EARLY LEARNING
AND CHILD CARE
SERVICE PLAN

2014-2017

Working together to build vibrant, healthy, and sustainable communities.
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The 2014 Early Learning and Child Care Service Plan (ELCCSP) provides a comprehensive overview of Simcoe County’s Licensed Child Care System in conjunction with detailed information regarding service provision, levels of funding, pressures, identified priorities, opportunities and next steps.

Comprising 4,859 square kilometers in central southern Ontario, Simcoe County encompasses 16 member municipalities, the City of Barrie, and the City of Orillia. Densely populated and geographically diverse, the County is home to approximately 446,000 residents. Serving families in both urban and rural areas, the local Licensed Child Care System is provincially legislated and funded by the Ministry of Education (MEDU) and the County of Simcoe. In its role of Consolidated Municipal Service Manager (CMSM), the County of Simcoe is responsible for local system management, leadership, and system funding administration. Delivering a range of programs and supports, funded service providers make up more than 180 Licensed Child Care Sites, seven Special Needs Resourcing Agencies, and one Family Resource Centre. The County of Simcoe directly delivers two programs - Child Care Fee Subsidy and a Licensed Family Home Day Care Program.

As a result of FDK, Early Childhood Educators (ECE) continue to leave the Licensed Sector at an unprecedented rate to accept better paid positions in elementary school Kindergarten programs. Many Operators are struggling to meet Day Nurseries Act (DNA) staffing requirements.

Released in 2012, Modernizing Child Care in Ontario further articulated the Ministry of Education’s (MEDU) long-term vision for a high-quality, accessible, coordinated system that would support growth and provide children with the most advantageous start possible. In order to achieve this vision, the province signaled its intent to revisit the DNA, rationalize funding, develop quality indicators for Child Care Operators, and support capacity building across the Licensed System. In response to MEDU’s Modernization document, the County of Simcoe provided two days of consultation and facilitated discussion for system and broader community partners (September, 2012). A resulting summary of community comments and recommendations was subsequently submitted to MEDU.
Implementation of modernization began in 2013 with the introduction of MEDU’s new Child Care Funding Formula and Funding Framework for Consolidated Municipal Service Managers (CMSM) and District Social Service Boards (DSSAB) across Ontario. In accordance with the new funding formula, some CMSMs across the province received increased system funding as was the case in Simcoe County. In 2013, Licensed Child Care System Funding increased by nearly 3.3 million in new provincial dollars with an additional 1.8 to follow in 2014. In conjunction with the increases came revised Ministry Guidelines (Funding Framework) governing how funding could be used across the system, with enhanced flexibility allowing for targeted investments in local service system pressures, capital priorities, continuous quality improvement, and system-wide capacity building.

In early 2000, an initial Child Care Service Plan was developed by County staff to identify system needs, determine priorities, and make corresponding recommendations for allocation of available resources. Endorsed by County Council, the Plan has been regularly revisited to ensure recommendations reflect the changing needs of the Licensed Child Care System and appropriate strategies are identified for addressing local gaps and pressures. The previous Service Plan was completed in 2010, just prior to the provincial transfer of responsibility for Child Care from the Ministry of Children and Youth (MCYS), to the Ministry of Education (MEDU). In anticipation of legislative and/or funding changes potentially resulting from the transfer, formal service planning was paused until such provincial announcements had been made. While planning for specific initiatives continued, formal service system planning resumed in late 2012.

The resumed service planning has included many hours of consultation with funded service providers, local school boards, and broader system partners. Based on principles of transparency, equity, and collaboration, the resulting ELCCSP reflects the County’s commitment to leadership, innovation, respect and accountability. The document underscores the critical importance of locally based planning in working to ensure provision of high quality, responsive, accessible, and affordable child care services. Simply put, it provides a blueprint for guiding efforts to manage, strengthen, and stabilize the Licensed Child Care System in Simcoe County. Prior to implementation, the ELCCSP will be submitted to County Council for requested endorsement. Once endorsed, the document will be presented to community partners with an invitation to provide feedback throughout the full implementation process. The ELCCSP will be annually revisited and formally updated at three-year intervals, with future revisions based on continued system analysis and further consultation.

It’s been said that the health of any community can be best measured by how well it cares for its most vulnerable citizens … the elderly and the young. Programs and services provided today will play a pivotal role in shaping the future economic, social and cultural health of our area. With this in mind, a number of priorities and related opportunities have been identified (see Section 6) with a primary focus on stabilization and capacity building across the Licensed Child Care System. The County of Simcoe will continue to effectively fund, plan and manage the local system to strengthen families, enhance child development, and create healthier communities.

As always, questions and comments are sincerely welcome and may be directed to:
childcareserviceplanning@simcoe.ca
The service system planning process has been guided by established values and objectives, intended to ensure recommendations reflect the priorities of families, service providers, and broader community partners.

2.1 Planning Methodology

- Establish a Project Management Plan including Values, Objectives, Processes, and Timelines
- Comprehensive Review of a) County of Simcoe Vision, Values, Strategic Direction, and Priorities; b) County of Simcoe Children’s Services Policies; and b) Ontario Ministry of Education (MEDU) Legislation, Guidelines, Policy, Standards, and Priorities
- Review of previous County of Simcoe Child Care Service Plans
- Extensive Community Input through Stakeholder Consultations
- Completion of an Environmental Scan
- Analysis of System Pressures, Challenges, and Opportunities/Next Steps
- Consultation with other Consolidated Municipal Service Managers (CMSM)
- Alignment with Ontario Municipal Social Services Association
- Research and Literature Review

**Elements of Child Care Service Planning, 2012-2014**

- Determining system pressures, priorities, and funding recommendations
- Planning, research, and policy review
- Environmental scan
- Consultation
2.2 Alignment with the County of Simcoe’s Vision, Mission, and Values Statements

As reflected within the County of Simcoe’s 2011 Strategic Plan, defining statements have been articulated with respect to Vision, Mission, and Values. Each has played an integral role in guiding the Early Learning and Child Care Service Plan (ELCCSP) to completion.

**Corporate Vision**

*Working Together To Build Vibrant, Healthy, Sustainable Communities*

The County of Simcoe recognizes the critical importance of working together with community partners, to strengthen and stabilize the Licensed Child Care System. High-quality, affordable and accessible child care plays a critical role in ensuring the health and well-being of children and families across local communities.

**Mission**

*Providing affordable, sustainable services and infrastructure through leadership and innovative excellence.*

In its capacity of Consolidated Municipal Service Manager (CMSM), the County of Simcoe continues to provide strong leadership to ongoing and new initiatives supporting affordable, qualitative, and sustainable child care services. Since undertaking this current process of formal service system planning (2012), County staff has consulted community partners and invited further comment through a designated email address, by phone, and/or with face-to-face meetings. Innovative suggestions and opportunities have been welcomed and considered, relative to mitigating local pressures with the goal of system stabilization.

**Values**

County Values provide guiding principles to ensure meaningful outcomes based on ethical planning processes.

*Stewardship:*

To enact an effective and meaningful service planning process that contributes to system transformation, stabilization, and sustainability

*Leadership:*

To empower community partners by actively soliciting diverse perspectives, acknowledging stakeholders’ experience and understanding of system issues, and by exemplifying shared responsibility for continuous, qualitative improvements

*Integrity:*

To lead a transparent planning process in which all stakeholders are included and valued
Innovation:
To encourage creative, progressive conversations that challenge existing paradigms and give voice to potential alternative approaches to system management and funding.

Respect:
To recognize the value and worth in respective contributions by providing fair, equitable, and continued opportunities for dialogue and continued input to the planning process and range of potential outcomes.

Accountability:
To complete a meaningful planning process, to share the resulting service plan with all stakeholders, convey processes for implementation, and establish timelines for formal plan review.

Cooperation:
To demonstrate a positive approach to building and maintaining collaborative relationships, to exemplify teamwork with both County and community colleagues, and to accept and understand varying points of view.
2.3 Service Plan Objectives

The County of Simcoe Early Learning and Child Care Service Plan (ELCCSP) will reflect:

- Demonstrated commitment to a transparent, respectful, and inclusive planning process
- An intent to revisit the plan on an annual basis and to update when appropriate
- Roles and responsibilities relative to maintaining and enhancing the Licensed Child Care System
- Collaboration with and among a range of service providers and broader community partners
- A vision of One System of Early Learning and Care that puts the needs of children and families at the forefront, a system that is responsive, qualitative, accessible, and affordable

- Recommendations and strategies that:
  - Comply with municipal and provincial legislation, regulations, policies and standards
  - Posit the needs of children and families as central to program and service delivery
  - Support a range of program options
  - Respect parental choice
  - Reflect support for Francophone services
  - Reflect support for First Nations, Métis and Inuit (FNMI) services
  - Recognize the diverse demographic profile of Simcoe County
  - Support healthy child development and strong, nurturing families
  - Provide support for families who are under-resourced
  - Respect service provider input and seek to address identified priorities
  - Provide a balance of quick wins and longer-term objectives
2.4 Timelines

2013 into 2014 has provided a much needed period of transition, an opportunity to assess system pressures, to consult diverse community stakeholders, and revisit the needs of children and families. It has allowed for a comprehensive planning process intended to determine service models, related funding recommendations, and improved approaches to supporting and managing the Licensed Child Care System.

In 2014, the resultant Early Learning and Child Care Service Plan (ELCCSP) will be presented to County Council in 2014 for requested endorsement. The Plan will be additionally shared with the Ministry of Education (MEDU) for information.

Service providers and broader community partners will be invited to an information session, formally acknowledged for their participation in the planning process, and given a copy of the approved Service Plan for requested feedback. Implementation will begin in 2015, in accordance with short and longer-term goals respectively.

2.5 Consultation

The County of Simcoe has a long history of active participation on local Children's Services planning tables. As a community, Simcoe County is known for its ability to collaborate and provide leadership to a range of initiatives designed to improve the lives of children and their families. It is this close working relationship with and among community service providers that has allowed for meaningful, open and transparent discussions throughout the formal service system planning process.

The Child, Youth and Family Coalition of Simcoe County (CYFS)

“The Child, Youth and Family Services (CYFS) Coalition of Simcoe County is a countywide alliance of organizations providing services to children, youth and their families in Simcoe County. Formed in 1999, the Coalition evolved from a commitment by children’s service providers to find ways to establish a streamlined, unified planning process that would lead to improved outcomes for children. This vision quickly expanded into a strategic, collaborative and integrated planning infrastructure allowing members to work both together and independently to meet the shared vision of improving the present and future well-being of children, youth and families. Work began on made-in-Simcoe action plans after the official launch of the Coalition in September 2003.”

The County of Simcoe actively participates at all levels of the CYFS including the:

- Advocacy Group
- Coalition Council
- Infrastructure Table
- Planning Table
- Secretariat
- Data Group

http://www.simcoecountycoalition.ca/
The Coalition comprises more than 120 members from Child Care, Special Needs Resourcing, Recreation, Ontario Early Years Centres, Children’s Mental Health, Children’s Aid, Education, Social Services, Housing, and Law Enforcement.

**Best Start Network (BSN)**

The BSN is a sub-committee of the Child, Youth and Family Coalition of Simcoe County and includes a range of community partners who work together to ensure the ‘best start possible’ for all children. This committee is co-chaired by one community and one County staff member. Sectors at the table include Child Care, Education, Special Needs Resourcing, Ministry of Education, Ontario Early Years Centres, Recreation, Public Health, Mental Health, and Children’s Aid. BSN sub-committees include:

**Simcoe County Child Care Committee (SCCCC)**
The SCCCC comprises Licensed Child Care Operators and provides an opportunity for networking, professional development, information sharing, and planning. The Committee is co-chaired by one County and one community child care staff member.

**Raising the Bar on Quality Child Care (RTB)**

Raising the Bar is a Quality Assurance Initiative designed to encourage common standards of excellence among Licensed Child Care Operators. It provides a formal process for achieving continuous quality improvements (Bronze, Silver and Gold levels) that are acknowledged and celebrated on an annual basis. This committee is co-chaired by one County and one community child care staff member.

**Early Intervention Council (EIC)**
The EIC includes representation from the Special Needs Resourcing sector and allows service providers to continuously enhance program provision for children and their families. This committee is co-chaired by two community staff members.

**Local Early Learning and Planning (ELP)**
The Ministry of Education (MEDU) encourages close working relationships between Consolidated Municipal Service Managers (CMSM) and their local School Boards.

The ELP table provides an opportunity to guide the development and implementation of Full Day Kindergarten (FDK) across Simcoe County, to mitigate actual and/or potential challenges, share best practices, and to strengthen partnerships among all relevant sectors. It provides a forum for development and implementation of planning related to MEDU’s Schools First Policy.

The ELP table includes both senior and program staff from:

- County of Simcoe
- Ministry of Education
- School Boards
  - Child Care Advisor
  - Education Officer
  - Licensing Manager
**Targeted Consultations**

On June 27 and 28, 2013, two half-day, system-wide, community consultation sessions took place. A total of 65 stakeholders attended, including Licensed Child Care Operators, Special Needs Resourcing Agencies, Family Resource Centre, Health, Local School Boards, and the Ministry of Education (MEDU).

Participants were advised of MEDU’s new Funding Formula and Framework in conjunction with the County’s decision to implement a formal and comprehensive service system planning process. County staff spoke to the associated timelines, the critical importance of community engagement, and the County’s commitment to the strengthening and stabilization of the existing Licensed Child Care System. These first consultations were positioned as ‘the beginning of a much bigger conversation’ with an accompanying promise of subsequent consultations to follow.

From July through October, 2013, sub-groups were invited to additional consultations as detailed below:

<table>
<thead>
<tr>
<th>GROUP</th>
<th>DATE</th>
<th>TIME</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barrie Area Native Advisory Circle (BANAC) Child Care</td>
<td>Jul. 26</td>
<td>1:00 p.m.</td>
<td>BANAC Child Care - Barrie</td>
</tr>
<tr>
<td>Commercial Child Care Operators</td>
<td>Aug. 15</td>
<td>9:30 a.m.</td>
<td>County of Simcoe Administration Centre</td>
</tr>
<tr>
<td>Ontario Early Years Centres</td>
<td>Aug. 19</td>
<td>2:30 p.m.</td>
<td>County of Simcoe Administration Centre</td>
</tr>
<tr>
<td>Francophone Child Care Operators</td>
<td>Aug. 22</td>
<td>2:00 p.m.</td>
<td>County of Simcoe Administration Centre</td>
</tr>
<tr>
<td>Parents</td>
<td>Sept. 9, 10, 12, 16, 18</td>
<td>7:00 p.m.</td>
<td>Barrie, Orillia, Midland, Collingwood, Bradford</td>
</tr>
<tr>
<td>Special Needs Resourcing Agencies</td>
<td>Sept. 10</td>
<td>9:30 a.m.</td>
<td>County of Simcoe Museum</td>
</tr>
<tr>
<td>Early Learning Program Executive Committee</td>
<td>Sept. 16</td>
<td>9:30 a.m.</td>
<td>County of Simcoe Administration Centre</td>
</tr>
<tr>
<td>Simcoe County Child Care Committee</td>
<td>Sept. 18</td>
<td>1:00 p.m.</td>
<td>County of Simcoe Administration Centre</td>
</tr>
<tr>
<td>First Nations, Métis, Inuit Child Care</td>
<td>Sept. 26</td>
<td>10:30 a.m.</td>
<td>County of Simcoe Administration Centre</td>
</tr>
<tr>
<td>Special Needs Resourcing Service Providers</td>
<td>Oct. 16</td>
<td>9:30 a.m.</td>
<td>County of Simcoe Administration Centre</td>
</tr>
<tr>
<td>Front Line Child Care Staff</td>
<td>Oct. 30</td>
<td>Full Day</td>
<td>Across the County – drop-in visits to Licensed Child Care Operators to Speak with Front Line Staff</td>
</tr>
</tbody>
</table>
Most sessions were well attended with the exception of scheduled Parent Consultations. While invitations were extended through newspaper advertisements, Child Care Operators, Special Needs Resourcing Agencies, Ontario Early Years Centres, and local libraries, there was nonetheless a low response rate. While parental input to the Service Plan was thus lower than projected, such input is obtained through Parent Satisfaction Surveys, issued every two years, to families accessing service through Special Needs Resourcing agencies (most recently completed in 2014). Recognizing its critical importance, future opportunities will continue to be sought for parental engagement across a range of settings.

At all consultation sessions, discussions were open, thoughtful and stimulating, providing compelling input to the planning process. Throughout the resultant Early Learning and Child Care Service Plan (ELCCSP), the voice of stakeholders is clearly reflected with priorities and strategic directions developed accordingly.
The Environmental Scan profiles Simcoe County using 2011 Census Data. Demographic, social, and economic indicators provide a context for determining Licensed Child Care System needs, existing challenges, and potential augmentations.

3.1 A Profile of Simcoe County

Located in central Southern Ontario, Simcoe County comprises 4,859 square kilometers and stretches south from Georgian Bay to Bradford, east from Lake Simcoe to Grey and Dufferin counties. This large and geographically diverse County includes two cities and 16 towns/townships:

- Adjala-Tosorontio
- Bradford West
- Gwillimbury
- Clearview
- Collingwood
- Essa
- Innisfil
- Penetanguishene
- Ramara
- Severn
- New Tecumseth
- Springwater
- Tiny
- Wasaga Beach
- City of Barrie
- City of Orillia
- Tay

From 2006 to 2011, the County’s population increased by 5.7% from 422,204 to 446,063 and is projected to reach 667,000 by 2036.²

<table>
<thead>
<tr>
<th>Age Cohort</th>
<th>2011 (estimated)</th>
<th>2036 (projected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-19</td>
<td>+29%</td>
<td></td>
</tr>
<tr>
<td>20-34</td>
<td>+20%</td>
<td></td>
</tr>
<tr>
<td>35-49</td>
<td>+23%</td>
<td></td>
</tr>
<tr>
<td>50-64</td>
<td>+21%</td>
<td></td>
</tr>
<tr>
<td>65-79</td>
<td>+136%</td>
<td></td>
</tr>
<tr>
<td>80+</td>
<td>+198%</td>
<td></td>
</tr>
</tbody>
</table>


With respect to system planning, the following chart indicates the number of children and families potentially requiring Licensed Child Care System programs and services.

### Demographic Characteristics, 2011 Census

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Families</td>
<td>130,800</td>
</tr>
<tr>
<td>Total Number of Children 0-6</td>
<td>28,045</td>
</tr>
<tr>
<td>Total Number of Lone-Parent families</td>
<td>20,955</td>
</tr>
</tbody>
</table>

According to the Ontario Office of Francophone Affairs, Francophones comprise approximately 4.8% of the province’s population, with roughly 85% of all Franco-Ontarians living in designated Francophone areas. Within Simcoe County, three such areas include the Town of Penetanguishene and the Townships of Tiny and Essa. In Simcoe County, the Francophone population totals 13,260 and accounts for approximately 3% of the County’s total residents (446,063).³

The Provincial French Language Services Act, 1986 (FLSA), guarantees all individuals the right to receive services in French from Ontario Government Ministries and from funded agencies within Ontario’s 25 designated Francophone areas. Given this, the County of Simcoe, through its annual Service Agreement with the Ministry of Education (MEDU), is required to develop, submit, and implement a French Language Service Plan to gradually move designated service providers to full compliance. Across the system, clients requiring Child Care Fee Subsidy and/or Special Needs Resourcing are actively offered service in French. Both current and future service planning will continue to consider Francophone community needs relative to the Licensed Child Care System in Simcoe County.

With respect to First Nations, Métis and Inuit populations (FNMI), the County of Simcoe includes two FNMI Reserves – Mnjikaning First Nation and Christian Island. In 2006, more than 13,000 people identified as FNMI. That number rose to 17,545 in 2011, with 3,975 of the FNMI population aging infant to 14. FNMI persons account for approximately 3.9% of the County’s population.⁴

The foreign-born population in Simcoe County is increasing. This trend is noted both in the number of direct landings in

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Simcoe County, and the large number of immigrants moving to Simcoe County from other Ontario locations, primarily the Greater Toronto Area (GTA). In 2011, Statistics Canada reported 107 non-official mother tongue languages in Simcoe County. This number is a significant increase over the previous reporting periods (2006: 66 languages, 2001: 58 languages), and is representative of the growing diversity of residents in our communities. The fastest growing non-official language in Simcoe County is Spanish. Mandarin, Tagalog, Russian, Urdu and Punjabi have increased at a rapid pace in the past 10 years.5

The economy of Simcoe County is quite diverse with local business including agriculture, manufacturing, retail, tourism, and food service. While many residents are fortunate to secure employment within the County, others travel to workplaces outside of Simcoe. Travel is done by individual vehicle, car pools, bus and Go Train. The average household income in Simcoe County is just more than $ 80,842. The County of Simcoe’s unemployment rate is 8.4%, just over the provincial average of 8.3%.6

Post-secondary educational opportunities are provided by Georgian College, Collège Boréál, and Lakehead University. Through Georgian College, a number of articulation agreements have been developed with other universities in both Ontario (i.e. Laurentian) and the United States (i.e. Michigan State). Headquarters for the Ontario Provincial Police is in the City of Orillia and Canadian Forces Base Borden is in Essa Township.7

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5 Statistics Canada. 2012. Simcoe, Ontario
6 Statistics Canada. 2012. Simcoe, Ontario
Historic System Overview

In the latter part of autumn, 1999, the Corporation of the County of Simcoe was given legislative accountability for Local Child Care System management. Designated ‘Consolidated Municipal Service Manager’ (CMSM) by the Government of Ontario, this role included strategic service planning, allocation of funding resources, and county-wide system governance.

Prior to the download, the County had been responsible for administration of Child Care Fee Subsidy and its Directly Operated Family Home Day Care Program. In 1999, new accountability included administration of Special Needs Resourcing, Wage Subsidy, Family Resource Centres, and Health and Safety Funding. The Province retained (and continues to retain) responsibility for Licensing of all formal Child Care Programs.

The Licensed Child Care System is legislated and primarily funded by the Ministry of Education (MEDU) with a portion of total funding provided by the municipality. The system is managed and governed by the County of Simcoe, while actual programs and supports are delivered by local funded service providers.

Over the past decade, various provincial ministries have assumed legislative responsibility for child care. In 1999, when system management transferred to the County of Simcoe, legislative authority rested with the Ministry of Community and Social Services (MCSS). In 2005 the Ministry of Children and Youth Services (MCYS) assumed responsibility with the shift to MEDU in 2011.

The system budgetary funding lines, inherited in 1999, reflected decades of provincial negotiations with individual child care programs and included Fee Subsidy, Wage Subsidy, Special Needs Resourcing, Family Resource Centres and Health and Safety. Historically, system funding reflected a program cost-sharing of 80% provincial, 20% municipal, while administrative costs were shared equally.

Beginning in 2003, a number of new initiatives were intermittently introduced, each designed to support healthy child development and support families in their work and/or school endeavours. The Multilateral Framework on Child Care (2003) was both provincially and federally funded and was considered by many as the first step in developing a National Child Care Program. In 2004 the Ontario government introduced Best Start, a jointly funded federal-provincial initiative intended to increase child care spaces, enhance existing services, and provide children with the best possible transition to elementary school. Then in the spring of 2006, the Federal government announced its decision to terminate the Federal-Provincial Agreement effective March, 2007. As such, Best Start funding was significantly reduced, however the local associated initiatives continued to move forward, many of which have been sustained.

Perhaps most significant was the Provincial appointment of Doctor Charles Pascal (2007) to the role of Special Advisor on Early Learning. The roll-out of Full Day Kindergarten (FDK) was subsequently announced with a five-year plan for implementation (2009-2014). This marked a new and intense time of change for the Licensed Child Care Sector.
Released in 2012, Modernizing Child Care in Ontario detailed the Ministry of Education’s (MEDU) long-term vision for One System of Early Learning and Care in the Province of Ontario. The document spoke to the critical importance of a high-quality, accessible, coordinated system, that would support future growth and provide children with the most advantageous start possible. In order to achieve this vision, the province signaled its intent to revisit the Day Nurseries Act (DNA), rationalize funding, develop quality indicators for Child Care Operators, and support capacity building across the system.

In early 2000, staff undertook development of an initial Child Care Service Plan to identify system needs, determine priorities, and make corresponding recommendations for allocation of available resources. The Plan has periodically been revisited to ensure recommendations reflect the changing needs of the Licensed Child Care System and appropriate strategies are identified for addressing local gaps and pressures. The last County Child Care Service Plan was completed in 2010, just prior to the 2011 Provincial transfer of responsibility to MEDU. In anticipation of legislative and/or funding changes potentially resulting from the transfer, County staff paused with formal service planning until such announcements had been made by MEDU. Planning for specific initiatives continued and formal service system planning resumed in late 2012.

From 1999 through 2012, provincial in-year funding periodically allowed for some one-time increases to service levels, however funding never aligned with population growth or demand for service. In 2013 however, the introduction of MEDU’s new funding formula and accompanying Funding Framework (Guidelines) essentially provided the County of Simcoe with an increase of nearly $3.3 million and much greater flexibility to address local system needs. This new Funding Formula was developed across 2012, in consultation with municipal partners through the Ontario Municipal Social Services Association (OMSSA), and the Association of Ontario Municipalities (AMO). Based on broad objectives of enhanced efficiency, responsiveness, transparency, quality, and accountability, and in conjunction with an analysis of publicly available data elements, the formula was developed in order to ensure equitable funding to CMSMs across the province. Key data elements included measures of local child populations, income levels, attachment to the workforce, cost of living, aboriginal residents, French speaking populations, and prevalence of rural/remote communities.

The following provides a snap-shot of system investments over the past four years:

<table>
<thead>
<tr>
<th>FUNDING</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>County of Simcoe Licensed Child Care System Investments</td>
<td>$20.5 M</td>
<td>$21.4 M</td>
<td>$ 24.9 M</td>
<td>$ 26.8 M</td>
</tr>
</tbody>
</table>
All areas of the Licensed System have enjoyed funding increases as a result of the new dollars. The following data provides a summary of investments over the past four years:

<table>
<thead>
<tr>
<th>PROGRAM INVESTMENTS</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Subsidy</td>
<td>$9,976,114</td>
<td>$9,346,209</td>
<td>$11,478,372</td>
<td>$12,117,542</td>
</tr>
<tr>
<td>Wage Subsidy</td>
<td>$4,662,203</td>
<td>$4,664,821</td>
<td>$4,736,495</td>
<td>$4,796,445</td>
</tr>
<tr>
<td>Pay Equity</td>
<td>$318,000</td>
<td>$318,000</td>
<td>$318,000</td>
<td>$318,000</td>
</tr>
<tr>
<td>Special Needs Resourcing</td>
<td>$3,845,374</td>
<td>$3,979,374</td>
<td>$4,379,374</td>
<td>$4,529,374</td>
</tr>
<tr>
<td>Enhancement Funding *</td>
<td>$273,092</td>
<td>$289,578</td>
<td>$347,015</td>
<td>$320,000</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>NIL</td>
<td>$144,052</td>
<td>$255,003</td>
<td>$200,000</td>
</tr>
<tr>
<td>Family Resource Centre ^</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
</tr>
<tr>
<td>Planning – Community</td>
<td>$50,400</td>
<td>$50,400</td>
<td>$50,400</td>
<td>$50,400</td>
</tr>
<tr>
<td>Planning – Aboriginal</td>
<td>$20,200</td>
<td>$20,200</td>
<td>$20,200</td>
<td>$20,200</td>
</tr>
<tr>
<td>General Operating Grant</td>
<td>NIL</td>
<td>NIL</td>
<td>$425,913</td>
<td>$455,678</td>
</tr>
<tr>
<td>Transformation</td>
<td>$24,393</td>
<td>$92,260</td>
<td>$244,903</td>
<td>$120,000</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>NIL</td>
<td>$74,429</td>
<td>$177,418</td>
<td>$181,621</td>
</tr>
<tr>
<td>Capital</td>
<td>$12,981</td>
<td>$112,349</td>
<td>$300,365</td>
<td>$300,000</td>
</tr>
<tr>
<td>Small Water Works</td>
<td>NIL</td>
<td>$12,210</td>
<td>$21,613</td>
<td>$22,147</td>
</tr>
</tbody>
</table>

Re*: Enhancement Funding allows Licensed Child Care Operators to temporarily enhance their staffing complement in order to enhance capacity to meet the overall needs of the group. This enhances the Operators’ ability to include children with a range of needs in their classrooms.

Re^: Family Resource Centres (FRC), formerly funded through the Ministry of Children and Youth Services (MCYS), are now funded by the Ministry of Education (MEDU). FRC funding is flowed by the County of Simcoe, based on its Service Agreement with MEDU.
With respect to Service Levels, the following data provides numbers by Program Area:

<table>
<thead>
<tr>
<th>SERVICE LEVELS</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Subsidy</td>
<td>3,740 children</td>
<td>3,899 children</td>
<td>4,628 children</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No wait-list</td>
</tr>
<tr>
<td>Wage Subsidy</td>
<td>728 full-time equivalent staff</td>
<td>886 full-time equivalent staff</td>
<td>858 full-time equivalent staff</td>
</tr>
<tr>
<td>Pay Equity</td>
<td>15 service providers</td>
<td>15 service providers</td>
<td>15 service providers</td>
</tr>
<tr>
<td>Special Needs Resourcing</td>
<td>2,204 children</td>
<td>2,446 children</td>
<td>2,289 children</td>
</tr>
<tr>
<td></td>
<td>7 service providers</td>
<td>7 service providers</td>
<td>7 service providers</td>
</tr>
<tr>
<td>Enhancement Funding</td>
<td>167 children</td>
<td>154 children</td>
<td>124 children</td>
</tr>
<tr>
<td></td>
<td>36 child care sites</td>
<td>44 child care sites</td>
<td>59 child care sites</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>NIL</td>
<td>54 child care sites</td>
<td>53 child care sites</td>
</tr>
<tr>
<td>Family Resource Centre</td>
<td>1 operator</td>
<td>1 operator</td>
<td>1 operator</td>
</tr>
<tr>
<td></td>
<td>4,174 children</td>
<td>3,864 children</td>
<td>3,585 children</td>
</tr>
<tr>
<td>General Operating Grant</td>
<td>NIL</td>
<td>NIL</td>
<td>164 child care Sites</td>
</tr>
<tr>
<td>Transformation</td>
<td>NIL</td>
<td>NIL</td>
<td>37 child care Sites</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>NIL</td>
<td>13 child care sites</td>
<td>25 P.D. Events</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>760 participants</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>E.C.E. back-fill</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>First Aid Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>60 tutions for part-time and/or apprenticeship Georgian College E.C.E. students</td>
</tr>
<tr>
<td>Capital</td>
<td>NIL</td>
<td>6 child care sites</td>
<td>21 child care sites</td>
</tr>
<tr>
<td>Small Water Works</td>
<td>NIL</td>
<td>5 child care sites</td>
<td>5 child care sites</td>
</tr>
</tbody>
</table>

Since assuming system management in 1999, the County of Simcoe has developed positive relationships with funded service providers and broader community partners. Through strong, responsive leadership, the County is recognized for its transparent, collaborative approach to service planning, issues resolution, and capacity building. Staff provides leadership and/or support to a wide array of networks, planning tables and coalitions and as such has a ‘finger on the pulse’ of actual and/or potential community directions and initiatives. In summary, the County of Simcoe has a solid track record and is highly respected for its leadership role.

1999 to present has been a time of change, intense service pressures, and unprecedented system growth. While September, 2014 marks the final phase of Full-Day Kindergarten (FDK) implementation, it is reasonable to anticipate continued transition as the system is shepherded to a place of authentic modernization.
Local Service System

5.1 Overview of the Licensed Child Care System

The following provides an overview of the Licensed Child Care System in 2011 and 2013:

<table>
<thead>
<tr>
<th>LICENSED CHILD CARE SYSTEM INDICATORS</th>
<th>2011</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Child Care Sites</td>
<td>130</td>
<td>169</td>
</tr>
<tr>
<td>Total Child Care Spaces Provided</td>
<td>6,216</td>
<td>10,168</td>
</tr>
<tr>
<td>• Infant</td>
<td>129</td>
<td>203</td>
</tr>
<tr>
<td>• Toddler</td>
<td>652</td>
<td>848</td>
</tr>
<tr>
<td>• Preschool</td>
<td>1,907</td>
<td>1,947</td>
</tr>
<tr>
<td>• JK/SK</td>
<td>766</td>
<td>838</td>
</tr>
<tr>
<td>• School Age</td>
<td>2,131</td>
<td>6,332</td>
</tr>
<tr>
<td>Non-Profit Child Care Centres</td>
<td>105</td>
<td>137</td>
</tr>
<tr>
<td>For-Profit Child Care Centres</td>
<td>25</td>
<td>29</td>
</tr>
<tr>
<td>Before and After School Age Programs</td>
<td>53</td>
<td>119</td>
</tr>
<tr>
<td>• Located In Child Care Centres</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>• Located In Schools</td>
<td>53</td>
<td>96</td>
</tr>
<tr>
<td>• Actual Subsidized School Age Children</td>
<td>877</td>
<td>924</td>
</tr>
<tr>
<td>Private Home Day Care Agencies</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Non-Profit Private Home Day Care Agencies</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>For-Profit Private Home Day Care Agencies</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Francophone Child Care Centres</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>• Francophone Licensed Capacity</td>
<td>556</td>
<td>519</td>
</tr>
<tr>
<td>Number of Aboriginal Centres (Off Reserve First Nation, Métis and Inuit)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>• Licensed Capacity</td>
<td>62</td>
<td>59</td>
</tr>
<tr>
<td>Special Needs Resourcing Agencies</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>• Resource Teacher/Early Intervention Program</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>• Speech and Language and Blind/Low Vision</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>• Occupational and Physical Therapies</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Family Resource Centres</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
While the preceding data reflects a diversity of programs, many families are still unable to access Licensed Child Care in the communities in which they live. In its role of local System Service Manager, County staff continue to work with community to address the shortage of child care spaces, particularly in more rural areas. Given diverse employment and the location of workplaces, many parents work outside of core, traditional hours and require evening, early morning, and/or weekend care. At this time, Licensed Family Home Child Care is able to provide some of the required spaces in conjunction with two centre-based programs now offering care during non-traditional hours.

5.2 Fee Subsidy

The Child Care Fee Subsidy Program is administered through the County of Simcoe and is intended to offset the cost of Licensed Child Care for parents who are employed, attending school, or raising a child requiring special developmental supports.

In order to determine eligibility, fee subsidy applicants are subject to Income Testing based on Ministry of Education (MEDU) Guidelines and County Policy. Applicants are required to provide a Canada Revenue Agency Notice of Assessment (NOA) and eligibility is determined solely by income as detailed therein. Numbers of children, assets, living expenses, and/or debts are not considered. The intent is to ensure the most under-resourced families are provided with first access to subsidized child care and the portion of care for which families pay is relative to their documented income level (i.e. A parent with earnings of $60,000 per annum would be expected to pay a higher daily parent fee than a parent earning $40,000). Newly arrived immigrants to Canada are not required to provide an NOA.

Income Testing is conducted by Registered Early Child Educators, employed as County of Simcoe Child Care Representatives, who work from seven locations across Simcoe County. Fee subsidy is approved for qualifying families to support the cost of Licensed Child Care for their children (age infant to age 12).

Families eligible for Child Care Fee Subsidy may choose to place their children in any Licensed Child Care setting, across Simcoe County, with whom the Corporation holds a Purchase of Service Agreement (POS). POS Child Care Operators submit monthly billings reflecting the number of subsidized children served. These billings are verified by County staff and Child Care Operators are compensated in accordance with municipally approved Per Diem rates.

Over the past decade, limited funding and increasing demand for service consequently resulted in wait-lists that eventually became the norm. Absent of Child Care Fee Subsidy, parents were often unable to retain employment or continue educational endeavours. In late 2012, once advised of the 2013 MEDU funding increase, County staff lifted the wait-list and it was not re-implemented until June 1, 2014.

With respect to poverty reduction, Fee Subsidy is a critical component in ensuring parents can work or study, confident their children are being cared for by highly skilled, diligent professionals, in positive, developmentally appropriate early-learning environments. As such, in 2013 53% of the new MEDU Child Care System Funding was allocated to the Children’s Services Fee Subsidy Program. In 2014, the allocation rose to 65% of new MEDU dollars.
The following data details Child Care Fee Subsidy Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>CHILD CARE FEE SUBSIDY</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>$ 9,976,114</td>
<td>$ 9,346,209</td>
<td>$ 11,478,372</td>
<td>$ 12,117,542</td>
</tr>
</tbody>
</table>

5.3 Wage Subsidy

Wage Subsidy funding is intended to augment salaries and Care settings. Historically, sector staff have been poorly compensated particularly when compared to elementary teacher colleagues working in kindergarten classrooms.

Since inheriting responsibility for Wage Subsidy (1999), the County of Simcoe has demonstrated commitment to ensuring equity of access for all Licensed Child Care Operators, non-profit and commercial alike.

Each year the existing Wage Subsidy funding envelope is distributed equally across the system, based on funding of full-time equivalent staffing positions. Staff recognizes however with Child Care System growth, the allocation to individual operators must necessarily decrease. As such, in accordance with service system planning (initiated in 2012), County staff has temporarily paused establishing new Wage Subsidy contracts in order to allow for stabilization of existing Wage Subsidy dollars and further system review.

In 2013 and 2014, Licensed Child Care Operators received 75.2% of their total maximum entitlement in accordance with Ministry of Education (MEDU) funding guidelines. For 2013 and 2014, the guidelines have prohibited any increase to staff compensation above and beyond levels extended in 2012, based on full-time equivalent staff. Unused returned Wage Subsidy dollars have historically been reinvested in other programs and services to assist in mitigating system pressures.

The following data details Wage Subsidy Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>WAGE SUBSIDY</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>$ 4,662,203</td>
<td>$ 4,664,821</td>
<td>$ 4,736,495</td>
<td>$ 4,796,445</td>
</tr>
</tbody>
</table>
5.4 **Special Needs Resourcing**

Funding for Special Needs Resourcing is primarily intended to support the inclusion of children with special needs in Licensed Child Care settings and approved recreation programs.

The Special Needs envelope includes Resource Teacher/Early Intervention Programs in conjunction with Therapeutic Preschool Services including Speech and Language, Blind/Low Vision, and Occupational and Physiotherapies.

Resource Teacher Programs are delivered through five Community Living Programs and are responsible for assessing children with special needs, developing individual program plans, providing support to families, and consulting to Licensed Child Care Operators. Resource Teachers support, mentor and provide resources for Child Care Operators in order to build greater staff capacity and ensure all children requiring care can be accommodated within licensed settings.

Therapeutic services are administered through local hospitals.

Funding allocations are determined through service system planning, and in accordance with MEDU and County guidelines.
Special Needs Resourcing Programs are delivered through seven funded service providers as follows:

<table>
<thead>
<tr>
<th>SPECIAL NEEDS RESOURCING</th>
<th>RESOURCE TEACHER PROGRAM</th>
<th>PRESCHOOL SPEECH &amp; LANGUAGE</th>
<th>BLIND LOW VISION</th>
<th>OCCUPATIONAL AND PHYSIOTHERAPIES</th>
<th>FTE + STAFF</th>
<th>2013 SERVICE LEVELS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funded Service Providers</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>14.6</td>
<td>553</td>
</tr>
<tr>
<td>Simcoe Community Services</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>8.55</td>
<td>217</td>
</tr>
<tr>
<td>Catulpa Community Services</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>6.12</td>
<td>141</td>
</tr>
<tr>
<td>e-3 Community Services</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>4.8</td>
<td>149</td>
</tr>
<tr>
<td>Community Living Association of South Simcoe</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>6.66</td>
<td>231</td>
</tr>
<tr>
<td>Community Living Huronia</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>6.17</td>
<td>633</td>
</tr>
<tr>
<td>Royal Victoria Regional Health Centre</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>3.76</td>
<td>454</td>
</tr>
<tr>
<td>Soldier’s Memorial Hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

+ Equals Full Time Equivalent Staff
Resource Teacher Programs:

In 2010, subsequent to a multi-year community planning process, the County of Simcoe introduced the Resource Teacher Consultation Model. This Model is intended to assist child care centre staff in developing greater capacity to work more effectively with children with diverse special needs. Prior to 2010, Resource Teachers typically worked with children ‘one on one’ in Licensed Child Care settings, often in spaces removed from the actual classroom. Once the Resource Teachers left those classrooms, so did the primary expertise and child care staff were often left struggling to meet the full range of classroom needs. The current model however requires Resource Teachers to consult with child care staff – to share knowledge of diverse special needs, targeted strategies, individual plans, and relevant resources - intended to engender confidence and create greater capacity at the child care staff level. In conjunction with enhanced system capacity, this Consultation Model allows funded Special Needs Resourcing agencies to serve children who otherwise would remain on the wait-list.

In 2012, the Electronic Record was formally implemented based on the collaborative efforts of the Children’s Treatment Network (CTN), Early Intervention Council (EIC), and local School Boards. In terms of implementation, the Electronic Record is attached to the child and with parental authorization is shared with service providers across interventions throughout the child’s early years of development and growth. For example, where a child has participated in Resource Teacher Programs in conjunction with Preschool Speech and Language services, these interventions would be included in the Electronic Record and assist teachers in planning appropriately when the child enters elementary school.

Special Needs Resourcing funding additionally extends to the Child Care Enhancement Program designed to support quality inclusion of children with special needs in Licensed Child Care settings. Enhancement Funding provides for an extra set of hands to assist Child Care Operators in meeting the combined and individual needs of all children in the classroom. As teaching capacity builds and classrooms stabilize, the level of funding is correspondingly decreased and/or phased out.

At a local level, agencies work together as members of the long standing Early Intervention Council (EIC) to address access to service and coordination of programs and supports. Through planning tables such as the EIC, Simcoe County has come to enjoy a province-wide reputation for joint planning, best practice, and service integration.

The following data details Special Needs Resourcing Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>SPECIAL NEEDS RESOURCING INVESTMENTS BY PROGRAM</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Annual Investment</td>
<td>$4,118,465</td>
<td>$4,268,951</td>
<td>$4,726,388</td>
<td>$4,849,375</td>
</tr>
<tr>
<td>Resource Teacher Programs</td>
<td>$2,799,128</td>
<td>$2,919,128</td>
<td>$3,079,128</td>
<td>$3,229,129</td>
</tr>
<tr>
<td>Preschool Speech and Language</td>
<td>$632,397</td>
<td>$646,397</td>
<td>$796,397</td>
<td>$796,398</td>
</tr>
<tr>
<td>Blind/Low Vision</td>
<td>$13,655</td>
<td>$13,655</td>
<td>$13,655</td>
<td>$13,655</td>
</tr>
<tr>
<td>Occupation and Physiotherapies</td>
<td>$400,193</td>
<td>$400,193</td>
<td>$490,193</td>
<td>$490,193</td>
</tr>
<tr>
<td>Child Care Enhancement</td>
<td>$273,092</td>
<td>$289,578</td>
<td>$347,015</td>
<td>$320,000</td>
</tr>
</tbody>
</table>
As a function of the Ministry of Education's (MEDU) new Funding Formula, Consolidated Municipal Service Managers (CMSM) are now apprised of their full funding envelope in the fall of each year. Since introducing the new formula, the province has moved away from its previous practice of providing CMSMs with additional, one-time, in-year funding. In turn, knowing its annualized funding envelope allows the County of Simcoe to annualize dollars flowed to Special Needs Resourcing Service Providers. This affords service providers a greater ability to undertake long-term planning, specifically with respect to human resource requirements.

5.5 Family Home Day Care

Licensed Family Home Day Care is intended to provide an additional care option for families requiring service outside of traditional hours including early morning, evening, overnight and/or weekend care. In addition, some parents prefer more family-like child care settings over centre-based programs.

Four Licensed Family Home Day Care Programs operate within Simcoe County, including Wee Watch Barrie, Wee Watch Orillia, Simcare, and the County of Simcoe’s directly operated Program. Quality child care is provided throughout Simcoe County in approved homes, in accordance with the Day Nurseries Act (DNA), for up to five children, age infancy to 12 years.

5.6 Repairs and Maintenance

Repairs and Maintenance Funding is intended to support Licensed Child Care Operators, both centre and home-based, who may be at risk of non-compliance with Ministry of Education (MEDU) licensing requirement and/or non-compliance with local Health, Fire, and/or Building Codes respectively. Examples of allowable expenditures include replacement or repairs to:

- Major systems (i.e. furnaces, sump pumps, roofs, foundations, windows, doors, lighting, wiring, asbestos, accessibility, etc.)
- Food preparation including hand-washing sinks, heat boosters, appliances, etc.
- Washrooms including partitions, fixtures, flooring, etc.
- Play areas including paint, flooring, outside surfaces, water systems, fencing, heating, etc.

The following data details Repairs and Maintenance Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>REPAIRS AND MAINTENANCE</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>NIL</td>
<td>$144,052</td>
<td>$255,003</td>
<td>$200,000</td>
</tr>
</tbody>
</table>

8 Ministry of Education Ontario Child Care Service and Funding Guideline; Page 56; July, 2013.
5.7 General Operating Grant

Newly introduced in 2013, the General Operating Grant is intended to support system stability by assisting Licensed Child Care Operators with meeting overhead expenses associated with day-to-day operation. Expenditures may include lease and occupancy costs, utilities, administration, funding for child transportation, resources, nutrition, supplies, maintenance, etc. Effective January 1, 2015, funding may be additionally used to support staff wages and benefits.

In accordance with Ministry of Education (MEDU) guidelines:

“The Ministry of Education recognizes and values the important role of non-profit child care operators in the provision of quality child care services for children and families in Ontario. Providing ongoing support to this sector is a key focus of the general operating expense category.”

“Consistent with prior wage subsidy/enhancement program criteria, where necessary to meet local community needs, general operating funding may also be provided to licensed.”

The following data details Child Care Operating Grant Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>GENERAL OPERATING GRANT</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>NIL</td>
<td>NIL</td>
<td>$425,913</td>
<td>$455,678</td>
</tr>
</tbody>
</table>

5.8 Transformation Funding

Transformation funding is intended to support Child Care Operator viability and child care transformation within local communities. Allowable expenditures include one-time costs associated with business transformation activities including:

- Support for repurposing school space associated with MEDU’s Schools First Policy
- Centre mergers; Lease Terminations; Relocation of child care programs
- Retrofitting of spaces to provide care for younger children
- Business planning and Legal consultation
- Computer and technology upgrades
- Play-based materials and equipment
- Family Home Day Care funding to support facilitation of informal providers to the formal sector

The following data details Transformation Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>TRANSFORMATION</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>$24,393</td>
<td>$92,260</td>
<td>$244,903</td>
<td>$120,000</td>
</tr>
</tbody>
</table>

---

9 Ministry of Education Ontario Child Care Service and Funding Guideline; Page 38; July, 2013.
10 Ministry of Education Ontario Child Care Service and Funding Guideline; Page 51; July, 2013.
5.9 **Capital Retrofits**

Capital funding is intended to support Licensed Child Care Operators as they continue to adapt to implementation of Full Day Kindergarten (FDK) through reconfiguration of spaces to serve younger children. Funding is available solely to Non-Profit Operators and cannot be used to create new spaces for system growth. Ministry of Education (MEDU) guidelines advise against funding programs that are frequently non-compliant and/or that pose health and safety risks to children in care.11

The following data details Capital Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>CAPITAL</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>$12,981</td>
<td>$112,349</td>
<td>$300,365</td>
<td>$300,000</td>
</tr>
</tbody>
</table>

5.10 **Small Water Works**

Small Water Works funding supports ongoing costs associated with independent water systems located on licensed child care sites. Funding may be used for maintenance, replacement of filters, chemicals, UV bulbs, and for laboratory testing. Funding is not to be used for purchase or installation of new systems. 12

The following data details Small Water Works Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>SMALL WATER WORKS</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>NIL</td>
<td>$12,210</td>
<td>$21,613</td>
<td>$22,147</td>
</tr>
</tbody>
</table>

5.11 **Capacity Building Funding**

“Capacity building funding is intended to support professional development opportunities which build the capacity of licensed child care operators, supervisors, program staff/caregivers, home visitors, home child care providers and non-profit board members to support the provision of high-quality programs for children age 0 to 12.”13

In 2013, the County of Simcoe provided a wide range of professional development opportunities and established innovative partnerships with Georgian College and Collège Boréal.

With an unprecedented shortage of Early Childhood Educators (ECE) in the Licensed Child Care System, capacity funding was allocated to Georgian College to offset tuition costs for part-time and/or apprenticeship students currently working as non-ECEs within the system. As of March, 2014, approximately 60 such students had been supported. Through funding allocated to Collège Boréal, a series of six Francophone curriculum workshops has been developed based on the Early Learning Framework (ELF, also known as ELECT).

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11 Ministry of Education Ontario Child Care Service and Funding Guideline; Page 58; July, 2013
12 Ministry of Education Ontario Child Care Service and Funding Guideline; Page 58; July, 2013.
13 Ministry of Education Ontario Child Care Service and Funding Guideline; Page 48; July, 2013.
The following data details Capacity Building Investments from 2011 through 2014:

<table>
<thead>
<tr>
<th>CAPACITY BUILDING</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Investment</td>
<td>NIL</td>
<td>$74,429</td>
<td>$177,418</td>
<td>$181,621</td>
</tr>
</tbody>
</table>

5.12 Family Resource Centre Funding

Family Resource Centre (FRC) funding supports programs and services delivered by Simcoe County’s one Family Resource Centre on Canadian Forces Base (CFB) Borden.

The CFB Borden FRC provides fully bilingual programs and services (French and English) for caregivers of young children and assists parents in making informed decisions regarding options for child care. A Resource Lending Library is available as is Respite and Emergency Child Care. In addition to its FRC, CFB Borden provides a Licensed Child Care program.

Due to the military status of its clients and the frequent transfers associated with military life, CFB Borden FRC experiences a high turn-over of service users.

In 2002, FRCs across the Province were replaced by Ontario Early Years Centres (OEYC). Exceptions included FRCs operating on Canadian military bases and as such CFB Borden FRC remained open and funded. This was to ensure targeted service provision for the Base’s distinct military population. CFB Borden FRC maintains positive working relationships with OEYCs in its local area.

CFB Borden’s FRC receives $45,000 annually.
5.13 Broader Community Partners

County staff additionally work with broader community partners for the purpose of community planning intended to support service provision and integration. Broader partners include

- Children's Aid Society
- Children's Treatment Network
- Child, Youth and Family Coalition of Simcoe County
- Community Colleges
- Ministry of Education
- Ontario Early Years Centres
- Public Health
- School Boards

One such collaboration occurred in the summer of 2012 in response to a Provincial Call for Proposals for Community Action Research Funding. Early intervention community partners quickly came together to develop proposals and make submission through the Best Start Network. Successful in its bid, $200,000 was subsequently awarded to support further development of an Integrated Child and Family Services System in Simcoe County. Key objectives included enhanced capacity for Early Screening, enhanced transition for children moving from the Preschool Intervention System into Elementary School, and expansion of the Integrated System of Care Model across a broader range of service providers.

One key deliverable in working to meet these objectives was the development of an E-Learning Library Management System (Community Learning Library) to provide E-Learning training opportunities for the broader Child Care Community. This library continues to be developed by the Best Start Network and E-Modules continue to be supported through County of Simcoe Capacity Funding.
6.1 Context

Prior to 2013, the Licensed Child Care System was challenged by years of unstable and limited funding, system growth, shifts in ministerial authority, and increased service pressures. As Local Municipal Service Manager (CMSM), the County of Simcoe worked to ensure annual funding allocations allowed for continued mitigation of service pressures to the greatest extent possible. Essentially however, funding has never kept pace with local system pressures, resulting in reduced access to service for new children and their families.

In 2012, with the Ministry’s introduction of Child Care Modernization, the Ministry of Education (MEDU) articulated its associated commitment to development of One System of Early Learning and Care, a high-quality, accessible system, for all families across the Province of Ontario. In keeping with and supporting this vision, the County welcomed a number of anticipated changes and has provided input to ongoing MEDU planning and phased in implementation.

In 2012 MEDU identified five critical areas including short term-objectives to be addressed over a three-year period:

1. Licensed Child Care System Funding
2. Capital Funding Priorities
3. Support for Quality Programs
4. Modernization of Legislative and Regulatory Framework
5. Support for Accountability and Capacity Building

This work was initiated with the introduction of MEDU’s new Child Care Funding Formula and Funding Framework whereby some CMSMs across the province received increased system funding. In 2013, the County of Simcoe’s funding envelope increased by nearly $3.3 million with an additional $1.8 million to follow in 2014. In conjunction with the increases came revised Ministry guidelines governing how funding could be used across the system, with enhanced flexibility allowing for targeted investments in local service system pressures, capital priorities, continuous quality improvement, and system-wide capacity building.

Through the introduction of Bill 143 to the Ontario Legislative Assembly, the Ministry took steps to address what has often been described as an outdated legislative framework – the Day Nurseries Act (DNA). Subject to first reading on December 3, 2013, with a second reading on February 14, 2014, the Bill died with the announcement of the 2014 Provincial Election. On July 10, 2014, the matter was again brought before the Legislative Assembly as Bill 10, Child Care Modernization Act, 2014 for first reading. If passed, the new Act will govern and support Licensed Child Care across the province.

When the additional monies were first announced (December, 2012), County staff embarked upon a formal process of service planning in order to consider new and potentially improved approaches to supporting and managing the Licensed Child Care System. This planning process has provided a fresh analysis of system pressures and helped determine current funding allocations.
As reflected in subsequent sections below, and in accordance with local service system planning, the County of Simcoe has identified a number of key priority areas for continued investment. Further addressing of these priorities is intended to support system stabilization and quality service provision.

### 6.2 Child Care Fee Subsidy

As previously articulated, historic levels of limited funding have not kept pace with increased demand for service. In 2009 a wait-list was formally implemented and was lifted only intermittently across the next several years as one-time additional dollars became available for in-year investment. Absent of Child Care Fee Subsidy, some parents were unable to retain employment or continue educational endeavours.

In late 2012, once advised of the 2013 MEDU funding increase, the wait-list was lifted. In determining the fee subsidy allocation for 2014, staff undertook an analysis of service patterns across 2013, the first full year of operation in many, in which a wait-list had not been in place. This analysis suggested more than $15-million as necessary to meeting anticipated demand for service in 2014. Based on total Licensed Child Care System funding however, that level of investment is not possible and thus a wait-list was re-implemented effective June 1, 2014.

County Council recognizes the critical importance of Child Care Fee Subsidy in ensuring parents are able to work or study, confident their children are being cared for in safe environments, by highly skilled professionals. This support to employment and education is an integral part of working to reduce poverty, a County of Simcoe Corporate Objective. As such, and with respect to increased Ministry of Education (MEDU) Funding, County Council approved 53% of new 2013 dollars for allocation to Child Care Fee Subsidy -- in 2014 that allocation rose to 65%.

In spite of the 2014 unprecedented investment of more than $12-million in Child Care Fee Subsidy, a wait-list has nonetheless been introduced. In accordance with established policy, specific clients will continue to be exempt:

- Families with children with special needs requiring resourcing supports
- Students
- Ontario Works clients with no earnings
- Ontario Work clients with temporary custody
- Children’s Aid Society referrals
- Clients accessing Aboriginal (First Nations, Métis, and Inuit) Licensed Child Care Programs

All other applicants will be subject to wait-list and as dollars become available will be processed in accordance with a priority ranking scale (as listed in order below):

- Income under $20,000
- Income of $20,000 to $40,000
- Income over $40,000.

Child Care Fee Subsidy expenditures will be monitored on a regular basis and new clients will be admitted to the Program as funding allows.

The French Language Services Act requires Francophone clients be able to access service in the language of their choice. Prior to this formal requirement, clients were being provided with an active offer of French language service. Staffing complements continue to be augmented in terms of overall ability to provide Francophone service delivery.
6.2.1 Opportunities

Proposed Next Steps:

- Continue to present local Licensed Child Care System pressures to the Ministry of Education (MEDU) with particular emphasis on the critical importance of Child Care Fee Subsidy relative to its impact on child development, poverty reduction, and creation of healthy, vibrant communities.

- Continue to augment the Child Care Fee Subsidy envelope to the greatest extent possible, based on existing and potentially new resources, balanced with recognizing other funding needs/service pressures across the Licensed System.

- Revisit the existing Priority Ranking Scale relative to wait-list management.

6.3 Child Care Operator Support and Stabilization

This is an exciting, albeit challenging time for the Licensed Child Care Sector. Many variables, some historic and others more recent, have contributed to the development and convergence of current pressures, most predominantly impacting Licensed Child Care Operators.

6.3.1 Historic Under-Funding

As previously stated, and prior to 2013, the Licensed Child Care System experienced by years of unstable and limited funding, shifts in ministerial authority, system growth, and increased service pressures. The true cost of Licensed Child Care provision, particularly for infants and toddlers, has always exceeded what operators are able to charge in the open market. Rising overhead include costs associated with annual taxes, leases, utilities, program materials, toys, appliances, food, and a host of other necessary expenditures. Most significant, however, has been Licensed Child Care Operators’ inability to appropriately compensate Early Childhood Educators (ECE) and other child care staff.

6.3.2 Impacts of Full-Day Kindergarten (FDK) on Child Care

With MEDU’s commitment to One System of Early Learning and Care, perhaps the most significant challenge for Child Care Operators came with the introduction of Full-Day Kindergarten (FDK).

Introduced by MEDU, and slated for roll-out across 2009 through 2014, Child Care Operators have experienced challenges throughout the five-year implementation period. Most particularly, an exodus of four and five year olds to local school-based Kindergarten resulted in many empty child care classrooms and lost revenue. Given child-teacher ratios associated with kindergarten, toddler, and infant care respectively, operators had historically relied on revenue from care of older children to offset the cost in providing care for the younger age sets. As such, many operators have struggled to stay financially viable.

In order to support Operator viability, funding has been allocated (in both 2013 and 2014) to support costs associated with classroom reconfiguration, potential mergers, capital upgrades, overhead, and repairs and maintenance.
6.3.3  **Unprecedented Shortage of Early Childhood Educators**

Early Childhood Educators (ECE) continue to leave the Licensed Child Care Sector at an unprecedented rate and Child Care Operators are often unable to meet staffing requirements as prescribed by the Day Nurseries Act. Historically, ECEs have often left the field to accept higher paid positions in alternative employment sectors. However the greatest reason for the current loss of ECEs is their ability to access higher paid positions, in conjunction with benefits, in school-based Kindergarten classrooms.

6.3.4  **System Fragmentation**

In many areas of the province, local Councils have debated whether or not public funding should be allocated to Commercial Child Care Operators. Some Consolidated Municipal Service Managers (CMSM) no longer fund For-Profit agencies, while others have grandfathered existing commercial programs.

In accordance with Ministry of Education (MEDU) Funding Guidelines, some funding types must be allocated solely to Non-Profit Operators (i.e. capital). Similarly, in accordance with MEDU’s Schools First Policy, only Non-Profit Operators are able to provide Before and After School Programs on extended day sites.

In some areas of the County, new operators are opening in strip malls and industrial sites, serving a portion of the commuter population. However, and in accordance with service system planning, new Service Agreements are being established only where there is demonstrated community need for additional child care.

6.3.5  **Change Fatigue**

In its role of local Service System Manager, the County supports the development of One System of Early Learning and Care. Having said that, transformation is never easy and feedback from Licensed Child Care Operators suggests a level of change fatigue. Many have been operating within the Licensed Child Care.

6.3.6  **Opportunities**

Proposed Next Steps:

- Continue to work within current system funding to provide operators with the greatest support possible across the myriad of funding lines.

- Continue to work with community to address the Early Childhood Educator shortage (ECE) by a) providing shared leadership to the ECE Recruitment Task Force; and b) maintaining existing partnerships with Georgian College and Collège Boréal to support development of additional Early Childhood Educators.

- Continue to present local Licensed Child Care System pressures to the Ministry of Education (MEDU) with particular emphasis on the critical importance of equal compensation for Early Childhood Educators (ECEs), regardless of employment setting.
• Support the Ministry of Education’s (MEDU) May, 2014 Policy Statement regarding a mandatory, phased-in increase to compensation for Early Childhood Educators.

• Continue to work in partnership with Boards of Education to align funding decisions with MEDU’s Schools First Policy. Municipal funding may be extended to support reconfiguration of spaces in local schools to support child care provision by local Non-Profit Operators.

• Continue to provide professional development opportunities that support boards of directors, administrators, supervisors, and front line staff respectively.

• Continue to promote the value of early learning and the work of Licensed Child Care Professionals through Early Childhood Education (ECE) Appreciation Day and through other opportunities that may arise.

• Continue to recommend increases to municipal ceiling rates in order to provide Per Diems that align with respective operators’ market-value rates.

• Make recommendations to County Council regarding funding of new operators that support system stability and parental choice.

• Explore alternative funding models to provide operators with greater flexibility in terms of how funding is used within their respective programs. A new model will be recommended for implementation in 2015 and presentation of same will be made to Licensed Child Care System Service Providers, including a request for feedback to help determine future revisions.

6.4 Wage Subsidy

Wage subsidy is intended to increase the salaries and benefits of child care staff. The County of Simcoe recognizes its critical importance relative to staff stability and program consistency.

In Simcoe County, Wage Subsidy is equalized across all Licensed Child Care Operators, both centre-based and private home, including both non-profit and commercial agencies. In 2013 and 2014, Child Care Operators received 75.2% of their Wage Subsidy funding entitlement which supported enhanced compensation for more than 800 full-time equivalent child care staff. Child Care Operators are required to provide audited documentation to demonstrate that Wage Subsidy has been fully utilized for the purpose for which it was intended.

With a limited pocket of funding, and as the number of licensed spaces grows, the percentage of Wage Subsidy equalized entitlement necessarily decreases. In 2013, based on local service system planning, a decision was made to pause, to temporarily defer entering into new Wage Subsidy Agreements until further system analysis was undertaken.
6.4.1 Opportunities

Proposed Next Step:

Potential new funding models are being explored which could include integration of Wage Subsidy into a more consolidated approach. Operators will be required to continue allocating a minimum of funding to staff compensation and will be required to reconcile accordingly.

6.5 Special Needs Resourcing

Special Needs Resourcing (SNR) Service Providers have developed a province-wide reputation for service integration, collaboration and commitment to best practice. Through ongoing work at integral planning tables – the Best Start Network (BSN), and the Early Intervention Council (EIC) - agencies continue to ensure services are coordinated, responsive, and accessible to families and their children. Knowledge of and support for one another’s mandate and operational approach results in limited service duplication with the end result being more families served.

Despite this history of respectful, effective, collaborative planning, service providers have been significantly stretched. Funding has not kept pace with demand for service and sustained wait-lists have essentially become the norm, most particularly in Resource Teacher Programs and Preschool Speech and Language.

Prior to 2013 for example, before the new Ministry of Education (MEDU) Funding Formula was announced, wait-lists could only be addressed when one-time provincial money became available or funding allocated to service providers went unused and was returned to the County for reinvestment. Over the course of 2013 and 2014, a total of $550,422 in new dollars was invested in the Special Needs Resourcing Sector with the intent to further mitigate wait-lists across program areas. That being said, in accordance with MEDU Funding Guidelines, further investments in Special Needs Resourcing must be directed to the Licensed System. As such, the County of Simcoe has been able to augment funding to Resource Teacher Programs, but not to Therapeutic Preschool Services.

The following data reflects wait-list figures as of March 31, 2014:

<table>
<thead>
<tr>
<th>SPECIAL NEEDS RESOURCING WAITLIST</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Teacher programs</td>
<td>274</td>
</tr>
<tr>
<td>Preschool Speech and Language Services</td>
<td>402</td>
</tr>
<tr>
<td>Physiotherapy/Occupational therapy services</td>
<td>255</td>
</tr>
<tr>
<td>Blind Low Vision program</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Children</strong></td>
<td><strong>931</strong></td>
</tr>
</tbody>
</table>
Over the years, sound promotion by the Special Needs Resourcing Sector has increased public awareness of early identification initiatives. Recognizing and supporting the critical importance of a) reaching more families; and b) assessing children at a younger age, this enhanced public awareness has inadvertently resulted in increased wait-lists. With increased waitlists, children are being served at later ages than recommended or considered best practice.

Additionally, not only is the number of children with special needs continuing to rise, but the complexity of need has also increased dramatically. Children, who previously may have died post-birth, are now subject to considerable advances in neo-natal medical care and as such are living with special needs that once would have threatened survival. With greater complexity of need, greater intensity of services is generally required, which in turn further stretches agency resources.

The increase in numbers of children with special needs will continue to impact the need for additional temporary Enhancement Funding for Child Care Operators. Operators continue to have difficulty recruiting for this role as many child care workers are seeking full-time employment and are thus unable to accept 'as required' positions. Further, limited Enhancement Funding is shared across all operators requiring this type of support and as such County funding cannot fully support the cost of Enhancement staff positions.

For families living in rural areas, access to Special Needs Resourcing may be reduced or limited. When families are not able to attend services, agencies do make home visits as appropriate and feasible.

Requirements under the French Language Services Act require Special Needs Resourcing (SNR) agencies to develop the ability to provide comparable levels of service to Francophone families. Prior to this formal requirement - as per 2014 County of Simcoe contracts with Special Needs Resourcing (SNR) agencies - funded service providers had most all developed some ability to serve Francophone families and their children.

### 6.5.1 Opportunities

Proposed Next Step:

- Continue to provide annualized funding beginning January, 2014, to support Special Needs Resourcing (SNR) agencies in longer-term planning, particularly with respect to human resource requirements.

- Provide additional funding support to address cross-sector planning and eventual compliance with legislation under the French Language Services Act.

- Undertake a SNR Resource Teacher System review to identify efficiencies and strengthen service delivery for families in Simcoe County.

- Continue to present SNR sector pressures to Ministry of Education (MEDU) with an emphasis on further sector consultation and increased funding.

- Continue to strengthen Special Needs Resourcing and provide input to the Provincial SNR Strategy.
Conclusion

The County of Simcoe has developed a positive, solid reputation for its respectful, consultative, and collaborative approach to community service planning and program delivery. In addition to Licensed Child Care Operators, Special Needs Resourcing Agencies, and one funded Family Resource Centre, broader partners include Ontario Early Years Centres, Children’s Mental Health, Education, Child Protection, and the Ontario Ministry of Education.

County staff provide shared leadership to a number of local planning tables and initiatives comprising committed community partners from across Simcoe County. Key tables include the Child, Youth & Family Services Coalition (CYFS), Best Start Network (BSN), Early Intervention Council (EIC), the Simcoe County Child Care Committee (SCCCC), and Early Learning and Planning (ELP). These tables provide formal structures for community planning and vehicles for working to ensure services are coordinated, responsive, and accessible to families and their children. The County strives to align resources based on community priorities as determined through these established planning bodies.

2014 marks the final phase with respect to roll-out of Full-Day Kindergarten (FDK) across the province. While the County recognizes and supports the myriad of principles and objectives underlying introduction of FDK, it also recognizes the tremendous impact of FDK on Licensed Child Care Operators. As such, the County will continue to respond with a primary focus on stabilization and capacity building across the Licensed Child Care System.

In 2013 and 2014, with the addition of new provincial dollars, the County was able to provide enhanced funding allocations intended to further address identified system pressures and needs. While new provincial funding has allowed for increased service provision, additional funding is still required in order to ensure agencies are properly resourced and families are not subject to wait-lists. Continued provision of Professional Development Opportunities targeting boards of directors, executive staff, and all front-line child care workers, will support system capacity and quality programming.

Alternative funding models for Child Care Operators are being explored, with the intent to reduce administrative processes and provide operators with greater flexibility regarding use of funding. A resultant new model is being targeted for implementation effective January 1, 2015.

With respect to Special Needs Resourcing, a Resource Teacher System review will be undertaken in order to assess strengths, determine potential efficiencies, and enhance services for children and their families in Simcoe County.

And finally, the County of Simcoe continues to envision One System of Early Learning and Care that is appropriately resourced, accessible to families, governed by contemporary legislation, and respectful of all Early Childhood Educators wherever they may work.

As always, County staff welcomes questions and comments which may be directed to:
childcareserviceplanning@simcoe.ca
Appendix

1. Corporation of the County of Simcoe
   http://www.simcoe.ca/
2. Association of Municipalities Ontario (AMO)
   http://www.amo.on.ca/
3. Ontario Municipal Social Service Association (OMSSA)
   http://www.omssa.com/
4. Ontario Ministry of Education (MEDU)
   http://www.edu.gov.on.ca/eng/
5. Day Nurseries Act (Province of Ontario)
   http://www.edu.gov.on.ca/childcare/Modernizing_Child_Care.pdf
7. With Our Best Future in Mind (Doctor Charles Pascal, 2009)
8. Funding Framework and Funding Guidelines
9. The French Language Services Act (Province of Ontario, Office of Francophone Affairs)
10. Statistics Canada, 2012
    http://www12.statcan.gc.ca/census-recensement/index-eng.cfm
Early Learning and Child Care Service Plan

Notes

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EARLY LEARNING
AND CHILD CARE
SERVICE PLAN
2014-2017

September 2014