

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON

REPORT
RAPPORT

Our File/N/Réf.
Your File/V/Réf.

DATE 13 May 1997

TO/DEST. Co-ordinator, Community Services Committee

FROM/EXP. Commissioner, Social Services Department

SUBJECT/OBJET **1997 PER DIEM AND ADMINISTRATION RATES FOR
COMMUNITY CHILD CARE AGENCIES**

DEPARTMENTAL RECOMMENDATIONS

That the Community Services Committee recommend Council approve:

- 1. The per diem and administration rates for community child care agencies as presented in the column entitled 1997 Final Rates of Schedule A retroactive to 1 January 1997, or as indicated in the schedule;**
- 2. That \$193,859 from the contingency fund be used to achieve the savings required in 1997 to maintain the jobsOntario spaces and;**
- 3. That \$100,000 from the contingency fund be used to assist some programs with one-time conversion costs associated with achieving the long term strategies.**

PURPOSE

The purpose of this report is to request approval of the per diem and administration rates for community child care agencies for 1997. Included in this report will also be the results of applying the strategies approved by Regional Council on 12 February 1997 that were designed to save \$1,039,000 in order to maintain 707 jobsOntario spaces.

BACKGROUND

The 1997 budget for child care contains funds to provide 6,227 subsidized spaces. Eighty-eight percent of these spaces are purchased from 128 community agencies. The remaining twelve per cent are provided through programs directly operated by the Region. Community agencies are required to provide the Department with an annual budget submission. These documents are reviewed by staff using Provincial and Regional guidelines. Per diem and administration rates are then determined for each program.

This year, community agencies were informed that the Department would apply long term strategies approved by Regional Council on February 12, 1997 in order to permanently reduce spending by \$1,039,000. This money would allow the community to maintain 707 jobsOntario spaces. These spaces were originally 100% provincially funded, but since the fall of 1995, the Region has cost shared the spaces at 20%.

Council directed Regional staff to work with individual agencies in order to identify which strategies would apply. Provincial staff were also involved in many cases to determine whether proposed changes were consistent with licensing requirements under the Day Nurseries Act. In most cases, agencies were asked to maintain the 2.1% reduction that was approved for the 1996 budget year. In addition, savings were found due to the changes in the Employer Health Tax, where the first \$200,000 of salaries was exempt from taxation. In other cases, other strategies were implemented that resulted in changes to the way programs are designed and delivered. This year, the rate determination process was particularly challenging for both community agencies and regional staff. It required negotiation and creativity on the part of both groups in order to achieve the required savings.

This report will outline the actual reductions found in each of the strategies and the amount required from the contingency fund in 1997 to achieve the \$1,039,000 in savings. It will also indicate the anticipated savings of these changes for the 1998 year.

STRATEGIES TO ACHIEVE REDUCTIONS

The following section will outline the individual strategies used to achieve reductions in cost and how much was saved in each area. The strategies included:

1. Savings from changes to the Employer Health Tax (EHT);
2. Adjusting group sizes to maximize child/staff ratio;
3. Reducing staff over the required numbers to meet the regulations of the Day Nurseries Act(DNA);
4. Closing or reducing capacity in programs based in high schools and colleges and universities;
5. Voluntarily phasing out subsidized infant group care;
6. Maintaining the 2.1% reduction for 1997 for programs not affected by other strategies;
7. Taking the balance of required reductions from the contingency fund.

1. Changes to the Employer Health Tax (EHT)

All agencies had EHT savings with the exception of those that are attached to large institutions. These savings resulted from changes to this tax introduced by the provincial government. Taxation rates have not changed, but eligible corporations have the first \$200,000 in payroll exempted from taxation. Next year the first \$300,000 will be exempt, resulting in further savings. It should be noted however, that only a small percentage of community agencies has salary budgets over \$200,000. Total saving from the EHT for 1997 is \$125,346. It is expected that approximately \$45,000 in further savings will be realized next year for a total reduction of \$170,346 in 1998.

2. Adjusting Group Sizes

Ratios of staff to children are determined in the Day Nurseries Act. For example, preschool programs require one teacher for each group of eight children. The addition of one child beyond the eight means that another teacher is required. The most cost effective manner of operating this type of program is with full groups of eight children. Most programs in Ottawa-Carleton operate with acceptable group sizes; however, for various reasons some programs were set up with group sizes that were not cost effective. Staff from the Province and the Region reviewed programs where group sizes appeared to be in question. For some, these anomalies were due to space limitations or layout of the program. In such cases, changes were not made. In other cases, physical space is available, but programs could not fill the expanded space with full fee paying parents. Therefore, in order to adjust group sizes, some agencies require additional subsidized spaces to avoid creating financial hardship. A total of 77 spaces were required to make the changes. A total of \$126,156 was saved by adjusting group sizes in 1997. It is expected that \$148,034 will be saved in this area next year.

3. Reducing Staff over the Required Numbers to Meet the Regulations of the Day Nurseries Act

This strategy applies to agencies that have additional staff over what is required under the Day Nurseries Act. Again, staff from the Province and the Region worked with individual agencies to identify if programs actually had the need for additional staff. Issues such as safety or extended hours of operation required programs to maintain these staff. In other cases however, these additional resources, while making it easier for programs to maintain ratios at all times, were determined to be an excess of staff over the required ratio. The total saving in this area was \$24,828 in 1997 and \$26,913 for next year.

4. Closing or Reducing Capacity During the Summer Months in Agencies Based in High Schools or Universities

A total of nine agencies based in high schools or universities were asked to close or reduce capacity during the summer months. Many student parents prefer to take the summers off to be with their children, but have not done so in the past for fear of losing their subsidized space for the fall. In working with these programs, Regional staff asked programs to survey parents regarding their requirements for child care during the summer. The results varied dramatically. Some parents indicated that they planned to continue their studies during the summer. Some parents, particularly those whose only income is OSAP assistance, planned to work for the summer in order to defer costs associated with completing post secondary programs. Other parents, however, indicated that they would prefer to spend the summer with their children.

Agencies that operate in universities and colleges met different challenges than other agencies. Many have a large number of parents who are staff of the educational institutions and still require care for the summer. In addition, parents who pay full fee in these programs were dissatisfied with the proposals regarding summer closures. Some indicated they would leave the child care program permanently rather than deal with the inconvenience of a closure on an annual basis.

Agencies that planned to close or reduce capacity told parents that they would either continue to provide care, or assist them in making alternate arrangements for the summer. Some agencies found that a significant number of parents required care for the full summer, making the option of full closure impractical. After surveying parents, several agencies plan to close for several weeks, and others plan to reduce their capacity over the summer. Therefore, the savings in this area are not as high as predicted. Only two agencies plan to close completely for the eight week period. In these cases, all of the parents are in receipt of subsidy and plan to either make alternate arrangements, or take the summer to be with their children. The Department will monitor the results of this strategy. If it is determined that fewer parents required care than the initial survey results showed, additional changes will be made next summer. Total saving for 1997 from this area was \$73,456.

5. Voluntary closure of infant programs

This strategy generated a great deal of discussion. All agencies that currently have infant programs were asked to discuss this strategy with parents, staff and their Boards. There was reluctance on the part of some agencies to reduce the number of infant spaces, because although expensive, they serve a need in many communities. Other agencies, however, indicated that they were finding it very difficult to attract full fee payers to infant programs, thus making the program difficult to sustain.

Agencies that intend to phase out their infant care, will do so through attrition, therefore most parents currently served through an infant program will not have to make other arrangements. The few parents who may be without child care will be assisted in making other arrangements for their children. Savings in the first year are not as significant as they will be in subsequent years. Most agencies that made this decision will be moving their infant subsidized spaces to other programs, therefore savings will be made, but will be offset by the costs of delivering these other programs.

In the end, four agencies chose to phase out their infant programs. At the time this report was written two other programs have said they plan to phase out their program over the next year. It should be noted that the Region made the decision last year to phase out one of its two directly operated infant programs, resulting in savings of \$80,000 per year. The phasing out of infant programs in purchase of service programs will save \$336,636 this year and approximately \$591,096 on an annualized basis. Programs that decided to phase out their infant spaces converted them to toddler and/or preschool spaces. A total of 49 infant spaces were phased out and 30 converted to toddler and/or preschool. The chart at the end of this section will show costs associated with making these changes. Departmental staff will be contacting home child care programs to see how many infants can be accommodated within their programs, and to develop strategies to serve more infants, if necessary

6. Maintain the 2.1% reduction

The majority of community agencies were asked to maintain this reduction. Agencies demonstrated incredible creativity in achieving this reduction. In some cases they did so by negotiating new arrangements with contractors. As well, programs looked at making changes to their administration and in some cases they simply did more with less. Some agencies exceeded the 2.1% reduction, while others, particularly small school age programs with few subsidized spaces, were unable to achieve the full 2.1% without risking financial problems. The total amount saved in this area was \$637,893 for both 1997 and 1998.

7. Taking the Balance of the Required Savings from the Contingency Fund

As was the case in 1996, there will be a requirement to use the contingency fund to make up the balance of the \$1,039,000. It should be noted that some changes listed above will produce larger savings next year, as this year will only result in up to six months of savings. Total amount required from the contingency fund in 1997 is \$193,859 and \$175,953 in 1998.

8. Other Changes

During this rate determination cycle, virtually all programs made changes in order to maintain the 707 jobsOntario spaces. Many programs took the opportunity to review how their programs were configured and decided to make changes. For example, some programs chose to change the group sizes of their programs or in fact discontinue some programs that were not being well utilized. Agencies that made such modifications will be referred to in the attached Schedule as Program Changes. In addition, programs made reductions in their costs that were associated with these program modifications resulting in savings of \$194,248 for 1997 and \$189,730 next year. At the same time, however, there were costs associated with transferring spaces from one program to another (as was the case in infants), of \$171,039 in 1997 and \$295,724 next year. In the end, these changes will result in programs that operate more efficiently, and in many cases will better serve the needs of the communities by offering programs that are in greater demand.

Many programs that have chosen to adjust their group size or make other changes to programming have learned that to do so, they require some minor capital costs. One program, for example plans to consolidate its services from two buildings into one, they have discovered that not only are some renovations required, but also some changes associated with fire and safety regulations. Several programs have indicated that they require small amounts of capital funds to make their programs more efficient. It is therefore suggested that rather than include such costs in the rates of the programs, that these expenditures be reviewed by Regional staff. The Department recommends that Committee and Council approve funds up to \$100,000 to be used to allow programs to make these changes. It is suggested that no program be approved for more than \$25,000 for this purpose.

A further \$100,000 is expected to be realized from reductions to the Municipal centre and administration budgets. This will be achieved through a combination of closing some Municipal centres for several days during the Christmas and summer periods, and by achieving efficiencies in operating and administration costs.

FINANCIAL IMPLICATIONS

In late April of this year, the Province announced changes to the cost sharing formula for child care. This change will result in approximately \$1.2 million of additional revenue to the Department's child care budget in 1997. Most municipalities are treating these funds as one-time revenue until the impact of the shift in municipal and provincial responsibilities becomes clearer. It is therefore recommended that these funds be used in 1997 to offset phasing in costs associated with implementing the long term strategies including one time capital costs, and to pay for the creation of additional spaces that will allow certain programs to maximize their capacities. In addition, a portion of these funds could be used to offset the cost of some items that are currently funded 100% by the Region.

Again in 1997, agencies faced uncontrollable costs. The Department asked them to identify what these costs were, and reviewed whether they were in fact uncontrollable, or if decisions could be made to avoid the increases. In total, the uncontrollable costs in 1997 were \$493,958; however it is important to note that approximately \$50,000 of these expenses were also identified last year. The attached Schedule will show that the majority of programs experienced some uncontrollable costs. These costs included rent, taxes, increases in employee benefits and insurance and audit costs. Approximately 40% of these increases, or approximately \$200,000 of these uncontrollable costs, represent increases charged from one publicly funded institution to another. For example, almost every program based in a school, college or university has experienced dramatic increases in their rent and/or operating costs this year. Some programs went from paying a token rent of \$1 per year, to market rent. In other cases, programs have experienced increases in property taxes associated with moving to a new facility. Many of the programs affected by tax increases are appealing the decision. Finally, some programs located in public institutions have seen their operating expenses for hydro, heat, etc., skyrocket. Many are now paying the actual costs associated with their space, as opposed to a reduced amount that was negotiated with their landlord in better economic times.

CONSULTATION

Consultation with the Child Care community, specific agencies, staff and Boards, occurred throughout the conception, development and implementation of savings strategies.

SUMMARY

The following chart indicates, by strategy, where the savings were found. Departmental staff determined which of the strategies applied to specific agencies and in many cases met with program staff and representatives from the Province to determine the feasibility of certain strategies. In doing so, it was found that it was not always possible to make changes originally planned. This process was challenging for many agencies. Many agencies demonstrated creativity and a willingness to do their part to maintain vital child care spaces.

The Department will continue to look at how the long term strategies can be implemented over the coming year. It will be important to review the impact that these changes had on programs and parents. In particular, the summer closures will be reviewed to determine the actual need for summer care in those agencies. In addition, the funding of non-program staff will continued to be reviewed. Through this exercise it has become clear that there are still some inconsistencies in this area, largely due to historical arrangements. The Department still plans to undertake a review of the distribution of subsidized spaces. The implementation of the strategies outlined above, however, addressed some of the problems that required such a review. The Department wants to minimize the disruption that another large scale review will have on the child care community. It will therefore conduct the review with an eye to solving some inequities and viability issues, but not with an eye for massive redistribution.

The child care community should be congratulated on how they addressed these changes. Agencies worked with their staff, boards, parents and the Regional staff to look at how they could respond to the directions approved by Council. Many programs took the opportunity to review their programs and have developed some extremely creative solutions that resulted in efficiencies and improved access for parents.

STRATEGY	1997 savings	Projected savings in 1998
EHT	\$(125,346)	\$(170,346)
Adjusting Group Size	\$(126,156)	\$(148,034)
Reduce Staff over the Ratio	\$(24,828)	\$(26,913)
Summer Closures	\$(73,456)	\$(73,456)
Phasing out Infant Spaces	\$(336,636)	\$(591,096)
Maintaining 2.1% reduction	\$(637,893)	\$(637,893)
Other savings	\$(194,248)	\$(189,730)
TOTAL SAVINGS	\$(1,518,563)	\$(1,837,468)
Less uncontrollable costs	\$493,958	\$493,958
Savings with Uncontrollable Costs	\$(1,024,605)	\$(1,343,510)
Conversion of spaces due to Program Changes	\$171,039	\$295,724
Savings after Program Changes	\$(853,567)	\$(1,047,786)
New spaces required	\$188,425	\$364,739
Savings after New Spaces	\$(665,142)	\$(683,047)
Municipal Savings	\$(180,000)	\$(180,000)
Total Savings After All Changes	\$(845,142)	\$(863,047)
Required From the contingency fund	\$193,859	\$175,953

Schedule A is a listing of all Child Care programs and reflects the savings achieved through different strategies. It is recommended that the per diem and administration rates for child care agencies presented in the column entitled "1997 Final Rates" be approved.

*Approved by
Dick Stewart
Commissioner*

GP/MAW

FINANCE DEPARTMENT COMMENTS

For the information of Committee and Council the attached schedule A is provided on the status of the Child Care Contingency Reserve Fund.

*Approved by T. Fedec
on behalf of the Finance Commissioner*

Schedule A

1997 PURCHASE OF SERVICE PER DIEM RATE WORKSHEET

Agency/Program Name	1995 Rates	1996 Rates With 2.1% Reduction	1997 Final Rates	Strategy Implemented (other than 2.1% and EHT plus Uncontrollable Costs)
INFANT PROGRAMS				
ABC Pinehurst	\$47.83	\$46.47	\$46.47	Infant
Barrhaven	\$46.20	\$44.50	\$44.50	Infant
Bernadette Child Care	\$46.17	\$45.14	\$45.15	
Children's Castle	\$50.01	\$48.58	\$48.77	
Elizabeth Park	\$43.20	\$41.97	\$42.28	Uncontrollable Cost
Heritage	\$47.01	\$45.68	\$46.24	Uncontrollable Cost
Little School	\$46.90	\$45.91	\$44.97	Uncontrollable Cost
Tunney's	\$47.63	\$46.05	\$46.11	Uncontrollable Cost
TODDLER PROGRAMS				
ABC Pinehurst	\$43.77	\$42.49	\$42.63	
Aladin Preschool	\$35.72	\$34.70	\$34.83	Uncontrollable Cost
Barrhaven	\$36.81	\$35.95	\$35.95	Uncontrollable Cost and Program Change
Bernadette Child Care	\$32.41	\$31.39	\$31.40	
Capital Day Care	\$49.00	\$47.97	\$44.93	Uncontrollable Cost
Children's Castle	\$37.74	\$36.67	\$36.81	
Cumberland Hub	\$38.90	\$37.80	\$37.66	Uncontrollable Cost
Early Beginnings	\$40.85	\$39.74	\$39.89	Uncontrollable Cost
Elizabeth Park	\$39.78	\$38.64	\$37.92	Uncontrollable Cost
Greenboro Day Care	\$36.83	\$35.78	\$36.79	Uncontrollable Cost
Heritage Preschool	\$44.27	\$43.01	\$43.31	Uncontrollable Cost
Little School	\$38.86	\$39.49	\$37.26	Uncontrollable Cost
Pineview	\$36.48	\$39.50	\$39.65	Uncontrollable Cost
Providence	\$36.43	\$35.02	\$34.12	Uncontrollable Cost
River Heights	\$40.89	\$40.03	\$40.16	Uncontrollable Cost
Sunflower Co-op (Jan-June)	\$48.27	\$47.26	\$47.98	Uncontrollable Cost
Sunflower Co-op (July-Dec)	\$48.27	\$47.26	\$47.22	Uncontrollable Cost
Sur un Nuage	\$32.56	\$31.63	\$31.53	
Tunney's Day Care	\$36.96	\$36.32	\$36.48	Uncontrollable Cost
INFANT/TODDLER PROGRAMS				
Algonquin	\$54.01	\$53.51	\$54.85	Summer closure, Uncontrollable Cost
Canadian Mothercraft (Jan-Oct)	\$47.62	\$46.26	\$40.12	Infant
Canadian Mothercraft (Nov-Dec)	\$47.62	\$46.26	\$38.97	
CentrepoinTE Day Care	\$54.53	\$52.25	\$52.04	Group Size, Uncontrollable Cost
Centretown Parents' Co-op	\$62.81	\$61.49	\$61.72	Uncontrollable Cost
Children's Place (Kanata)	\$40.80	\$38.80	\$36.60	
Children's Place (Carling)	\$47.77	\$46.74	\$44.98	
Colonel By Child Care	\$56.17	\$54.99	\$56.25	Uncontrollable Cost
Dalhousie Parents'	\$59.78	\$58.48	\$58.96	Uncontrollable Cost
Glebe Landsdowne	\$61.29	\$60.01	\$59.72	Uncontrollable Cost
Orleans Child Care	\$39.46	\$39.50	\$39.66	Uncontrollable Cost
Petites Frimousses 2	\$46.48	\$47.01	\$47.10	Summer Closure, Uncontrollable Cost
Garderie Renée Tassé	\$51.89	\$51.35	\$59.85	Summer Closure, Uncontrollable Cost
Rideau Child Care	\$46.02	\$45.80	\$47.15	Summer Closure, Uncontrollable Cost
Sandy Hill (Jan-June)	\$48.83	\$47.44	\$47.29	Program Change, Uncontrollable Cost
Sandy Hill Toddler (July-Dec)	\$48.83	\$47.44	\$41.26	Program Change, Uncontrollable Cost
Variety	\$52.90	\$53.34	\$54.84	Summer Closure, Uncontrollable Cost
Wellington Ward	\$64.83	\$63.47	\$63.50	Uncontrollable Cost

Schedule A

1997 PURCHASE OF SERVICE PER DIEM RATE WORKSHEET

Agency/Program Name	1995 Rates	1996 Rates With 2.1% Reduction	1997 Final Rates	Strategy Implemented (other than 2.1% and EHT plus Uncontrollable Costs)
Youville	\$53.72	\$53.62	\$53.22	Uncontrollable Cost
PRESCHOOL PROGRAMS				
ABC Oxford	\$27.55	\$26.77	\$30.47	Uncontrollable Cost
A to Z Day Care	\$26.36	\$25.61	\$25.57	
Aladin Preschool	\$27.64	\$26.86	\$26.62	Uncontrollable Cost
Algonquin	\$32.14	\$32.14	\$32.88	Summer Closure, Uncontrollable Cost
Alpha 3 - 12	\$23.46	\$22.79	\$22.67	Program Change, Uncontrollable Cost
Andrew Fleck	\$30.02	\$29.66	\$29.89	Uncontrollable Cost
Au Ballon Rouge	\$27.60	\$26.82	\$27.03	
Barrhaven (Jan-June)	\$30.12	\$29.26	\$29.26	Program Change
Barrhaven (July-Dec)	\$30.12	\$29.26	\$29.25	Program Change
Bernadette Child Care	\$27.81	\$27.16	\$27.17	Uncontrollable Cost
Bishop Hamilton	\$32.77	\$31.84	\$32.50	
Bridlewood	\$27.58	\$26.99	\$27.08	Ratio Staff, Uncontrollable Cost
Canadian Mothercraft (Jan-Oct)	\$32.13	\$31.22	\$21.14	Group Size
Canadian Mothercraft (Nov-Dec)	\$32.13	\$31.22	\$23.25	Group Size
Capital Day Care	\$34.80	\$34.07	\$35.62	Uncontrollable Cost
Carleton Memorial	\$27.68	\$26.86	\$26.33	Uncontrollable Cost
Centrepointhe Day Care	\$31.60	\$30.18	\$30.07	Uncontrollable Cost
Centretown Parents'	\$36.97	\$36.19	\$36.49	Uncontrollable Cost
Children's Castle	\$23.64	\$22.97	\$23.06	
Children's Centre (Jan-June)	\$28.08	\$27.28	\$28.05	Group Size, Uncontrollable Cost
Children's Centre (July-Dec)	\$28.08	\$27.28	\$27.18	Group Size, Uncontrollable Cost
Children on the Hill	\$24.19	\$23.68	\$23.78	Uncontrollable Cost
Children's Place (Kanata)	\$27.30	\$25.68	\$25.77	
Children's Place (Carling)	\$30.84	\$29.72	\$29.83	
Churchill-Carling	\$30.59	\$29.71	\$29.58	
City View Day Care	\$26.89	\$26.33	\$25.46	Group Size, Uncontrollable Cost
Colonel By Child Care	\$34.62	\$33.89	\$34.69	Uncontrollable Cost
Cumberland Hub	\$28.87	\$28.05	\$27.25	Uncontrollable Cost
Dalhousie Parents'	\$34.16	\$33.22	\$33.82	Uncontrollable Cost
Dow's Lake	\$26.14	\$26.74	\$26.29	Uncontrollable Cost
Early Beginings	\$30.71	\$29.82	\$29.94	Uncontrollable Cost
Early Learning Child Care	\$27.76	\$27.66	\$29.49	Summer Closure, Uncontrollable Cost
Edgewood Day Care	\$33.78	\$32.82	\$33.53	Uncontrollable Cost
Elizabeth Park	\$29.65	\$28.81	\$27.26	Uncontrollable Cost
Fairview Child Care	\$26.78	\$26.02	\$25.81	Uncontrollable Cost
Florence Day Care	\$24.94	\$24.23	\$24.32	
Glebe Parents' Day Care	\$34.79	\$34.06	\$33.89	Uncontrollable Cost
Greenboro	\$28.30	\$27.49	\$28.27	Uncontrollable Cost
Heritage Preschool (Jan-June)	\$32.78	\$31.85	\$32.32	Uncontrollable Cost
Heritage Preschool (July - Dec)	\$32.78	\$31.85	\$32.21	Uncontrollable Cost
Kanata Care	\$32.06	\$31.15	\$31.69	Uncontrollable Cost
Little School	\$32.20	\$31.52	\$31.98	Uncontrollable Cost
New Edinburgh	\$30.63	\$30.43	\$30.57	Uncontrollable Cost
Orleans Child Care	\$27.36	\$28.25	\$28.32	Uncontrollable Cost
Overbrook Day Care	\$30.66	\$29.79	\$29.72	
Pineview	\$27.27	\$28.25	\$28.35	Uncontrollable Cost

Schedule A
1997 PURCHASE OF SERVICE PER DIEM RATE WORKSHEET

Agency/Program Name	1995 Rates	1996 Rates With 2.1% Reduction	1997 Final Rates	Strategy Implemented (other than 2.1% and EHT plus Uncontrollable Costs)
Providence	\$28.35	\$26.76	\$27.12	Uncontrollable Cost
Garderie Renée Tassé	\$32.38	\$30.48	\$37.76	Uncontrollable Cost
Rideau Child Care	\$29.16	\$28.38	\$28.87	Uncontrollable Cost
Rideau Valley	\$30.00	\$29.37	\$28.88	Uncontrollable Cost
River Heights	\$30.31	\$29.68	\$29.68	Uncontrollable Cost
River Parkway Preschool (Jan-June)	\$30.64	\$30.00	\$29.98	
River Parkway Preschool (July-Dec)	\$30.64	\$30.00	\$27.16	Group Size, Uncontrollable Cost
St. Anthony's	\$24.12	\$23.43	\$23.43	
Sandy Hill Preschool (Jan-June)	\$29.62	\$28.78	\$28.72	Program Change
Sandy Hill Preschool (July-Dec)	\$29.62	\$28.78	\$34.21	Program Change
Sunflower Co-op (Jan-June)	\$34.01	\$33.29	\$33.78	
Sunflower Co-op (July-Dec)	\$34.01	\$33.29	\$33.29	Ratio Staff, Uncontrollable Cost
Sur un Nuage	\$25.75	\$25.01	\$25.08	
Tunney's	\$29.60	\$28.61	\$28.77	Uncontrollable Cost
Tupper Tots	\$26.85	\$28.51	\$22.98	
Variety	\$36.39	\$36.67	\$37.44	Summer Closure, Uncontrollable Cost
Wellington Ward	\$39.80	\$38.97	\$38.99	Uncontrollable Cost
Youville Preschool	\$30.38	\$30.32	\$30.10	Uncontrollable Cost
PRE-KINDERGARTEN PROGRAMS				
Barrhaven - Kennevale (July-Dec)			\$25.72	Program Change
Barrhaven - Malvern		\$22.33	\$22.37	Program Change
KINDERGARTEN PROGRAMS				
Aladin Preschool	\$18.38	\$16.63	\$17.92	Program Change
Alpha 3 - 12	\$17.29	\$16.80	\$14.18	Group Size
Andrew Fleck	\$25.56	\$25.43	\$25.64	Program Change
Au Ballon Rouge	\$20.20	\$19.62	\$19.78	
Barrhaven - Kennevale (Jan-June)	\$19.50	\$18.64	\$18.64	
Barrhaven - Kennevale (July-Dec)	\$19.50	\$18.64	\$18.43	Program Change
Barrhaven - Malvern	\$18.91	\$18.50	\$17.87	Program Change
Beacon Hill North	\$18.36	\$18.41	\$18.23	Uncontrollable Cost
Bridlewood	\$21.16	\$20.49	\$20.56	Uncontrollable Cost
Brin d'herbe St. Anne	\$17.06	\$16.58	\$15.59	
Brin d'herbe Francojeunesse	\$17.06	\$16.58	\$15.59	
Brin de Soleil	\$14.71	\$14.29	\$14.29	
Broadview	\$18.33	\$17.81	\$18.73	Uncontrollable Cost
Bytown Co-op	\$22.19	\$21.72	\$21.95	Uncontrollable Cost
Carleton Heights	\$18.10	\$18.19	\$18.92	Group Size, Uncontrollable Cost
Carleton Preschool	\$19.62	\$19.85	\$13.16	Program Change
Carlington	\$20.68	\$20.11	\$19.75	Group Size, Uncontrollable Cost
Centretown Parent's (McNabb)	\$23.42	\$22.93	\$23.01	Uncontrollable Cost
Children's Castle	\$17.23	\$16.74	\$16.81	
Children's Place (Kanata)	\$21.30	\$20.04	\$20.12	
Connaught	\$20.02	\$19.45	\$19.45	Uncontrollable Cost
Copeland Park	\$18.35	\$17.82	\$18.05	Uncontrollable Cost
Des Pionniers	\$13.11	\$12.73	\$12.45	Uncontrollable Cost
Devonshire	\$18.42	\$17.90	\$18.55	Group Size, Uncontrollable Cost
Elizabeth Park	\$19.24	\$18.70	\$18.98	Uncontrollable Cost
Fairview	\$20.29	\$19.71	\$19.58	Uncontrollable Cost

Schedule A
1997 PURCHASE OF SERVICE PER DIEM RATE WORKSHEET

Agency/Program Name	1995 Rates	1996 Rates With 2.1% Reduction	1997 Final Rates	Strategy Implemented (other than 2.1% and EHT plus Uncontrollable Costs)
Fallingbrook	\$22.90	\$22.42	\$22.37	
Forest Valley	\$20.23	\$19.45	\$19.43	Uncontrollable Cost
Gardenway	\$23.55	\$21.73	\$21.42	
Glebe Corpus Christie (Jan-June)	\$25.05	\$24.53	\$24.41	
Glebe Corpus Christie (July-Dec)	\$25.05	\$24.53	\$24.04	Group Size, Uncontrollable Cost
Glebe Hopewell (Jan-June)	\$25.05	\$24.53	\$24.41	
Glebe Hopewell (July - Dec)	\$25.05	\$24.53	\$24.04	Group Size, Uncontrollable Cost
Glebe Landsdowne (Jan-June)	\$26.65	\$26.09	\$25.96	
Glebe Landsdowne (July - Dec)	\$26.65	\$26.09	\$24.04	Group Size, Uncontrollable Cost
Holy Spirit	\$22.79	\$22.14	\$22.14	Uncontrollable Cost
Hunt Club Park	\$17.64	\$17.13	\$17.13	Uncontrollable Cost
Kanata March Montessori	\$26.82	\$26.26	\$26.26	
Katimavik	\$23.56	\$22.89	\$22.89	Uncontrollable Cost
La Clémentine	\$14.76	\$15.60	\$15.55	Uncontrollable Cost
Le Carrefour	\$11.96	\$11.78	\$11.44	
Le Cerf-Volant	\$16.31	\$16.03	\$16.77	Uncontrollable Cost
L'hirondelle	\$16.27	\$16.36	\$17.24	Uncontrollable Cost
Little School	\$21.55	\$21.08	\$20.90	
Mountshannon	\$23.57	\$21.75	\$21.75	
New Edinburgh	\$24.23	\$23.81	\$22.82	
Orleans Child Care	\$23.40	\$23.00	\$23.08	Uncontrollable Cost
Overbrook Day Care	\$21.24	\$20.63	\$16.43	Program Cost
Petites Frimousses	\$16.63	\$16.28	\$16.86	Program Change, Uncontrollable Cost
Pineview	\$22.98	\$23.00	\$23.09	Uncontrollable Cost
Ravenhill	\$19.76	\$19.20	\$19.11	Group Size, Uncontrollable Cost
Reksap	\$17.71	\$17.20	\$18.40	Uncontrollable Cost
Rideau Valley	\$23.01	\$22.35	\$22.44	Uncontrollable Cost
St. Francis	\$22.26	\$21.62	\$21.62	Uncontrollable Cost
St. Marguerite	\$20.03	\$19.46	\$19.28	Uncontrollable Cost
St. Thomas More	\$20.03	\$19.46	\$19.28	Uncontrollable Cost
Stonehaven	\$23.52	\$21.71	\$21.71	Uncontrollable Cost
Sur un Nuage	\$20.13	\$19.56	\$19.46	
Trillium	\$22.90	\$22.42	\$22.30	
Vanier Coop	\$22.11	\$21.37	\$21.44	Uncontrollable Cost
Vista	\$20.06	\$19.49	\$19.46	Group Size, Uncontrollable Cost
Whitehaven	\$17.34	\$16.86	\$17.86	Uncontrollable Cost
YM/YWCA	\$24.20	\$23.51	\$23.60	
SCHOOL AGE PROGRAMS 4 - 5				
Alpha 3 - 12	\$10.18	\$9.89	\$8.43	Group Size
Brin d'herbe St. Anne	\$13.73	\$13.33	\$12.61	
Brin d'herbe Francojeunese	\$13.73	\$13.33	\$12.61	
La Clémentine	\$13.84	\$13.33	\$13.39	Uncontrollable Cost
Des Pionniers	\$8.95	\$8.70	\$8.64	Uncontrollable Cost
SCHOOL AGE PROGRAMS 6 - 9				
Aladin	\$14.01	\$13.61	\$13.66	Uncontrollable Cost
Alpha 3 - 12	\$7.96	\$7.73	\$8.51	Program Change
Au Ballon Rouge	\$10.35	\$11.57	\$10.26	
Barrhaven - Kennevale (Jan-June)	\$13.87	\$13.50	\$13.50	

Schedule A
1997 PURCHASE OF SERVICE PER DIEM RATE WORKSHEET

Agency/Program Name	1995 Rates	1996 Rates With 2.1% Reduction	1997 Final Rates	Strategy Implemented (other than 2.1% and EHT plus Uncontrollable Costs)
Barrhaven - Kennevale (July-Dec)	\$13.87	\$13.50	\$13.43	Program Change, Uncontrollable Cost
Barrhaven - Malvern	\$13.97	\$13.38	\$12.91	Program Change, Uncontrollable Cost
Bishop Hamilton	\$15.26	\$10.05	\$10.44	
Brin d'herbe St. Anne	\$11.34	\$10.93	\$12.12	Uncontrollable Cost
Brin d'herbe Francojeunesse	\$11.34	\$10.93	\$12.12	Uncontrollable Cost
Brin de Soleil	\$10.83	\$10.52	\$10.51	Uncontrollable Cost
Broadview	\$10.15	\$9.86	\$10.50	Uncontrollable Cost
Carleton Heights	\$11.42	\$11.29	\$11.53	Program Change, Uncontrollable Cost
Carleton Preschool	\$7.88	\$7.96	\$6.69	Uncontrollable Cost
Carlington	\$12.36	\$12.06	\$12.03	Group Size, Uncontrollable Cost
Children's Centre	\$11.65	\$11.32	\$11.98	Group Size, Uncontrollable Cost
Children's Place (Kanata)	\$14.42	\$13.47	\$13.53	
Connaught	\$13.99	\$13.60	\$13.60	Group Size, Uncontrollable Cost
Copeland Park	\$10.85	\$10.54	\$10.57	Group Size, Uncontrollable Cost
Des Pionniers	\$7.19	\$6.98	\$6.75	Uncontrollable Cost
Devonshire	\$11.38	\$11.05	\$11.11	Uncontrollable Cost
Fallingbrook	\$13.24	\$12.96	\$12.93	
Forest Valley	\$11.05	\$10.66	\$10.71	Uncontrollable Cost
Gardenway	\$15.43	\$14.24	\$14.24	Uncontrollable Cost
Glebe Corpus Christie (Jan-June)	\$14.03	\$13.74	\$13.67	
Glebe Corpus Christie (July-Dec)	\$14.03	\$13.74	\$12.29	Uncontrollable Cost
Glebe Mutchmore (Jan-June)	\$14.03	\$13.74	\$13.67	Uncontrollable Cost
Glebe Mutchmore (July-Dec)	\$14.03	\$13.74	\$12.29	Group Size, Uncontrollable Cost
Holy Spirit	\$14.27	\$13.86	\$13.86	Uncontrollable Cost
Hunt Club Park	\$12.40	\$12.05	\$12.05	Group Size, Uncontrollable Cost
Katimavik	\$15.13	\$14.70	\$14.70	
La Clémentine	\$11.97	\$11.48	\$11.43	Uncontrollable Cost
Le Cerf-Volant (Jan-Aug)	\$9.60	\$9.43	\$10.91	Uncontrollable Cost
Le Cerf-Volant (Sept-Dec)	\$9.60	\$9.43	\$10.00	
L'hirondelle	\$10.22	\$10.82	\$10.93	Uncontrollable Cost
Little School	\$7.72	\$7.56	\$8.08	Uncontrollable Cost
Mountshannon	\$15.55	\$14.35	\$14.34	
New Edinburgh	\$16.23	\$15.61	\$15.72	Uncontrollable Cost
Orleans Child Care	\$16.00	\$14.98	\$15.04	Uncontrollable Cost
Overbrook Day Care	\$15.17	\$14.74	\$14.61	
Petites Frimousses	\$10.22	\$10.01	\$0.00	Program Change
Pineview	\$13.92	\$14.50	\$14.55	Uncontrollable Cost
Ravenhill	\$13.51	\$13.14	\$13.11	Group Size, Uncontrollable Cost
Reksap	\$9.78	\$9.50	\$10.39	Uncontrollable Cost
Rideau Valley	\$13.75	\$12.67	\$13.93	Uncontrollable Cost
St. Francis	\$14.13	\$13.72	\$13.72	Uncontrollable Cost
St. Marguerite	\$12.93	\$12.57	\$12.25	Uncontrollable Cost
St. Thomas More	\$12.93	\$12.57	\$12.25	Uncontrollable Cost
South Keys	\$13.31	\$12.93	\$13.58	Uncontrollable Cost
South Keys	\$13.31	\$12.93	\$13.84	Uncontrollable Cost
Stonehaven	\$15.42	\$14.23	\$14.24	Uncontrollable Cost
Trillium	\$13.24	\$12.96	\$12.89	
Vanier Coop	\$14.24	\$13.91	\$14.26	

Schedule A
1997 PURCHASE OF SERVICE PER DIEM RATE WORKSHEET

Agency/Program Name	1995 Rates	1996 Rates With 2.1% Reduction	1997 Final Rates	Strategy Implemented (other than 2.1% and EHT plus Uncontrollable Costs)
Vista	\$12.19	\$11.84	\$11.65	Group Size, Uncontrollable Cost
Whitehaven	\$9.04	\$8.78	\$9.41	Uncontrollable Cost
YM/YWCA	\$10.85	\$10.54	\$10.58	
HEADSTART				
Le Carrefour	\$11.49	\$11.30	\$10.96	
Children's Aid	\$38.21	\$37.12	\$38.10	Uncontrollable Cost
Cornerstone	\$32.78	\$34.67	\$33.10	Uncontrollable Cost
Hawthorne Meadows	\$20.37	\$19.86	\$20.18	Uncontrollable Cost
Heatherington	\$18.12	\$18.43	\$18.61	Uncontrollable Cost
Les Petites Frimousses	\$28.94	\$28.11	\$28.65	Uncontrollable Cost
Nanny Goat Hill	\$16.23	\$15.77	\$15.90	Uncontrollable Cost
Pinecrest Queensway	\$18.68	\$18.14	\$18.21	Uncontrollable Cost
Queensway	\$16.15	\$15.69	\$15.82	Uncontrollable Cost
West-End Co-op	\$22.11	\$21.64	\$21.64	
YM/YWCA	\$19.12	\$18.50	\$18.57	
SUMMER CAMPS				
Andrew Fleck	\$23.12	\$21.26	\$21.46	Uncontrollable Cost
Carleton Memorial	\$16.52	\$16.17	\$16.93	Uncontrollable Cost
City View	\$20.75	\$18.49	\$18.41	Uncontrollable Cost
HOME CHILD CARE				
Andrew Fleck Child Care	\$6.17	\$5.94	\$6.08	Uncontrollable Cost
Canadian Mothercraft	\$5.86	\$5.70	\$6.38	Program Change
CentrepoinTE	\$5.96	\$5.79	\$5.80	Uncontrollable Cost
Children's Village	\$6.08	\$5.91	\$5.94	Uncontrollable Cost
City View	\$5.84	\$5.68	\$5.68	Uncontrollable Cost
Community Child Care	\$6.13	\$5.93	\$5.90	
Glebe Parents'	\$6.28	\$6.12	\$6.09	Uncontrollable Cost
Gloucester Child Care	\$6.05	\$5.92	\$5.84	Uncontrollable Cost
La Maisonnée	\$5.85	\$5.68	\$5.69	Uncontrollable Cost
Metcalfe Private Home	\$5.10	\$4.96	\$4.96	
Odawa	\$6.95	\$6.75	\$6.75	Uncontrollable Cost
Wee Watch (Nepean)	\$5.19	\$5.02	\$5.04	
Wee Watch (Kanata)	\$6.60	\$6.41	\$6.41	
Wee Watch(Orleans)	\$6.33	\$5.97	\$6.06	Uncontrollable Cost

Schedule A

Status of Child Care Contingency Reserve Fund

	\$
Cash Balance as at April 30/97	3,829,731
<u>Council Approved Commitments</u>	
1) Community Services Committee Report No. 42 (Feb 12/97):	
- St. Luke's Municipal Child Care Centre	* (374,400)
- Phase-in of Department's proposed reduction strategies for funding 707 Jobs Ontario spaces	(170,000)
2) Community Services Committee Report No. 41 (Jan 22/97)	
- Capital Grants to New Edinburgh Child Care Centre	** (210,000)
- Capital Grants to Garderie Sunflower Cooperative	*** (125,000)
3) Community Services Committee Report No. 46 (Apr 9/97):	
- New child care centre in Kanata	**** (225,000)
- Equipment start-up costs for Centre Coccinelle	(50,000)
Uncommitted Balance Prior to Current Reports	2,675,331
Current Reports to Community Services Committee:	
a) - The Children's Centre	***** (960,000)
b) - Additional Requirement for phase-in of Department's proposed reduction strategies	(23,859)
c) - Assist some child care programs with one-time conversion costs associated with achieving long term strategies	(100,000)
Uncommitted Balance after Current Reports	1,591,472

* To reflect a revised regional contribution for project of \$395,000.

** Conditional on provincial funding in the amount of \$755,000.

*** Up to a maximum of \$125,000 with the final amount to be determined by actual costs less any provincial contribution.

**** Represents up to 50% of the capital cost not to exceed \$225,000.

***** Represents 80% of the total construction cost to a maximum of \$960,000.