral, or otherwise, existing between the parties at the date of execution and relating to the subject matter of this Agreement.
- d) The Service Provider, having read and understood the terms and covenants of this Agreement, acknowledges and agrees that it has obtained or had the opportunity to obtain independent legal advice prior to the execution thereof.
- e) All provisions of this Agreement shall be severable and should any be declared invalid or unenforceable, the validity and enforceability of the remaining provisions shall not be affected thereby.

IN WITNESS WHEREOF has caused to be affixed its corporate seal under the hands of its proper Officers duly authorized in that behalf and THE SERVICE PROVIDER has hereunder set her hand and seal.

SIGNED, SEALED, AND DELIVERED in the presence of:

**THE CORPORATION OF THE
COUNTY OF WELLINGTON**

Date: _____
_____ **Warden**

Date: _____
_____ **Clerk**

THE SERVICE PROVIDER

Date: _____
_____ **Signing Authority**

Schedule “A”

SCHEDULE OF SITES

Schedule of Sites Pertaining to: _____
 (“Service Provider”)

Name and Address of Site(s):

(Enter)

Signed and Dated:

Date: _____

WARDEN

Date: _____

CLERK

Date:_____

THE SERVICE PROVIDER

Date:_____

THE SERVICE PROVIDER

Schedule “B”

DESCRIPTION SCHEDULE AND REQUIREMENTS

Signed and Dated:

Date:_____

THE COUNTY OF WELLINGTON

Date:_____

THE SERVICE PROVIDER



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Luisa Artuso, Director of Child Care Services CC-15-08
Date: September 9, 2015
Subject: Request for Purchase of Service Agreement for Fee Subsidy - YMCA-YWCA of Guelph

Background:

The YMCA-YWCA of Guelph is a non-profit operator and currently has Purchase of Service Agreements for Fee and Wage Subsidies with the County of Wellington. The operator provides licensed child care and accredited recreation services for over 1000 spaces in the City of Guelph. Further, of these spaces are 642 licensed JK/SK and School Age spaces.

Update:

On August 26, 2015, the operator submitted a formal request to extend the current Purchase of Service Agreement for Fee Subsidy to include an additional before and after school programme for 26 JK/SK and 30 school age spaces located at Tytler Public School, 131 Ontario Street in Guelph.

Attachments:

Letter dated August 28, 2015 from Jim Bonk, Chief Executive Officer, and, Dave Merkley, Board of Directors, YMCA-YWCA of Guelph

License for YM-YWCA of Guelph-Couling Crescent School Age Program-131 Ontario Street, Guelph

Recommendation:

That the Clerk be authorized to amend Schedule B of the Purchase of Service Agreement for Fee Subsidy with the YMCA-YWCA of Guelph to include the new site located at Tytler Public School, 131 Ontario Street in Guelph, subject to the programme meeting the priorities for consideration and all other requirements of the County of Wellington for Purchase of Service Agreements.

Respectfully submitted,

Luisa Artuso
Director of Child Care Services

Under the ***Day Nurseries Act*** and the regulations, and subject to the limitations thereof, this licence is granted to:

YMCA - YWCA of Guelph

to operate a day nursery under the name of:

YM-YWCA of Guelph-Couling Crescent School Age Program

at 131 Ontario Street in Guelph, in the County of Wellington.

1. This licence expires on the **15th day of January, 2016.**

2. Licensed capacity of day nursery:

JK/SK (44 months – 67 months)	26
School Age (68 Months – 12 Years)	30
Total	56

3. Director approval is granted for:

As of August 31, 2015, Directors Approval is granted for the use of specified rooms/areas that may have less than 2.58 square metres of unobstructed floor space for each child in a licensed kindergarten, primary/junior school age and/or junior school age group, based on the licensed capacity, provided that the same room or area is used by the school for children who are the same age as the age category of the licensed age group.

As of August 31, 2015, Director's Approval is granted for mixed age grouping pursuant to ss. 8(2) and (3) of Ontario Regulation 137/15.

4. This licence is subject to the following terms and conditions:

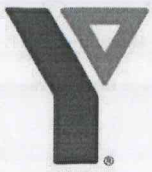
- (1) The operator shall ensure that the Licensing Inspection Summary is posted in a conspicuous place in the day nursery at or near an entrance commonly used by parents. The operator shall ensure that the completed Licensing Checklist and the Summary of Licensing Requirements and Recommendations sheets are readily available for parents.
- (2) Room 1 is licensed for use by a Kindergarten group of 26 children.
- (3) The Gym is licensed for use by a Primary/Junior School Age group of 30 children.
- (4) All rooms as set out in the shared space confirmation are approved for use by the child care program, based on licensed capacity, provided that the room or area is used by the

school for children who are the same age as the age category of the licensed age group. The operator is required to keep on file at the premises an up-to-date shared space confirmation. This confirmation must include the primary use of the room during the school day and must be made available to Ministry of Education staff upon request.

- (5) As of August 31, 2015, the operator is licensed to provide care for 1 group of 26 Kindergarten, 1 group of 30 Primary/Junior School Age children and must meet the staff: child ratios identified in Schedule 1 of Ontario Regulation 137/15.
- (6) The operator shall ensure that this child care program does not begin operating before August 31, 2015 when the Child Care and Early Years Act, 2014 and its regulations are in effect.
- (7) Within 30 days of commencing operation the operator shall ensure that a set of drinking water samples are taken and tested and submit a Laboratory Services Notification (LSN) form to the MOE. The operator shall provide proof of submission to the Regional Office of the Ministry of Education.



Susan Stephen, Director under the **Day Nurseries Act**
Manager, Licensing and Compliance



YMCA - YWCA of

Guelph

130 Woodland Glen Drive

Guelph, Ontario N1G 4M3

519-824-5150

www.guelphy.org

Aug 26, 2015

Luisa Artuso
Director
County of Wellington
Child Care Services
21 Douglas Street
Guelph, Ontario
N1H 2S7

Dear Luisa:

Please accept this letter as an official request for the YMCA-YWCA of Guelph to enter into a Purchase of Service Agreement for the purpose of wage subsidy and also fee subsidy for the opening of an Extended Day Program and a School age program at Couling Crescent Public School (holding at Tytler). Couling Crescent Public School will be at Tytler for 2 years as a holding school. It is located at 131 Ontario St, Guelph, Ontario, N1E 3B3. We anticipate opening in Sept 2015, as YMCA-YWCA of Guelph-Couling Crescent Y school age program and licensed for 26 Extended day children (JK/SK) and 30 after school children (grade 1-6). We will operate Monday to Friday 7-9 and 3-6 for before and after school as well as PD days and school breaks if the need is there.

Please feel free to contact me if you have any questions.

Sincerely,

James Benk
Chief Executive Officer
YMCA-YWCA of Guelph
130 Woodland Glen Drive
Guelph, Ontario
N1G 4M3

Dave Merkley
Board of Directors
YMCA-YWCA of Guelph
130 Woodland Glen Drive
Guelph, Ontario
N1G 4M3

Cc Laura Boyle, Controller



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Luisa Artuso, Director of Child Care Services CC-15-09
Date: September 9, 2015
Subject: Request for Purchase of Service Agreements for Fee Subsidies – GS Care

Background:

GS Care Inc. is a for-profit operator who currently has Purchase of Service Agreements for Fee and Wage Subsidy for a combined license capacity of 186 child care spaces at four locations in Guelph; 125 Huron Street (20 JK/SK and 23 School Age spaces); 63 Victoria Road North (20 JK/SK and 22 School Age spaces); 182 Clairefields Drive East (10 JK/SK and 23 School Age spaces); 251 Colonial Drive (20 JK/SK and 48 School Age spaces).

Update:

On April 23, 2015, the operator submitted a formal request to extend the current Purchase of Service Agreement for Fee Subsidy to include two additional before and after school programmes located at:

- St. Patrick Catholic School, 391 Victoria Road North in Guelph
- St. Francis of Assisi Catholic School, 287 Imperial Road South in Guelph

Attachments: Letters dated April 23, 2015 from Nomalanga Vales, Owner/Operator, GS Care
License for GS Care-St. Patrick-391 Victoria Road North in Guelph
License for GS Care-St. Francis-287 Imperial Road South in Guelph

Recommendation:

That the Clerk be authorized to amend Schedule B of the Purchase of Service Agreements for Fee Subsidy with GS Care to include the new sites located at St. Patrick Catholic School, 391 Victoria Road North in Guelph, and, St. Francis Assisi Catholic School, 287 Imperial Road South in Guelph subject to the programmes meeting the priorities for consideration and all other requirements of the County of Wellington for Purchase of Service Agreements.

Respectfully submitted,

Luisa Artuso
Director of Child Care Services



RECEIVED
AUG 25 2015

QR in Occms
-no pos

Ministry of Education

LICENCE TO
OPERATE A DAY NURSERY
Day Nurseries Act
No. 56133
Date of Issue: 24-Aug-2015

Under the **Day Nurseries Act** and the regulations, and subject to the limitations thereof, this licence is granted to:

Guelph School-Age Care Inc.

to operate a day nursery under the name of:

GS CARE - St. Patrick

at 391 Victoria Road North in Guelph, in the County of Wellington.

1. This licence expires on the **19th day of May, 2016.**

2. Licensed capacity of day nursery:

JK/SK (44 months – 67 months)	20
School Age (68 Months – 12 Years)	24
Total	44

3. Director approval is granted for:

As of August 31, 2015, Directors Approval is granted for the use of specified rooms/areas that may have less than 2.58 square metres of unobstructed floor space for each child in a licensed kindergarten, primary/junior school age and/or junior school age group, based on the licensed capacity, provided that the same room or area is used by the school for children who are the same age as the age category of the licensed age group.

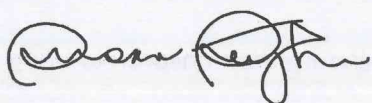
As of August 31, 2015, Director's Approval is granted for mixed age grouping pursuant to ss. 8(2) and (3) of Ontario Regulation 137/15.

Director approval has been granted for junior and senior kindergarten children to bring bagged lunches and or snacks.

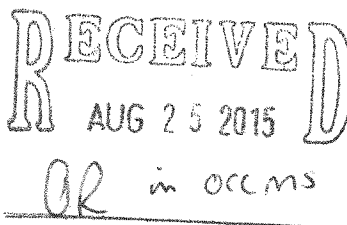
4. This licence is subject to the following terms and conditions:

- (1) The operator shall ensure that the Licensing Inspection Summary is posted in a conspicuous place in the day nursery at or near an entrance commonly used by parents. The operator shall ensure that the completed Licensing Checklist and the Summary of Licensing Requirements and Recommendations sheets are readily available for parents.
- (2) The operator shall ensure that this child care program does not begin operating before August 31, 2015 when the Child Care and Early Years Act, 2014 and its regulations are in effect.

- (3) As of August 31, 2015, the operator is licensed to provide care for 1 group of 20 Kindergarten, 1 group of 24 Primary/Junior School Age children and must meet the staff: child ratios identified in Schedule 1 of Ontario Regulation 137/15.
- (4) Room 107 is licensed for use by a Kindergarten group of 20 children.
- (5) Room 102 is licensed for use by a Primary/Junior School Age group of 24 children
- (6) All rooms as set out in the shared space confirmation are approved for use by the child care program, based on licensed capacity, provided that the room or area is used by the school for children who are the same age as the age category of the licensed age group. The operator is required to keep on file at the premises an up-to-date shared space confirmation. This confirmation must include the primary use of the room during the school day and must be made available to Ministry of Education staff upon request
- (7) Guidelines and sample menus for preparing bag lunches/snacks which meet Canada's Food Guide, as well as procedures for refrigeration or the use of ice packs with bag lunches/snacks, shall be provided to each parent and posted at the centre. The operator shall review this information with parents at the time of enrolment and the information shall be included in the centre's parent handbook. The centre shall ensure back-up procedures are in place if a bag lunch/snack is forgotten.
- (8) Within 30 days of commencing operation the operator shall ensure that a set of drinking water samples are taken and tested and submit a Laboratory Services Notification (LSN) form to the MOE. The operator shall provide proof of submission to the Regional Office of the Ministry of Education.



Susan Stephen, Director under the ***Day Nurseries Act***
Manager, Licensing and Compliance



LICENCE TO
OPERATE A DAY NURSERY
Day Nurseries Act
No. 56132
Date of Issue: 24-Aug-2015

Under the ***Day Nurseries Act*** and the regulations, and subject to the limitations thereof, this licence is granted to:

Guelph School-Age Care Inc.

to operate a day nursery under the name of:

GS CARE - St. Francis

at 287 Imperial Road South in Guelph, in the County of Wellington.

1. This licence expires on the **19th day of May, 2016.**

2. Licensed capacity of day nursery:

JK/SK (44 months – 67 months)	20
School Age (68 Months – 12 Years)	24
Total	44

3. Director approval is granted for:

As of August 31, 2015, Director's Approval is granted for mixed age grouping pursuant to ss. 8(2) and (3) of Ontario Regulation 137/15.

As of August 31, 2015, director approval is granted for the use of specified rooms/areas that may have less than 2.58 square metres of unobstructed floor space for each child in a licensed kindergarten, primary/junior school age and/or junior school age group, based on the licensed capacity, provided that the same room or area is used by the school for children who are the same age as the age category of the licensed age group.

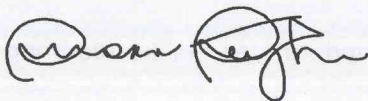
Director approval has been granted for junior and senior kindergarten children to bring bagged lunches and or snacks.

4. This licence is subject to the following terms and conditions:

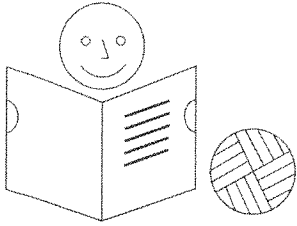
- (1) The operator shall ensure that the Licensing Inspection Summary is posted in a conspicuous place in the day nursery at or near an entrance commonly used by parents. The operator shall ensure that the completed Licensing Checklist and the Summary of Licensing Requirements and Recommendations sheets are readily available for parents.
- (2) All rooms as set out in the shared space confirmation are approved for use by the child care program, based on licensed capacity, provided that the room or area is used by the school for children who are the same age as the age category of the licensed age

group. The operator is required to keep on file at the premises an up-to-date shared space confirmation. This confirmation must include the primary use of the room during the school day and must be made available to Ministry of Education staff upon request.

- (3) Room 104 is licensed for use by a Kindergarten group of 20 children.
- (4) Room 107 is licensed for use by a Primary/Junior School Age group of 24 children
- (5) The operator shall ensure that this child care program does not begin operating before August 31, 2015 when the Child Care and Early Years Act, 2014 and its regulations are in effect.
- (6) As of August 31, 2015, the operator is licensed to provide care for 1 group of 20 Kindergarten, and 1 group of 24 Primary/Junior School Age children and must meet the staff: child ratios identified in Schedule 1 of Ontario Regulation 137/15
- (7) Within 30 days of commencing operation the operator shall ensure that a set of drinking water samples are taken and tested and submit a Laboratory Services Notification (LSN) form to the MOE. The operator shall provide proof of submission to the Regional Office of the Ministry of Education.
- (8) Guidelines and sample menus for preparing bag lunches which meet Canada's Food Guide, as well as procedures for refrigeration or the use of ice packs with bag lunches, shall be provided to each parent and posted at the centre. The operator shall review this information with parents at the time of enrolment and the information shall be included in the centre's parent handbook. The centre shall ensure back-up procedures are in place if a bag lunch is forgotten.



Susan Stephen, Director under the **Day Nurseries Act**
Manager, Licensing and Compliance



GS CARE

508-23 Woodlawn Rd. E., Guelph, ON, N1H 7G6 • 519-716-6622 • info@gs-care.com • <http://gs-care.com>

The Director,
County of Wellington Child Care Services,
21 Douglas Street,
Guelph, On.
N1H 2S7

April 23rd 2015

Dear Madam.

This letter is to inform you of GS CARE's intent to operate a new before and after school licensed program.

The program will start on September 8th 2015.

The Wellington Catholic District School Board did conduct a survey in early 2015 which did indicate a need in the community for before and after school care.

The intended name of the program is GS CARE – St. Francis and it will be located at St. Francis of Assisi Catholic school located at 287 Imperial Road South, Guelph, Ontario. N1K 1M3.

The program will operate from Monday to Friday: 7:30am to 8:45am and 3:15pm to 6:00pm.

The months of intended operation are January, February, March, April, May, June, September, October, November and December including school PD days.

We will not be operating in July and August and the program will also be closed for school Christmas holidays and March break.

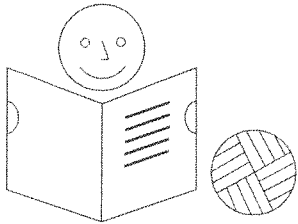
We are in the process of applying for a licence from the Ministry of Education with our intended capacity being 20 JK/SK students and 24 Grade 1 – 6 students. We are also requesting Directors Approval for 20% mixed age grouping in each age category.

At this time, we are unable to provide the total number of enrolled students in this program. We do have an information/registration night planned for Wednesday May 6th 2015 and will be able to provide enrollment details after that time.

GS CARE is requesting to enter into a Purchase of Service Agreement with the County of Wellington for Fee Subsidy and for Wage Subsidy for the above GS CARE program.

Kind regards

Nomalanga Vales
GS CARE Owner/Operator
noma@gs-care.com
Mobile: 1-519-716-6622



GS CARE

508-23 Woodlawn Rd. E., Guelph, ON, N1H 7G6 • 519-716-6622 • info@gs-care.com • <http://gs-care.com>

The Director,
County of Wellington Child Care Services,
21 Douglas Street,
Guelph, On.
N1H 2S7

April 23rd 2015

Dear Madam.

This letter is to inform you of GS CARE's intent to operate a new before and after school licensed program.

The program will start on September 8th 2015.

The Wellington Catholic District School Board did conduct a survey in early 2015 which did indicate a need in the community for before and after school care.

The intended name of the program is GS CARE – St. Patrick and it will be located at St. Patrick Catholic school located at 391 Victoria Road North, Guelph, Ontario. N1E 5J9.

The program will operate from Monday to Friday: 7:30am to 8:45am and 3:15pm to 6:00pm.

The months of intended operation are January, February, March, April, May, June, September, October, November and December including school PD days.

We will not be operating in July and August and the program will also be closed for school Christmas holidays and March break.

We are in the process of applying for a licence from the Ministry of Education with our intended capacity being 20 JK/SK students and 24 Grade 1 – 6 students. We are also requesting Directors Approval for 20% mixed age grouping in each age category.

At this time, we are unable to provide the total number of enrolled students in this program. We do have an information/registration night planned for Tuesday May 5th 2015 and will be able to provide enrollment details after that time.

GS CARE is requesting to enter into a Purchase of Service Agreement with the County of Wellington for Fee Subsidy and for Wage Subsidy for the above GS CARE program.

Kind regards

Nomalanga Vales
GS CARE Owner/Operator
noma@gs-care.com
Mobile: 1-519-716-6622



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-15-10

Date: September 9, 2015

Subject: Request for Purchase of Service Agreements Amendment – Workside Early Childhood Education Centre

Background:

Workside Early Childhood Education Centre is a non-profit operator and currently has Purchase of Service Agreements for Fee and Wage Subsidy for two sites at one location in the City of Guelph.

Update:

On August 5, 2015, the operator submitted a formal request to amend Purchase of Service Agreements for Fee and Wage Subsidy to reflect a change of address from 148 Delhi Street, Guelph to 99 Woolwich Street, Guelph, specific to one of the Workside Early Childhood Education site.

Due to the timelines, the operator has yet to obtain a license under the *Child Care and Early Years Act* nor can it be determined if they have met a significant portion of the County of Wellington Child Care Operating Criteria as it cannot be performed until the programme is in operation.

Staff therefore recommend that the operator be given *temporary* Purchase of Service Agreements for Fee and Wage Subsidies for a 30 day period following the date the programme commences at the new licensed location to allow for all requirements of Purchase of Service Agreements to be met. Subsequently, the temporary Agreement will be followed up with on-going Purchase of Service Agreements provided that all requirements have been met.

Attachments: Letter dated August 5, 2015 from Christina Roberts Farrell, Administrator

Recommendation:

That the Clerk be authorized to amend Schedule B of the Purchase of Service Agreements for Fee and Wage Subsidy with Workside Early Childhood Education Centre for the relocation to 99 Woolwich Street in Guelph on a temporary basis for a period of 30 days following the date the programme commences at the new location, and

That the Clerk be authorized to amend Schedule B of the Purchase of Service Agreements for Fee and Wage Subsidy with Workside Early Childhood Education Centre for the relocation to 99 Woolwich

Street in Guelph subject to the programme meeting the priorities for consideration and all other requirements of the County of Wellington for Purchase of Service Agreements.

Respectfully submitted,

A handwritten signature in cursive script that reads "Luisa Artuso". The ink is dark and the signature is fluid, with a large initial 'L' and a stylized 'A'.

Luisa Artuso

Director of Child Care Services

August 5, 2015

Luisa Artuso
County of Wellington
Child Care Services
21 Douglas Street
Guelph, ON N1H 2S7

Dear Luisa,

I am writing at this time to formally request a transfer of the Workside Early Childhood Education Centre from 148 Delhi Street Guelph, ON N1E 4J8 to 99 Woolwich Street, Guelph, ON N1H 3V1.

The new location will be licensed for 6 infants, 15 toddlers and 16 preschool spaces, a total of 37 spaces. The Centre will operate from 6:30-6pm Monday to Friday, 52 weeks of the year. The full address for this location is:

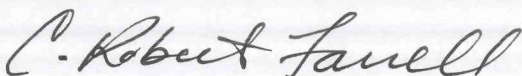
Workside Early Childhood Education Centre
99 Woolwich Street
Guelph, ON N1H 3V1

We will also be keeping our Preschool Loft location open which will remain on the Grounds of the Homewood Health Centre, 150 Delhi Street Guelph, ON N1E 6K9. This location will continue to accommodate 24 preschool children, 7:30-5:30pm Monday to Friday, 52 weeks of the year.

The effective date will be sometime between September 8 and October 31st, 2015. At this time a specific date is unknown due to renovations taking place at 99 Woolwich Street. Workside will notify you as soon as a specific transfer date becomes known.

Please find attached a copy of our current license as well as the Approval Letter from the Ministry of Education. Please advise if there are any further steps to undertake with Wellington County regarding this transfer.

Sincerely,



Christina Roberts Farrell, RECE
Administrator

4 Robert Speck Parkway, 14th Floor
Mississauga, ON L4Z 1S1

4 Robert Speck Parkway, 14th Floor
Mississauga, ON L4Z 1S1

Floor Plan and Site Plan Approval Letter

Jun 25, 2015

Christina Roberts Farrell
148 Delhi Street,
Guelph, ON N1E 4J8

Re: Workside Early Childhood Education Centre
**99 Woolwich Street,
Guelph, ON N1H 3V1**

I am writing to confirm that the floor and site plan submitted for a day nursery licence for the address above have been reviewed and approved in principle by the Ministry of Education pursuant to Section 5 of Regulation 262 under the **Day Nurseries Act**. This approval in principle is conditional subject to all relevant municipal approvals including Fire, Health, Zoning and Building.

The proposal is for a program serving a total of 37 children. The proposed program is estimated to require 9 staff (including program staff, a supervisor and a cook if applicable).

Final confirmation of the licensed capacity of this site will be based on confirmation of municipal approvals as well as the results of site inspections by ministry staff. Ministry staff will measure the play activity rooms and clear window glass area to determine the recommended licensed capacity. In the case of construction / renovation, the measurement of play activity rooms and clear window glass area will occur after completion of construction.

It is strongly recommended that you ensure that the dimensions of the finished rooms are not reduced during construction. Any significant alterations in the submitted building/renovation plan will require the plan to be resubmitted for approval by the Ministry. Any reduction in room area may have an impact on the licensed capacity.

All requirements of the **Day Nurseries Act** must be met before a new licence can be issued.

Please note: you are responsible for providing a copy of the approved floor and site plans to the municipal Building Department, if a Building Permit is required.

In addition, as outlined in the ministry's Playground Safety Policy, all new playground equipment and installation must meet current CSA standards. Compliance with the CSA Standard must be verified in writing, by an independent certified third-party inspector, and a copy must be submitted to the ministry before the playground is used by children. It is recommended that you obtain the appropriate declaration, regarding certification, non-conflict or interest and Professional Errors and Omissions insurance coverage, from a certified third party inspector before the playground inspection is done.

The following approval in principle has been granted, Rooms: Infant– Age group/capacity infant for 6 children. ; Toddler 1 –Age group/capacity toddler for 10 children; Toddler 2 – Age group/capacity toddler for 5 children; Preschool- Age group/capacity preschool for 16 children. A request for Director's approval for the rotation of children on the playground to meet the proposed licensed capacity is required and is to be submitted to the ministry. Please be reminded that you are responsible for uploading verification of compliance with municipal requirements to CCLS. Failure to do so will result in delays in the licensing process.

Should you have any questions please contact, Sherry Standish.

Sincerely,

A handwritten signature in black ink, appearing to be 'Sue Ewen', with a long horizontal stroke extending to the right.

Sue Ewen
Director under the ***Day Nurseries Act***
Manager, Licensing and Compliance
Child Care Quality Assurance and Licensing

c.. Sherry Standish

Under the ***Day Nurseries Act*** and the regulations, and subject to the limitations thereof, this licence is granted to:

WORKSIDE EARLY CHILDHOOD EDUCATION CENTRE

to operate a day nursery under the name of:

Workside Early Childhood Education Centre I

at 148 Delhi Street in Guelph, in the County of Wellington.

1. This licence expires on the **30th day of November, 2015.**

2. Licensed capacity of day nursery:

Infant (0 – 18 months)	6
Toddler (18 – 30 months)	15
Preschool (31 Months – 5 Years)	24
Total	45

3. Director approval is granted for:

Director's approval has been granted for mixed age grouping under s. 55(2) of O. Reg. 262. Mixed age grouping can be implemented in only one group in each age category. 20% of the licensed capacity per age group is as follows: Preschool (16): 3 children and Toddler (10): 2 children.

4. This licence is subject to the following terms and conditions:

- (1) The operator shall ensure that the Licensing Inspection Summary is posted in a conspicuous place in the day nursery at or near an entrance commonly used by parents. The operator shall ensure that the completed Licensing Checklist and the Summary of Licensing Requirements and Recommendations sheets are readily available for parents.



LICENCE TO
OPERATE A DAY NURSERY
Day Nurseries Act
No. 06716
Date of Issue: 23-Dec-2014

Sue Ewen, Director under the *Day Nurseries Act*
Manager, Licensing and Compliance



To: Chair and Members of the Social Services Committee
From: Heather Burke, Director of Housing
Date: Wednesday, September 09, 2015
Subject: Integrated Housing System for Social Housing

Background:

The purpose of this report is to share information about a possible acquisition of a new software application database known as the Integrated Housing System that supports the social housing programme requirements of the Service Manager.

The Housing Collaborative Initiative (HCI), a consortium of 8 Ontario Service Managers, has begun design and development of the Integrated Housing System (IHS). This integrated housing system is an 11 module software application database designed to meet the requirements of service manager administration for non-profit administration (such as annual subsidy budgets, mortgage renewals, reporting, risk management, etc.), rent supplement and wait list management. This integrated housing system will provide municipal senior management, service managers, housing providers and housing applicants with functionality that allows for more efficient social housing processes and enhanced client services. An August 5, 2015 presentation by the HCI to service managers contains background information on the IHS, and is attached.

The HCI is nearing the readiness stage for other service managers to purchase and implement the new IHS. After a thorough documentation of business requirements and a rigorous selection process, HCI has entered into a development agreement with Arcori ISTCL Group (AIG) to build the software application database. The new integrated housing system is scheduled to be fully designed, developed and implemented by March 31, 2017, with initial modules available in 2016.

The County of Wellington has submitted an expression of interest without commitment for the Integrated Housing System in response to a Service Manager Housing Network request from the HCI project manager. Estimated costs have been provided reflecting the one time purchase and annual maintenance fees at \$20.00 per unit and \$10.00 per unit by January 31, 2016 (fees will change beyond this date as 3 modules will be priced separately). The costing is based on the number of units in the County's housing portfolio as per the 2011 Service Manager Annual Information Report. With 2,873 units, the estimated cost of the IHS is \$57,460 as a one-time fee, plus an annual fee of \$28,730.

County staff support pursuing acquisition of the IHS database to support the administration of our social housing processes and requirements, and enhanced customer service. This database would meet the County's purchasing requirements to sole-source as the HCI has undertaken a rigorous purchasing process. At this stage, the functionality appears to support many of our service manager requirements, and a planned demonstration of the system is anticipated soon. The IHS modules for rent supplement and coordinated access are currently administered under existing databases, and the County will have options to opt in or out of IHS for these. Other details such as an agreement, final timelines and other considerations from HCI are anticipated to be shared with Service Managers this fall/early winter. Once received, the County will be in a better position to make decisions for Council approval in early 2016.


Attachment:

August 5, 2015 presentation, provided to the Service Manager Housing Network by the Housing Collaborative Initiative on the Integrated Housing System for Social Housing.

Recommendation:

That the Report HS 15-08 Integrated Housing System for Social Housing be received for information.

Respectfully submitted,



Heather Burke
Director of Housing

Housing Collaborative Initiative (HCI)

Information System for Social Housing in Ontario

Tim Labenek – HCI Project Manager

August 5, 2015

Discussion Outline

What is the Issue?

HCI background, objectives and success factors

Is there a Solution?

Project Approach & Management

Value Proposition

Moving Forward & Next Steps

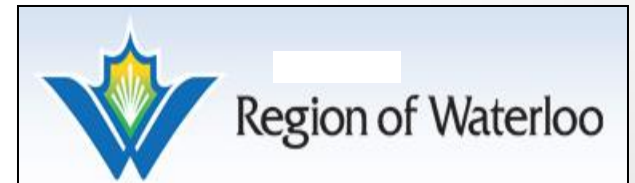
Data Issue/Opportunity

- Service Managers (SM) struggle with data management, data analysis and reporting for their Social Housing programs
- 47 unique municipal data management systems
- Unsystematic data collection and reporting
- Struggle with substantially increasing workloads, outdated technologies, burdensome workarounds, cost inefficiencies and reduced productivity

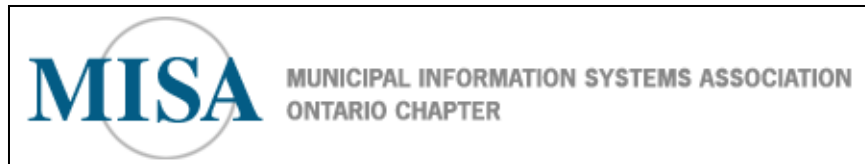
HCI Collaboration

- Started as CAO initiative in Southwestern Ontario
- Develop “partnerships” that would benefit everyone, particularly in the areas of innovation, efficiencies, cost savings and service delivery
- Use internal resources of Service Managers, Province, HSC and Municipal Information Systems Association (MISA)
- Better system if we design it together. Share best practices

Municipal Members



Other Stakeholders



Day in the Life of Housing Staff

The “Call”

Senior
Management

Ministry of Municipal
Affairs and Housing

Council Members

Housing Services
Corporation

MP or MPPs

ONPHA

Other
Departments

Property Mangers

Other Service
Manager

CMHC

Health & Environment
Canada

Housing Providers

Public

OMSSA

CHF

Contractors

Auditors



The “Questions”

- **How many buildings have an air conditioned common room or community centre that tenants/members can access during a “heat alert” warning issued by the Health Unit?**
- **In order to analyze the cost distribution of social housing by other orders of government, we (London) requested information on the prior residence of Housing Provider’s current tenants/members.**
- **# of units in your portfolio and how many are market rent**
- **The name of the municipality that each tenant/member lived in just prior to moving into one of your units (i.e. London, Glencoe, St. Thomas, Toronto, Woodstock, etc.)**
- **In the case of households that were housed from a shelter, please simply state ‘shelter’.**

The “Survey”

- End of Operating Agreement Survey
 - [EOA Data Spreadsheet](#)
- Asset Management Group Survey
 - [AMG Property Data Verification Guide](#)
 - [Instructions to SMs Data Verification Exercise](#)
 - [Project Data Spreadsheet](#)

The “Reaction”



The “Team” Meeting



The “Data Search”



The “Result”



More Excel Spreadsheets

The “Result”

- Unmet client and community needs
- Difficulty in making evidence-based decisions
- Low value tasks
- Missed opportunities

The Solution

Integrated Housing System (IHS)

One System for Housing

**Service Managers & Housing Providers
need an application that:**

- Improved data integrity and audit capability
- Streamline operations
- Improves report generation, tracking and communication

One System for Housing

Service Managers & Housing Providers need an application that provides:

- Enhanced Housing Program metrics
- More time for added value analysis
- Proactive approach to understanding and responding to Housing Providers' needs

Value Proposition

- Shared risk and benefits
- Improved efficiency
- Improved data integrity/ reliability and risk mitigation
- Live data

One System for Housing

Ministry (MMAH) needs:

- Accurate data to proactively implement policy changes
- Reporting roll-up and business intelligence
- Timely access to information and technical processes to effect change at the municipal level

Project Phases

Phase 1 – Development of Business Requirements

- ✓ Technical, purchasing, legal and privacy requirements for all municipalities and housing providers
- ✓ Governance Model including HCI Consortium Agreement
- ✓ Secured SM financial commitment to fund their portion
- ✓ MMAH Funding
- ✓ Weekly meetings of the governing group and sub-groups, conference calls & online collaboration ([MISA site](#))

IHS Integrated Housing System

Risk Management – OP Reviews

Wait List Management

Rent Supplement Module

Housing Providers Portal

Action Items

Letters and Forms

Financial Module

Contacts Module

Housing Portfolio Module

Program Module

System Setup & Configuration

Reports

Business Requirements

- ✓ Outline of how each module will function
- ✓ What fields are required
- ✓ What validation rules, length, etc. are needed
- ✓ How fields in various tables relate to each other.
- ✓ What business rules will drive these requirements
- ✓ Module Descriptions Document

Key Modules

Financial

- Subsidy Estimation, AIRs and SMAIRs
- SM Budgeting and Multi-year forecasting
- Analytic and Comparative Year Reporting
- On-line live reporting (MUD), Dashboard

Housing Provider Portfolio

- Store “tombstone” or “core” project/building data
- Program Administration
- SM Flexibility

Key Modules

Centralized Wait List

- Housing Applicants can access online 24/7/365

Rent Supplement Management

- RGI Calculator

Other Functionality

- Standardized but Flexible & Customizable
- Workflow management
- Reporting - Standard, Adhoc & Templates
- Navigation - Drill down, Hover, Searches
- Notes & Document management
- Email & Payment Interface
- Security & Protection of Data

Where are we?



HCI Timeline

Possible Future Functions

- Asset Management
- Investment in Affordable Housing (SM Requirements – not a duplication of AIMS)
- Property Management
- System Integration with homeless data and systems

Possible Future Functions

- System Integration with province wide Arrears database
- Public survey and analytical tool
- Housing Providers access to Rent Geared to Income (RGI) calculator.
- GIS mapping of housing portfolios

Project Phases

Phase 2 – Proposed Solution and System Development

- ✓ Selection of solution provider:
Arcori ISTCL Group Inc. (AIG)
- ✓ AIG responsible for taking the business/ technical requirements and providing the technical designs, prototypes, user manuals, data migration support tools
- ✓ Each Active SM will work together as a governance team ensuring the solution is developed to meet our business requirements
- ✓ All Modules to be implemented by March 31, 2017

Success Factors

- Sound Business and Governance Model
- Supports and aligns legislated housing and homelessness programs
- Support and Buy-in of all SM and Senior Mgt.
- Support of MMAH
- Flexible system meets current/future needs
- Agile project methodology
- Effective Change Management Strategy

Next Steps

- Confirm Business Requirements with AIG
- Design and develop Modules using Agile project management techniques
- Governing Group acceptance of Module design, functionality and implementation
- Engagement of Ontario municipalities to acquire IHS
- Advise MMAH on progress
- Evaluate possible future functionality

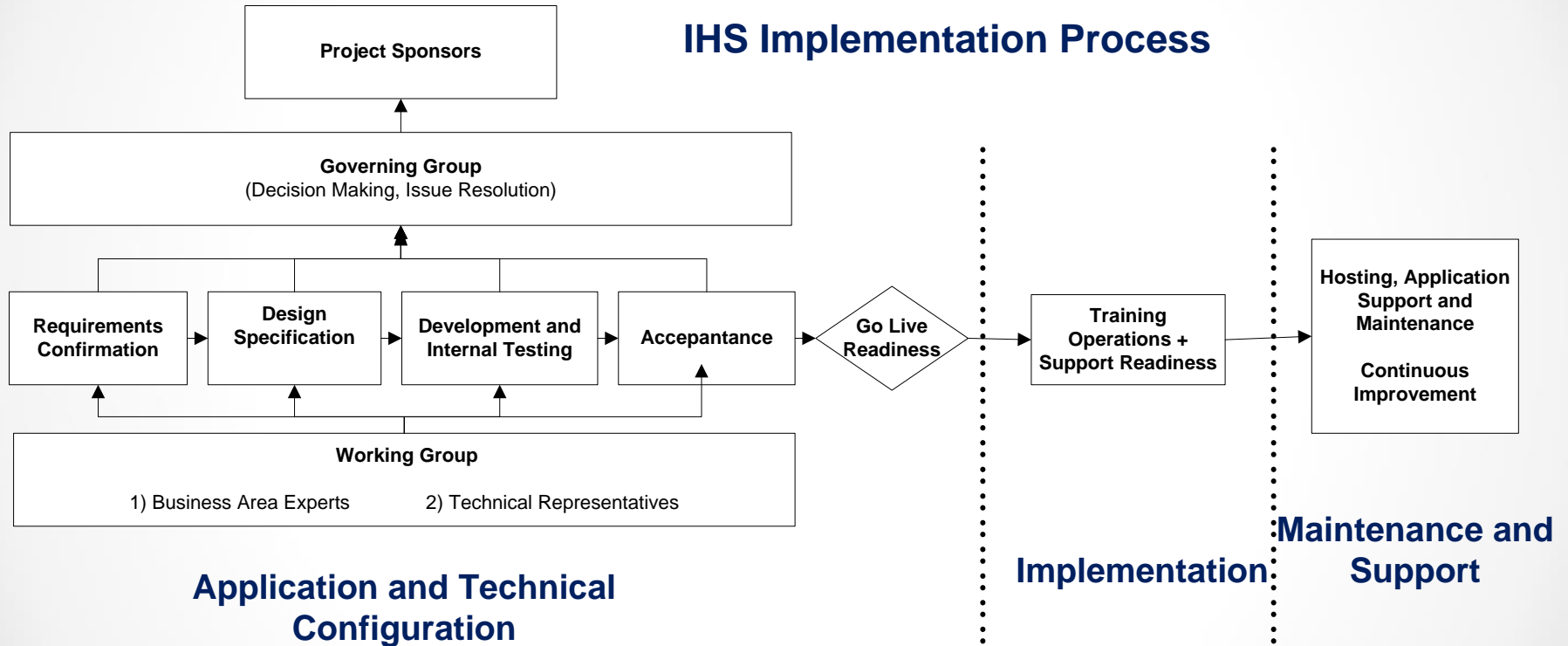
Arcori ISTCL Group (AIG)

- Is a Joint Venture Corporation dedicated specifically to the Delivery, Support and Maintenance of the IHS
- Arcori is a leading provider of Property Management Software primarily servicing Social Housing Providers.
- Arcori clients include: City Housing Hamilton, OHAS, Muskoka, KDSSB
- ISTCL Builds, Hosts and Maintains Core Enterprise Applications for the Government of Ontario
- ISTCL Hosts & Maintains Applications such as the LTC Homes Portal, utilized by all LTC Facilities (600+) in Ontario.

Development CSF - AGILE

- Utilize Agile Development Methodologies
- Short development cycles with small teams of business and development experts (6-8 people)
- Rapid escalation and decision making
- Use of Visuals – storyboards - for context and to develop “use cases”
- Modified Rapid Unified Process (RUP) Method
- ‘Just enough’ Documentation approach

Development CSF - AGILE



Development CSF – Re-use

- 20% – 80% fit for each of the IHS Modules

Module Development Sequence	Arcori Reuse Estimate
Administration Tables	65%
Contacts	80%
Action Items	30%
Letters and forms Templates	75%
Programs Maintenance	75%
Housing Portfolio	60%
Financial	35%
Housing Providers Portal	45%
Management Reporting	35%
Risk Management	20%
Wait List Management	40%
Rents Supplement	65%

Design CSF – Flexible Configuration

- Each Municipality Needs to be able to ‘opt in’ or ‘opt out’ of functionality – Flexible configuration capability

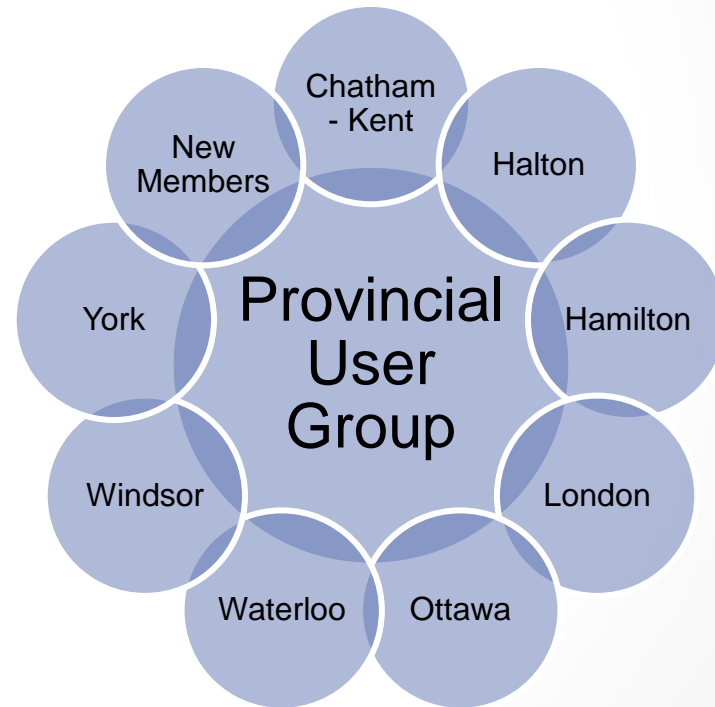
Access Level	Flexibility Configurability Requirement	Configurability Options
Application	Must be registered as a user, Must be assigned a role	
Application Module	Flexible Module Use	View, Update, Delete
Module Function (Menu Level Access	Flexible Functional Menu Level Access	View, Create, Update, Delete
Work flow Step	Allow for workflow step Variations	View, Create, Update, Delete
Chart of Accounts, Financial Reporting	Ability to participate at either a detailed or summary level	Detailed or Summary View
Field	Field Access rights to vary by role	View, Create, Update, Delete

CSF - Security

- Security is one of our highest priorities due to the highly sensitive nature of the information contained in the system.

IHS Benefits – Local and Enterprise

- As the IHS grows areas of shared standards will need to grow. To be governed by the IHS User Group. Common enterprise standards may include:
 - Shared Waitlist
 - Common KPIs



Proposed Pricing Schedule

Early Bird Pricing - Jan 31st, 2016 deadline			
Includes: all Modules developed with HCI			
Set-up, Implementation, training provide conversion tools			
Setup-up		\$ 20.00	Per Unit
Training			
conversion tools			
Annual Maintenance			
	Maintenance		
	Hosting		
	Support	\$ 10.00	Per Unit
Pricing from Feb 1st 2016			
Base Set-up	Programs, Portfolio, Financials (ASE, AIR, SMAIR, Budgets, ect)		
		20	Perunit
		10	Per Unit
Additional Modules Will be priced separately - will not be included in base price			
	Provider Portfolio	tbd	
	Rent Supp	tbd	
	Waitlist	tbd	
	Risk Management	tbd	

Questions



To: Chair and Members of the Social Services Committee
From: Heather Burke, Director of Housing
Date: Wednesday, September 09, 2015
Subject: End of Operating Agreements Update

Background:

The purpose of this report is to provide updated End of Operating Agreement (EOA) information and actions taken by the County, other Service Managers and Section 95 Social Housing Providers that support potential mutual interests or partnerships, such as financial or other incentives. In reference to the County of Wellington Service Manager area, the EOAs are set to expire between 2016 and 2019 for Section 95 Social Housing Providers. Specifically, there are 6 municipal and private non-profit housing providers facing EOA that receive social housing assistance to support low-income tenants residing in 246 units, with two projects located in the City of Guelph with 50 and 104 units, and four projects located in the County of Wellington with 15, 22, 26 and 29 units. The majority of these tenants are seniors, and one project rents to families (104 units).

Information on the status and potential risks of End of Operating Agreements (EOA) and End of Mortgages (EOM) concerning these two social housing programs has been highlighted in previous reports to this Committee and Council (see Social Service Committee reports: November 14, 2012 - SH-12-24, and September 13, 2013 – AD-13-03). In addition, the local 10-Year Housing and Homelessness Plan in 2014 identified a need to preserve the existing social and affordable housing stock, and includes a goal to continue to work with housing providers to safeguard the ongoing operation of units (with federal agreements set to expire) as affordable options for low-income households.

Across Ontario, some early Section 95 Social Housing Providers have already dropped out of social housing. However, many Service Managers are having discussions on outcomes and potential mutual interests with these groups who may experience challenges at EOA. Considerations under discussion include matters such as legal interpretations of agreement and legislative requirements; analysis of operational and capital viability; range of financial resources such as rent supplement, capital loans and re-financing; additional units; and, roles of federal, provincial and municipal governments. Recently, OMSSA started an Expiry of Operating Agreements (EOA) Task Group for Service Managers (the Housing Director with the County is represented on this task group) to undertake work to support Service Managers and their involvement with EOA Section 95 Social Housing Providers under the Federal/ Provincial framework.

The County of Wellington has pursued actions and some discussions on potential mutual outcomes, pre and post-EOA, with Section 95 Social Housing Providers. As a first action, Housing Services staff are sharing and will continue to share ongoing public resources and tools with the Section 95 housing providers to assist with their understanding and planning for the EOA dates. Many public resources exist in the housing sector, and include information such as introductions to step-by-step planning processes, what non-profit options are pre- and post-expiry, legal landscape and different models of shared services and mergers. From these, the County has developed a local planning checklist that can be used by the six Section 95 Social Housing Providers. Two detailed public planning guides for EOA Section 95 non-profit housing providers / societies are listed as examples in the attachments section below.

As another action, supports for capital planning and financial incentives were offered to all social housing providers in 2008, whereby many social housing providers completed a Building Condition Audit. Currently, the County is planning for similar incentives with similar outcomes in 2016 (subject to County 2016 budget approval), to all social housing providers including the EOA Section 95 housing providers. These updated audits can assist with pre-EOA requirements, such as capital planning and review of funding needs over a five year period for repairs and replacements of building components, and may assist with a review of capital viability post-EOA.

Various topics and discussions on mutual interests have occurred between some of the Section 95 social housing providers and the County. For example, a Section 95 housing provider is interested in supporting the need in their community for low-income senior households, and is interested in a post-EOA mutual agreement to support tenants and the project through social housing financial assistance from the Service Manager. Other EOA Section 95 non-profit providers are asking about rent supplement funding as well as incentives to add additional units to their current project. In response, County staff are reviewing preliminary options and considerations towards ongoing social housing assistance, subject to Council approval.

Given the current federal and provincial framework, County staff recommend a letter be sent from the Warden to the Federal and Provincial governments to advocate for the preservation of the social and affordable housing, including ongoing social housing assistance for tenants and projects at the Expiry of the Operating Agreements. The advocacy letter supports the goals of the County of Wellington's 10-year Housing and Homelessness Plan.

Attachments

City of Toronto Service Manager: http://share.hscorp.ca/wp-content/uploads/2015/06/City-of-Toronto-S95-EOA-Discussion-Guide_2nd-Ed.pdf

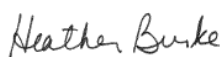
British Columbia Non-Profit Housing Association: http://bcnpha.ca/wp-content/uploads/2014/12/EOAPlanningGuide_141217.pdf.

Recommendation:

That Report HS-15-09 Expiry of Operating Agreements Updates regarding information and actions between the County, other Service Managers and Section 95 Social Housing Providers that support potential mutual interests or partnerships, such as financial or other incentives, be received for information;

That a resolution for the Warden to execute a letter of advocacy to the Federal and Provincial governments for the preservation of social and affordable housing, including ongoing social housing assistance for low-income tenants and projects at the Expiry of Operating Agreements, to support the goals of the County of Wellington's 10-year Housing and Homelessness Plan, be approved.

Respectfully submitted,



Heather Burke
Director of Housing



To: Chair and Members of the Social Services Committee
From: Heather Burke, Director of Housing
Date: Wednesday, September 09, 2015
Subject: **CHAP-EMS program in Social Housing**

Background:

The purpose of this report is to share information about a County of Wellington Service Manager and senior's programme to assist seniors with community-based health care while living in County-owned social housing. The programme is currently in an active implementation and research stage. The ultimate goal is to improve building resident's health by improving their use of health-appropriate resources and at the same time reducing their use of emergency medical services, and in turn, health costs. This programme also supports a goal in the 10-year Housing and Homelessness Plan.

Community Health Assessment Program through Emergency Medical Services (CHAP-EMS) is a drop-in community-based health promotion programme in subsidized seniors' apartment buildings. CHAP-EMS focuses on the prevention of cardiovascular disease, diabetes, and falls by providing assessments and health education, linking participants to community resources, and reporting results to the participant's family physician. CHAP-EMS is being evaluated as part of a randomized controlled trial through the Department of Family Medicine at McMaster University.

In conjunction with CHAP-EMS, Dr. Gina Agarwal, Department of Family Medicine, McMaster University received funding from the Canadian Institute of Health Research Open Operating Grant to undertake a study called "A Community Paramedicine Initiative for Older Adults Living in Subsidized Housing: Expanding to other communities." Past studies showed that older adults, over the age of 65, account for more than a third of all Emergency Medical Services calls related to cardiopulmonary conditions, diabetes and falls. Other recent reports highlight the need to deliver innovative, community-based care with two goals – enabling older adults to live safely in their own homes, and alleviating related pressures on more costly care settings such as acute care hospitals and long term care services. The CHAPS-EMS research team began implementation of the full McMaster study in November 2014 in the City of Hamilton. In February 2015, CHAP-EMS expanded to York Region and Guelph-Wellington County, with future expansion to include City of Greater Sudbury and Simcoe County.

In February 2015, the County of Wellington Housing Services and McMaster University signed a collaborative research agreement to participate in the study up to March 2016 (unless extended by mutual agreement, etc.). The County of Wellington's Housing Services and the Guelph-Wellington EMS are implementing this programme locally. In January 2015, an older adult health survey was completed voluntarily by senior residents (age 55+years) living in six social housing locations owned by the County. Participant information about the research and tenant responsibilities was provided, and consents were signed by older adults completing the survey in exchange for a \$10 gift card. The County's housing Community Support Workers were involved with recruiting the residents as part of this survey. Participants living in 3 buildings are known as the intervention group, and seniors living in 3 other buildings are known as the control group.

CHAPS-EMS sessions are offered weekly to the seniors living in the intervention buildings, where paramedic staff assess residents and perform targeted health promotion and chronic disease prevention activities. A CHAPS-EMS session has four key components:

1. Residents living in the intervention buildings are assessed for their blood pressure, cardiovascular, diabetes and falls risk.
2. Based on the risk assessment, residents are given health promotion/education on their risk factors or are referred to the community resources that can help them reduce their health risk.
3. All information is collected using an electronic database (through the paramedics) and, if the participant consents, the information collected will be sent to their family physician so that they will be informed of the findings in the session.
4. Participants are invited to come back for follow up sessions to discuss how they were able to operationalise their goals.

In May 2015, a stakeholder report prepared by CHAPS-EMS indicated that the other participating housing areas and Guelph-Wellington County have been successful with launching the study programme and recruiting participants. Locally, participation in the programme began with approximately 100 tenants residing in three social housing locations owned by the County of Wellington (intervention buildings), representing over 50% of the building occupants, with 65% of the participants returning in April 2015. Attendance at the weekly sessions continues to be a mix of new and returning participants. The County's Housing Services Community Support Workers are receiving some positive feedback from the senior participants in the 3 social housing (intervention) locations.

A 12-month implementation phase is expected to occur with the older adults (age 55 +years) living in social housing by the County of Wellington. There will be 2 trial evaluation periods (pre-intervention/post-intervention) 12 months apart. Various outcome measures and data analysis include:

- The rate of EMS calls (# of calls for building by residents aged 55 years or more/ # if residents aged 55 years or more in the subsidized senior's building). The EMS will provide the data on the number of calls.
- Outcome changes in the various risk factors and health promotion (blood pressure, 10 year-diabetes risk, health perceptions, behaviours, intentions regarding behaviours, health literacy and knowledge of resources, and health seeking behavior).
- Process evaluation measures - participation rates, programme delivery (i.e. completion of risk assessments) and other programme evaluation measures (e.g. detection rates for diabetes, etc.).
- Economic analysis on the cost impact and the cost effectiveness of the programme in terms of alterations in ED visits, admissions and primary care visits in the short and long run.

Recommendation:

That Report HS-10-15 CHAPS-EMS programme in social housing be received for information.

Respectfully submitted,



Heather Burke
Director of Housing

Applicant Services								
CWL Composition (These figures represent the Centralized Waiting List composition on the last day of the corresponding quarter)								
Total 2015 Q2 Applications on CWL:		1282	Total 2015 Q2 Household Members:		2401	Average members per application:		1.87
Total 2015 Q1 Applications on CWL:		1192	Total 2015 Q1 Household Members:		2254	Average members per application:		1.89
CWL Activity (Total Centralized Waiting List actions between April 1, 2015 & June 30, 2015)						Housed By Priority (transfers not included)		
	Total	RGI	Housing Allowance	Affordable	Transfers	Chronological		76.7%
Housed	86	53	19	1	13	Special Priority		20.5%
%	100%	61.6%	22.1%	1.2%	15.1%	Local Priority		2.8%
Wait Times (These figures represent the average CWL wait times for those housed between July 1, 2014 & June 30, 2015)								
CMSM* Chronological		All Units Types	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
Wait Times (years)		2.0 Years	1.0 Years	2.5 Years	1.5 Years	2.1 Years	0.5 Years	N/A**
*(CMSM - Consolidated Municipal Service Manager, encompassing the geographic region of the County of Wellington, including the City of Guelph)								
**(N/A - Not Applicable, as no units of this size were housed chronologically during the time period specified)								
Housing Help Centre (these figures show the number of supports provided from April 1, 2015 & June 30, 2015)								
Housing Help Centre supports provided:			331	Rent Bank supports provided:			144	
Properties and Unit Composition								
CWHS Unit Breakdown (as of June 30, 2015)					Housing Provider Breakdown (Service Level Standard)			
CWHS Owned Properties			31	Housing Providers			21	
CWHS RGI Units			1189	Total Number of Properties			31	
Rent Support Units			244	Rent-geared-to-income Units			1089	
Housing Allowance Units			112	Market Rent Units			476	
Community Agency Delivery (CAD) Units			19	Total Number of Housing Provider Units			1565	
Total Units with Rental Support			1564	*100% of federal units are under "market rent units"				
Housing Operations								
CWHS Maintenance Activity (between April 1, 2015 & June 30, 2015)								
Work Orders Scheduled			1094	Move Outs			30	
Work Orders Closed			840	Move ins			37	
Affordable Housing								
Affordable Housing New Rental					Affordable Housing Units In Development			
Affordable Housing Projects Built since 2005			6	Affordable Housing In Development			1	
Number of Affordable Housing Units			229	Number of Affordable Housing Units			8	
Affordable Units Directly Owned by CWHS			65	Occupancy Date			September 2015	



COUNTY OF WELLINGTON

COMMITTEE REPORT

AD-15-06

To: Chair and Members of the Social Services Committee
From: Eddie Alton, Social Services Administrator
Date: Wednesday, September 9, 2015
Subject: **Update on Investment in Affordable Housing for Ontario (IAH) (2014 Extension)
Revised Notional Funding Allocation**

Background:

The Ministry of Municipal Affairs and Housing (MMAH) provides Provincial and Federal funding through the IAH programme. These funds are used for various programmes that provide affordable housing including Ontario Renovates, Home Ownership, Housing Allowance Programme, Rent Support Programme and Construction of Affordable Housing Buildings.

Report:

In Report AD-15-05, staff received permission to request that the funding from years 2 to 5 be consolidated in year two. By getting the funding lumped together would allow the County to access the funding sooner and eliminate the need for preparing two Contribution Agreements and two Project Information Forms. Staff has received confirmation from the Ministry that the funding from years 2 to 5 has been moved to year 2 and a copy of the approval letter is attached for your information.

Attachments:

Letter dated July 31, 2015 from MMAH on the Investment in Affordable Housing for Ontario (IAH) (2014 Extension) Revised Notional Funding Allocation.

Recommendation:

THAT Report AD-15-06 Update on Investment in Affordable Housing for Ontario (IAH) (2014 Extension) Revised Notional Funding Allocation be received for information.

Respectfully submitted,

Eddie Alton
Social Services Administrator

**Ministry of
Municipal Affairs
and Housing**

**Ministère des
Affaires municipales
et du Logement**



Assistant Deputy Minister's Office
Housing Division
777 Bay St 14th Floor
Toronto ON M5G 2E5
Telephone: (416) 585-6277
Fax: (416) 585-6800

Bureau du sous-ministre adjoint
Division du Logement
777, rue Bay 14^e étage
Toronto ON M5G 2E5
Téléphone: (416) 585-6277
Télécopieur: (416) 585-6800

July 31, 2015

Mr. Eddie Alton
Social Services Administrator
County of Wellington
138 Wyndham St. N.
Guelph, ON N1H 4E8

Dear Mr. Alton

Re: Investment in Affordable Housing for Ontario (IAH) Program (2014 Extension) Revised Notional Funding Allocation

In response to the request of some Service Managers, the Ministry has facilitated the reallocation of their annual notional funding allocations.

The Ministry thanks you for accepting our request to adjust your annual allocations to assist these Service Managers.

The revised annual notional funding allocation for the County of Wellington is indicated below:

County of Wellington						
Year 1 (2014-15)	Year 2 (2015-16)	Year 3 (2016-17)	Year 4 (2017-18)	Year 5 (2018-19)	Year 6 (2019-20)	Total
\$1,042,700	\$8,044,000	\$0	\$0	\$0	\$790,600	\$9,877,300

Adjustments made through this process does not result in any change in your total IAH (2014 Extension) funding allocation over the life of the program.

The Service Manager Administration Agreement dated November 3, 2014 between the Ministry and the County of Wellington will apply to the above revised annual notional funding allocations.

Once again, thank you for your assistance in the re-allocation process.

Sincerely,


Janet Hope
Assistant Deputy Minister

c: Tony Brutto, Team Lead, Regional Housing Services - MSO Western Region



To: Chair and Members of the Social Services Committee
From: Stuart Beumer, Director of Ontario Works
Date: Wednesday, September 09, 2015
Subject: **Participation in the National Point in Time Homeless Count**

Background:

The County, in its role as the Community Entity for local administration of the Federal Homelessness Partnering Strategy (HPS), has made a decision after consulting with the Community Advisory Board to participate in the first Canada-wide homeless point in time count.

The Federal Government has invited Communities of the Homelessness Partnering Strategy (HPS) to participate in this first Point-in-Time (PiT) homeless count coordinated in the first 60 days of 2016. Funding support to a maximum of \$30,000 is available to support the administration of the PiT count. The Federal PiT count has two primary purposes: To count the number of people experiencing absolute homelessness and to complete a survey of this homeless population.

The Federal Government has identified core HPS PiT Count Methodology that is intended to standardize the basic elements of the count across communities. However there is some opportunity for local adaptation of the approach taken.

In April of this year, the County led the completion of a local PiT count that measured both absolute and relative homelessness. This count utilized a different methodology and relied upon reporting from a wide range of local agencies. The Federal count is not replacing the current local PiT count; it is intended to provide some deeper information about those who are experiencing absolute homelessness in our community (through standard survey questions) and to contribute to the national data and understanding of the issue of homelessness. Moving forward, the County will work with the community to determine the value of performing both PiT counts in order to determine our on-going participation in these efforts.

Approach to the HPS PiT Count:

The County as the local HPS Community Entity has completed an application for funding to participate in the HPS PiT homeless count.

Once funding is approved, the County will issue an Expression of Interest (EOI) to identify a third party PiT Count Coordinator. The Coordinator will plan, prepare, implement, analyze and complete reports related to the PiT Count. This work will be done in consultation with the County as the Community Entity and a local PiT Count Committee. County staff will be able to provide support to the PiT Count Coordinator as part of our current Community Entity role for the HPS programme. Responsibilities and expectations of all parties will be outlined through the EOI process and a subsequent agreement with the selected Coordinator.

The PiT count is to be completed within the first 60 days of 2016. Analysis and submission of the data and completion of required reporting will follow the administration of the PiT count. The Federal Government requires that all information is received no later than June 30, 2016, although it is anticipated locally that this work will be done well in advance of this deadline. Results of the PiT count will be shared with County Council through the Social Services Committee as well as with the community more broadly.

Financial Implications:

Funding to administer the HPS PiT homeless count is being provided through the Department of Employment and Social Development Canada and is anticipated to fully off-set the costs of contracting with a PiT count coordinator as well as any operational costs of administering the PiT count.

Recommendation:

That report OW-15-10 Participation in the National Homeless Point in Time Count be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Stuart Beumer'.

Stuart Beumer
Director of Ontario Works



To: Chair and Members of the Social Services Committee
From: Stuart Beumer, Director of Ontario Works
Date: Wednesday, September 09, 2015
Subject: **Social Assistance Management System (SAMS) Update**

Background:

As previously reported to Committee and Council, the Province of Ontario implemented a new technology system for the administration of Social Assistance across the province in November of 2014. The implementation of SAMS has been challenging and the County continues to work closely with the Ministry of Community and Social Services (MCSS) as well as the Ontario Municipal Social Services Association (OMSSA) to address ongoing challenges with the functionality of the new system.

Shifting from Implementation to Business Recovery:

Earlier in 2015, MCSS commissioned PricewaterhouseCoopers (PwC) to conduct an independent assessment of the Province's implementation strategy related to SAMS. On May 1st the report was released and contained 19 recommendations that were accepted by the Ministry. The recommendations focused on project governance and transition planning, communications and supports, release management, fixes and testing and finally, end user supports. The PwC recommendations have served as a guide for the Province's SAMS transition strategy. MCSS is working through the Director-Administrator Reference Group (DARG) to consult on and roll-out their transition strategy; the County is represented on this group by the Director of Ontario Works. The full PwC report can be found at http://mcss.gov.on.ca/en/mcss/programs/social/pwc_final_report.aspx.

In the summer, OMSSA also released the report of the Business Recovery Working Group that outlined a number of the adverse impacts SAMS was having on administrative efficiency and programme outcomes. The County participated as one of 11 municipalities in this work and continues to work through OMSSA to demonstrate to the Province the issues that SAMS continues to present at the local level.

SAMS Implementation and Transition Locally:

SAMS continues to present service delivery challenges at the local level. Ongoing functionality issues pertaining to tasks, letters, evidence management, payment management and reporting have made it more challenging to deliver Ontario Works assistance in 2015. The administrative workload per case has increased and this has made it challenging for staff to complete their required duties. Sick related staff leaves have increased in 2015 and this can be partially attributed to the implementation of SAMS; these absences further compound a challenging situation.

Earlier in 2015 we hired and trained two additional temporary caseworkers to help us manage through the SAMS transition. These additional staffing resources were supported through one-time provincial project funding. The Ontario Works management team is currently assessing our staffing and workload

situation moving into 2016 and will make recommendations pertaining to the need to extend SAMS implementation supports as part of the 2016 County budget process.

Caseload Reporting and Financial Reconciliation:

Receiving accurate data and reports from SAMS or MCSS has been problematic and in many cases data has not been available since SAMS implementation. This has created challenges related to service planning, outcomes management and setting as well as budget management. In June MCSS developed and released a SAMS Transition Performance Report, this is a monthly report that provided us with a range of data measures related to administrative processes, financial management and client outcomes. Although helpful, the information in this report has sometimes been inconsistent with the same data elements in other SAMS reports. An example of this inconsistency relates to measuring our caseload, the SAMS Transition Performance Report states a different number than the monthly Subsidy Claim Expenditure Report; a report that the Province has historically used as the official caseload data source. After considerable conversation with MCSS we have adjusted our caseload numbers back to the implementation of SAMS based on their direction that the SAMS Transition Performance Report provides a more accurate caseload number. MCSS continues to qualify this caseload number (and all data generally) by saying that it is not yet official and subject to further validation.

It should be noted however, that while statistical reporting in the new SAMS system has been challenging, this has not affected the County's ability to track costs between the City and County caseloads. These caseload cost splits are based on where the individual resides and the County has continued to utilize a number of internal processes and checks to ensure the accuracy of cost sharing between the City and the County.

The County has also not completed a monthly financial reconciliation with the Province since the implementation of SAMS. This is due to the fact that MCSS has not moved forward on the implementation of the automated financial reconciliation functionality that is built into SAMS. On a monthly basis MCSS has been advancing us the necessary funds to cover social assistance payments to the County, but these have not yet been reconciled with our actual expenditures. As a result, the County has been receiving provincial cash flow based on outdated caseload figures from 2014. This has put pressure on our cash flow as caseloads have increased over the past year. Treasury staff has been monitoring this situation closely to ensure the situation remains manageable for the County. MCSS has very recently indicated that they are prepared to begin testing on the automated monthly claims reconciliation process and have asked that the County to participate in testing and validating the integrity and functionality of this new feature available through SAMS.

Recommendation:

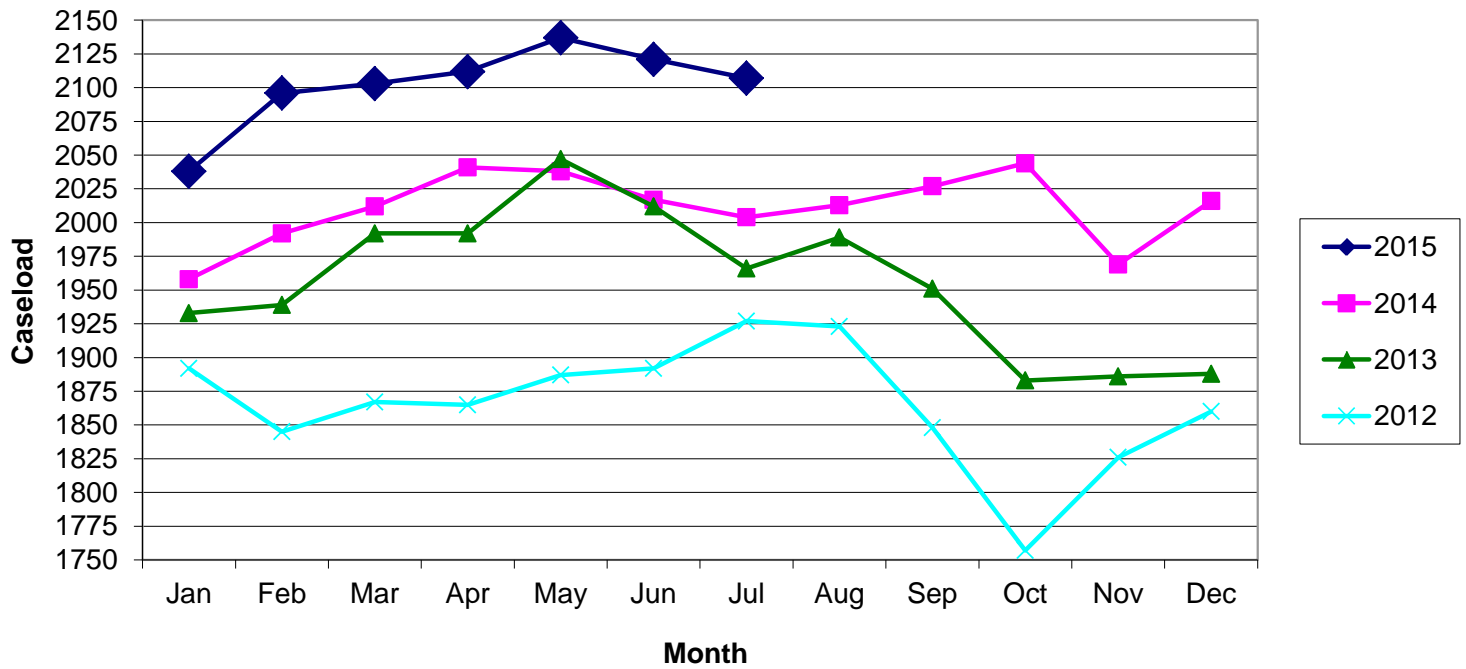
That report OW-15-11 SAMS Update be received for information.

Respectfully submitted,

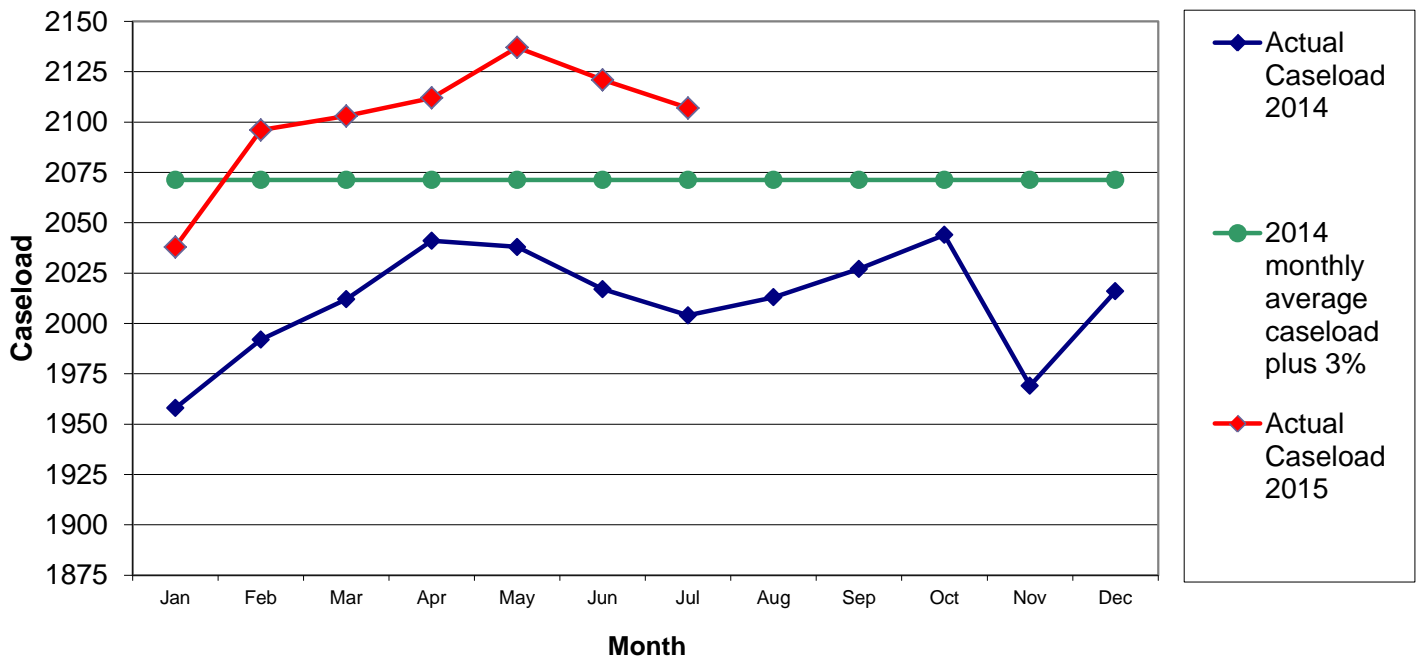


Stuart Beumer
Director of Ontario Works

Total County and City Ontario Works Caseload - January 2012 to July 2015



Total County and City Ontario Works Caseload Budget/Actual Comparison



County of Wellington - Ontario Works



2012-15 County / City Caseload

Total caseload					Change From		Change From	
	2012	2013	2014	2015	Cases	%	Cases	%
January	1,892	1,933	1,958	2,038	22	1.1%	80	4.1%
February	1,884	1,997	1,992	2,096	58	2.8%	104	5.2%
March	1,867	1,992	2,012	2,103	7	0.3%	91	4.5%
April	1,865	1,992	2,041	2,112	9	0.4%	71	3.5%
May	1,887	2,047	2,038	2,137	25	1.2%	99	4.9%
June	1,892	2,012	2,017	2,121	(16)	-0.7%	104	5.2%
July	1,927	1,966	2,004	2,107	(14)	-0.7%	103	5.1%
August	1,923	1,989	2,013					
September	1,848	1,951	2,027					
October	1,757	1,883	2,044					
November	1,826	1,886	1,969					
December	1,860	1,888	2,016					
Total	22,428	23,536	24,131	14,714				
Average	1,869	1,961	2,011	2,102			91	4.5%