



Municipal Child Care Centre Review

June 2021

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Executive Summary

The purpose of this report is to provide a review of the Municipal Child Care Centres as a result of the child care and early years sector undergoing a significant period of transformation, modernization and growth. The report also provides a recommendation to ensure Municipal Child Care Centres continue to align to Council's mandate and remain a leading model in offering access to high quality, affordable, and responsive services.

The Municipal Child Care Centres offer access to high quality, affordable and responsive programming across the city, prioritizing families who require a fee subsidy. Providing access to these families reduces poverty and gender inequalities and fosters a sense of belonging for families facing various barriers, such as new immigrants, sole support parents (80% women), families who are low income and children with special needs.¹

High quality programs provide a positive influence on children's social development, school transition and academic achievement.² This is achieved through the qualified and experienced educators who provide warm and positive interactions, safe and educational activities, and communication with parents. The sector has outlined wages and benefits as the most important gap to be addressed in the system given its connection to quality. The significant municipal investments enable attractive compensation for qualified staff and establishes the Municipal Child Care Centres as a leading model of service delivery. The municipal investment also assists with increased affordability for families and labour force participation / women's and gender equity strategy as the staffing complement is predominately women.

Council's mandate for Municipal Child Care Centres is to serve families who face various barriers and systemic challenges in areas of the city where there are insufficient child care spaces to meet demand and no other child care service providers are able to shift their service offerings. As a result of significant provincial investments, positive

¹ City of Ottawa. Child Care and Early Years Service System Plan 2019-2023

² Ministry of Education (2017). Ontario's Renewed Early Years and Child Care Policy Framework.

changes to the child care and early years sector and changing community demographics a review analysis was required to ensure services continue to align to Council's mandate. This comprehensive analysis used many indicators summarized into two categories:

- Serving families who face various barriers and systemic challenges
- Community child care capacity in priority neighbourhoods

The review found that only one centre, Centre éducatif Pinocchio ("Pinocchio"), which is located in New Edinburgh/Rockcliffe Park, did not meet Council's mandate. This is mostly attributable to not serving families who face various barriers and systemic challenges and the availability of other community providers in the service area. Outside of the mandate analysis, one significant operational concern needs to be considered at Foster Farm Child Care Centre ("Foster Farm"). While this centre does serve a high number of families in receipt of fee subsidies it has significant operational challenges with the physical space in a leased aging apartment building.

To ensure Municipal Child Care Centres continue to align to Council's mandate and remain a leading model of service delivery, staff recommend Council approve the transition of the Centre éducatif Pinocchio child care services and reinvest the funding to a high needs area based on be based on the Child Care and Early Years Service System Plan 2019-2023, evidence based-data (i.e Number of Child Care Spaces to Reach Access Target, Neighborhood Vulnerability, Transit oriented locations, New Affordable Housing), availability of land / space, budget and other data as applicable. This would align with the Thriving Communities priority area in the City of Ottawa Strategic Plan 2019-2022 to invest in child care services to improve accessibility, affordability, quality and responsiveness of child care services across all city wards and align with the priorities outlined within the Child Care and Early Years Service System Plan 2019-2023 which responds to the needs of families in Ottawa.

Transferring a licensed centre that minimizes impacts takes significant time to plan with items such as finding and selecting a new location in a high needs area, building / renovating, consulting with stakeholders, meeting licensing conditions, and considering

the costs and capital funding. There will also be opportunities with significant growth and major projects in the City such as new affordable housing.

Staff recommend that Council direct staff to develop a business case and capital funding plan to facilitate the transition of Centre éducatif Pinocchio to a high needs area and to address the operational challenges at Foster Farm Child Care Centre as outlined in this report and report back for Council approval in Q1 of 2023.

To minimize the impacts on families, children and staff, the services at Pinocchio and Foster Farm would continue until the business case and capital funding plan can be approved by Council and the services can be seamlessly transitioned.

Having access to French-language child care and early years services is critical for Francophone families in Ottawa. It develops a sense of belonging, fosters community vitality, preserves the language, and encourages attendance in French-language schools. Given the significant time and resources it takes to transition a centre and minimize impacts, staff recommend Council direct staff to prioritize and work with the Pinocchio landlord and a not-for-profit child care provider to maintain and seamlessly transition these critical francophone child care services at the Pinocchio location. It is also important to maintain and seamlessly transition these services as a result of the COVID-19 pandemic which has had an unprecedented impact with significant disruption to the child care and early years sector. The services provided are essential to children and families while also helping with economic recovery. The essential nature of early years programs has never been more recognized.

Introduction

The purpose of this report is to provide a review of the Municipal Child Care Centres as a result of the child care and early years sector undergoing a significant period of transformation, modernization and growth. The report will also provide recommendations to ensure Municipal Child Care Centres align to Council's mandate and remain a leading model in offering access to high quality, affordable, and responsive services that provide a positive influence on children's social development, school transition and academic achievement.

Background

The City of Ottawa has a long history of directly operating child care programs and providing access to high quality, affordable and responsive services to families in Ottawa. The Regional Municipality of Ottawa-Carleton (RMOC) began delivering child care programs in the 1970s by offering half-day Headstart programs. As demand for full time child care increased throughout the 1970s and 1980s, service continued to expand including a commitment to provide French language programming and five new centres. Throughout the 1980s and 1990s, the RMOC solidified their presence in the community by delivering school-age programs and integrating and serving children with special needs. In 2010, the Ministry of Education began phasing in full day kindergarten. As school boards increased programming and added extended day programs this impacted many school-age programs, and service offerings were adjusted to target younger age groups. The City of Ottawa currently operates 10 licensed centres, offering 387 toddler and preschool spaces that are located across the city.

Legislative Landscape

During the last few years, the Province of Ontario has made significant investments and positive changes to the child care and early years sector. This has included a new funding formula, Ontario's Pedagogy for early years, the introduction of the Child Care and Early Years Act, and adapting fee subsidies to follow the child for greater parental choice. In addition, the Province established four priorities relating to access, affordability, quality and responsiveness to guide the continued transformation of the sector. The Ministry of Education licenses municipal child care programs and conducts

inspections to ensure they meet specific provincial health, safety and developmental standards.

The Federal government also recognizes that Canadians need more accessible, affordable, inclusive, and high-quality child care and have stated they will make significant, long-term investments in a Canada-wide early-learning and child care system. This aligns with the new Action Plan for Women in the Economy to help more women return to the workforce who are more likely to be disproportionately excluded from the workforce when child care services are not available.

In April 2016, Council reaffirmed their original mandate to direct Municipal Child Care Centres to serve families who face various barriers and systemic challenges in areas of the city where there are insufficient child care spaces to meet demand and no other child care service providers are able to shift their service offerings. Council also approved the Child Care and Early Years Service System Plan in 2019. This progressive plan will ensure the sector responds to the needs of families in Ottawa and aims to increase access, affordability, quality and responsiveness to continue to give children the best possible start to life and ensure a strong foundation for the future as initiatives continue to evolve. In addition, this aligns to an action item within the Thriving Communities priority area of the City of Ottawa Strategic Plan 2019-2022, to invest in child care services to improve accessibility, affordability, quality and responsiveness of child care services across all city wards.

Overview of Municipal Child Care Centres

The Municipal Child Care (MCC) Centres offer access to high quality, affordable and responsive programming across the city, prioritizing families who require a fee subsidy. By providing access to these families, it reduces poverty and gender inequalities and fosters a sense of belonging for families facing various barriers, such as new immigrants, sole support parents (80% women), families who are low income and children with special needs.³

³ City of Ottawa. Child Care and Early Years Service System Plan 2019-2023

Providing affordable child care is necessary to alleviate poverty for women. When child care is affordable and safe, women are more likely to return to the workforce, earn higher incomes, and benefit from increased economic stability.⁴ Municipal Child Care Centres also assist with labour force participation as well as the women's and gender equity strategy as the staffing complement is predominately women.

Quality child care services also provide a positive influence on children's social development, school transition and academic achievement. This is accomplished through qualified and experienced educators providing warm and positive interactions with children, safe and educational activities, and ongoing communication with parents.

The Child Care and Early Years sector has outlined wages and benefits as the most important gap to be addressed in the system given its connection to quality. The significant municipal investments enable attractive compensation for qualified staff and establishes the Municipal Child Care Centres as a leading model of service delivery.

Below is an overview of how Municipal Child Care Centres deliver services in relation to the strategic priorities outlined in the Child Care and Early Years Service System Plan 2019-2023.

Access

A total of ten Municipal Child Care Centres offers 387 licensed toddler and preschool spaces (see Appendix B), representing 3% of all licensed centre-based spaces for toddlers and preschoolers in Ottawa.⁵ In accordance with Council mandate, all Municipal Child Care Centres prioritize families who require a fee subsidy.

Two MCC centres (total of 65 spaces) offer French programming that meets the unique needs of francophone children. MCC Centres are geographically located across the city and offer care Monday to Friday (7:30 am to 5:45 pm). MCC Centres also offer part-time

⁴ Brooks, M. (2018). The Role of Municipalities in Advancing Women's Equity in Canada, a reflection paper prepared for the Canadian Commission for UNESCO, Ottawa.

⁵ City of Ottawa. Child Care and Early Years Service System Plan 2019-2023, p. 38.

care to increase access for families in Ottawa who may not need their child in care full-time.

As outlined in the Child Care and Early Years Service System Plan 2019-2023, the overall access to licensed child care spaces for younger children (infants, toddlers, and preschoolers) is adequate in Ottawa, with variations across neighbourhoods.

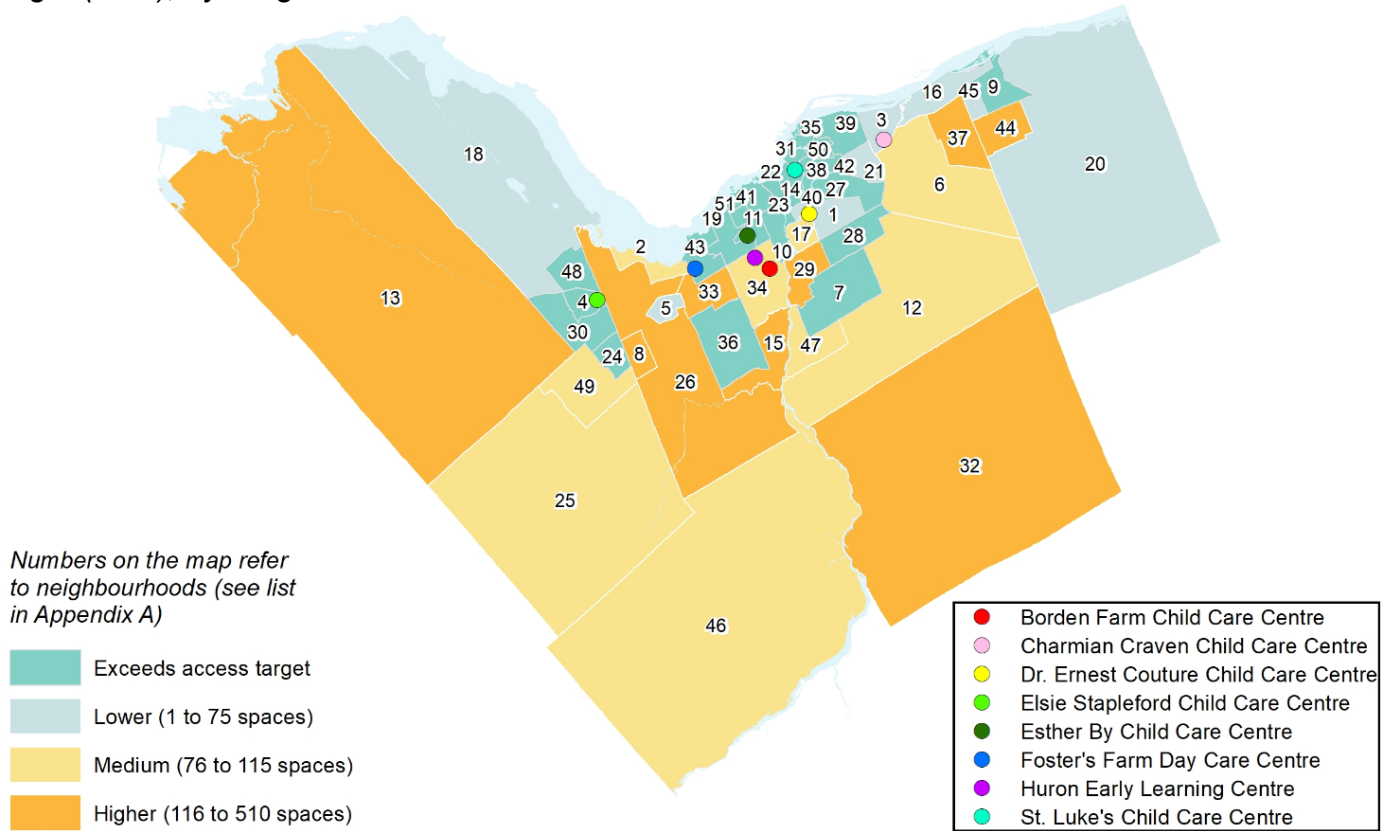
Map 1 and 2 present the level of access to licensed child care and show neighbourhoods which have adequate child care access and those that require additional child care spaces to meet access targets.

Six MCC Centres are in areas of the city that currently exceed access targets, while four MCC Centres are in areas of the city that require additional spaces to achieve access targets. The two francophone MCC Centres are in areas that currently exceed access targets for the francophone population.

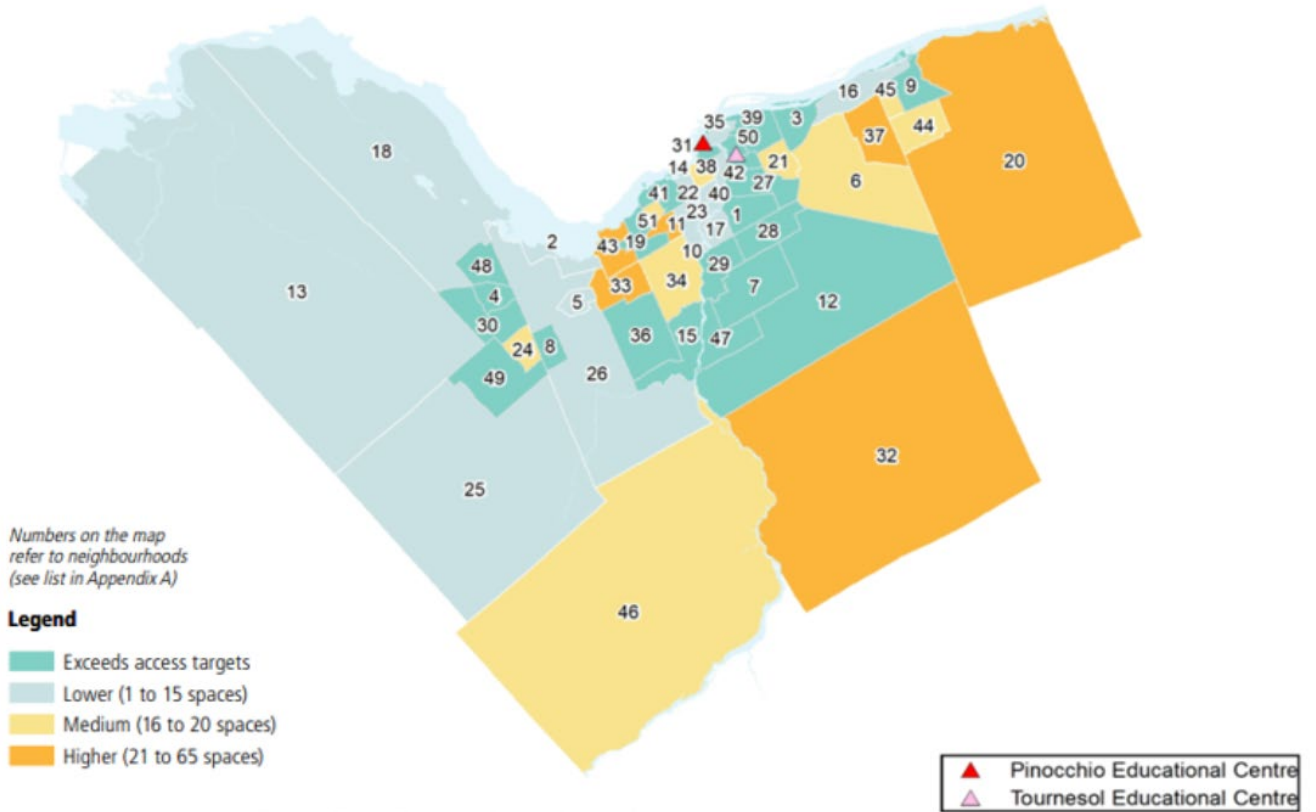
Map 3 and 4 presents the same information at a service area level. There are nine MCC Centres located in areas of the city that currently exceed access targets, and one MCC Centre in an area of the city that require additional spaces to achieve access targets.

It is important to note that the maps below present access levels from a total licensed child care perspective. Access to subsidized spaces is different and reliant on both funding available and providers accepting fee subsidy families. Not all licensed child care providers serve families who require a fee subsidy and there is a difference between community providers enrollment rates of families in receipt of fee subsidy compared to MCC Centres. Approximately 75% of providers in Ottawa have an agreement to support families with subsidies, and in 2019, 71% of children enrolled in MCC Centres received fee subsidies. Other licensed not-for-profit child care centres have on average? 19% of children attending receiving a fee subsidy.

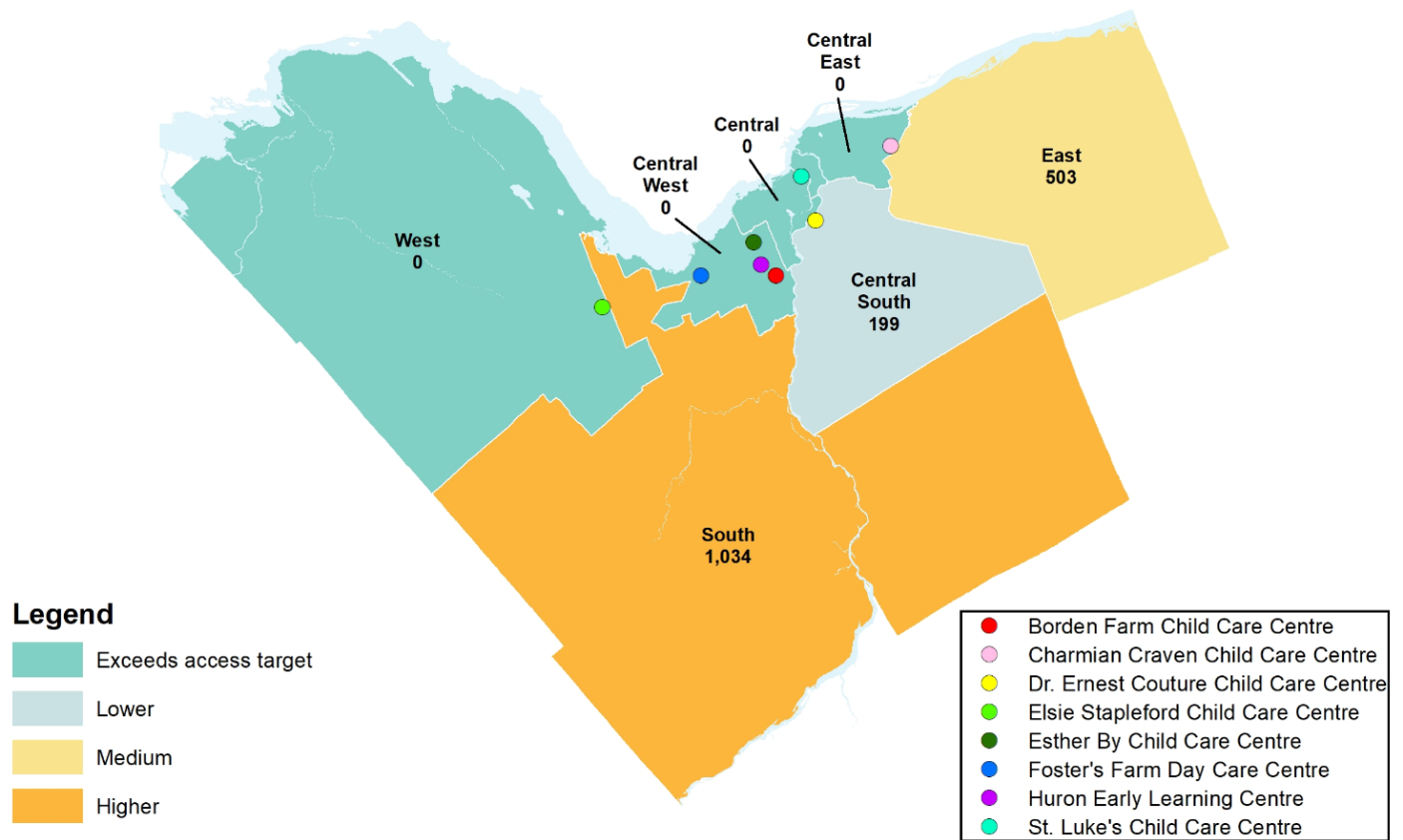
Map 1: Number of Child Care Spaces (Infants, Toddlers, Preschooler) to Reach Access Target (40%), by Neighbourhood



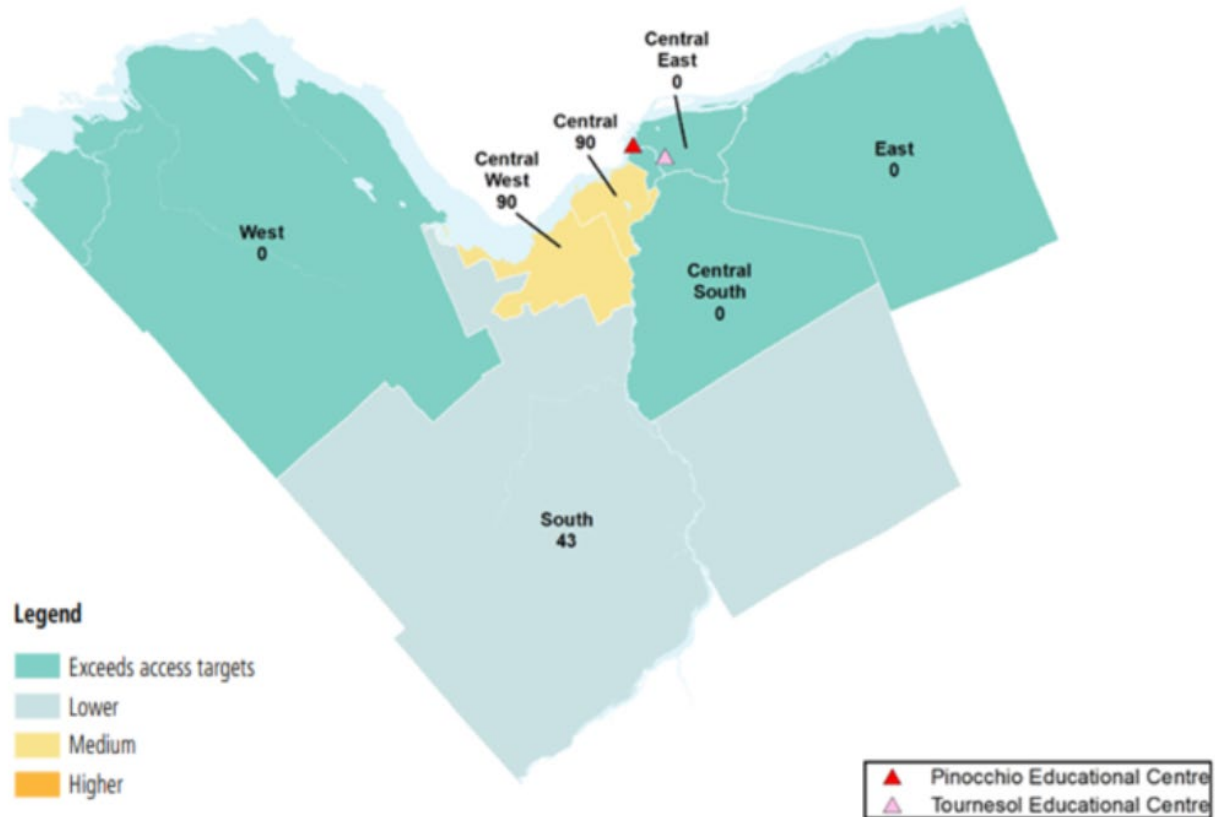
Map 2: Number of Francophone Child Care Spaces (Infants, Toddlers, Preschooler) to Reach Access Target (40%), by Neighbourhood



Map 3: Number of Child Care Spaces (Infants, Toddlers, Preschooler) to Reach Access Target (40%), by Service Area



Map 4: Number of Francophone Child Care Spaces (Infants, Toddlers, Preschooler) to Reach Access Target (40%), by Service Area



Affordability

Municipal Child Care (MCC) Centres have a total operating budget of \$11.5 million in 2021 (See Appendix C for additional details). This includes \$1M of one-time additional costs and temporary resources required for additional health and safety measures during COVID-19. Compensation represents 86% of total expenditures, which is mostly attributed to meeting provincial licensing requirements regarding staffing ratios and staffing qualified educators.

Operating costs are funded from three sources: user fees, provincial funding and municipal investments. The Municipal Child Care Centres' revenue budget includes \$5.1M in user fees and \$1.4M in provincial general operating funding. It is also anticipated that \$1.05M in one-time government funding will be allocated in 2021 to help mitigate the additional costs related to PPE's, enhanced cleaning, and additional

staffing. In addition, there is an average capital expenditure of approximately \$300K for items such as lifecycle, accessibility, and other upgrades. This results in an average annual municipal investment of \$4.2M. The municipal investment has increased affordability for families at the MCC centres, ensures the costs to the fee subsidy program remains lower allowing more children to be served throughout the city, and increases our provincial allocation as 100% municipal contributions are a factor in determining funding.

-.⁶ From a daily cost per space perspective, based on operating and capital costs less Provincial funding, there is a daily cost of approximately \$114 for a toddler space and \$83 for a pre-school space. The difference between the daily costs and the daily rates reflects a funding gap that exists in delivering a leading model program and offering access to high quality, affordable and responsive services requiring a \$4.2M municipal investment.

Quality

Research has shown that high-quality early childhood education – delivered by positive, caring and knowledgeable educators – has a positive impact on children’s learning, development, well-being and later achievement in school and beyond.⁷ The sector has outlined wages and benefits as the most important gap to be addressed in the system given its connection to quality. The significant municipal investments enable attractive compensation for qualified staff and assists with labour force participation / women’s and gender equity strategy as the staffing complement is predominately women.

All teaching positions are filled by Registered Early Childhood Educators (see Appendix D for additional details on the staffing complement). This results in high-quality programs that provide an educational focus and have positive influences on children’s social development, school transition, and academic achievement. MCC Centres have an experienced and stable workforce fostering strong relationships and familiarity with individual children and family members. Positive relationships were ranked the most

⁶ City of Ottawa. Child Care and Early Years Service System Plan 2019-2023, p. 53.

⁷ Ministry of Education (2018). Growing Together: Ontario’s Early Years and Child Care Workforce Strategy.

important element of quality for parents and service providers as outlined in the Child Care and Early Years Service System Plan 2019-2023,⁸ Staff provide accurate and timely communications to parents daily on children’s meal consumption, sleep times and progress on learning skills.

Good working conditions also contribute to quality, with most MCC Centres located in City-owned buildings that receive lifecycle and other building improvements. The City of Ottawa currently leases two locations, Pinocchio and Foster Farm. Leasing presents challenges like lease costs, landlord requirements, reliance on a third party, the risk of the lease ending, and difficulties adapting the physical space to maximizing quality programming in comparison to a purpose-built location.

Municipal Child Care Centres are supported through Ottawa Public Health and the Healthy Eating and Active Living Guidelines. This ensures children are provided healthy food, a positive eating environment, and a wide range of opportunities to be active indoors and outdoors. A tooth-brush program is also offered to help teach good oral health habits.

As a result of the high-quality programs, centres received a satisfaction rating of 95% in the last survey and parents reported that they were very likely to recommend Municipal Child Care Centres to family and friends. Through these satisfaction surveys staff are also able to identify areas for improvements.

Responsiveness

Municipal Child Care Centres offer a diverse and inclusive environment and programming that benefit children. All children are given equitable access to care and programs regardless of their religious or cultural background, spoken language, or stage of development. MCC focuses on including children with special needs and providing appropriate supports through a collaboration with Children’s Inclusion Support Services and specialized programming for families who face various barriers and systemic challenges including addiction, mental illness, speech or developmental delays

⁸ City of Ottawa. Child Care and Early Years Service System Plan, p.57.

or other identified social needs. In addition, two MCC Centres offer programming to meet the unique needs of francophone children.

All MCC Centres prioritize families who face systemic barriers and require a fee subsidy. In Ottawa, 71% of children attending MCC Centres receive fee subsidies, compared to 19% of children attending other licensed non-profit child care centres. The majority of families attending MCC centres receive a full subsidy (no parental contributions) and 25% are in receipt of social assistance.

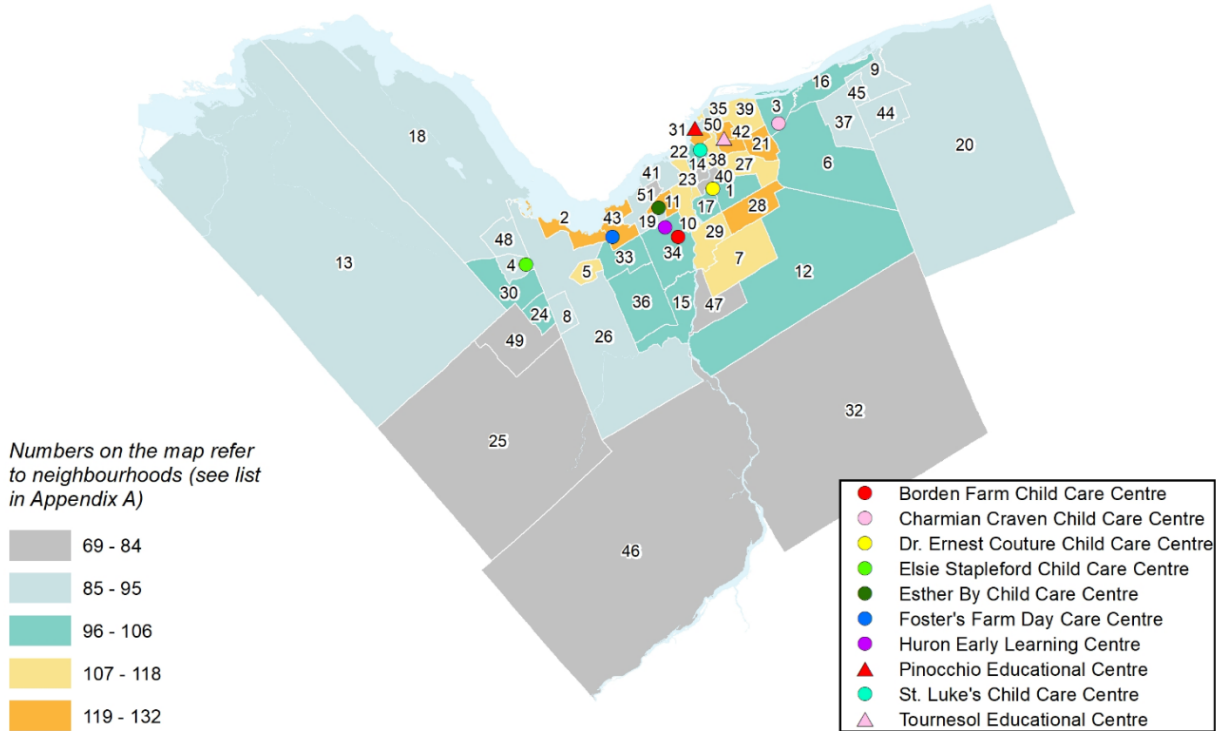
Providing services to these families reduces poverty and gender inequalities and fosters a sense of belonging for families facing various barriers, such as new immigrants, sole support parents (of which 80% are women), families who are low income and children with special needs.⁹

As seen in Map 5, three MCC Centres are located in priority neighbourhoods and five others are in neighbourhoods that scored just slightly below what is considered high needs, based on the Canadian Neighbourhoods and Early Child Development socio-economic status index.¹⁰

⁹ City of Ottawa. Child Care and Early Years Service System Plan, p.15

¹⁰ The CanNECD is a new socio-economic status index developed by researchers at the Universities of British Columbia, Saskatchewan, Manitoba, and McMaster University. The index is made up of ten variables that cover material, cultural, and social aspects of life in neighbourhoods.

Map 5: Canadian Neighbourhoods and Early Child Development (CanNECD) Socio-Economic Status Index Scores, by Neighbourhood.



COVID-19 Impacts

In March of 2020 the Province issued a state of emergency as a result of COVID-19 and ordered all licensed child care to shut down beginning on March 16. Shortly thereafter the Province announced an emergency child care program to support our city's essential workers. The Province ended the Emergency Child Care Program June 26, 2020 and allowed child care centres to reopen with new provincial and local health and safety guidelines.

Emergency Child Care

The Municipal Child Care centres were uniquely positioned to quickly operate emergency child care to support our city's essential front-line workers. The City was the first in Ottawa to open three emergency child care sites (Doctor E. Couture, Esther By, Centre Éducatif Tournesol) located in close proximity to area hospitals to provide child care services to front-line workers. Services were adapted to better meet the needs of families by extending hours (6:30 am to 11 pm) and providing care on the weekend. In total, the Municipal Child Care centres cared for 195 children. As a result of the vast experience of the staff and implementing rigorous safety and screening measures no COVID-19 outbreaks occurred while operating emergency child care in 2020.

Reopening Municipal Child Care Centres

Municipal Child Care centres were able to leverage the experience of operating emergency child care and were well prepared to quickly resume regular services in July 2020 and provide essential supports to our families. Quality was increased through technology improvements that included new software and updated WIFI service allowing for increased communications with families who were restricted from entering the premises due to COVID-19 guidelines.

Municipal Child Care staff played an important role during the pandemic by providing advice, support and resources to Ottawa Public Health and community partners that supported the resumption of child care in Ottawa. Lessons learned and best practises in the Emergency Child Care centres were shared with over 400 participants in two community consultation sessions delivered in both French and English. The success of the emergency child care program and the reopening of child care also paved the way

for schools to reopen in the fall and ensured these essential services stayed open in December during the second Provincial lockdown.

Many families did not return to the Municipal Child Care centres when they initially reopened in July. Recruitment of new children has also been challenging during the pandemic. The initial enrolment in July started at 50% of capacity and has been slowly increasing to almost 70% by February 2021. The ratio of subsidized families has also increased to almost 80%. This reflects an aspect of the disproportionate impacts of COVID-19 on families who face various barriers and systemic challenges and an increased demand for the services Municipal centres offer.

The clients' and employees' health and safety continue to be a top priority. To prevent further transmission of COVID-19 and to keep children and staff safe, the following measures were implemented:

- Communicating regularly with OPH staff
- Reviewing and confirming effective practices to reduce the transmission of COVID-19 including:
 - Screening children and staff for exposure to or symptoms of COVID-19
 - Reminding staff and parents/guardians that they must stay home when sick
 - Cohorting (grouping and separating) children and staff
 - Cleaning and disinfecting surfaces
 - Using personal protective equipment when appropriate (e.g., masking)
 - Ensuring proper hand hygiene
 - Posting signage of appropriate public health measures (e.g. hand hygiene, respiratory etiquette)
 - Maintaining physical distancing

Applying these additional health and safety measures have resulted in additional operating costs. Low enrollment and vacant spaces continue to present significant financial concerns. In 2020, the Municipal Centres remained on budget through

additional Federal and Provincial funding. Additional funding is needed in 2021, beyond what is currently committed, to avoid deficits and maintain service levels.

Mandate Review Analysis

Council's mandate for Municipal Child Care Centres is to serve families who face various barriers and systemic challenges in areas of the city where there are insufficient child care spaces to meet demand and no other child care service providers are able to shift their service offerings.

During the last few years, the Province of Ontario has made significant investments and positive changes to the child care and early years sector. In addition, community demographics, such as low-income households, average age of residents, and the number of families who qualify for subsidy continue to change as our city grows and develops. To ensure services continue to align to Council's mandate a review analysis is required.

A comprehensive review, using several indicators, was conducted to determine if individual centres are currently meeting this mandate. Two categories of indicators were used in the analysis.

- Serving families who face various barriers and systemic challenges
- Community child care capacity in priority neighbourhoods

Serving families who face various barriers and systemic challenges, with a weight of 60% in the analysis, considered a three-year average number of subsidized children served and the number of children on the fee subsidy waitlist. Community child care capacity was given a weight of 40% in the analysis and considered the overall number of child care spaces needed to reach neighborhood access targets, other child care centres in the neighborhood that provide fee subsidy, and the socio-economic vulnerability of that neighbourhood. A minimum score of 70% was required for an MCC Centre to be considered as meeting Council's mandate. See Appendix E for additional details on the analysis. As outlined in Table 1, all MCC Centres but one scored above 70%,

demonstrating alignment with Council’s mandate. Pinocchio was the only MCC Centre that did not obtain a score of 70% or more.

Table 1: Review Analysis Summary

Category 1: Serving families who face various barriers and systemic challenges

Category 2: Community comprising of families with various barriers and systemic challenges / Child Care capacity

Municipal Child Care Centre	Category 1 (60% of total score)	Category 2 (40% of total score)	Total Score (100%)
Anglophone MCC Centres			
Borden Farm	48	33	81
Charmian Craven	56	25	81
Dr. Ernest Couture	58	31	89
Elsie Stapleford	44	28	72
Esther By	60	32	92
Foster Farm	54	30	84
Huron Early Learning	60	35	95
St. Luke’s	48	25	73
Francophone MCC Centres			
Pinocchio	22	12	34
Tournesol	48	30	78

Outside of the mandate analysis, staff started to explore other considerations (i.e. a full cost recovery model / divesting Municipal Child Care Centres), however, with the majority of centres meeting Council’s mandate, and the significant service and financial implications of those considerations, these options were not fully explored as part of this review. One significant operational concern that needs to be considered is at Foster Farm. Additional details on Foster Farm and Pinocchio are provided below.

Pinocchio

Pinocchio, located in New Edinburgh / Rockcliffe Park, had an overall score of 34%.

This is mostly attributable to a low demand for fee subsidy, not being located in a

priority neighbourhood and the availability of other community providers in the area to serve families in receipt of fee subsidies. It is important to note that the client demographic has remained the same since reopening during the COVID-19 pandemic. As seen above in Maps 2 and 4, New Edinburgh/Rockcliffe Park requires a low number of spaces to achieve access targets and the Central East service area where the neighborhood is located exceeds access targets for francophone spaces. Pinocchio is also a leased space which has presented operational challenges such as negotiating lease costs and landlord requirements.

Foster Farm

Foster Farm, located in Pinecrest / Queensway, had an overall score of 84%, meeting Council's mandate. This centre is in a leased space in a neighbourhood where services would have a great impact. However, the centre is in an aging apartment building that was originally converted from apartment units. This has resulted in significant service delivery challenges such as the distance between the playground and the program rooms, space limitations, and increased maintenance. In addition, the centre is grandfathered under the provincial license, meaning any retrofits would require updating the program rooms to current regulations requiring more space and significant investments. Should this aging building undergo renovations in the future, it is likely this would inadvertently cause long service disruptions to the child care program located there.

Recommendations

To ensure Municipal Child Care Centres comply with Council's mandate to serve families facing various barriers and systemic challenges and remain a leading model in offering access to high quality, affordable, and responsive services that provide a positive influence on children's social development, school transition and academic achievement, there is a need to transition the services at Pinocchio and reinvest the funding to a high needs area. Staff recommend Council approve the transition of the Centre éducatif Pinocchio child care services and reinvest the funding to a high needs area based on be based on the Child Care and Early Years Service System Plan 2019-2023, evidence based-data (i.e Number of Child Care Spaces to Reach Access Target,

Neighborhood Vulnerability, Transit oriented locations, New Affordable Housing), availability of land / space, budget and other data as applicable. This would align with the Thriving Communities priority area in the City of Ottawa Strategic Plan 2019-2022 to invest in child care services to improve accessibility, affordability, quality and responsiveness of child care services across all city wards and align with the priorities outlined within the Child Care and Early Years Service System Plan 2019-2023 which responds to the needs of families in Ottawa.

Transferring a licensed centre that minimizes impacts takes significant time to plan with items such as finding and selecting a new location in a high needs area, building / renovating, consulting with stakeholders, meeting licensing conditions, and considering the costs and capital funding. There will also be opportunities with significant growth and major projects in the City such as new affordable housing.

Staff recommend that Council direct staff to develop a business case and capital funding plan to facilitate the transition of Centre éducatif Pinocchio to a high needs area and to address the operational challenges at Foster Farm Child Care Centre as outlined in this report and report back for Council approval in Q1 of 2023.

Pinocchio is not serving families who face various barriers and systemic challenges and is not located in a vulnerable neighbourhood. This is mostly attributable to a low demand from subsidized families and availability of other community providers in the service area. The loss of these services for the Francophone community and other families who access these services need to be considered and mitigated where possible. Having access to French-language child care and early years services is critical for Francophone families in Ottawa. It develops a sense of belonging, fosters community vitality, preserves the language, and encourages attendance in French-language schools. Given the significant time and resources it takes to transition a centre and minimize impacts, staff recommend Council direct staff to prioritize and work with the Pinocchio landlord and a not-for-profit child care provider to maintain and seamlessly transition these critical francophone child care services at the Pinocchio location.

Implementation

To minimize the impacts on families, children and staff, the services at Pinocchio and Foster Farm would continue until the business case and capital funding plan can be approved by Council and the services can be seamlessly transitioned. This approach is also important to maintain the existing spaces as a result of the COVID-19 pandemic which has had an unprecedented impact with significant disruption to the child care and early years sector. The services provided are essential to children and families while also helping with economic recovery. The essential nature of early years programs has never been more recognized.

Once the report recommendations are approved by Council, staff will begin to assess opportunities and plan for items such as a new location in a high needs area, building / renovating, consulting with stakeholders, meeting licensing conditions, considering the costs and capital funding and how to seamlessly transition services for Council consideration. The report is estimated to be completed by Q1 of 2023.

Appendix A – List of Neighbourhoods

1. Alta Vista
2. Bayshore/Crystal Bay
3. Beacon Hill
4. Beaverbrook/Marchwood
5. Bells Corners
6. Blackburn Hamlet/Mer Bleue
7. Blossom Park
8. Bridlewood
9. Cardinal Creek/Fallingbrook
10. Carleton Heights
11. Carlington
12. Carlsbad Springs/Findlay Creek
13. Carp/Fitzroy/Kinburn
14. Centretown
15. Chapman Mills/Rideau Crest
16. Chatelaine/Convent Glen
17. Clementine/Riverside Park
18. Constance Bay/Dunrobin
19. Copeland
20. Cumberland/Navan/Vars
21. Cyrville
22. Dalhousie
23. Glebe
24. Glencairn
25. Goulbourn/Munster/Richmond
26. Half Moon Bay/Stonebridge
27. Hawthorne Meadows/Riverview
28. Hunt Club East
29. Hunt Club West
30. Katimavik/Hazeldean
31. Lower Town
32. Metcalfe/Osgoode/Greely
33. Nepean Central
34. Nepean East
35. New Edinburgh/Rockcliffe Park
36. Old Barrhaven
37. Orléans Southsys
38. Ottawa East/Sandy Hill
39. Ottawa North East
40. Ottawa South
41. Ottawa West
42. Overbrook
43. Pinecrest/Queensway
44. Portobello South
45. Queenswood Heights
46. Rideau
47. Riverside South
48. South March
49. Stittsville
50. Vanier
51. Westboro

Appendix B: Licensed Spaces in Municipal Child Care Centres

Centre Name	Toddler Spaces	Preschool Spaces	Total
Anglophone MCC Centres			
Borden Farm	15	32	47
Charmian Craven	15	32	47
Dr. Ernest Couture	10	24	34
Elsie Stapleford	10	24	34
Esther By	10	24	34
Foster Farm	0	32	32
Huron Early Learning	15	32	47
St. Luke's	15	32	47
Francophone MCC Centres			
Pinocchio	15	16	31
Tournesol	10	24	34
TOTAL	115	272	387

Appendix C: 2021 Budget

Expenditures by Type	2021 Budget	%
Salaries, Wages & Benefits	9,909,593	86%
Materials & Services	799,750	7%
Program Facility Costs	756,243	7%
Net Operating Expenditures	11,465,586	100%
Revenues by Type		
Provincial General Operating Funding	(1,363,076)	18%
Fees and Services	(5,153,237)	68%
Anticipated Government Funding**	(1,050,000)	14%
Total Revenue	(7,566,313)	100%
Net Operating Requirement	3,899,273	
Average Annual Capital Expenditures*	300,000	
Total Municipal Investment	4,199,273	

*Average cost of capital Expenditures such as lifecycle, accessibility, and other upgrades

** Anticipated provincial/federal funding to cover increased costs related to COVID

Appendix D: Current Staffing Complement

Position Titles	Full Time Equivalents (FTE's)
Supervisor (RECE)	10.00
Teacher II (RECE)	19.00
Teacher I (RECE)	49.00
Teacher's Assistant Pool	12.29
Child Care Housekeeper	7.20
Child Care Cook	11.00
Administration	4.00
Total	112.49

Appendix E: Mandate Matrix

Category 1: Serving families who face various barriers and systemic challenges

Category 2: Community comprising of families with various barriers and systemic challenges / Child Care capacity

Municipal Childcare Centres	Category 1 (60%)			Category 2 (40%)			Total (40)	Total Score (100)
	Subsidized children served (52)	Children on Fee Subsidy Waitlist (8)	Total (60)	Spaces needed to reach access targets (24)	Other centres that provide fee subsidy (8)	Neighbourhood with barriers (8)		
Borden Farm	40	8	48	24	6	3.2	33	81
Charmian Craven	52	4	56	18	4	3.2	25	81
Dr. Ernest Couture	52	6	58	24	4	3.2	31	89
Elsie Stapleford	40	4	44	18	8	1.6	28	72
Esther By	52	8	60	18	6	8.0	32	92
Foster Farm	52	2	54	18	4	8.0	30	84
Huron Early Learning	52	8	60	24	8	3.2	35	95
Pinocchio	20	2	22	6	4	1.6	12	34
St. Luke's	40	8	48	18	4	3.2		73
Tournesoll	40	8	48	18	4	8.0	30	78