

REFERENCE FRAMEWORK

FOR MUNICIPAL DAY CAMPS





Creation of the Reference Framework for Municipal Day Camps has been made possible through a partnership between the Association québécoise du loisir municipal and the Association des camps du Québec. Municipal leisure departments that manage day camps also played an important part, generously sharing their working methods and tools to help guide our deliberations. We wish to thank them for their contribution, along with the members of the working group tasked with writing the framework's standards and tools:

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This document is also available in PDF format on the website of the Association québécoise du loisir municipal (AQLM) www.loisirmunicipal.qc.ca, under the Camps de jour tab.

The 10 essential tools linked to this Framework are also available from the same site, in Microsoft Word format for ease of use.

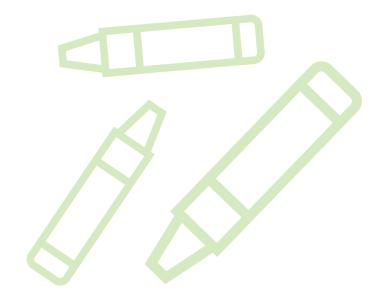




REFERENCE FRAMEWORK FOR MUNICIPAL DAY CAMPS IN PARTNERSHIP WITH THE ASSOCIATION DES CAMPS DU QUÉBEC

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PREFACE

After several years of work and numerous consultations, the Association des camps du Québec (ACQ) and the Association québécoise du loisir municipal (AQLM) published the first edition of the *Reference Framework for Municipal Day Camps* in the spring of 2011.

This initiative came in response to a strongly felt need in the municipal leisure community and was aligned with the AQLM's desire to equip all of its members with tools to help them better plan and organize municipal day camps.

In partnering with the Association des camps du Québec, the AQLM could count on solid expertise with regard both to purely normative aspects and to knowledge of the numerous difficulties that organizing a day camp can entail. The ACQ is also widely recognized for its experience in developing the range of services that camps can offer in terms of activities and supervision.

In order to produce a reference framework suitable for the reality of municipal day camps, the ACQ and the AQLM brought together a number of experts to form a working group. Its mandate was to produce simple, measurable standards to help both the municipal departments who design a day camp program and offer it to the public as a public service, and the people who organize, manage and run these camps.

In order to better respond to parents' expectations regarding the supervision of their children and to provide quality services dispensed by competent staff, the Reference Framework emphasizes the quality of the experience and children's safety. Both the AQLM and the ACQ family believe that municipalities that organize day camps can satisfy these expectations and will be able to use the Reference Framework to help them do so.

The Reference Framework for municipal day camps has been in force since 2011 and was updated in April 2013 and May 2015. In 2020, in order to align the Framework more closely with the situation and expectations in the community, the ACQ made substantial changes. This process involved harmonization with the various tools developed over the years, particularly the *Vers une intégration réussie platform* (April 2015), the *Urgences en camp* kit and app (May 2017), the legal index (September 2017), the partnership with La Fondation Tremplin santé (fall 2018), and publication of the new Good Practices Guide (spring 2020).

I GLOSSARY

This glossary gives definitions of the main expressions used in this *Reference Framework for Municipal Day Camps*.

ACCIDENT

Unpredictable, unfortunate event causing significant impact and damage (e.g. sprain, fracture).

ATTENDANT

The main function of an attendant is to provide guidance, to offer care or to manage specific interventions for one or more participants with special needs.

HIGH-RISK ACTIVITY

Any activity in which participants may have their personal safety compromised, either because of the nature of the activity or the environment in which it takes place. Here is a non-exhaustive list of risky or potentially dangerous activities: climbing, aquatic and nautical activities, outings and excursions.

MANAGEMENT ASSISTANT OR COORDINATING STAFF

Any person who directly assists municipal day camp management. This is a middle management position and covers any position involving coordination of activities, supervision of counsellors and/or facility management. Coordinators, camp managers, section supervisors, etc. are thus considered as management assistants. A management assistant can also act as a mandatary.

ASSISTANT COUNSELLOR/MONITOR OR HELPER

A person employed by a municipal day camp, with or without pay, to provide support to a counsellor or monitor without being responsible for a group of participants or for leading an activity.

COUNSELLOR/MONITOR OR ACTIVITY LEADER

A person who acts as a counsellor and directly supervises participants. A counsellor is the person primarily responsible for supervising participants and leading activities in the group during camp hours.

MUNICIPAL DAY CAMP

Municipal leisure department, or a company or organization mandated by a municipality/city or a day camp program offered by a community center member of Fédération québécoise des centres communautaires de loisirs that provide a program meeting the definition of municipal day camp given in this Reference Framework (see p. X).

CAMP COORDINATOR/MANAGER

An employee whose role is to directly supervise employees in the field or to manage camp services or other operational activities. This employee implements strategies and actions on behalf of management.

MUNICIPAL DAY CAMP MANAGER/MANAGEMENT

A person who heads or manages a municipal leisure department or a company or organization mandated by a municipality or city to provide a program meeting the definition of municipal day camp given in this Reference Framework (see p. X). This is a management position held by a person who has the requisite authority and acts as a representative delegated by the municipality. This person is responsible for ensuring compliance with current laws and regulations applicable to the operations that he or she manages and may also be responsible for compliance with the standards of the Reference Framework (mandatary).

EXCURSION

A programmed activity during which a group of participants travels from the main site to a controlled site for one or more overnight stays. The day camp must comply with the prescribed staff-to-participant ratios for this type of activity.

EXPEDITION

A programmed activity or program during which a group of participants leaves the main site for one or more overnight stays outside controlled sites. The group of participants moves from one site to another. Participants can travel by motorized transport, bicycle, canoe, horseback, sailboat, etc. The camp must comply with the prescribed supervision ratios for this type of activity.

An event occurring during day camp activities which, although apparently trivial, may have serious repercussions if not addressed.

AILMENT

Mental or physical sensation of pain or discomfort (e.g., fainting, stomach ache).

REFERENCE FRAMEWORK APPLICATION MANDATARY

A person mandated by municipal day camp management to be responsible for application of the Reference Framework standards. This person has the skills required to supervise this type of program, and directly supervises staff and programming. This person will have a university education or relevant experience and must undergo training on the Reference Framework standards before supervising their application.

SPECIFIC OBJECTIVES

Concrete, measurable, expected outcomes in terms of learning (knowledge or skills) in participants following the completion of programmed activities.

STAFF OR MEMBERS OF STAFF

All those who work in the municipal day camp, whether paid or unpaid.

EXTRA PRACTICE

A measure suggested to the camp to enhance the quality of service provided without directly impacting obligatory safety management and the quality of the experience. Extra practices cannot therefore be considered as normative.

PROGRAMMING

An integrated, ordered, structured set of activities aimed at a predefined theme, mission or goal. Programming designates all activities for which counsellors are responsible, whether chosen by a participant or common to all (e.g. special activity, outing, swimming).

PROGRAM OF ACTIVITIES

Programs of activities for which participants can register are of two types, and may be aimed at a particular age group.

- General: A general program provides overall programming for activities focusing on various themes (e.g. sports, arts, sciences).
- Specialized: A specialized program provides programming for themed activities for an average of two hours per day (e.g. specialized arts program, English, soccer).

SITE AND/OR DAYCARE MANAGER (SEE ALSO ASSISTANT MANAGER)

A person designated by municipal day camp management aged 18 or over and having two years' experience as a counsellor. This person is responsible for directly supervising staff and programming for his or her site and/or daycare.

SESSION

Period of time during which participants stay in a camp.

CONTROLLED SITE

Space for programming located outside the main site that is attended regularly. Camp management must ensure that a controlled site and its infrastructure are suitable and safe. Camp management has a written agreement on the sharing of roles, duties and responsibilities with owner(s) or organization(s) that own or manage the controlled site used.

MAIN SITE OR PERMANENT SITE

Space for programming that is regularly attended and whose facilities are permanently arranged for use by the municipal day camp.

OUTING

A one-off activity in programming during which a group of participants travels outside the main site for a period not exceeding one day without sleeping over.

SUBCONTRACTOR

Provider of services offered as a complement to or in support of regular activity programming. Examples are providers of complementary services (meals or housekeeping subcontractor) or providers of specialized activities (e.g. school of English, affiliated equestrian centre). All owners, owner organizations or managers of controlled sites used by a municipal day camp as part of its activities are subcontractors. It should also be noted that a self-employed worker hired by the camp is considered a subcontractor.



Implementation of the Reference Framework for Municipal Day Camps responds to the AQLM's desire to support and guide the actions of its members who manage day camps regarding safety measures (the priority) and the quality of the experience.

The ACQ has a mandate to ensure that the Reference Framework is implemented in municipalities that wish to adhere to it and to support those that do so.

Adhering to the Reference Framework involves numerous objectives that affect both consumer-customers and managers of municipal day camps.

The objectives and benefits for consumers-customers are:

- An assurance of the quality of programs and services offered by municipal day camps
- An assurance that safety measures designed to provide participants with optimal supervision and a quality experience are followed
- An assurance that the municipal day camp they are dealing with is run professionally and adheres rigorously to the defined standards

For managers, the chief benefits of adhering to the Reference Framework are that it allows them to:

- Develop a higher level of expertise, knowledge and skills
- Obtain the necessary support for effective management focused on service quality and safety
- Define concrete actions to lay the foundations for a high-quality experience delivered in a context in which safety and supervision are paramount
- Benefit from a full toolbox providing essential support for the management of a day camp program that adheres to the standards of the Reference Framework
- Give consumers-customers an assurance of the quality of programs and services offered by a municipal day camp
- Ensure continuity in the quality of services provided from year to year
- Increase their credibility and improve their public image by means of the seal of quality provided by the Reference Framework

A municipal day camp offers its clientele a camp structure that meets its needs and recreational and educational programming without overnight accommodation. Participants are in the care of trained staff who supervise a summer activity program offered by the municipality. During camp hours, day camp staff fully take charge of participants. Administrative and technical supervision is tailored to the program, the activities and the clientele served. The mission, objectives, policies, procedures and rules on which municipal day camp management rely provide a guarantee of the quality of the experience and the safety of persons and property.

PREREQUISITES FOR ADHERING TO THE REFERENCE FRAMEWORK

- 1. Camp management must undertake to adhere to the Reference Framework for Municipal Day Camps and follow its standards, in addition to laws and bylaws applicable to its activities, by completing an annual commitment form and returning it to the ACQ (a partner of the AQLM) by February 1 of each year.
- **2.** Responsibility for implementing the Reference Framework and abiding by its standards lies with a person who has the requisite authority and reports directly to municipal day camp management.
- **3.** The person designated as responsible for implementing the Reference Framework (the mandatary) must be present at visits to assess whether standards are being followed properly.

Compliance logo and usage policy



This compliance logo is delivered annually by the Association des camps du Québec when all mandatory standards are followed and membership is renewed. The policy governing use of the logo can be found in the appendix.



The logo camps communautaire conforme is only intended for FQCCL community recreation centers.

LEGEND



I CATEGORIZATION AND WEIGHTING OF STANDARDS

Standards in the Reference Framework for Municipal Day Camps are divided into two main categories. The first category contains standards relative to the **quality of the experience**, while the second contains those concerned with **safety**.

Each of these main categories is divided into two subcategories: MANDATORY and REINFORCEMENT

Among the mandatory standards, some are further identified as "no exemption possible," which means they must be fully complied with during the visit to assess whether standards are being followed: no grace period can be allowed for correction.

CATEGORIES OF STANDARDS

SAFETY

QUALITY OF EXPERIENCE

S!S.

ST

 $\mathbf{Q}_{\mathbf{i}}^{\mathsf{or}}\mathbf{Q}_{\mathbf{i}}$

 \mathbf{Q}^{\dagger}

Mandatory measures

Reinforcement measures

Mandatory practices

Reinforcement practices

REQUIREMENTS RELATED TO THE APPLICABLE WEIGHTING

No exemption possible (!) or Mandatory (.) in order to comply with the Reference Framework

Desirable

No exemption possible (!) or Mandatory (.) in order to comply with the Reference Framework

Desirable

★ Reinforcement standards and extra practices

So-called reinforcement standards are designed to act as a significant support for mandatory measures and practices. Their implementation is therefore desirable. Currently they are implemented on a voluntary basis.

A number of extra practices also complement the Reference Framework as a means of enhancing the proposed standards.

I REFERENCE FRAMEWORK FOR MUNICIPAL DAY CAMPS - IN BRIEF

		QUA	LITY	SAF	ETY	EXTRA	PRACTICES	TOOLS
BLO	C 1: PROGRAMMING							
1.1	Camp mission and objectives	Q! No exemption						1.1
1.2	Typical program(s) and schedule(s)	Q! No exemption						1.2
1.3	Activity guide and planning sheets		Q ⁺ Reinforcement					1.3

BLO	C 2: THE SITE					
2.1	Outdoor program spaces	Q. Mandatory				2.1
2.2	Indoor program spaces	Q. Mandatory				2.1
2.3	Service areas	Q! No exemption			Refrigeration available Recycling and composting equipment	2.1
2.4	Certificate of fire alarm compliance		S. Mandatory			2.4
2.5	Verification system Reinforcement			S ⁺ Renforcement	Verifie weekly: sites, equipement and installations.	2.5
2.6	Controlled site agreement - Non-owner		S. Mandatory			2.6
2.7	Pool or beach compliance - Non-owner		S! No exemption			2.7

BLO	C 3: ADMINISTRATIVE INFO	RMATION 1	MANAGEMEI	NT		
3.1	Participant registration	Q. Mandatory			Information shown on the registration form and on any other information document that parents keep following registration	3.1
3.1.1	Procedure for analyzing requests for accommodation	Q. Mandatory				3.2
3.2	Provision of information to the participant/client		Q ⁺ Reinforcement		· · The extra practice information for 3.1 is available in this document	3.3
3.3	Participant's health record			S. Mandatory		3.4

BLO	C 4: HUMAN RESOURCES	QUA	LITY	SAF	ЕТУ	EXTRA PRACTICES	TOOLS
4.1	Skills required from a mandatary	Q! No exemption				At least 2 years' experience as a camp counsellor	
4.1.1	Prior training of mandatary	Q. Mandatory					
4.2	Site and/or daycare responder		Q ⁺ Reinforcement				
4.3.1	Minimum age: counsellor	Q! No exemption				· Age reached before beginning activities	4.3
4.3.2	Staff/participant age difference	Q! No exemption					4.3
4.3.3	Minimum age: assistant counsellor	Q! No exemption					4.3
4.4	Employment contract		Q ⁺ Reinforcement			Job descriptions Judicial record check Staff health record	4.4
4.5.1	Training program			S! No exemption			4.5.1
4.5.1.2	Optimized training program		Q ⁺ Reinforcement			Recognized training for specialists WHMIS training 10 hours' training on the site	
4.5.2	Mandatory annual training and equivalences	Q! No exemption					4.5.2
4.5.3	Assistant counsellor training	Q. Mandatory					4.5.1
4.5.4	Attendant training		Q ⁺ Reinforcement				4.5.1
4.6.1	Counsellor ratios			S! No exemption			
4.6.2	P. Enhanced counsellor ratios				S ⁺ Reinforcement	The supervision ratio for ages 5 and under is enhanced by the presence of an assistant counsellor.	
4.7	First-aid ratios			S! No exemption		· All have first-aid training	4.3

	5: SAFETY AND EMERGENCY MEAS				
5.1	Insurance	S! No exemption			5.1
5.2	Safety procedures and rules for high-risk activities	S. Mandatory		Document covering all activities based on rules and practices of federations	5.2
5.3	Safety posters	S. Mandatory			5.2
5.4	Prevention of violence	S. Mandatory			5.4
5.5	Criminal background check	S. Mandatory		Criminal background check of all staff annually	5.5
5.6.1	Presence on site	S! No exemption			5.6
5.6.2	Means of communication	S. Mandatory			5.6
5.7	Attendance verification	S. Mandatory			5.7
5.8	Safety during travel and transportation	S! No exemption			5.8
5.9	Swimming safety	S! No exemption			5.9
5.10	Emergency measures	S! No exemption			5.10
5.11	Evacuation drill		S ⁺ Reinforcement	The camp organizes training with its staff and the fire department before the start of activities.	5.11
5.12	Instructions given in the event of an emergency	S. Mandatory		Repetition of the general evacuation plan every week.	
5.13.1	Drivers licence compliance	S. Mandatory		Check of drivers' records Vehicle inspection	
5.13.2	Carrier permit	S. Mandatory			5.13.
5.14	Hazardous equipment storage		S ⁺ Reinforcement		

BLOC	6: HEALTH AND WELL-BEING		
6.1	Hygiene policy	S. Mandatory	6.1
6.2	First-aid kits	• Each first aid kit must contain a form "how to call 911"	6.2
6.3	Checking of first aid kits	S ⁺ Reinforcement	6.2
6.4	Transmission of medical information	S. Mandatory	6.4
6.5	Updating of medical information	S ⁺ Reinforcement	6.5
6.6.1	Storage of medication	S. Mandatory	
6.6.2	Distribution of medication	S. Mandatory	6.6
6.7	Treatment and medication register	S. Mandatory	6.7
6.8	Accident/incident report	S. Mandatory	6.8

C

		QUALITY	SAFETY	TOOLS
BLOC	7: HEALTHY LIFESTYLE			
7.1	Healthy lifestyle policy	Q. Mandatory		7.1
7.2.1	Healthy eating	Q. Mandatory		7.2
7.2.2	Meal duration and atmosphere	Q. Mandatory		
7.2.3	Healthy eating activities	Q. Mandatory		
7.2.4	Encouraging the drinking of water	Q. Mandatory		
7.3	60 minutes/day of physical activity	Q. Mandatory		
7.4	Training of camp counsellors	Q. Mandatory		



PROGRAMMING

1.1 MISSION AND OBJECTIVES OF THE CAMP

Municipal day camp management must propose a program based on a clear mission from which general recreational, educational and inclusive objectives are derived. These elements are presented in a written document and are known to the staff.

The mission reflects the basic intent of the municipal day camp and focuses on:

- Target clientèle
- Means
- Realization environment

The recreational, educational and inclusive general objectives are the types of specific client needs that camp management wants to meet:

- · Need for entertainment and pleasure
- · Need for integration, accommodation and inclusion
- Need for personal development and fulfilment
- Need for socialization





1.2 TYPICAL PROGRAM(S) AND SCHEDULE(S)

Camp management must keep a written document containing a description of the programs offered. Activity programs are consistent with the general objectives and are adapted to participants' abilities.

Camp management ensures that activity programs evolve with the age of the participants in order to give them a meaningful experience of progress, challenges and success.

The content of this document is known to staff.



1.2 PROGRAM DESCRIPTION BEST PRACTICE GUIDE

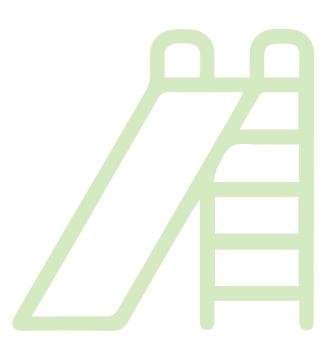
1.3 ACTIVITY GUIDE AND DESCRIPTIVE SHEETS

Camp management can have a written document setting out a description of all activities offered at the day camp. The content of this document is known to staff. The description of each activity includes the following elements:

- Definition of the activity
- Specific objectives pursued
- Allowance for participants' potential and abilities



1.3 DESCRIPTIVE ACTIVITY SHEET PEP YOUR GAME KALI AU CAMP





2 SITE

2.1 OUTDOOR PROGRAM SPACES

The camp must have sufficient outdoor spaces for the number of participants and the holding of its activities.

CATEGORY LEVEL Quality Mandatory	YES O NO O N/A O	NOTES:
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2.1 INVENTORY OF OUTDOOR AND INDOOR SPACES

2.2 INDOOR PROGRAM SPACES

Camp management must have sufficient high-quality indoor spaces for the holding of its activities, even in bad weather.



2.1 INVENTORY OF OUTDOOR AND INDOOR SPACES

2.3 SERVICE AREAS

Camp management must have accessible service areas on the main site:

- Toilets
- Washbasins
- Drinking fountain (or access to drinking water)
- Storage of required equipment and material (see standard 5.13 for equipment at risk).



The day camp has access to these following elements:

- Refrigeration available
- · Recycling and composting equipment

2.4 CERTIFICATION OF CONFORMITY OF BUILDINGS AND EQUIPMENT

Before they are used at the start of the season, camp management must ensure that fire-protection systems and equipment comply with standards in force. A certificate of conformity must be delivered by the representative of a competent authority: an executive from the city, the fire department, the school board or any other partner (in the event of ownership by a third party other than the municipality).

f the day camp program is offered in a school under the authority of a school board, it is not necessary to provide a certificate of conformity.

The following are the systems and equipment in question:

- Smoke and CO detectors
- Fire alarm systems
- Fire extinguishers and sprinklers
- · Emergency lighting system
- · Woodstoves, fireplaces and chimneys if applicable





2.5 CHECKING OF BUILDINGS, ACTIVITY SITES AND EQUIPMENT

Before programs begin at the start of the season, camp management should ensure that activity sites, facilities and equipment are inspected and checked. For this purpose, camp management should have a written verification system and designate a person to be in charge of monitoring the checks made.

S+ CAT Saf	TEGORY LEVEL fety Reinforcement	YESO NOO N/AO	NOTES:
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★ Extra practice

Activity sites, facilities and equipment must be checked weekly.

2.6 CONTROLLED SITE AGREEMENT - NON-OWNER

Management of a municipal day camp that uses programming spaces outside its main site that meet the definition of controlled site must ensure that these spaces have an adequate and safe infrastructure.

Camp management must have a written agreement on the sharing of roles, duties and responsibilities with owner(s) or organization(s) that own or manage the controlled site used.



₹2.6 PARTNERSHIP AGREEMENT TEMPLATE ₹ BEST PRACTICE GUIDE

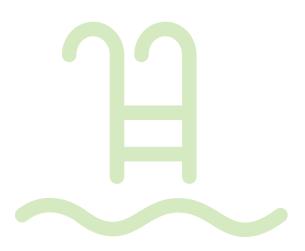
2.7 POOL OR BEACH COMPLIANCE - NON-OWNER

A municipal day camp whose program includes regular visits to a swimming pool or beach operated by a third party must ensure that it complies with the requirements of the *Regulation respecting water quality in swimming pools and other artificial pools* and the *Regulation respecting safety in public baths*. This also applies to private swimming pools open to the public used for municipal day camp activities.

A certificate of compliance must be provided by the owner, the representative of the owner organization or the manager.



2.7 COMPLIANCE DECLARATION FORM FOR SWIMMING POOL AND/OR BEACH **LEGAL INDEX



3 ADMINSTRATIVE INFORMATION MANAGEMENT

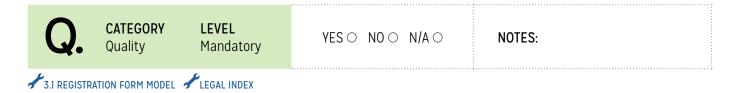
3.1 PARTICIPANT REGISTRATION

Camp management must have a written agreement for each client (contract, registration form). The information may be written or entered on electronic records that are accessible at any time. The following elements must be included in this agreement:

- Name and address of the client (payor)
- · Participant's name
- Day camp name and contact details*
- Dates of session*
- Registration or session fees and applicable taxes
- · Payment terms*
- Policy on instalments (if any) and refunds*
- Signature of parent or quardian
- Authorization for the taking of images (photos, videos) and their use for promotional purposes

★ Extra practice

This information is shown both on the registration form (written agreement) and on the brochure or any other information document that parents keep following registration.



3.1.1 PROCEDURE FOR ANALYZING REQUESTS FOR ACCOMMODATION

Camp management must have a procedure for analyzing requests for accommodation. This procedure lists the steps followed to analyze the participant's profile or needs.



₹3.1.1 REQUEST ANALYSIS PROCESS ₹ TOWARD SUCCESSFUL INTEGRATION

3.2 PROVISION OF INFORMATION TO THE PARTICIPANT/CLIENT

Not later than the first day of the day camp session, camp management can provide the participant (client) with written information on the following:

- Dress requirements
- Required and prohibited material
- Storage of lunches at the camp (e.g. are refrigerators available?)
- Rules of conduct
- Daily and/or weekly schedule
- Procedure in case of lateness or absence
- Instructions regarding medication (depending on whether or not the camp supervises the taking of medication)
- Contact details of the municipal day camp and the person in charge in case of emergency

★ Extra practice

Information related to registration, such as the name and contact details of the municipal day camp, session dates, payment terms, policy on instalments (if any) and refunds, are also given in this information document (see extra practice 3.1).







3.3 PARTICIPANT HEALTH RECORD

Camp management must hold an up-to-date health record for each participant. This sheet is accessible at all times to the health care manager designated by the municipal day camp. At a minimum, the health record contains the items listed in the table below.

- Participant's name, contact information and date of birth
- Name and contact information of parents or guardian
- Name and contact information of two additional emergency contacts (specify relationship to participant)

Medical information on the participant:

- Medical history:
 - Surgical interventions
 - · Serious injuries
 - Chronic or recurring diseases
 - Allergies
 - Asthma

- Motricity problems behaviour problems etc.
- A notice that the parent or guardian is responsible for transmitting to the camp any new medical information that has become known between the date the record was completed and the participant's arrival at camp (see standard 6.6)

N.B.:

If applicable: If the municipal day camp distributes non-prescription (over-the-counter) medication, it must hold a permit for distribution of all the following types of medication:

- Acetaminophen
- Ibuprofen
- Antiemetics
- Antihistamines
- • Anti-inflammatories
- Cough syrups
- Antibiotic ointments
- Homeopathic products
- etc.









4 HUMAN RESOURCES

4.1 REFERENCE FRAMEWORK APPLICATION MANDATARY

Skills required

Camp management must engage a mandatary for application of the Reference Framework (person who directly supervises staff and programming) having the requisite skills to supervise a program of this type. This person must have a college or university education and relevant experience.

N.B.: Documents attesting to the required skills may be required.

- Resumé
- Resolution or letter of attestation from the authorities concerned (e.g. municipal council, director of the department concerned [leisure, human resources, general secretariat, etc.])

★ Extra practice

This person has experience in a day camp or sleepaway camp (minimum two years' experience as a counsellor).





4.1.1 PRIOR TRAINING

The mandatary responsible for application of the Reference Framework must undergo training on the Reference Framework standards before supervising their application.

Quality Mandatory YES O NO O N/A O NOTES:	CATEGORY LEVEL Quality Mandatory		NOTES:
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4.2 SITE AND/OR DAYCARE RESPONDER

Camp management can designate one respondent per site and/or daycare with at least two years of experience as a counsellor. A counsellor can take on this responsibility.

	CATEGORY Quality	LEVEL Reinforcement	YESO NOO N/AO	NOTES:
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4.3 MINIMUM AGE OF COUNSELLORS AND ATTENDANTS

4.3.1 MINIMUM AGE: COUNSELLOR

Counsellors hired by camp management must have completed at least fourth-grade secondary schooling OR 16 years old at the beginning of the day camp program. For organizations that provide programming on more than one site, this standard applies to all sites.

A counsellor that has not yet completed his fourth-grade secondary, camp management may ask for an exemption from the ACQ (conditions may apply)

★ Extra practice

All counsellors should have reached the age of 16 prior to the start of summer programming activities.

Quality Mandatory YES O NO O N/A O NOTES: No exemption possible	CATEGORY LEVEL YES O NO O N/A O NOTES: No exemption po
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4.3.2 AGE GAP: STAFF/PARTICIPANT

Camp counsellors must be at least three years older than the oldest of the participants for whom they are responsible.





4.3.3 MINIMUM AGE: ASSISTANT COUNSELLOR

Camp management must engage assistant counsellors (paid or volunteer) aged at least 15 or having completed third-grade secondary schooling. For organizations that provide programming on more than one site, this standard applies to all sites.

An assistant counsellor that respects standard 4.3.3 can be counted within the ratio of the reference framework. An assistant counsellor not considered in the ratio is not subject to standard 4.3.3.



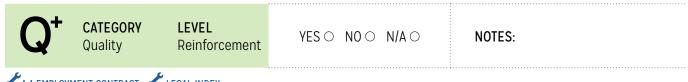


4.4 EMPLOYMENT CONTRACT

Camp management can hire staff on the basis of a written contract signed by both parties.

★ Extra practice

- Attached to the contract is a detailed description of tasks and conditions that staff must have read at the time of hiring.
- Attached to the contract is a judicial record statement (see standard 5.4).
- Every member of staff should complete a health record (see standard 3.3).





4.5 STAFF INTEGRATION AND TRAINING

4.5.1 TRAINING PROGRAM

Camp management must ensure that counsellors follow a training program that includes the elements set out below before the start of summer camp activities. Camp management must offer a minimum of 17 hours of training plus 7 hours of integration for new counsellors, and 10 hours of training plus 7 hours of integration for experienced counsellors. The distribution of hours of training set out in the table serves as a guide and can be adapted to the situation and to the particular features of each municipal day camp.

Camp management must be able to present a written training plan covering the following items:

- Objectives of the training
- Training schedule (broken down into numbers of hours) and content
- Training activities selected

SAFETY

♠ New counsellor: minimum of 17 hours of general training¹ plus 7 hours of integration² (see table on next page as a guide to splitting the general training and integration hours)

Experienced: minimum of 10 hours of general training plus 7 hours of integration ((see table on next page as a guide to splitting up training and integration hours)

All subjects regarding the training of a counsellor

² Your policies, summer planification, emergency measures, site, etc.





4.5.1.2 ENHANCED TRAINING PROGRAM

Camp management should provide counsellors with a 40-hour training program that covers the following points before the start of summer program activities.

	40 HOURS			
	SCENARIO INTERNAL TRAINING		SCENARIO DAFA TRAINING	
ELEMENTS OF CONTENT / COMPONENTS	NEW COUNSELLORS ON STARTING THEIR DUTIES	EXPERIENCED COUNSELLORS AU RETOUR ANNUELLEMENT	NEW COUNSELLORS ON STARTING THEIR DUTIES **	EXPERIENCED COUNSELLORS ON RETURN ANNUALLY
Integration into the camp	1	1]*	1
Introduction to the world of camps	0,5	-	0,5	-
Counsellors: their role, responsibilities and tasks	2	1	3	1
The child (clientele)	10	3	10,5	
Animation and creativity	6		5	7
Choosing and planning an activity	4	7	4	3 (among these subjects)
Common and specialized activities (special techniques)	5	(among these subjects)	1 (+2*)	
Special activities	4		2,5	
Functioning, travel, outings and daycare	2	2	2*	2
Safety, prevention, safety rules and specific emergency measures (see Bloc 5 standards)	4	2	4 (+2*)	2
Teamwork	1,5	1	2,5	1
TOTAL	40 hours	17 hours	40 hours	10 hours

^{*} The basic DAFA theoretical training must be enhanced by the following content: Integration into the camp (I), Common activities (2 hours), Functioning, travel, outings and daycare (2) and Safety, prevention, safety rules and specific emergency measures (2).

^{** (}DAFA + 7 hours of integration)

CATEGORY LEVEL Quality Renforcement	YES O NO O N/A O NOTES:
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★ Extra practice

- Specialists in risky activities should hold valid certification issued by a recognized federation or body, plus training on emergency measures.
- Ideally, a minimum of 10 hours of the training program for day camp counsellors must be given on the site of the day camp.
- The person responsible for maintenance of facilities and equipment should have received training on managing hazardous products (WHMIS).
- If there is bathing or swimming: attendants should have received training on safe supervision of children in an aquatic setting, such as that disseminated by the Lifesaving Society.
- The camp should have a procedure for integrating new counsellors called upon to work at the camp after the training. This procedure specifies how such counsellors will be integrated into the day camp and how they will be informed of the camp's policies, procedures, current rules and functioning.

4.5.2 TRAINING EQUIVALENCES

Full training of a member of staff is mandatory for their first year as an employee of a municipal day camp (see standard 4.5.1).

- Certain equivalences may be granted by management of the day camp:
- A new member of staff who has obtained a DAFA diploma or has taken the prospective counsellor program (PAM) may take 10 hours of training plus 7 hours of integration.
- A member of staff who has three or more years of seniority may take training consisting of 7 hours of integration.
- A member of staff who has a collegiate diploma or university degree relevant to the position may take training consisting of 7 hours of integration.





4.5.3 ASSISTANT COUNSELLOR TRAINING

Assistant counsellors must take at least 7 hours of training annually. The following content should constitute the basis of their training plan: Integration into the camp (I hour), Common activities (2 hours), Functioning, travel, outings and daycare (2 hours) and Safety, prevention, safety rules and specific emergency measures (2 hours).





4.5.4 ATTENDANT TRAINING

Attendants should follow at least 10 hours of training annually, made up of 3 hours of specialized training as an attendant plus 7 hours of integration.

Q^{\dagger}	CATEGORY Quality	LEVEL Reinforcement	YES O	NO O	N/A ○	NOTES:	
4.5.1 TRAINI	NG PLAN F GOOD	D PRACTICE GUIDE					

4.6 COUNSELLOR RATIOS

- * Ratios are based on the number of persons present and not on the number of persons registered.
- **4.6.1** Camp management must engage sufficient numbers of counsellors (directly in contact with participants, excluding supervisory and management staff) to ensure that the counsellor/participant ratio complies with the standards below.
- When a group is made up of participants of different ages, the supervision ratio will take into account the age of the youngest child.

For organizations that provide programming on more than one site, this standard applies to all sites:

- An assistant counsellor (that respect the standards 4.3.3 and 4.5.3) may count in the calculation of the supervision ratio in compliance with the indications given in the table below.
- An assistant counsellor must never be given sole responsibility for a group of participants.
- Additional resources (e.g. leisure attendant as support for integration, volunteer parent) cannot be included in these ratios.
- A staff member cannot be alone with a group on an outing. An assistant counsellor can be considered for this purpose.
- A staff member cannot be alone with a group in daycare (monitoring before or after camp and during meal times).
- Day camp management must designate a daycare responder (monitoring before or after camp and during meal times) who is available at all times in order to be able to implement required emergency measures, should the need arise. This responder can be a member of management or coordinating staff, the site manager or a counsellor (minimum 18 years old or 2 years of experience as a counsellor).

	MANDATORY SUPERVISION RATIO			os .
0	Age 4	Age 5 Age 6-7 Age 8-9	Age 10-12 Age 13 or over	Day camp daycare service
7	1/10 mandatory for all	1/15 mandatory for all	1/15 or 1/18 with assistant counsellor	1/20 (at least one site manager in the presence of an assistant counsellor)





N.B.: In the case of an attendant in support of integration, neither the child nor the attendant counts towards the supervision ratio.

4.6.2 Camp management enhances the counsellor/participant ratio.

SUPERVISION RATIOS (REINFORCEMENT MEASURE)				
AGE OF CLIENTELE	DAY CAMP	WITH AN ASSISTANT COUNSELLOR	DAY CAMP DAYCARE SERVICE	
Age 4		1/8		
Age 5	1/10	1/12	1/20	
Age 6-7	1/12	1/14		
Age 8-9	1/13	1/15	(at least one site manager in the presence of an assistant counsellor)	
Age 10-12	1/15	1/10	prosoned or an assistant oddrisoner,	
Age 13 and over	1/15	1/10		

★ Extra practice

The supervision ratio for children under 5 can be enhanced by the presence of an assistant counsellor.

CATEGORY LEVEL Quality Reinforcemen	YES O NO O N/A O NOTES:
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4.7 FIRST-AID RATIOS

Camp management must have at least one certified first-aider (8 hours of training) for every 25 participants present.

For organizations that provide programming on more than one site, this standard applies to all sites, on outings, excursions and expeditions.

★ Extra practice

All members of staff have received first-aid training.

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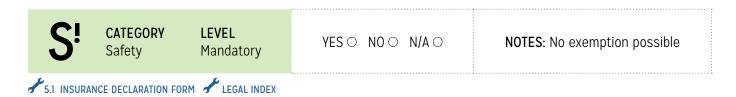
5 SAFETY AND EMERGENCY MEASURES

5.1 INSURANCE

Camp management must hold the following insurance coverage: third-party liability for a minimum of \$5 million, premises, property and operations, non-owned automobile insurance.

These policies must cover all camp activities, both inside and outside the insured premises. The entities covered must be the camp, employees, volunteers, directors, and managers, without exclusion for participants.

In the event that the municipality self-insures, a copy of the relevant resolution by the municipal council or a written declaration by the municipal manager responsible for this file must be presented.



5.2 SAFETY PROCEDURES AND RULES FOR HIGH-RISK ACTIVITIES

Camp management must have a document specifying the execution procedures and safety rules for each high-risk activity (e.g. swimming, water sports, climbing, outings). The content of this document is known to camp staff and must be available to them at all times.

★ Extra practice

- Camp management has such a document for all its activities.
- Camp management ensures that safety rules prescribed by various federations and ratified by the *Direction de la promotion de la sécurité* (part of the Québec government's *Secrétariat au Loisir et au Sport*) are observed in all its activities.



5.3 SAFETY POSTERS

For each high-risk activity, municipal day camp management must have weather-resistant posters summarizing the main execution procedures and safety rules. These posters must be explicit and plainly visible to participants.



5.4 PREVENTION OF VIOLENCE, BULLYING AND HARASSMENT

Camp management must have and must implement a written policy of prevention and intervention aimed at countering violence in all its forms and promoting the full respect of physical and moral persons. The content of this document must be known to staff.

This policy should cover the following items:

- Means of control and procedures applicable at the time of selection and hiring (reference requirements, interview questions, etc.)
- Planned training and information activities (internal policies, rules and code of behaviour known to staff)
- Identification of risk situations related to programming and implementation of appropriate prevention procedures
- Emergency measures in case of abuse (see standard 5.10)

References:

- Guide d'implantation Politique de prévention et d'intervention en matière de violence et d'agression sexuelle (RRSSS, 2000)
- Guide de référence destiné aux gestionnaires de camps de jour et de camps de vacances Pour des relations harmonieuses au camp, prévention de l'intimidation, de la violence et des agressions sexuelles (Loisir et Sport Montérégie, 2006)



5.5 CRIMINAL BACKGROUND CHECK

Camp management must provide proof that it has done the criminal background check of every member of its personnel at the time of hiring and every three years subsequently.

* Extra practice

Camp management can provide proof that it has checked the criminal record of every member of its personnel annually.





5.6 MANAGEMENT AVAILABILITY

5.6.1 PRESENCE ON SITE

Camp management must ensure that a properly trained responder is present on site at all times, ready to respond to emergency situations. Camp management must inform its staff and clientele who this person is and where and how they can be reached in case of need.





5.6.2 MEANS OF COMMUNICATION

Camp management must have a system of communication and a procedure known to staff enabling counsellors to contact management in case of emergency. This standard also applies to outings and excursions, and within expeditions (if applicable).





5.7 ATTENDANCE VERIFICATION

Camp management must have a written attendance verification policy adapted to the contexts of its various activities. The content of this document must be known to staff.

The policy must be developed taking into account the following specific supervision environments:

- On the main site of the camp
- Aquatic and nautical activities
- Travel
- Outings, excursions and expeditions
- Pre- and post-camp service in day camps

To be included in this policy:

- Those in charge of recording attendance and absences
- Frequency and timing of taking attendance
- Procedures, tools and means used (attendance lists, phone calls, etc.)
- Emergency procedure when a participant is absent or missing during attendance check (see standard 5.10)





5.8 SAFETY DURING TRAVEL AND TRANSPORTATION

Camp management must have a travel safety policy that covers the following items for all types of travel (walking, cycling, public transit, car, taxi, bus). The content of this document must be known to staff.

- Roles and responsibilities of counsellors during travel
- Safety rules
- Instructions on supervision
- Wait time supervision techniques
- Procedures for crossing the street and boarding/disembarking
- Procedures specific to the type of travel and the context (urban, forest, etc.)
- Emergency measures (see standard 5.10)

References:

Cadre de référence pour la sécurité dans les sorties des camps de jour (Ville de Montréal, 2005)



5.9 SWIMMING SAFETY

Camp management must have a written swimming safety policy that covers the following items for all types of swimming (swimming pool, beach, waterslides and water activities).

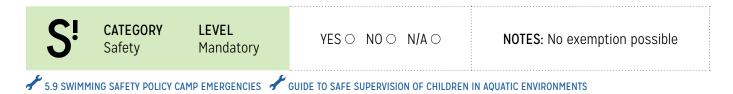
The content of this document is known to staff.

- Roles and responsibilities of counsellors during swimming
- Safety rules
- Instructions on supervision
- Supervision techniques at the pool or at the beach
- Swimming skills assessment procedures
- Procedures in the event of a missing child

• Emergency measures (in collaboration with lifeguards)

References:

• Guide d'encadrement sécuritaire des enfants en milieu aquatique (2006)

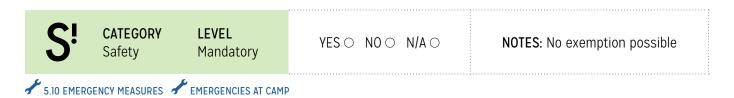


₡ 5.10 EMERGENCY MEASURES

Camp management must have a policy explaining the measures to be implemented during emergencies that may occur as part of camp activities. The content of this document must be known to staff.

Specific emergency procedures:

- General evacuation plan
- Localized evacuation plans
- Specific intervention plans for:
 - Disappearance of a participant or group of participants
 - Emergencies during excursions and outings
 - Emergencies during swimming and nautical activities
 - Transportation of participants
 - · Serious injury or ailment
 - Code grey
 - Interruption of a public service (when applicable)
- Other specific situations that may arise (epidemic, food poisoning, etc.)



5.11 EVACUATION DRILL

Camp management can have staff perform a general evacuation drill in the various indoor spaces used, prior to the start of day camp activities and after three (3) weeks of activities. Camp management should write a report on each general evacuation drill performed by staff.

★ Extra practice: Camp management can hold a training session for staff with the fire department prior to the start of day camp activities.

To be included in this report:

- Name of the person responsible for the drill
- Date and time of the drill
- List of premises for which the drill was performed
- Time required for evacuation
- Comments and remarks that could improve the process





5.12 INSTRUCTIONS GIVEN IN THE EVENT OF AN EMERGENCY

Camp management must make sure that all counsellors inform their group of participants about the general evacuation plan at the beginning of each week of activities (within the first four (4) hours). This information session is noted in programming.

★ Extra practice: Camp management can have staff and participants perform a general expectation drill every week.

S. CATEGORY Safety	LEVEL Mandatory	YESO NOO N/AO	NOTES:
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5.13 TRANSPORTATION OF PARTICIPANTS

5.13.1 DRIVERS LICENCE COMPLIANCE

In cases where municipal day camp management provides transportation for participants and/or staff in a vehicle belonging to the camp, rented by camp management, or belonging to a member of staff, it must ensure that drivers of these vehicles hold a driver's licence for the type of vehicle used.

★ Extra practice

- Camp management obtains the driving record of each member of staff responsible for transporting participants, checking the quality of the driving record with the SAAQ annually (i.e. violations of the Highway Safety Code).
- Camp management ensures those responsible for transportation regularly inspect vehicles thoroughly (use of the log book).



5.13.2 CARRIER PERMIT COMPLIANCE

If municipal day camp management uses the services of a private carrier, it must ensure that it holds a copy of the carrier's current licence or the permit number and its expiry date as issued by the Commission des transports du Québec.

Safety LEVEL Mandatory	YES O NO O N/A O	NOTES:	
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5.14 STORAGE OF EQUIPMENT FOR HIGH-RISK ACTIVITIES

Equipment used for high-risk activities should be stored in such a way that is only accessible when counsellors are present on the activity sets (see standard 2.3).

S+ CATEGORY NIVEAU Quality Renforcement	YES O NO O N/A O NOTES :
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HEALTH AND WELL-BEING

6.1 HYGIENE POLICY

Camp management must have and implement a hygiene policy for participants and staff designed to ensure their well-being.

The policy must cover the following:

- Handwashing before snacks and meals
- Sun protection measures
- Frequent rehydration





6.2 FIRST-AID KITS

First-aid kits compliant with the First-aid Minimum Standards Regulation must be available at strategic places in the camp, such as activity sets, buildings and common areas. These kits must be available to counsellors at all times.

Easily transportable kits must be available for activities outside the main site, outings and excursions. Each kit must contain a log of treatments administered and/or medication dispensed, in addition to accident and incident report forms (see standards 6.8 and 6.9).

★ Extra practice: Each first aid kit must contain a form "how to call 911"





A designated person in charge for each day camp site should see to the content of first-aid kits, and check and replenish them regularly, using a written control system.



6.2 CONTENT AND CHECKING OF FIRST-AID KITS

6.4 PROCEDURE FOR THE TRANSMISISON OF MEDICAL INFORMATION

Camp management must have and implement procedures setting out the conditions for the transmission of specific medical information to members of staff who need to know this information.

These procedures must be written and must contain the following:

- Names of persons in charge of preparing and transmitting specific medical information to the members of staff concerned
- Persons to whom specific medical information must be transmitted
- List of medical information to be transmitted (e.g. food allergies, animal allergies, motricity problems that limit the practice of an activity).

Reference:

• Guide sur la gestion des soins de santé en camp (ACQ, 2003)



€6.4 TRANSMISSION AND UPDATING OF MEDICAL INFORMATION & LEGAL INDEX

6.5 UPDATING OF MEDICAL INFORMATION

Camp management should ensure that it obtains from parents or guardians any new medical information in writing so that it can be attached to the health record.



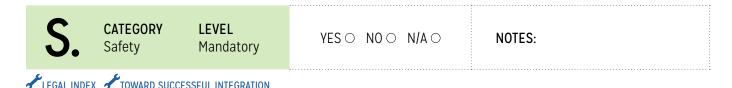
₹6.4 TRANSMISSION AND UPDATING OF MEDICAL INFORMATION ₹ LEGAL INDEX

6.6 MANAGEMENT OF MEDICATION

In cases where the municipal day camp does not supervise the taking of prescription or non-prescription medication. management must formally advise the parents or guardians of children who may have to take medication that this should be done before or after day camp hours.

6.6.1 STORAGE OF MEDICATION

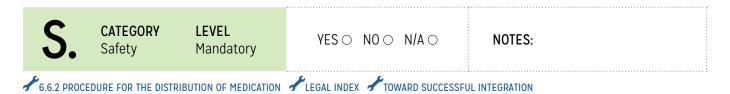
In cases where the distribution of medication is part of the service offered, municipal day camp management must keep participants' medication in a secure place accessible only to authorized staff.



6.6.2 DISTRIBUTION OF MEDICATION

In cases where the distribution of medication is part of the service offered, municipal day camp management must have and implement written procedures setting out the conditions for distribution of medication:

- Procedures for distribution on the main site
- Procedures for distribution during outings and excursions
- Use of a register to record medication distributed



6.7 TREATMENT REGISTER

Camp management must keep a register in which any treatment administered and, if applicable, any medicine distributed to participants and staff is recorded. This register must contain the following elements:

- Patient's name
- Nature of the ailment or injury
- Signs or symptoms observed
- Treatment administered and/or medication distributed
- Date and time of the treatment or distribution of medication
- Name and signature of the treating person.

A form attached to this register is included in each one of the camp's first-aid kits (see standard 6.2).

N.B.: Completed registers must be kept for at least three years.



6.8 ACCIDENT/INCIDENT REPORTS

CATEGORY

Safety

Camp management must keep a file in which accident and incident reports are stored (see Glossary).

Accident and incident reports must contain the following:

• Name of the person involved in the accident/incident

LEVEL

Mandatory

- Date and time of the accident/incident
- · Place where the accident/incident occurred
- Nature of the accident/incident
- · Persons present at the accident/incident
- Nature of the intervention
- Date and time of the intervention
- Name of the treating person (do not use camp nicknames)
- Name and address of witnesses

N.B.: Accident reports should be sent promptly to the insurance broker or kept for a minimum of three years.





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7 HEALTHY LIFESTYLE

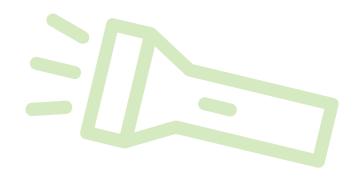
This bloc of standards includes three mandatory standards plus, on a voluntary basis, standards for camps adhering to the programs of Fondation Tremplin Santé, the go-to organization for healthy camp lifestyle. Two levels of free recognition are possible, depending on compliance with requirements:

Standards in healthy living habits:



	REFERENCE FRAMEWORK MANDATORY	TS CAMPS
7.1 GENERAL POLICY		
Written policy on healthy lifestyles	X	Χ
7.2 HEALTHY EATING		
7.2.1 Menu reviewed and approved by a nutritionist	X	X
7.2.2 Meal duration and atmosphere	Χ	X
7.2.3 60 minutes/week of healthy eating activities		X
7.2.4 Promotion of water consumption		Х
7.3 PHYSICAL ACTIVITY		
60 minutes/day of physical activity		Х
7.4 TRAINING		
Training of camp counsellors		Х

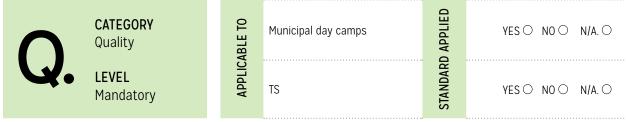
All tools are available on portail.tremplinsante.ca.



7.1 POLICY FOR THE PROMOTION OF A HEALTHY LIFESTYLE (HL)

Camp management must have a written policy for promoting healthy lifestyle habits. This policy must be known to the staff and includes the following:

- Camp goals and commitments to promoting a physically active lifestyle and healthy eating
- Means implemented to achieve the goals





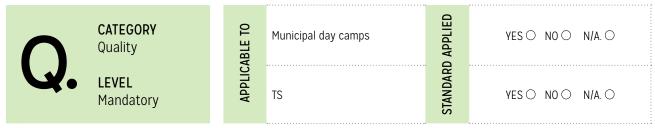


- GUIDE TREMPLIN SANTÉ
- FOOD SERVICE GUIDE
- · · TS WORKSHOP WITH VIDEO CLIPS AND KEY MESSAGES POSTERS
- · · HL PROFILE

7.2 HEALTHY EATING

7.2.1 If food is offered, camp management must ensure that nutritious and balanced meals are provided daily to participants and staff. For this purpose:

- Before the start of the season, on a triennial basis, the menu must be reviewed and approved by a nutritionist
- The food that is served must comply with the recommendations of the nutritionist







- EVALUATION GRID
- CYCLIC MENU
- · RECIPES (FOOD SERVICE AND SHIPPING)
- FOOD SERVICE GUIDE

7.2.2 MEAL DURATION AND ATMOSPHERE

Camp management must provide youth and staff with user-friendly dining areas and schedule a break from activities of at least 20 minutes for eating.





GUIDE TREMPLIN SANTÉ

7.2.3 HEALTHY EATING ACTIVITIES

Camp management must promote food exploration by young people by offering them a 60-minute program of healthy eating activities every week: culinary workshops with balanced, nutritious recipes, germination or gardening activities, tastings, etc.





- PROGRAMMING: MODEL AND EXAMPLE
- GAMES AND ACTIVITIES (FREE ACCESS CODE TO THE ACTIVITIES PORTAL ON PORTAIL.TREMPLINSANTE.CA)

7.2.4 PROMOTION OF WATER CONSUMPTION

The camp must prioritize the consumption of water at camp during meals and ensure that fountains are kept clean and inviting. Staff must ensure that participants are given enough opportunities to hydrate themselves - for example, by allowing time to drink during activities and by multiplying water points.



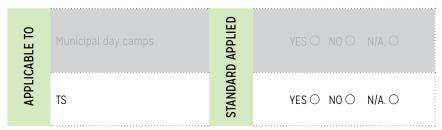


"DÉFI TCHIN TCHIN DANS MON CAMP" ACTIVITY KIT

7.3 60 MINUTES/DAY OF PHYSICAL ACTIVITY

The camp's weekly schedule must offer a variety of physical and sports activities. The daily schedule must propose a total of 60 minutes of moderate to high intensity physical activity, which can be divided into sessions of 10 to 15 minutes at a time, depending on the age of the participants.





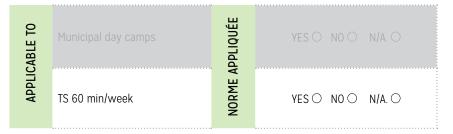


- PROGRAMMING: MODEL AND EXAMPLE
- · GAMES AND ACTIVITIES (FREE ACCESS CODE TO THE ACTIVITIES PORTAL ON PORTAIL.TREMPLINSANTE.CA)

7.4 COMPLEMENTARY TRAINING OF CAMP COUNSELLORS

Camp management must give camp counsellors at least 60 minutes of training on healthy lifestyle habits. This training introduces the available resources, for example a bank of motivating active games, playful activities on food or on a variety of specific themes.







- WORKSHOP INCLUDING VIDEO CLIPS, KEY MESSAGE POSTERS, TRAINER'S GUIDE AND PARTICIPANT'S NOTEBOOK
- · GAMES AND ACTIVITIES AVAILABLE ON THE PORTAIL.TREMPLINSANTE.CA AND/OR IN CARD FORMAT

