



Brantford/Brant  
2010 Child Care Service System Plan  
Including  
Early Learning Program Phase One  
Child Care Stabilization Funding

2010-2011

June 2010

## **Executive Summary**

In Brantford and Brant County child care plays a key role in promoting healthy child development and early learning during the most critical first six years of a child's life. Providing children with responsive care and a stimulating environment helps to set the stage for future learning so that children arrive at school ready to achieve success. It is also an essential support for many parents, helping them to balance the demands of career and family while participating in the workforce, or pursuing education or training.

Over the years there has been a significant increase in the number of licensed child care spaces within Brantford/Brant. There have been over 700 newly created child care spaces including increases in both infant and school age care to meet the needs of the community. However significant pressures remain in the system including insufficient funding for programs such as wage subsidies, special needs resourcing, health and safety and fee subsidies.

On October 27, 2009 the Ontario Government announced the plans for a province wide Early Learning Program for four and five year olds. This program will be phased in beginning September 2010 and full implementation within five years. Ontario is investing in the education of its youngest students to help give them the best start in life. The Early Learning Program (ELP) seeks to expand early learning opportunities for children ages 4 and 5. As four and five year olds move into ELP, child care operators will need to review and revise their business models to better suit the changing system. The Corporation of the City of Brantford will continue to play an important role in this planning process as the CMSM is the key partner for child care operators and community organizations in local planning and solutions that are responsive to parental needs and market demand. .

In 2010/2011 the child care plan will focus on maintaining and stabilizing the child care system as we move towards the implementation of the Early Learning program.

Key items include:

- increasing access to high quality child care
- increasing availability of high quality child care
- promoting the inclusion of children with special needs
- recognizing the contribution of all caregivers
- promote the importance of quality early childhood education and healthy growth and development
- supporting children with special needs transitioning to the Early Learning Program
- stabilizing the child care system for children under 4 years of age during the implementation of the Early Learning Program
- develop strategies to recruit and retain qualified Registered Early Childhood Educators in the child care system

The 2010- 2011 Child care Service Plan is based on a number consultations with child care providers, Best Start Network, local school boards, parents, key stakeholders, relevant data and childcare surveys. This information provided details of system pressures, changes and successes. Data sources included Statistics Canada census data from 2006 and data from local sources. This plan also includes an addendum for the Early Learning program impacts in the child care system and plans to help minimize the impacts on children and families. Additionally, the addendum provides an overview of Brantford/ Brant's community plan for capital funding.

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## **Section 1 – Introduction**

In keeping with the designation as the Consolidated Municipal Service Manager, the City of Brantford Child Care Services continues to play a key role in promoting healthy child development and helping children arrive at school ready to achieve success. Child care also serves as an essential support for many parents, helping them to balance the demands of career and family while participating in the workforce or pursuing education or training. Providing children with responsive care and a stimulating environment helps to set the stage for future learning.

In recent years, both the federal and provincial governments have shown their commitment to children through the announcement of several funding initiatives. The first of these, the Early Childhood Development Initiative, committed federal funds towards early childhood education and care. The Agreement specified that services for children 0-6 were to be developed in one or more of the following service areas: healthy pregnancy, birth and infancy; parenting and family supports; early childhood development, learning and care; and community support services.

- In the November 2004 the Government of Ontario announced a new initiative, Best Start is a comprehensive, evidence informed early learning and care strategy aimed at providing children with smooth transition from pre-school programs to school. This initiative was a result of the 2003 Multilateral Framework on Early Learning and Child Care (ELCC) and the 2005 federal funds. Through an integration of pre-school programs, child care, parenting programs and school programs, children and parents are able to access a full continuum of services in convenient locations
- March 2010 the Federal funding ceased. This was a reduction of \$426,753 Best Start dollars
- To address the shortfall throughout the child care programs without dismantling the system, a contingency plan was put in place January 2010
- April 27, 2010 the provincial government announced the reinstatement of the \$426,753 funding for child care to fill the gap left by the Federal Government.

The Plan highlights the progress the City of Brantford Child Care Services has made in achieving the community's Best Start vision and in closing the gaps in child care services to better meets the needs of Brantford/Brant children and family

The Plan's content serves to provide City Council, the Child Care Services Division and the local community with the knowledge and ability to appropriately respond to federal and provincial policy directions and funding criteria. In addition, through the establishment of several service delivery priorities and service management strategies, the Child Care Service Plan provides a framework within which to manage the local child care system to ensure that it is responsive to local needs and is affordable, available, accessible and of high quality.

## Section 2 – The Planning Process

This Section of the Child Care Service Plan describes the principles and objectives that have guided the child care service planning process. The Section continues with a brief overview of the methodology used in the development of the Plan

### 2.1 *Principles and Objectives*

The Ministry of Children and Youth Services has indicated that the objective of the child care system is promoted “healthy child development and helping children arrive at school ready to achieve success. It is also an essential support for many parents, helping them to balance the demands of career and family while participating in the workforce, or pursuing education or training.” This is accomplished through:

- Supports parents in financial need who are employed, in training, or involved in other employment activities
- Fosters early childhood development
- Is flexible and provides choice
- Has children being cared for in a safe, nurturing environment
- Provides appropriate standards of care
- Provides supports for children with special needs

The City of Brantford Child Care Services Division’s service objectives are twofold: (1) to provide subsidized child care for parents in need of financial assistance who are working, students, or parents of children recognized as having special needs, children needing protection or children referred for other reasons; and (2) to manage the delivery of the child care system including wage subsidy, fee subsidy, special needs resourcing, and resource centres.

Both the Ministry’s and the City’s service goals and objectives have been encompassed in the following principles that have guided the preparation of the *2010 Brantford/Brant Child Care Service Plan*:

- The needs and priorities of Brantford/Brant residents will be reflected
- The participation of parents and caregivers will be encouraged
- The ‘special’ needs of children will be taken into account
- Rural and urban differences will be taken into consideration as will Brantford/Brant’s socioeconomic and cultural composition
- Those services that receive funding under the child care envelope as well as other similar services that may receive funding from other sources will be included
- Those services available outside of Brant County that are accessed by local children, families and caregivers will be taken into consideration
- The City of Brantford will plan and manage the delivery of child care services in accordance with the Ministry of Children and Youth Services’ vision, principles and objectives

- The Service Plan will comply with provincial legislation, regulations, standards, policies and priorities
- A one year service plan will be developed as a means of promoting progression towards long term goals and of anticipating changes to the child care system as a result of the Early Learning initiative
- The Brantford/Brant Child Care Service Plan will be reviewed and implemented on an annual basis

## 2.2 *Methodology*

The Child Care Services Division has involved the community in the planning process in a variety of ways. Child Care Services has utilized the expertise of the Best Start Network including their local school board partners throughout the development of the Child Care Service Plan.

Community consultation sessions were held on October 2009 and January 2010 as a means of involving the community at large in the planning process. Letters of invitation were sent to all service providers, private home day care providers, and community agencies providing social, recreational and health services to children and families. Input from these sessions was reviewed in preparing the 2010 Child Care Plan. Although significant efforts have been made to resolve the issues raised at these sessions, many of the issues remain today. As a result, it was determined that the consultation information is still relevant in this planning effort.

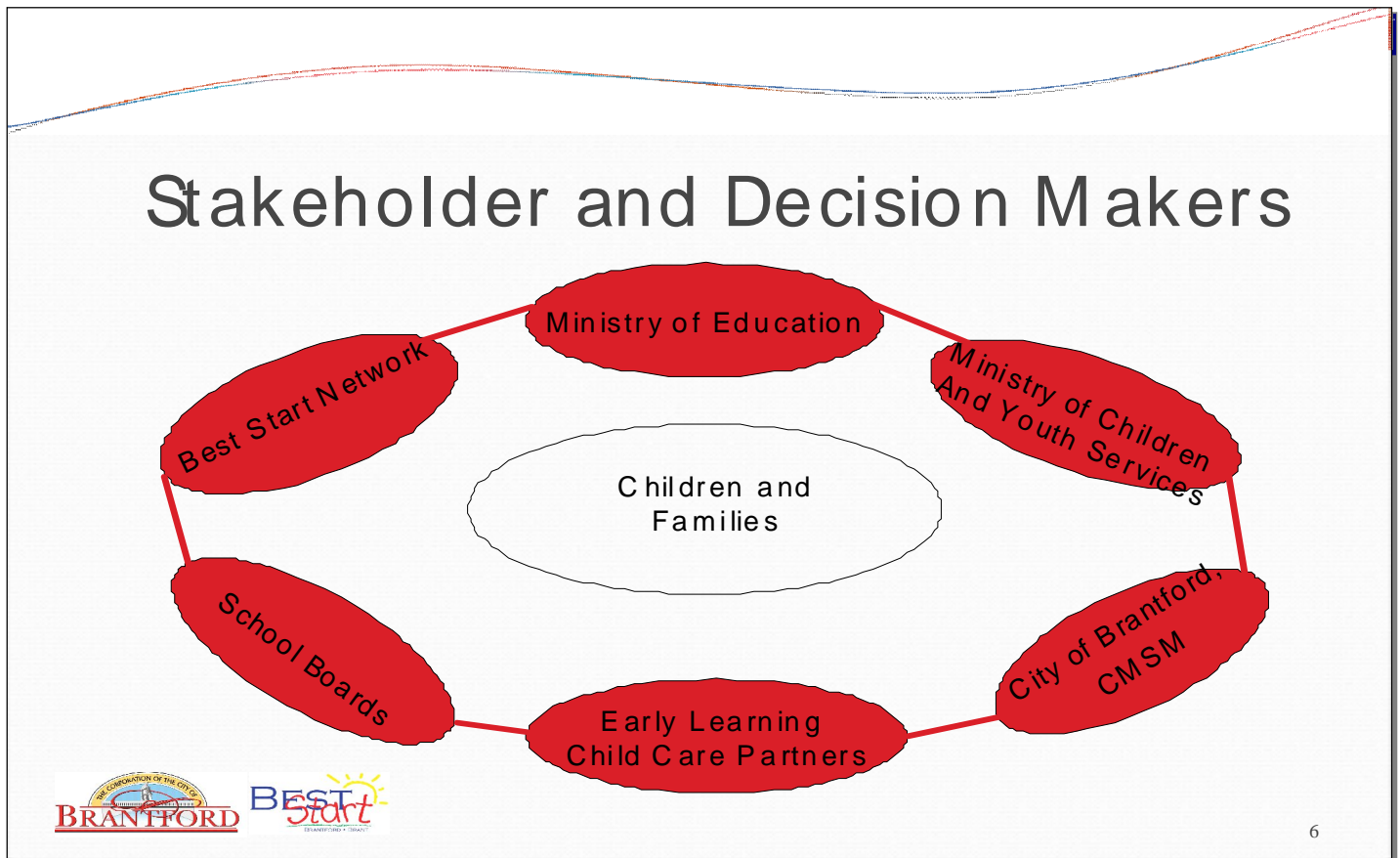
Surveys to child care operators included; operating capacity, waitlist information, secondary assessment templates, and salary survey. This information was also used in the development of the 2010 child care plan.

Sources of information were also utilized in the development of the *2010 Brantford/Brant Child Care Service Plan*. For instance, much of the data and information contained in Section 3.1 has been extracted from the *2006 Census, the 2009 EDI report* created by the Early Years Data Analysis Coordinator. The Child Care Service Plan has also built upon information contained in the *2009 Brantford/Brant Community Profile*. Reports were also provided by a number of community based service providers and were reviewed to determine current issues and needs.

## 2.3 *Summary*

Planning principles that are in keeping with provincial child care objectives have served to guide the planning process. The planning process has also benefited from the expertise of the Best Start Network, from the input received from child care service providers, community agencies and parents, and from the knowledge gained through secondary statistics, planning reports and other information sources.

## 2.4: Stakeholder and Decision Makers



### Roles and Responsibilities:

#### **Ministry of Education –Early Years Division**

Oversee the delivery of full-day early learning programs for four and five year old children

Implementation of the extended day component

#### **Ministry of Children and Youth Services**

Support the transition of the four and five year old to the Ministry of Education

Work to enhance and stabilize existing child care and other programs for young children

#### **School Boards**

Provide full-day Early Learning Program for four and five year old children

Implement extended day programming to all four and five year old in schools selected to implement ELP

#### **City of Brantford (CMSM)**

Act as service system manager and coordinate local service planning

Partner with and represent the child care community at local and regional tables

Advocate on behalf of Brantford/Brant's early learning and child care partners to the Ministry of Education and Ministry of Children and Youth Services

### Section 3 – Environmental Scan

This section of the Child Care Service Plan utilizes 2006 Census data to create a profile of the Brantford/Brant community. In particular, the various demographic, social, economic and child-related indicators presented in the *2009 Brantford/Brant Community Profile*<sup>1</sup> together with the 2007-2008 Brantford/Brant Early learning and care plan provided insight into the planning, management, funding and delivery of child care services in Brantford/Brant. The Section continues with a service profile that describes the current availability of licensed centre-based and home-based child care programs and that details the fee subsidy, wage subsidy, special needs resourcing and resource centre programs. Lastly, an overview of the approved 2007, 2008 and 2009 child care budgets and actual expenditures is followed by a brief description of the community's previously expressed child care needs and priorities.

#### 3.1 Community Profile

As stated, the information presented in this Section of the Environmental Scan has been taken, for the most part, from the 2006 Census data and information contained in the *2009 Brantford/Brant Community Profile*. The next census will be taken in 2012 and will provide more up to date information.

#### Demographic Indicators

Brantford/Brant consists of over 1,093 square kilometres and in 2006 was home to a population of 125,099. The majority of the population resided in the urban areas of Brantford (72.4%) while the remaining 27.6 % of the population resided in the County's rural areas. Immediately adjacent to Brant County is Six Nations – a community comprised of the Cayuga, Oneida, Onondaga, Mohawk, Seneca and Tuscarora nations and the largest of the 608 First Nations in Canada. While the child care system managed by the City of Brantford Child Care Services Division does not provide programs on-reserve, it is important to note that many members are living off-reserve and therefore have access to the local child care system. According to the 2006 Census 3.5% of the Brantford/Brant population identified themselves as Aboriginal compared to 2.0% of the Ontario population.

Table 1 illustrates the population distribution of Brantford/Brant children from birth to age fourteen. Despite the fact that it has not been possible to present single year age groupings, the information contained in the Table does provide a sense of the potential demand for child care programs.

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<sup>1</sup> A more comprehensive profile of Brantford/Brant may be found in *2009 Brantford/Brant Community Profile 4* which is online at the City of Brantford website and can be downloaded at: <http://www.brantford.ca/discover/AboutBrantford/communityprofile/Pages/default.aspx>

Table 1

2006 Population Distribution Birth to Age Fourteen by Neighbourhood

	Age 0-4 yrs	Age 5-14 yrs	% Population Aged 14 and Under
Brier Park	430	1570	18.0
Fairview-Greenbrier	280	675	15.1
Mayfair	325	800	19.4
Henderson	305	775	17.2
Terrace Hill	305	645	15.3
Homedale-William	365	760	16.7
Shellards Lane	305	585	23.4
West Brant	670	1120	21.7
East Ward	595	1200	17.7
Core	595	1055	16.4
Banbury	565	1485	22.1
E.S. Dumfries	370	1010	19.0
W.S.Dumfries	690	1630	18.8
South Brant County	340	860	18.8
Eagle Place	485	1050	21.5
West Brant County	390	1030	19.3
City of Brantford	5200	11665	18.7
County of Brant	1795	4640	16.4
Brantford/Brant	7050	16420	18.8

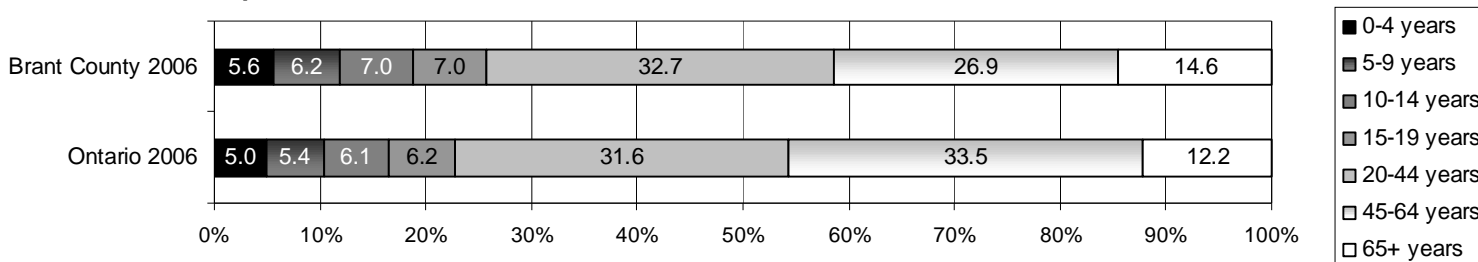
Source: Statistics Canada, 2006 Census

The population of Brantford/Brant grew by 5.6% between 2001 and 2006 calculated by combining both Census years. – a rate that varied somewhat by municipality. The total population of the Brantford Census Metropolitan Area (CMS) has increased by 5.5 percent since the last census in 2001. Furthermore, the County of Brant has grown by 8.7 percent and the City of Brantford by 4.4%. The greatest percentage population increases were in St. George and West Brant as predicted in our last plan.

**Appendix B** contains the most recent Brantford/Brant population projections for those residents from birth to age fourteen.

Table 2: Social Indicators

**Population Structure**



For 2010 family composition continues to be a key indicator of poverty as, despite positive trends in recent years, nearly one in two children still lives in poverty among female lone parent families. Stated another way, children in female lone parent families are four times as likely to be poor than are children in two-parent families.<sup>2</sup> In 2006, 55.2% of Brantford/Brant families (married couples and common law couples) had children. Lone parent families within Brantford/Brant represented approx 16.6 of the total census families. Of these, 80.3% were led by female lone parents and 19.7% were led by male lone parents.

Even for those individuals whose ethnicity does not have a direct negative bearing on their economic status, access to high quality child care is of importance. As a means of promoting this access, service providers must be sensitive to cultural backgrounds as they develop their programs and activities, plan their meals and communicate with children and parent. According to the 2006 Census, only 12.9% of the 2006 Brantford/Brant population was declared themselves as immigrants compared to 28.3% of Ontario residents. These immigration patterns have a direct bearing on the number and percentage of visible minorities in Brantford/Brant as 5.1 % of the population identified themselves as a visible minority. Census data pertaining to home language reveals that in 2006, 10.6% of Brantford/Brant residents indicated knowledge of another language. The top 3 non-official languages spoken at home in Brantford /Brant were Polish, Punjabi, and Italian

Economic Indicators

Research continues to show strong linkages between educational attainment, employment status and family income. As a result, such indicators have a bearing on a family’s economic security and thus on the demand for and affordability of child care programs.

In 2006, the Brantford/Brant labour force participation rate for population aged 15+ was 67.9% while the unemployment rate was 6%.

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Source: Statistics Canada, 2006

**Table 3: Labour Force Rates of Brantford/Brant Residents 15+ with Children**

	Population Aged 15+ with Children
Employment Rate	63.8%
Unemployment Rate	6.0 %
Participation Rate	67.9%

The labour force rates discussed above are some of the many factors that have a bearing on median family income. Adult education levels and the composition of the industrial base also influence median family incomes. In 2006, the median family income in Brantford/Brant was reported to be \$69,235 – a figure that is approximately \$3,500 less than the Ontario median family income. In 2005 the prevalence of low income before tax was 9.2% for families compared to 11.7% for the province as a whole. The Prevalence of low income before tax for families led by a female lone parent was 33.3% compared to 12.9% for male lone parent families.

The Canadian Council on Social Development has noted a strong relationship between economic well-being and child well-being and development so any child living in poverty is also disadvantaged.<sup>3</sup>

In 2006 19.6% of Brantford/Brant residents aged 25-64 did not have a certificate, diploma or degree. While Brantford/Brant residents had fewer university degrees than the Ontario population, more local residents held trade certificates and college diplomas. The trade certification is significantly higher in the County than it is with the City residents.<sup>4</sup>

### Child-Related Indicators

Between 2006 and 2009, 5,311 children were born in Brantford/Brant – an average of 1,328 children per year.<sup>5</sup>

A slightly higher percentage of these children (7.1%) were considered low birth weight babies (less than 2500 grams) as compared to Ontario figures (6.6%) for the same period. Brantford/Brant continues to experience a high rate of births to teenage mothers, for instance, from 2006-2009 the live birth rate amongst teenage mothers aged 15 to 19 was very high 6.9% compared to the province as a whole as 3.6%

<sup>3</sup> 2009 Brantford/Brant Community Profile

<sup>4</sup> Statistics Canada; 2009 Brantford /Brant Community Profile

<sup>5</sup> Healthy Babies, Healthy Children database

## EDI Results

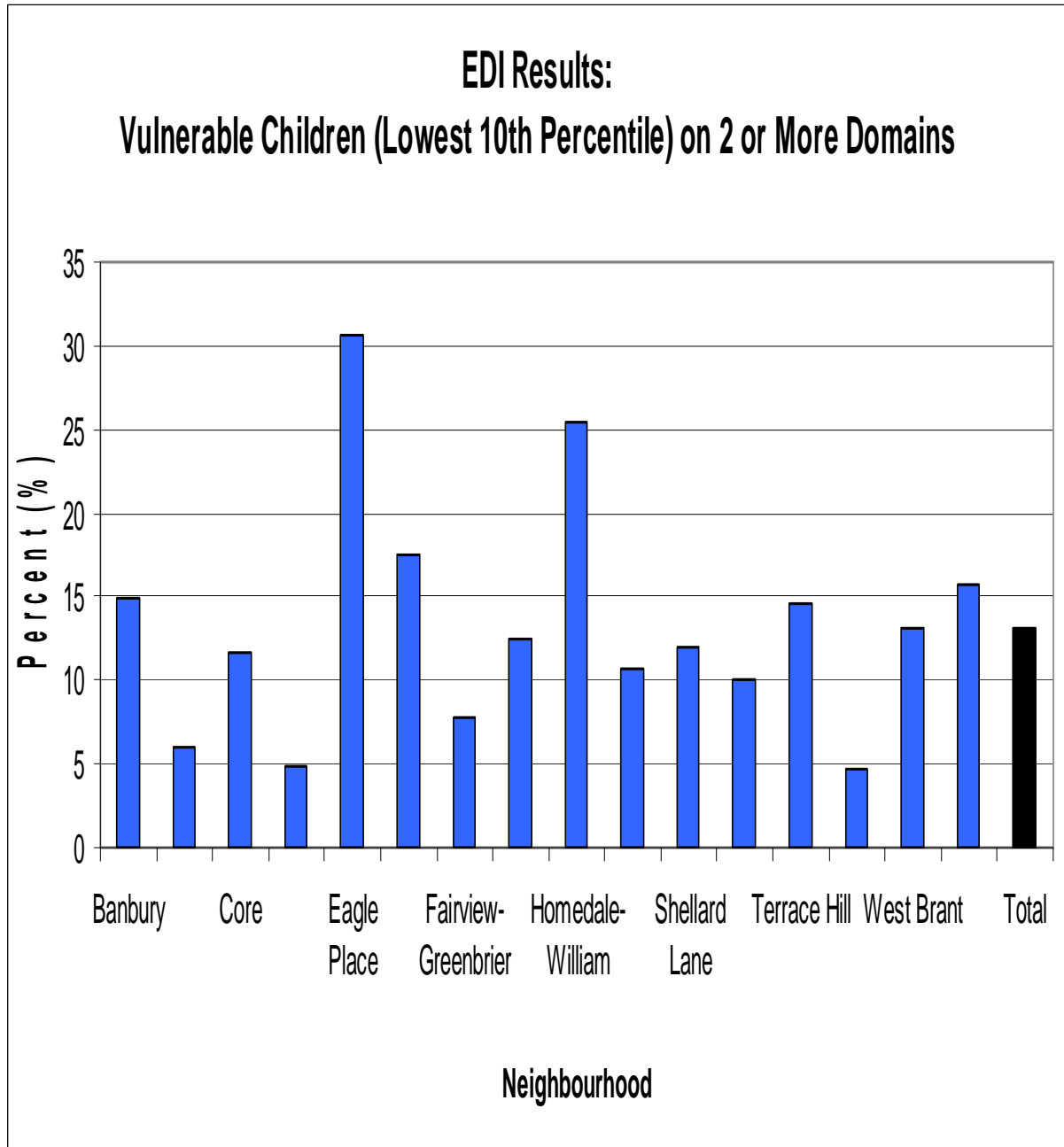
The Brant-Haldimand-Norfolk Catholic District School Board and the Grand Erie District School Board once again participated in the Early Development Instrument (EDI) project in 2009 – a project which assesses readiness to learn senior kindergarten level. A short teacher-completed instrument measured children’s readiness to learn in five general domains: physical health and well-being; social knowledge and competence; emotional health and maturity; language and cognitive development; and communication and general knowledge skills. Through the Boards’ participation in the EDI project, the strengths and challenges of students are measured, the effectiveness of early childhood interventions are assessed, and predictions can be made on how well children will perform in elementary school. The EDI results indicate that in Brant, 13.1% of SK students were most vulnerable on 2 or more domains on the Early Development Instrument (EDI). The 2009 EDI results show that Eagle Place, Homedale-William and East Ward had the highest proportion of children identified as vulnerable (lowest 10th percentile) on 2 or more EDI domains

These children are at elevated risk for developmental difficulties and may experience ongoing social, emotional, behavioural and/or academic problems.

**Table 4: EDI Indicators**

<b>EDI Indicators</b>	<b>Brantford/Brant 2009</b>
Most Vulnerable on 2 or more EDI domains (%)	13.1%
Most Vulnerable Physical Health and Well-being (%)	15.4%
Most Vulnerable Social Competence (%)	9.0%
Most Vulnerable Emotional Maturity (%)	9.5%
Most Vulnerable Language and Cognitive Development (%)	8.6%

**Table 5: EDI Results**



### 3.2 Service Profile

Brantford/ Brant has a coordinated, integrated, and inclusive childcare system. Child care funding supports Administration, Fee Subsidies, Wage Subsidy, Special Needs Resourcing, Resource Centres and the Best Start funding which also supports the child care system

#### *Fee Subsidy*

As of February 2010 the Ministry of Children and Youth Services has issued licenses to forty-three non-profit and commercial centre-based child care programs in Brantford/Brant, an increase of 714 spaces from the 2006 service plan. This is largely due to an increase in infant care and school age programs situated within the elementary schools . Currently there are thirty five non profit programs and eight for- profit centres within Brantford/Brant County. The 1888 spaces provided by these programs are distributed across the following age categories in the locations identified in Table 3. It should be mentioned that the licenses held by several of the centres allow them a level of flexibility within age groupings on the condition that appropriate staffing levels are in place. As a result, the actual number of children in a particular age-group may change from time to time.

Note: Effective January 1<sup>st</sup>, 2010 all per diem rates will remain at the 2009 rates  
Day care operators were notified by letter

**Table 6**

Summary of Licensed Capacity in Day Nurseries

Location	Licensed Day Nursery Programs	Infant Spaces < 18 months	Toddler Spaces 18 – 30 months	Preschool 1 Spaces 2.5 – 5 years	JK/SK 3 Years 8 Months to 5 years (included in preschool)		School Age 6 – 12 Years	Total Licensed Capacity
Brantford	30	40	175	558	154		423	1350
Burford and Scotland Mt Pleasant	3	12	20	48	10		70	160
Paris	6	6	20	64	70		100	260
St. George	3	0	0	72	0		30	102
Jerseyville	1	0	0	16	0		0	16
<b>Total</b>	<b>43</b>	<b>58</b>	<b>215</b>	<b>758</b>	<b>234</b>		<b>623</b>	<b>1888</b>

Source: Ministry of Children and Youth Services, February 2010

Two licensed home day care programs are also available to Brantford/Brant families. These non-profit programs, operated by the City of Brantford Child Care Services Division and by Wee Watch Private Home Day Care, provide supervised child care placements in provider's homes and are frequently able to accommodate evening, early morning and weekend care requirements. As of February 2010 the programs had a total of 39 licensed homes.

Effective April 2010 implemented the waitlist management policy due to the demand for fee subsidy was greater than the available funding, the following priority guidelines were used as a way to manage the wait list. Within each priority guideline applicants will be given access on a first-come /first serve basis.

Priorities for Service

- Ontario Works recipients, (LEAP) and ODSP recipients who are employed attending school or participating in an approved activity
- Families **who are working or attending school** with a household income less than \$20,000
- Families **who are working or attending school** with a household income between \$20,000 and \$40,000
- Families **who are working or attending school** with a household income greater than \$40,000

**Please note:** Child Care Services reserves the right to provide the next available subsidy to families facing exceptional circumstances and students with no alternate source of income.

Over the past few years there has been a significant increase in the number of parents requesting recreational summer care for their school age children.

In order to manage the child care system with limited fee subsidy dollars, effective June 1, 2010 the eligible age of children whose families require financial assistance has been reduced from 6 to 12 years of age to 6 to 10 years of age.

Children that are currently receiving subsidy and are over 10 years of age will be grandfathered until 12 years of age if the family is still eligible for assistance.

### **Special Needs Resourcing**

The City of Brantford funds the Early Integration Program of the Lansdowne Children's Centre on behalf of children with special needs who are accessing licensed centre-based or home-based child care programs. Specifically, the special needs resourcing envelope of the City's child care budget provides funds for the Centre's Resource Teachers, Resource Teacher Assistants, equipment, supplies and services that support children with special needs.

The program is promoted and supported in Brantford/Brant's 34 licensed centre-based programs and two licensed private home day care programs.

The current service model includes 10 full time equivalent Resource Teachers and 4.80 FTE Resource Teacher assistants serving Brantford and Brant county licensed childcare

centre and Private Home daycare homes to support 240 children 0 -6 years of age with a developmental concern and or delay.

The Resource Teacher provides developmental screens and assessments and works collaboratively with the child, family, child care centre and other professionals to help children develop to their full potential.

The program promotes the inclusion of all children in the preschool setting.

The Resource teacher assists by taking a case management role helping the families navigate through services as well as transitioning to school to ensure everyone is working together to meet the needs of the child.

Resource Teacher assistance is available to children who require additional support beyond the Day Care Centres capacity.

Since 2006 there has been a significant increase to the complexity of the children's special needs. Due to the creation of new childcare spaces in the community over the past few years there has also been an increase in the number of centres and homes requiring Special Needs Resourcing support.

In order to meet the needs of the community the Special Needs Resourcing program is currently supported by a combination of different sources of funding such as Day Nurseries, Early Learning child care and Best Start dollars

## **Resource Centres**

The Best Start Early Learning and Parenting Centres in Brantford and Brant County are operated by multiple service providers in the community to offer a variety of programming and locations to meet the diverse needs of a growing community. The schools continue to offer physical space to the majority of Early Learning and Best Start Sites however these programs are also provided in churches, the library, and neighbourhood centres.

These programs continue to be welcoming sites for parents and children to come together to learn and find support and resources that will help build a healthy foundation for life long learning. The lead agencies of the Best Start sites work with multiple agency partners to provide additional services such as health information and support, before and after school programs, early identification and early intervention, play groups, literacy and counseling all free of cost. Some of these programs are offered independent of the parent and child drop in times and others are offered in conjunction as a layered service, especially in the areas where parent engagement can be challenging. Currently there are two agencies that operate under the Child Care budget.

**Family Counselling Centre** which operates Eastdale/Echo Place School Best Start Early Learning and Parenting Centre, St. Gabriel School Best Start Early Learning and Parenting Centre, and operates a program at the Brantford Public Library

**Children's Aid Society of Brant** Best Start Early Learning and Parenting Sites are Northland Gardens/Centennial School Stepping Stones/Bellview School New Beginnings/ (Major Ballachey) Family Resource Centre / Branlyn/NotreDame School and St James in Paris

Despite significant efforts by school boards and service providers the provision of space at schools has not always achieved the desired result of active community hubs. Certain interpretations of school policies, such as safe schools, created with the best intentions

leave some schools in near lock down mode on most days thereby limiting access and creating an environment that is at best less than welcoming and at worst inaccessible for community members without prior clearance. For families that are marginalized by poverty and other factors this is yet one more barrier that will need to be addressed if schools are the chosen venue for operation of active child and family centres.

Local churches and neighbourhood centres continue to offer a good alternative as they have greater flexibility and may be less intimidating for some. The inclusion of school involvement, engagement and the building of bridges between these centres and schools is part of a community continuum of service that starts where parents and young families are at and promotes the critical connections needed as their very young children draw closer to the age where they become eligible for the full day learning programs in the school.

The challenging economic environment in Ontario provides a less than stable foundation for all services. Brantford has not escaped this troubling time and service providers see families who are struggling financially. Service providers challenged by shrinking or unchanged budget allocations yet increased costs look at ways to protect their limited resources. Although efforts are still made to collaborate and work together, the need to continually reassess cost effectiveness, often measured simply by numbers, create an environment that fuels competition not collaboration and self preservation as opposed to community outreach and common outcome goals.

The cost of operating programs continues to increase which has necessitated constant assessment regarding cost effectiveness and resulted in some program reduction. Many programs are unable to offer supply (or back fill) staff to cover absences from programs. For those sites operating in schools this means that classrooms are being used for less hours by service provider staff and those agencies able to come into the sites are reduced. For school personnel concerned about equitable use of classroom space considering new programming and increased enrolment it is difficult to consider community users of school for family programs as equal partners.

The uncertainty within the schools, as implementation of full day learning unfolds, has exacerbated this issue. The needs of children are considered paramount, and this is understandable, however often at the expense of the programming needs of children and parents together. Parental involvement in the child's learning should be nurtured from prenatal years throughout the school lives of children. The first 3 years offer valuable time to promote healthy parent child attachment but also foster attachment and investment in their local neighbourhoods. It might be considered for some neighbourhoods that are at risk, that programming start in the local neighbourhood with bridging to the school community set as one of several important outcomes.

As space is at a premium in school sites there is concern that existing Best Start Early Learning and Parenting Centres will be removed without consideration for relocation needs best suited to the families in that particular neighbourhood. For some neighbourhoods there is limited ability of families to drive to alternate programs and it is likely that this will impact on the school readiness for those children. For other communities, impacted more significantly by poverty, the removal of community sites will leave fewer alternatives within walking distance and the gap between those who have resources and those who do not widens creating an unequal playing field and further marginalization of those most in need and educationally at risk

Brantford has embraced a model of mixed resources for families so that the broadest universal programming continues to offer choice for many parents while acknowledging those on the margins may not have equal access to even universal programs. The balance lies in offering other family resource programming in targeted neighbourhood sites, open to all, yet designed to engage families and promote healthy community development and child/family friendly spaces including an emerging connection to the local schools.

The Best Start Network has committed to collaboration and service integration and this has set the stage for continued partnerships and growth in the upcoming years for Brantford. As the transitions take place and the full day learning unfolds, it is hoped that school boards, community partners, and those offering early learning and parenting programs will find the clarity needed to plan for a full continuum of services that promote and support the learning of our youngest and most vulnerable members and their parents. The parent child relationship is the logical starting point for services despite the separation of parent and child as full day learning begins. The engagement of parents at this earliest stage in the full community, library, public health, recreation, support services, *and* schools, will offer our best hope for continued involvement and investment by parents in their child's learning.

**Note:** With the transfer of childcare over to the Ministry of Education, the Resource Centre program will remain under the Ministry of Children and Youth Services until further notice

### **Wage Subsidy**

The City of Brantford Child Care Services is also responsible for the Wage Subsidy program. Funding available increases the salaries and benefits of Early Childhood Educators, staff and private-home care providers

Our community has been very fortunate over the years to meet all wage subsidy pressures in the system allocating ELCC and Best Start funding. Centres that expanded to meet the community needs have been supported by additional Early Learning child care dollars and Best Start funding. However, as centres continued to expand their programs to meet the demand of the community the wage subsidy pressure increased.

In January 2010 the Contingency plan was implemented in Wage Subsidy, this meant that programs would receive 80% of their Wage subsidy pressure based on the pressure amount they were receiving in 2009. The Contingency plan did not allow for any expansions of programs or any newly opened programs in 2009 to be on the pressure list. In June 2010 the Best Start Network supported that we maintain the contingency plan for Wage Subsidy so that we may service more families in fee subsidy, and we would revisit the pressures if dollars are available.

For the 2010 year 19 Agencies are accounted for on the pressure list, one new agency is not on the list according to the contingency plan above. Currently the unmet pressures for 2010 are \$254,417. Note: this does not include programs expanded in 2009, including most of the newly licensed school age after school programs.

Currently the City of Brantford has signed contract agreements with 22 agencies and flows wage subsidy dollars to over 232 full time equivalent staff.

Wage Improvement dollars are also flowed through Child Care services. In 2009 child care services paid \$396,900 to an average of 185 program staff (staff working directly with the children). This provided an annual increase of approximately \$2,150 to each FTE.

### **3.3 Program Expenditures**

Expenditures in the fee subsidy program have increased in recent years, in part, as a result of increased service demand. Increased fee subsidy expenditures resulted from the payment of market rate per diems to those licensed child care programs with which the City maintains a fee subsidy agreement. As per the Contingency plan all per diem rates were frozen at the 2009 rates

Over the last three years that has been an overall increase in wage subsidies. This increase has provided assistance to child care providers as they have been experiencing difficulties in recruiting or retraining staff. Staffing issues has become a major concern for the Daycare operators. This will continue to be an issue in the childcare sector when the ELP'S are fully implemented by 2015.

Other programs such as resource centre and special needs resourcing have been supported by one- time dollars and continue to be supported by Best Start and ELCC funding. (See table 7 for program expenditures)

Current child care envelope needs to remain in the system to support Wage Subsidy, Fee Subsidy, Special Needs Resourcing and Resource centres and support centres to keep parent fees at a reasonable rate.

Another financial implication that the Brantford /Brant childcare community faced was the reduction of \$ 426,753 Best Start funding dollars in the Provincial Service contract for 2010. This was a result of the Federal Funding shortfall. Through community consultation, the Best Start Network approved a contingency plan to address the shortfall throughout the child care programs without dismantling the system that has been built and enhanced over the past four years with the support of the Best Start dollars. On April 27, 2010 the provincial government announced the reinstatement of funding for child care to fill the gap left by the Federal Government.

**Table 7: Expenditure Chart**

Program	2007		2008		2009	
	Expenditures	Budget	Expenditures	Budget	Expenditures	Budget
Administration	260,820.00	260,820.00	260,820.00	260,820.00	260,820.00	260,820.00
Fee Subsidy	1,030,737.00	1,043,750.00	1,414,151.00	1,575,092.50	1,566,197.00	1,575,092.50
Formal Child Care	147,603.00	150,000.00	168,810.00	153,000.00	193,896.00	181,983.75
Informal Child Care	43,404.00	50,000.00	41,171.00	38,000.00	38,328.00	50,000.00
Resource Centres	554,131.00	563,252.50	566,631.00	581,816.25	584,131.00	584,126.25
Special Needs Resourcing	715,264.00	715,300.00	715,264.00	715,300.00	720,744.00	715,300.00
Wage Subsidy Commercial	111,556.00	111,556.25	120,517.00	120,517.50	120,517.00	120,517.50
Wage Subsidy Non Profit	960,694.00	960,963.75	951,733.00	951,732.50	951,732.00	951,732.50
Repairs and Maintenance	69,464.00	70,000.00	163,424.00	164,908.00	0.00	0.00
Pay Equity	57,432.00	57,431.00	57,432.00	57,431.00	57,432.00	57,431.00
ELCC Administration	58,600.00	58,600.00	58,600.00	58,600.00	58,600.00	58,600.00
ELCC Fee Subsidy	175,366.00	177,000.00	139,361.00	192,958.75	52,981.00	67,536.25
ELCC Special Needs Resourcing	31,385.00	31,385.00	0.00	31,385.00	81,034.00	66,477.50
ELCC Wage Subsidy Commercial	143,487.00	143,487.50	146,648.00	146,648.75	175,985.00	175,985.00
ELCC Wage Subsidy Non Profit	195,005.00	195,005.00	214,959.00	215,926.25	86,303.00	82,851.25
ELCD Planning	23,597.00	25,000.00	36,700.00	41,732.00	33,300.00	33,300.00
Wage Improvement Commercial	21,931.00	21,447.00	142,901.00	142,901.00	94,692.00	99,225.00
Wage Improvement Non Profit	64,369.00	64,899.00	440,960.00	440,960.00	302,208.00	297,675.00
ELCD Operating	1,184,776.00	1,180,140.00	1,539,249.00	1,414,902.00	1,384,227.00	1,414,900.00
ELCD Fee Subsidy	0.00	0.00	0.00	0.00	437,609.00	406,625.00

\* CHART IN GROSS DOLLARS

## **Section 4- Service Delivery and Service Management topics**

This section was prepared using a number of information sources. These sources included previous community consultations, current discussion regarding Best Start Contingency planning, Service Integration Committee meeting discussions and agency/program service plans

### ***4.1 Trends and Challenges***

The consultation and environmental scanning processes undertaken and the insight gained through other planning documents have identified a number of ongoing and Trends and Challenges in the Brantford/Brant child care program. The majority of these issues are not unique to Brantford/Brant but rather are systemic challenges facing the child care sector in Ontario, Canada and beyond. Ultimately, all of these issues relate or contribute to the 'quality' of child care. Child care and service providers in Brant/Brantford are committed to providing the best possible care/service. That said, quality takes money and as such an infusion of funds to existing programs/services, in addition to new programs, will be required if the goals are to be achieved.

#### Trend

There has been a significant demand for subsidized childcare over the past year due to an increase in public awareness. Service information regarding fee subsidy has been available through the Best Start Magazines and the City's website. There has also been an increase in the number of licensed child care spaces within the City and County.

#### Challenge

The need for sufficient funding to meet the needs of parents requiring financial assistance with their childcare costs

Need to implement Fee Subsidy waitlist; in a situation in which the demand for fee subsidy is greater than the available funding as per the Fee Subsidy guidelines

#### Trend

Over the past four years Best Start funding supported and enhanced the childcare system through the expansion of new child care spaces, and addressing pressures in the system such as Fee Subsidy Wage subsidy, Special Needs Resourcing and Resource Centres

#### Challenge

A contingency plan was developed and implemented to mitigate any funding reduction with the least disruption to the Child Care system in 2010.

### Trend

Continue to move forward with the integration of services within Best Start Early Learning and Parenting centers and provide an array of services to families and caregivers

### Challenge

Service Providers that are providing the Early Learning and Care programs report that their budgets are fully expended and that an investment of new dollars will be required if programs are to be adequately sustained or expanded to meet the needs the community

- Need to focus on collaboration between agencies
- Review changes to Service Delivery to address funding reduction
- Review of service/under serviced /high-risk areas of need

**Table 8: Local Child Care Stats**  
**TOTAL CHILDREN RECEIVING FEE ASSITANCE**  
As of 31-Dec-2009

<b>Age Group</b>	<b># Children</b>	<b>( %)</b>
Infant (0 to18 months)	41	7.9%
Toddler (19 to 30 months)	77	14.89%
Preschool (31 months to 4+years (as of Aug.31)	140	27.08%
JK (3.8 to 5+ years (as of Aug. 31)	86	16.63%
SK (4.8 to 6+ years (as of Aug. 31)	79	15.28%
School Age (5.8+ years (as of Aug. 31)	94	18.18%
<b>Total</b>	<b>517</b>	<b>100.00%</b>

**Table 8:1**  
**PROFILE OF HOUSEHOLDS RECEIVING CHILD CARE FEE ASSISTANCE**  
**As OF 31-Dec-2009**

**Family Adjusted Annual Income**

Amount	Number of Households		Number of Households	
	1-Parent	(%)	2-Parent	(%)
\$0-\$10000	118	38.56%	20	28.57%
\$10001-\$20000	73	23.86%	6	8.57%
\$20001-\$30000	65	21.24%	11	15.71%
\$30001-\$40000	35	11.44%	15	21.43%
\$40001-\$50000	14	4.58%	8	11.43%
\$50001-\$60000	1	0.33%	8	11.43%
\$60001-\$70000	0	0.00%	1	1.43%
\$70001-\$80000	0	0.00%	1	1.43%
\$80001-\$90000	0	0.00%	0	0.00%
\$90001-\$100000	0	0.00%	0	0.00%
\$100001-\$110000	0	0.00%	0	0.00%
\$110001-\$120000	0	0.00%	0	0.00%
\$120001+	0	0.00%	0	0.00%
<b>Total</b>	<b>306</b>	<b>100.00%</b>	<b>70</b>	<b>100.00%</b>

**Table 8:3**  
**PROFILE OF HOUSEHOLDS RECEIVING CHILD CARE FEE ASSISTANCE**  
**As OF 31-Dec-2009**

**Household Status**

Household Status	Number of Households		Number of Households	
	1-Parent	(%)	2-Parent	(%)
Common Law	0	0.00%	30	42.86
Divorced	3	0.98%	1	1.43%
Married	0	0.00%	39	55.71%
Separated	42	13.73%	0	0.00%
Single	259	84.64%	0	0.00%
Widowed	2	0.65%	0	0.00%
<b>Total</b>	<b>306</b>	<b>100.00%</b>	<b>70</b>	<b>100.00%</b>

## Applicant Reason for Service

Applicant Reason for Service	Number of Applicant 1s	Number of Applicant 2s	Total	(%)
Attending school full-time	54	2	56	12.56%
Attending school part-time	9	1	10	2.24%
CAS referral	0	0	0	0.00%
Emergency Referral - child	0	0	0	0.00%
Emergency referral - parent	0	0	0	0.00%
Looking for work	0	0	0	0.00%
Ontario Works, community participation	0	0	0	0.00%
Ontario Works - education	33	2	35	7.85%
Ontario Works - employment	0	0	0	0.00%
Other	0	1	1	0.22%
Temporary care	0	0	0	0.00%
Therapeutic referral - child	20	4	24	5.38%
Therapeutic referral – parent	5	4	9	2.02%
Working full time	207	50	257	57.62%
Working part time	46	6	52	11.66%
Working shifts	0	0	0	0.00%
Working- self employed	2	0	2	0.45%
<b>Total</b>	<b>376</b>	<b>70</b>	<b>446</b>	<b>100.00%</b>

### 4.2 2010 Service Priorities and Strategies

Childcare Services will focus on the following 2010 priorities:

- Support the implementation of full day early learning for September 2010 in partnership with the school boards within Brantford/Brant.
- Continue to work with school boards to identify specific schools to house the full day programming
- Continue to work closely with key stakeholders and Service Providers to ensure the least disruption or dismantling of the childcare
- Monitor emerging trends, research, best practices and policy directions
- Provide ongoing opportunities to consult with and seek the input of key stakeholders
- Participate in local and provincial planning activities that are mandated to address the needs of children, parents and families

## Section 5 – Program Updates

**Table 9: Achievements in 2009/2010**

GOAL: HIGH QUALITY OF LIFE AND CARING FOR ALL CITIZENS	
Actions/Initiatives	Status
Increased access to high quality licensed childcare for 0 to 12 years of age. New purchase of service agreements with 9 school age programs and an one other new centre	Ongoing
Francophone childcare centre opened Sept 2009 using Best Start dollars. 31 new licensed child care spaces	Sept 2009
Address the Service Priorities and their respective goals as identified in the 2006 /09 child care plan	Ongoing
Hosted two community consultations October 2009 and January 2010	completed
Published and distributed Spring and Fall Best Start magazines to the community	Ongoing
Fourth annual Best Start Parent Information Fair was successful. Over 500 people attended	April 2010
Collaborated in a Regional submission on full day early learning for four & five year olds	June 2009
Supported new spaces with wage subsidy, and fee subsidy	Ongoing
Increased the number of Summer Recreational programs for the purpose of fee subsidy to support school age children	July 2009
Continue to update Best Start website <a href="http://www.ourbeststart4brant.ca">www.ourbeststart4brant.ca</a>	Ongoing
Developed a contingency plan	Ongoing continue monitoring
Implemented priority waitlist strategy to address the growing demand of fee subsidy.	Ongoing continue monitoring

## **5.2: Conclusion**

The Consolidated Municipal Systems Manager will continue to provide a leadership role in the continued development of a coordinated, integrated, inclusive childcare system.

The Plan's content serves to provide City Council, Child Care Services and the local community with the knowledge and ability to appropriately respond to federal and provincial policy directions and funding criteria.

Ensure that adequate funding continues to be available, not only to stabilize the childcare system but to enhance the existing childcare programs and services in the Brantford / Brant community.

# **Child Care Stabilization Funding**

## **Addendum to 2010 Child Care Service System Plan**

### **Early Learning Program Phase One**

**2010-2011**

## **Background**

In June 2009, “With Our Best Future in Mind, Implementing Early Learning in Ontario” was formally submitted to the Premier by Dr. Charles Pascal, Special Advisor on Early Learning. The recommended report provided the Provincial government with a comprehensive plan of action regarding the implementation of the early learning vision.

On October 27, 2009, Premier McGuinty announced the plans for proceeding with the first phase of Ontario’s province-wide Early Learning Program (ELP) for four and five year olds. This new initiative will focus on full day early learning for our youngest learners. It is anticipated that approximately 35,000 spaces will be available during the 2010–11-school year with full implementation by 2015 – 16.

School boards have a lead role in achieving the province’s vision for early learning and were required to consult with their school communities, including coterminous boards, Best Start Networks, and the Consolidated Municipal Service Managers. The Ministry of Education and the Ministry of Children and Youth Services will work with school boards to support this initiative.

The overall goal of the Early Learning Program is to provide a smoother transition to grade one and help children develop the social and academic skills necessary to succeed in school and in life.

The ELP will be offered during the school year. The program model has two basic components:

1. A core component that will be offered each school day during the hours of the instructional program (for example, 9:00 a.m. to 3:30 p.m.). In each classroom, an educator team of one certified teacher and one early childhood educator (ECE) registered with the College of Early Childhood Educators will work side by side to deliver the program.
2. An extended day component that will be available before and after school (for example, 7:00 to 9:00 a.m. and 3:30 to 6:00 p.m.). A student’s participation in this component of the program is at the option of parents and guardians, but boards must offer the program where there is sufficient enrolment to make a program viable. This component of the ELP will be led by ECEs. It will be funded through parent fees set on a cost-recovery basis, with subsidies available for families who need help with the cost.

## **Part 1: Planning for Local ELP impacts**

### **Environmental Scan**

The two local school boards including the Grand Erie District School Board and Brant Haldimand Norfolk Catholic District School Board have been working together, and in consultation with community partners, to implement the provincial government's new Early Learning Program (ELP) to ensure a smooth and successful introduction of the new programming.

In year one, the Grand Erie District School Board will be funded for seventeen full day kindergartens classes. The Brant Haldimand Norfolk Catholic District School Board will begin with eight full day kindergarten classes.

In selecting locations for the initial full day kindergarten classes, the boards considered the following criteria:

- The schools where students will benefit the most by the early introduction of full day Kindergarten
- The existing facility meets the physical requirements for a full day program
- The impact on local child care businesses

The approved schools that will implement the full day learning are as follows for September 2010/11 within Brantford/Brant County.

<b>Grand Erie District School Board</b>	<b>Brant Haldimand- Norfolk Catholic District School Board</b>
Bellview School	Jean Vanier Catholic Elementary School
Major Ballachey School	St.Pius X Catholic Elementary School
Graham Bell-Victoria School	Holy Cross Catholic Elementary School
Prince Charles School	
Central School	

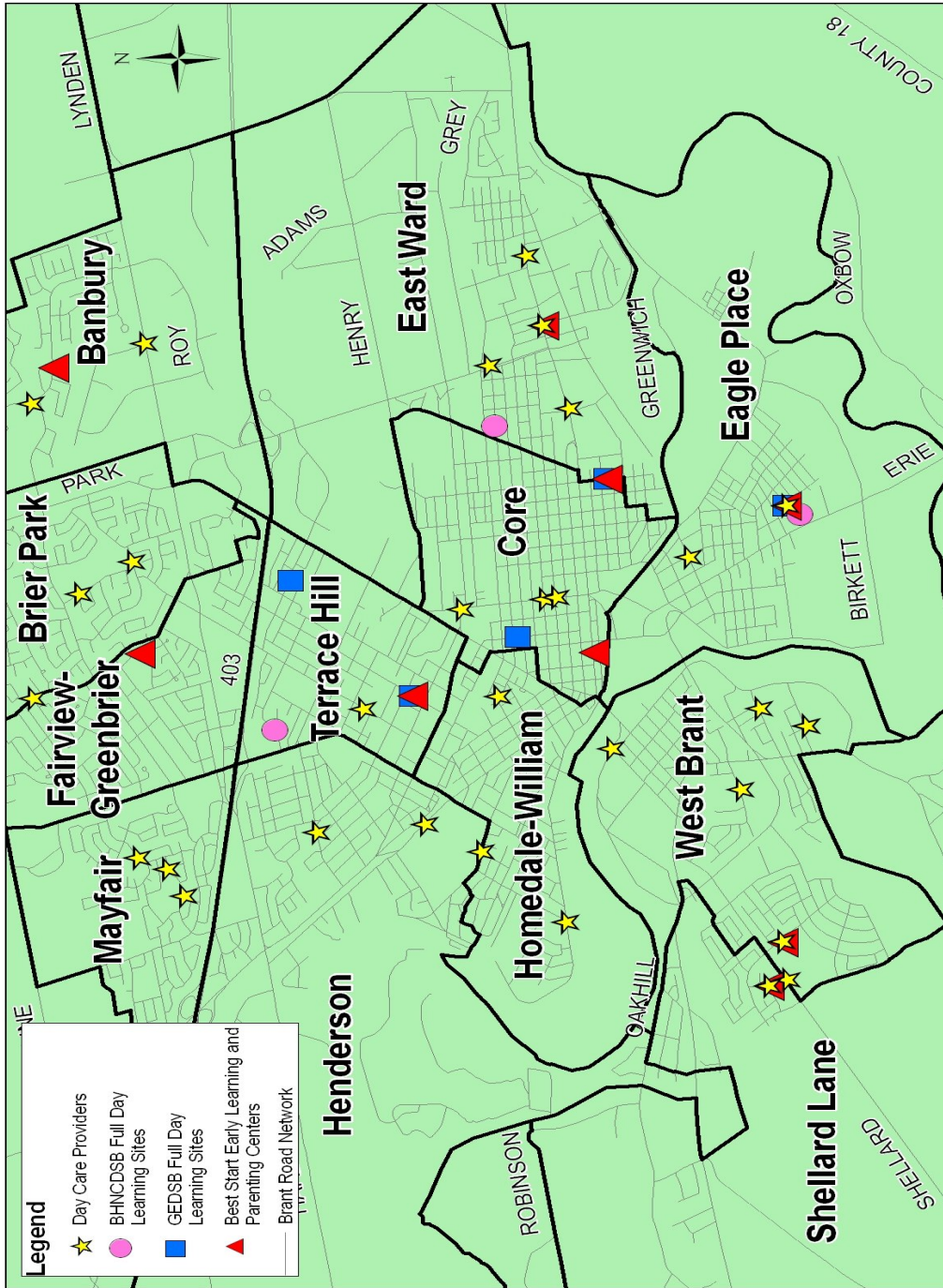
The approved schools that will implement the full day learning are as follows for September **2011/2012** within Brantford/Brant County.

King George School  
Lansdowne/Costain School

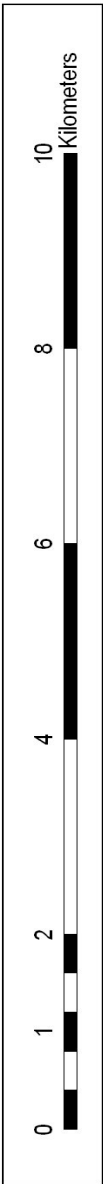
St.Patrick's School  
Christ the King School

Map 10 Impacts of Early Learning Program; Phase 1: 2010-2011

Impacts of Early Learning Program, Phase 1: 2010-2011

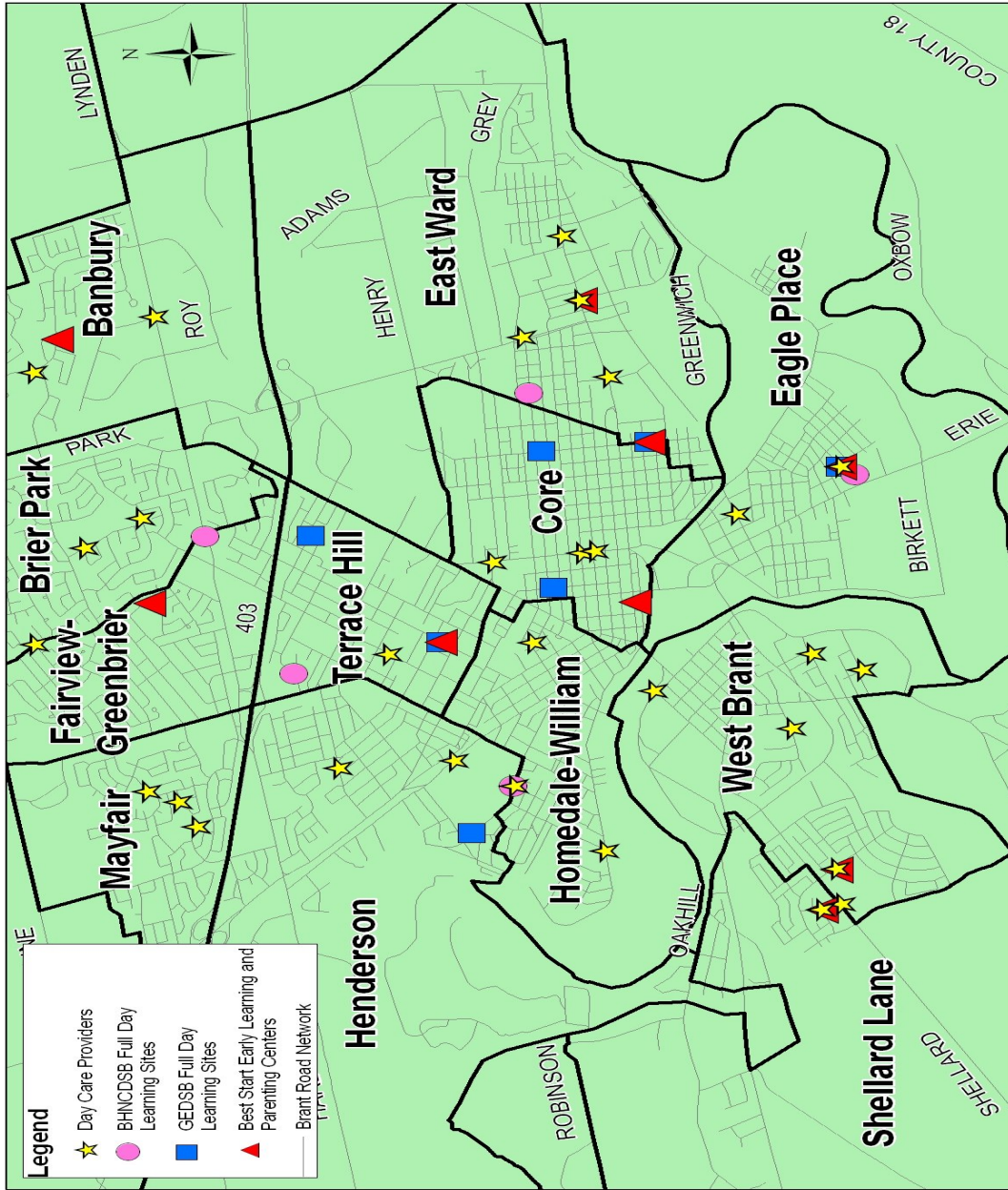


Layla Moffid  
06/02/2010  
Scale 1:27,700

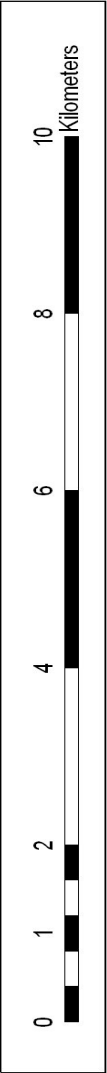


Map 11: Impacts of Early Learning Program; Phase 2: 2011-2012

Impacts of Early Learning Program, Phase 2: 2011-2012



Layla Mofid  
06/02/2010  
Scale 1:27,700



Currently there are 43 licensed childcare programs with a total license capacity of 1888 spaces within Brantford/Brant. The breakdown of licensed age groups is as follows:

**Table: 12** **Licensed spaces by Age group**

AGE GROUP	SPACES	% of age group space in comparison to total spaces available
Infants 0 to 18 months	58	3%
Toddlers 18mths to 30 mths	215	11%
Preschool 2.5 yrs to 5 years	758	41%
JK/SK 3.8 yrs to 5 yrs	234	12%
School age 6 yrs to 12 yrs	623	33%
	Total 1888	

The chart shows the current percentage of age group spaces within the childcare system. Both the preschool and JK/SK spaces will have the greatest impact to the implementation of the Early Learning program. JK/SK represents 234 spaces or 12% of the total childcare spaces available. Although the preschool age group represents 2.5 years to 5 years of age, there are still about 30% of those spaces occupied by children over 3.8 years old.

Given these numbers in Brantford /Brant and the implementation of full day learning for children 3.8 years to 5 years there will be a significant impact to day care operators whose centres are within the school system or in the surrounding area where full day early learning will be offered. Impacts to the childcare system are a reality.

As we move forward with the first phase of the implementation of the full day learning program, Child Care Services has taken the lead to set up a task force comprised of key stakeholders and Service Providers for the purpose of developing a strategic plan to address issues and impacts to the child care system.

This plan will allow Child Care Services to be well positioned in requesting transitional provincial dollars in a timely manner as our community moves forward with the implementation of Full Day Learning.

**Potential impacts to the current childcare system:**

The implementation of the full day early learning program for four and five year olds has received positive support from several associations and organizations including Ontario Municipal Social Services Association, Association of Early Childhood Education of Ontario and the Ontario Coalition for Better Childcare. However, with the support, some also state concerns pertaining to eroding the current existing childcare system, the significant cost of removing four and five year olds from licensed programs, overall lack of funding for childcare programs, potential increased per diem rates, and the need for adequate resources for success

In the role as systems manager, staff support the principles of the Full Day Early Learning program, but like the organizations stated above, we also must consider what the impact will be on our current child care delivery system.

Staff will need to evaluate and monitor the impact the Early Learning Program's implementation may have on the viability of childcare programming that falls outside the Early Learning program perimeters, including: licensed childcare spaces for children aged birth to four years old that include Private Home Daycare, infant care, before and after school care, and care required by families who have children aged 4 and 5 years and need a full schedule of childcare, yet do not choose to enroll their children in full day of the Early Learning.

Centre closures- With the full implementation of the Early Learning Programs in 2015-16 there is a potential risk to centres closing due to loss of four and five years in the childcare system. The closures of centres would have a definite impact to parental choice by reducing the number of licensed child care spaces available in our community.

Brantford/Brant will already be losing 81 spaces with the closure of West End Y Child Care centre as of June 30, 2010. This is due to a lease expiry not being renewed by the Landlord. The majority of children enrolled at the centre will move to other Y daycares where enrollment is currently down.

Grandview Child Care, operated by the Boy's and Girls Club has identified, a high risk of potential closure due to current low enrolment (note this is a 10 month program). This program has also identified that their lease with the school board (located in Grandview school) expires in June 2011. This centre is also in the two kilometer radius of Graham Bell /Victoria school that will be offering the Early Learning program in the first phase. The Bellview YMCA childcare centre has the greatest impact in the first phase of the implementation as there will be two ELP's within close proximity one of which will be Bellview School where the childcare is located.

Financial hardships- to operators as 4 and 5 year olds children exit childcare and enter the school board system. The viability of operating centres without 4 and 5 year olds will have to be determined by local child care operators.

Recruitment and Retention: Supply and demand of ECE's leaving childcare to work for school boards; possibility of 25 positions.

Additional Funds will need to be available to support programs if they choose to retrofit rooms once occupied by four and five year olds, as well as support the remainder of children in the 0-3.8 child care system.

Other considerations include:

- Changes needed to the DNA i.e. regarding ratios
- Raising parent fees to offset the loss of revenue
- Review per diem rate vs. hourly rate
- The risk of losing space occupied by Best Start centres and childcare currently located in schools to accommodate the Early Learning programs in Year Two

- Impact on special needs resourcing program ‘

### **Community Solutions:**

In order to gain a better understanding of the impact of the ELP a survey was sent out in cooperation with the Ministry of Children and Youth Services to all licensed Child Care programs. We also completed an occupancy survey and a survey to identify the types of families we are servicing. These surveys were completed during the month of March 2010.

A community forum also held on March 3, 2010 which included the members of the Best Start Network, childcare operators, school boards, Lansdowne Children’s centre, Family Counselling, Children’s Aid of Brant, MCYS Licensing staff and Program Supervisors. The information gather from surveys and the community forum will assist Child Care Services in developing plans to support the community through this transition.

**Second Risk Assessment Impact templates:** All childcare centres within the two km radius of the first phase of the Early Learning Programs were sent electronic copies of their templates .The completed templates were then sent to the Ministry of Children and Youth Services on March 4, 2010

The second stage child care sites impact analysis template provided information such as the centre’s licensed capacity, actual enrollment, waitlist by age group, number of children with special needs being served, number of children receiving subsidy and the centre’s actual per diem rates.

Also included in the template were questions that gave us further information regarding the impact on the licensed childcare system.

The following is the list of centres that received the templates:

Academy of Montessori  
 A Child’s Place Preschool  
 Bellview YMCA Child Care centre  
 Beryl Angus Municipal Children’s Centre  
 Brantford Little School Community Child Care Centre  
 Grandview Child Care  
 Kiddy Korner Daycare  
 Kidsworld Y Blueridge (now Blueridge YMCA Child Care centre)  
 Kidsworld Y Downtown (now Kidsworld YMCA Child Care centre)  
 Our Lady Queen of Peace Montessori Bilingual School  
 St. Josephs Y Childcare Centre (now St .Josephs YMCA Childcare Centre)

After sending out the secondary risk assessments to the operators within the two km radius of ELP’s in the first phase it was decided to send the surveys to all childcare operators within Brantford/Brant. In doing so this would give a clear picture of any other impacts that the Early Learning Programs may have to the childcare community

## **Survey Results**

### **Phase One Impacted Sites:**

- 75% anticipated that full day ELP will impact on their enrolment for September 2010 ( even if just a small impact)
- 25% Do not feel their enrolment would be impacted at all
- 37.5% indicated that they are working on plans to address potential revenue loss such as moving to different age groupings
- 25% didn't know if they were working on plans
- 37.5% of agencies indicated that they are not working on plans to address potential revenue loss
- 87.5% of programs indicated that they had no difficulty hiring/and or retaining Early Childhood Educators, although did indicate hiring supply staff was an issue

### **Non-Phase One Impacted Sites:**

- 93% stated that they did not think that their enrolment would be impacted in 2010
  - 14% felt that the loss will impact their centres revenue (11%-25%)
  - 14% did not respond regarding their opinion on impact.
  - 72 % felt that there would be no loss or minimal loss for now
  - 46% of centres have a plan or have begun to plan
  - 54% of centres have not begun to plan to address potential revenue loss
  - 18% of centres identified having difficulty hiring or retaining RECE staff.
- 82% indicated that they have had no difficulty but did indicate that hiring supply staff was an issue as well. Many centres have hired staff in the last year. French RECE's are very difficult to find

### **Additional Information from the various surveys:**

- 72 % of centres offering full time care are operating at above 80% occupancy rate
- Brantford /Brant offers 44 sites for Licensed child care (43 after June 30th), 40% of these sites operate 10 months of the year.
- Projected revenue loss ranges from 6% to 18.75% , with some agencies indicating they foresee no revenue loss for 2010
- 93 % of centres service at least one special needs child
- Centres are considering increasing fees, decreasing staff, eliminating parent vacation days, and working on strategies to convert rooms for younger children as plans to address potential revenue loss.

## **Profile of Families served based on 17 centres replying to survey**

<b><u>Age Group</u></b>	<b><u>One Parent</u></b>	<b><u>% Working</u></b>	<b><u>Two Parent</u></b>	<b><u>% Working</u></b>
Infants	23%	46%	77%	90%
Toddlers	20%	67%	80%	93%
Preschool	14%	90%	86%	87%
JK/SK	28%	80%	72%	94%
School Age	28%	90%	72%	99%

### **Areas of Concern: raised at community forum and other venues.**

#### **Concerns Regarding Financial Viability:**

Programs are concerned that the loss of the revenue earned by providing services to four and five year old children may jeopardize the financial viability of their program and in some cases may result in the closure of their programs. Several child care programs commented that revenue from their programs offered to children age four and older are used to balance out the higher cost programs to children under the age of four. Programs commented that due to the higher cost of providing care to younger children and the space requirements specified by the DNA that it may not be viable to re-orient their services to the younger age groups. Child care programs that are able to change their services identified the need for funding to make changes to their buildings to accommodate younger children and the potential change to the number of children in a grouping.

#### **Concerns Regarding Human Resources:**

Programs expressed concerns about not being able to retain staff due to the higher wages offered by the School Boards. The current shortage of Registered Early Childhood Educators only exacerbates this issue.

#### **Concerns Regarding the Quality, Inclusivity and Integrity of the Child Care System:**

Programs expressed concerns that the implementation of the ELP may negatively effect the quality, inclusivity and integrity of the licensed child care system. Concerns included: changes to the DNA; the higher ratios of Kindergarten children to school staff; the ability of the school staff to provide early identification; and early intervention services for children with special needs and the ability of school staff to provide adequate playground supervision. Nutrition was also a big concern for JK/SK children.

## Concerns Regarding Communication and Information Sharing:

Programs emphasized the importance of communication and timely information sharing during the transition to the ELP.

### What Is the Consolidated Municipal Service Managers (City of Brantford) Working On?

- Continuing to advocate with our Provincial partners for funding to help Municipalities stabilize the system.
- Identifying impacts and funding priorities.
- Developing plans with School Boards to support the transition of four and five year olds. CMSM sits on both school boards steering committees.
- Reviewing impact data to see what flexibility operators have.
- Continuing to participate on the Program Advisory Committee with Mohawk College to support Early Childhood Education.
- Advocating with our Provincial partners for funding to support salaries and wages.
- Providing news bulletins as information becomes available to us.
- Organizing information sessions for the community.
- Involving stakeholders in the planning to manage the transition, we have formed a Transition steering committee.
- Providing updates for Council and the Best Start Network as information becomes available.
- Updating the contingency plan
- Through biweekly meetings with Ministry of Children and Youth Services (MCYS) we continue to advocate that we need more information from MCYS and Ministry of Education.

#### **Priorities include:**

- Developing a transition plan which will support our community through this change while retaining quality and the relationships that we have built thus far.
- Continue to work with our Provincial partners, local school boards, and our licensed child care community and our Best Start partners to ensure that services are delivered to meet the needs of children and families.
- Continue to ensure the delivery of timely, accurate and clear information to all stakeholders and our advisory groups.

## **CONCLUSION**

As the Consolidated Municipal Service Manager for the Corporation of the City of Brantford we will continue to work closely with stakeholders, Service Providers, the Ministry of Children and Youth Services and our school partners in maintaining stability in the child care system to ensure a smooth transition of the Early Learning Program and the continuation of Quality Childcare in our community. However there are still uncertainties on how the child care system will look with the full implementation of the Early Learning Program by 2015/2016. Child Care Services will continue to monitor and assess the extent of the ELP impacts on our community.

It is through the contents of this plan that we will work together with our partners in the development and implementation of strategies to help stabilize childcare services for children under 4 years of age during the implementation of the Full Day Early Learning Program.

## Appendix A

### Glossary of Terms

*Accessibility* – The availability of services to all people to the extent that one is able to secure needed services with physical, language, cultural, economic and any other barriers minimized or eliminated. Accessible services are also located nearby and are open during evenings and weekends.

*Affordability* – The degree to which the price of early learning and care programs is a realistic family expense.

*Availability* – The degree to which age-appropriate services exist and are able to meet the demand for service without placing families on a long waiting list.

*Best Start Early Learning and Parenting Centre* – The term used in Brantford/Brant to describe neighbourhood based ‘hubs’ that provide access to an array of early learning and care programs, some specialized services and linkages to other specialized services. In some instances, a licensed child care program is available on-site while in other cases, direct access to licensed child care information is available. Many of the Best Start Early Learning and Parenting Centres began as OEYC: Brant satellite sites or as Launch Pad sites and most are located in elementary schools. Centres are staffed by early childhood educators and are intended to provide families of young children with streamlined access to programs and services.

*Capacity* – The human and financial resources technology, skills, knowledge and understanding required to permit organizations and agencies to do their work and fulfill what is expected of them by stakeholders. The term ‘capacity’ is also used to denote the total number of children that may be in care at any one time according to the license issued by the Ministry of Children and Youth Services.

*Caregiver* – An individual who provides care and protection for children in or outside the home. Caregivers may include parents, relatives, child care workers and early childhood educators.

*Child Care Centre* – A facility, licensed by the Ministry of Children and Youth Services, which provides regularly scheduled care for a group of children one month of age through twelve years of age for periods of less than twenty-four hours.

*Collaboration* – The act of working in partnership, agreement and accord to reach an outcome. Collaboration is a mutually beneficial and well defined relationship entered into by two or more organizations to achieve common goals.

*Co-location* – One or more service providers sharing the same physical space.

*Community* – An area having common geography and/or neighbourhood where people have shared interests. It is a natural catchment area for services that acknowledge linkages, consumer patterns of travel and communication.

*Consolidated Municipal Service Manager (CMSM)* – Municipalities and District Social Services Administration Boards to which the Province of Ontario has devolved responsibility for the management and delivery of Ontario Works, child care and social housing. Some CMSMs are also responsible for land ambulance and public health.

*Continuum of Services* – An unbroken, seamless provision of services.

*Coordination* – The adjustment of relations between organizations or parts of organizations to harmonize goals and plans.

*Day Nurseries Act* – Legislation enacted by the Province of Ontario that governs the funding and licensing of nursery schools, child care centres and private home child care agencies.

*Early Identification and Intervention* – A range of programs and services designed to enhance the development of young children with special needs or who are at risk of developmental delay. Such programs and services can improve outcomes and reduce the need for future services.

*Early Learning and Care* – A range of programs and services for children and their parents and caregivers that foster healthy child development. Examples of such programs include parenting support, parent education, and preschool speech and language.

*ELP- Early Learning Program* : The Overall goal of the Early Learning Program is to provide a smoother transition to grade one and help children develop the social and academic skills necessary to succeed in school and in life.

*Fee Subsidy* – Financial assistance that is provided towards the cost of licensed child care. Parents who are “persons in need” (as defined by the Day Nurseries Act) and parents of children with special needs may be eligible to receive a fee subsidy.

*Inclusion* – The practice of supporting the participation of children with disabilities or with special needs to assist them in reaching their full potential.

*Income Test* – Effective January 1, 2007 eligibility for a child care fee subsidy is determined through an income test which is based on a family’s net income. Prior to this date, eligibility was determined using a needs test which took into account income, assets and allowable expenditures.

*Informal Care* – The provision of child care through an unlicensed or unregulated private arrangement between a family and the caregiver. Informal care may be provided in the parent’s home or in the caregiver’s home. These arrangements are not licensed and are

not regulated by the Day Nurseries Act. The only requirement is that the caregiver may not care for more than five children, plus their own, at a time.

*Licensed Care* – Also referred to as formal or regulated care, this care may be provided in child care centres or in supervised private homes in accordance with the licensing standards of the Day Nurseries Act.

*Nursery School* – Group programs, licensed by the Ministry of Children and Youth Services, designed for children aged three to five. Normally they operate for three to four hours per day and from two to five days per week.

*Parental Involvement* – Building strong effective relationships and partnerships with parents to help solicit advice and ideas on the planning and delivery of children's services.

*Parents and Caregivers* – Birth, adoptive, foster, associate family parents, legal guardians or extended family members who provide care for a child.

*Private Home Child Care* – Licensed care typically provided in the home of a provider. Individual caregivers, operating as independent contractor, provide child care for up to five children under 12 years of age in addition to their own children. Providers are supervised by a licensed home child care agency. The agency is responsible for placing children, monitoring the caregiver, providing resources and support, and ensuring that the caregiver and setting meet the regulations outlined in the Day Nurseries Act.

*Quality Child Care* – The provision of a safe, healthy, nurturing environment that provides opportunities for growth, interaction and development. It is responsive to the needs and uniqueness of each child and to the values and needs of parents.

*Respite Care* – Trained parents or professionals who take care of a child for a brief period of time to give families of children with special needs some relief. This type of care can be provided in the child's home or in another location.

*Service Provider* – An individual or agency providing direct service to children and/or their parents or caregivers. The term should be viewed as all encompassing and taking into account a variety of disciplines, educational backgrounds and approaches to service.

*Service System* – A group of service providers so combined as to form a whole and to operate in unison to meet the needs of children and their parents and caregivers. It offers a comprehensive range of services and supports which ideally are organized in a coordinated, integrated and interactive network to meet the multiple and changing needs of those it serves.

*Special Needs* – A child or family who faces barriers to normal development and functioning in one or more functional areas – physical, social, emotional, intellectual, behavioural or in terms of communicating – or who is 'at risk' or likely to be 'at risk' without some form of intervention.

*Special Needs Resourcing* – Services and supports provided by Resource Teachers and Resource Teacher Assistants to encourage the integration and inclusion of children with special needs.

*Stakeholder* – A person who is affected by an issue or problem or who stands to either gain or lose through the resolution of the issue. Stakeholders therefore include children and their families, service providers, caregivers, educators and the community at large.

*System Integration* – An ongoing process whereby local service providers and relevant stakeholders engage in progressively greater degrees of joint service activity along an integrated continuum to provide families with better access to services. An integrated system also builds on existing community capacity and makes efficient use of public resources.

*Wage Subsidy* – Enhances the salaries and benefits of staff who are employed in regulated child care centres, private home child care agencies, resource centres, and agencies that provide supports to children with special needs. They also increase payments made to home child care providers.

Appendix B

**Brantford/Brant Population Projections of Residents Birth to Age 14**

Municipality	2007			2008		
	0-4	5-9	10-14	0-4	5-9	10-14
City of Brantford -total	5345	5562	6089	5315	5633	5970
Female	2673	2686	3087	2617	2748	3002
Male	2672	2876	3002	2698	2885	2968
County of Brant-total	1845	2133	2507	1841	2162	2455
Female	885	1012	1268	870	1036	1234
Male	960	1121	1239	971	1126	1221
Combined Brantford /Brant total	7190	7695	8596	7156	7795	8428
Female	3558	3698	4355	3487	3784	4236
Male	3632	3997	4241	3669	4011	4189

Source: Source: Provincial Health Planning Data Base, Ontario Ministry of Health and Long Term Care

## Appendix C

### Primary Licensed Capacity in Day Nurseries

Source: City of Brantford Child Care Services Division, June 2010

Program	Infant Spaces	Toddler Spaces	Preschool Spaces	JK/SK Spaces	School Aged Spaces	Total
<b>Brantford</b>						
* A Child's Paradise	6	25	38	24	23	116
A Child's Paradise Too	0	15	24	20	30	89
A Child's Place Preschool	0	0	24	0	0	24
Academy of Montessori	0	0	16	0	0	16
*Banbury Child Care Centre	0	0	16	0	30	46
*Bellview YMCA Child Care	6	10	16	20	15	67
Beryl Angus Municipal Children's Centre	0	10	32	0	0	42
Blueridge YMCA Child Care Centre	0	0	24	20	0	44
Boys & Girls Club After School Program	0	0	0	0	60	60
*Brantford Little School Community Child Care Centre	10	10	24	0	0	44
*Centre éducatif les petits chercheurs	0	15	16	0	25	56
Creative Minds-Eagle Place	0	10	16	0	15	41
Grandview Child Care Centre	0	0	20	0	15	35
Kiddy Korner Daycare	0	10	16	16	0	42
Kidsworld YMCA child Care Centre	0	10	32	0	0	42
Noah's Ark YMCA child Care Centre	0	15	36	0	0	51
Our Lady Queen of Peace Montessori Bilingual Centre	0	0	24	0	0	24
Ryerson Heights Y Childcare Centre	0	0	24	20	30	74
St. Joseph's Y Child Care Centre	6	10	32	0	0	48
Three Bears YMCA Child Care Centre	6	10	40	20		76
***West End YMCA Child Care Centre	6	15	24	0	0	45
*YMCA-SSAC-Brantford Family Y	0	0	0	0	30	30
*YMCA-SSAC-Brier Park	0	0	0	0	15	15
*YMCA-SSAC-Christ the King	0	0	0	0	15	15
*YMCA-SSAC-James Hillier	0	0	0	0	30	30
*YMCA-SSAC-Mt. Pleasant	0	0	0	0	15	15
*YMCA-SSAC-Our Lady of Providence	0	0	0	0	0	30
* YMCA-SSAC-Resurrection	0	0	0	10	30	40
* YMCA-SSAC--St. Gabriel	0	0	0	20	30	50
<b>Burford &amp; Scotland</b>						
*Burford Cooperative Preschool & Children's Centre	6	10	40	0	25	81
*Just 4 Moms & Kids Children's Centre	6	10	28	12	30	80
<b>Jerseyville</b>						
Jerseyville-Langford Co-op Nursery School	0	0	16	0	0	16
<b>Paris</b>						
*Cobblestone School-Age Program	0	0	0	10	15	25
*Holy Family Child Care	0	0	0	40	30	70
*Montessori Children's Academy Inc.	0	10	48	0	0	58
North Ward School Age Program	0	0	0	0	30	30
Paris Child Care	0	10	32	0	0	42
*Sacred Heart Child Care	6	10	16	20	25	77
<b>St. George</b>						
St. George Children's Centre	0	0	32	0	30	62
St. George Co-op Nursery School	0	0	16	0	0	16
The Village Playschool	0	0	24	0	0	24
<b>Total</b>	<b>58</b>	<b>215</b>	<b>758</b>	<b>234</b>	<b>623</b>	<b>1888</b>
*= programs expanded or changed since last plan						
*** Site closing June 30 <sup>th</sup> 2010						

## Appendix D Licensed Centre-Based Fee and Wage Subsidies

Program	Fee Subsidy	Wage Subsidy	For Profit	Non-Profit	Co- Located in a School	Best Start ELP attached
Brantford						
* A Child's Paradise	Yes	Yes	Yes			
A Child's Paradise Too	Yes	Yes	Yes			
A Child's Place Preschool	Yes	Yes	Yes			
Academy of Montessori	No	Yes	Yes			
*Banbury Child Care Centre	Yes	Yes		Yes	Yes -Public	No
*Bellview YMCA Child Care	Yes	Yes		Yes	Yes -Public	Yes
Beryl Angus Municipal Children's Centre	Yes	Yes		Yes		
Blueridge YMCA child Care Centre	Yes	Yes		Yes		
Boys & Girls Club After School Program	Yes	Yes		Yes		
*Brantford Little School Community Child Care Centre	Yes	Yes		Yes	Yes -Public	
*Centre éducatif les petits chercheurs	Yes	No		Yes	Yes-Separate	No
Creative Minds-Eagle Place	Yes	No	Yes			
Grandview Child Care Centre	Yes	Yes		Yes	Yes -Public	No
Kiddy Korner Daycare	Yes	Yes		Yes		
Kidsworld YMCA child Care Centre	Yes	Yes		Yes		
Noah's Ark YMCA child Care Centre	Yes	Yes		Yes		
Our Lady Queen of Peace Montessori Bilingual Centre	Yes	Yes	Yes			
Ryerson Heights Y Childcare Centre	Yes	Yes		Yes	Yes -Public	Yes
St. Joseph's Y Child Care Centre	Yes	Yes		Yes		
Three Bears YMCA Child Care Centre	Yes	Yes		Yes		
***West End YMCA Child Care Centre	Yes	Yes		Yes		
*YMCA-SSAC-Brantford Family Y	Yes	No		Yes		
*YMCA-SSAC-Brier Park	Yes	No		Yes	Yes -Public	
*YMCA-SSAC-Christ the King	Yes	No		Yes	Yes-Separate	
*YMCA-SSAC-James Hillier	Yes	No		Yes	Yes -Public	
*YMCA-SSAC-Mt. Pleasant	Yes	No		Yes	Yes -Public	
*YMCA-SSAC-Our Lady of Providence	Yes	No		Yes	Yes-Separate	
* YMCA-SSAC-Resurrection	Yes	No		Yes	Yes-Separate	
* YMCA-SSAC--St. Gabriel	Yes	Yes		Yes	Yes-Separate	Yes
Burford & Scotland						
*Burford Cooperative Preschool & Children's Centre	Yes	Yes		Yes		
*Just 4 Moms & Kids Children's Centre	Yes	Yes		Yes		
Jerseyville						
Jerseyville-Langford Co-op Nursery School	Yes	Yes		Yes		
Paris						
*Cobblestone School-Age Program	Yes	Yes		Yes	Yes -Public	No
*Holy Family Child Care	Yes	Yes		Yes	Yes-Separate	No
*Montessori Children's Academy Inc.	Yes	Yes	Yes			
North Ward School Age Program	Yes	Yes		Yes	Yes -Public	Yes
Paris Child Care	Yes	Yes		Yes		
*Sacred Heart Child Care	Yes	Yes		Yes	Yes-Separate	No
St. George						
St. George Children's Centre	Yes	Yes		Yes		
St. George Co-op Nursery School	Yes	Yes		Yes		
The Village Playschool	Yes	Yes	Yes			
Total						

Note: Programs that opened and or expanded during 2009 remain on the pressure list for Wage Subsidy funding

**Sample of Schedule**

**Listing of FREE interactive parent-child (0-6 years) drop-in programs**

Location	Days	Time	Neighbourhood
<b>Bellview School</b> <b>Bellview School-Aboriginal Best Start</b> 97 Tenth Ave., Brantford	Mon, Wed Thurs (Family, Music& Play)	9:00 am - 12:00 pm 10:00am-11:30 am	Eagle Place
	Tues Thurs	9:00 am - 11:30 pm 1:30pm-3:00 pm	Eagle Place
<b>Branlyn - Notre Dame School</b> 238 Brantwood Park Road, Brantford	Tues, Wed & Thurs	9:00 am – 11:30am	Banbury
<b>Brantford Public Library</b> 173 Colborne Street, Brantford	Fri	1:00 pm - 3:00 pm	Core
<b>Burford District Elementary School</b> 35 Alexander Street, Burford	Mon & Wed	9:00 am - 11:30 am	Burford, West Brant County
<b>Centennial-Grand Woodlands School</b> 41 Ellenson Avenue, Brantford	Mon & Wed	9:00 am - 11:30 am	Fairview- Greenbrier
	Thurs (Family, Music& Play)	1:30 pm - 3:00 pm	
<b>Eastdale at Echo Place School</b> 723 Colborne Street East, Brantford	Mon to Fri	9:00 am - 11:30 am	East Ward
	Mon to Thurs	1:00 pm - 3:00 pm	
<b>Graham Bell - Victoria Public School</b> 56 Grand Street, Brantford	Thurs	9:00 am - 3:00 pm	Terrace Hill
	Tues, Wed & Fri	9:00 am - 12:00 pm	
<b>Major Ballachey Public School</b> 105 Rawdon Street, Brantford	Tues & Wed	9:00 am - 11:30 am	East Ward
	Thurs(Family Music & Play) <b>Note</b> does not run first Thursday of each month	9:30 am -11:00 am	
<b>North Ward School</b> 107 Silver Street, Paris	Mon & Wed	8:30 am - 11:30 am	Paris, West South Dumfries
	<i>Wed (Just Baby &amp; Me 0-12m)</i>	<i>1:00 pm - 3:00 pm</i>	
<b>Ryerson Heights Elementary School</b> 33 Dowden Avenue, Brantford	Tues & Thurs	8:30 am - 11:30 am	Shellards Lane
	<i>Tues (Just Baby &amp; Me 0-12m)</i>	<i>1:00 pm - 3:00 pm</i>	
<b>St. Anthony Daniel School</b> 85 Bishopsgate Road, Scotland	Tues & Thurs	8:30 am - 11:30 am	Scotland, West Brant County
	Thurs	12:30 pm - 3:30 pm	
<b>St. Gabriel School</b> 14 Flanders Drive, Brantford	Mon, Wed & Fri	9:00 am - 11:30 am	West Brant
	Mon, Wed & Thurs	1:00 pm - 3:00 pm	
<b>St. James Anglican Church</b> 8 Burwell Street, Paris	Tues, Fri	10:00 am - 11:30 am	Paris, West South Dumfries

The drop-in programs above are operated by one of the following agencies;  
CAS Brant, Family Counselling Centre, Kids Can Fly or Ontario Early Years Centre: Brant

## Appendix F : OTHER PARENT-CHILD PROGRAM

### **Ontario Early Years Centre: Brant**

330 West Street, Brantford

<b>"Together Time"</b>	Mon, Wed, Thurs, Sat	9:00 am - 12:00 pm
<b>Parent-Child (0-6 yrs) drop-in</b>	Mon, Tues, Wed	1:00 pm - 4:00 pm
	Tues	5:00 pm - 8:00 pm
<b>"Just Baby and Me"</b>	Mon & Thurs	2:00 pm - 4:00 pm
<b>Parent-Child (0-12 months drop-in)</b>		

***For more information on above programs please call 519-759-3833.***

### **Brant County Health Unit - "Room To Grow" Drop-in Programs at Various Locations**

*A Public Health Nurse is available to provide information and support on child health 0-6 years old.*

<b>Northland Gardens</b> 11-56 Memorial Drive	Mondays	1:30 pm - 4:00 pm
<b>Ontario Early Years Centre: Brant</b> 330 West Street	Tuesdays	9:00 am - 11:30 am
<b>Major Ballachey Best Start ELP Centre</b> 105 Rawdon Street	Tuesdays	9:00 am - 11:30 am
<b>Burford District Elementary BSELP Ctre</b> 35 Alexander St., Burford	Tuesdays	9:00 am - 11:30 am
<b>Ryerson Heights Best Start ELP Centre</b> 33 Dowden Avenue	Wednesdays	9:00 am - 11:30 am
<b>Bellview Best Start ELP Centre</b> 97 Tenth Ave., Brantford	Wednesdays	9:00 am - 11:30 am
<b>New Beginnings</b> 17-359 Darling Street	Thursdays	1:30 pm - 4:00 pm
<b>Brantford Public Library Best Start ELP Centre</b> 163 Colborne Street	Thursdays	9:00 am - 11:30 am

***For more information on above programs please call 519-753-4937 ext. 259.***

### **Kids Can Fly**

**Graham Bell - Victoria Public School  
Best Start ELP Centre**

*"Parachute Program"*

Registered program. Call 519-752-6926 for more information.

### **Woodview Children's Centre**

**Best Start Early Learning and Parenting Centres**

Registered workshops are listed in "Your Guide Brant." Call Contact Brant at 519-758-8228 for further information, locations and registration.

## **Appendix G Bibliography**

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