York Region

COUNCIL ATTACHMENT 1

DRAFT

CHILD CARE Infrastructure Plan

January 2006

best Start

January 2006
Community Services and Housing Department
Family and Children's Services Division

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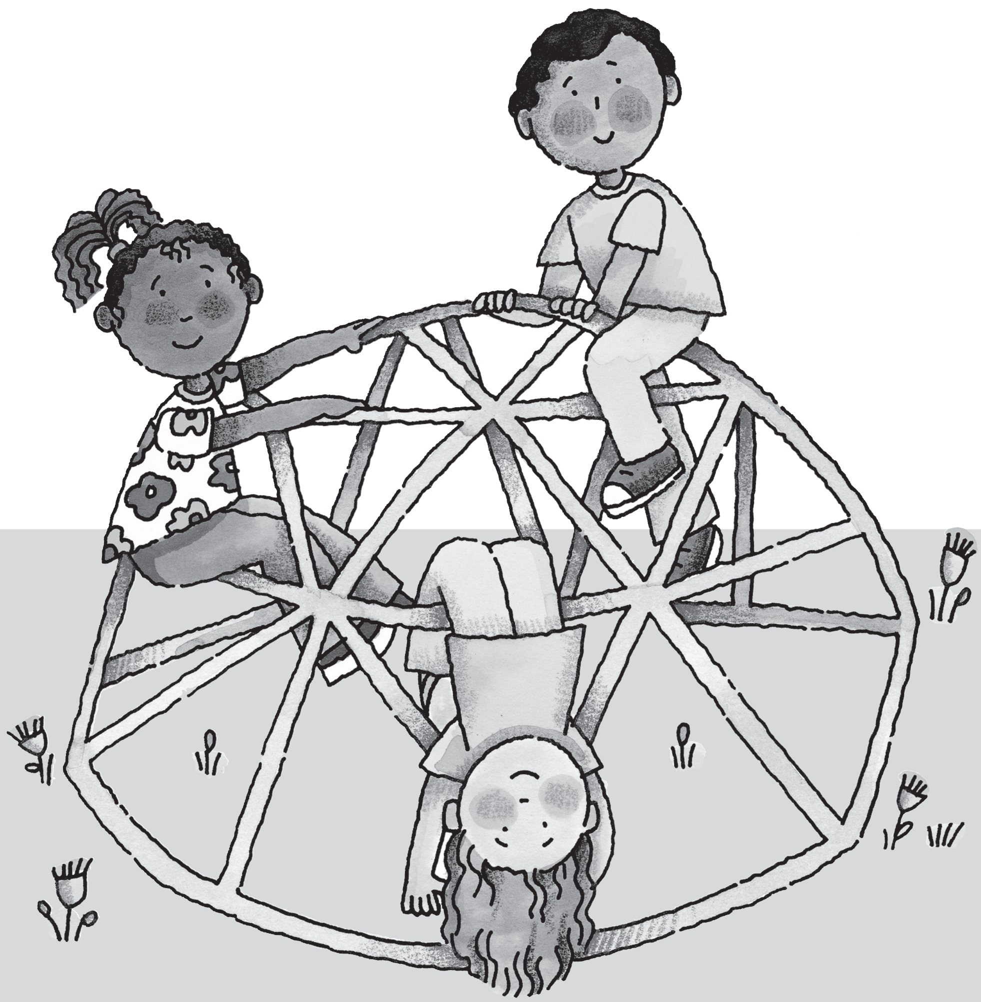
1. Introduction



1. Introduction

The Ministry of Community and Social Services announced its Best Start Strategy in the fall of 2005 and requires Consolidated Municipal Service Managers (CMSMs) to revise their Child Care Service Plan to include Best Start components within their child care planning and management responsibilities and to develop a Best Start Child Care Infrastructure Plan to March 2008.

1.1 Best Start Child Care Infrastructure Plan

The updated *Child Care Service Plan - Child Care Matters,* including the Best Start child care components and the *Child Care Transition Plan,* provide an overview of the child care service system and areas of growth required to meet the child care needs of families in York Region. *The Best Start Child Care Infrastructure Plan* is developed based on these documents.

The *Best Start Child Care Infrastructure Plan* to March 2008 provides the framework to increase licensed child care spaces and subsidies by March 31, 2008. The provincial priority for expansion is children in junior and senior kindergarten and moderate growth in the child care system for children 0 - 4 years.

The *Best Start Child Care Infrastructure Plan* outlines the infrastructure needs for renovation and new building requirements for the development of new child care spaces for April 1, 2006 to March 31, 2008.

The Plan includes requests for infrastructure funding for child care expansion of 2698 spaces including the sites to be renovated or constructed, the costs for each project and the timeframes for completion to March 31, 2008.

Provincial Best Start guidelines identify that CMSMs, like York Region, may include the construction and/or renovation costs related to the development of an early learning and care hub provided the overall targets for expansion can be actualized.

The growth in licensed child care spaces to 21,503 by June 2005, has been significant and reflects the growth in child population. However, it addresses only a portion of the need of the over 100,000 children, aged 0 - 12 years in York Region, who live in families where either both parents or the lone-parent are employed. In addition, while there has been a 63% increase in licensed spaces since 1999, the provincial wage subsidy funding approval has increased by 13%. This has resulted in over 80% of licensed child care centres not receiving the level of wage subsidy funding for which they are eligible under provincial guidelines.

The *Best Start Child Care Infrastructure Plan* and the proposed allocation of provincial 100% funding will enable York Region, by March 31, 2008, to expand the licensed child care system in excess of the Ministry target of 1,480 spaces. Proposals for 2,688 new child care spaces included in the Plan exceed the Ministry target by over 80% and are within the provincially approved funding allocation.

1.1.1 Guiding Principles

Child care providers are required to pursue a balanced, pragmatic approach to infrastructure development and renewal based on these five principles:

1. The public interest is paramount.

2. Value for money must be demonstrable.

3. Appropriate public control/ownership must be preserved.

4. Accountability must be maintained.

5. All processes must be fair, transparent and efficient.

These principles must be considered and explicitly referenced in all infrastructure proposals.

1.1.2 Provincial Eligibility Criteria

In order to be eligible for Best Start Child Care Infrastructure Funding:

- Child care providers must execute an Infrastructure Agreement with the Regional Municipality of York.

- Programs must demonstrate to the Regional Municipality of York that they are financially viable and operationally sound.

- Child care providers seeking infrastructure funding under the infrastructure guidelines must also demonstrate to the Regional Municipality of York that they:

    - Meet the requirements for a contract for infrastructure funding and fee subsidies.

    - Are financially viable (audited financial statements for two most recent fiscal years) and/or able to sustain the program in the future through a sound business plan (needs assessment in support of the proposal).

    - Have the expertise, knowledge, skills and resources to implement all aspects of the infrastructure project.

    - Are incorporated as a non-profit corporation.

    - Meet all provincial eligibility criteria.

Child care operators whose proposals are included in the Best Start Child Care Infrastructure Plan, but who are unable to meet the provincial eligibility criteria, will not be eligible for infrastructure funding.

1.1.3 Provincial Schools First Policy

The provincial "Schools First Policy" states that, "schools will be the first choice for the expansion of child care spaces as part of Best Start".

- The expansion of child care spaces must be developed within the context of the "Schools First Policy".
- Consistent with the "Schools First Policy", the Ministry of Children and Youth Services encourages the expansion of child care within the non-profit sector located in schools.

1.1.4 Ministry Priorities

The Ministry has established the following criteria for the expansion of child care spaces in order of priority:

1. Create new child care spaces through renovations/retrofits in schools to provide licensed care options for children in JK and SK age groups, as well as child care for children 0 - 4 years.
2. Create new child care spaces for children in JK and SK as well as child care for children 0 - 4 years in new school buildings.
3. Develop new child care spaces in an existing child care program or home-based child care service within or close proximity to a "neighbouring early learning and care hub".
4. Create new child care spaces within an existing licensed centre-based child care program and/or home-based child care service within close proximity to a school.
5. Establish new child care facilities to provide licensed child care options within close proximity to a school and/or neighbouring early learning and care hub.

1.1.5 Ministry of Education

The School Boards have developed long-term capital plans which were to be submitted to the Ministry of Education by December 16, 2005. These plans will contain several elements including plans for new facilities, plans to implement 20:1 class size reductions, plans for facility renewal and potential Best Start locations. These plans require approval from the Ministry of Education. Construction of new child care spaces in new schools will be funded through the Ministry of Education.

1.1.6 Identification of Programs / Spaces to Receive Subsidies

York Regional Council has approved that child care fee subsidy be administered to families on a "first come - first served" basis. Fee subsidies are assigned to individual children within eligible families and not to operators, programs or spaces.

York Region will enter into Purchase of Service Agreements with all operators of new spaces funded through Best Start to enable child care fee assistance to be accessed by eligible families.

1.1.7 Child Care Operators of Licensed Spaces in New Schools

A Selection Committee comprised of York Region and the School Board in whose new school a child care centre is being built, will review proposals from child care operators against the Best Start Child Care Provider Selection Checklist. Refer to Appendix 2.

The Selection Committee will make recommendations to the School Board. The School Board will conduct a selection process and inform York Region of the successful applicant.

1.2 Service Management

While child care services are a shared responsibility among the federal, provincial and local levels of government, it is the local government, in this case York Region, that is responsible for the administration and provision of child care services in accordance with the Day Nurseries Act (the Act).

In the mid 1990s the provincial government, as part of its reform agenda, began a review of "Who Does What" which led to the legislated realignment of local services under the Services Improvement Act. In the case of child care services, this resulted in amendments to the Act that changed York Region's role and responsibilities.

The Ministry retains a number of responsibilities including federal and provincial relations, setting the provincial legislative framework, strategic planning, and determining cost sharing arrangements for local government based on legislated funding formulae and budgets approved by the Ministry.

As a result of changes to the Act, and in addition to retaining its existing responsibilities for the administration of fee assistance and for delivery of services to children with special needs, York Region became responsible for service system management in July 1999. York Region's child care mandate now includes:

- Service System Planning
- Service Delivery
- Resource Allocation

- Administration of:
    - Fee Assistance (including fee assistance previously administered by approved corporations)
    - Child Care Special Needs Resourcing
    - Wage Subsidy
    - Pay Equity
    - Resource Centres
- Quality Assurance
- Governing the Service Delivery Organizations

1.2.1 Service Levels and Expenditure in 2004

York Region met or exceeded Ministry service level targets in fee subsidy and child care special needs resourcing. Child care program expenditure was within the Ministry approved budget. A favourable variance in wage subsidy, in year, due to program closures, was used to address health and safety concerns, identified by the Ministry, in child care centres.

1.3 Planning for Best Start

1.3.1 Child Care Expansion Task Group

The Task Group meets regularly to verify child care information and identify opportunities for child care expansion in schools. The Group will continue to meet through 2005/06 to confirm that expansion targets are being met.

Members of the task group include:

Johanne Dupré	*Administratrice des Projets meilleur départ , CSDCCS*
Ruth Lambert	*Superintendent, Community Education, YRDSB*
Lewis Morgulis	*Coordinator of Accommodation Planning, Planning and Property Development Services, YRDSB*
Tom Pechkovsky	*Manager of Planning Services, YCDSB*
Kathryn Pelligrini	*Program Resource Teacher, YCDSB*
Royal Piche	*Superintendent of Education, CSDCSO*
Joy Vance	*Coordinator of Child Care and Community Services, YRDSB (to August 2005)*
Elizabeth Wagle	*Director of Family and Children's Services, York Region*
Gayle Whitehead	*Manager of Community Programs, YRDSB (commencing August 2005)*
Connie Wilson	*Manager of Child Care Services, York Region*
Lee Wilson	*Superintendent of Education and Student Services, YCDSB*
Fran Zeppieri	*Manager of Child Care, YCDSB*

1.3.2 Best Start Network

The Best Start Child Care Infrastructure Plan is a provincially required component of the Best Start Phase 1 Integrated Implementation Plan which is being developed by the Best Start Network for submission to the Province by December 31, 2005. York Region, with the local Best Start Network, will integrate the Best Start Child Care Infrastructure Plan into the Phase 1 Integrated Implementation Plan.

Members of the Best Start Network include:

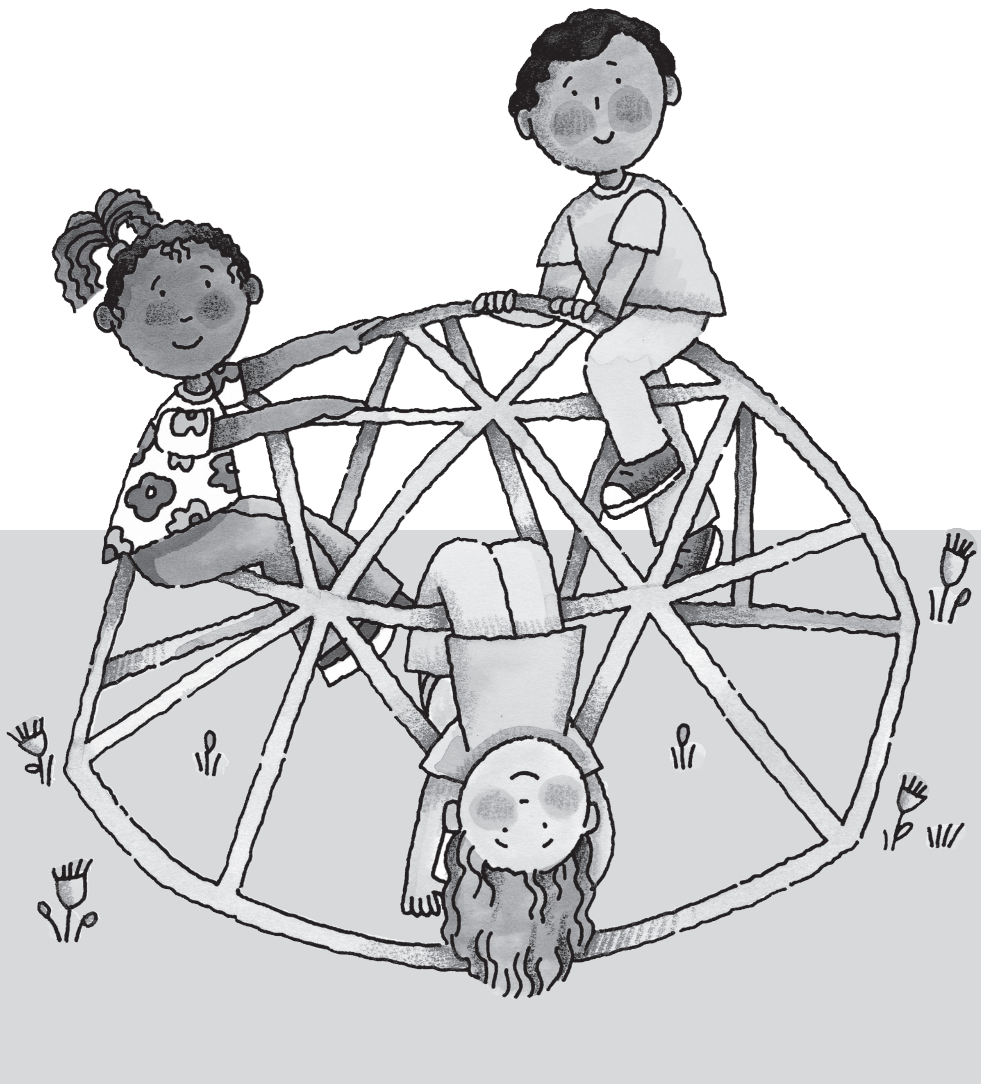
Name	Sector
Linda Adams-Best	Health and Specialized Services
Dan Beale	Early Identification & Intervention Programs
George Davidson	Income & Security Programs
Howard Dayton	Consolidated Municipal Service Manager
Johanne Dupré	Conseil scolaire de district catholique Centre-Sud
Royal Piche	Conseil scolaire de district du Centre-Sud-ouest
Laurie Landy	Post Secondary Education
Sylvia Pivko	Children's Mental Health Services and Child Protection Services
Marilyn Santiguida	Early Learning and Care Programs
Sue Sheffield	Health and Specialized Services
Karen Turack	Community Services
Joy Vance	Ontario Early Years
Gayle Whitehead	York Region Public School Board (Alternate)
Fran Zeppieri	York District Catholic School Board (Alternate)
Ruth Lambert	York District School Board
Lee Wilson	York District Catholic School Board

1.4 Local Review Approval Process

Following Senior Management's approval, the Best Start Child Care Infrastructure Plan will be submitted to the Community Services and Housing Committee and Regional Council for approval.

Following Regional Council approval, the Plan will be submitted to the Ministry of Children and Youth Services and integrated into the Best Start Phase 1 Integrated Implementation Plan which will be submitted to the province by the Best Start Network.

2. Overview of York Region



2. Overview of York Region

2.1 Demographics

2.1.1 Growth

Since 1986, York Region has experienced the highest growth in the Greater Toronto Area (GTA) and continues to be one of the fastest growing regions in Canada. York Region's current population of 842,000 is anticipated to reach over 1 million by 2010 and approximately 1.28 million by 2026. York Region is forecast to continue as the fastest growing region in the GTA to the year 2031.

The number of children and youth is growing rapidly. According to 2001 Census data, York Region's child population between 0 - 14 years grew by 16.4% (18,759) from 136,951 to 155,710 between 1996 and 2001.

In 2001, there were 133,165 children between the ages of 0 and 12, living in York Region.

- 26,865 children between the ages of 0-2,
- 29,045 children between the ages of 3-5, and
- 77,225 children between the ages of 6-12.

(Source: 2001 Census, Statistics Canada)

In 2004, it is estimated that there were 147,813 children between the ages of 0 - 12 living in York Region.

- 29,820 children between the ages of 0-2
- 32,240 children between the ages of 3-5, and
- 85,753 children between the ages of 6-12.

(Source: 2001 Census, Statistics Canada)

Refer to Appendix 1, Map #1: Where Are Children Living in York Region? (0 - 4 years old).

2.1.2 Birth Rates

Table 1 shows that between 1998 and 2003, the number of hospital births to York Region residents increased by 1,902 (25.2%).

Table 1

Number of Hospital Births to York Region Residents, 1998 - 2004

1998	1999	2000	2001	2002	2003	2004
7,524	7,747	8,057	8,918	9,258	9,426	2,394*

* January 1, 2004 - March 31, 2004 only   Source: Health Services Department, York Region

2.1.3 Immigration

Within York Region, the proportion of foreign-born individuals increased from 36% to 39% of York Region's total population during the period 1996 to 2001. Six percent (43,405) of York Region's population immigrated to Canada during 1996 to 2001. (Source: 1996 & 2001 Census Statistics Canada and Report No. 8 of the Planning and Economic Development Committee, York Region, 2003). Refer to Appendix 1, Map 2: Number of Recent Immigrants by Census Tract.

In the 2001 Census, 38% of York Region's population reported a non-official language as their mother tongue - an increase of 43.4% (83,360) since 1996. In 2001, according to the Census, York Region was the third highest area in the province for households where neither official language was spoken at all.
The 2001 Census indicates that 2.1% (2,815) of York Region children, 0 - 12 years of age, were living in households where neither official language was spoken. Refer to Appendix 1, Map 3: Proportion of Elementary and High School Students Born Outside of Canada, 2004.

2.1.4 Income and Child Poverty

In 2001, York Region had the highest median income in the GTA. However, there is an increasing polarization of income levels and a growing number of low income households emerging. Children living in low income families are vulnerable. These families include:

- Lone parent families whose financial well-being is dependent on a single income.
- Recent immigrant families who often have difficulty finding adequate employment.
- Families of low income earners whose lower wage employment keeps their income below the Low-Income-Cut-Off.

The number of low income economic families increased by 108% from 8,340 in 1991 to 17,370 in 2001. (Source: 1991 and 2001 Census, Statistics Canada)

In 2001, 13,910 children, 0 - 12 years of age, lived in low income households. (Source: Statistics Canada Custom Tabulations, Census 2001)

- 3.2% (6,430) between 0 - 6 years
- 3.8% (7,480) between 7 - 12 years

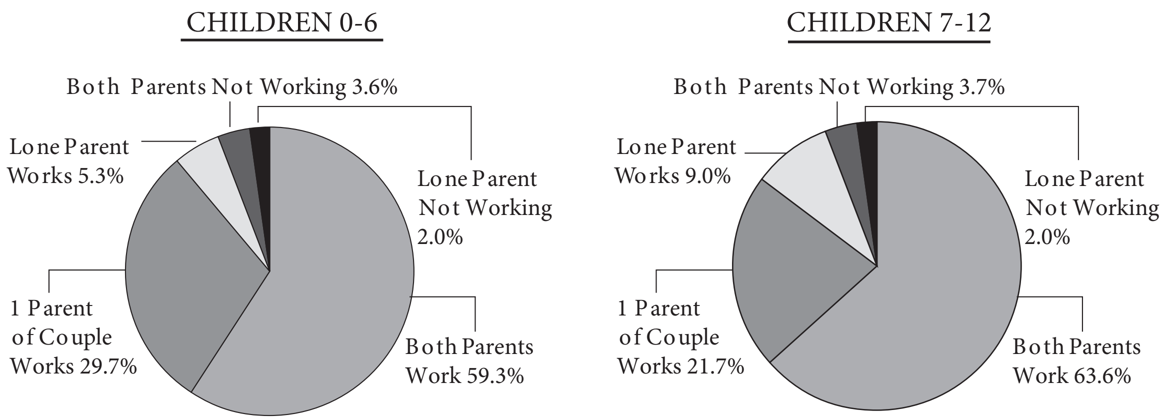
Refer to Appendix 1, Map 4: Children 0 to 18 Years Living in Low-Income Families.

2.2 Licensed Child Care Spaces

Child care services have been greatly influenced by social and labour force changes over the past couple of decades. Traditionally, the responsibilities of child care were borne by mothers. This is no longer the case due to the increased tendency of women to participate in the paid labour force. (Source 3: A Profile of the Childcare Services Industry, Statistics Canada, 2002). Refer to Chart 1.

Chart 1

Proportion of Children by Parental Employment and Family Structure



While the growth in licensed child care spaces to 21,503 (including 1,201 nursery school spaces) by December 31, 2004 has been significant, it addresses only a portion of the need of the 101,451 children, age 0 - 12 years, in York Region who live in families where either both parents or the lone parent are employed. (Source: Statistic Canada Customs Tabulation Census Canada, 2001 - estimate based on child population growth in previous years).

- Between 2001 and 2004, the child population (birth to12 years) is estimated to have risen by 14,755 (11.08%).

- Between 2001 and 2004, the number of licensed centre-based spaces has increased by 4,528 (2.8%).

- In 2004, in York Region, licensed care is estimated to have met the needs of 10.8% of children 0-2 years, 41.1% of children 3-5 years and 14.2% of children 6-12 years who have either both or lone parent working. Refer to Table 2.

Table 2

Availability of Full-Day Licensed Centre-Based or Children, 0-12 years, Who Have Either Both Parents or Lone Parent Working, York Region, 2004

Age of Children	Total Number of Children	Number of Children with Both Parents or Lone Parent Working*	% of Children with Both Parents or Lone Parent Working	Licensed Spaces for Children Requiring Care	% of Spaces for Children Requiring Care
0-2	29,850	18,220	61%	1,965	10.8
3-5	32,270	21,659	67%	8,910	41.1
6-12	85,800	61,572	72%	8,723	14.2
Total	147,920	101451	69%	19,598**	19.3

**This is an estimate based on child population growth and parent participation in the workforce in previous years.*
***Nursery School spaces not included. Source: 2001 Census, Custom Tabulations, Statistics Canada*

In 2004, there were 1,965 licensed centre-based child care spaces for children 0 - 2 years, 8,910 licensed spaces for children 3 - 5 years and 8,723 spaces for children 6 - 12 years.

This suggests that approximately 89% of children 0 - 2 years, 59% of children 3 - 5 years and 86% of children 6 - 12 years, with either both or lone parent working, are cared for outside the formal licensed child care system.

3. Child Care Infrastructure Plan for Renovations/New Spaces, April 1, 2006 to March 31, 2007 According to Provincial Priorities

3. Child Care Infrastructure Plan for Renovations /New Spaces, April 1, 2006 to March 31, 2007 According to Provincial Priorities

3.1 Provincial First Priority - Renovations/Retrofits in Schools, April 1, 2006 to March 31, 2007

The availability of space in existing schools will be affected by the Ministry of Education requirement of a 20:1 class, as well as rapidly changing population and immigration patterns. The content of Table 3 is subject to Ministry of Education approvals and/or School Boards approvals.

Child care operators will be required to meet all Ministry requirements for infrastructure funding before being approved for funding for renovations/retrofits in schools. Refer to Table 3.

Table 3

Proposed Renovations/Retrofits in Existing Schools April 1, 2006 to March 31, 2007 Subject to Board Approval

Planning Area	Board	Proposed New Spaces		Renovation /Retrofit	Start-Up	Project Completion Date
		0 - 30	2 ½ - 5			
Richmond Hill	YCDSB	0	20 JK/SK	$20,000	$8,000	Sept. 06
Georgina	YCDSB	0	20 JK/SK	$25,000	$30,000	Sept. 06
Georgina	YRDSB	0	20 JK/SK	$25,000	$30,000	Sept. 06
Richmond Hill	YRDSB	0	20 JK/SK	$100,000	$40,000	Sept. 06
Georgina	YRDSB	0	20 JK/SK	$100,000	$30,000	Sept. 06
East Gwillimbury	YRDSB	0	20 JK/SK	$50,000	$30,000	Sept. 06
Newmarket	YRDSB	0	20 JK/SK	$100,000	$123,050	Sept. 06
Newmarket	YRDSB	0	20 JK/SK	$100,000	$90,000	Sept. 06
Markham	YRDSB		20 JK/SK	$100,000	$90,000	Sept. 06
Markham	YRDSB		20 JK/SK	$100,000	$90,000	Sept. 06
Richmond Hill	YRDSB		20 JK/SK	$100,000	$90,000	Sept. 06
Vaughan	YRDSB		20 JK/SK	$100,000	$90,000	Sept. 06
Vaughan	YRDSB		20 JK/SK	$100,000	$90,000	Sept. 06
Markham	CSDCCS	15	24 (2 JK /SK rooms)	$432,000*	$58,500	Sept. 06
King	CSDCSO	15	24	$500,000	$58,500	Sept. 06
Sub Total		**30**	**308**	**$1,952,000**	**$948,050**	

**Ministry of Education has advised that funding is not available for JK/SK rooms. York Region has been requested to obtain a written request from CSDCCS for this funding with a description of the purpose to be provided to the Ministry of Education.*

***Best Start Network has recommended renovation for a dual purpose site - Early Learning and Care Hub and/or child care spaces licensable under DNA, according to community need.*

3.2 Provincial Second Priority - New Child Care Spaces in New School Buildings

School Board plans to include child care centres when building new schools are dependent on provincial approval of infrastructure plans, funding allocations through the Best Start Strategy and approval by the Ministry of Education of each Board's Capital Plan. Where child care operators have already entered into negotiation for construction or signed leases for space in new schools, provincial approval will be sought for their eligibility for Best Start Infrastructure Funding. Child care operators will be required to meet all Ministry requirements before being approved for start-up funding for new spaces in new schools. Refer to Table 4.

Table 4

Proposed New Child Care Spaces in New School Buildings
April 1, 2006 to March 31, 2007

Planning Area	Board	Proposed New Spaces		Construction**	Start-Up	Project Completion Date
		0 - 30	2 ½ - 5			
Vaughan	YCDSB	0	72		$188,000	Sept. 06
Markham	YRDSB	0	*		$215,000	
Oak Ridges	YRDSB	0	*		$215,000	
Sub Total			**72**		**$618,000**	

** Included in Transition Plan*
*** Funded by Ministry of Education through grants for new pupil spaces.*

3.3 Provincial Third Priority - New Child Care Spaces within an Existing Licensed Centre-Based or Home-Based Child Care Program within Close Proximity to a School, April 1, 2006 to March 31, 2007

Child care operators will be required to meet all Ministry requirements before being approved for infrastructure funding for new child care spaces within an existing licensed centre-based or home-based child care program within close proximity to a school. Refer to Table 5.

Table 5

Proposed New Child Care Spaces Within an Existing Licensed Centre-Based/Home-Based Program, April 1, 2006 to March 31, 2007

Planning Area	Proposed New Spaces		Renovation /Retrofit	Start-Up	Project Completion Date
	0 - 30	2 ½ - 5			
Newmarket	0	16	$50,000	$50,000	Sept. 06
Richmond Hill	0	16	$9,000	$20,000	Sept. 06
King	25	24	$250,000	$134,000	Sept. 06
Newmarket		10	Home based	$18,930	Sept. 06
Sub Total	**25**	**66**	**$309,000**	**$222,930**	

Rationale
These programs are near schools and meet a community need. Operators will be required to include how they will link with schools in their Business Case submission.

3.4 Provincial Fourth Priority - Establish New Child Care Facilities Within Close Proximity to a School, April 1, 2006 to March 31, 2007

Child care operators will be required to meet all Ministry requirements before being approved for infrastructure funding to establish new child care facilities within close proximity to a school. Refer to Table 6.

Table 6
Proposed New Child Care Facilities Within Close Proximity to a School April 1, 2006 to March 31, 2007

Planning Area	Proposed New Spaces		Renovation / Retrofit	Start-Up	Year
	0 - 30	2 ½ - 5			
East Gwillimbury	10	44	$665,000	$40,000	Sept. 06
Sub Total	**10**	**44**	**$665,000**	**$40,000**	

Rationale
This program is near a school and meets a community need as there is no longer sufficient space in the school for a child care centre. The operator will be required to include how they will link with schools in their Business Case submission.

Grand Total (Tables 3 to 6)	**65**	**490**	**$2,926,000**	**$1,929,980**	**2006/07**

3.5 "Soft Costs" for 2006/2007

Where child care operators have already entered into negotiation, paid deposits or signed leases for new spaces in new schools, provincial approval will be sought for their eligibility for Best Start Infrastructure Funding.

Until School Board Capital Plans have been approved, initial "soft costs" cannot be finalized. Costs could include legal fees, architect fees and consultant costs generated by child care operators. In addition, lease costs for the first 3 months of operation may be included in "soft costs" to support child care operators as they enrol children to meet the licensed capacity.

In compliance with provincial direction, 15% ($450,000) of Infrastructure costs have been allocated for "soft costs". Refer to Table 17.

3.6 Development of Early Learning and Care Hubs

Provincial Best Start Guidelines identify that the CMSM, York Region, may include the construction and/or renovation costs related to the development of an early learning and care hub provided that overall targets for expansion can be actualized.

No sites have been identified for the renovation / construction of Early Learning and Care Hubs in 2006/07 through the School Boards by the Best Start Network.

4. Child Care Infrastructure Plan for Renovations/New Spaces, April 1, 2007 to March 31, 2008 According to Provincial Priorities

4. Child Care Infrastructure Plan for Renovations/ New Spaces, April 1, 2007 to March 31, 2008 According to Provincial Priorities

4.1 Provincial First Priority - Renovations/Retrofits in Schools, April 1, 2007 to March 31, 2008

The availability of space in existing schools will be affected by the Ministry of Education requirement of a 20:1 class, as well as rapidly changing population and immigration patterns. The content of Table 7 is subject to Ministry of Education approvals and/or School Boards approvals.

Child care operators will be required to meet Ministry requirements for infrastructure funding before being approved for funding for renovations/retrofits in schools. Refer to Table 7.

Table 7

Proposed Renovations/Retrofits in Existing Schools April 1, 2007 to March 31, 2008, Subject to Board Approval

Planning Area	Board	Proposed New Spaces		Renovation /Retrofit	Start-Up	Project Completion Date
		0 - 30	2 ½ - 5			
Maple	YRDSB		40 JK/SK	$100,000	$120,000	Sept. 07
Aurora	YRDSB		20 JK/SK	$100,000	$90,000	Sept. 07
Markham	YRDSB		20 JK/SK	$100,000	$90,000	Sept. 07
Vaughan	YRDSB		40 JK/SK	$800,000	$120,000	Sept. 07
Markham	YRDSB		40 JK/SK	$800,000	$120,000	Sept. 07
Markham	YRDBS		40 JK/SK	$800,000	$120,000	Sept. 07
Richmond Hill	YCDSB	0	56	$500,000	$144,000	Sept. 07
Vaughan	YCDSB		40 JK/SK	$100,000	$120,000	Sept. 07
Richmond Hill	CSDCSO	20	40*	$228,000 $432,000*	$90,000	Sept. 07
Aurora	CSDCCS	15	24	$570,000 child care centre** $432,000*	$120,000	Sept. 07
Maple	CSDCCS		40	$600,000 child care centre	$60,000	Sept. 07
Sub Total		**35**	**400**	**$5,562,000**	**$1,194,000**	

** Ministry of Education has advised that Best Start funding is not available for JK/SK rooms. CSDCSO & CSDCCS to provide written request providing detail of this funding to be provided to the Ministry of Education.*
*** Land acquisition costs of $350,000 are included in "soft costs" allocation. Table 17.*

4.2 Provincial Second Priority - New Child Care Spaces in New School Buildings, April 1, 2007 to March 31, 2008

School Board plans to include child care centres when building new schools are dependent on provincial approval of infrastructure plans, funding allocations through the Best Start Strategy and approval by the Ministry of Education of each Board's Capital Plan. Child care operators will be required to meet all Ministry requirements before being approved for start-up funding for new spaces in new schools. Refer to Table 8.

Table 8

Proposed New Child Care spaces in New School Buildings April 1, 2007 to March 31, 2008

Planning Area	Board	Proposed New Spaces		Construction *	Start-Up	Project Completion Date
		0 - 30	2 ½ - 5			
Aurora	YRDSB		40 JK/SK + 16 Preschool		$144,000	Sept. 07
Markham	YRDSB		40 JK/SK + 16 Preschool		$144,000	Sept. 07
Vaughan Maple	YRDSB		40 JK/SK		$120,000	Sept. 07
Vaughan Maple	YRDSB		40 JK/SK + 16 Preschool		$144,000	Sept. 07
Stouffville	YRDSB		40 JK/SK + 16 Preschool		$144,000	Sept. 07
Vaughan Maple	YRDSB		40 JK/SK + 16 Preschool		$144,000	Sept. 07
Markham	YCDSB		72		$168,000	Sept. 07
Vaughan/Maple	YCDSB		72		$168,000	Sept. 07
Newmarket	CSDCCS	0	72		$168,000	Sept. 07
Sub Total			**536**		**$1,344,000**	

*Funded by Ministry of Education through grants for new pupil spaces.

4.3 Provincial Third Priority - New Child Care Spaces within an Existing Licensed Centre-Based or Home-Based Child Care Program within Close Proximity to a School, April 1, 2007 to March 31, 2008

Child care operators will be required to meet all Ministry requirements before being approved for infrastructure funding for new child care spaces within an existing licensed centre-based or home-based child care program within close proximity to a school. Refer to Table 9.

Table 9

Proposed New Child Care Spaces Within an Existing Licensed Centre-Based or Home-Based Program, April 1, 2007 to March 31, 2008

Planning Area		Proposed New Spaces		Construction*	Start-Up	Project Completion Date
		0 - 30	2 ½ - 5			
York Region-wide	Home-based		50		$58,125	Mar. 08
Markham	Home-based		15		$14,000	Mar. 08
Newmarket	Home-based		25		$18,930	Mar. 08
Sub Total			**90**		**$91,055**	

Rationale
These programs are near schools and meet a community need. Operators will be required to include how they will link with schools in their Business Case submission.

4.4 Provincial Fourth Priority - Establish New Child Care Facilities within Close Proximity to a School, April 1, 2007 to March 31, 2008

Child care operators will be required to meet all Ministry requirements before being approved for infrastructure funding to establish new child care facilities within close proximity to a school. Refer to Table 10.

Table 10

Proposed New Child Care Facilities within Close Proximity to a School, April 1, 2007 to March 31, 2008

Planning Area	0 - 30	2 ½ - 5	Renovation /Retrofit	Start-Up	Project Completion Date
Markham	0	40	$125,000	$60,000	2007
Aurora	10	44	$450,000	$81,000	Jan. 08
Sub Total	**10**	**84**	**$575,000**	**$141,000**	
Total (Tables 7 - 10)	**45**	**1,110**	**$6,487,000**	**$2,770,055**	

Rationale
These programs are near schools and meet a community need. Operators will be required to include how they will link with schools in their Business Case submission.

4.5 "Soft Costs" for 2007/2008

Where child care operators have already entered into negotiation, paid deposits or signed leases for new spaces in new schools, provincial approval will be sought for their eligibility for Best Start Infrastructure Funding.

Until School Board Capital Plans have been approved, initial "soft costs" cannot be finalized. Costs could include legal fees, architect fees and consultant costs generated by child care operators. There will also be land acquisition costs for some new sites. In addition, lease costs for the first 3 months of operation may be included in "soft costs" to support child care operators as they enrol children to meet the licensed capacity.

A budget of $2.5 million has been estimated for "soft costs" for 2006/2007 and includes land acquisition costs. Refer to Table 17.

4.6 Development of Early Learning and Care Hubs

CMSMs may include the construction and/or renovation costs related to the development of an early learning and care hub provided the overall targets for expansion can be actualized. The Provincial target for the period April 1, 2007 to March 31, 2008 is 710 spaces. The Infrastructure Plan proposes 1,145 spaces for the period which exceeds the provincial target by 435 (61%).

In compliance with the provincial "Schools First Policy", it is proposed that unallocated infrastructure funding (2007/08) be allocated according to the Ministry's priorities to:

- Renovate/retrofit to enable the expansion of early learning and care programs in schools.

- Construct Early Learning and Care Hubs in new schools.

Sites to be determined based on:

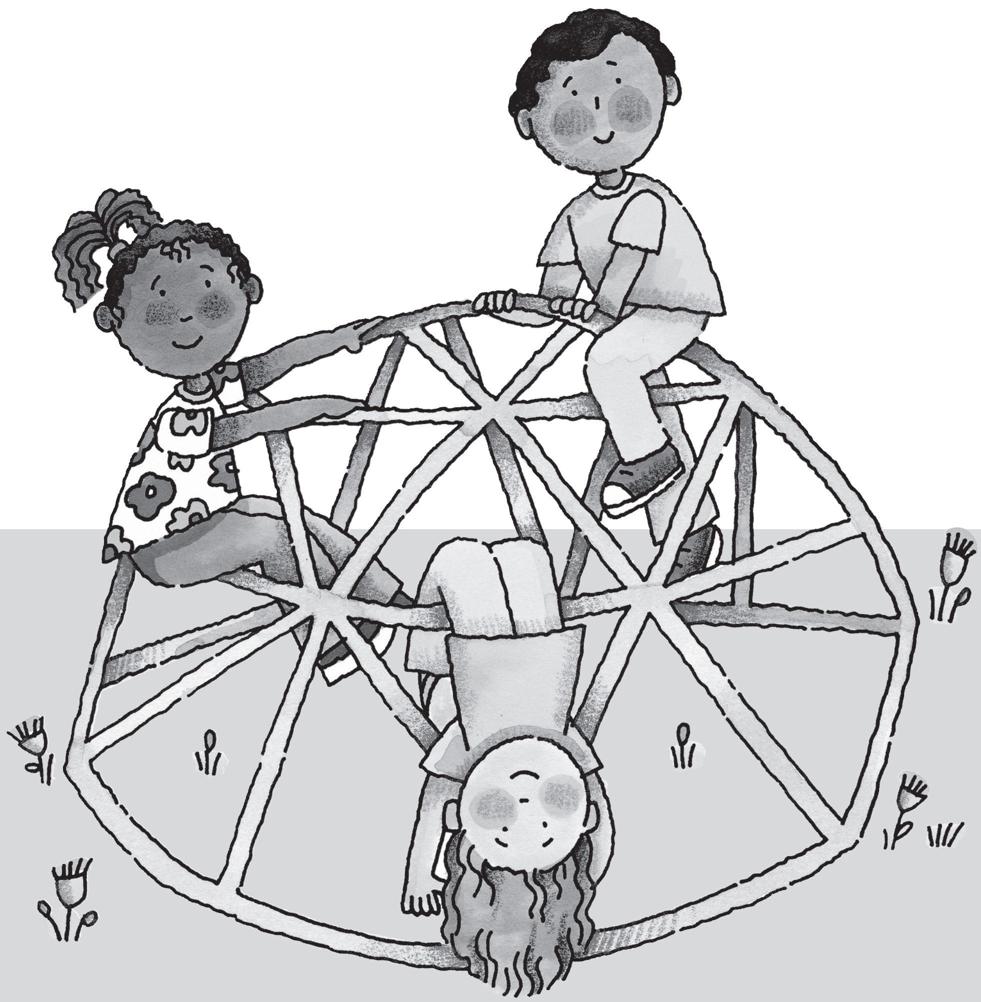
- Recommendations of the Best Start Network included in the Best Start Integrated Implementation Plan.

- Site selection criteria developed by the Best Start Network as follows:

  - Provincial "Schools First Policy"
  - Child care programs available on-site
  - Parenting programs available on-site and with a capacity to expand
  - Schools identified as Performance Plus by the York District School Board
  - Schools identified as Target Success Schools by the York Catholic School Board
  - Schools identified by the French Language School Boards with available space
  - Communities with children scoring lower than average on the Early Development Instrument (EDI)
  - Communities lacking available services for children 0-6 and their families
  - Accessibility to transit
  - Program space that can be licensed under the Day Nurseries Act (DNA)
  - Communities reflective of York Region's cultural diversity
  - Communities with a higher proportion of families new to Canada whose first language may be other than English
  - Communities with a higher proportion of low income families
  - Communities with a higher proportion of Aboriginal families
  - Sites with infrastructure in place that supports children with special needs

- Availability of Best Start Program Funding, ongoing, once overall targets for expansion are met.

5. Summary 2006-2008



5. Summary 2006 to 2008

5.1 Service Targets for Infrastructure Components by March 31, 2008

Service targets include 1,500 new children receiving subsidy and 2,698 proposed new child care spaces of which 2,001 (74%) are in schools and 697 (26%) are near schools including 242 (9%) which are home based. According to provincial priorities 1,950 spaces are for JK/SK children while 748 are for children 0-3.8 years. Refer to Tables 11 through 14.

Table 11

Annual Number of New Children Receiving Fee Subsidy by March 31, 2006, 2007, 2008 by Age Group

	Infant	Toddler	Preschool 2.5 - 3.8 yrs.	Junior Kindergarten	Senior Kindergarten	Total
To March 2006	40	80	200	240	240	800
To March 2007	15	25	100	105	105	350
To March 2008	15	25	100	105	105	350
Total	**70**	**130**	**400**	**450**	**450**	**1,500**

Table 12

Annual Number of New Licensed Centre-Based Spaces In/Adjacent or Near to Schools by Age Group by March 31, 2006, 2007, 2008

	To March 2006 Transition Plan		To March 2007 Infrastructure Plan		To March 2008 Infrastructure Plan		
	In Schools	Near Schools	In Schools	Near Schools	In Schools	Near Schools	Total
0 - 2.5 yrs.	34	92	30	35	35	10	**236**
Preschool 2.5 - 3.8 yrs	135	50	48	44	182	34	**493**
Junior Kindergarten	225	37	166	33	377	25	**863**
Senior Kindergarten	226	37	166	33	377	25	**864**
Total	**620**	**216**	**410**	**145**	**971**	**94**	**2456**

Table 13

Annual Number of New Homes Added to Home Child Care Agencies by March 31, 2006, 2007, 2008

# of New Homes to March 2006	# of New Homes to March 2007	# of New Homes to March 2008
57	4	40

Table 14

Annual New Enrolment in New or Expanded Homes Added to Home Child Care Agencies, by Age Group, March 2006, 2007, 2008

	0 - 30 Months	Preschool 2.5 - 3.8 yrs	Junior / Senior Kindergarten	Total
To March 2006	65	34	53	152
To March 2007	0	4	6	10
To March 2008	0	36	54	90
Total	**65**	**74**	**113**	**252**

5.2 Number of Infrastructure Projects Proposed through the Transition Plan by March 31, 2006 and through the Infrastructure Plan 2006 - 2008.

Table 15

Infrastructure Projects	Transition Plan To March 31, 2006	Infrastructure Plan To March 31, 2007	Infrastructure Plan To March 31, 2008	Total
Renovation in schools	13	14	11	38
New spaces in new schools	4	1	9	14
Renovation near schools	9	5	6	19
Total Infrastructure Projects	**26**	**20**	**26**	**72**

5.3 Number of Licensed Spaces Proposed Through the Transition Plan by March 31, 2006 and Through the Infrastructure Plan 2006 to 2008.

Ministry Targets

- The 555 proposed new spaces, April 2006 to March 2007, exceed the Ministry target of 235 by 320 (136%). Refer to Table 16.
- The 1,145 proposed new spaces, April 2007 to March 2008, exceed the Ministry target of 710 spaces by 435 (61%). Refer to Table 16
- The 2,688 proposed new spaces included in the Transition Plan to March 2006 and the Infrastructure Plan to March 2008, exceed the Ministry target of 1,480 spaces by 1,208 (82%). Refer to Table 16.

Table 16

New Licensed spaces	Transition Plan To March 31, 2006	Infrastructure Plan To March 31, 2007	Infrastructure Plan To March 31, 2008	Total
In schools	620	410	701	2,001
Near schools	216	135	94	445
In home child care	152	10	90	252
Total Licensed Spaces	**988**	**555**	**1,155**	**2,698**
Ministry Target New Licensed Spaces	**535**	**235**	**710**	**1,480**

5.4 The Number of Spaces that Will Still Be Required to Meet Community Needs

Between 2001 and 2004, the child care population 0 to 5 years was projected to increase by 11.1% or 3.7% each year. In 2004, there were 10,795 licensed centre-based spaces for children 0 to 5 years. Therefore, an increase of about 400 spaces per year is required for this age group just to maintain the status quo.

The provincial funding approval target for new spaces through Best Start Infrastructure funding is 1,480 or an average of 493 spaces per year, 2005 - 2008. A total of 2,688 new spaces are proposed in the Child Care Transition Plan to March 2006 and the Child Care Infrastructure Plan to March 2008, resulting in an average of 896 spaces per year 2005 - 2008 to address both the growth in child population and current wait lists.

The annual growth in licensed child care spaces will need to meet or exceed the rate of growth of the child population 0 to 5 years from 2009 onward to address community needs.

5.5 Number of Programs / Spaces That Will Receive Fee Subsidies by Priority and Date of Implementation

York Regional Council has approved that child care fee subsidy be administered to families on a "first come - first served" basis. Fee subsidies are assigned to individual children within eligible families and not to operators, programs or spaces.

All operators of new spaces funded through Best Start will be required to enter into Purchase of Service Agreements with York Region to enable child care fee assistance to be accessed by eligible families.

5.6 Initial "Soft" Costs (Construction) Related to Renovation and/or New Construction in Development March 31, 2006 to March 31, 2008

The School Boards are developing a long-term capital plan to be submitted to the Ministry of Education in October. The plan will contain several elements including plans for new facilities, plans to implement 20:1 class size reductions, plans for facility renewal and potential Best Start locations.

Until the School Boards' Capital Plans have been approved, initial "soft" costs (construction) cannot be determined. The costs could include costs to child care operators for legal fees, consultant costs, short-term lease costs, etc. According to provincial guidelines, soft costs have been estimated at 15% of Infrastructure costs plus land purchases. Refer to Table 17.

5.7 Number of Land Purchases and Costs Related to Purchase of Land and/or Buildings That Will Be Built and Operational by March 31, 2008

The School Boards are developing a long-term capital plan to be submitted to the Ministry of Education in October. The plan will contain several elements including plans for new facilities, plans to implement 20:1 class size reductions, plans for facility renewal and potential Best Start locations.

Until the School Boards' Capital Plans have been approved, the number of land purchases and costs related to the purchase of land cannot be determined. According to provincial guidelines, soft costs have been estimated at 15% plus land purchases to March 31, 2008. Refer to Table 17.

5.8 Demonstrate that the Increased Service Levels for Child Care Expansion will be Completed within the Infrastructure and Program Allocations to March 2008

Table 17

	To March 2006	To March 2007	To March 2008	Total
Infrastructure	**(Million)**	**(Million)**	**(Million)**	
Infrastructure Allocation	**$8.10**	**$3.60**	**$10.735**	**$22.435**
Construction/Renovation	($5.4)	($3.0)	($6.5)	($14.9)
"Soft Costs"	($.80)	($.45)	($2.5)*	($3.75)
Uncommitted or Carryover	$1.9	$.15	$1.735	
Spaces				
Provincial Target	**535**	**235**	**710**	**1,480**
Projected	988	555	1,155	2,698
Program	(Million)	(Million)	(Million)	
Program Funding Allocation	**$7.4**	**$10.09**	**$14.77**	**$32.26**
Start-up Costs	($1.6)	($1.93)	($2.5)	($6.03)
Operating Costs (Wage Subsidy for New Spaces and Ongoing)	($.65)	($1.7)	($2.9)	($5.25)
Child Care Special Needs Resourcing	($1.4)	($2.1)	($3.3)	($6.8)
Fee Subsidy	($3.75)	($4.36)**	($6.07)**	($14.18)
Variance	0	0	0	0

** Includes land purchase*
***It is not clear at this time how the implementation of income testing in 2006 will impact fee subsidy expenditure and service levels.*

5.9 Human Resources

5.9.1 Current Capacity

The local community college provides courses leading to an Early Childhood Education (ECE) Diploma. Individuals living in the Region, who do not have access to transportation to the local community college, may take ECE courses through long distance education. Residents wishing to obtain a University Degree in Early Childhood Education have to travel outside York Region.

It has been reported that some graduates do not enter the Early Childhood Education field upon graduation while others only remain in the field for a short period of time. Child care operators have reported difficulty in both hiring and retaining staff. It is expected that the need for 410 new staff for the additional child care spaces proposed under Best Start will put additional pressure on the system. A lack of qualified staff would have a negative impact on quality.

5.9.2 Staffing Needs for New Spaces Funded Through Best Start

Based on provincially legislated staff:child ratios and staff qualification requirements, it is estimated that 410 new staff will be needed for proposed new child care spaces under Best Start 2006 - 2008. Refer to Table 18.

Table 18

Projected Staffing Needs for New Spaces 2006 - 2008

Position	By March 31, 2006	By March 31, 2007	By March 31, 2008	Total
ECE	70.5	45	81.5	197
ECE Assistant	70.5	45	81.5	197
Supervisor	4	3	9	16
Total	**145**	**93**	**172**	**410**

5.10 Sustainability and Enhancement

While undertaking this expansion of licensed child care spaces through Best Start, it is necessary to develop mechanisms which will sustain these spaces so they continue to be available to the community. To support the sustainability of these newly created spaces, the province has allocated funding for Best Start Wage Subsidy and Best Start Wage Improvement.

5.10.1 Allocation of Best Start Wage Subsidy Funding

Best Start Wage Subsidy funding will be allocated to enhance the salaries of staff working in the new child care spaces, funded through Best Start, to enhance staff stability and to make licensed care more affordable for parents. Refer to Table 19.

Table 19

Proposed Best Start Wage Subsidy Allocation* for New Spaces 2006 - 2008 and Ongoing

	Allocation 2005/2006	Allocation 2006/2007	Allocation 2007/2008	Ongoing Allocation
Spaces implemented by March 2006	$638,749	$1,277,498	$1,277,498	$1,277,498
Spaces implemented by March 2007	N/A	$420,915	$841,831	$841,831
Spaces implemented by March 2008	N/A	N/A	$778,119	$1,556,238
Total	**$638,749**	**$1,698,413**	**$2,897,448**	**$3,675,567**

** The Wage Subsidy Allocation is based on the estimated staffing needs (Refer to 5.4.2 Table 18).*

5.10.2 Projected Annual Operating Budget for Best Start Wage Subsidy

Based on the estimated staffing needs, the projected annual operating budget for Best Start Wage Subsidy 2008 and ongoing is $3,675,567.

5.10.3 Allocation of Best Start Wage Improvement Funding

There are 349 licensed child care centres in York Region of which only 68 (19%) receive the level of Wage Subsidy funding for which they are eligible under the Provincial 1995 Guidelines. As stated in the Child Care Service Plan, and approved by Regional Council as a first priority, Wage Improvement Funding will be allocated to provide an annual wage increase to bring all child care operators to the funding level for which they are eligible under the Provincial 1995 Guidelines by December 2006.

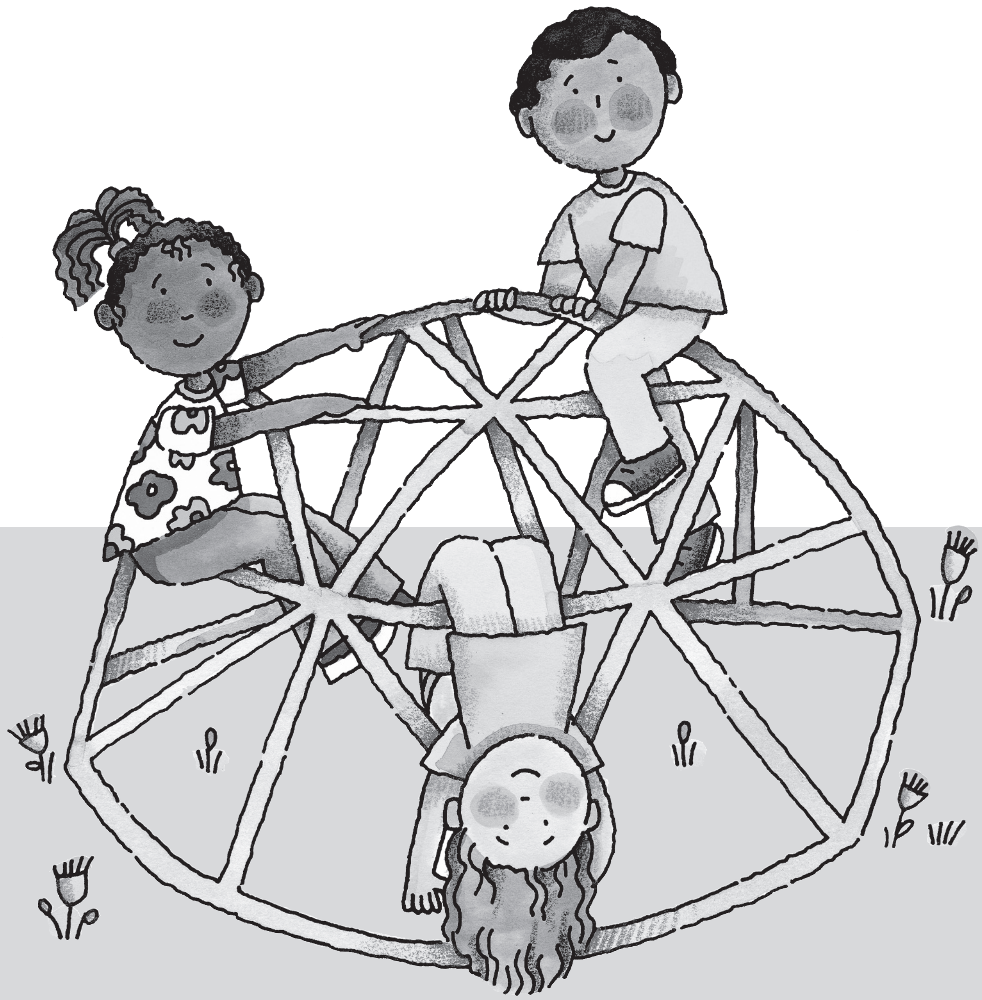
Once this equitable distribution of Wage Subsidy has been achieved, and pending Wage Subsidy Guidelines, Best Start Wage Subsidy Improvement funding will be allocated to provide an annual wage increase for all existing early childhood program staff currently working with children 0 - 12 years in the regulated child care system in York Region. These funds will be allocated to both the for-profit and non-profit sectors, as well as new early childhood staff required for new spaces created through the Best Start Child Care Infrastructure Plan.

5.10.4 Projected Annual Operating Budget for Best Start Wage Improvement

The provincial allocation for Best Start Wage Improvement is $1.03 million 2005/2006, $2.35 million 2006/2007, and $3.96 million 2007/2008. A projected Annual Operating Budget of $2.16 million, Best Start Wage Improvement, is needed to bring all existing child care operators to the funding level for which they are eligible under the Provincial 1995 Guidelines.

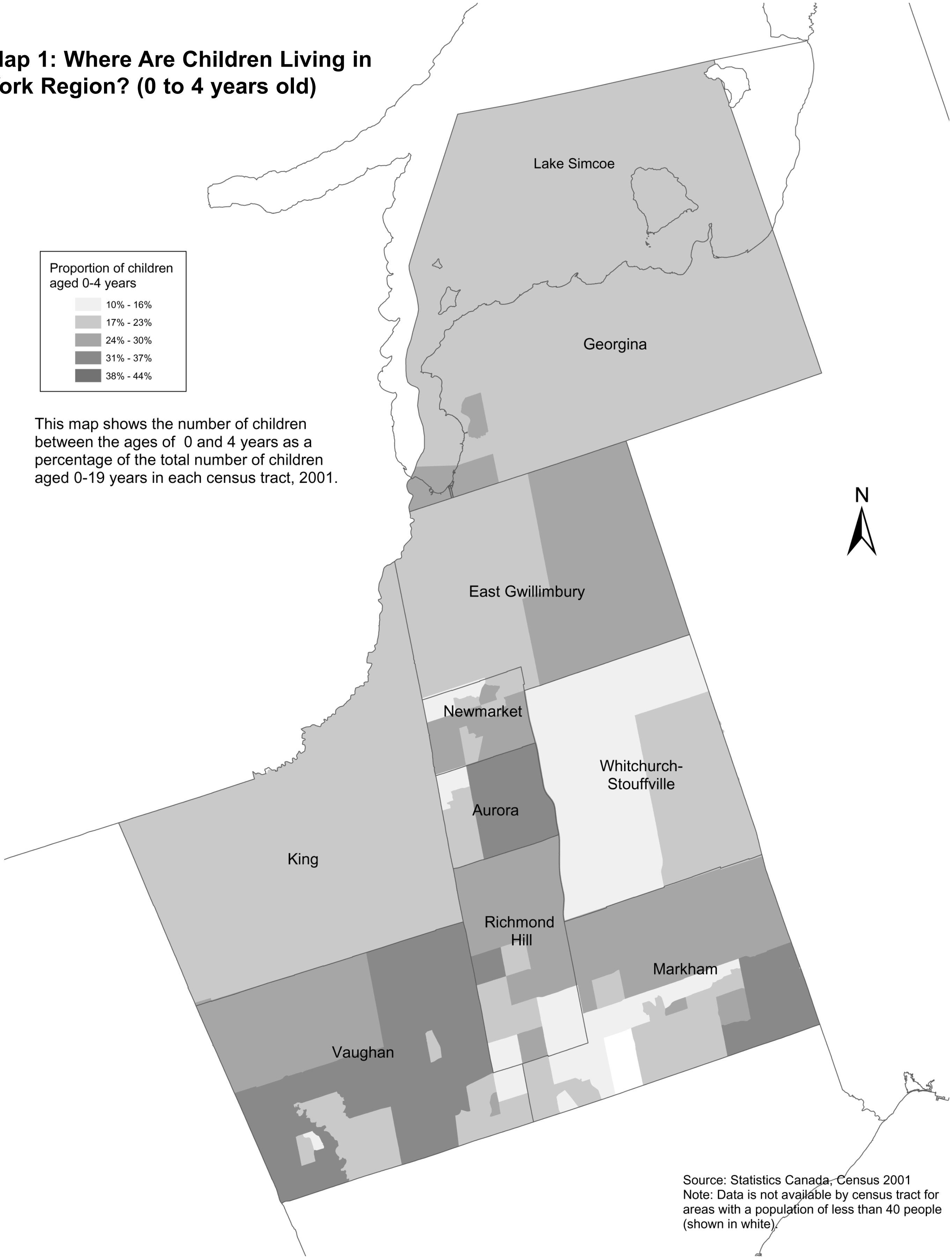
The remaining annual allocation of $1.8 million will be utilized to provide an annual wage increase for all existing early childhood program staff currently working in the regulated child care system in York Region.

Appendices



Appendix 1: Maps

Map 1: Where Are Children Living in York Region? (0 to 4 years old)

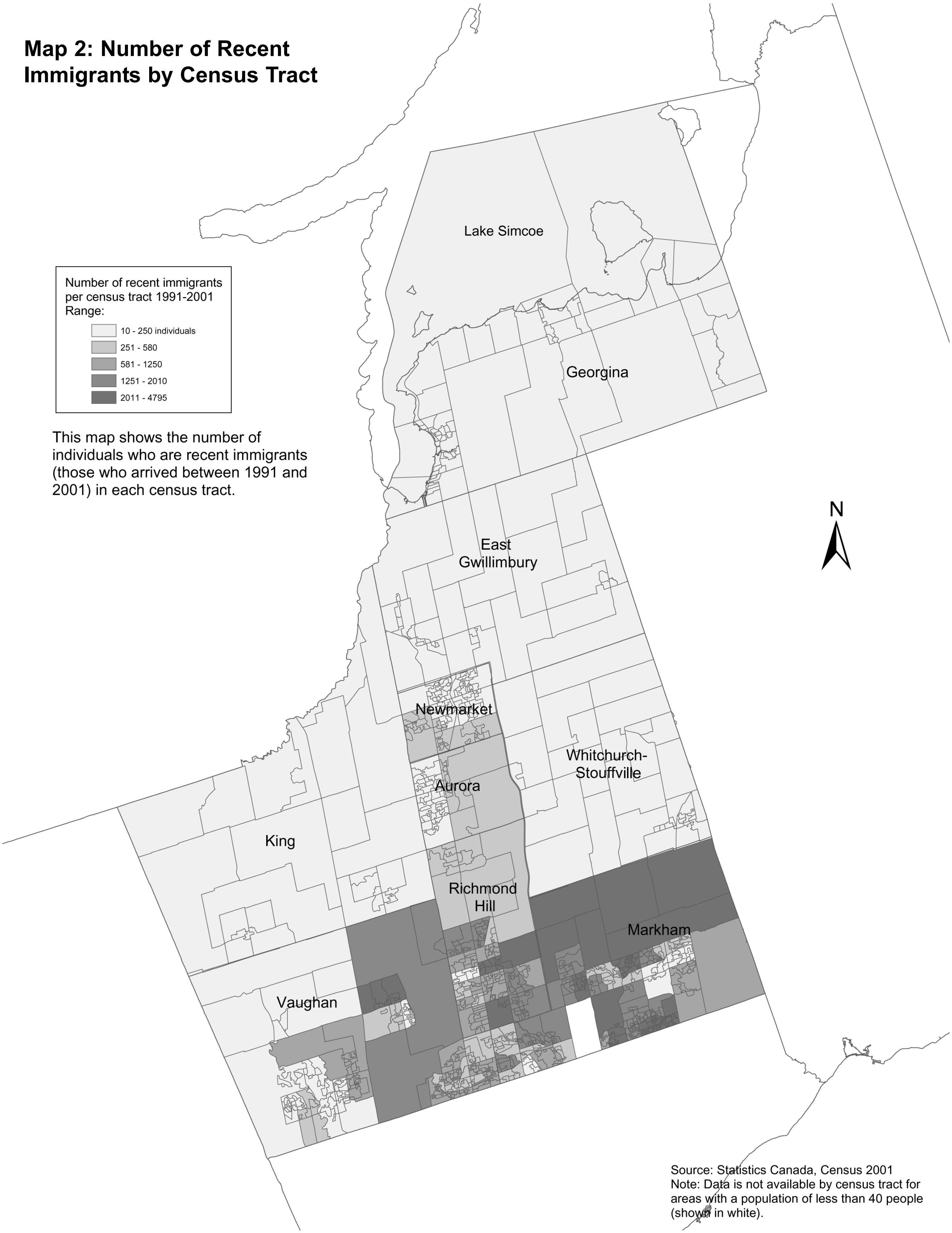


This map shows the number of children between the ages of 0 and 4 years as a percentage of the total number of children aged 0-19 years in each census tract, 2001.

Source: Statistics Canada, Census 2001
Note: Data is not available by census tract for areas with a population of less than 40 people (shown in white).

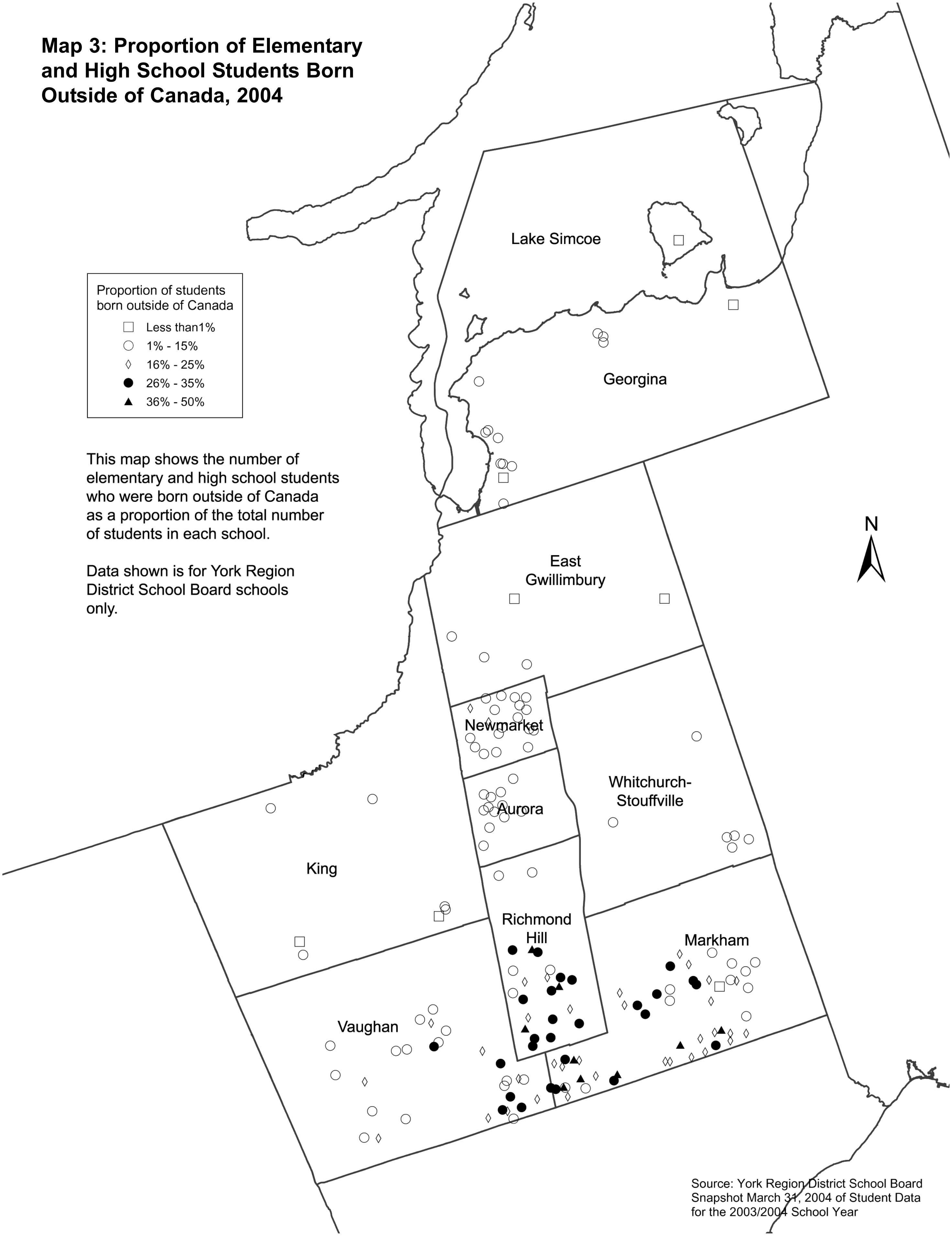
Map 2: Number of Recent Immigrants by Census Tract

This map shows the number of individuals who are recent immigrants (those who arrived between 1991 and 2001) in each census tract.



Source: Statistics Canada, Census 2001
Note: Data is not available by census tract for areas with a population of less than 40 people (shown in white).

Map 3: Proportion of Elementary and High School Students Born Outside of Canada, 2004



This map shows the number of elementary and high school students who were born outside of Canada as a proportion of the total number of students in each school.

Data shown is for York Region District School Board schools only.

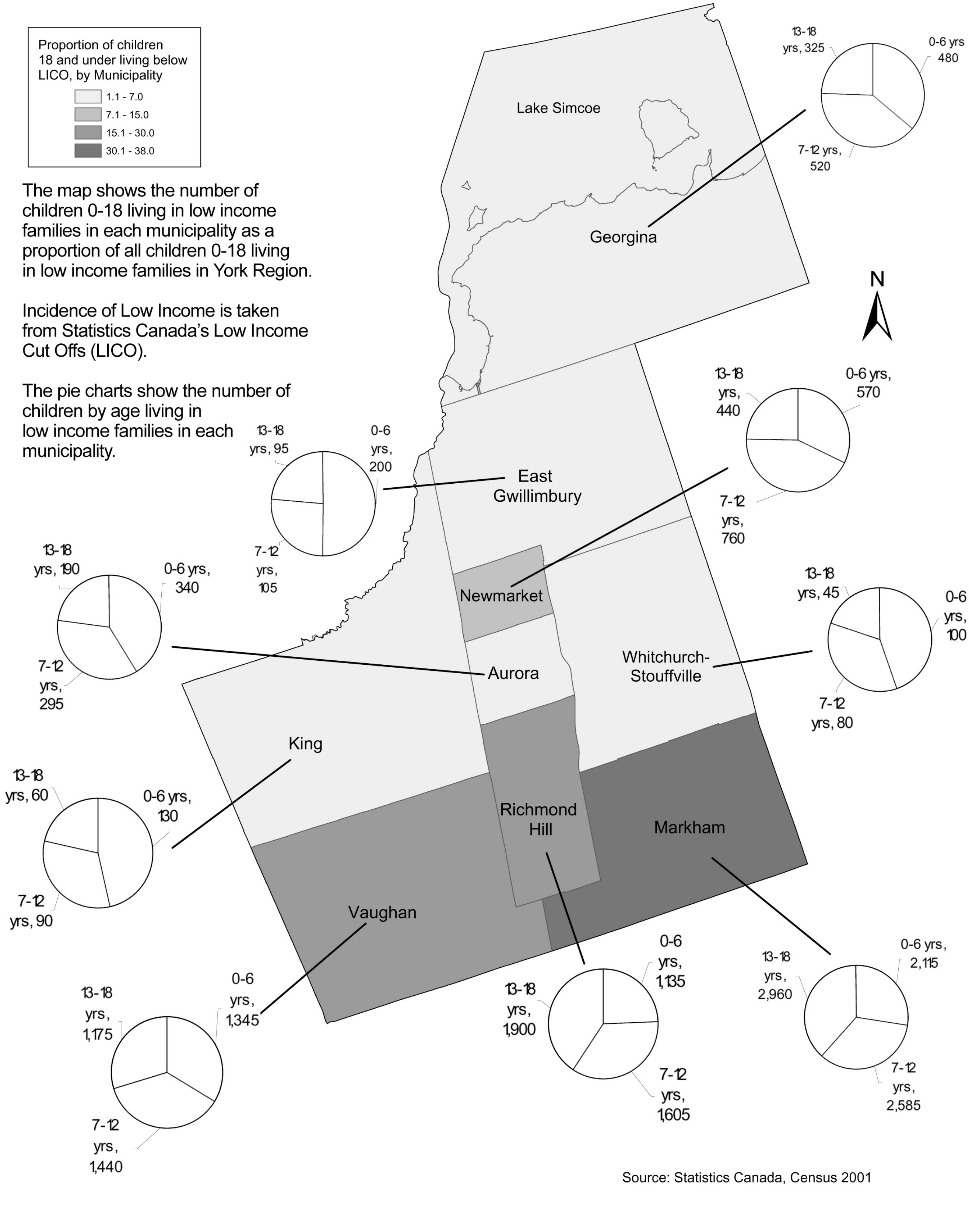
Source: York Region District School Board Snapshot March 31, 2004 of Student Data for the 2003/2004 School Year

Map 4: Children 0 to 18 Years Living in Low-Income Families

The map shows the number of children 0-18 living in low income families in each municipality as a proportion of all children 0-18 living in low income families in York Region.

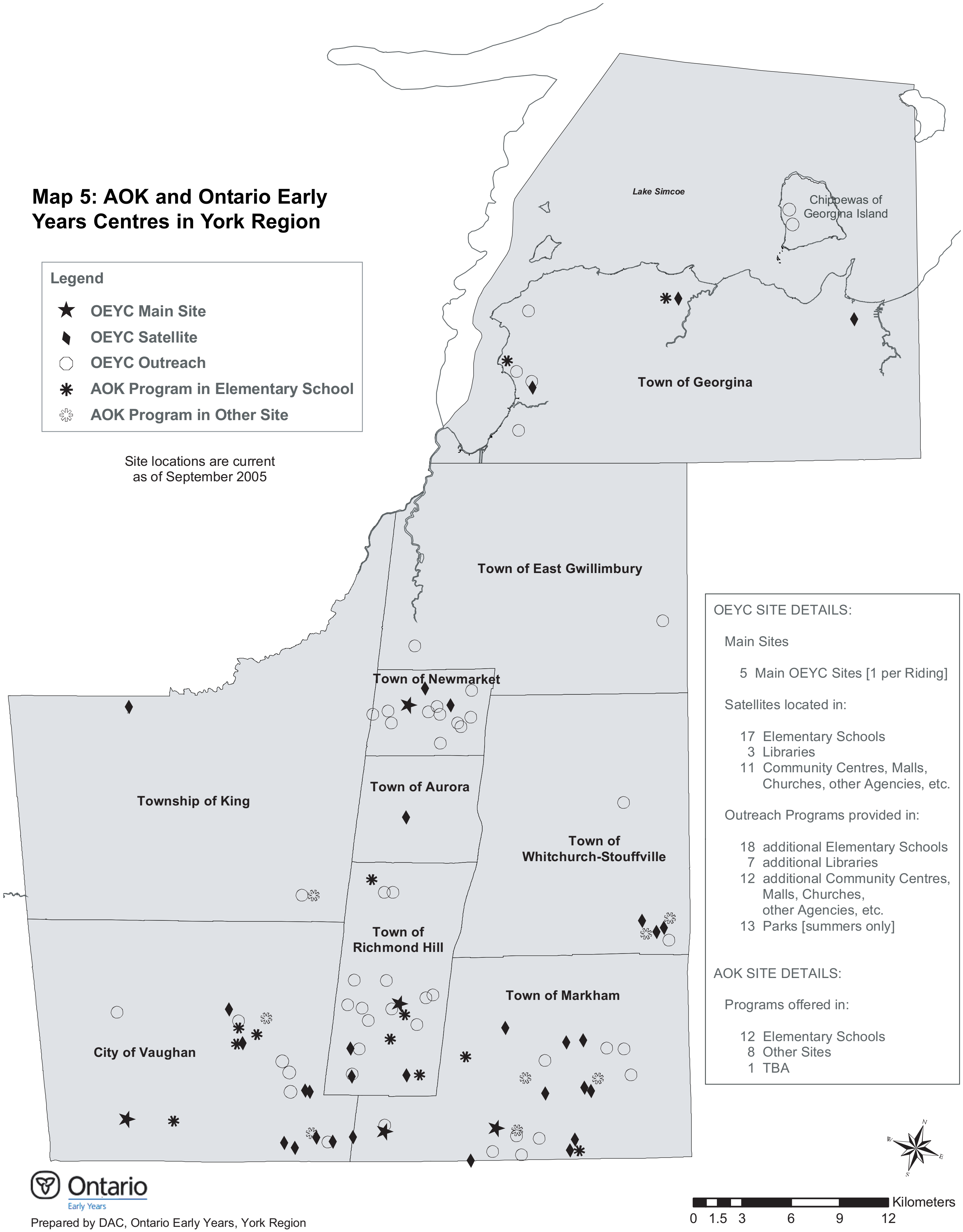
Incidence of Low Income is taken from Statistics Canada's Low Income Cut Offs (LICO).

The pie charts show the number of children by age living in low income families in each municipality.



Source: Statistics Canada, Census 2001

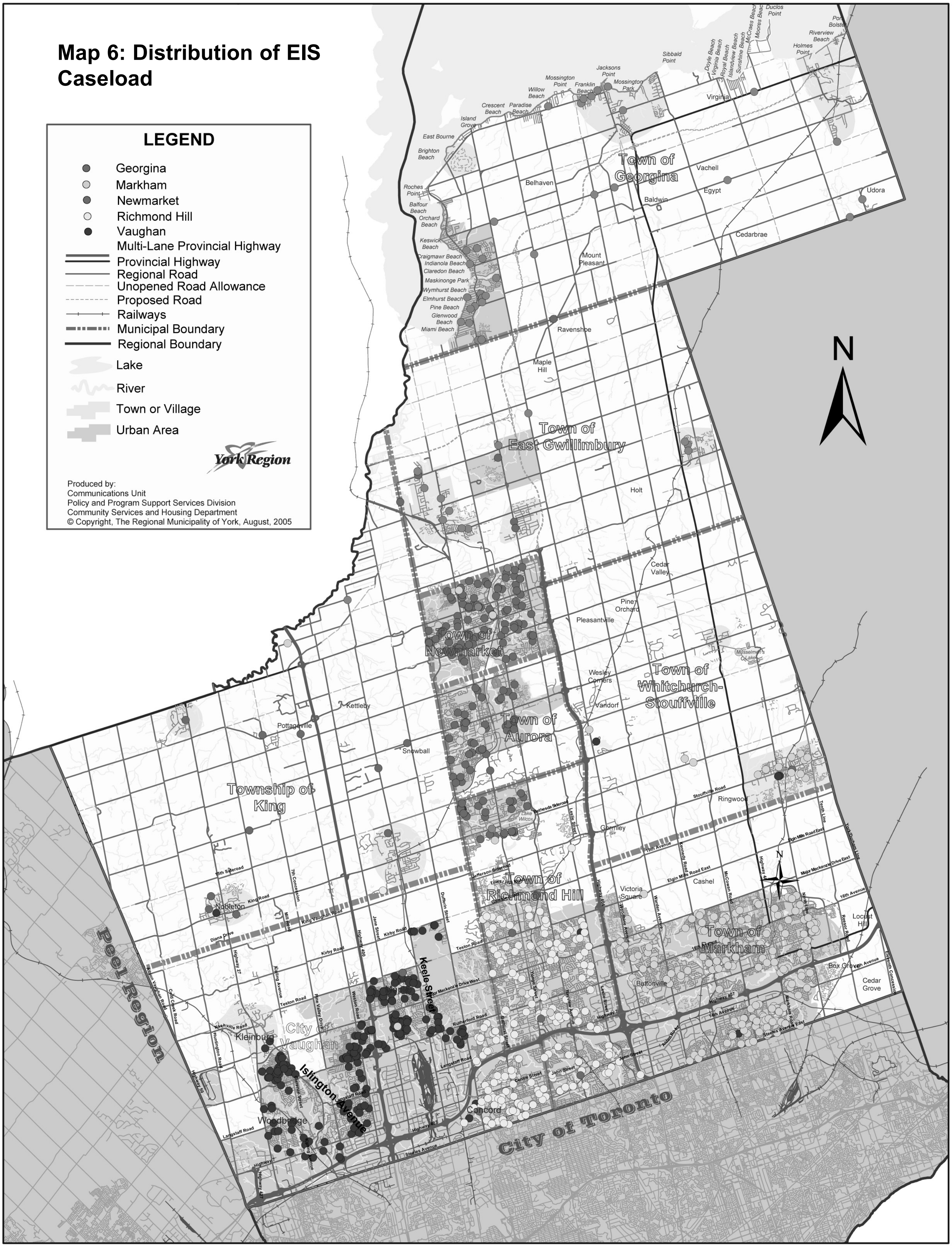
Map 5: AOK and Ontario Early Years Centres in York Region

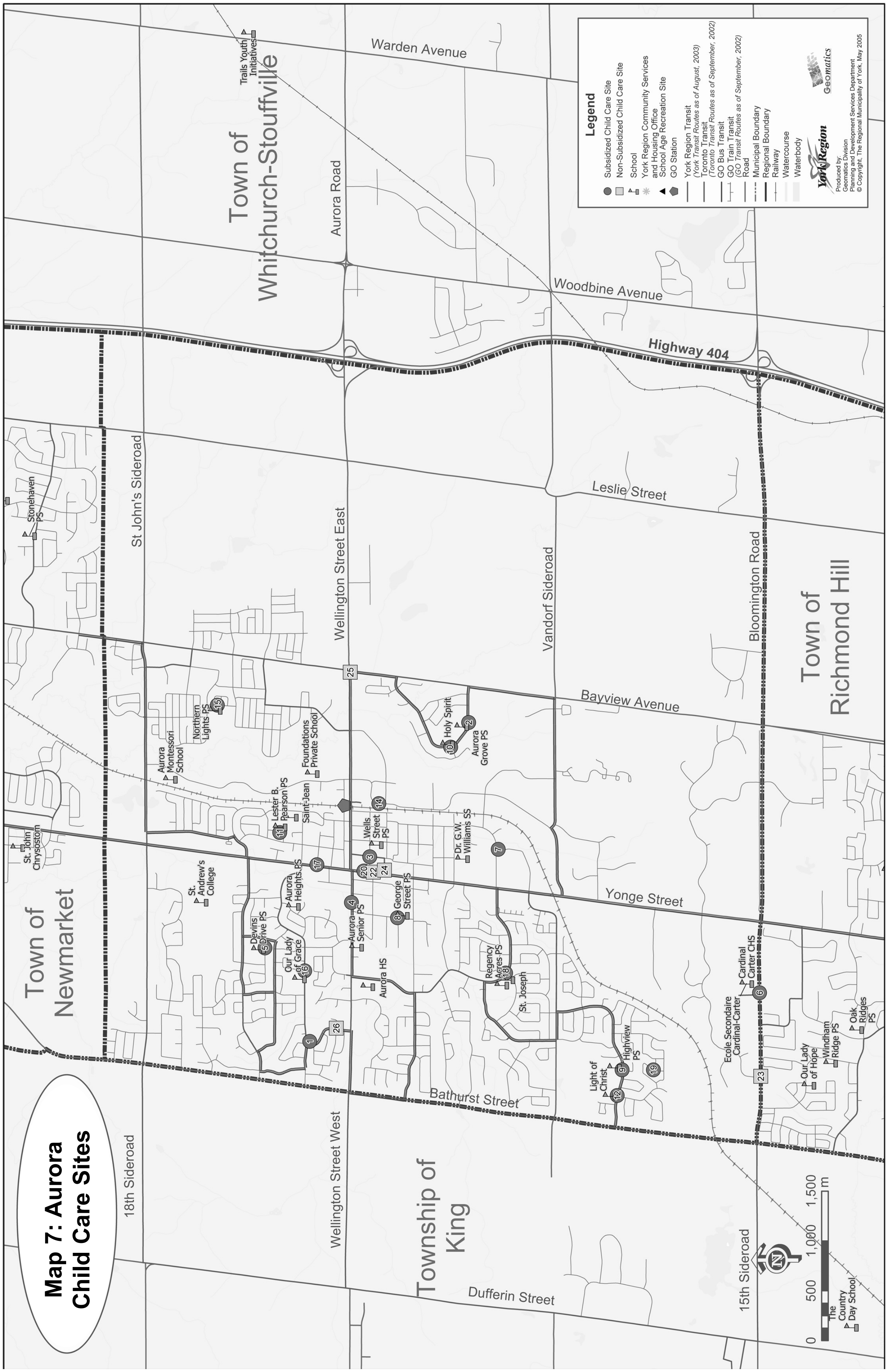


Ontario
Early Years

Prepared by DAC, Ontario Early Years, York Region

Map 6: Distribution of EIS Caseload




Map 7: Aurora
Child Care Sites
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit (York Transit Routes as of August, 2003)
Toronto Transit (Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit (GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
Produced by: Geomatics Division Planning and Development Services Department © Copyright, The Regional Municipality of York, May 2005
Town of Whitchurch-Stouffville
Town of Newmarket
Town of Richmond Hill
Township of King
Warden Avenue
Woodbine Avenue
Highway 404
Leslie Street
Bayview Avenue
Yonge Street
Bathurst Street
Dufferin Street
Aurora Road
Wellington Street East
Wellington Street West
St John's Sideroad
Vandorf Sideroad
Bloomington Road
18th Sideroad
15th Sideroad
Trails Youth Initiatives
Stonehaven PS
Aurora Montessori School
Northern Lights PS
Foundations Private School
Holy Spirit
Aurora Grove PS
Lester B. Pearson PS
Saint-Jean
Wells Street PS
Dr. G.W. Williams SS
St. John Chrysostom
St. Andrew's College
Aurora Heights PS
George Street PS
Devins Drive PS
Our Lady of Grace
Aurora Senior PS
Aurora HS
Regency Acres PS
St. Joseph
Cardinal Carter CHS
Ecole Secondaire Cardinal-Carter
Highview PS
Light of Christ
Our Lady of Hope
Windham Ridge PS
Oak Ridges PS
The Country Day School
0 500 1,000 1,500 m


Map 8: East Gwillimbury Child Care Sites
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit
(York Transit Routes as of August, 2003)
Toronto Transit
(Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit
(GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
Produced by:
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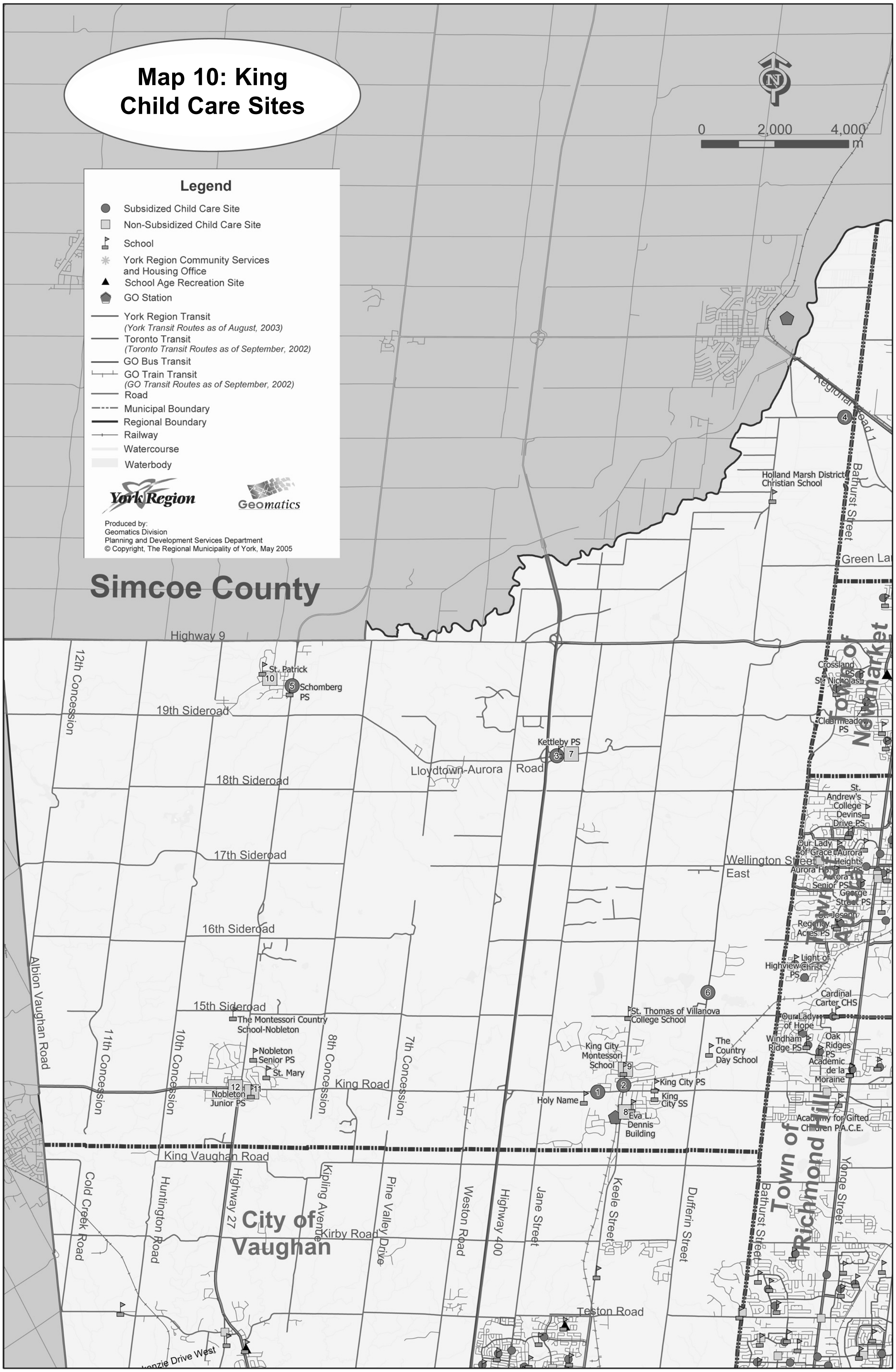
Planning and Development Services Department
© Copyright, The Regional Municipality of York, May 2005
Durham Region
York/Durham Line
Ninth Line
Centre Street
Highway 48
McCowan Road
Kennedy Road
Warden Avenue
Woodbine Avenue
Highway 404
Leslie Street
2nd Concession Road
Yonge Street
Bathurst Street
Dufferin Street
Ravenshoe Road
Boag Road
Holborn Road
Queensville Sideroad
Doane Road
Mount Albert Road
Herald Road
Green Lane East
Davis Drive
Mount Albert
Queensville
Sharon
Holland Landing
Town of Georgina
Town of Whitchurch-Stouffville
Township of King
Simcoe County
Cook's Bay
0 1,000 2,000 3,000 m

Map 9: Georgina Child Care Sites
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit (York Transit Routes as of August, 2003)
Toronto Transit (Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit (GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
Produced by: Geomatics Division Planning and Development Services Department © Copyright, The Regional Municipality of York, May 2005
York Region
Geomatics
0 1,000 2,000 3,000 m
Lake Simcoe
Georgina Island
Georgina Island Building
Fox Island
Snake Island
Cook's Bay
Durham Region
Town of East Gwillimbury
Simcoe County
Weir's Sideroad
Victoria Road
Morning Glory PS
Highway 48
Morning Glory Road
Old Homestead Road
Smith Boulevard
Snoddon Road
Old Shiloh Road
Ravenshoe Road
Stoney Batter Road
Black River Road
Park Road
Latimer Road
Frog Road
Sutton PS
St. Bernadette
Black River PS
Sutton District HS
McCowan Road
Baseline Road
Kennedy Road
Pollock Road
Glenwoods Avenue
Civic Centre Road
Metro Road
Warden Avenue
Woodbine Avenue
Deer Park PS
St. Thomas Aquinas
Lakeside PS
Keswick PS
W.J. Watson PS
R.L. Graham PS
Keswick HS
Fairwood PS
Jersey PS
Our Lady of the Lake CHS
Prince of Peace
Lake Simcoe PS
Leslie Street


Map 10: King
Child Care Sites
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit
(York Transit Routes as of August, 2003)
Toronto Transit
(Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit
(GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
York Region
Geomatics
Produced by:
Geomatics Division
Planning and Development Services Department
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0 2,000 4,000 m
Simcoe County
Highway 9
19th Sideroad
18th Sideroad
17th Sideroad
16th Sideroad
15th Sideroad
King Road
King Vaughan Road
Kirby Road
Teston Road
Lloydtown-Aurora Road
Wellington Street East
Green Lane
Regional Road 1
12th Concession
11th Concession
10th Concession
8th Concession
7th Concession
Albion Vaughan Road
Cold Creek Road
Huntington Road
Highway 27
Kipling Avenue
Pine Valley Drive
Weston Road
Highway 400
Jane Street
Keele Street
Dufferin Street
Bathurst Street
Yonge Street
City of Vaughan
Town of Richmond Hill
Town of Aurora
Town of Newmarket
St. Patrick
Schomberg PS
Kettleby PS
Holland Marsh District Christian School
The Montessori Country School-Nobleton
Nobleton Senior PS
St. Mary
Nobleton Junior PS
St. Thomas of Villanova College School
King City Montessori School
The Country Day School
King City PS
King City SS
Holy Name
Eva L. Dennis Building
Crossland PS
St. Nicholas
Clearmeadow PS
St. Andrew's College
Devins Drive PS
Our Lady of Grace
Aurora Heights
Aurora Senior PS
George Street PS
St. Joseph
Regency Acres PS
Light of Christ
Highview PS
Cardinal Carter CHS
Our Lady of Hope
Windham Ridge PS
Oak Ridges PS
Academic de la Moraine
Academy for Gifted Children P.A.C.E.


Map 11: Markham Child Care Sites
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit (York Transit Routes as of August, 2003)
Toronto Transit (Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit (GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
Produced by: Geomatics Division Planning and Development Services Department
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Durham Region
City of Toronto
York/Durham Line
Eleventh Concession
Reesor Road
16th Avenue
Highway 7
14th Avenue
Highway 407
Steeles Avenue East
Ninth Line
Major Mackenzie Drive East
Elgin Mills
Highway 48
McCowan Road
19th Avenue
Kennedy Road
Warden Avenue
Woodbine Avenue
Highway 404
Leslie Street
Bayview Avenue
Yonge Street


Map 12:
Newmarket
Child Care Sites
Town of Whitchurch-Stouffville
Town of East Gwillimbury
Township of King
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit
(York Transit Routes as of August, 2003)
Toronto Transit
(Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit
(GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
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Planning and Development Services Department
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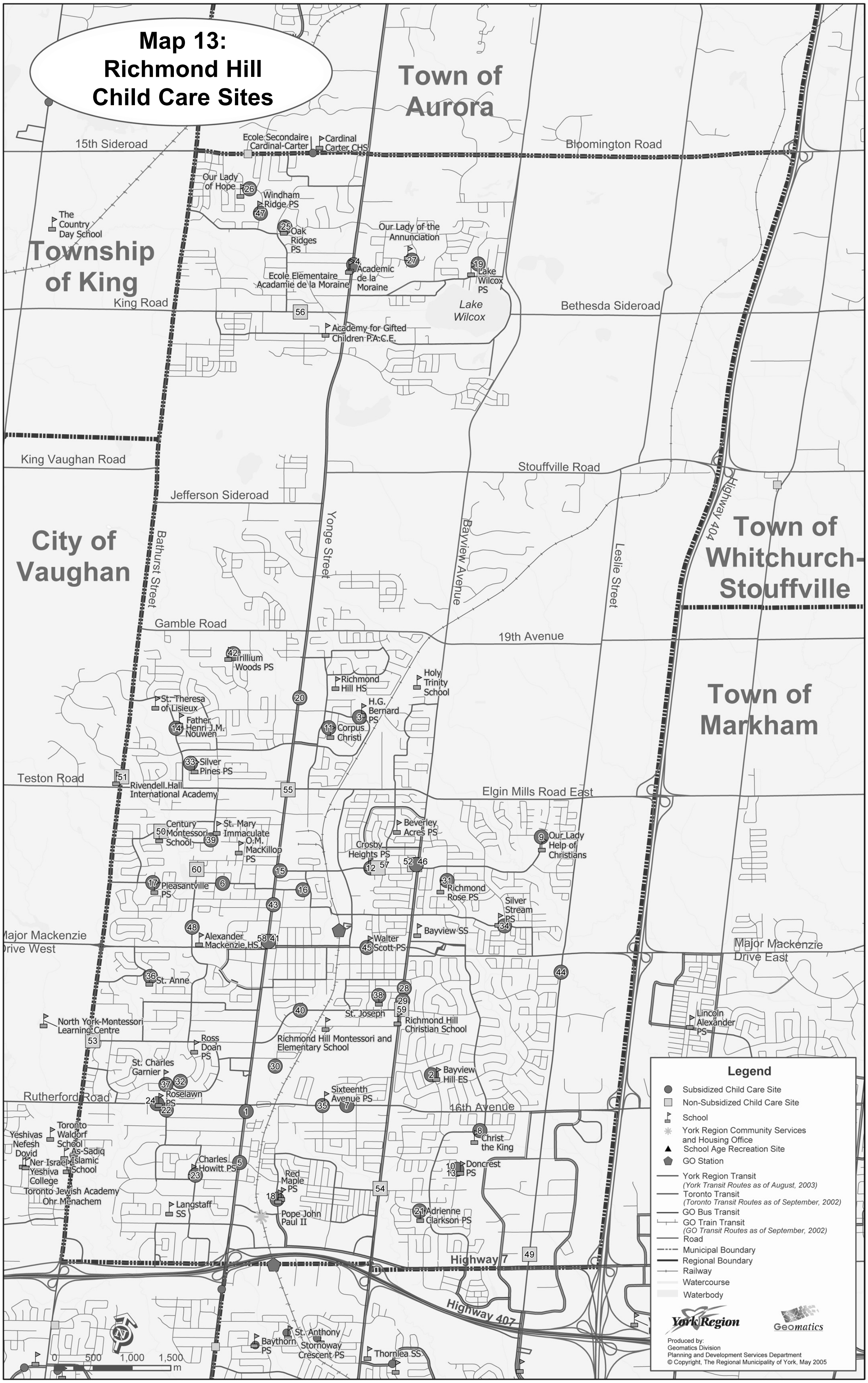
York Region
Geomatics
Woodbine Avenue
Highway 404
Leslie Street
Bayview Avenue
Yonge Street
Bathurst Street
Dufferin Street
Highway 9
Green Lane
St John's Sideroad
Mulock Drive
Davis Drive
Prospect St.
Gorham Street
Eagle Street
2nd Concession Road
Linkonlearning
Newmarket & District Christian Academy
St. Elizabeth Seton
Glen Cedar PS
Meadowbrook PS
Huron Heights SS
Mazo de la Roche PS
Sacred Heart CHS
Prince Charles PS
New Beginnings Christian School
Newmarket Community Centre
Roger White Academy
Pickering College
Bogart PS
Newmarket HS
Notre Dame
Country Garden Montessori Academy
Stonehaven PS
Denne PS
Dr. John Denison SS
Canadian Martyrs
Maple Leaf PS
Children's Montessori House
Stuart Scott PS
Rogers PS
J.L.R. Bell PS
St. Paul
Armitage Village PS
Aurora Montessori School
Ray Twinney Rec. Complex
Poplar Bank PS
Sir William Mulock SS
St. John Chrysostom
Clearmeadow PS
Crossland PS
St. Nicholas
0
500
1,000
1,500
m


Map 13:
Richmond Hill
Child Care Sites
Town of Aurora
Township of King
City of Vaughan
Town of Whitchurch-Stouffville
Town of Markham
15th Sideroad
Bloomington Road
King Road
Bethesda Sideroad
Lake Wilcox
King Vaughan Road
Stouffville Road
Jefferson Sideroad
Gamble Road
19th Avenue
Teston Road
Elgin Mills Road East
Major Mackenzie Drive West
Major Mackenzie Drive East
Rutherford Road
16th Avenue
Highway 7
Highway 407
Highway 404
Bathurst Street
Yonge Street
Bayview Avenue
Leslie Street
Ecole Secondaire Cardinal-Carter
Cardinal Carter CHS
Our Lady of Hope
Windham Ridge PS
The Country Day School
Oak Ridges PS
Our Lady of the Annunciation
Academic de la Moraine
Ecole Elementaire Acadamie de la Moraine
Lake Wilcox PS
Academy for Gifted Children P.A.C.E.
Trillium Woods PS
Richmond Hill HS
Holy Trinity School
St. Theresa of Lisieux
H.G. Bernard PS
Father Henri J.M. Nouwen
Corpus Christi
Silver Pines PS
Rivendell Hall International Academy
Century Montessori School
St. Mary Immaculate
O.M. MacKillop PS
Beverley Acres PS
Crosby Heights PS
Our Lady Help of Christians
Pleasantville PS
Richmond Rose PS
Silver Stream PS
Alexander Mackenzie HS
Walter Scott PS
Bayview SS
St. Anne
St. Joseph
Richmond Hill Christian School
North York Montessori Learning Centre
Richmond Hill Montessori and Elementary School
Ross Doan PS
Lincoln Alexander PS
St. Charles Garnier
Roselawn PS
Bayview Hill ES
Sixteenth Avenue PS
Yeshivas Nefesh Dovid
Toronto Waldorf School
As-Sadiq Islamic School
Ner Israel Yeshiva College
Toronto Jewish Academy Ohr Menachem
Christ the King
Charles Howitt PS
Doncrest PS
Red Maple PS
Langstaff SS
Pope John Paul II
Adrienne Clarkson PS
St. Anthony
Baythorn PS
Stornoway Crescent PS
Thornlea SS
0 500 1,000 1,500 m
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit
(York Transit Routes as of August, 2003)
Toronto Transit
(Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit
(GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
York Region
Geomatics
Produced by:
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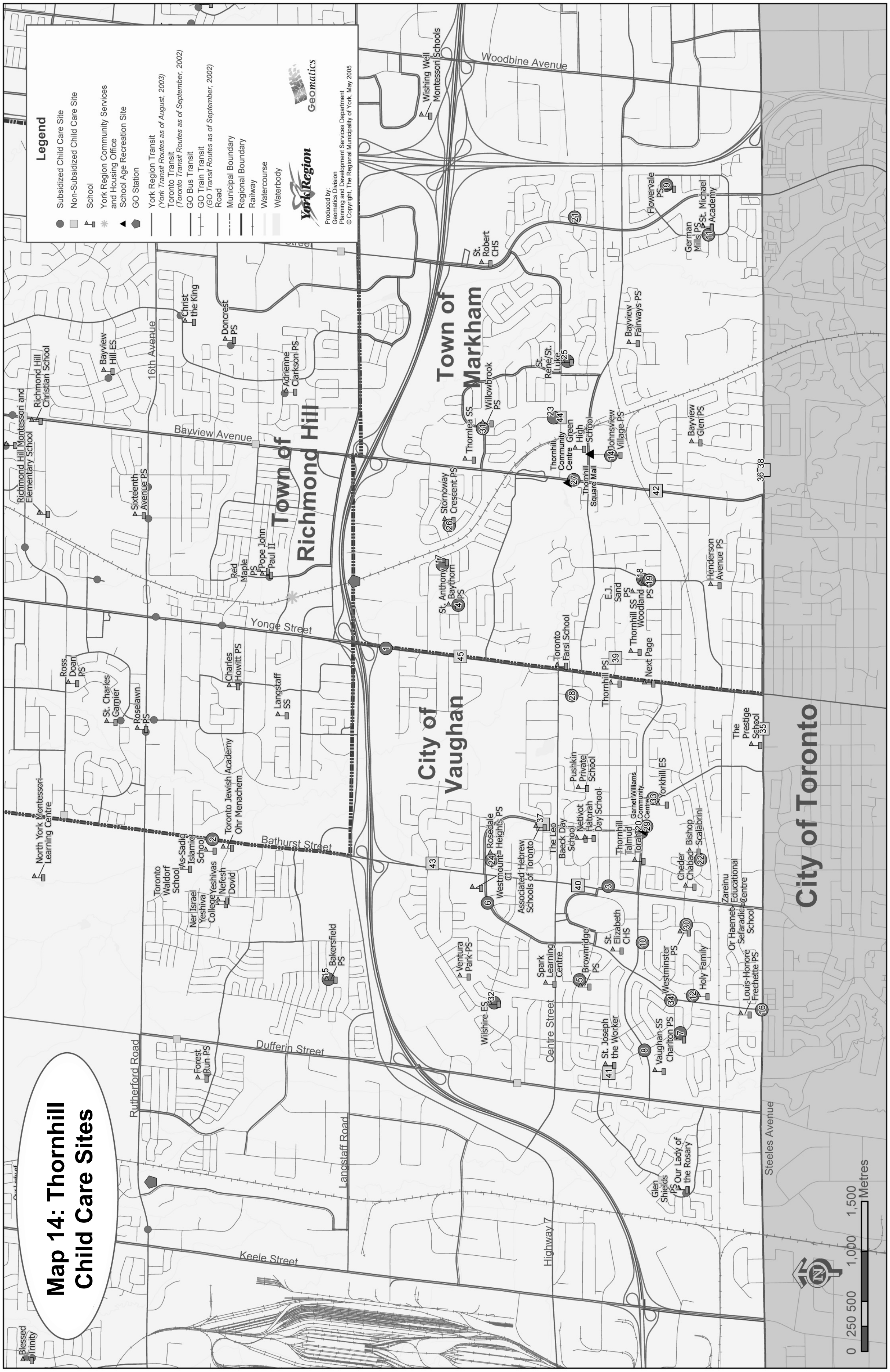
Map 14: Thornhill Child Care Sites
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit (York Transit Routes as of August, 2003)
Toronto Transit (Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit (GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
Produced by: Geomatics Division Planning and Development Services Department
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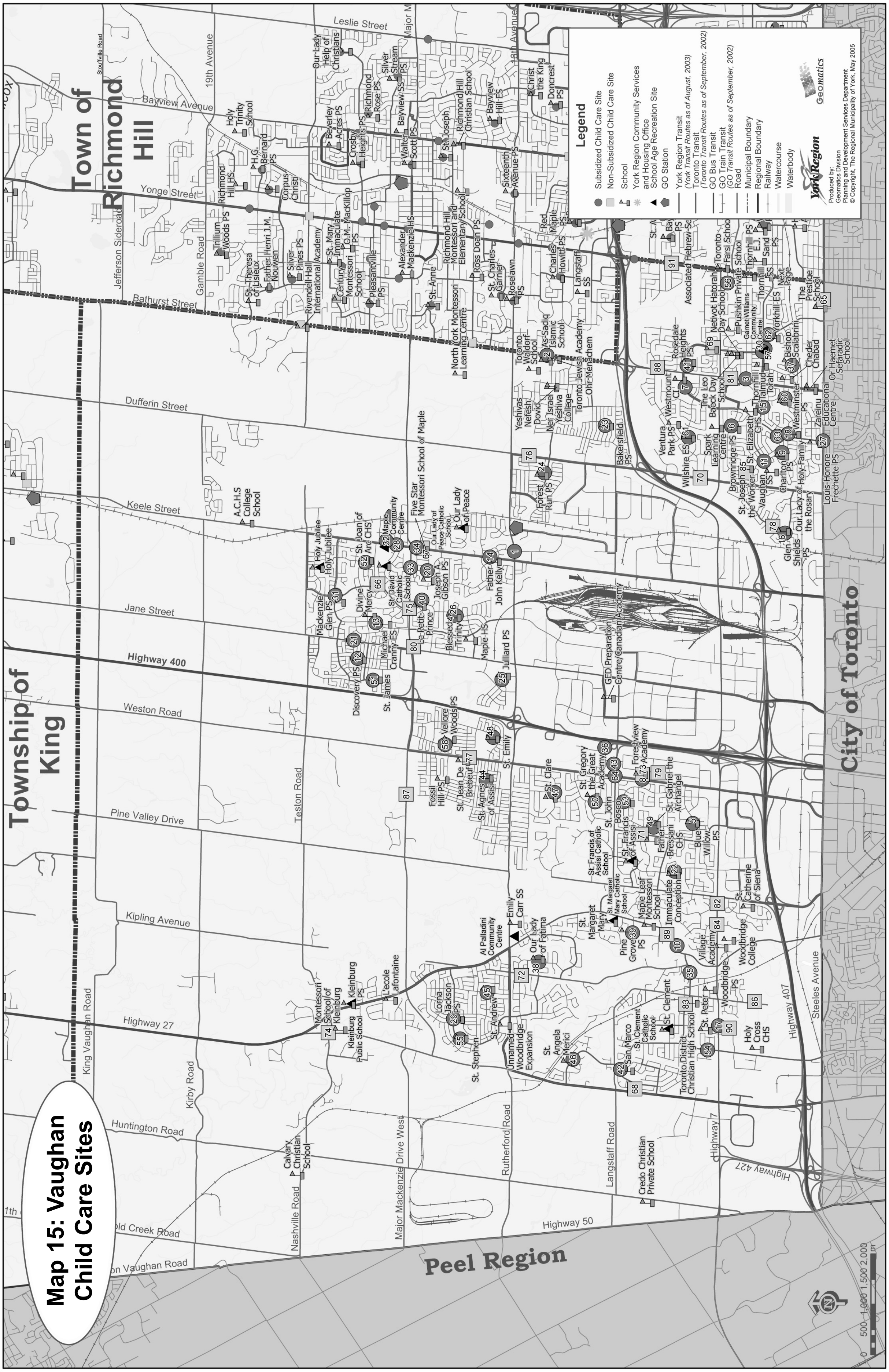
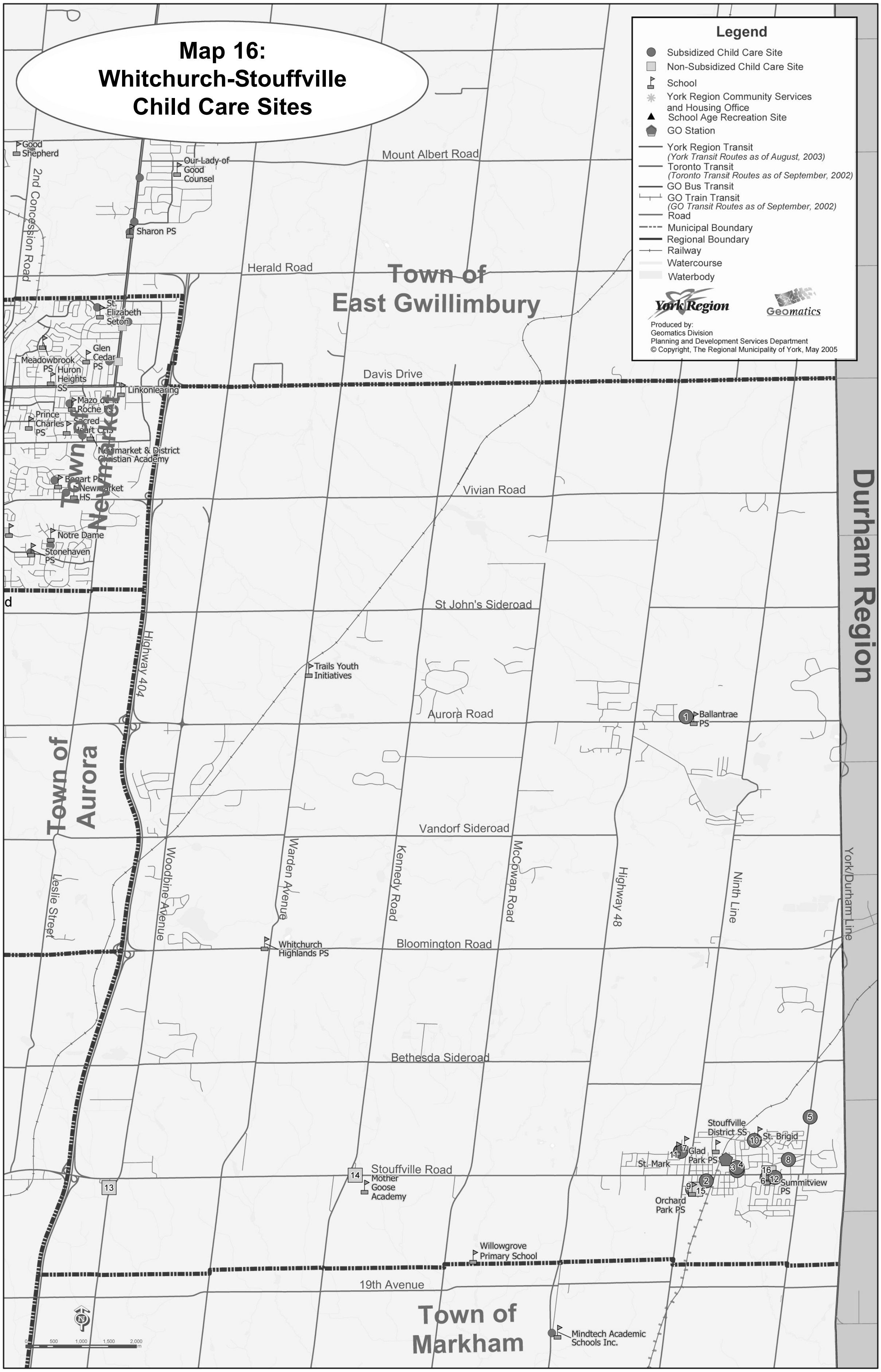
Geomatics
Town of Richmond Hill
Town of Markham
City of Vaughan
City of Toronto
Yonge Street
Bathurst Street
Dufferin Street
Keele Street
Bayview Avenue
Woodbine Avenue
Steeles Avenue
Centre Street
Highway 7
Rutherford Road
Langstaff Road
16th Avenue
0 250 500 1,000 1,500 Metres


Map 15: Vaughan
Child Care Sites
Township of King
Town of Richmond Hill
City of Toronto
Peel Region
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit (York Transit Routes as of August, 2003)
Toronto Transit (Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit (GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
Produced by: Geomatics Division
Planning and Development Services Department
© Copyright, The Regional Municipality of York, May 2005
Leslie Street
Bayview Avenue
Yonge Street
Bathurst Street
Dufferin Street
Keele Street
Jane Street
Highway 400
Weston Road
Pine Valley Drive
Kipling Avenue
Highway 27
Huntington Road
Highway 50
Highway 407
Highway 7
Highway 427
Steeles Avenue
Rutherford Road
Langstaff Road
Major Mackenzie Drive West
Teston Road
Kirby Road
King Vaughan Road
Nashville Road
Gamble Road
Jefferson Sideroad
19th Avenue
16th Avenue



Map 16:
Whitchurch-Stouffville
Child Care Sites
Legend
Subsidized Child Care Site
Non-Subsidized Child Care Site
School
York Region Community Services and Housing Office
School Age Recreation Site
GO Station
York Region Transit
(York Transit Routes as of August, 2003)
Toronto Transit
(Toronto Transit Routes as of September, 2002)
GO Bus Transit
GO Train Transit
(GO Transit Routes as of September, 2002)
Road
Municipal Boundary
Regional Boundary
Railway
Watercourse
Waterbody
York Region
Geomatics
Produced by:
Geomatics Division
Planning and Development Services Department
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Town of
East Gwillimbury
Durham Region
Town of
Aurora
Town of
Markham
Mount Albert Road
Herald Road
Davis Drive
Vivian Road
St John's Sideroad
Aurora Road
Vandorf Sideroad
Bloomington Road
Bethesda Sideroad
Stouffville Road
19th Avenue
2nd Concession Road
Highway 404
Leslie Street
Woodbine Avenue
Warden Avenue
Kennedy Road
McCowan Road
Highway 48
Ninth Line
York/Durham Line
Good Shepherd
Our-Lady-of Good Counsel
Sharon PS
St. Elizabeth Seton
Glen Cedar PS
Meadowbrook PS
Huron Heights SS
Linkonlearing
Prince Charles PS
Newmarket & District Christian Academy
Notre Dame
Stonehaven PS
Trails Youth Initiatives
Ballantrae PS
Whitchurch Highlands PS
Mother Goose Academy
Stouffville District SS
St. Brigid
Glad Park PS
St. Mark
Summitview PS
Orchard Park PS
Willowgrove Primary School
Mindtech Academic Schools Inc.

Child Care Provider Selection Checklist

Following is a list of suggested areas to consider when selecting a child care provider to operate or develop a new child care program/centre.

	Child care provider Information	Meets Expectations	Exceeds Expectations
1.	Full legal business name.	☐	☐
2.	Incorporation number.	☐	☐
3.	Incorporated as a non-profit and included the 10 provisions into the letters patent.	☐	☐
4.	Business # (revenue Canada #).	☐	☐
5.	Recruitment of Board members. How many members are current or past members? Average length of tenure?	☐	☐
6.	How often does the Board meet?	☐	☐
7.	Date of last Annual General Meeting.	☐	☐
8.	Number of voting members attended AGM.	☐	☐
9.	Number of voting members in the agency.	☐	☐
10.	Maximum number of Directors stated in by laws.	☐	☐
11.	Director Liability Insurance Coverage.	☐	☐
12.	Minutes of Board Meeting approving this request.	☐	☐
13.	Has the agency ever filed for bankruptcy or defaulted on any debt?	☐	☐
14.	Does the agency guaranteed loans or financial commitments of others?	☐	☐
15.	Does the agency have any arrears in payroll deductions or taxes?	☐	☐
16.	Does the agency have any arrears in rent? Request documentation from landlord for verification.	☐	☐

	Child care provider Information	Meets Expectations	Exceeds Expectations
17.	Does the agency have any outstanding legal obligations including outstanding lawsuits or other outstanding judicial proceedings? If yes provide explanation.	☐	☐
18.	Has the agency received a management letter from its auditor? If yes attach the letter and Board's response.	☐	☐
19.	Does the agency have a finance committee?	☐	☐
20.	Does the agency have a financial policy? Please attach.	☐	☐
21.	Does the agency have a policy on the use of reserves? Please attach.	☐	☐
22.	Is the agency in receipt of other funding? Funder and purpose.	☐	☐
23.	How often are the financial statements presented to the Board of Directors?	☐	☐
24.	Name of current Financial Institution and account #(s).	☐	☐
25.	Describe agency's accounting and internal control system or attach copy.	☐	☐
26.	How does the agency market its program(s)?	☐	☐
27.	Review start up costs, break down per room and age grouping including office, playground.	☐	☐
28.	Enrolment and revenue plan for one year per age grouping.	☐	☐
29.	One year cash flow statement.	☐	☐

Business Case Template

1. Cover Page

- Child care provider Name and Address.
- Business Case Title.
- Date.

2. Executive Summary

- Outline of project and how it meets community needs in relation to the Child Care Service Plan.
- Role of the child care provider in development of the Child Care Infrastructure Plan.

3. Child care provider Information (maximum 1-page synopsis)

(a) **Child care provider's Background/History :**
- Background.
- History of service delivery.
- Role in community planning.

(b) **Child care provider's Management Structure:**
- Governance & Accountability structure.
- Relationship with MCYS.
- Responsibility and qualification of key personnel.

4. Proposed Infrastructure (Capital) Project

(a) **Description of the Project:**
- Scope of the project.
- Viability and sustainability of the project.
- Licensing, health and safety, fire and building code considerations.

(b) **Infrastructure (Capital) Budget:**
- Infrastructure alternatives, i.e. Construction vs. renovations.
- Cost savings measures.
- Other sources of funding.

(c) **Operation Budget:**
- Cost comparison of alternative models.
- Cost savings measures considered.

5. Risk Analysis

Implications if project does not proceed.

6. Appendices

- The Corporation's audited financial statements for the past three years.
- Name and address of Accountant, Lawyer, Account Manager.
- List of Board Members.
- List of key contacts.