

To: Community and Operations Services Committee

From: Kevin Alexander, Commissioner,
Community and Operations Services Department

Report Number: CO-25-39

Date of Report: September 10, 2025

Date of Meeting: September 15, 2025

Subject: Improvements to the Summer Playground Program

Ward: All Wards

File: 03-05

1.0 Purpose

The purpose of this Report is to provide an update on the Summer Playground Program operated by the Recreation Services Branch and to seek direction as to the future of the Summer Playground Program.

Attachment 1 is the 2025 Summer Playground Program attendance numbers.

Attachment 2 is the proposed program schedule in 2026 with two (2) staff-recommended options.

2.0 Recommendation

That the Community and Operations Services Committee recommend to City Council:

That the Community and Operations Services Committee select an option as detailed in Section 4.4 of Report CO-25-39 dated September 10, 2025, "Improvements to the Summer Playground Program".

3.0 Input From Other Sources

The following have been consulted in the preparation of this Report:

- Finance Services
- Human Resources
- Legal Services
- Legislative Services
- Other Municipalities, including Ajax, Oakville, Whitby, Markham, London, Cornwall, Mississauga, Collingwood

4.0 Analysis

4.1 Background

For over four (4) decades, the City of Oshawa's Recreation Services Branch has delivered a free, community-based Summer Playground Program across various municipal parks. Originally established to engage children in outdoor play within walking distance of their homes, the program was developed during a period when indoor recreation facilities and structured day camps were limited. Its primary objective was to promote active, supervised play in local neighbourhood parks.

During the 1980s through the 1990s, the program operated in multiple park locations with a single Playground Leader—typically a high school student—facilitating activities for three (3) to four (4) hours per day. At that time, access to washroom facilities was provided through partnerships with the Oshawa Central Council Neighbourhood Association ("O.C.C.N.A.") clubhouses or the "Oshawa Block Parent" program. The program typically ran in sixteen (16) to twenty (20) parks each summer, offering either morning or afternoon sessions. One (1) morning per week was reserved for staff meetings and training. Staff consisted of local youth who walked or biked to their assigned parks.

Participation was informal and inclusive; children could join activities spontaneously without the need for registration, parental consent forms, or waivers. Children could also leave the program at anytime.

Entering the 1990's, increased attention to risk management and staff safety prompted the introduction of new protocols. Staff began working in pairs at each location, and participation became contingent upon the completion of emergency contact forms and waivers signed by a parent or legal guardian. These documents were completed on-site and stored securely in locked equipment bins located in each program location.

In 2023, a preschool playground program was added one (1) day per week in various parks around the City. This program was added to meet the needs of those children who are too young to attend the Summer Playground Program independently. Parents/caregivers are required to stay on site with their children three (3) to five (5) years of age. Playground Leaders lead the children through various themes of active play. This program uses a vehicle to transport staff and equipment to the park location. In 2025, the preschool program expanded to two (2) days per week to offer a wider range of parks visited.

The current Summer Playground Program runs out of sixteen (16) consistent park locations each day, Monday to Friday distributed across all wards. Of these locations, eight (8) locations run each morning from 9:30 to 11:30 a.m. and another eight (8) locations run in the afternoon from 1:00 to 3:00 p.m. The program runs seasonally each summer for seven (7) weeks. Cancellations may occur during inclement weather, extreme heat, air quality warnings or low participation numbers.

4.2 Challenges with the Current Service Delivery Model

As the program has evolved, additional safety and operational concerns have emerged. From a participant safety perspective, staff are now required to carry City-issued cell phones to contact parents or guardians in case of emergencies or early departures. Program duration has been reduced to two (2) hours per session due to several factors, including the lack of washroom facilities, unpredictable weather conditions, and the logistical challenges of staff travelling between park locations.

Staff training has also expanded to address emerging issues such as encounters with individuals exhibiting signs of substance use, wildlife (e.g., coyotes) in park areas, insect bites and stings, tick removal, vandalism of program equipment, and emergency response in unsupervised, outdoor environments lacking the infrastructure and support of indoor facilities.

Additional challenges have arisen due to the demographic profile of staff, who are predominantly high school students aged fourteen (14) to sixteen (16). As the City's population has increased, park locations have become more geographically dispersed, increasing travel distances for staff who often lack access to personal vehicles. This has raised safety concerns among parents of staff regarding their children's travel between sites, particularly when walking or biking is required.

There is also an ongoing challenge pertaining to supervising the children that show up to attend the program in its current drop-in format. There is no limit to the number of children accepted during each visit. Typical attendance in a registered recreation program would be a 1:10 ratio for leader to participant, which would put the playground program maximum at twenty (20) participants (with two (2) staff). At some park locations, there are upwards of thirty (30) children attending daily. The staffing challenge is to determine if an additional staff member is available for deployment and then to try to reallocate them in a timely manner. As the numbers fluctuate day-to-day/week-to-week it is problematic to appropriately assign staff to park locations with the current drop-in model.

A final concern pertains to the handling of emergency contact forms and participant waivers. Prior to 2018, these documents were stored in locked equipment bins in each program location, ensuring immediate access in emergencies. However, this practice raised concerns about the retention, preservation and security of personal information, which is a potential privacy breach. Currently, part-time staff are responsible for transporting these documents and keeping them in their personal possession throughout the day. As new participants may join daily, it is not feasible to maintain master lists for each location.

Furthermore, the current program model does not adhere to M.F.I.P.P.A. requirements for the secure storage of personal information of program participants as staff are required to maintain possession of this information outside of program hours. Staff are unable to access City of Oshawa software or secure drives while in the field, necessitating continued reliance on paper records. With the current model of sixteen (16) different locations daily, it is not feasible to have staff drop off and pick up emergency contact forms to each location multiple times a day.

4.3 Municipal Benchmarking

Other municipalities in Ontario operate similar Playground Programs. Municipalities surveyed noted similar concerns to the ones Oshawa is experiencing. As such, some municipalities have implemented a registration process or put other measures in place to meet operational demands to ensure safety, flexibility and privacy needs are met. Results from the municipal comparison are detailed in Table 1.

Table 1 Current Service Delivery Models of Other Municipalities

Municipality	Number of Locations	Days of the Week	Length of Program	Number of Weeks Offered	Drop-in Program	Cost
Oshawa	16	Monday-Friday	Morning: 2 hours Afternoon: 2 hours	7 Weeks	Drop-in A waiver and emergency contact form is required	Free
Ajax	27	Monday-Friday (no afternoon programs on Friday)	Morning: 3 hours Afternoon: 3 hours	8 Weeks	Drop-in Registration forms required	Free
Collingwood	9	Monday (pm) & Thursdays (am)	Morning: 1.5 hours Afternoon: 1.5 hours	8/9 Weeks	Drop-in and Parent required to stay on-site	Free
Cornwall	10	Monday-Friday	Morning: 3 hours Afternoon: 3 hours	7 Weeks	Registered	Free
London	12	Monday-Thursday half days only	2.75 hours	7 Weeks	Registered	Free
Markham	8	Wednesday	4 hours	8 Weeks	Drop-in unstructured	Free
Mississauga	14	Monday-Friday	Morning: 3 hours Afternoon: 3 hours	8 Weeks	Registered each day of the week ex. Individual registration for 8 Mondays, 8 Tuesdays etc. per park	Free
Oakville	5	Monday-Friday	Morning: 3 hours	7 Weeks	Registered	Charge for membership \$39.69,

Municipality	Number of Locations	Days of the Week	Length of Program	Number of Weeks Offered	Registered or Drop-in Program	Cost
			Afternoon: 3 hours			membership required to registered for programs
Whitby	8	Monday-Friday	Morning: 3 hours Afternoon: 3 hours	8 Weeks	Registered	Free-limit of 2 weeks per summer

4.4 Program Options for Consideration

Two (2) options are being proposed for Committee's consideration.

Both options include the requirement for a child to register for the program to be able to attend. This will allow staff to properly prepare in advance for the program and will ensure the collection of personal and contact information. It will allow staff to identify busy parks earlier and to adjust staffing requirements in advance to ensure the staff and participant ratio is not exceeded. Staff would also have email contact information for parents and guardians to advise when program cancellations take place, such as inclement weather or extreme heat, prior to arriving at the park location.

Additionally, both Option 1 and Option 2 include the transition to a vehicle delivery service model which will allow staff to have protection between locations and to travel together. Additionally, use of vehicles allow for more equipment to be transported to the parks instead of relying on the equipment bins currently stored in the parks that are subject to vandalism. The vehicles also allow for shelter during inclement weather that the staff have not had access to in the past when placed in the park without shelter. Staff using vehicles also allows for further distance for staff to be able to travel when trying to reach new parks that may have new neighbourhoods with many children who would like to participate. This model of operation was successfully implemented for the Preschool Playground Program.

These options will eliminate the need for part-time staff to keep the personal information regarding program participants in their possession outside of the program time and will allow the program to comply with the requirements of *The Municipal Freedom of Information and Protection of Privacy Act* ("M.F.I.P.P.A.").

A comparison of the proposed options are outlined in Table 2.

Table 2 Summary of Proposed Options for Program Improvements

Option	Program Duration at each park visited	Number of Parks visited each day	Number of different Parks visited per week	Number of different Parks visited per summer	Increased Distribution of Park Locations	Employee Safety Improvements	Program Registration Required
Option 1	2 hours	6 (3 in the a.m. and 3 in the p.m.)	8	23	Yes	Yes	Yes
Option 2	1.5 hours	9 (3 in the a.m., 3 over the noon hour, and 3 in p.m.)	23	53	Yes	Yes	Yes

4.4.1 Option 1 : Vehicle Outreach Model with Broader Community Reach, maintaining the Current Program Duration with Less Daily Park Visits

Option 1, would allow staff to utilize a vehicle delivery service model providing safety for staff traveling between locations and the ability to travel together. The Summer Playground Program currently utilizes three (3) vehicles so there are no budget impacts with this approach. Additionally, there are sponsorship opportunities such as the donation by Midway Nissan in Summer of 2023 and 2025 of two (2) vehicles for the playground program. Option 1 also allows for the secure storage of program participant information in a recreation facility outside of program hours as staff would begin and end their workday at a recreation facility.

The program would:

- operate in six (6) park locations per day, with three (3) locations in the morning and three (3) locations in the afternoon;
- operate for two (2) hours at each park location;
- visit a total of eight (8) different park locations per week;
- visit a total of twenty-three (23) different park locations per summer;
- operate for seven (7) weeks of the summer;
- require participants to register in advance for the program to ensure staff to participant ratios are adhered to thus creating a safe and adequately supervised play experience;
- provide staff with participant lists, participant information and emergency contact information;
- park locations with high attendance would continue to receive regular visits of up to three (3) times per week;
- each ward would benefit from between two (2) to four (4) locations visited weekly, depending on the week and the popularity of specific locations.

Program Improvements:

- Expansion of preschool aged program – program would operate in fourteen (14) park locations.
- Enhanced Participant Safety – the requirement to register in advance for the program will ensure staff to participant ratios are adhered to thus creating a safe and adequately supervised play experience.
- Enhanced Staff Safety – staff would travel in a vehicle together and would be able to seek shelter in the vehicle during inclement weather.
- Minimizing risks of privacy breaches and ensuring compliance with the M.F.I.P.P.A. for the protection of personal information of program participants in a recreation facility outside of program hours.
- Improved Customer Service and Communication – Staff will be able to contact participants in advance to inform them of program cancellations, whenever possible.
- Improved Program Distribution and Accessibility - Access to vehicles would enable a broader distribution of park visits throughout each ward, increase access to the program to more children in Oshawa, as well as service walk to communities such as new developments for parks in areas previously not considered due to distance travelled for arrival times throughout all wards.
- Enhanced Program Equipment – Staff will be able to transport specialized equipment to park locations in a vehicle.

Negative Impact to Current Service Delivery:

- Reduction of ten (10) parks visited per day.

If Option 1 is selected, the Community and Operations Services Committee should move the following recommendation:

That the Community and Operations Services Committee recommend to City Council:

“That based on Report CO-25-39, dated September 10, 2025, concerning Improvements to the Summer Playground Program:

1. Each participant be required to complete a program registration form; and,
2. That staff transition to a vehicle service delivery model that will visit eight (8) different park locations a week, resulting in twenty-three (23) park locations visited over the summer for two (2) hours in either the morning or afternoon”.

4.4.2 Option 2: Vehicle Outreach Model- Broader Community Reach with a Reduction to the Program Duration and Daily Number of Park visits

Option 2 presents a similar delivery model, with the primary difference being a reduction in program duration to one and a half (1.5) hours to allow three (3) different program times per day.

The program would:

- operate in nine (9) park locations per day, with three (3) locations in the morning, three (3) locations over the noon hour and three (3) locations in the afternoon;

- operate for one and a half (1.5) hours at each park location;
- visit a total of twenty-three (23) different park locations per week;
- visit a total of fifty-three (53) different park locations per summer;
- operate for seven (7) weeks of the summer;
- park locations with high attendance would continue to receive regular visits of up to three (3) times per week;
- each ward would benefit from up to eight (8) different park locations weekly;
- require participants to register in advance for the program to ensure staff to participant ratios are adhered to thus creating a safe and adequately supervised play experience;
- provide staff with participant lists, participant information and emergency contact information.

Program Improvements:

- Expansion of preschool aged program – program would operate in fourteen (14) park locations.
- Enhanced Participant Safety – the requirement to register in advance for the program will ensure staff to participant ratios are adhered to thus creating a safe and adequately supervised play experience.
- Enhanced Staff Safety – staff would travel in a vehicle together and would be able to seek shelter in the vehicle during inclement weather.
- Minimizing risks of privacy breaches and ensuring compliance with M.F.I.P.P.A. for the protection of personal information of program participants in a recreation facility outside of program hours.
- Improved Customer Service and Communication – Staff will be able to contact participants in advance to inform them of program cancellations, whenever possible.
- Improved Program Distribution and Accessibility - Access to vehicles would enable a broader distribution of park visits throughout each ward, increase access to the program to more children in Oshawa, as well as service walk to communities such as new developments for parks in areas previously not considered due to distance travelled for arrival times throughout all wards.
- Enhanced Program Equipment – Staff will be able to transport specialized equipment to park locations in a vehicle.

Negative Impact to Current Service Delivery:

- Reduction of seven (7) parks visited per day.

If Option 2 is selected, the Community and Operations Services Committee should move the following recommendation:

That the Community and Operations Services Committee recommend to City Council:

“That based on Report CO-25-39, dated September 10, 2025, concerning Improvements to the Summer Playground Program:

1. Each participant be required to complete a program registration form; and,

2. That staff transition to a vehicle service delivery model that will visit nine (9) park locations daily, twenty-three (23) parks per week and fifty-three (53) parks over the duration of the summer for one and a half (1.5) hours in either the morning, noon hour or afternoon”.

5.0 Financial Implications

There are no financial implications resulting from the recommendations contained in the report.

6.0 Relationship to the Oshawa Strategic Plan

This report responds to the Oshawa Strategic Plan Priority Area “Lead: Governance and Service Excellence ” with the goal to expand, embed, and modernize customer centric service delivery.



Stacey Gray-McQuat, Director,
Recreation Services,
Community and Operations Services Department



Kevin Alexander, Commissioner,
Community and Operations Services Department

Location	Week 1							Week 2							Week 3							Week 4							Week 5							Week 6							Week 7							Avg	Total	%
	30-Jun	1-Jul	2-Jul	3-Jul	4-Jul	Avg	Total	7-Jul	8-Jul	9-Jul	10-Jul	11-Jul	Avg	Total	14-Jul	15-Jul	16-Jul	17-Jul	18-Jul	Avg	Total	21-Jul	22-Jul	23-Jul	24-Jul	25-Jul	Avg	Total	28-Jul	29-Jul	30-Jul	31-Jul	1-Aug	Avg	Total	4-Aug	5-Aug	6-Aug	7-Aug	8-Aug	Avg	Total	11-Aug	12-Aug	13-Aug	14-Aug	15-Aug	Avg	Total			
Brookside	No Program	Canada Day	5	11	13	10	29	9	15	9	16	14	13	63	16	16	11	7	11	12	61	9	17	9	4	8	9	47	14	4	12	5	9	9	44	Civic Holiday	10	9	13	9	10	41	8	8	9	10	17	10	52	10	337	6.53
Coldstream			11	17	24	17	52	18	19	21	30	28	23	116	13	15	8	19	29	17	84	23	18	15	17	10	17	83	9	9	11	11	12	10	52		9	7	13	8	9	37	9	8	12	14	14	11	57	15	481	9.33
Cordova			0	0	0	0	0	2	4	2	3	1	2	12	3	5	6	3	1	4	18	3	4	4	5	2	4	18	5	3	5	5	4	4	22		1	0	0	0	0	1	1	1	0	0	0	0	2	2	73	1.42
Greenhill			16	18	24	19	58	19	14	18	15	10	15	76	8	11	13	10	9	10	51	7	11	6	11	7	8	42	6	4	3	6	5	5	24		6	3	5	5	5	19	7	4	1	4	5	4	21	10	291	5.64
Margate			15	15	26	19	56	27	27	30	32	25	28	141	22	18	19	14	15	18	88	20	26	24	26	29	25	125	19	20	22	19	14	19	94		17	26	21	26	23	90	14	17	12	16	16	15	75	21	669	12.97
Sandy Hawley			19	22	20	20	61	17	32	37	30	37	31	153	24	24	29	19	38	27	134	30	24	28	27	23	26	132	11	20	20	19	23	19	93		20	22	27	19	22	88	17	16	18	21	21	19	93	23	754	14.62
Sunnyside			0	0	3	1	3	0	3	3	3	0	2	9	0	2	0	0	1	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	15	0.29	
Thornton			7	2	5	5	14	7	7	6	9	7	7	36	9	11	8	6	6	8	40	2	5	3	4	3	3	17	5	5	5	3	3	4	21		0	2	1	0	1	3	4	4	6	6	5	26	5	157	3.04	
Attersley			2	1	7	3	10	5	10	5	5	5	6	30	Weather Quality Canceled	1	1	0	3	1	5	4	2	3	1	3	3	13	3	2	4	5	5	4	19		4	5	3	7	5	19	5	Weather Quality Canceled	6	5	4	5	20	4	116	2.25
Connaught			8	16	17	14	41	21	28	18	18	14	20	99		8	4	11	4	7	27	10	17	13	12	12	13	64	10	10	11	10	7	10	48		12	12	13	2	10	39	7		7	10	7	8	31	11	349	6.77
Deer Valley	2	0	6	3	8	3	0	3	3	3	2	12	0	2		0	2	1	4	4	0	0	4	4	2	12	4	1	5	1	0	2	11	3	0	0	0	1	3	0	5	0	0		1	5	2	55	1.07			
Kedron	8	18	17	14	43	16	16	16	10	12	14	70	16	13		17	17	16	63	25	16	20	14	23	20	98	17	15	17	24	16	18	89	14	19	18	14	16	65	15	14	12	12		13	53	16	481	9.33			
Lake Vista	2	2	2	2	6	2	8	8	5	5	6	28	10	8		2	3	6	23	6	6	10	6	4	6	32	5	8	4	8	8	7	33	4	8	6	8	7	26	8	6	7	7		7	28	6	176	3.41			
Laval	14	22	25	20	61	21	27	26	22	22	24	118	18	22		38	34	28	112	22	21	18	15	18	19	94	11	18	21	14	13	15	77	17	16	14	16	16	63	10	21	15	17		16	63	20	588	11.40			
Mount Joy	5	16	8	10	29	10	11	14	11	7	11	53	7	9		9	10	9	35	10	16	7	8	11	10	52	0	8	7	11	9	7	35	6	14	13	9	11	42	4	8	15	9		9	36	9	282	5.47			
Willowdale	15	25	16	19	56	7	7	10	9	17	10	50	9	8		10	10	9	37	15	13	15	12	12	13	67	7	9	10	14	11	10	51	10	8	12	8	10	38	8	10	8	8		9	34	11	333	6.46			
Morning Totals	0	0	73	85	115	11	273	99	121	126	138	122	15	606	95	102	94	78	110	12	479	94	105	89	94	82	12	464	69	65	78	68	70	9	350	0	63	69	80	67	9	279	60	58	58	71	79	8	326	87	2777	53.85
Afternoon Totals	0	0	56	100	98	11	254	85	107	100	83	85	12	460	0	69	67	87	83	10	306	96	91	86	72	87	11	432	57	71	79	87	69	9	363	0	70	82	79	64	9	295	57	0	77	72	64	8	270	79	2380	46.15
Totals	0	0	129	185	213	105	527	184	228	226	221	207	213	1066	95	171	161	165	193	157	785	190	196	175	166	169	179	896	126	136	157	155	139	143	713	0	133	151	159	131	115	574	117	58	135	143	143	119	596	166	5157	

Option 1											
		Mon	Ward	Tues	Ward	Wed	Ward	Thurs	Ward	Fri	Ward
Week 1											
	9-11										
	Car 1	Park Ward 1	1	Park Ward 4	4	Park Ward 1	1	Park Ward 2	2	Park Ward 5	5
	Car 2	Park Ward 4	4	Park Ward 5	5	Park Ward 2	2	Park Ward 1	1	Park Ward 2	2
	Car 3	Park Ward 3	3	Preschool		Park Ward 4	4	Preschool		Park Ward 3	3
	1-3										
	Car 1	Park Ward 5	5	Park Ward 3	3	Park Ward 5	5	Park Ward 3	3	Staff Meeting	
	Car 2	Park Ward 2	2	Park Ward 4	4	Park Ward 3	3	Park Ward 4	4		
Car 3	Park Ward 1	1	Park Ward 2	2	Park Ward 1	1	Park Ward 5	5			

AM	Ward 1	3
	Ward 2	3
	Ward 3	2
	Ward 4	3
	Ward 5	2

PM	Ward 1	2
	Ward 2	2
	Ward 3	3
	Ward 4	2
	Ward 5	3

	Mon	Ward	Tues	Ward	Wed	Ward	Thurs	Ward	Fri	Ward
Week 2										
9-11										
Car 1	Park Ward 1	1	Park Ward 4	4	Park Ward 1	1	Park Ward 2	2	Park Ward 5	5
Car 2	Park Ward 4	4	Park Ward 5	5	Park Ward 2	2	Park Ward 1	1	Park Ward 2	2
Car 3	Park Ward 3	3	Preschool		Park Ward 4	4	Preschool		Park Ward 3	3
1-3										
Car 1	Park Ward 5	5	Park Ward 3	3	Park Ward 5	5	Park Ward 3	3	Staff Meeting	
Car 2	Park Ward 2	2	Park Ward 4	4	Park Ward 3	3	Park Ward 4	4		
Car 3	Park Ward 1	1	Park Ward 2	2	Park Ward 1	1	Park Ward 5	5		

AM	Ward 1	3
	Ward 2	3
	Ward 3	2
	Ward 4	3
	Ward 5	2

PM	Ward 1	2
	Ward 2	2
	Ward 3	3
	Ward 4	2
	Ward 5	3

Option 2											
	Mon	Ward	Tues	Ward	Wed	Ward	Thurs	Ward	Fri	Ward	
Week 1											
	9:30-11:00										
	Car 1	Park Ward 1	1	Park Ward 4	4	Park Ward 1	1	Park Ward 5	5	Park Ward 1	1
	Car 2	Park Ward 2	2	Park Ward 5	5	Park Ward 2	2	Park Ward 1	1	Park Ward 2	2
	Car 3	Park Ward 3	3	Preschool		Park Ward 4	4	Preschool		Park Ward 3	3
	12:00-1:30										
	Car 1	Park Ward 5	5	Park Ward 3	3	Park Ward 5	5	Park Ward 3	3	Park Ward 3	3
	Car 2	Park Ward 2	2	Park Ward 4	4	Park Ward 2	2	Park Ward 4	4	Park Ward 4	4
	Car 3	Park Ward 1	1	Park Ward 2	2	Park Ward 1	1	Park Ward 5	5	Park Ward 1	1
	2:30-4:00										
	Car 1	Park Ward 3	3	Park Ward 5	5	Park Ward 3	3	Park Ward 5	5	Staff Meeting	
	Car 2	Park Ward 4	4	Park Ward 3	3	Park Ward 4	4	Park Ward 2	2		
	Car 3	Park Ward 5	5	Park Ward 1	1	Park Ward 2	2	Park Ward 4	4		

AM	Park Ward 1	4
	Park Ward 2	3
	Park Ward 3	2
	Park Ward 4	2
	Park Ward 5	2

MID	Park Ward 1	3
	Park Ward 2	3
	Park Ward 3	3
	Park Ward 4	3
	Park Ward 5	3

PM	Park Ward 1	1
	Park Ward 2	2
	Park Ward 3	3
	Park Ward 4	3
	Park Ward 5	3

	Mon	Ward	Tues	Ward	Wed	Ward	Thurs	Ward	Fri	Ward
Week 2										
9:30-11:00										
Car 1	Park Ward 1	1	Park Ward 4	4	Park Ward 1	1	Park Ward 5	5	Park Ward 1	1
Car 2	Park Ward 2	2	Park Ward 5	5	Park Ward 2	2	Park Ward 1	1	Park Ward 2	2
Car 3	Park Ward 3	3	Preschool		Park Ward 4	4	Preschool		Park Ward 3	3
12:00-1:30										
Car 1	Park Ward 5	5	Park Ward 3	3	Park Ward 5	5	Park Ward 3	3	Park Ward 3	3
Car 2	Park Ward 2	2	Park Ward 4	4	Park Ward 2	2	Park Ward 3	4	Park Ward 4	4
Car 3	Park Ward 1	1	Park Ward 2	2	Park Ward 1	1	Park Ward 5	5	Park Ward 1	1
2:30-4:00										
Car 1	Park Ward 3	3	Park Ward 5	5	Park Ward 3	3	Park Ward 5	5	Staff Meeting	
Car 2	Park Ward 4	4	Park Ward 3	3	Park Ward 4	4	Park Ward 2	2		
Car 3	Park Ward 5	5	Park Ward 1	1	Park Ward 2	2	Park Ward 4	4		

AM	Park Ward 1	4
	Park Ward 2	3
	Park Ward 3	2
	Park Ward 4	2
	Park Ward 5	2

MID	Park Ward 1	3
	Park Ward 2	3
	Park Ward 3	3
	Park Ward 4	3
	Park Ward 5	3

PM	Park Ward 1	1
	Park Ward 2	2
	Park Ward 3	3
	Park Ward 4	3
	Park Ward 5	3