



**City of Kingston
Report to Council
Report Number 18-011**

To: Mayor and Members of Council
From: Lanie Hurdle, Commissioner, Community Services
Resource Staff: Sheldon Laidman, Director, Housing & Social Services
Date of Meeting: December 5, 2017
Subject: Initial Service Plan for EarlyON Child and Family Centres in Kingston and Frontenac

Executive Summary:

Following a period of stakeholder consultation and local needs assessment, the Initial Service Plan for EarlyON Child and Family Centres (formerly named Ontario Early Years Child and Family Centres) has been prepared and attached as Exhibit A to Report Number 18-011.

This report follows two previous Information Reports to Council:

- Report Number [16-314](#) – New Ontario Early Years Child and Family Centres Service Managers Responsibilities; and
- Report Number [17-179](#) - Ontario Early Years Child and Family Centre Update

The report is time sensitive given the aggressive time-lines to meet the Ministry's guidelines and the local priority to have the new programs and services of EarlyON Child and Family Centres implemented by July 1, 2018.

This report was scheduled to be on the November 23rd agenda of the Arts, Recreation and Community Policies Committee (ARCP). The ARCP meeting was cancelled and given the time sensitive nature of the report, it was decided to bring the report and its recommendation directly to Council for their consideration. This will help maintain the timeline committed to the Ministry and the existing service providers. Upon approval of the recommendation, the Request for Interest will be issued immediately.

The Initial Service Plan was developed with the assistance of DPRA Consulting and shared with the community in draft prior to this report. Feedback from the Ministry has also been incorporated into the Plan (Exhibit A to Report Number 18-011).

Recommendation:

That the Initial Service Plan for EarlyON Child and Family Centres, attached as Exhibit A to Report Number 18-011, be approved.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Lanie Hurdle, Commissioner, Community Services Group

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Denis Leger, Commissioner, Corporate & Emergency Services	Not required
Mark Van Buren, Acting Commissioner, Transportation & Infrastructure Services	Not required

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Options/Discussion:**Background**

The Province currently funds four child and family programs including Ontario Early Years Centres, Parenting and Family Literacy Centres, Child Care Resource Centres and Better Beginnings Better Futures programs. In alignment with the Ontario Early Years Policy Framework, in February 2016 the Ministry announced its intention to transform these programs into an increasingly integrated, cohesive system of services and supports for children 0-6 years of age, their parents and caregivers, to be known as EarlyON Child and Family Centres. EarlyON Child and Family Centres will be open to all families across Ontario and provide support, advice, personal connections and a network of resources as well as play and inquiry based programs for young children.

Beginning in January 2018, the Consolidated Municipal Service Manager (CMSM) for the City of Kingston and County of Frontenac is required by the Province to implement this transformation locally and be responsible for the ongoing local management as part of their responsibility for the service system management of child care and other human services.

In preparing for the transformation, the CMSM initiated a community planning and engagement process to identify service needs from a broad range of stakeholders. DPRA Consulting assisted with the development of the Plan and, together with staff, completed a local needs assessment to better understand the landscape of existing services, demographic profiles of users and potential users, the needs and preferences of families and the strengths and challenges of existing programs. From this vast amount of information, the governance structure, service pathways and timelines were developed which will result in a successful transformation to the new EarlyON Child and Family Centres. The draft Initial Plan was shared with the Ministry of Education as per their requirements and also with a broad group of stakeholders. The feedback and comments from those sessions informed the Plan.

Highlights from the Initial Plan: EarlyON Child and Family Centres

The intent of the Plan is to outline the transition strategy that the City of Kingston, as the CMSM, will undertake to implement the new EarlyON Child and Family Centres. The Plan is both an internal document to guide the work of the CMSM over the coming year and also a public document to inform stakeholders of the up-coming changes to the current delivery system. The Plan consists of two chapters. Chapter I – ‘Local Needs Assessment’ describes the data collection methodology and results. It concludes with nine recommendations based on these results which drive the content of Chapter II – ‘The Initial Service Plan’.

Chapter II begins with the vision and guiding principles set forth by the Ministry of Education which sets the context for the Plan along with the local needs assessment from Chapter I. Roles of the Ministry of Education, the CMSM and service providers are defined. The Service Delivery model is a purchase of service agreement consistent with the city’s Procurement By-Law awarded to successful candidates through a Request for Interest (RFI) and Request for Proposal (RFP) process. The successful candidates will be expected to deliver the three

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mandatory core services defined by the Ministry which are: engaging parents and caregivers, supporting early learning and development, and making connections for families.

To ensure the RFI/RFP process is not encumbered by the provision of EarlyON Centres sites, it is expected that the eventual service providers will work with the City to locate and secure sites to appropriately implement the goals of the Plan. There are approximately 23 locations recommended in the Initial Plan compared to 16 locations within the current system. The Plan speaks to two specialized services: Francophone Programming and Indigenous Programming which the service system must provide through EarlyON locations. Programming for children with special needs will be consistent with the local "Special Needs Strategy" and not delivered by the EarlyON Centres directly. The Plan concludes with anticipated transition time-lines and milestones.

Comments from the Ministry of Education

The City of Kingston as CMSM met the legislated requirement to submit a draft Initial Plan to the Ministry of Education by September 29, 2017. Since the Ministry views this as an Initial Plan, verbal feedback and comments only are provided. The Ministry does not approve the Plan. They do, however, require a mid-term update to report on the implementation of the Initial Plan in June 2018 to detail the activities and outcomes to date.

The Ministry acknowledged the strength of the Initial Plan over-all and its ability to address considerable complexities within the service area. They noted specifically the solid communication planning and execution which resulted in a wide range of stakeholder engagement.

Comments from Stakeholders

On October 30, 2017, invitations were sent to the four service delivery agencies currently delivering child and family programs, licensed childcare providers, and to all stakeholders listed in Exhibit A: The Initial Plan Table 12: Service Inventory of Additional Child and Family programs.

The purpose of the information session was to share the draft Initial Service Plan; to receive comments and questions; to share information about a proposed Request for Interest (RFI) and Request for Proposal (RFP); and to identify concerns or challenges related to implementation. Approximately 45 people attended the session.

The main areas of discussion and clarification related to the RFI and RFP process to determine the service system provider(s) in addition to questions on staffing requirements, allowable administrative expenses, transportation assistance, desired service locations, times and type of EarlyON Centres which supported the feedback by parents and caregivers as well as the overall demographics of each neighbourhood.

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Next Steps

Once the Initial Plan has been approved by Council, it will be posted on the City's website for public information. The following highlights the next steps and anticipated timelines subsequent to approval of the Initial Plan for EarlyON Child and Family Centres.

- December 2017 to February 2018: RFI and RFP process;
- April 2018 – Report to Council recommending successful applicant(s);
- June 2018 – Provide mid-year update to the Ministry of Education; and
- July to September 2018 – Transition period to operate the new EarlyON Child and Family Centres.

Existing Policy/By-Law:

The framework for the Service Manager's implementation of EarlyON Child and Family Centres has been provided by the Ministry of Education through several documents. They are:

- Ontario Early Years Child and Family Centres (OEYCFC) *Transforming Ontario's Early Years Child and Family Programs – Public Plan*
- Ontario's Renewed Early Years and Child Care Policy Framework
- How Does Learning Happen: Ontario's Pedagogy for the Early Years
- OEYCFCs – Planning Guidelines for Service System Managers
- OEYCFCs – Business Practices and Funding Guidelines for Service System Managers

Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

Financial Considerations:

Effective January 1, 2018, the City of Kingston as CMSM will receive \$2,856,317 annualized funding to manage the EarlyON Centres, including core services, facilities, administration, planning and data analysis. A portion of this funding may go to administration costs related to the management of the system. The cost to operate the system as envisioned in the Plan will be determined through an RFI and RFP process as per the city's Procurement By-Law.

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Laura Austin, Supervisor, Child Care Programs, Housing & Social Services

Leesa Owrap, Project Manager, EarlyON Child and Family Centres, Housing & Social Services

Exhibits Attached:

Exhibit A Initial Service Plan for EarlyON Child and Family Centres (Nov 2017)

Initial Service Plan: “EarlyON Child and Family Centres” in Kingston and Frontenac

November 2, 2017



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Introduction

Purpose

The purpose of this document is to outline the transition plan that the City of Kingston (the City), as Consolidated Municipal Service Manager (inclusive of the City of Kingston and the County of Frontenac) will undertake throughout 2018 to implement the new EarlyON Child and Family Centres. It is noted for the reader that the Ministry of Education rebranded the Ontario Early years Child and Family Centres (OEYCFCs) to “EarlyON Child and Family Centres” in late October 2017. The newer term or its shortened version (EarlyON Centres) will be used throughout this document when appropriate.

Chapter I: Local Needs Assessment

This chapter describes the data collected from research and community consultation activities to understand the landscape of existing services, demographic profiles of families in Kingston and Frontenac, the needs and preferences of families, and the strengths and challenges of existing programs.

Chapter II: Initial Service Plan

Based on the findings of the Local Needs Assessment, this chapter outlines the governance structure, service pathways, and timeline that the City will employ to successfully implement EarlyON Child and Family Centres in 2018 in order to meet the needs of families in Kingston and Frontenac.

Chapter II provides the recommendations based on the community consultations put forward by DPRA Canada and reviewed by the CMSM to guide the Initial Service Plan. They are:

1. Build on system strengths and solid foundation of early years programs currently being offered in Kingston and Frontenac.
2. Offer a variety of program times to meet the needs of needs of parents/caregivers.
3. Prioritize accessible locations that parents/caregiver frequent including schools, libraries and recreation centres.
4. Reduce barriers for families to make programs more inclusive and welcoming.
5. Enhance awareness about programs using a variety of strategies.
6. Recruit and retain qualified staff through the development of a recruitment and retention strategy.
7. Integrate EarlyON Programs with other services through formal partnerships.

8. Ensure a smooth transition process to minimize service disruption for families and staff.
9. Engage families on an ongoing basis to ensure that EarlyON Centres meet the needs of families in Kingston and Frontenac on an ongoing basis.

Background

The early years of a child's life play a crucial role in their cognitive, emotional, and social development. Research evidence shows that early childhood education can set a child up for success later in life as a result of early literacy and language skills, parental bonding, and the development of neurological pathways.

Currently, Kingston and Frontenac offer a number of family-centred programs and services through the following four agencies:

- The Ontario Early Years Centre for Kingston & the Islands – operated by Limestone Advisory for Child Care Programs
- The Ontario Early Years Centre for Frontenac – operated by Northern Frontenac Community Services
- Better Beginnings, Better Futures – operated by the Kingston Community Health Centre
- Parenting and Family Literacy Centres - operated in partnership with Limestone District School Board and Algonquin and Lakeshore Catholic District School Board

The early years programs currently being offered in Kingston and Frontenac (Figure 1 below) provide play and inquiry-based learning opportunities to children aged 0-6 and their parents/caregivers. As well they provide workshops and other targeted supports to parents/caregivers to gain information on child development and enhance parenting confidence and skills.

As part of Ontario's commitment to modernizing childcare and early years programming, these programs will be consolidated under the unified EarlyON model in 2018. The City of Kingston's Childcare Programs Division will be responsible for managing the new EarlyON Child and Family Centres service delivery system in Kingston and Frontenac.

Figure 1: Child and Family Programs in Kingston and Frontenac

Kingston Frontenac Child & Family Programs 2016

<p>Ontario Early Years Center (OEYC) Kingston & The Islands Limestone Advisory for Child Care Programs</p> <p>OEYC Kingston & the Islands supports and empowers parents and caregivers with children 0-6 years of age. Programs include daily early learning child & family programs, specialized programs for families with children in specific age groups or needs, francophone programs and parenting workshops & resources. All programs are free and offered throughout Kingston.</p> <p>http://www.limestoneadvisoryforchildcare.ca/#/ontario-early-years-centre/c1p00</p>	<p>Better Beginning for Kingston Children Kingston Community Health Centre</p> <p>Better Beginnings for Kingston Children (BBKC) offers programs and supports for families with children from 0-5 years. Programs include prenatal education and support, home visiting, parent-child support groups, parenting programs, and school readiness programs. All our services are free and open to all throughout the Kingston area; assistance with transportation and childcare are provided when needed.</p> <p>http://www.kchc.ca/index.cfm/better-beginnings/</p>
<p>Parenting and Family Literacy Centres (PFLC) Limestone District School Board Algonquin Lakeshore Catholic District School Board</p> <p>The PFLC's are free and open to all parents, grandparents, caregivers of children from birth to 6 years of age. Each centre provides play based activities and a nutritious snack within a school setting.</p> <p>The LDSB offers programs in 3 elementary schools and ALCDSB offers programs in one Kingston elementary school</p> <p>http://limestone.on.ca/Programs/Kindergarten_Early_Learning/PF_Literacy_Centre/Home%20Page</p>	<p>Ontario Early Years Center (OEYC) Child Centre Sharbot Lake North Frontenac Community Services</p> <p>OEYC, The Child Centre offers free early learning playgroups throughout Frontenac county for parents, caregivers and their children age birth to 6. They are where early learning activities and networking take place. You can stay, play, read and sing with your children with a trained facilitator on site. There are also baby groups, family support and parent education as well as various resources.</p> <p>http://nfcs.ca/?page_id=27</p>

The Ministry of Education has provided several guiding documents to support the transition to EarlyON Centres including:

- How Does Learning Happen: Ontario's Pedagogy for the Early Years
- Ontario's Renewed Early Years and Child Care Policy Framework
- OEYCFC Planning Guidelines for Service Managers
- OEYCFC Business Practices and Funding Guidelines for Service System Managers

According to the Ministry of Education's Planning Guidelines for Service System Managers, there are three core services EarlyON Centres will be mandated to provide:

1. **Engaging parents and caregivers** through discussion and information sharing, pre and postnatal support programs, and targeted outreach activities;
2. **Supporting early learning and development** through drop-in programs and other programs and services to build responsive adult-child relationship and encourage children's exploration, play and inquiry; and
3. **Making connections for families** by responding to parent/caregiver concerns about their child's development through conversation and observation supported by validated resources and tools, information sharing, referrals, and connections with specialized community services and other programs and services available.

In addition to the mandatory core services provided through EarlyON Centres (main or outreach), service providers may employ the additional service delivery methods for these services:

- Mobile services
- Virtual Services and Resources
- Local Phone Lines

The requirements for EarlyON Centres programs and services are that they:

- Have at least one Registered Early Childhood Educator (RECE) on each staff team
- Offer center based services at least 5 days a week including a weekend day
- Offer French Language programs & services in designated areas under French Language Services Act
- Offer programs & services that reflect local Indigenous cultures

The following restrictions apply to programs and services in EarlyON Centres:

- Child minding services are only permitted during parenting education programs when the parents remain on site
- Programs are community based and not be offered within individual homes

Chapter I: Local Needs Assessment

Local Needs Assessment

A needs assessment is an approach to determining population needs and service gaps to help inform future programming. A local needs assessment was undertaken to understand the needs of parents and caregivers with young children living in Kingston and Frontenac.

The first stage in the local needs assessment was to understand the demographic features of the population, including where children aged 0- 4 are living, their linguistic profiles, and their level of vulnerability. Next, a service inventory was conducted to understand what programs and services already exist. Finally, an extensive community consultation was executed to engage parents/caregivers as well as service providers and community partners about the most pressing needs of families in the region, as well as to learn about the strengths and challenges of the existing services.

A summary of the local needs assessment is provided below, followed by analysis and recommendations regarding the needs of parents/caregivers with young children.

Service Inventory and Demographic Community Profiles

Methodology

Demographic Community Profile Data

Community based information is crucial in assisting with evidence informed decision making. Socio-economic data helps identify pressures and priorities within communities. The information in this report is based on various data sources and each source has to be assessed on its own methods and limitations.

This report was produced based on Statistics Canada Data (unless otherwise noted) provided through the Kingston, Frontenac Lennox & Addington Community Data Consortium. This is an initiative from the Canadian Council on Social Development in partnership with Statistics Canada.

The counts of population may vary slightly, depending on the numbers being randomly rounded to the nearest zero, five, or ten, in accordance with census protocol.

Using the Early Development Instrument (described in more detail below) and community consultations, planning areas specific to early years service planning were defined. Each of these planning areas consolidates several City of Kingston neighborhoods to be able to further look at other data sources within these areas.

Below, a summary of the data sources used to inform the demographic community profiles is presented.

Statistics Canada Census

The census provides a demographic profile of Canada at various geographic regions every five years. Data is collected across Canada in May of the census year. In 2011, this consisted of only the short form and was distributed to all households.¹ The 2016 census data began to be released during the production of this service plan. Where possible, 2016 data has been incorporated.

2011 National Household Survey

National Household Survey (NHS) was conducted for the first time by Statistics Canada between May and August 2011. This voluntary self-administered survey was introduced as a replacement for the long census questionnaire. The mandatory long form census was re-introduced for the 2016 census program.²

Early Development Instrument (EDI)

The Ontario Ministry of Education collected the information related to the Early Development Instrument (EDI) in Ontario in the 2014-2015 school year, as part of its mandate and under section 8.1 of the *Education Act*. Although the data provided in this report was provided by the Ontario Ministry of Education, the views expressed in this report and analyses are the views of the author and do not necessarily reflect those of the Ministry.³

City of Kingston Official Plan

The Official Plan for the City of Kingston sets out the planning and policy land use guidelines. It focuses on development and growth of the variety of land uses in the City of Kingston while protecting natural and cultural heritage through resource management and support.⁴

County of Frontenac Official Plan

The Official Plan for Frontenac County is a framework for guiding land use and changes while protecting and managing the natural environment, responding to growth patterns as well as the vision expressed through the residents.⁵

¹ Statistics Canada. Census. Accessed August 23, 2017 from: <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm?HPA=1>

² Statistics Canada. NHS Guide. Accessed August 23, 2017 from: http://www12.statcan.gc.ca/nhs-enm/2011/ref/nhs-enm_guide/index-eng.cfm

³ Offord Centre. EDI. Accessed August 23, 2017 from: <https://edi.offordcentre.com/>

⁴ City of Kingston. Official Plan. Accessed August 23, 2017 from: <https://www.cityofkingston.ca/business/planning-and-development/official-plan>

⁵ Frontenac County. Official Plan. Accessed August 23, 2017 from: <http://www.frontenacounty.ca/en/corporate/OfficialPlanCurrentProjects.asp>

Service Inventory

Existing Ministry of Education Funded Child and Family Early Years Program Service Inventory

Information on currently funded child and family programs was provided through the Ministry of Education as well as directly through the current service providers. The City recognizes that there might be gaps in inventory data as programs evolve and change, although we have tried to retain the most up to date information about programs and services offered through the existing service providers.

Additional Child and Family Early Years Program Service Inventory

An environmental scan of all early years child and family programs was conducted for the City of Kingston and the County of Frontenac. The data was collected directly from service providers determined through existing planning tables, networks and the 211 community service inventory. This information was mapped out to provide a fuller picture of the additional early years programs and services available for families with young children 0 to 6 years of age in Kingston and Frontenac. It is recognized that there may be gaps in the inventory data and that this was a snapshot of programs available as programming does change; however, the information collected does provide a good representation of what is being offered for families in the City of Kingston and County of Frontenac.

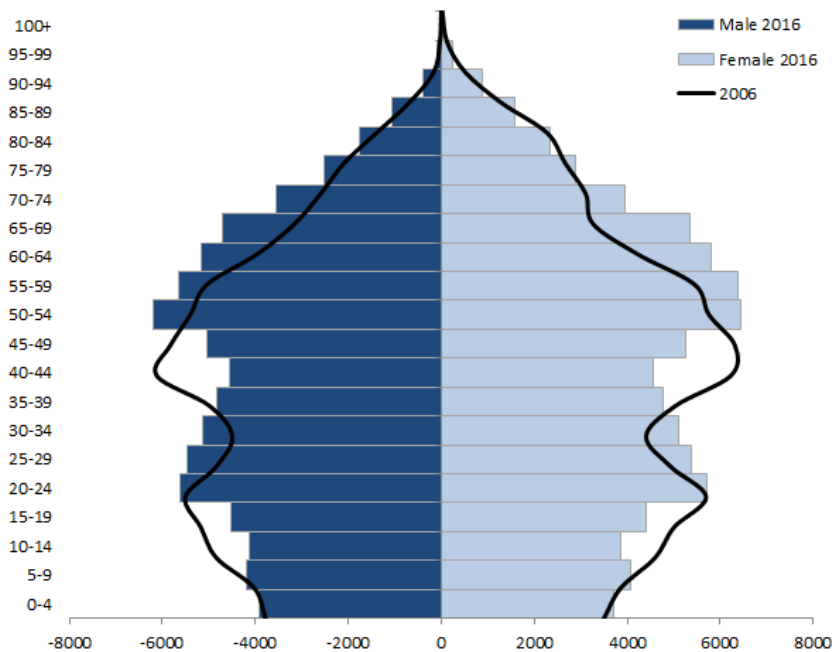
Demographic Community Profile

Population of Kingston & Frontenac

Statistics Canada defines Frontenac County as a census division that consists of five census subdivisions; City of Kingston, Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac. This represents the City of Kingston Consolidated Municipal Service Manager (CMSM) boundaries.

According to the 2016 Census the total population of Kingston CMSM was 150,475, an increase of 0.5% since 2011. Over the previous decade (2006 to 2016 census) there was a population growth of 4.6%.

Figure 2: Kingston CMSM – Age Distribution, 2016 and 2006



As the age distribution across Kingston CMSM has changed over the last decade, there has been a larger increase in the number of individuals over the age of 65 than in children and youth under the age of 14. In 2016, there were a total of 7,030 children 0 to 4 years of age; this is an increase of 3% from 2006. Within this same time frame Kingston CMSM area also saw an increase in the number of children 5 to 9 years of age (3.3%) but a decrease in the number of children 10 to 14 years of age (-16.5%).

Where do young children live in Kingston Frontenac?

According to the 2016 Census, over 80% of children 0 to 4 years of age within Kingston CMSM reside within the City of Kingston. The central and west areas of Kingston had the highest number of children 0 to 4, although the east area of Kingston had the largest proportion of children 0 to 4 years of age. Over the last decade the largest population growth in children 0 to 4 was also in Kingston east. Largest decline in population 0 to 4 was in Frontenac Islands and Central Frontenac.

The highest percent of children 0-4 years of age within the City of Kingston was in; Greenwood Park/St. Lawrence South, Cataraqui River East, Ravensview and CFB Kingston; Cataraqui Woods/Westbrook; Cataraqui North and Strathcona Park; and Rideau Heights, Markers Acres and Inner Harbour.

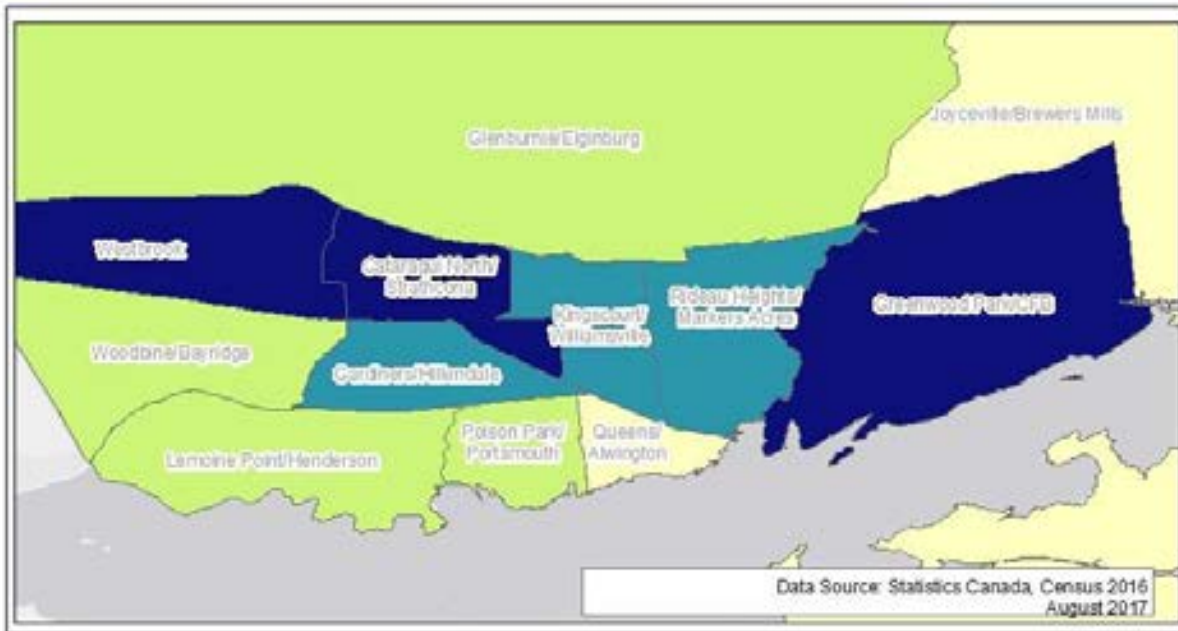
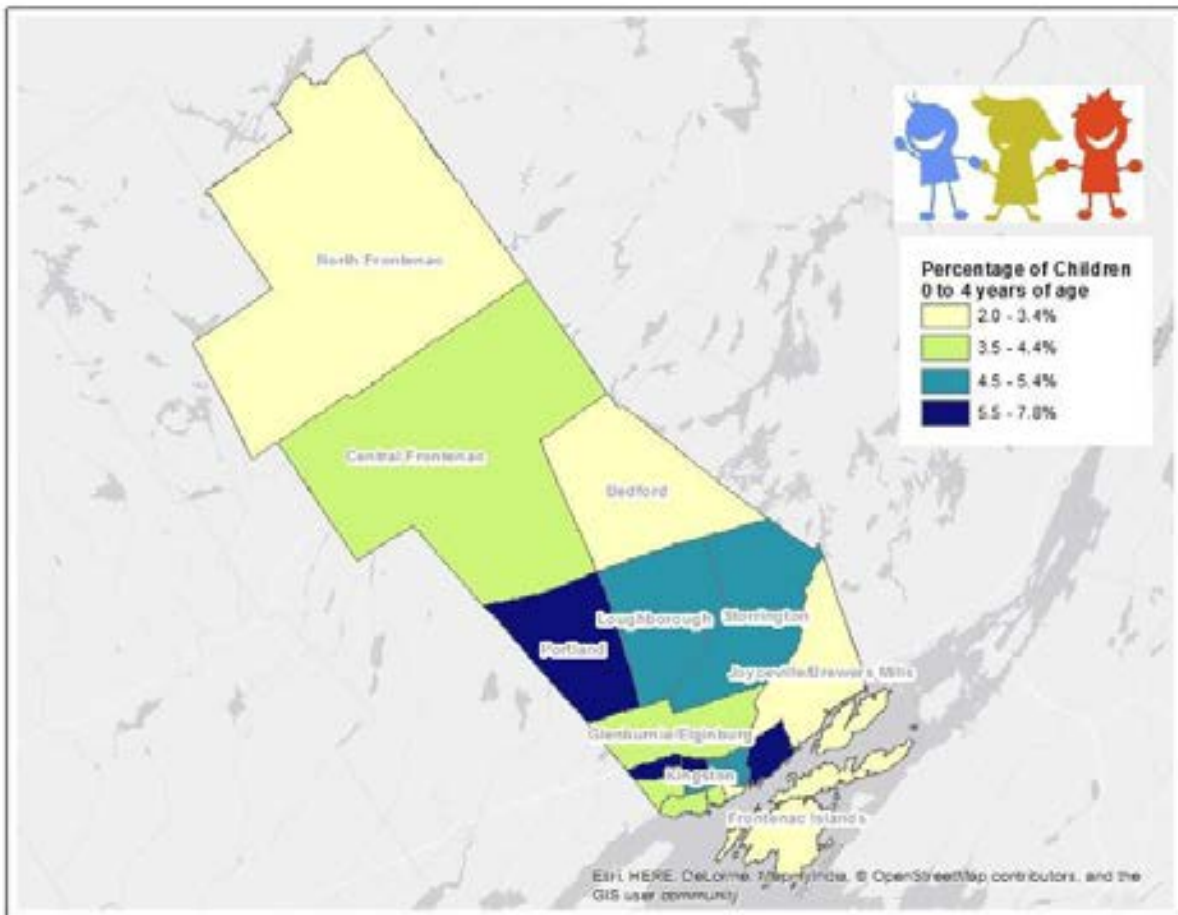
In Frontenac, the highest percentage of children aged 0-4 was located in South Frontenac in Sydenham, Inverary, Perth Road, Battersea and Harrowsmith.

Table 1: Population of Children Aged 0-4 in Kingston Frontenac CMSM⁶

	Total Population 2016	Number of children 0 to 4 years	% of Population
Ontario	13,448,490	697,360	5.2%
Kingston CMSM	150,475	7,030	4.7%
County of Frontenac	26,677	1,160	
Frontenac Islands	1,760	45	2.6%
South Frontenac	18,646	900	4.8%
Loughborough	5,739	260	4.5%
Storrington	5,954	300	5.0%
Portland	5,437	315	5.8%
Bedford	1,516	30	2.0%
Central Frontenac	4,373	150	3.4%
North Frontenac	1,898	65	3.4%
City of Kingston	123,798	5,870	4.7%
Sharpton/Glenvale, Elginburg/Silvers Corners/ Shannon's Corners, Glenburnie, Kingston Mills	5,319	185	3.5%
Polson Park, Calvin Park, Fairway Hills, Portsmouth	11,386	500	4.4%
Sunnyside, Queen's, Alwington, Sydenham	10,441	335	3.2%
Cataraqi North/Strathcona Park	7,580	425	5.6%
Gardiners, Waterloo Village, Grenville Park, Hillendale	13,363	620	4.6%
Greenwood Park/St. Lawrence South, Cataraqi River East, Ravensview, CFB	11,110	660	5.9%
St. Lawrence North, Joyceville/Brewer's Mills	4,174	140	3.4%
Lemoine Point, Auden Park, Henderson, Reddendale	11,722	485	4.1%
Kingscourt/Williamsville	7,280	325	4.5%
Rideau Heights, Marker's Acres, Inner Harbour	16,127	865	5.4%
Westbrook/Cataraqi Woods	7,233	565	7.8%
Woodbine, Westwoods, Sutton Mills, Mile Square, Bayridge East & West	18,063	760	4.2%

⁶ Data from Statistics Canada, 2016 Census

Figure 3: Percentage of Population 0 to 4 years of age, 2016



Early Development Instrument (EDI)

EDI helps provide a snapshot of children's developmental health at age 5 and provides data about health, skills and behavior in the transition from early childhood to school age. The EDI has been completed 4 times over the last 10 years; in 2006, 2009, 2011 and 2015 with all 4 school boards throughout Kingston and Frontenac (Algonquin & Lakeshore District Catholic School Board, Limestone District School Board, Conseil des écoles catholiques du Centre-Est, Conseil des écoles publiques de l'Est de l'Ontario (CEPEO)). Over the last 4 cycles of EDI there has been a steady increase in the vulnerability in one or more of the EDI domains. Through research we know that fewer than 5% of babies are born without any limitations on their development⁷ and by the age of 5, 29.3% of children in Kingston Frontenac were considered vulnerable in one or more of the EDI domains.

Within the last cycle of the EDI (2015) the highest percent of children vulnerable in one or more EDI domains in the City of Kingston was in; St. Lawrence North and Joyceville/Brewer's Mills; Rideau Heights, Marker's Acres and Inner Harbour; and Polson Park, Calvin Park, Fairways Hills and Portsmouth.

In the County of Frontenac, the highest percent of children vulnerable in one or more EDI domains was in; Portland/Bedford; and Loughborough.

⁷ Hetzman C. Social geography of developmental health in the early years, 2010

Table 2: Early Development Instrument

Trends over time – Cycle 1-4 (2006, 2009, 2011 & 2015)
Ministry of Education

Geographic Area	Low on One or More Domains				
	2006	2009	2011	2015	Change 2011 → 2015
Kingston & Frontenac	26.4	27.5	28.1	29.3	—
North Frontenac	37.5	18.5	36.6	21.7	✓
Central Frontenac	37.5	18.5	36.6	21.7	✓
Loughborough	14.3	18.6	28.1	24.1	—
Storrington	14.3	18.6	23.2	17.0	—
Portland	27.9	32.4	31.4	26.5	—
Bedford	27.9	32.4	31.4	26.5	—
Frontenac Islands	DS	11.8	21.4	16.7	—
Sharpton/Glenyale, Elginburg/Silvers Corners/Shannon's Corners, Glenburnie, Kingston Mills	21.0	20.5	13.6	20.0	—
Polson Park, Calvin Park, Fairway Hills, Portsmouth	28.4	27.6	34.3	41.9	—
Sunnyside, Queen's, Alwington, Sydenham	20.4	20.5	6.2	30.6	✗
Cataraqui North, Strathcona Park	24.5	25.0	20.0	27.0	—
Gardiners, Waterloo Village, Grenville Park, Hillendale	30.9	17.3	36.3	31.1	—
Cataraqui River East, Greenwood Park, CFB Kingston, Ravensview, St. Lawrence South	24.0	17.9	28.9	29.2	—
St. Lawrence North, Joyceville/Brewer's Mills	33.3	15.0	27.3	50.0	✗
Lemoine Point, Auden Park, Henderson, Reddendale	27.0	17.6	28.3	18.7	✓
Kingscourt, Williamsville	53.2	39.6	22.5	41.5	✗
Rideau Heights, Marker's Acres, Inner Harbour	39.7	53.8	51.6	46.9	—
Westbrook, Cataraqui Woods	21.6	19.3	18.8	21.0	—
Bayridge, Woodbine, Westwoods, Sutton Mills, Mile Square	17.6	22.4	20.0	25.5	✗

Significant change over 2 cycles on One or More Domains




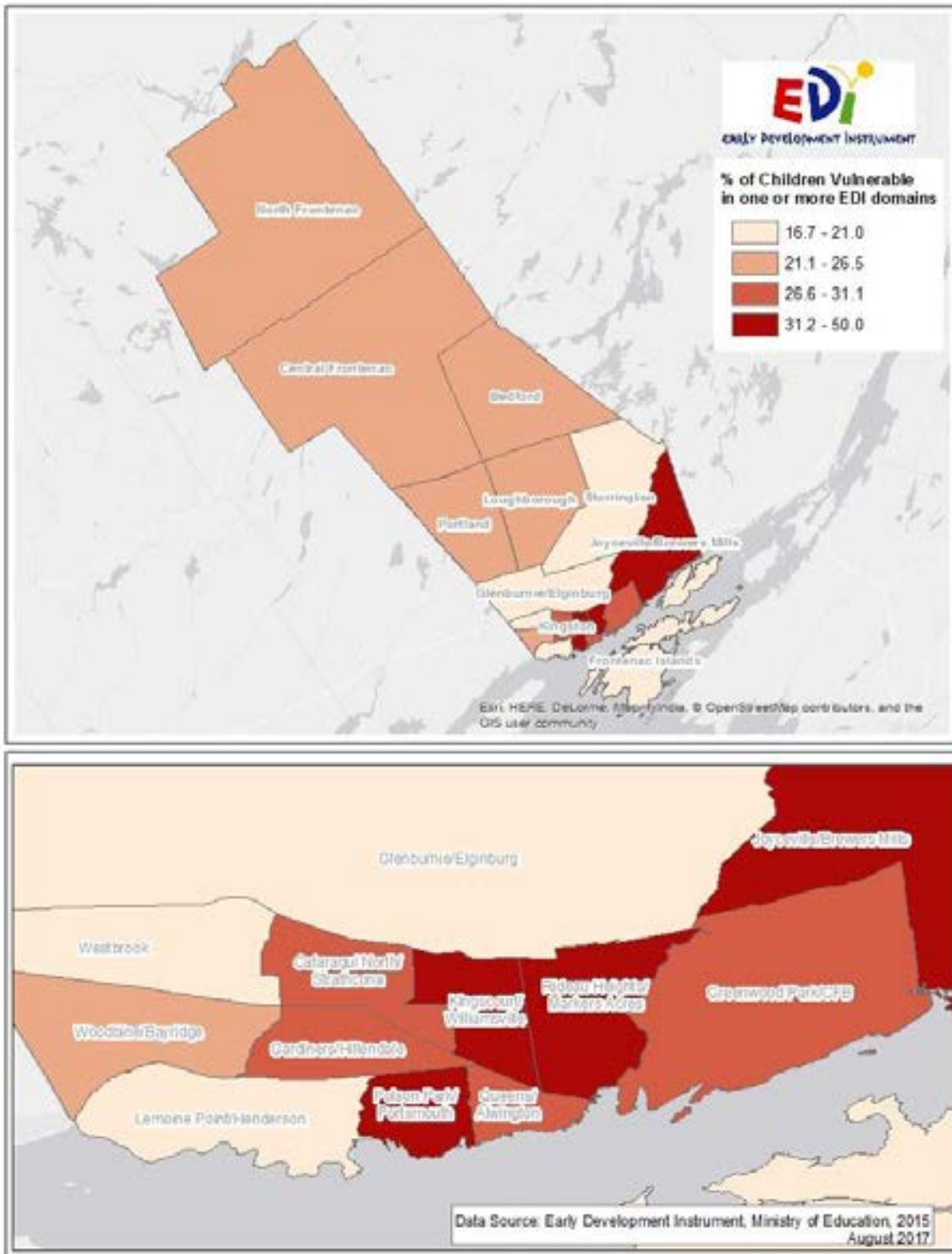
 No significant change
  Positive Change
Decrease in Vulnerability
  Negative Change
Increase in Vulnerability

Figure 4: Early Development Instrument Vulnerability, 2015



Francophone & Indigenous Population

Francophone Population

Within Ontario, Francophone is defined through an 'inclusive' definition. The definition outlines individuals whose mother tongue is French, plus those whose mother tongue is neither French nor English but has a particular knowledge of French and using French at home.

According to the 2011 Census 4.2% of individuals identify as Francophone within Kingston Frontenac. Within the City of Kingston, the proportion of Francophone residents was significantly higher in Greenwood Park/St. Lawrence South, Cataraqui River East, Ravensview, and CFB. In Frontenac, Storrington and North Frontenac had the largest percentage of Francophone residents.

Table 3: Francophone Population, 2011

	% of Population
Ontario	5.2
Kingston CMSM	4.2
County of Frontenac	2.4
Frontenac Islands	2.4
South Frontenac	2.4
Loughborough	2.2
Storrington	3.2
Portland	1.7
Bedford	2.0
Central Frontenac	1.9
North Frontenac	3.3
City of Kingston	4.6
Sharpton/Glenvale, Elginburg/Silvers Corners/ Shannon's Corners, Glenburnie, Kingston Mills	2.7
Polson Park, Calvin Park, Fairway Hills, Portsmouth	3.5
Sunnyside, Queen's, Alwington, Sydenham	3.7
Cataraqui North/Strathcona Park	4.7
Gardiners, Waterloo Village, Grenville Park, Hillendale	4.6
Greenwood Park/St. Lawrence South, Cataraqui River East,	13.1
St. Lawrence North, Joyceville/Brewer's Mills	3.9
Lemoine Point, Auden Park, Henderson, Reddendale	3.2
Kingscourt/Williamsville	3.2
Rideau Heights, Marker's Acres, Inner Harbour	3.5
Westbrook/Cataraqui Woods	5.1
Woodbine, Westwoods, Sutton Mills, Mile Square, Bayridge East &	3.7

Indigenous Population

The 2011 National Household Survey (NHS) refers to Indigenous population as 'Aboriginal identity' and defines this as whether the individual reports as being First Nations (North American Indian), Métis or Inuk (Inuit) and/or being a Registered or Treaty Indian (that is, registered under the *Indian Act* of Canada) and/or being a member of a First Nation or Indian band.

Within Kingston Frontenac, 3% of individuals reported as Indigenous; of these, 64% identified as First Nations; 29% as Metis; and 2% as Inuit. The largest percent of Indigenous populations within the City of Kingston was in the Kingscourt and Williamsville neighbourhoods. County of Frontenac had 5% of residents that identified as Indigenous.

Due to the low response rate, there is a lack of quality data from the 2011 National Household Survey and is therefore difficult to determine the Indigenous population in portions of Frontenac County.

Table 4: Indigenous Population, 2011

DS – Data Suppressed

	% of Population
Ontario	2.3
Kingston CMSM	3.2
County of Frontenac	5.0
Frontenac Islands	1.6
South Frontenac	4.7
Loughborough	7.6
Storrington	2.6
Portland	DS
Bedford	DS
Central Frontenac	DS
North Frontenac	DS
City of Kingston	2.8
Sharpton/Glenvale, Elginburg/Silvers Corners/ Shannon's Corners, Glenburnie, Kingston Mills	1.0
Polson Park, Calvin Park, Fairway Hills, Portsmouth	2.3
Sunnyside, Queen's, Alwington, Sydenham	1.5
Cataraqi North/Strathcona Park	3.1
Gardiners, Waterloo Village, Grenville Park, Hillendale	2.7
Greenwood Park/St. Lawrence South, Cataraqi River East, Ravensview, CFB	1.8
St. Lawrence North, Joyceville/Brewer's Mills	0.7
Lemoine Point, Auden Park, Henderson, Reddendale	2.5
Kingscourt/Williamsville	7.4
Rideau Heights, Marker's Acres, Inner Harbour	4.4
Westbrook/Cataraqi Woods	3.7
Woodbine, Westwoods, Sutton Mills, Mile Square, Bayridge East & West	2.4

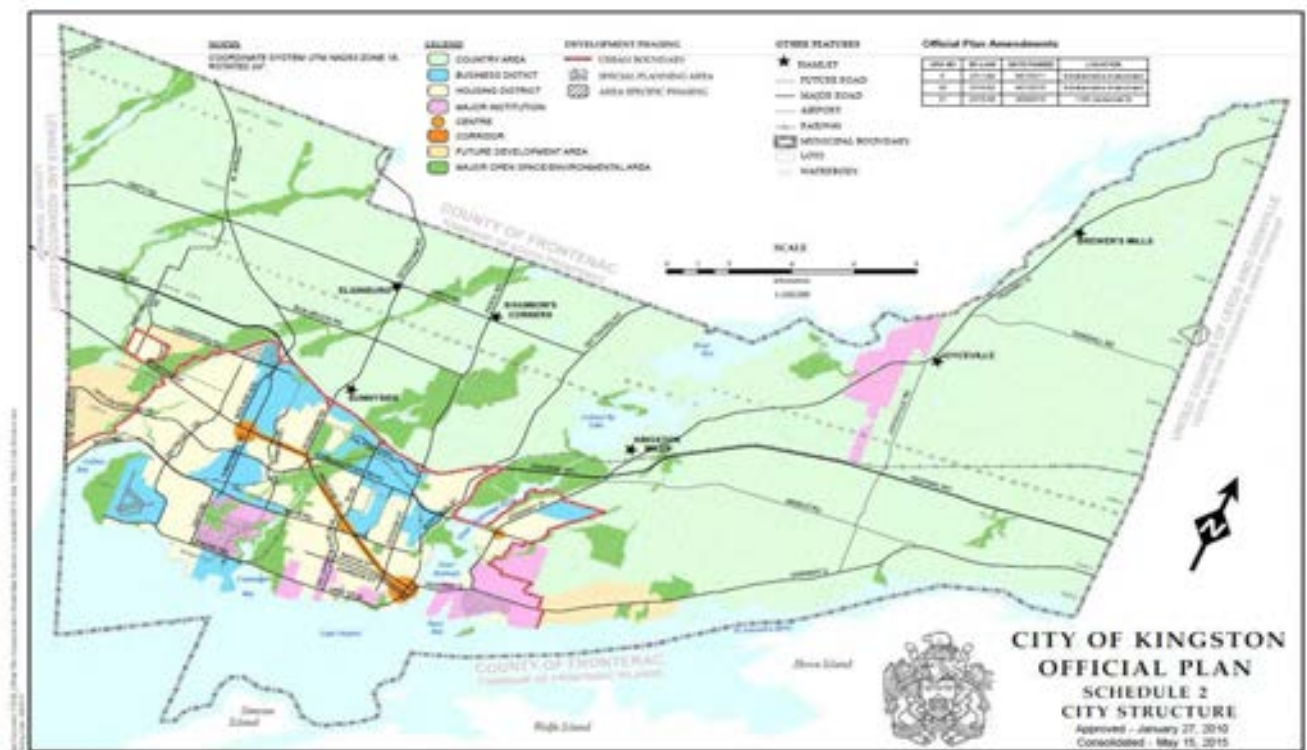
City of Kingston & County of Frontenac Official Plans: Areas of Development

City of Kingston – Growth Areas

According to the City of Kingston [Official Plan](#), the principal areas of growth will focus on redeveloping the existing built area at a higher density than currently exists through development or redevelopment of vacant or underutilized lots in respect of *cultural heritage resources*, existing housing stock, and the stability of neighbourhoods. Greater *intensification* will be directed to mixed land use *development* areas and mixed-use buildings in the transit supportive Centres and the Princess Street Corridor (The City of Kingston Official Plan, pg.39).

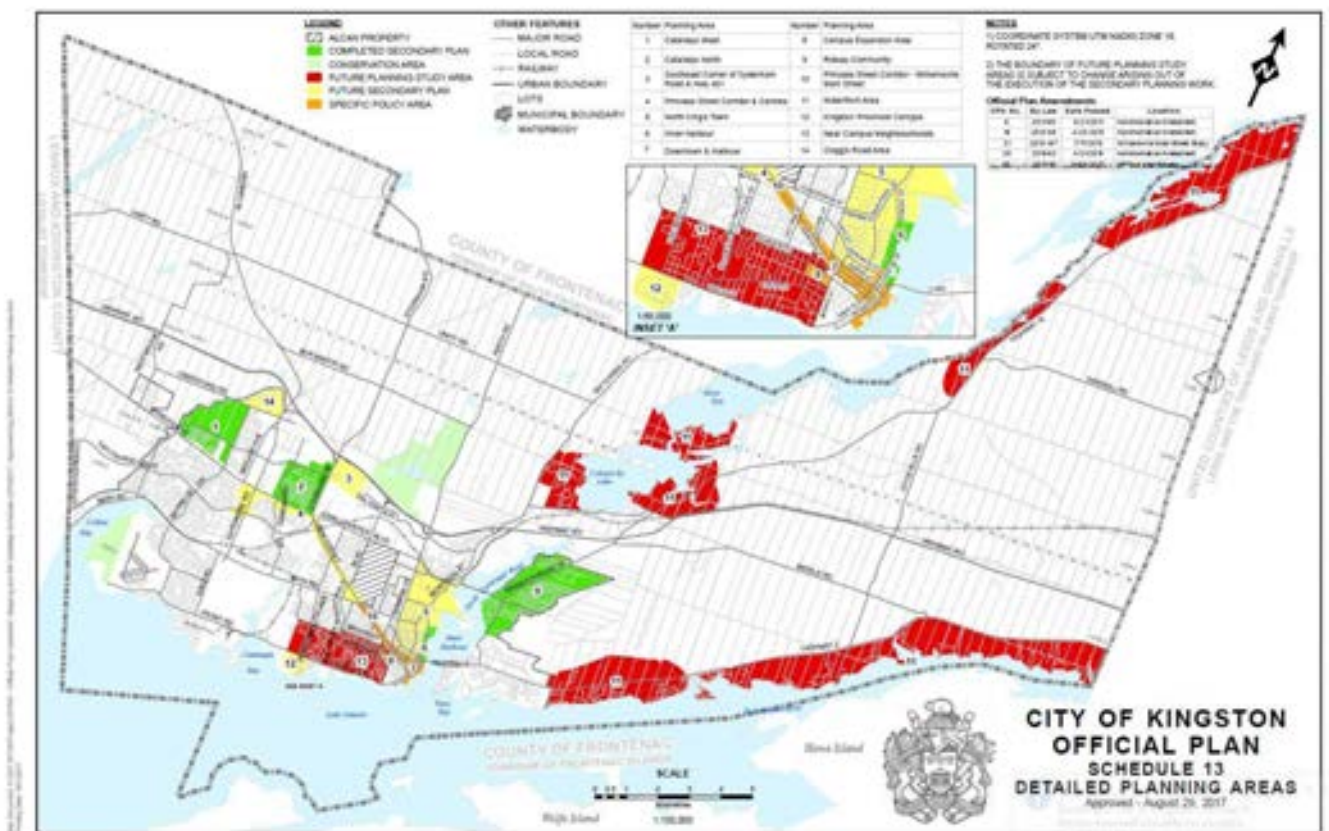
The map below outlines Schedule 2 of the Official Plan which identifies in orange the “Centres” and “Corridors” to which the City of Kingston is seeking for direct growth. You will note there is a “centre” proposed at the intersection of Highway 15 and Gore Road (i.e., the terminus of the 3rd Crossing).

Figure 5: City of Kingston – Official Plan, Schedule 2



Within the City of Kingston Official Plan specific policy areas and secondary plans provide more detailed policies related to strategic growth and development. The plan highlights area-specific planning areas that will continue to be the focus of land use planning and development but may be subject to change. This potential for change and the reality of intensification may affect service needs for child and family centres. Taking this into consideration, the City is actively involved in working to determine priority areas for program delivery. Some of these areas include, Rideau Community, Cataraqui North, Cataraqui West, North King's Town, Inner Harbour and the Princess Street Corridor. All current and future detailed planning areas are highlighted Schedule 13 of the City of Kingston Official Plan, provided below.

Figure 6: City of Kingston – Official Plan, Schedule 13



County of Frontenac – Community Improvement Plans

The County of Frontenac's [Official Plan](#) creates a framework for guiding land use and development for the next 20 years. The [Population Projections](#) study is used as background for long-range planning strategies and informs updates to the Official Plan. This study is used in several projects and growth management strategies, including; investments and development in new infrastructure, planning for transportation, school boards, and social services.

As part of the Official Plan, the County of Frontenac has identified [Community Improvement Plans](#) (CIP) as a sustainable community planning tool that can help address challenges that prevent optimization of areas that are currently underutilized. The County of Frontenac has been implementing this tool over the last ten years to help focus on revitalization and re-development of select towns, villages or hamlets.

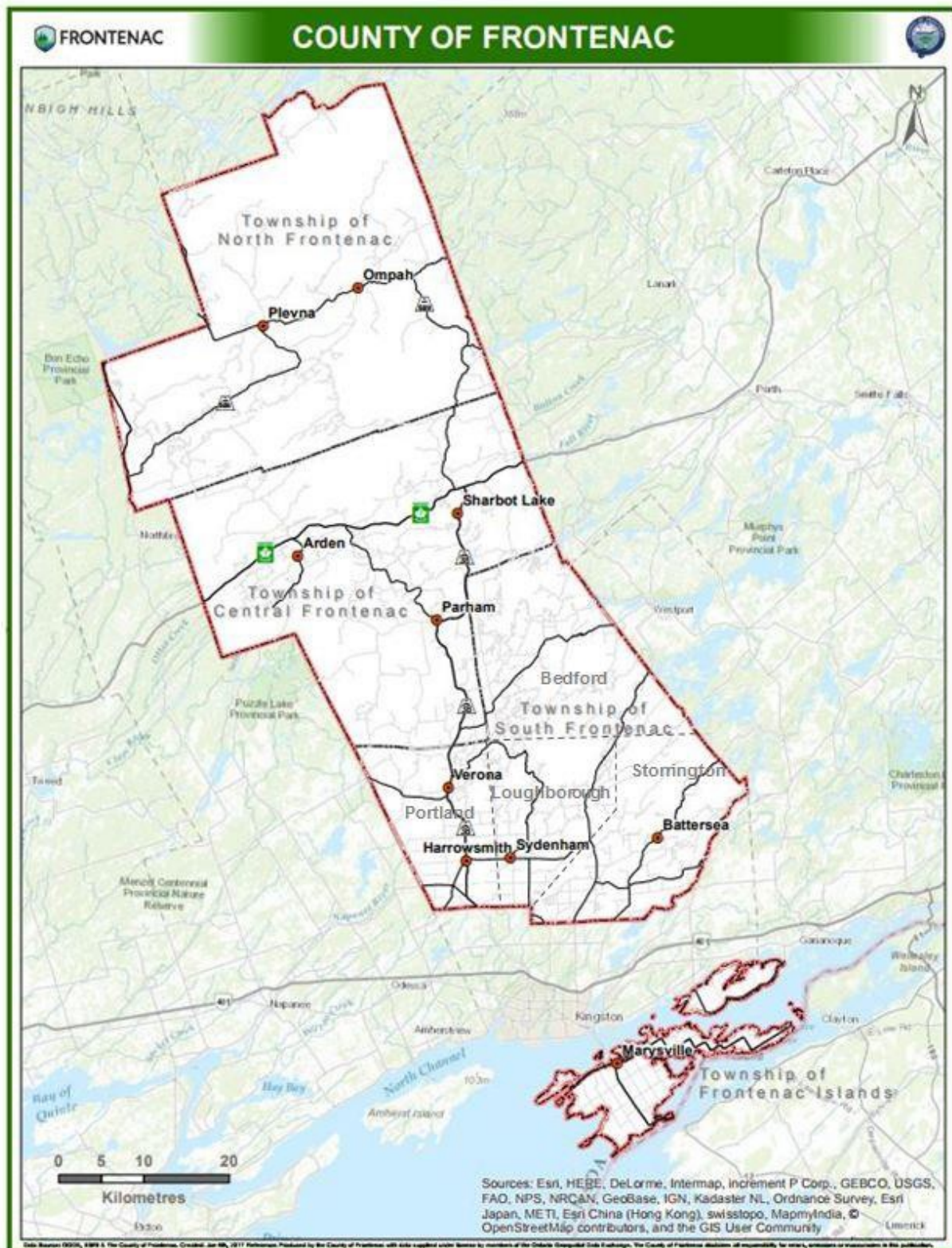
CIPs allow municipalities to provide grants and loans to owners and tenants, with the goal of supporting the improvement and rehabilitation of a targeted area. This can include projects such as improving the facade of a main street store and providing incentives to redevelop vacant properties. CIPs can also help to coordinate infrastructure and public space improvements, and can be used by municipalities to acquire, rehabilitate and dispose of land (e.g. a former industrial site).

Since 2010, there has been successful implementation of Community Improvement lands in;

- Verona
- Sharbot Lake
- Marysville
- North Frontenac
- Harrowsmith

Map below outlines Community Improvement Project areas within the County of Frontenac. The selection criteria through the Community Improvement process looked for communities that have or can enable the policy framework and have community buy-in. County identified both small and larger communities, although the larger ones were more appropriate for development with a more diverse land base as well as attracting area residents with the availability of multiple services.

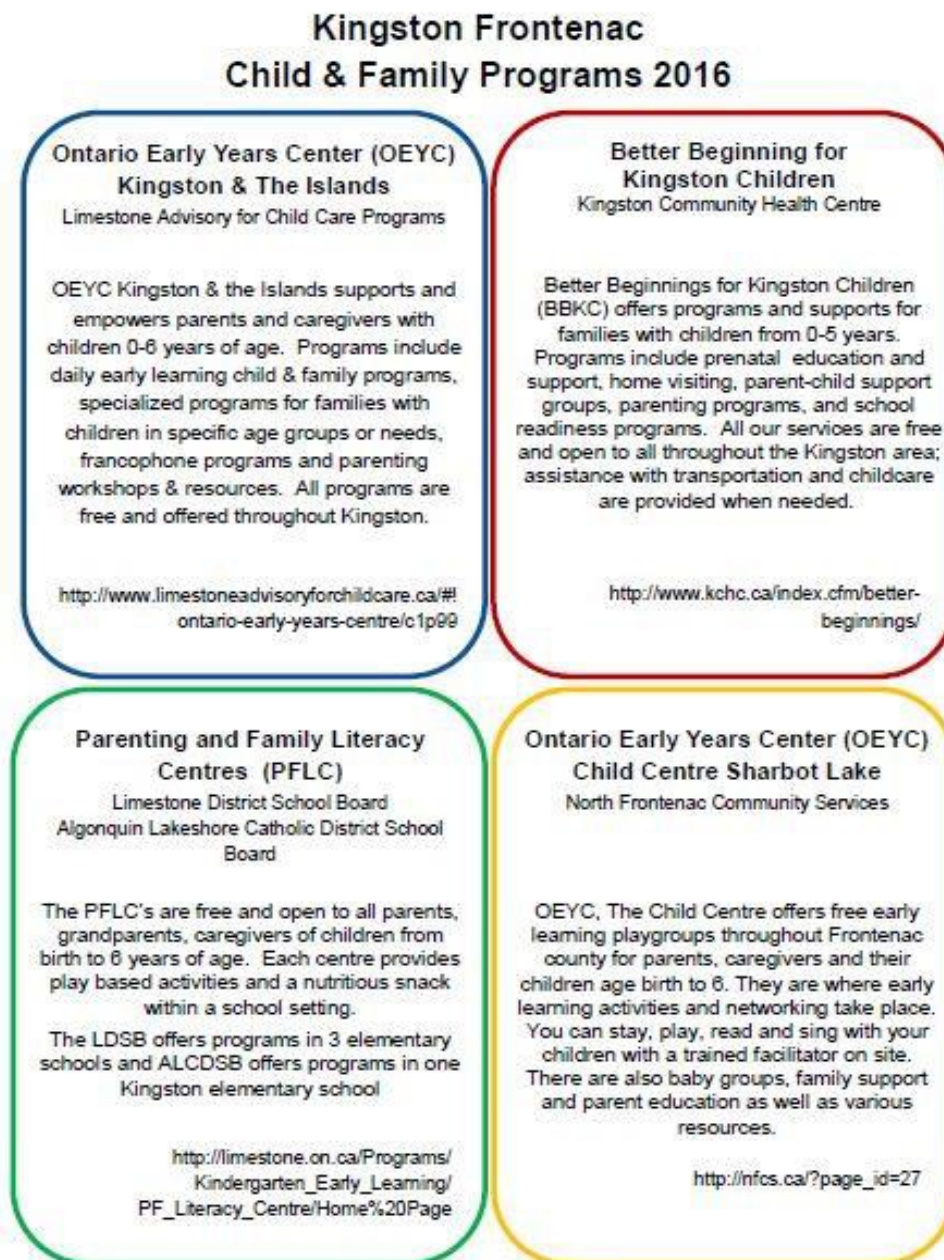
Figure 7: County of Frontenac – Community Improvement Project Areas



Service Inventory: Existing Ministry of Education-Funding Child and Family Early Years Programs

Early years programming funded by the Ministry of Education is currently being provided by the following four agencies in Kingston CMSM:

Figure 8: Child and Family Programs in Kingston and Frontenac



The existing programs are not currently using a consistent standardized method of collecting data related to program and service utilization. Therefore, aggregated service data collected needs to be used with caution. According to MEDU data, the currently funded programs served approximately 3,500 to 4,000 children in 2014/15.

Currently programs are staffed by a combination of full- and part-time staff, as well as volunteers who support program operations. In 2018, EarlyON Centres will be expected to have at least one RECE on each qualified staff team. CMSMs will be able to grant exemptions from this requirement under certain circumstances while a staff member pursues their RECE designation.

Service Inventory: Additional Child and Family Early Years Programs

There are a number of complementary programs for families with children aged 0-6 throughout Kingston and Frontenac through government bodies (e.g. Kingston, Frontenac, Lennox & Addington Public Health, Family Services of Frontenac, Lennox and Addington) and non-profits (e.g. Boys and Girls Club of Kingston, Pathways for Children and Youth, Kids Inclusive). While the vast majority of these programs are free for families, there are a minority that charge a fee. For a complete listing of programs, please see the Appendix.

The maps contained in Figure 12 and Figure 13 outlines the geographic distribution of early years programs in the City of Kingston and the County of Frontenac in relation to the distribution of children aged 0-4 and the prevalence of children/families with social or developmental vulnerabilities, as measured by the EDI.

Figure 9: Map of Early Years Services and Demographic Profiles of Children Aged 0-4 in the City of Kingston and County of Frontenac

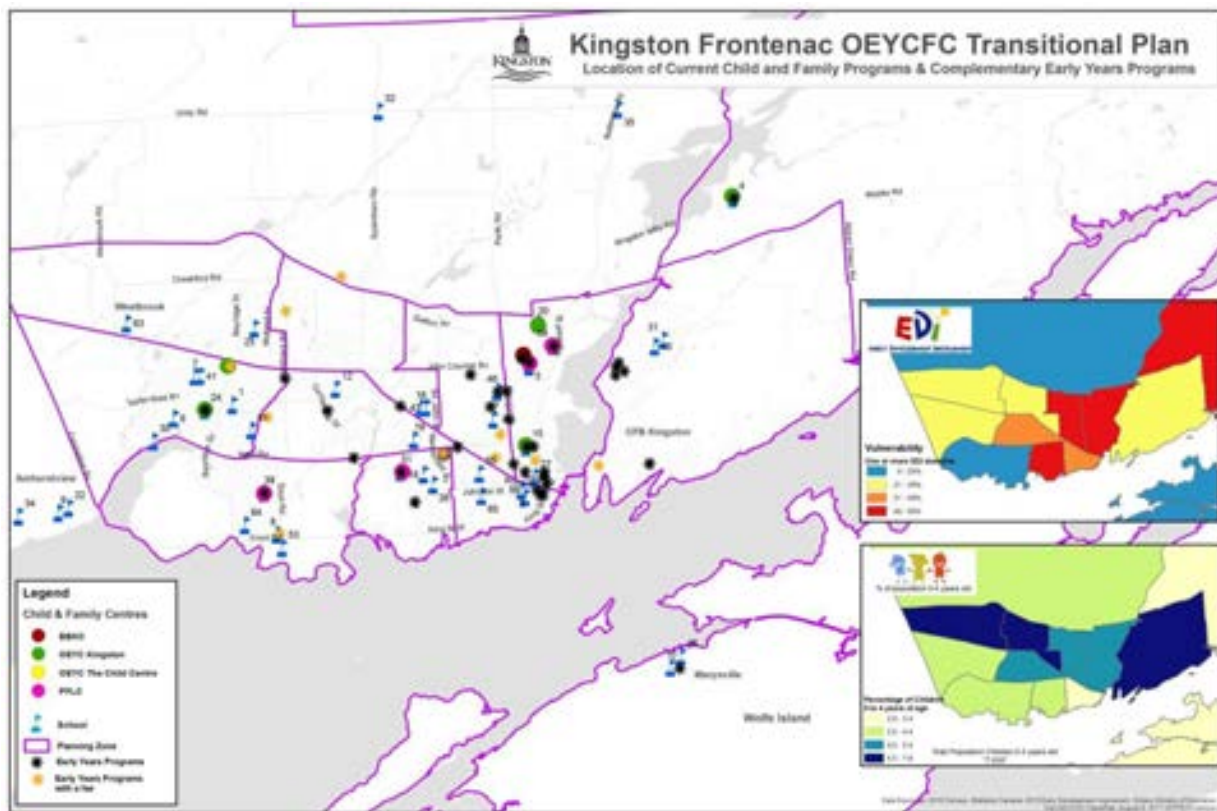
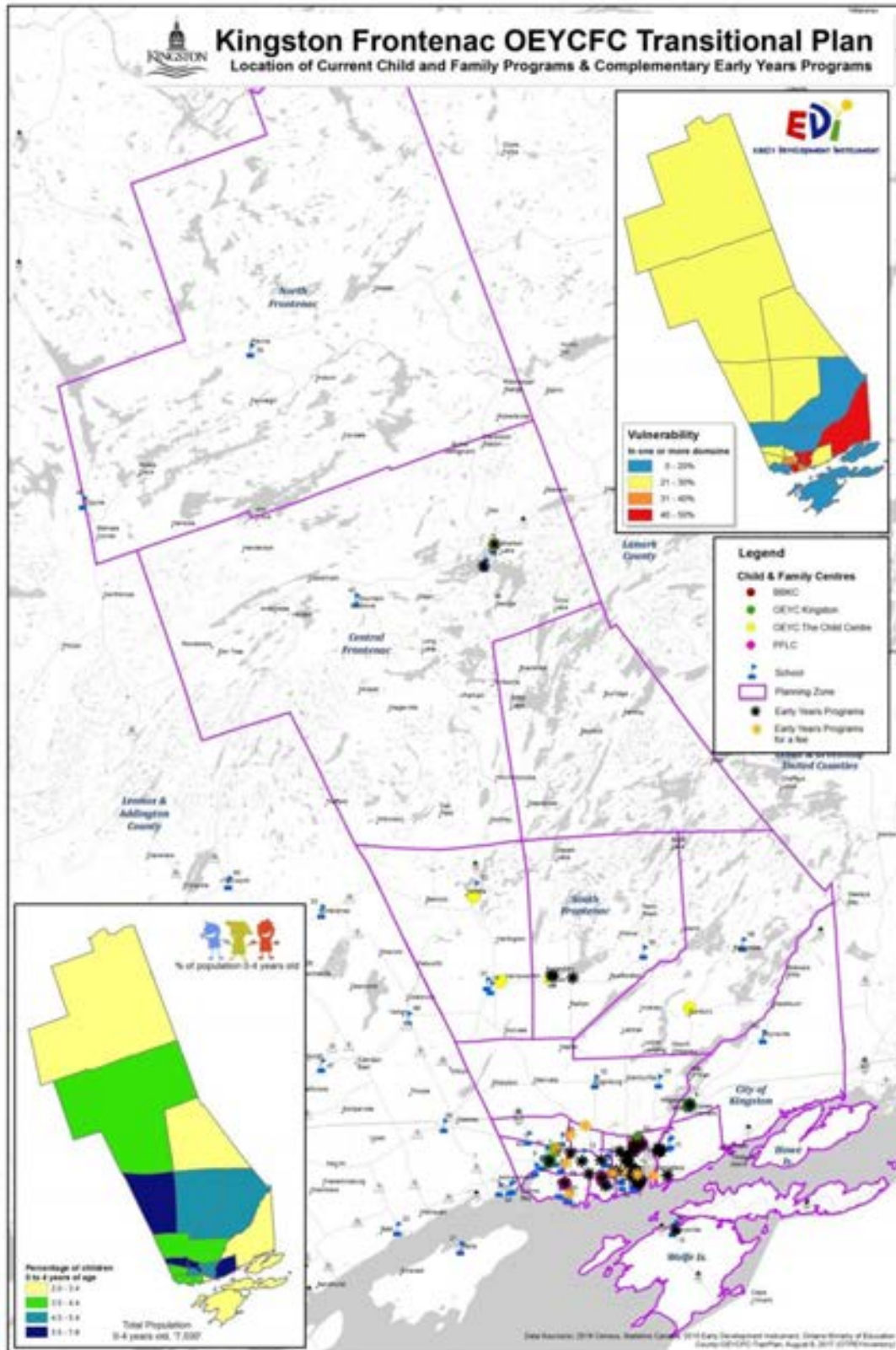


Figure 10: Map of Early Years Services and Demographic Profiles of Children Aged 0-4 in the City of Kingston and County of Frontenac



Community Engagement

Introduction

As part of the service transition, the City contracted DPRA Canada to conduct community consultations to understand families' needs in the region. Community consultations ran from March 13 – April 24, 2017.

Four key questions guided the community consultation:

1. What are the needs of families with children aged 0-6 with respect to types of services, locations, and time availability?
2. What are the benefits of the current early years programs?
3. What are the current gaps, barriers and challenges of the early years programs?
4. How can the City of Kingston, as the CMSM, meet the new Ministry of Education mandatory OEYCFC's service areas while meeting the needs of the population in the region through sustainable, cost-effective, culturally appropriate, and accessible programming?

Methods

The following table summarizes the engagement methods used by DPRA Canada.

Table 5: Summary of Engagement Methods

Engagement Method	Engagement Dates	Target Stakeholders	Number of Participants
Online Survey (English)	March 27 – April 21, 2017	Total Parent/Caregivers Priority Populations Francophone Parents/Caregivers Indigenous Parents/Caregivers Newcomer Parents/Caregivers	1,083 32 88 46
Online Survey	March 27 – April 21, 2017	Francophone Parents/Caregivers	12
Pop-Up Consultations (6)	March 13 –15, 2017	Parents/Caregivers – General Population	3
Sharing Circle	April 24, 2017	Indigenous Parents/Caregivers	4
Interviews	April 10 – 11, 2017	Managers/Directors of Early Years Programs	4
Community Conversation	April 18 – 19, 2017	Front-Line Staff of Early Years Programs	29
Online Survey	March 27 – April 21, 2017	Community Service Agencies	22
Community Conversation	April 12, 2017	Licensed Childcare Providers and Kindergarten Staff	21
Interviews	March 28 – 29, 2017	School Board Early Years Leads	4
Total			1,199

Parents/Caregivers

Definition

Parents are defined as: biological or adoptive parents or legal guardians of children.

Caregivers are defined as: individuals providing consistent care to children, such as home childcare providers, nannies, grandparents, or other family members.

This stakeholder group includes both users and non-users of the existing Ministry of Education-funded early years programs. The marketing and communications strategy, which is described in detail below, aimed to reach a broad range of participants that are reflective of the City of Kingston and County of Frontenac, inclusive of low income, teen parents, and isolated parents. Three groups were identified as priority parent/caregiver populations:

- Indigenous
- Francophone
- Newcomer / Immigrant families.

Engagement Methods

Parents and caregivers were engaged through three approaches:

1. Survey,
2. Pop-up consultations, and
3. Indigenous sharing circle.

Online Survey

Parents/caregivers were invited to complete an online survey through Survey Monkey regarding their experiences using early years' programs in Kingston and Frontenac and their opinions about the new EarlyON Centres. The survey was open from March 27 – April 21, 2017 and was available in both English and French. To enhance participation, survey respondents were given the opportunity to enter their name into a draw for a \$100 Visa gift card. Individuals who indicated that they were not the parent or legal guardian of a child or currently expecting were disqualified from the survey.

Due to barriers accessing internet, hard copy surveys were also made available through the Metis Nation of Ontario's (MNO) Healthy Babies Healthy Children home visitor and through the Sharbot Lake Childcare Centre. The hard copy survey responses were entered into the Survey Monkey to provide consistency across the analysis.

In total, 1,095 survey responses were received including 12 responses to the French survey, 4 responses to the hard-copy surveys distributed through MNO and 10 hard copy surveys from Sharbot Lake.

Of the participants to the survey:

- 87% identified as a parent or legal guardian, 8% as a caregiver (e.g. home childcare provider, nanny, grandparent or other family members), and 1.5% as expecting a child
- 75% lived in Kingston and 17% in Frontenac
- 8% identified as Indigenous (5% as First Nations and 3% as Metis)
- 4% identified as Francophone
- 4% identified as a newcomer or immigrant to Canada
- 94% reported primarily speaking English at home, 3% French, and 4% “Other”
- 39% reported having a university degree, 37% a college or non-university diploma or certificate, 9% had completed high school, 7% had completed some post-high school education, 3% had some high school education, and 1% had an apprenticeship or trades certificate

Pop-Up Consultations

One of the biggest barriers to participation in community engagement activities is time and transportation. To address this, DPRA traveled to locations where parents/caregivers frequent. Using a pop-up consultation method, DPRA approached parents/caregivers to ask a series of targeted questions in the form of a short oral survey. The Pop-Up Consultation locations were selected in collaboration with City staff. The week of March break was specifically selected to target families who may be out with their families participating in activities. Unfortunately, the pop-up consultations were scheduled during a snow storm, which may have impacted participation rates.

Table 6: Pop-Up Consultation Dates and Locations

Date	Venue	Jurisdiction	Number of Individuals Approached	Number of Surveys Completed
March 13, 2017	Artillery Park Aquatic Centre	Kingston	7	2
March 13, 2017	INVISTA Centre	Kingston	6	2
March 14, 2017	Wolfe Island Ferry Terminal	Kingston	9	5
March 14, 2017	YMCA of Kingston (Wright Crescent Facility)	Kingston	12	9
March 15, 2017	Frontenac Community Arena	Frontenac	7	3
March 15, 2017	Sydenham Library	Frontenac	6	3

Of the participants:

- 78% were parents or legal guardians of a child, 9% were caregivers of a child, and 13% were none of the above.
- 80% had taken their child(ren) to early years programs, while 20% (n=4) had not.
- 53% reported that they lived in the City of Kingston, 16% lived in each of Central Frontenac and Frontenac Islands, 11% lived in North Frontenac and 5% in South Frontenac.

Indigenous Sharing Circle

An Indigenous sharing circle was held on April 24, 2017 at the Sharbot Lake Childcare Centre. The sharing circle was co-hosted by the Chief of Sharbot Obaadjiwan First Nation and the Indigenous early years program worker at the Sharbot Lake Childcare Centre. An opening prayer was conducted by the Chief and a traditional meal was served. Gas cards were provided to participants who required this support. Participants had the opportunity to discuss the existing strengths and challenges of early years programs and opportunities to enhance programming for Indigenous families. Four participants attended the event.

Marketing and Outreach

The focus of the marketing and outreach strategy was to enhance participation in the online survey. The online survey was promoted through the City of Kingston website and social media (Facebook and Twitter) and the County of Frontenac's website. A media release about the consultation process was issued on March 27, 2017 by the City of Kingston. Newspaper advertisements were placed in Kingston This Week, The Whig and Frontenac Gazette.

A poster was developed and shared with community partners as a digital file to print and post in their locations, or to share through their communication channels such as newsletters and social media. This included both Indigenous and Francophone organizations. Posters were hung in municipal community facilities and shared digitally on display screens in these facilities.

A postcard version of the poster was printed and shared with community partners to disseminate to their clientele.

Due to the nature of pop-up consultations where parents/caregivers are consulted in venues that they frequent on a regular basis, no advertising and marketing was done in advance of the pop-up consultation events.

Community Partners

Definition

This stakeholder group included staff contacts from a variety of agencies and organizations that support families and children through programs and services. City staff provided DPRA with a list of community agencies and organizations to engage.

Included in this group are:

- School boards
- Priority groups (i.e. indigenous & francophone organizations)
- Licensed childcare providers
- Health and social service community agencies
- Special Needs Service Providers
- Recreation and Library services

Engagement Methods

Community partners were engaged through three methods:

1. Community conversation
2. Interviews
3. Online survey

Community Conversation

Licensed childcare providers and kindergarten staff were invited to participate in a Community Conversation hosted at the INVISTA centre on April 12, 2017. The focus of this event was to identify barriers and challenges their clients face in accessing services and to identify areas for collaboration. Participants had the opportunity to engage in both small and large group discussion and provide anonymous written comments.

In total, 21 licensed childcare staff and full day kindergarten attended the Community Conversation, representing the following organizations: Bayside Montessori School, Holy Name, Community Living Kingston, Helen Tufts Nursery School, Limestone Advisory for Child Care Programs, Kingston Daycare Inc., and the YMCA. The remainder of participants did not indicate their organization.

Interviews

School Board Early Years Leads were invited to participate in a private telephone interview lasting approximately one hour. The interview discussed the strengths and challenges of existing early years programs in schools, and opportunities to integrate future EarlyON Centres. Four interviews were conducted.

Online Survey

An online survey was used to target partner agencies. Agencies identified by City staff were invited to participate in the survey. Some of these agencies shared the survey with

others, and additional agencies completed the survey beyond the list provided by City staff. The survey, available in both English and French, was hosted through Survey Monkey and ran from March 27 – April 21, 2017. The online survey received a total of 24 responses in English and French combined. The following organizations completed the survey:

- Better Beginnings for Kingston Children,
- Kingston Community Health Centre,
- Infant Hearing and Blind Low Vision Programs,
- KFL&A Public Health,
- City of Kingston (no department provided),
- Community Living Kingston and District,
- Kingston Literacy & Skills,
- Conseil des écoles catholiques du Centre-Est (CECCE),
- Queen's Family Health Team, and
- An unnamed Family Health Team.

Marketing and Advertising

All community partners were invited to participate in the respective engagement activities via an email invitation.

Invitations for the Community Conversation were shared with the managers of licensed childcare facilities and school board early years leads to disseminate to their staff. Participants were asked to RSVP for the Community Conversation.

Early Years Program Staff

Definition

Early years program staff includes front-line staff and managers/directors of:

- Better Beginnings,
- Parenting and Family Literacy Centres, and
- Ontario Early Years Centres in Kingston and Frontenac.

Engagement Methods

Early years programs staff were engaged through two approaches: a community conversation and interviews.

Community Conversation

Front-line early years staff were invited to participate in a Community Conversation. In this method, stakeholders from a specific community group are gathered to engage in targeted discussion. During the community conversation, participants had the

opportunity to engage in both small and large group discussion and provide anonymous written comments. The participants were able to discuss what they think is working well in the existing programs, opportunities for future EarlyON Centres, as well as barriers for the parents/caregivers they work with. French interpretation was available upon request and was provided at one of the events. Managers were asked not to attend these sessions in order to provide staff a space where they felt comfortable discussing programming challenges openly. Two Community Conversation events were held to accommodate different staff schedules.

Table 7: Dates and Locations of Community Conservations for Front-Line Early Years Staff

Date	Location	Number of Participants
April 18, 2017	INVISTA Centre	7
April 19, 2017	Kingston Frontenac Public Library –	22

Interviews

Early years program managers/directors were invited to take part in a private telephone interview. Each interview lasted approximately one hour and elicited information on the programs offered; their strengths; challenges and opportunities for the transition to EarlyON Centres. Four interviews were conducted.

Marketing and Outreach

An invitation letter was crafted to promote the two Community Conversations. The invitation was shared with the managers of the early years programs, who were then asked to share the invitation with their staff. Staff were asked to RSVP in advance. A follow-up reminder email was sent in advance of the consultations.

Managers were invited to participate in an interview via email.

Findings

Based on the data collected through the community consultations, the following section summarizes DPRA Canada’s findings under each of the four key questions.

1. What are the needs of families with children aged 0-6 with respect to types of services, locations, and time availability?

Types of Services

Parents/caregivers expressed a slightly higher preference for unregistered, unstructured drop-in programs over registered, structured programs. The most popular program type was playgroups. Indigenous and Francophone-specific programming were identified as program needs.

Program Times

Parents/caregivers preferred weekday programs, followed by Saturdays. Participants preferred morning programs. Multiple participants expressed that having longer drop-in hours would help them to attend programs, as many parents/caregivers need to plan around different nap schedules.

Program Locations

The top three location preferences for early years programs for parents/caregivers were schools, libraries, and community recreation centres.

Ongoing Communication with Parents/Caregivers

The preferred communication medium identified by parents/caregivers was Facebook. Other preferred communications include through their children's school/childcare provider, through libraries, and pamphlets.

2. What are the benefits of the current early years' programs?

For parents/caregivers, the biggest benefits of the early years programs were that:

- Their child enjoyed the program
- They felt welcomed
- They met other parents with children around the same age
- They and their child benefitted from the program
- They learned valuable things to help them parent
- They had positive relationships with facilitators
- They received emotional support
- The development of coping mechanisms
- Sense of belonging

3. What are the current gaps, barriers and challenges of the early years' programs?

Challenges

The biggest challenges identified by early years' staff in providing early years programs were funding, space and staffing.

Francophone Programming

The biggest barrier to providing Francophone programming was difficulties recruiting and retaining French-speaking staff, and not having high enough attendance numbers to sustain Francophone programs.

Indigenous Programming

The biggest barriers identified providing Indigenous programming include a lack of funding for Indigenous-specific programs and lack of Indigenous staff and cultural sensitivity training for non-Indigenous staff.

Newcomer/Immigrant Programming

The biggest challenges identified in providing programming for newcomer/immigrant families was language barriers, a lack of funding and staffing, and challenges providing childcare and supports for families with multiple children of different ages.

Gaps in Early Years Programming

Gaps in existing early years programs identified by parents/caregivers and early years program staff include:

- Active programs
- Outdoors programs
- Arts-based programs
- Quiet/small group programs
- Programs for children with special needs
- Programs for specific population groups (e.g. grandparents, fathers, teens, parents with twins, parents with premature babies)
- Programs during the winter in rural communities

Barriers and Opportunities to Enhancing Participation

The top barriers to participation identified by parents/caregivers include:

- Program timing
- Lack of awareness about programs and locations
- Family life being too busy
- Unsuitability of programs for special needs children
- Finding/affording transportation
- Multiple children of different ages
- Mental health/anxiety challenges
- Lack of French programming
- Lack of computer literacy
- Fear of CAS
- Stigma

4. How can the City of Kingston, as the CMSM, meet the new Ministry of Education mandatory OEYCFC service areas while meeting the needs of the population in the region through sustainable, cost-effective, culturally appropriate, and accessible programming?

Accessible and Inclusive Programming

The main concerns expressed were that programs are often too busy and hectic to meet the needs of children with special needs, programs are not always physically accessible, and parents/caregivers struggle with mental health and anxiety challenges.

Culturally Appropriate Programming

As part of the government wide action plan in *The Journey Together: Ontario's Commitment to Reconciliation with Indigenous Peoples*, the province has made a commitment to working towards reconciliation through the promotion of Indigenous-led programs and services. There was a strong desire expressed by Indigenous families to have culturally appropriate and inclusive early years programming

Opportunities for Integration and Collaboration with Community Programs and Services
Community partners identified many opportunities for collaboration with EarlyON Centres, including sharing resources, joint training opportunities, co-location of services, partnerships to reach underserved populations, centralizing program administration, and enhanced referrals between agencies.

Recommendations Based on Community Consultations

Based on the community consultations, the following recommendations were put forward by DPRA Canada to guide the Initial Service Plan provided in Chapter II.

1) Building on system strengths

It is recommended that EARLYON Child and Family Centres build on the existing strengths and solid foundation of early years programs currently being offered in Kingston and Frontenac. The following system strengths should serve as guiding values for the new Centres:

- Trusted relationships that have already been established
- Collaboration between early years programs
- Quality programming based on parent/family needs
- Well integrated services to enhance system navigation

2) Offer a variety of program times

To meet the needs of parents/caregivers:

- Programs should be offered during the week and at least one day on the weekend.
- Rather than having a morning drop-in and an afternoon drop-in, drop-in programming time should be lengthened to span the morning to afternoon to enhance flexibility for participants.
- There should be at least one weekly evening program to accommodate working parents.

3) Prioritize accessible locations that parents/caregiver frequent

The City of Kingston should consider the following recommendations with respect to program locations:

- Schools, libraries, community recreation centres should be prioritized as program locations.
- All program spaces should be physically accessible.
- Preference should be given to locations where early years programs can be permanently set up.
- Program sites should have access to outdoor space.
- Demographic profiles of priority populations and transit routes should be considered when selecting program sites.
- Given the lack of available space in rural areas, greater flexibility is needed in selecting program sites in these communities.
- If an existing program site is accessible and well situated in a priority EDI Planning Area, it should be considered as an EARLYON site to minimize service disruption.

4) Reduce Barriers for Families

To make programs more inclusive and welcoming for families, the following strategies should be considered:

- Explore innovative solutions to provide transportation and meal supports to families (e.g. carpooling, shuttle service, community partnerships)
- Offer written materials in multiple languages that consider adult and child learning needs
- Make Indigenous resources and culturally appropriate toys visibly prominent in program spaces
- Celebrate different cultural events representative of families in Kingston and Frontenac
- Offer cultural sensitivity training to early years staff with respect to Indigenous and newcomer/immigrant/refugee families
- Provide small group programming for families who have difficulties in the large group setting due to mental health or special needs challenges

5) Enhance Awareness about Programs

To enhance awareness about programs, the following strategies should be considered:

- A consistent branding strategy should be applied across EarlyON Centres in Kingston and Frontenac.
- An online service inventory should be built with a mapping feature to provide parents/caregivers with up-to-date information about the available early years programs and services.
- A Facebook account for early years programs in Kingston should be created. Hard copy communications materials should be made available through physician and dentist offices, local schools, libraries, and other community organizations.
- Educational outreach should be conducted to enhance the awareness about early years programs among trusted service providers who regularly interact with families, such as physicians, dentists, licensed childcare providers, and teachers.

6) Recruit and Retain Qualified Staff

To ensure that there are qualified staff at EarlyON Centres:

- A recruitment and retention strategy should be developed to ensure there are sufficient RECEs in the region, particularly with respect to Francophone, bilingual staff, and Indigenous staff.
- The feasibility of having mobile specialist staff who can provide specific programming (e.g. French programming) at multiple sites should be explored.

7) Integrate Programs with Other Services

To integrate programs with other services:

- Formal partnerships should be explored with Indigenous, Francophone and newcomer/immigrant organizations/agencies to provide ongoing input and guidance on making programs inclusive to priority populations and enhancing service integration.
- Cross-agency professional development training opportunities can be provided so that staff at different agencies can learn about the programs and services being offered elsewhere to support families with system navigation.

8) Ensure a Smooth Transition Process

To minimize service disruption for families and staff:

- A communications strategy should be developed to inform early years program managers, front-line early years staff, community agencies, and existing service users in a timely fashion about the timeline for the transition and how specific programs and services will be affected.
- Any significant program changes should be communicated as soon as possible to support families and staff in coming to terms with the change and implementing mitigation strategies.

9) Engage Families on an Ongoing Basis

To ensure that EarlyON Centres meet the needs of families in Kingston and Frontenac on an ongoing basis:

- A standardized parent/caregiver engagement process should be designed to ensure all program sites are periodically consulting service users about their programming preferences and needs.
- A local evaluation framework with measurement tools be developed using the outcomes indicators mandated by the Ministry of Education as well as any local-level indicators be developed

Chapter II: Initial Service Plan

Introduction

The purpose of Chapter II is to describe the initial service plan for the transition and implementation of Ontario Early Years Child and Family Centres (EarlyON Centres) in Kingston and Frontenac. This Chapter contains a description of the vision and guiding principles for EarlyON Centres, a description of the service delivery model and governance structure, an explanation of the process and selection criteria for service delivery agencies and locations. The initial service plan was developed in response to the needs identified through the local needs assessment, described in Chapter I.

Vision and Guiding Principles

Vision

The vision for EarlyON Centres in Ontario is that all children and their parents and caregivers are supported in learning, growing, and connecting – together. Children and families are well supported by a system of responsive, high-quality, accessible, and integrated early years programs and services.⁸

Guiding principles

EarlyON Centres should be guided by the following principles:

- **Child and Family Centred:** Programs and services should meet the unique needs of parents, caregivers, and young children to support their developmental health and general well-being.
- **Welcoming:** Centres should provide a warm and welcoming environment based on the foundational conditions for supporting growth and long-term success (belonging, well-being, engagement, and expression)
- **High quality:** Programs and services foster positive outcomes and support nurturing relationships for children, parents and caregivers based on the latest evidence and research.
- **Inclusive:** Programs and services are accessible and responsive to children, parents, and caregivers with varying abilities, cultural, language, socio-economic, sexual orientation and religious backgrounds.
- **Integrated:** Programs and services are developed, coordinated, and delivered in a cohesive manner in collaboration with broader community services, school boards, early years partners, primary care providers, parents and caregivers.
- **Community Led:** Communities, educators, parents and caregivers are engaged in designing EARLYON programs and services that embrace and build on their strengths, address identified gaps, and meet unique needs.⁹

⁸ Ministry of Education. (2016). Ontario Early Years Child and Family Centres: Planning Guidelines for Service System Managers.

⁹ Ibid.

Governance and Service Delivery

Role of the City as CMSM

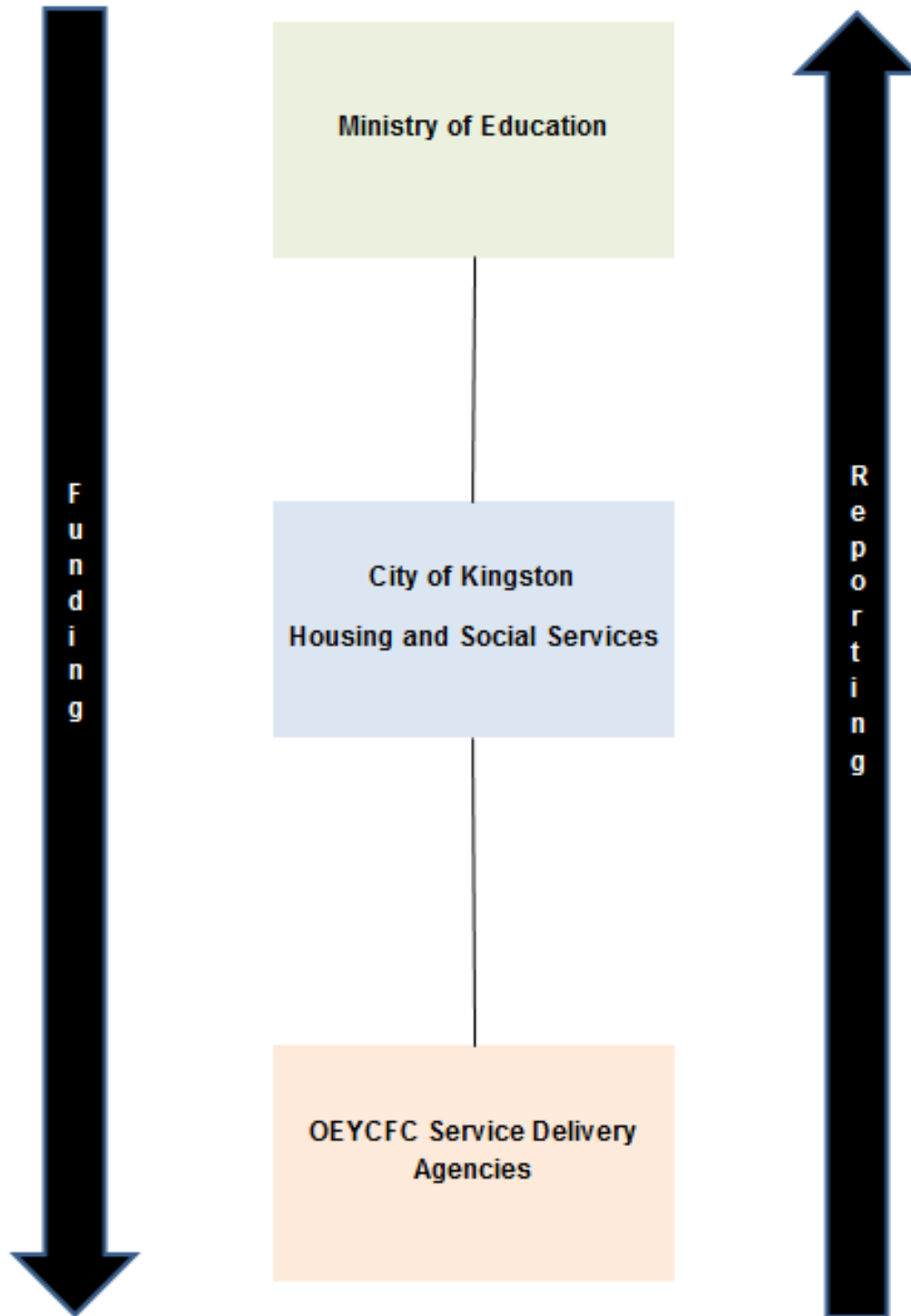
The City of Kingston, as Consolidated Municipal Service Manager (CMSM), understands our role to entail the following:

- Responsible for the management of EarlyON Centres as part of our responsibility for the service system management of child care and other human services;
- Ensure that EARLYON services are provided free of charge to program participants;
- Fulfill reporting requirements set by the Service Agreement with the Ministry of Education by collecting appropriate data from program sites;
- Comply with local reporting requirements set out by municipal council, as appropriate;
- Ensure qualified staff teams (ECEs) are responsible for delivering EarlyON Child and Family Centre programs; and
- Ensure that the local needs of families drive programming decisions.

EARLYON CHILD AND FAMILY CENTRES Governance

The following chart describes the governance structure of the EarlyON Centres in the Kingston and Frontenac region. The City will create one new contract position (Project Manager) to support the transition to EARLYON Centres. All other positions are currently funded and staffed, but the respective responsibilities of City staff will be adjusted to reflect the new responsibilities of the CMSM with respect to program coordination, finances, and reporting of EarlyON Centres.

Figure 11: Governance Structure of EarlyON Centres in Kingston and Frontenac



The roles and responsibilities of each stakeholder are described in the Table 8 below.

Table 8: Roles and Responsibilities of Service Provision and Governance in EarlyON Child and Family Centres

Stakeholder	Roles and Responsibilities
Ministry of Education	<ul style="list-style-type: none"> • Enters into service agreement with the CMSM • Flows global EarlyON funding to CMSM • Establishes guidelines, funding policies and reporting requirements • Receives mandated reporting data from CMSM
City of Kingston (CMSM)	<ul style="list-style-type: none"> • Administers procurement process to select service delivery agency(ies) • Enters into service agreements with service agency(ies) • Flows funding to service delivery agency(ies) • Provides administration support to service delivery agencies • Collects data from service delivery agencies to meet MEDU and City of Kingston reporting requirements to ensure mandatory program requirements are being met • Provides support for system integration and service coordination • Supporting program quality and professional learning • Responsible for ongoing consultation and planning and oversight of the EarlyON Child and Family Centres' system
Service Delivery Agency (ies)	<ul style="list-style-type: none"> • Provides mandatory core services funded by CMSM • May target populations for delivery of core services • Manages agency's human resources, in accordance with the requirements set forth by the service agreement with the CMSM • Collects and reports on data required by service agreement with CMSM • Communicates and shares information regularly with CMSM • Consults with CMSM on recommended program changes and location changes

Service Delivery Model

EarlyON Centres in Kingston and Frontenac will be provisioned through purchase of service agreements with publicly-funded school boards and/or non-profit local service providers.

The City, as CMSM, will be responsible for selecting service agencies through the City's procurement policies, as outlined by the Purchasing Bylaw (2000-134). Through this process, the City will set requirements to ensure that the bidding agencies are able to meet the mandatory core services outlined by MEDU.

In preparing to issue a Request for Proposal (RFP), the City will issue a Request for Information (RFI) which will provide details and expectations on the services to be delivered by the EarlyON Centres. The RFI process will provide interested agencies with an opportunity to clearly identify how they can provide the services and meet the qualifications of the service delivery. The City will use the RFI process to develop a list of agencies to invite to respond to the RFP.

Upon issuing the RFP, prospective bidding agencies will be provided with a list of the priority neighborhoods and anticipated number of sites in each neighborhood and will be required to describe how they would staff the sites.

To ensure the bidding process is unencumbered by the provision of EarlyON Centre sites, agencies will not be required to select program sites or secure leasing agreements. Once the successful applicants are known, the City will work with the provider to locate and secure sites. However, should a successful proponent identify potential program space in their response to the bidding process, (e.g. agency's head office), programming may be provided in this location pending approval by the CMSM.

Location and Site Selection

The City's priority is to ensure that programs and services in the new EarlyON Centres align with community needs based on demographic information as well as community feedback from an ongoing consultation process. Below are the recommendations for priority location zones that reflect the EDI, population data and community feedback. The City will work with the successful proponents to find and secure suitable locations within the geographic areas described below.

Service Delivery Methods

1. **Main Centre** – Physical program site open at least 5 days a week between Monday to Friday and one weekend day, preferably with extended hours (5-6 hours a day). This responds to the preference expressed by parents/caregivers to have Saturday programs and longer drop-in times to accommodate busy schedules.
The Main Centre will offer core as well as targeted services.
 - Targeted services are workshops or programs that are delivered to an audience identified as having specific programming requirements.
 - Core services are general early learning programs open to all children and families.
2. **Outreach Centre** – Physical program site open 2-3 days a week. May include evenings or weekends with minimum hours of operation of 3-4 hours a day. Centre can offer both core and targeted services.
3. **Mobile Sites** – Programs and services offered outside of the centres to further integrate in the community. These are defined as 'set-up, take-down' programs with regular or irregular days times and locations. Mobile sites can offer either core or targeted programs. Parents/caregivers expressed that, especially in rural communities, having mobile program sites close to them, even if only for

limited hours, is preferable to travelling a longer distance to a permanent program site.

4. **Pop up** – Programs and services that will further integrate into the community by offering seasonal or event driven programming (i.e. visit to the conservation area or parks/playgrounds). Services will operate on irregular times and locations, but ample notice will be provided on when and where programs will occur. Parents/caregivers expressed that they greatly valued community outings and attending other community events.

Boundaries and Priority Zones

In order to provide services to geographic areas with demonstrated need for child and family programs, priority zones have been established to respond to the mix of rural and urban community needs. Each zone was selected based on natural geographic boundaries, growth areas and demographic trends, vulnerability on the EDI and feedback from the community consultation. Securing locations through collaboration with school boards will also assist with alignment in the use of the “school-first approach”. A “schools first” approach recognizes the role of the school board as an important community hub and hence an important location for the delivery of early years programming. School boards are playing an even greater role in integrating and coordinating early years’ programs and providing an environment where services can be co-located for the convenience of parents and families. Other preferences stated by parents and caregivers include recreation centres and libraries.

The zones below represent the optimal model and will be subject to change based on financial considerations, availability of space and demand/usage of programming.

Region 1: Rural

Zone 1

- Geographic areas of North Frontenac, Central Frontenac and northern part of South Frontenac (previously known as Bedford Township)

Region 2: Urban/Rural

Zone 2

- Geographic areas of South Frontenac (Portland, Loughborough and Storrington) and rural Kingston north of the 401 (Sharpton/Glenvale, Elginburg/Silvers Corners/Shannon’s Corners, Glenburnie, Kingston Mills, Joyceville/Brewer’s Mills and St. Lawrence North)

Zone 3

- Geographic areas of Greenwood Park/St. Lawrence South, Cataraqui River East, Canadian Forces Base Kingston and Ravensview

Zone 4

- Geographic areas of Rideau Heights, Marker's Acres, Alcan, Kingscourt, Williamsville, Strathcona Park and Frontenac Islands. Western boundary being Portsmouth Avenue.

Zone 5

- Geographic areas of Sunnyside, Queen's, Sydenham, Alwington, Polson Park, Calvin Park, Fairway Hills, Kingston Penitentiary and Portsmouth

Zone 6

- Geographic areas of Cataraqui North (west of Portsmouth Ave.), Cataraqui Woods, Westbrook

Zone 7

- Geographic areas of Bayridge (East & West), Woodbine/Westwoods, Sutton Mills, Mile Square, Lemoine's Point, Auden Park, Reddendale, Henderson, Waterloo Village and Gardiners

All zones will have a variety of main and outreach centres, as well as supplemented with additional pop up or mobile programs where needed or programming opportunities arise. The outlined zones and programming within each zone will be reviewed based on evidence informed decision making moving forward and may be subject to change.

Francophone, Indigenous and Special Needs Program and Service Locations

It was identified and recommended that Francophone programming be specifically offered through outreach locations in Zones 3 and 6 and also be available within a Francophone school should space exist to offer programming. Francophone programming can also be made available to a broader group through pop up and mobile services to support children, families and caregivers in other locations as needed.

EarlyON Centres need to work in close partnership with Indigenous organizations to plan for and deliver culturally responsive programs and services in all locations where children, families and caregivers with an Indigenous heritage are in attendance. Inclusive Indigenous programming should be weaved into all aspects of daily programs and services. There should be increased collaboration with the community to enhance awareness of resources available to families in a culturally appropriate and sensitive way. Depending on demand, a dedicated EarlyON Centre may be warranted either at a fixed, outreach or pop-up location.

EarlyON Centres will create warm and welcoming environments that are accessible and responsive to all children. EarlyON staff will have in-depth knowledge of specialized community services available in Kingston-Frontenac and will facilitate connections and

referrals for families who may benefit from access to specialized services. Staff will also be trained on the current protocols for children with special and complex needs.

Targeted programs will be planned once full implementation of the EarlyON centres are underway and may include playgroups targeted to special needs children. Playgroups would be co-facilitated with EarlyOn staff and Specialized Community Service agencies. Target programming will be planned based on community consultation and identified needs.

Capital Planning

As important community hubs, schools play a key role in identifying local needs and priorities. School boards are playing an even greater role in integrating and coordinating early years' programs and providing an environment where services can be co-located for the convenience of parents and families. This "schools first" approach has allowed school boards to increasingly becoming active agents of early years program planning and delivery. In support, the Province has initiated a "school's first capital funding" opportunity where the province has made available funds to retrofit areas within schools to support early years programming. The City will consult with school boards on the "school's first capital funding" opportunities and apply, where appropriate, for provincial capital funding for community-based facilities for EarlyON Child and Family Centres where a need has been identified through a gap analysis report.

Selection of Service Delivery Agencies

In order to develop the process for selecting service delivery agencies, DPRA Canada facilitated an in-person session with City staff to discuss different options and present recommendations. The following process for selecting service delivery agencies was developed based on the recommendations provided by DPRA Canada.

Service delivery agencies will be selected using the procurement policy outlined by the City of Kingston's Purchasing By-law (2000-134).

The City will issue an RFI to gauge the interest of community agencies. This process will be used to develop a list of agencies who will be invited to respond to the RFP.

It is recommended that the bidding process have two schedules:

1. Region 1- Rural services (Zone1)
2. Region 2 - Urban/Rural services (Zone 2 - 7)

An agency may bid to provide services in one or both Regions. To ensure consistent service delivery and achieve some economies of scale, it is recommended that 1-2 service providers deliver EarlyON Centres each in Region.

As per DPRA Canada's recommendations, the City should consider the following selection criteria to score the RFP, but the final criteria will be made available, along with the designated points, upon the release of the RFP.

- **Service Delivery:** Demonstration of capacity to deliver mandatory core services in line with the pedagogical framework mandated by MEDU.
- **Scope of Programming:** Number of sites the agency is able to staff. Preference will be given to agencies that can provide programming within multiple EarlyON locations.
- **French Language Services:** Capacity to deliver or sub-contract French language programming in designated areas identified by the CMSM.
- **Inclusive Programming:** Ability to deliver culturally appropriate and inclusive programming reflective of Kingston and Frontenac's diverse population, including Indigenous families, families with a child with special needs, and recent immigrant families.
- **Transitional Planning and System Stability:** Description of a transition plan and timeline that considers families, staff, and the community as it transforms its service delivery to accommodate the new service delivery and funding model. The RFP will specify the timeline for signing the service agreement and expected date for fully operational programs.
- **Value Added Partnerships:** Demonstrated ability to form partnerships to benefit the agency and families served.
- **Program Budget:** Budgets will be scored using a points-based system.
- **Innovative Approaches:** Consideration of innovative service delivery models to meet community needs (e.g. web-based supports through face-time).
- **Community Engagement:** Demonstrated ability to meaningfully engage families in service planning.
- **Recruitment and Retention Strategy:** Ability to recruit and retain qualified RECEs, and plan for supporting non-RECE staff with upgrading process.
- **Accessibility:** Demonstration of compliance with Accessible Standards for Customer Care.

Successful proponents will be invited to enter into a service agreement that will be reviewed annually for a term of three to five years.

Francophone and Indigenous Service Provision

The Request for Information (RFI) will also have options for “dedicated” francophone or Indigenous service providers to express interest in providing their services to their communities only. A dedicated service provider is defined as an organization or a department of a larger organization led by Francophone or Indigenous staff which exist to provide services to Francophone or Indigenous peoples.

Where no interest by dedicated service providers is expressed through the RFI process, other applicants will be asked and assessed on their ability to provide Francophone or Indigenous programming as part of their application.

Francophone Programming

In francophone communities, early years programs are instrumental for the acquisition of culture and language. This is especially the case in French-language school boards that have a unique mandate under the Politique d'aménagement linguistique. In recognition of this unique role of francophone agencies and school boards, the Request for Information will provide an option for dedicated French service providers to

express interest in delivering EarlyON programming serving the francophone community in dedicated locations. Providing French services in outreach, mobile or pop-up sites will be made available to support the broader francophone community where a dedicated location is not warranted.

Indigenous Programming

In Indigenous communities, EarlyON programming must reflect a culturally and inclusive approach as well as a program design that supports the on-going pursuit of Indigenous led early learning opportunities. To achieve this, the Request for Information will provide an option for dedicated Indigenous service providers to apply to deliver Indigenous programming to support those EarlyON locations which serve an Indigenous population. Where numbers warrant a dedicated location may deliver exclusively Indigenous programming to its target population. However, it is anticipated that itinerant or mobile delivery methods to EarlyON locations will be the more likely option.

The City is currently pursuing a number of activities to support non-Indigenous Early Years staff with culturally appropriate and inclusive early years programming which will enhance Indigenous programming in EarlyON Centres.

Performance Measurement

Child and Family centres are intended to support all children, along with their parents and caregivers through welcoming, inclusive, integrated and high quality local programs and services. The corner stone of this approach will be to ensure that these programs and services are evidence informed and community led in order to successfully support learning, development and well-being for all children.

As CMSM, the City of Kingston supports the Ministry's Vision and Guiding Principles for Child and Family Centres and the following local goals are met by the EarlyON Centres.

Kingston and Frontenac, EarlyON programs and services will:

- Support and enhance healthy child development and well-being;
- Be community driven and evidence informed;
- Provide a focus on improving EDI outcome measures;
- Be accessible to all and make families feel welcome;
- Be located where there is demonstrated need identified;

The City of Kingston will develop an outcome and evaluation strategy that will speak to local goals and objectives that will enhance the EarlyON Centre Outcomes Framework being developed by MEDU. This strategy will track progress, measure quality and identify and respond to the needs of the community.

Throughout this process the City of Kingston will continue to engage all stakeholders within the early years' community, including families, service providers and local school boards, in the evaluation of the local child and family service delivery.

The following mandatory MEDU data elements will be collected from the service delivery agency(ies), along with any additional qualitative and/or quantitative service data to support the municipal outcome and evaluation strategy and reported back to the CMSM.

Child and Family Centres – Service Data

- Number of Child and Family Centre sites
- Number of purchase of service agreements for Child and Family Centres
- Number of children served
- Number of visits made by children
- Number of parents/caregivers served
- Number of visits made by parents/caregivers

Mandatory Core Services and Customized Community Connections

- Number of FTE program staff
- Number of FTE non-program staff (excluding data and analysis/planning staff)
- Number of FTE program staff who are RECEs
- Number of FTE program staff that have received RECE exemptions
- Number of service providers that have received an RECE exemption
- Confirmation that all centres are compliant with planning guidelines and that programming aligns with HDLH

Anticipated Service Transition Timeline

The City understands 2018 to be a year of transition. The following section outlines the anticipated timeline for the transition to EarlyON Centres in Kingston CMSM. It should be noted that the timeline described below are subject to change.

In order to minimize service disruption, the City will enter into service agreements with the existing four agencies currently delivering Better Beginnings, OEYC, and PFLC programming from January 1, 2018 (when the City becomes responsible for these programs) until June 30, 2018 (to coincide with the end of the school year). Maintaining the same service providers during these months will allow families to continue to use existing services while the City of Kingston takes the steps necessary to procure the EarlyON service delivery agencies for July 1 2018 and beyond.

The CMSM will work in co-ordination with these providers to communicate with families and other stakeholders some of the changes occurring immediately under the new policies of the Ministry during this period. For example, the Ministry expects the new branding to take effect January 1, 2018.

During these months, the CMSM will issue the RFI, then the RFP, to procure service agency(ies) to deliver EarlyON Centres. New service agreements with the successful agencies are expected to be signed in June 2018, with an anticipated service ramp up period between July to December, 2018. The City will, if needed, extend the service agreements with currently funded programs past June 30, 2018, if it is anticipated that the new EarlyON Centres will not be operational in the anticipated time frame and/or to prevent significant disruption in service to families.

Table 9: Anticipated Timeline of Service Transition to EarlyON Centres in Kingston CMSM (revised as of November 1 2017)

Time	Task
March – August, 2017	<ul style="list-style-type: none"> • Completion of community consultations and local needs assessment • Prepare draft Initial Service Plan
By September 29, 2017	<ul style="list-style-type: none"> • Submission of draft Initial Service Plan to MEDU
By October 31, 2017	<ul style="list-style-type: none"> • Hire Project Manager • Information session on draft Initial Service Plan • Prepare Initial Service Plan for ARCP
By December 30, 2017	<ul style="list-style-type: none"> • ARCP’s recommendation re: Initial Service Plan to Council • Communication Updates on EarlyON Centres to families and stakeholders • Issue RFI in French and English • Preparation and signing of service agreements for existing service providers to operate from January 1 – June 30 2018
By January 30, 2018	<ul style="list-style-type: none"> • Prequalify RFI applicants • Issue RFP in French and English • Identify evaluation committee and meeting schedule
By March 31, 2018	<ul style="list-style-type: none"> • Evaluate RFP submissions
By April 30, 2018	<ul style="list-style-type: none"> • Report to Council recommending successful applicants • Advice successful / unsuccessful applicants • Draft contingency plans if start-up may be delayed beyond July 1 2018 • Final Design of new system: locations, hours of operation, marketing, governance
By June 30, 2018	<ul style="list-style-type: none"> • Transition period ends to operate new EarlyON Centres • Prepare and signing of service agreements for successful applicant(s) • Submit EarlyON Implementation mid-term report for Ministry Implementation Update Plan
By July 1, 2018	<ul style="list-style-type: none"> • Begin implementation of new EarlyON Child and Family Centres
By January 1, 2019	<ul style="list-style-type: none"> • Full implementation of new system with on-going outcome data

Appendix 1

Table 10: Service Inventory of Additional Child and Family Programs

Programs listed reflect programming for February 2017

ID	Type of program	Parenting Program	Sponsoring Agency	Address
1	Specialized service	Family Support Meeting	Autism Ontario – Kingston Chapter	361 Montreal St., Kingston K7K 3H3
3	Prenatal/ Postnatal	Prenatal & Parent Support	Birthright Kingston	93 Queen St., Kingston K7K 1A5
4	Child & Family Program	Kids Zone Jungle Gym - Parent/Tot drop in	Boys & Girls Club of Kingston	1300 Bath Rd., Kingston K7M 4X4
5	Child & Family Program	Sport Ball Parent & Child - Multi Sport	Boys & Girls Club of Kingston	1300 Bath Rd., Kingston K7M 4X4
6	Child & Family Program	Swimming - Parent & Tot	Boys & Girls Club of Kingston	1300 Bath Rd., Kingston K7M 4X4
7	Child & Family Program	Cintas Family Swim	Boys & Girls Club of Kingston	1300 Bath Rd., Kingston K7M 4X4
8	Child & Family Program	Preschool Programs	CFB Kingston - PSP	11 Navy Way, Kingston K7K 7B4
9	Child & Family Program	Family Gym Time	CFB Kingston - PSP	32 Lundy's Lane, Kingston K7K 5J3
10	Child & Family Program	Moving & Grooving	CFB Kingston - PSP	33 Lundy's Lane, Kingston K7K 5J3
11	Prenatal/ Postnatal	Prenatal Classes	Childbirth Kingston	599 Alfred St., Kingston K7K 4J8
12a	Child & Family Program	Preschool Drop in programs	City of Kingston	382 Bagot St., Kingston K7K 5V1
12b	Child & Family Program	Preschool Drop in programs	City of Kingston	303 York St., Kingston K7K 1R8
12c	Child & Family Program	Preschool Drop in programs	City of Kingston	1350 Gardiners Rd., Kingston K7P 0E5
12d	Child & Family Program	Preschool Drop in programs	City of Kingston	1030 Sunnyside Rd., Kingston K7P 2Y2
12e	Child & Family Program	Preschool Drop in programs	City of Kingston	100 Days Rd., Kingston K7M 6T5
13	Specialized service	Transition to School Workshop - Special needs protocol	Community Living Kingston	1412 Princess St., Kingston K7M 3E5

ID	Type of program	Parenting Program	Sponsoring Agency	Address
14	Parent Workshop	HOPE Parenting Program	Family and Children's Services of Frontenac, Lennox and Addington	817 Division St., Kingston K7K 4C2
15a	Parent Workshop	Supportive Access Group	Family and Children's Services of Frontenac, Lennox and Addington	817 Division St., Kingston K7K 4C2
15b	Parent Workshop	Supportive Access Group	Family and Children's Services of Frontenac, Lennox and Addington	158 Patrick St., Kingston K7K 3P5
15c	Parent Workshop	Supportive Access Group	Family and Children's Services of Frontenac, Lennox and Addington	263 Weller Ave., Kingston K7K 2V4
16	Specialized service	Community Service site	Family and Children's Services of Frontenac, Lennox and Addington	1020 Elizabeth St., Sharbot Lake K0H 2P0
17	Specialized service	Caring Dads	Family and Children's Services of Frontenac, Lennox and Addington & K3C Counselling	817 Division St., Kingston K7K 4C2
18	Specialized service	Family Counselling Program	K3C Counselling Centre	417 Bagot St., Kingston K7K 3C1
19	Specialized service	ADHD Parent Support group	Kingston ADHD Parent Support. Program runs at Youth Unlimited	255 Kingscourt Ave., Kingston K7K 4P9
20	Child & Family Program	Play to Learn	Kingston Frontenac Public Library	382 Bagot St., Kingston K7K 5V1
21a	Child & Family Program	Family Storytime	Kingston Frontenac Public Library	88 Wright Cres., Kingston K7L 4T9
21b	Child & Family Program	Family Storytime	Kingston Frontenac Public Library	935 Gardiners Rd., Kingston K7M 9A9
21c	Child & Family Program	Family Storytime	Kingston Frontenac Public Library	382 Bagot St., Kingston K7K 5V1
21d	Child & Family Program	Family Storytime	Kingston Frontenac Public Library	4412 Wheatley St., Sydenham K0H 2T0

ID	Type of program	Parenting Program	Sponsoring Agency	Address
21e	Child & Family Program	Family Storytime	Kingston Frontenac Public Library	80 Gore Rd., Kingston K7K 6X6
22a	Child & Family Program	Books for Babies	Kingston Frontenac Public Library	382 Bagot St., Kingston K7K 5V1
22b	Child & Family Program	Books for Babies	Kingston Frontenac Public Library	80 Gore Rd., Kingston K7K 6X6
22c	Child & Family Program	Books for Babies	Kingston Frontenac Public Library	935 Gardiners Rd., Kingston K7M 9A9
22d	Child & Family Program	Books for Babies	Kingston Frontenac Public Library	88 Wright Cres., Kingston K7L 4T9
23a	Child & Family Program	Rhythm & Rhyme	Kingston Frontenac Public Library	88 Wright Cres., Kingston K7L 4T9
23b	Child & Family Program	Rhythm & Rhyme	Kingston Frontenac Public Library	935 Gardiners Rd., Kingston K7M 9A9
23c	Child & Family Program	Rhythm & Rhyme	Kingston Frontenac Public Library	4412 Wheatley St., Sydenham K0H 2T0
23d	Child & Family Program	Rhythm & Rhyme	Kingston Frontenac Public Library	80 Gore Rd., Kingston K7K 6X6
24a	Child & Family Program	Bedtime Stories	Kingston Frontenac Public Library	80 Gore Rd., Kingston K7K 6X6
24b	Child & Family Program	Bedtime Stories	Kingston Frontenac Public Library	88 Wright Cres., Kingston K7L 4T9
25	Child & Family Program	STEM (Science, Technology, Engineering and Math) Storytime	Kingston Frontenac Public Library	130 Johnson St., Kingston K7L 1X8
26	Child & Family Program	Infant and Toddler Music Times	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
27	Child & Family Program	Read Me a Book	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
28	Child & Family Program	It's Rhyme Time	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
29	Parent Resource	Reading & Parents Program (RAPP)	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
30	Parent Workshop	Workshops for Parents	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
31a	Specialized service	Talk together, Read together	Kingston Literacy & Skills	221 Portsmouth Ave., Kingston K7M 1V5

ID	Type of program	Parenting Program	Sponsoring Agency	Address
31b	Specialized service	Talk together, Read together	Kingston Literacy & Skills	166 Brock St., Kingston K7L 5G2
32	Parent Workshop	Hanen Early Literacy Parent Workshops	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
33	Parent Resource	Come Walk in My Moccasins e-newsletter	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
34a	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	165 Robert Wallace Drive, Kingston K7M 1Y3
34b	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	361 Roosevelt Dr., Kingston K7M 4A8
34c	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	114 Wiley St., Kingston K7K 5B5
34d	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	77 MacCauley, Kingston K7K 2V8
34e	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	1066 Hudson Drive, Kingston K7M 5K8
34f	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	930 Woodbine Rd. Kingston K7P 2X4
34g	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	370 Kingston Mills Rd. Kingston K7L 4V3
34h	Parent Resource	Support for families through child and family programs and child care centres	Kingston Literacy & Skills	158 Patrick St., Kingston K7K 3P5
34i	Parent Resource	Support for families through child and	Kingston Literacy & Skills	263 Weller Ave., Kingston K7K 2V4

ID	Type of program	Parenting Program	Sponsoring Agency	Address
		family programs and child care centres		
35	Child & Family Program	Story Walks	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
36	Parent Resource	School Newsletter insert	Kingston Literacy & Skills	16 Bath Rd. Unit 7, Kingston K7L1C4
37	Prenatal/Postnatal	One on one support	Kingston Midwives	391 Barrie St., Kingston K7K 3T6
38a	Child & Family Program	Stay and Play	Kingston Military Family Resource Centre	32 Lundy's Lane, Kingston K7K 5J3
38b	Child & Family Program	Stay and Play	Kingston Military Family Resource Centre	1300 Bath Rd., Kingston K7M 4X4
39	Specialized service	Special Needs Parenting Support group	Kingston Military Family Resource Centre	32 Lundy's Lane, Kingston K7K 5J3
40	Specialized service	Special Needs playgroup	Kingston Military Family Resource Centre	32 Lundy's Lane, Kingston K7K 5J3
41	Prenatal/Postnatal	Groupe prénatal (francophone) / Prenatal Group (French)	Kingston Military Family Resource Centre	32 Lundy's Lane, Kingston K7K 5J3
42	Specialized service	# FamilyStrong - Deployment/Separation program	Kingston Military Family Resource Centre	32 Lundy's Lane, Kingston K7K 5J3
43	Child & Family Program	Little Artist Program	Kingston Military Family Resource Centre	1300 Bath Rd., Kingston K7M 4X4
44	Child & Family Program	Cruisin Clubhouse	Kingston Military Family Resource Centre	32 Lundy's Lane, Kingston K7K 5J3
45	Prenatal/Postnatal	Prenatal Classes	Kingston Pregnancy Care Centre	120 Clarence St. Suite 231, Kingston K7L 1X4
46	Specialized service	Parent Support Group	Kingston Pregnancy Care Centre	120 Clarence St. Suite 231, Kingston K7L 1X4
47a	Prenatal/Postnatal	Prenatal/Breastfeeding Classes	KFL&A Public Health	221 Portsmouth Ave., Kingston K7M 1V5

ID	Type of program	Parenting Program	Sponsoring Agency	Address
47b	Prenatal/ Postnatal	Prenatal/Breastfeeding Classes	KFL&A Public Health	930 Woodbine Rd. Kingston K7P 2X4
48	Prenatal/ Postnatal	No Parent Left Behind	KFL&A Public Health with OEYC	1066 Hudson Drive, Kingston K7M 5K8
49	Parent Workshop	Introduction to Solid Foods/Toddler Nutrition Classes	KFL&A Public Health	1066 Hudson Drive, Kingston K7M 5K8
50a	One on One Support	Babytalk Drop-ins	KFL&A Public Health	1066 Hudson Drive, Kingston K7M 5K8
50b	One on One Support	Babytalk Drop-ins	KFL&A Public Health	370 Kingston Mills Rd. Kingston K7L 4V3
50c	One on One Support	Babytalk Drop-ins	KFL&A Public Health	1004 Art Duffy Rd., Sharbot Lake K0H 2P0
51	Parent Workshop	Food for You, Food for Two	KFL&A Public Health	221 Portsmouth Ave., Kingston K7M 1V5
52	Parent Resource	Child and Babytalk Phoneline	KFL&A Public Health	221 Portsmouth Ave., Kingston K7M 1V5
53	One on One Support	Healthy Babies, Healthy Children Program	KFL&A Public Health	221 Portsmouth Ave., Kingston K7M 1V5
54	Parent Resource	Parent Lending Library	KFL&A Public Health &LDSB	221 Portsmouth Ave., Kingston K7M 1V5
55	One on One Support	Aboriginal Healthy Babies, Healthy Children	Metis Nation of Ontario, Kingston	626 Division St., Kingston K7K 4B7
57	Child & Family Program	Mom & Baby support group	Mother Circle Kingston	550 Bagot St., Kingston K7K 3E1
58	Child & Family Program	Parent and Infant Program	Mulberry Waldorf School	25 Markland St., Kingston K7K 1S2
59	Child & Family Program	Parent and Child Programs	Mulberry Waldorf School	25 Markland St., Kingston K7K 1S2
60	Specialized service	Community Behavioural Services	Ongwanada	114 Wright Cres., Kingston K7L 4T8
61a	Parent Workshop	Right From the Start	Pathways for Children and Youth	31 Hyperion Court Suite 100, Kingston K7K 7G3
61b	Parent Workshop	Right From the Start	Pathways for Children and Youth	263 Weller Ave., Kingston K7K 2V4
61c	Parent	Right From the Start	Pathways for	1066 Hudson Drive,

ID	Type of program	Parenting Program	Sponsoring Agency	Address
	Workshop		Children and Youth	Kingston K7M 5K8
62a	Parent Workshop	COPEing with Toddler Behaviour	Pathways for Children and Youth	31 Hyperion Court Suite 100, Kingston K7K 7G3
62b	Parent Workshop	COPEing with Toddler Behaviour	Pathways for Children and Youth	263 Weller Ave., Kingston K7K 2V4
62c	Parent Workshop	COPEing with Toddler Behaviour	Pathways for Children and Youth	1066 Hudson Drive, Kingston K7M 5K8
63a	One on One Support	Walk in Clinics at Molly Brant PS	Pathways for Children and Youth	30 Lyons St., Kingston K7K 0J5
63b	One on One Support	Walk in Clinics	Pathways for Children and Youth	4365 Mill St., Sydenham K0H 2T0
64	One on One Support	Community Services Site	Pathways for Children and Youth	1004 Art Duffy Rd., Sharbot Lake K0H 2P0
65	Specialized service	Young Children's Child & Family Counselling	Pathways for Children and Youth	31 Hyperion Court Suite 100, Kingston K7K 7G3
66	Specialized service	Intergenerational Trauma Treatment Model	Pathways for Children and Youth	31 Hyperion Court Suite 100, Kingston K7K 7G3
68	Specialized service	Parent Education/Coaching: Introduction to Applied Behaviour Analysis (Autism Services)	Pathways for Children and Youth	31 Hyperion Court Suite 100, Kingston K7K 7G3
69	Child & Family Program	The Healthy Kids' Park Drop-in program	South Frontenac Township	4432 George St., Sydenham K0H 2T0
70	Specialized service	Parental Supervised Access Centre	The Salvation Army	816 Centennial Dr., Kingston K7M 0A4
71	Child & Family Program	Parent & Child Drop in programs	Wolfe Island Early Years Drop in Centre	57 Hwy 95, Wolfe Island, K0H 2Y0
72a	Child & Family Program	Preschool Programs	YMCA Kingston	100 Wright Cres., Kingston K7L 4T9
72b	Child & Family Program	Preschool Programs	YMCA Kingston	745 Progress Ave., Kingston K7M 6S4

Addendum 1: Letter to Ministry on Initial Service Plan Submission

To: Julia Danos, Director, Programs and Service Integration Branch, Early Years and Child Care Division

From: Laura Austin, Supervisor, Childcare Programs, Housing and Social Services, City of Kingston

Cc: Rachelle Blanchette, Early Years Advisor, Programs and Service Integration Branch, Early Years and Child Care Division

Lee Campbell, Manager, Housing and Childcare Programs, Housing and Social Services Department

Date: September 29, 2017

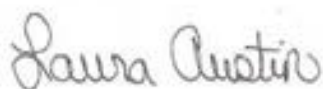
Re: Initial Service Plan for Ontario Early Years Child and Family Centres

The City of Kingston, as the Consolidated Municipal Service Manager (CMSM) for the City of Kingston and County of Frontenac, is pleased to submit our Initial Service Plan for Ontario Early Years Child and Family Centres (EarlyON Centres).

This Initial Service Plan represents months of collaborative research, community consultation, and planning undertaken by the City of Kingston. Included you will find a summary of our Local Needs Assessment and an Initial Service Plan to transition the existing Ministry of Education-funded early years programs in the region into the new OEYCFC model.

We wish to express our gratitude by the support provided by Rachelle Blanchette, Early Years Advisor in guiding our process.

Sincerely,



Laura Austin

Supervisor, Childcare Programs, Housing and Social Services Department, City of Kingston

Addendum 2:

Kingston Frontenac Child and Family Centres Summary

Current Program Overview

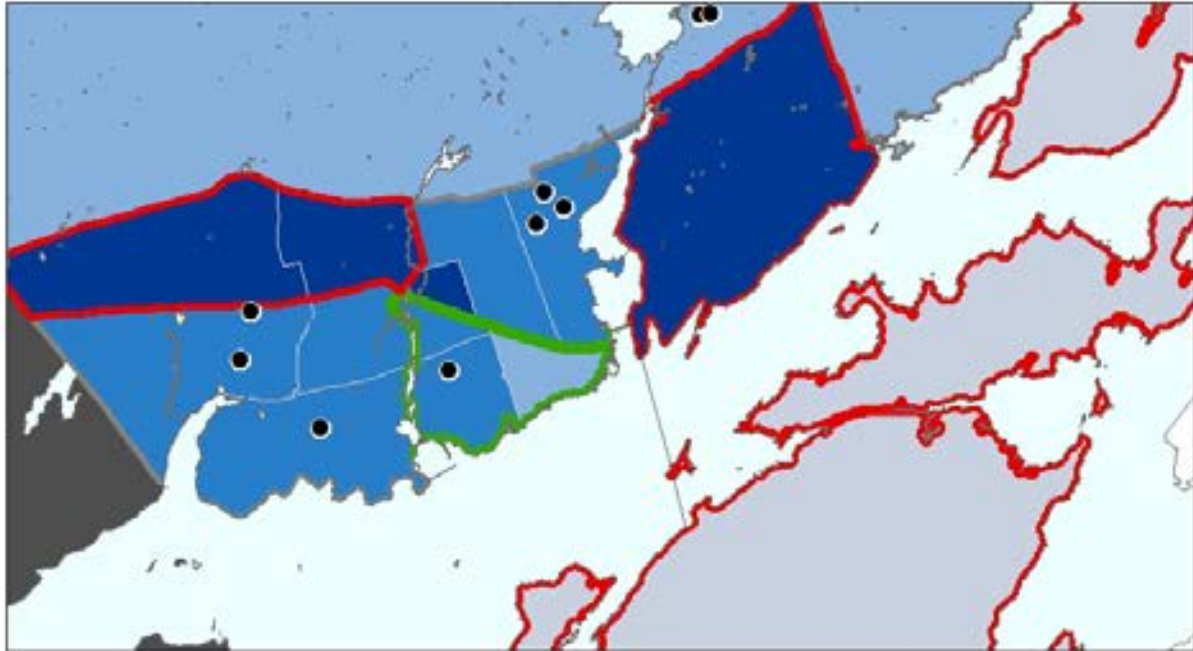
The City of Kingston and the County of Frontenac currently has 4 programs offering child and family programs funded by the Ministry of Education; Ontario Early Years Centres in Kingston and the Islands and Sharbot Lake, Better Beginnings for Kingston Children and the Parenting and Family Literacy Centres. This summary outlines program site locations, their hours of operation and utilization by young children as of September 1, 2017.

Current Site Locations

There are 16 Ministry of Education funded CFC sites throughout Kingston and Frontenac. In order to provide services to geographic areas with demonstrated need for child and family programs, seven Early Years planning zones were established based on natural geographic boundaries, growth areas, demographic trends, vulnerability for young children (EDI) and feedback from the community consultation. More information on each zone is available on page 42 in the Initial Plan.

The 16 current program locations are not evenly distributed throughout the seven Early Years planning zones; there are 2 zones that currently do not offer any Child and Family program locations (in red below), and also have the highest proportion of children under the age of 4 compared to the total population with each zone. Also, there are 2 zones which offer only one program location; one covering the large geographic region in Central and North Frontenac, the other being the Queen's and Sydenham neighbourhoods in the City of Kingston. These gaps in service are highlighted in the map below.

Current Child and Family Centre Program Sites and Gaps in Kingston Frontenac



Legend

Proportion of Children 0 to 4 years of age

- 2.0 - 2.8
- 2.9 - 3.7
- 3.8 - 5.4
- 5.5 - 7.8

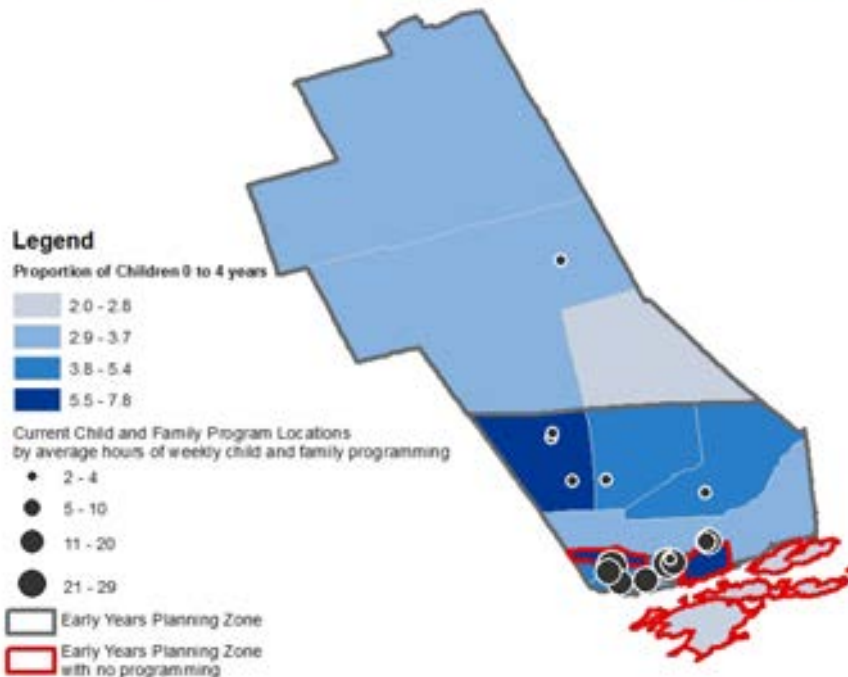
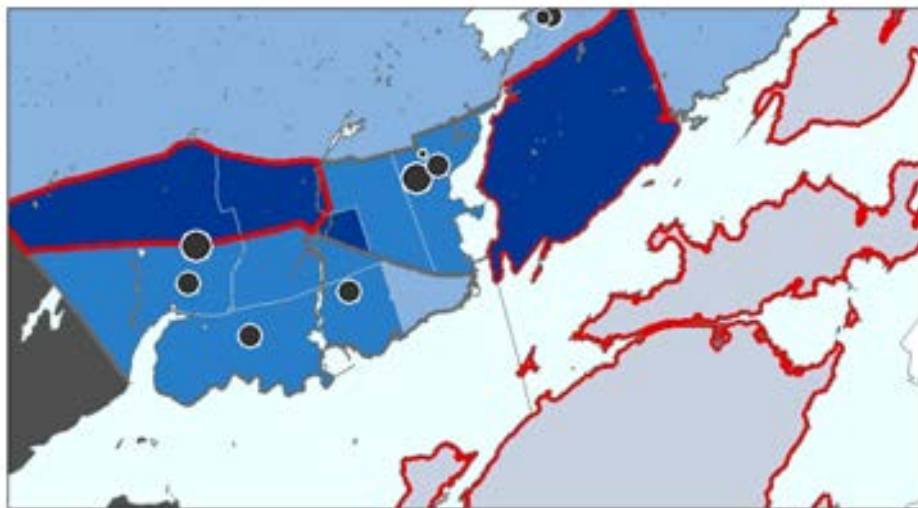
- Current Child and Family Program Locations
- Early Years Planning Zone
- Early Years Planning Zone with no program locations
- Early Years Planning Zone with only 1 program location



Current Programming Hours

There is significant variation in the number of hours of programming at each CFC location. Different locations offer between 2 hours of service a week, to 30 hours per week. The variability in program hours differs based on the type of program location; main centres/sites tend to offer more 'full-time' service, while other outreach and mobile locations offering regular programming with some extended hours. Site locations also range from offering programs 1 day per week in some areas to 5-6 days per week in others. There are several Early Years planning zones with limited or no programming hours offered. There are also several zones in which programming are not evenly distributed and services are grouped geographically together.

Current Child and Family Centre Average Weekly Program Hours



Current Program Utilization

Based on data submitted by the current agencies providing CFC programs, 20% of children 0 to 4 years of age and their families are accessing programs in Kingston Frontenac. This data captures a summary of unique children currently accessing service from September 1 to October 31, 2017. Utilization of programs shows interesting trends when compared to programming hours; some locations offering higher hours of service have lower utilization, as well as the reverse.

The existing programs are not currently using a consistent standardized method of collecting data related to service utilization. Therefore, aggregated service data collected needs to be used with caution.

Number of Young Children Accessing Programs in Current CFC Locations

