

# **The Best Start Service and Transition Infrastructure Plan**

Prepared by Toronto Children's Services  
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For current service information including equity levels, enrolment and program locations, please visit our website at [www.toronto.ca/children](http://www.toronto.ca/children) or call 416-392-8297.

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## **Section 1**

### **1.1 Introduction**

This document is the City of Toronto's Best Start Service and Transition Infrastructure Plan. It describes the funding and service strategies for implementing Best Start in the City of Toronto. This plan builds on City Council approved directions outlined in the *2005–2009 Child Care Service Plan* and is not intended to duplicate the *2005–2009 Child Care Service Plan*. The Best Start Plan should be read as an attachment to the more comprehensive *2005 – 2009 Child Care Service Plan*.

The Best Start Service and Transition Infrastructure Plan outlines strategies for implementing Best Start in 2005 and 2006 with a more general outlook for 2007 – 2009. The plan describes how the City will increase licensed child care spaces, increase child care fee subsidies, improve supports for children with special needs and provide wage subsidies. Through these amendments to the *2005 – 2009 Child Care Service Plan*, the City will incorporate Best Start components into its current child care service plan.

The document is divided into five sections. The first outlines the background and City context of the Best Start Service and Transition Infrastructure Plan. The second section provides details on Best Start. In section three, the planning context is described. Section four outlines the allocations strategies, and section five outlines the Transition Infrastructure Plan.

### **1.2 Background**

The City of Toronto has the largest child care system outside the Province of Quebec, and has a long history of supporting high quality and innovative approaches to child care. By establishing the First Duty pilot project, the City has demonstrated its commitment to integrated child care and early learning programs. Building on *Toronto's Vision for Children*, the City's recently adopted *2005 – 2009 Child Care Service Plan* provides a comprehensive overview of the City's child care system.

In July 2005, City Council adopted *The Best Generation Yet* as a framework to direct the City's planning for children. Developed by the Children's Working Group of the Mayor's Roundtable on Children and Youth and Education, *The Best Generation Yet* sets

directions for developing a 10-year plan to achieve a comprehensive system of integrated, inclusive and high-quality services that will support best outcomes for Toronto's children aged 0 – 12. It provides a framework for City divisional plans for children, and ties this together with the initiatives from other orders of government such as Best Start. Under *The Best Generation Yet*, the City will set goals, strategies and benchmarks to measure progress towards success, and to identify the funding needed and the sources of funding available to achieve the goals of universal and equitable access to services for children. The 10-year plan will be developed in co-operation with all government and community partners.

While the Best Start Service and Transition Infrastructure Plan deals only with children under age six and is more limited in its scope and depth than the City's *2005–2009 Child Care Service Plan*, the basic service planning principles, established by Toronto City Council, still apply:

1. Equity of service access
2. Publicly planned and accountable service outcomes
3. Service options consistent with informed parental choice
4. First come-first served admission to subsidized child care
5. Recognition that child care services provide developmentally appropriate and beneficial early childhood education and care for children, as well as important family and community support
6. Recognition that services for children and families should be planned and delivered in an integrated way that promotes seamless service transitions.

## **Section 2: The Best Start Program**

In November 2004, the Ministry of Children and Youth Services (MCYS) announced the Best Start Strategy. Best Start is a 10-year plan designed to give Ontario's children the best start in life, and to help them succeed in school by providing a comprehensive system of services that support children from birth to transition into school. Best Start includes a number of components including a major expansion of the licensed child care system. This expansion will be funded through the 2003 Multilateral Framework on Early Learning and Child Care and the new 2005 Federal Early Learning and Child Care funds. Under Best Start, Consolidated Municipal Service Managers (CMSMs) must develop a

plan to increase child care spaces, subsidies and work with the Best Start Network to develop a longer-term plan to implement early learning and care hubs.

## 2.1 Best Start funding allocations

The Province is using the new federal funding to expand the number of licensed child care spaces, increase access to subsidies, and improve wages for child care workers. Three-year funding allocations have been announced for both capital and operating funds, tied to corresponding child care space expansion targets. Operating funding has been specifically identified for program management, planning and enhancing wages. The following charts show funding allocations to the City and licensed child care space targets.

### Funding to the City of Toronto under Best Start

<u>Calendar Year</u>	<u>2005</u> <u>(\$000's)</u>	<u>2006</u> <u>(\$000's)</u>	<u>2007</u> <u>(\$000's)</u>	<u>2008</u> <u>(\$000's)</u>
Operating	25,404.4	56,867.6	76,035.0	114,470.0
Capital	20,512.5	22,912.5	35,125.0	10,530.0
Total	45,916.9	79,780.1	111,160.0	125,000.0

## Toronto's Targets for Licensed Child Care Spaces Expansion

Licensed Spaces	2005/06	2006/07	2007/08	Total
	2,145	930	2,780	5,855

### 2.2 Local review and approval process for Best Start

The *Best Start Service and Transition Plan* and the *Best Start Transition Infrastructure Plan* were approved by Toronto City Council and submitted to the Ministry of Children and Youth Services in October 2005.

### 2.3 Toronto's Best Start Network

The City of Toronto has brought together the Toronto Best Start Network. The Best Start Network is accountable to the Ministry of Children and Youth Services for developing and monitoring the Phase 1 Integrated Implementation Plan.

The City of Toronto, as the CMSM, is responsible for expansion through:

1. **Best Start Transition Plan 2005 – 2006** – leads the Best Start Transitional Plan, which includes the Infrastructure Plan, for child care. The CMSM will be accountable for developing the Best Start Transition Plan to increase licensed child care spaces.
2. **Phase 1 Integrated Implementation Plan 2006 – 2007 onwards** – plan with the local Best Start Network and implement the child care components of the Phase 1 Integrated Implementation Plan.
3. **Child Care Service Plan Incorporating Best Start Child Care Components** – develop a child care service plan that describes managing and planning local child care services. This plan will be reviewed to include the Best Start Child Care components.

## Section 3: The planning context

### 3.1 Environmental scan

The latest available data on child population from the 2001 Canada Census counted 378,925 children aged 0 – 12 living in the City of Toronto. While current figures are not available, the child population will likely have increased due to a high rate of immigrant families settling in the city. It is estimated that Toronto's child population includes approximately 12% children with special needs, 1.4% Francophone children and .6% Aboriginal children. Census 2001 data also indicated that 30% of Toronto's children are living below Statistics Canada's low-income cut-off (LICO).<sup>1</sup>

The following tables present a baseline of services and children on April 1<sup>st</sup>, 2005.

<b>Agencies/Centres/Programs/Services</b>	<b>#</b>
Number of licensed private-home day care agencies	22
Number of approved homes (*estimated number)	1,903
Non-profit home child care agencies (includes 1 municipal agency)	18
For-profit private-home day care agencies	4
Number of licensed child care centres	844
Number of non-profit child care centres (includes municipal child care)	638
Number of for-profit child care centres	206
Number of child care resource centres (City-funded only)	46
Number of special needs resourcing agencies	26
Range of child care services available (refer to page 10 of the Toronto Child Care Service Plan 2005 - 2009)	

\*The City does not have accurate numbers of approved homes that are not part of the subsidy system

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<sup>1</sup> Full environmental context, as well as an analysis of impacts of the funding restraint and equity issues can be found in the Toronto Report Card on Children, Volume 5, available on-line at [www.toronto.ca/children/report/repcard5.htm](http://www.toronto.ca/children/report/repcard5.htm)

<b>Children</b>	<b>Infant</b>	<b>Toddler</b>	<b>Pre-school</b>	<b>JK</b>	<b>SK</b>	<b>School age</b>	<b>Total</b>
*Number of children subsidized in licensed child care centres	1,326	2,184	4,563	2,586	2,321	5,557	18,537
Number of children subsidized in licensed private-home child care	251	267	444	283	285	1,247	2,777
Number of children enrolled in licensed child care centres (**estimated)	2,155	4,775	23,943	-	-	13,074	43,947

\*Refers to the 21,314 subsidized children funded through the *Day Nursery Act*

\*Actual enrollment is not available for child care centres that are not part of the subsidy system

Through cost-sharing arrangements, the City provides 21,314 subsidized child care spaces. In the past several years, additional subsidized spaces have been provided through 100% City funding: 779 spaces in 2004 and 465 spaces in 2005.

<b>School Based Child Care</b>	<b>Programs</b>		<b>Spaces</b>			
	<b>All</b>	<b>School age only</b>	<b>Infant</b>	<b>Toddler</b>	<b>Pre-school</b>	<b>School age</b>
School board (includes operating elementary schools only)						
Toronto District School Board	271	61	138	450	6,731	8,344
Toronto Catholic District School Board	42	20	-	15	532	1,112
Conseil Scolaire de district du Centre-Sud Ouest	5	-	10	25	200	105
Conseil Scolaire de district Catholique Centre-Sud	5	-	-	15	129	120
<b>Total</b>	<b>323</b>	<b>81</b>	<b>148</b>	<b>505</b>	<b>7,592</b>	<b>9,681</b>

Francophone Child Care Centres	Spaces			
	Infant	Toddler	Pre-school	School age
14 child care programs (10 in Francophone schools)				
Licensed capacity of Francophone centres	16	90	457	240
Number of fee subsidies	7	8	65	35

### 3.2 Service gaps/analysis

Best Start, while providing municipalities with significant new funding for child care, represents both an emerging policy congruity in some areas between the City and the Province and a significant operating challenge. The City shares the provincial vision of improved access to high quality early learning and care that builds integrated services. The *2005–2009 Child Care Service Plan* clearly states key recommendations to improve access to a system of high quality early learning and child care programs. While the City delivers child care services to children from age zero to 12 years, Best Start’s focus on just four and five-year-olds while gradually expanding services for children age 0 – 4 presents a significant challenge to the long-term stability of the overall child care system.

The *2005 – 2009 Toronto Child Care Service Plan* and the *Toronto Report Card on Children* have identified the key service gaps for the City:

1. Inequitable distribution of child care program and subsidies across Toronto (see Appendix A)
2. Services for children with special needs are not equitably distributed across the city and clients often travel significant distances to gain access to child care supports (Map page 51, *Toronto Child Care Service Plan 2005 – 2009*)
3. Inequity of current wage subsidy distribution
4. Low child care worker salaries
5. Current funding model makes it impractical to deliver services supporting families with non-standard hours of work
6. Inadequate funding for school age children
7. Payments to child care not keeping up with inflation.

### **3.3 Service priorities**

The service priorities as outlined in the *2005 – 2009 Child Care Service Plan* include:

- Improving quality of services
- Developing a system of services for children
- Access and equity
- Building public support for child care.

The introduction of Best Start highlights several service areas where significant developmental work remains a priority:

1. Developing school age child care models
2. Re-vitalizing home child care service options by developing improved funding models
3. Developing and funding flexible models of care to support part-time care
4. Improving equity of access to child care supports for children with special needs by continuing to develop a system of service supports for inclusion
5. Improving child care worker salaries through a combination of funded per diems and wage subsidies
6. Targeting licensed child care and distributing new subsidy spaces to areas of the city that currently do not receive equitable access to child care fee subsidies
7. Funding allocation that will recognize the impact of ongoing inflationary pressures.

## **Section 4: Allocation strategies**

This section details the planned allocation of Best Start operating funding. Capital funding will be discussed in more detail in Section 5. This plan focuses on the 2005 and 2006 calendar years with a more general outlook for 2007– 2009. A comprehensive implementation plan will be provided once provincial direction and guidelines are provided in the following areas:

1. **Wage Subsidy:** Wage Subsidy Guidelines have not been distributed (September 2005).
2. **Needs Test to Income Test:** Impact of the proposed change in assessment of user contribution from Needs Test to Income Test is not known at this time and can only be estimated. No announcements on the actual parameters and implementation date have been made.
3. **New funding formula:** MCYS has committed to a new funding formula for child care services, but no details are available at this time.

As directed by City Council, the Best Start Service and Transition Plan builds on Council approved directions outlined below:

- Funding must maintain the existing child care system across the various components and all age groups by addressing:
  - inflationary increases
  - pay equity obligations
  - restoring ratio of trained to untrained staff
- Ongoing need for health and safety funding; this includes improving physical environments as per Organisation for Economic Co-operation and Development recommendations
- Equity of access by geographical and age categories
- Improvement in quality provided
- Improved access for children with special needs and high needs communities.

## 4.1 Implementation directions

### A. Funding from Best Start will be used to maintain the existing system

#### Strategy/assumptions:

Provided the City is able to achieve the targets, Best Start funding will be used to maintain the existing system through increased per diems and other base funding:

- Annual budgeted increase of 3%, beginning in 2006

Year	Increase (million)	Total to 2009 (million)
2006	\$5.4	\$5.4
2007	\$5.5	\$10.9
2008	\$5.6	\$16.5
2009	\$5.7	\$22.2

- Improve wages of child care staff to reduce the rate of staff turnover and to improve quality of child care. This is an ongoing priority for both the City of Toronto and the provincial Best Start program. A portion of Best Start funding will be specifically allocated to wage enhancement for all staff working directly with children. Starting with a modest \$2.4 million in 2005, this commitment will increase to an annual level of at least \$14.7 million by 2008. Details of the implementation will be determined once the provincial guidelines are available.
- Minor capital funding will remain an important tool for addressing emerging health and safety needs, including improvements to the physical environment of many child care settings. Five million dollars will be budgeted for each of the next five years for this purpose. Existing processes and procedures will apply.

**B. Increase provincially funded subsidies from 21,314 to 27,169 by March 31, 2008**

**Strategy/assumptions:**

- Assuming that eventually all new licensed spaces targeted by Best Start will result in a corresponding increase in subsidies, access to subsidies will be governed by the equity principles embodied in the *Toronto Child Care Service Plan*.

**Proposed Implementation of new child care fee subsidies**

Year	New subsidy spaces by year	Total 2005 – 2009	
		Cumulative number of subsidies	Cost (\$ million) of subsidies
2005	2,145	2,145	\$12,436.6
2006	698	2,843	\$20,965.1
2007	2,317	5,160	\$31,838.7
2008	695	5,855	\$53,924.1
2009	0	5,855	\$55,219.1

- Operating start-up funds will be available for programs bringing on new licensed spaces. Depending on the nature of the program and actual expenditure required, up to \$2,200 per space will be made available. It is expected that the demand for this funding will coincide with the timing of new spaces being prepared for licensing. The total expenditure for the start-up costs is expected to be \$9.8 million by the end of 2008.

### **C. Wage subsidy**

#### **Strategy/assumptions:**

Best Start funding can be used to provide wage subsidies for the new licensed spaces. However, the decision to fund new wage subsidies will be made according to the previously established principles and, wherever feasible, preference will be given to funding operator's costs through per diems that meet the full cost of operation. The long term future of wage subsidies will be examined by the provincial Best Start team through the review of child care funding models.

### **D. Special needs resourcing**

#### **Strategy/assumptions:**

In June 2005, Council approved the doubling of expenditures on child care supports for children with special needs over the next five years. Given the availability of funding and the level of unmet needs, this plan proposes acceleration of this target to 2008. Therefore, \$2.5 million (adjusted for inflation) will be added to the system annually. The following allocations are proposed for 2006:

- \$0.4 million for harmonizing services across Toronto
- \$0.8 million for developing intensive supports for children with behavioural problems
- \$1.2 million for increased level of special needs consultation
- \$0.1 million for short-term staffing costs to support including special needs children in child care settings.

Expenditure focus for the following years will be determined in consultation with the Special Needs Advisory group.

## **E. Impact of moving from a Needs Test to an Income Test**

### **Strategy/assumptions:**

The Best Start announcement contained an important policy initiative in changing the method of assessing user contribution to the cost of child care from the existing Needs Test to an Income Test. The intent of this change is to increase accessibility to child care for families with moderate incomes through tying fees to income while eliminating the restrictions on assets. While the implementation date and the actual parameters for the income test are not known at this time, it is clear that, at least in the near future, it will result in a lower level of user revenue. To avoid potential service level reductions, \$5.0 million of the Best Start funding is being allocated to replace the loss of user revenue in 2006. In the following years, as the child care subsidy system grows and families who are currently ineligible become eligible for fee assistance, the user revenue levels should gradually return to their current level.

## **F. Supporting growth in the system**

Best Start funding parameters allocate approximately 10% of the annual operating costs to the program management and administration area; this plan calls for much smaller allocation of funds (\$2.5 million in 2005 and \$5.6 million in 2006) to support:

- Best Start Network and child care service planning
- Managing the intensive capital program and support to the expansion of the licensed system
- Improving support and accountability for quality of child care services
- Strengthening management of financial resources and contracted services
- Improving client service
- Eliminating existing cost-sharing shortfall in the program administration area
- Improving quality of care through collaborative research with post secondary institutions.

To meet the short-term and long-term needs of Toronto Children’s Services and ensure the success of Best Start in Toronto, the existing program administration is being expanded by a total of 30 permanent and temporary staff.<sup>2</sup>

## **Section 5: Best Start Transition Infrastructure Plan**

The Best Start Transition Infrastructure Plan outlines the City’s strategy for expanding licensed child care spaces and developing capital projects to meet the City’s targets for licensed child care expansion. The plan follows the guidelines set out by the Province in the *Requirements for Developing Best Start Infrastructure Projects*. The plan describes the criteria used to determine site selection and identifies the number of Junior and Senior Kindergarten child care spaces to be created, as well as the increase in child care spaces for 0 – 4 year-olds.

### **5.1 Purpose of Best Start infrastructure funding**

Best Start infrastructure funding is provided for acquiring appropriate accommodation in which to operate not-for-profit, licensed child care programs. The funding can be used to renovate and/or expand an existing service provider space, to renovate space secured by a long-term lease (e.g., 20 years), to purchase and renovate a building or to purchase land for constructing a new building or to expand an existing building. The City has identified a number of these strategies in section 5.4.

### **5.2 Guiding principles**

The Best Start infrastructure plans are bound by guiding principles as set out by the Ministry of Children and Youth Services, Capital and Accommodation Services Branch. These guiding principles are designed to protect and promote the public interest. The City is expected to pursue a balanced, pragmatic approach to infrastructure development and renewal based on the following principles:

1. The public interest is paramount
2. Value for money must be demonstrated
3. Appropriate public control/ownership must be preserved
4. Accountability must be preserved

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<sup>2</sup> This proposal is supported by the Risk Management review conducted by the City Auditor and by an external review of the Children’s Services organizational needs and structure.

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

In keeping with these principles, the City has implemented a set of criteria that follows the Best Start principles and those of the City's *2005 – 2009 Toronto Child Care Service Plan*. The criteria are described in Section 5.6 of this plan.

### **5.3 Eligibility criteria to receive infrastructure funding**

Under Best Start, expansion of child care spaces must follow the “School's First Policy” (Appendix B). The City will enter into contracts with the boards of education to complete infrastructure projects in schools. Other infrastructure projects will occur in City-owned property or with not-for-profit agencies when expanding an existing operation. To receive infrastructure funding, an organization must be a not-for-profit or public agency and meet the 10 provisions in the agency's letter of patent (Appendix C). Funding is not available to the commercial sector.

### **5.4 Planning for 2005 – 2008**

Most of the child care growth in Phase 1 to be completed by March 31, 2006 will occur through the renovation of vacant school space to develop both new and expanded child care programs. In keeping with Council direction, municipal child care expansion has been identified and current capital projects have been included in the plan. Phase 2 projects beginning in 2006 and completed by 2008 include some minor renovations of existing space, but primarily expand child care through developing infrastructure projects. Projects for both phases are identified in Section 5.7.

The City's target of creating of 5,855 new child care spaces by March 31, 2008 will be met through a combination of expanding current services and constructing new child care spaces. For planning purposes, the cost to create one new purpose-built child care space has been estimated at \$30,000. The cost of renovation has been estimated at \$10,000 per child care space. Because the City's allocation of \$89.08 million is not sufficient to build 5,855 spaces through purpose-built projects, the plan proposes to expand child care spaces through renovating vacant classrooms in schools, expanding existing programs where space is available and creating purpose-built sites. The plan proposes that most of the expansions will happen in schools or additions of purpose-built child care centres to

existing schools. Some expansion will occur in City-owned facilities and other expansion will occur in privately owned space. In addition, it is expected that growth will occur in home child care.

The City of Toronto has extensive experience building purpose-built child care programs. Appendix G outlines a number of possible options for expansion. In the City's recent experience, development of purpose-built child care centre requires at least two years for completion and projects may take longer depending on the issues identified for each site. While this plan outlines the sites targeted for expansion and new child care development, it is important to note that a detailed analysis of the sites and tendering for the construction for the projects has not occurred. The Best Start Transition Infrastructure Plan will be subject to change once these assessments are completed. In keeping with the guiding principles outlined in Section 5.2, some projects may not proceed if the costs prove prohibitive.

### **5.5 Process for developing projects**

In keeping with the "School's First Policy," the City acknowledged the need to expand child care in schools. Currently there are nearly 20,000 licensed child care spaces located in elementary schools (Appendix H). In an effort to solicit potential sites for expansion through the school boards, the City generated a map that identified areas in the city that had the least access to child care and the highest rates of child poverty (Appendix A). This map was given to the boards of education to identify schools that could be renovated to create new spaces by March 31, 2006 or schools where an addition could be added to build a centre by March 31, 2008.

The Toronto District School Board (TDSB) submitted two lists — one list that identifies 23 sites where schools can construct an addition for a new child care centre, and a second list that identifies 11 sites where an internal renovation could be completed to add spaces. The Toronto Catholic District School Board (TCDSB) submitted five lists, which included sites that were identified on the City's map, as well as other sites that were in closed schools, or that had available space, but did not fall into the City's map of priority areas. Municipal Child Care Services also submitted a list of possible expansion, which was also considered. Conseil Scolaire De District Du Centre-Sud-Ouest and Conseil Scolaire De

District Catholique Centre-Sud have each identified three sites for child care expansion. Four sites have been approved for Phase 1 and two sites have been approved for Phase 2. The City will work with the Aboriginal community to identify a child care site to be built in Phase 2 in the East Community Council Area.

All sites identified in Phase 1 (Appendix I) were approved for development. The City prioritized sites for Phase 2 (Appendix J) that were in the identified areas on the map, or met the criteria set out in section 5.6. The prioritized list will be submitted to the school boards, where an in-depth analysis will take place before the site is confirmed and construction begins.

## **5.6 Criteria for site selection**

The criteria used for site selection follows the equity principles of the *2005 – 2009 Toronto Child Care Service Plan* and the *Best Start Service and Transition Plan*, as well as the Best Start “School’s First Policy.” The funding allocated to support capital development through Best Start is not sufficient to expand child care in all areas of need. To meet the City's target of 5,855 spaces, the City must expand through a variety of means (e.g., purpose-built spaces, use of vacant classroom spaces in schools and expansion of spaces in existing child care centres). To be recommended for approval, proposals for Phase 1 and Phase 2 had to be located in an area where the level of child poverty for children aged 0 – 5 was at least 30% (based on the 2001 Census), or be providing the majority of service to children from surrounding areas that experienced high levels of child poverty. Appendix K outlines, by City wards, increased capacity expected to be completed by March 31, 2006.

Due to the large number of proposals for Phase 2, the proposals were ranked according to the level of child poverty at or in excess of the 30% cut-off and current level of access to regulated child care services. A number of proposals were recommended for approval because they will be providing service to designated groups such as Francophone, Aboriginal or at-risk children, or were already under construction and will be considered against Phase 1. The additional criteria to develop the list of eligible projects include:

1. Schools First Policy – “schools will be the first choice for expansion of child care space as part of Best Start”

2. City-owned property – where the City owns property and an opportunity exists to combine services in priority neighbourhoods, City property will be used to expand child care
3. Equitable distribution of sites among identified communities needing service – ensure that communities identified as needing services receive some expansion of child care spaces
4. Expand existing community child care to meet equity for access – where schools and City property is not an option, child care will be expanded in community child care programs to meet the need identified in the *Best Start Service and Transition Plan*.

Over the next months, the City will be working with the community to review the effect new child care development may have on existing operators and minimize any negative impacts. Additionally, the City will continue to support opportunities where an addition of child care can provide seamless access to services (e.g., parenting, parks and recreation and library services).

## **5.7 Selected sites**

Appendices I and J detail the proposed lists of sites for Phase 1 and Phase 2 child care expansion under Best Start. It is important to note that the list is subject to change once the final site analysis and tendering is complete. Where a change is required, the City will make every effort possible to ensure the alternate site serves the same community.

## **5.8 Proposed infrastructure costs and operating costs per site**

The proposed costs for the sites are also detailed in Appendices I and J. The plan is built on estimated costs per space. The cost of individual projects will vary depending on the age mix of the project and number of child care spaces. Once the tendering process is complete and contractors are selected, costs for the projects will be confirmed.

The City received 241 proposed project sites under Best Start. Using the criteria set out in Section 5.6, the plan proposes approval of 63 sites for expansion in Phase 1 to be completed by March 31, 2006 (Appendix I). The projects identified in Phase 1 are primarily projects where vacant school classrooms can be renovated to create new child care space. Other projects in Phase 1 include three capital projects currently underway

and expected to be completed by March 31, 2006. In addition, the plan proposes expanding municipal child care sites where opportunities have been identified. The estimated cost of projects in Phase 1 is \$19 million.

In Phase 2, 57 (Appendix J) projects met the criteria outlined in Section 5.6. These projects are listed in priority order according to the criteria. The estimated cost of these projects is \$105 million, and exceeds the funds available. As more detailed site and cost assessments on the projects are completed, it is proposed that the projects be confirmed in priority order subject to the available infrastructure funding. It is anticipated that while most of the identified projects will be approved for expansion, there will not be sufficient funds to go forward with all of the projects. Appendix M maps the location of sites identified in Phases 1 and 2.

### **5.9 Operator selection**

Any operator receiving Best Start funding must be a not-for-profit agency and enter into a service contract with the City for the provision of child care subsidy.

Once sites are constructed, the process for selecting a child care operator will depend on the site location. For sites in City-owned property, the City will determine whether the site should be operated directly by Municipal Child Care Services or an operator should be selected through the City's Expression of Interest Process. In sites located in a school where an existing child care operator is not present, a committee consisting of the City, the school board and members of the local school community will select the operator. The school boards have modeled their operator selection process after the City's Expression of Interest Process.

The City's Expression of Interest Process involves the operator completing a package which invites them to describe their experience operating a child care centre, including their child care program, financial viability, community collaboration, and plans for creating seamless services for children and families. A visit to the candidate's current child care operations and an interview with the candidate is also a part of the selection process. City staff who have been assigned to support Best Start will provide information sessions for the community to assist them with the Expression of Interest Process. Start-up operating

funding is available to support child care operators applying to be considered as operators in the new sites.

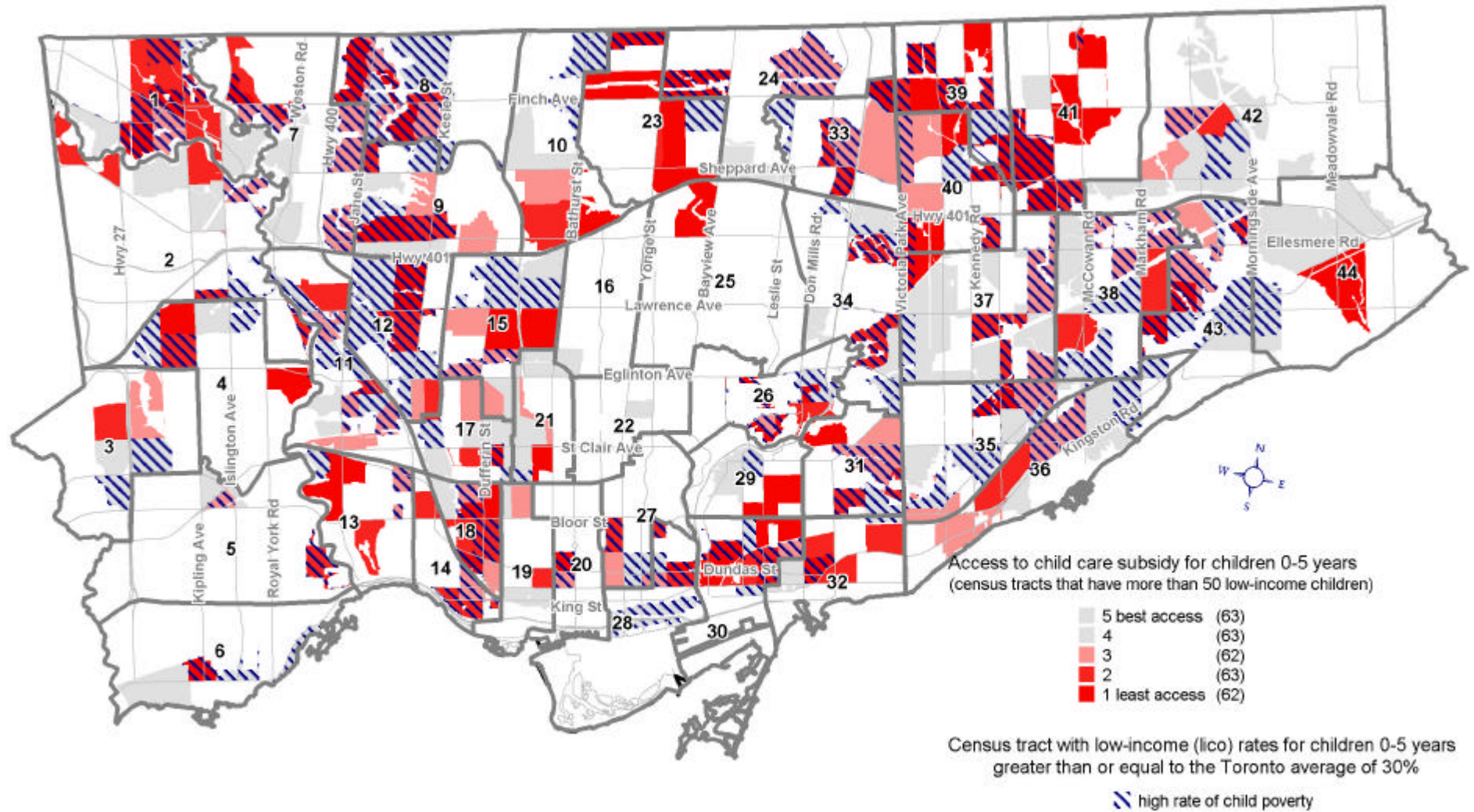
A selection process for an operator will not occur in all sites. Where the expansion of the site is limited to one room within a building or school, and an operator already exists in the site, the current operator will be asked to operate the new program. If the proposed expansion is only one room and no operator exists, the City will determine which child care programs currently walk JK/SK children to the expansion site for school. If there is only one operator that walks JK/SK children to the school, that operator will be invited to operate the expansion site as a satellite. If two or more operators walk JK/SK children to the site, and are interested in operating the site, these programs would be invited to respond to an Expression of Interest Process.

For sites where an operator is being sought, the Expression of Interest Process invitation will be posted on the City's website. All purpose-built sites located in schools will be subject to the Expression of Interest Process.

### **5.10 Operating costs**

As noted above, all child care operators associated with the capital projects are expected to enter into a service agreement with the City. Operating funds for operators will be reviewed against the components of the Best Start Guidelines and the Child Care Service Plan and in accordance with the City's service contract requirements. Operators will submit operating budgets for review to the City as a part of the Operator selection (Section 5.9). The City has estimated the total annualized operating costs for the 5,855 spaces to be \$58 million. Capital projects that are not approved by the City and/or Ministry prior to beginning the project may not be eligible for operating funding.

## Equity of access to child care subsidy for children 0 to 5 years, July 2005



### **“Schools First Policy”**

#### **Ministry of Children and Youth Services Capital and Accommodation Services Branch**

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#### **Schools First Policy and Best Start**

The goal of Best Start is to help children enter school ready to learn, and thereby establish the important link between child care, early learning and care hubs, and schools. The Best Start vision is of a developmentally appropriate learning program that facilitates children’s transition to the formal school setting. Hence, schools are seen as the most appropriate sites for child care and early learning and care hubs.

The partnerships and relations between the school, CMSMs/DSSABs and Best Start networks are interrelated in meeting the goal of Best Start. The Schools First policy states that schools will be the first choice for the expansion of child care space as part of Best Start. The decision to expand child care in schools will be driven by available space and community need. Given that it may not be practical in all communities to expand child care in schools; communities may need to consider expanding in other locations such as child care centres near schools. If it is determined that new child care space is not to be located in schools, then the community plan must provide a rationale as to why the school was not the appropriate location, and describe how programmatic linkages to an elementary school or to a family of schools will be maintained. The Schools First Policy will be implemented in the following manner:

#### **Planning for Early Learning and Care Programs**

Communities across the province, led by CMSMs/DSSABs, are to organize Best Start networks to plan Best Start implementation at the local level. School boards’ participation in the networks is integral in assisting local communities to achieve their Best Start goals. The plans developed will provide detailed recommendations as to where new and expanded child care and early learning services will be located. The participants in the Best Start networks must develop terms of reference for their planning that must be signed by the participating School Boards. The Network’s planning is governed by a set of Planning Guidelines developed by MCYS in consultation with Ministry of Education and MCYS Stakeholders.

### **“Schools First Policy”**

#### **Ministry of Children and Youth Services Capital and Accommodation Services Branch**

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#### **Implementation Planning Guidelines for Best Start Networks**

The Implementation Planning Guidelines for Best Start networks are in the process of being revised as a result of the consultation undertaken by the Ministry over the winter months. To be released in June, these guidelines will articulate the Schools First policy. The guidelines will include the following requirements. The guidelines also require CMSMs/DSSABs to work with School Boards and existing child care programs to identify how to integrate early learning and care programs. The guidelines also underscore a Schools First expectation for neighbourhood hubs i.e. those centres that cluster an array of child and parent services.

Best Start networks, through the CMSMs/DSSABs, must identify all sites for child care space and the integrated hubs where child care spaces could be added or developed for 2005 – 06 onwards. Networks must first look at sites that are, or could be, located **within a new or existing school**.

Communities may identify other sites that are near or within a family of schools, such as child care centres, Ontario Early Years Centres, community centres etc. if the school space is not suitable due to

- family need – proximity to parts of the community where the need for early learning and care services is high
- physical space – suitability to deliver the services
- accessibility – for families and children with physical, developmental, cognitive, or other disabilities
- safety
- ability to meet the needs of Francophone, Aboriginal and ethno cultural populations, where applicable

### **“Schools First Policy”**

#### **Ministry of Children and Youth Services Capital and Accommodation Services Branch**

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If new child care spaces or the integrated hubs are not to be located in schools with JK/SK, then the Best Start plan must describe how the sites will be linked to the school programs as well as the rationale as why the school was not the appropriate location. In some communities, it may make sense to establish spaces in home-based child care programs located close to schools.

As Best Start network members, School Boards must sign-off on the local plans, which reinforce the Schools First policy interest. In turn, the plans must be approved by MCYS, which will ensure that the Schools First policy is followed. MCYS and EDU field offices will problem solve together so that local plans meet the Best Start vision.

#### **Best Start Demonstration Sites provide Early Test of Monitoring Schools First Policy**

Three Best Start demonstration communities have been announced — Hamilton East, rural Lambton/Chatham-Kent and Timiskaming — where the full Best Start vision will be implemented at an accelerated pace. Their Best Start plans are expected in the summer, 2005. These projects provide an early opportunity to monitor any potential issues and best practices that may emerge in adherence to the Schools First policy in the implementation of Best Start. MCYS and EDU field offices are both involved in facilitating the planning process.

### **Not-for-profit guidelines**

#### **Ministry of Children and Youth Services Capital and Accommodation Services Branch**

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#### **X. Not-for-Profit Status**

Programs licensed by the Ministry of Children and Youth Services in accordance with the regulations under the *Day Nurseries Act* and which are incorporated as non-profit and that meet the following requirements may be eligible to receive infrastructure funding under Best Start:

- Programs operated by municipalities.
- Programs incorporated under the auspices of a Church denomination or other religious organization.
- Programs operated under a special bill of the Ontario or Federal Legislature.
- Programs operated by Canadian Forces Bases and which are non-profit.
- Programs incorporated under the Ministry of Training, Colleges and Universities.
- Programs which are operated by a corporation without share capital to which Part III of the *Corporations Act* applies.
- Programs which are operated by a corporation that is incorporated under the *Co-operative Corporations Act* and that has articles providing that the corporation will be carried on without purpose of gain for its members.

*Source: Day Nurseries Act*

#### **XI. Non-Profit Letters Patent Overview**

It is important as a risk management approach that non-profit child care providers have internal mechanisms to safeguard provincial infrastructure investments in the child care system. It is recognized that municipalities, churches and colleges and universities have internal structures in place to monitor the infrastructure investments, however smaller non profit programs will be required to amend their letters patent to further safe guard the public infrastructure investment.

Given the timeframe for amending the letters patent to include the 10 provisions set out in Section XII, Letters Patent Provisions, CMSM/DSSAB may proceed with the development of infrastructure projects for those programs that are in the process of amending their

### **Not-for-profit guidelines**

#### **Ministry of Children and Youth Services Capital and Accommodation Services Branch**

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letters patent. Documentation should include a copy of the supplementary letters patent,

approved by the members of the corporation and sent to the Ministry of Government Services for approval.

### **XII. Letters Patent Provisions**

The following corporations will be required to amend their letters patent:

- Programs that are operated by a corporation without share capital to which Part III of the *Corporations Act* applies.
- Programs that are operated by a corporation that is incorporated under the *Co-operative Corporations Act* and that has articles providing that the corporation will be carried on without purpose of gain for its members.

**The above mentioned non-profit corporations are required to include the following 10 provisions in letters patent:**

1. The corporation shall have at least five directors.
2. No employee of the corporation may be a director of it.
3. The corporation shall not purchase goods or services from any director, officer or person related to a director or officer of the corporation unless there is only one available source of the goods or services within a reasonable distance of the day nursery.
4. The corporation shall not sell goods or services, other than child care services, to any director, officer or person related to a director or officer of the corporation.
5. The corporation shall not lend money to or borrow money from any director, officer or person related to a director or officer of the corporation.
6. The corporation shall not rent property to or from any director, officer or person related to a director or officer of the corporation.

### **Not-for-profit guidelines**

#### **Ministry of Children and Youth Services Capital and Accommodation Services Branch**

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7. The corporation shall not engage in any other transaction which may directly or indirectly confer a financial benefit on one of its directors.
8. The directors of the corporation shall serve as directors without remuneration but may be reimbursed for reasonable expenses incurred in the performance of their duties.
9. No director of the corporation shall directly or indirectly receive any form of money or money's worth as a result of his or her position as director.
10. Upon dissolution of the corporation and after payment of all of its debts and liabilities, the remaining property of the corporation shall be distributed or disposed of only to charitable or non-profit organizations which provide child care, which are beneficial to the community and which operate solely in Ontario.

**For the purposes of paragraphs 3, 4 and 5 above, a person is related to a director or officer if:**

- a. the person is married to the director or officer
- b. the person is living in a conjugal relationship outside marriage with the director or officer
- c. the person is the son or daughter or mother or father of the director or officer
- d. the person is a relative of the director or officer and they have the same home
- e. the person is a corporation and voting securities in the corporation that together carry more than 10 per cent of the voting rights attached to all voting securities of the corporation outstanding at the time are beneficially owned directly or indirectly by any combination of:
  - i. the director or officer
  - ii. any of the persons referred to in clauses (a) to (d), and
  - iii. the partner or the employer of the director or officer

*Source: Child Care Management Requirements*

## Appendix D

### Licensed centre-based child care spaces in Toronto by type (commercial, non-profit, municipal) – September 26, 2005

Type	Status	Location	# of centres	%	Infant spaces	Toddler spaces	Pre-school spaces	School-age spaces	Total spaces	0-5 spaces	% 0-5 spaces	% 6+ spaces	Subsidy spaces	% subsidy
Commercial	Purchased	School	11	1%	0	35	506	342	883	541	61%	39%	498	56%
		Community	109	13%	580	1,317	4,478	1,461	7,836	6,375	81%	19%	6,240	80%
	Not purchased	School	5	1%	0	0	62	138	200	62	31%	69%	0	0%
		Community	85	10%	85	434	2,972	201	3,692	3,491	95%	5%	0	0%
			210	25%	665	1,786	8,018	2,142	12,611	10,469	83%	17%	6,738	53%
Municipal	Purchased	School	12	1%	30	40	279	232	581	349	60%	40%	522	90%
		Community	45	5%	366	470	1,237	306	2,379	2,073	87%	13%	2,008	84%
			57	7%	396	510	1,516	538	2,960	2,422	82%	18%	2,530	85%
Non-profit	Purchased	School	237	28%	112	405	5,896	7,622	14,035	6,413	46%	54%	5,559	40%
		Community	192	23%	1,150	2,260	6,201	1,606	11,216	9,610	86%	14%	5,591	50%
	Not purchased	School	58	7%	6	25	849	1,347	2,227	880	40%	60%	0	0%
		Community	97	11%	112	463	2,975	772	4,322	3,550	82%	18%	0	0%
			584	69%	1,380	3,153	15,921	11,347	31,800	20,453	64%	36%	11,150	35%
<b>All</b>			<b>851</b>	<b>100%</b>	<b>2,441</b>	<b>5,449</b>	<b>25,455</b>	<b>14,027</b>	<b>47,371</b>	<b>33,344</b>	<b>70%</b>	<b>30%</b>	<b>20,418</b>	<b>43%</b>

## Appendix E

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### Licensed centre-based child care spaces in Toronto by location status (purchased or not purchased) – September 26, 2005

Status	Location	Type	# of centres	%	Infant spaces	Toddler spaces	Pre-school spaces	School-age spaces	Total spaces	0-5 spaces	% 0-5 spaces	% 6+ spaces	Subsidy spaces	% subsidy	
Purchased	School	Commercial	11	1%	0	35	506	342	883	541	61%	39%	498	56%	
		Municipal	12	1%	30	40	279	232	581	349	60%	40%	522	90%	
		Non-profit	237	28%	112	405	5,896	7,622	14,035	6,413	46%	54%	5,559	40%	
	Community	Commercial	109	13%	580	1,317	4,478	1,461	7,836	6,375	81%	19%	6,240	80%	
		Municipal	45	5%	366	470	1,237	306	2,379	2,073	87%	13%	2,008	84%	
		Non-profit	192	23%	1,150	2,260	6,201	1,606	11,216	9,610	86%	14%	5,591	50%	
			<b>606</b>	<b>71%</b>	<b>2,238</b>	<b>4,527</b>	<b>18,597</b>	<b>11,569</b>	<b>36,930</b>	<b>25,361</b>	<b>69%</b>	<b>31%</b>	<b>20,418</b>	<b>55%</b>	
Not purchased	School	Commercial	5	1%	0	0	62	138	200	62	31%	69%	0	0%	
		Non-profit	58	7%	6	25	849	1,347	2,227	880	40%	60%	0	0%	
	Community	Commercial	85	10%	85	434	2,972	201	3,692	3,491	95%	5%	0	0%	
		Non-profit	97	11%	112	463	2,975	772	4,322	3,550	82%	18%	0	0%	
				<b>245</b>	<b>29%</b>	<b>203</b>	<b>922</b>	<b>6,858</b>	<b>2,458</b>	<b>10,441</b>	<b>7,983</b>	<b>76%</b>	<b>24%</b>	<b>0</b>	<b>0%</b>
	<b>All</b>			<b>851</b>	<b>100%</b>	<b>2,441</b>	<b>5,449</b>	<b>25,455</b>	<b>14,027</b>	<b>47,371</b>	<b>33,344</b>	<b>70%</b>	<b>30%</b>	<b>20,418</b>	<b>43%</b>

## Appendix F

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### Reported vacancies in subsidized centre-based child care centres by location (school or community) – September 26, 2005

Location	Type	Infant capacity	Infant vacant	Toddler capacity	Toddler vacant	Preschool capacity	Preschool vacant	Schoolage capacity	Schoolage vacant	Total capacity	Total vacant
School	Commercial	0	0	35	6	506	73	342	29	883	108
	Non-profit	112	4	405	36	5,896	421	7,622	325	14,035	786
	Municipal	30	1	40	6	279	13	232	13	581	33
		142	5	480	48	6,681	507	8,196	367	15,499	927
Community	Commercial	580	89	1,317	233	4,478	443	1,461	67	7,836	832
	Non-profit	1,130	80	2,230	149	6,161	405	1,606	82	11,126	716
	Municipal	366	35	470	30	1,237	124	306	21	2,379	210
		2,076	204	4,017	412	11,876	972	3,373	170	21,341	1,758
<b>All</b>		<b>2,218</b>	<b>209</b>	<b>4,497</b>	<b>460</b>	<b>18,557</b>	<b>1,479</b>	<b>11,569</b>	<b>537</b>	<b>36,840</b>	<b>2,685</b>

### Child care models – purpose-built centres

<b><u>Option 1</u></b>	<b><u>Option 2</u></b>	<b><u>Option 3</u></b>	<b><u>Option 4</u></b>
10 infants	10 infants	10 infants	10 infants
10 toddlers	10 toddlers	10 toddlers	10 toddlers
10 toddlers	16 preschool	10 toddlers	10 toddlers
24 preschool	20 jk/sk	24 preschool	16 preschool
24 jk/sk		24 jk/sk	20 jk
		24 jk/sk	24 sk

These are a few of the options; there are other variations that could be developed.

## School-based licensed child care – September 26, 2005

School type	Status	# of centres	%	Infant spaces	Toddler spaces	Pre-school spaces	School-age spaces	Total spaces	0-5 spaces	% 0-5 spaces	% 6+ spaces	Subsidy spaces	% subsidy
<b>All</b>		<b>367</b>	<b>100%</b>	<b>445</b>	<b>985</b>	<b>8,706</b>	<b>10,014</b>	<b>20,150</b>	<b>10,136</b>	<b>50%</b>	<b>50%</b>	<b>7,774</b>	<b>39%</b>
<b>Toronto District School Board</b>													
Elementary	Purchased	235	64%	132	425	6,092	7,522	14,171	6,649	47%	53%	6,215	44%
	Not Purchased	36	10%	6	25	639	822	1,492	670	45%	55%	0	0%
High	Purchased	20	5%	185	255	330	25	795	770	97%	3%	582	73%
	Not purchased	1	0%	0	0	16	0	16	16	100%	0%	0	0%
Closed	Purchased	13	4%	92	160	484	182	918	736	80%	20%	493	54%
	Not purchased	7	2%	0	25	204	126	355	229	65%	35%	0	0%
		<b>312</b>	<b>85%</b>	<b>415</b>	<b>890</b>	<b>7,765</b>	<b>8,677</b>	<b>17,747</b>	<b>9,070</b>	<b>51%</b>	<b>49%</b>	<b>7,290</b>	<b>41%</b>
<b>Toronto Catholic District School Board</b>													
Elementary	Purchased	17	5%	0	15	308	479	802	323	40%	60%	253	32%
	Not Purchased	25	7%	0	0	224	633	857	224	26%	74%	0	0%
High	Purchased	3	1%	20	40	80	0	140	140	100%	0%	120	86%
		<b>45</b>	<b>12%</b>	<b>20</b>	<b>55</b>	<b>612</b>	<b>1,112</b>	<b>1,799</b>	<b>687</b>	<b>38%</b>	<b>62%</b>	<b>373</b>	<b>21%</b>
<b>Conseil scolaire de district du Centre-Sud-Ouest (French Public)</b>													
Elementary	Purchased	4	1%	10	25	176	105	316	211	67%	33%	54	17%
	Not Purchased	1	0%	0	0	24	0	24	24	100%	0%	0	0%
		<b>5</b>	<b>1%</b>	<b>10</b>	<b>25</b>	<b>200</b>	<b>105</b>	<b>340</b>	<b>235</b>	<b>69%</b>	<b>31%</b>	<b>54</b>	<b>16%</b>
<b>Conseil scolaire de district Catholique Centre-Sud (French Catholic)</b>													
Elementary	Purchased	4	1%	0	15	105	90	210	120	57%	43%	57	27%
	Not Purchased	1	0%	0	0	24	30	54	24	44%	56%	0	0%
		<b>5</b>	<b>1%</b>	<b>0</b>	<b>15</b>	<b>129</b>	<b>120</b>	<b>264</b>	<b>144</b>	<b>55%</b>	<b>45%</b>	<b>57</b>	<b>22%</b>

## Appendix I – Best Start Phase 1 Proposed Capital Projects – Approved

#	Site	Proponents	Ward	Existing Child Care	Phase 1 spaces	Cumulative spaces	Cost per space (\$000s)	Cost (\$000s)	Cumulative costs (\$000s)	0 – 4 spaces	jk/sk spaces
1	Alexander Muir/Gladstone Ave.	TDSB	18	yes	20	20	10	200	200		20
2	Alexandra Park Child Care	MCCS	20	yes	16	36	10	160	360		16
3	Blake Street Satellite	TDSB	30	yes	20	56	10	200	560		20
4	Blessed Trinity	TCDSB	24	yes	20	76	10	200	760		20
5	C D Farquharson Jr.	TDSB	41		20	96	10	200	960		20
6	Childspace	TCDSB	30		23	119	30	984	1,944	23	0
7	D'Arcy McGee	TCDSB	15		40	159	10	400	2,344		40
8	Enderby	CSD	32		62	221	30	1,860	4,204	43	19
9	Epiphany of Our Lord Academy	TCDSB	39		20	241	10	200	4,404		20
10	Felix LeClerc Elementary	CSD#58	4		36	277	10	360	4,764	7	29
11	George Etienne Cartier	CSDC#64	32	yes	20	297	10	200	4,964		20
12	George Peck PS	TDSB	37	yes	39	336	10	390	5,354		39
13	Gilder Satellite	MCCS	37	yes	10	346	10	100	5,454	10	0
14	Hollis Child Care Centre	MCCS	11	yes	10	356	10	100	5,554	10	0
15	Holy Family	TCDSB	14		20	376	10	200	5,754		20
16	Holy Spirit	TCDSB	40	yes	40	416	10	400	6,154		40
17	Immaculate Conception	TCDSB	12		40	456	10	400	6,554		40
18	John XXIII	TCDSB	26		40	496	10	400	6,954		40
19	Kensington Community School	TDSB	20	yes	20	516	10	200	7,154		20
20	Laure Riese	CSD#58	42	yes	20	536	10	200	7,354		20
21	Leslieville Jr. PS	TDSB	30		20	556	10	200	7,554		20
22	Malvern Child Care Centre	MCCS	42	yes	20	576	10	200	7,754		20
23	Maple Leaf PS	TDSB	12		44	620	10	440	8,194		44
24	Monsignor John Corrigan	TCDSB	1		40	660	10	400	8,594		40
25	Pierre- Elliott-Trudeau	CSD#58	19	yes	10	670	10	100	8,694		10
26	Plains Road	TCDSB	31		28	698	30	618	9,312		28
27	Rawlinson Child Care	TDSB	17	yes	20	718	10	200	9,512		20
28	Shirley Street Jr. PS	TDSB	18		44	762	10	440	9,952		44
29	Sir Samuel B Steele Jr. PS	TDSB	39		36	798	10	360	10,312	7	29
30	St. Aidan	TCDSB	40		20	818	10	200	10,512		20
31	St. Andrew	TCDSB	1		20	838	10	200	10,712		20
32	St. Angela	TCDSB	1		20	858	10	200	10,912		20

TDSB – Toronto District School Board  
 TCDSB – Toronto Catholic District School Board  
 CSD#58 – Conseil scolaire de district du Centre-Sud-Ouest

MCCS – Municipal Child Care Services  
 CSD – Children's Services Division  
 CSDC#64 – Conseil scolaire de district catholique Centre-Sud

## Appendix I – Best Start Phase 1 Proposed Capital Projects – Approved

#	Site	Proponents	Ward	Existing Child Care	Phase 1 spaces	Cumulative spaces	Cost per space (\$000s)	Cost (\$000s)	Cumulative costs (\$000s)	0 – 4 spaces	jk/sk spaces
33	St. Augustine	TCDSB	8		20	878	10	200	11,112		20
34	St. Boniface	TCDSB	36		40	918	10	400	11,512		40
35	St. Conrad	TCDSB	9		20	938	10	200	11,712		20
36	St. Dorothy	TCDSB	1		20	958	10	200	11,912		20
37	St. Fidelis	TCDSB	12		20	978	10	200	12,112		20
38	St. Francis Xavier	TCDSB	12		20	998	10	200	12,312		20
39	St. Francis de Sales	TCDSB	7		40	1,038	10	400	12,712		40
40	St. Gabriel Lalemant	TCDSB	42		40	1,078	10	400	13,112		40
41	St. Gerard Majella	TCDSB	7		40	1,118	10	400	13,512		40
42	St. Helen	TCDSB	18		20	1,138	10	200	13,712		20
43	St. Henry	TCDSB	39		20	1,158	10	200	13,912		20
44	St. Isaac Jogues	TCDSB	34		20	1,178	10	200	14,112		20
45	St. Jerome	TCDSB	9		40	1,218	10	400	14,512		40
46	St. Joachim	TCDSB	35		40	1,258	10	400	14,912		40
47	St. Joseph	TCDSB	30	yes	20	1,278	10	200	15,112		20
48	St. Jude	TCDSB	7		40	1,318	10	400	15,512		40
49	St. Marcellus	TCDSB	4	yes	20	1,338	10	200	15,712		20
50	St. Maria Goretti	TCDSB	35		20	1,358	10	200	15,912		20
51	St. Mark	TCDSB	5		40	1,398	10	400	16,312		40
52	St. Martin de Porres	TCDSB	43		40	1,438	10	400	16,712		40
53	St. Michael	TCDSB	28		40	1,478	10	400	17,112		40
54	St. Nicholas	TCDSB	38		40	1,518	10	400	17,512		40
55	St. Paschal Baylon	TCDSB	23		20	1,538	10	200	17,712		20
56	St. Paul	TCDSB	28		20	1,558	10	200	17,912		20
57	St. Philip Neri	TCDSB	7		40	1,598	10	400	18,312		40
58	St. Raphael	TCDSB	9		20	1,618	10	200	18,512		20
59	St. Roch	TCDSB	7		20	1,638	10	200	18,712		20
60	St. Rose of Lima	TCDSB	38		20	1,658	10	200	18,912		20
61	St. Sebastian	TCDSB	18		20	1,678	10	200	19,112		20
62	St. Sylvester	TCDSB	39	yes	20	1,698	10	200	19,312		20
63	Warden Woods Satellite CCC	TDSB	35	yes	10	1,708	10	100	19,412		10
	<b>Totals</b>					<b>1,708</b>		<b>19,412</b>	<b>19,412</b>	<b>100</b>	<b>1,608</b>

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MCCS – Municipal Child Care Services  
CSD – Children’s Services Division  
CSDC#64 – Conseil scolaire de district catholique Centre-Sud

## Appendix J – Best Start Phase 2 Proposed Capital Projects

#	Site	Proponents	Ward	Existing Child Care	Phase 2 spaces	Cumulative spaces	Cost per space (\$000s)	Cost (\$000s)	Cumulative costs (\$000s)	0 – 4 spaces	jk/jk spaces
1	Aboriginal Child Care	CSD	43		90	90	30	2,700	2,700	46	44
2	Baycrest	TDSB	15		15	105	10	1,600	4,300	15	0
3	Bergamot	CSD	2		62	167	30	1,860	6,160	43	19
4	Broadview	CSD	30		62	229	30	1,860	8,020	43	19
5	Rawlinson Child Care	TDSB	17	yes	10	239	10	100	8,120	10	0
6	St - Jean de Lalande	CSDC#64	41	yes	40	279	10	400	8,520	0	40
7	St - Noel Chabanel	CSDC#64	9		63	342	30	1,890	10,410	15	48
8	Regent Park 1	CSD	28		62	404	30	1,860	12,270	43	19
9	Gosford PS	TDSB	8		90	494	30	2,700	14,970	46	44
10	St. Augustine	TCDSB	8		70	564	30	2,100	17,070	46	24
11	General Brock PS	TDSB	35		90	654	30	2,700	19,770	46	44
12	Regent Park 2	CSD	28		78	732	30	2,340	22,110	40	38
13	Highfield J.S.	TDSB	1	yes	90	822	30	2,700	24,810	46	44
14	Lamberton PS	TDSB	8		90	912	30	2,700	27,510	46	44
15	Kennedy Road	CSD	40		78	990	30	2,340	29,850	40	38
16	Flemingdon CCC	MCCS	26	yes	5	995	10	50	29,900	5	0
17	St. Fidelis	TCDSB	12		70	1,065	30	2,100	32,000	46	24
18	St. Francis Xavier	TCDSB	12		70	1,135	30	2,100	34,100	46	24
19	Maple Leaf PS	TDSB	12		46	1,181	30	1,380	35,480	46	0
20	Cornell Jr.	TDSB	43		90	1,271	30	2,700	38,180	46	44
21	St. Bartholomew	TCDSB	41		20	1,291	30	600	38,780	0	20
22	Chester Le Jr.	TDSB	39		90	1,381	30	2,700	41,480	46	44
23	Pauline Jr. PS	TDSB	18		90	1,471	30	2,700	44,180	46	44
24	St. Maria Goretti	TCDSB	35		70	1,541	30	2,100	46,280	46	24
25	St. Jane Frances	TCDSB	9		90	1,631	30	2,700	48,980	46	44
26	Cherokee PS	TDSB	33		90	1,721	30	2,700	51,680	46	44
27	St. Timothy	TCDSB	33		90	1,811	30	2,700	54,380	46	44
28	Albion Heights JMS	TDSB	1	yes	90	1,901	30	2,700	57,080	46	44
29	Leslieville Jr. PS	TDSB	30		70	1,971	30	2,100	59,180	46	24
30	St. Andrew	TCDSB	1		70	2,041	30	2,100	61,280	46	24

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## Appendix J – Best Start Phase 2 Proposed Capital Projects

#	Site	Proponents	Ward	Existing Child Care	Phase 2 spaces	Cumulative spaces	Cost per space (\$000s)	Cost (\$000s)	Cumulative costs (\$000s)	0 – 4 spaces	jk/jk spaces
31	Greenholme-Albion CCC	TDSB	1	yes	8	2,049	10	80	61,360	8	0
32	Our Lady Of the Assumption	TCDSB	15		20	2,069	10	200	61,560	0	20
33	R J Lang E & MS	TDSB	23		90	2,159	30	2,700	64,260	46	44
34	Holy Family	TCDSB	14		70	2,229	30	2,100	66,360	46	24
35	McCowan-Bushby	CSD	38		78	2,307	30	2,340	68,700	40	38
36	St. Raphael	TCDSB	9		70	2,377	30	2,100	70,800	46	24
37	St. Angela	TCDSB	1		70	2,447	30	2,100	72,900	46	24
38	St. Helen	TCDSB	18		70	2,517	30	2,100	75,000	46	24
39	Firgrove Child Care	MCCS	7	yes	10	2,527	10	100	75,100	10	0
40	Thorncliffe	TDSB	26		78	2,605	30	2,340	77,440	40	38
41	St. John the Evangelist	TCDSB	11	yes	90	2,695	30	2,700	80,140	46	44
42	Tom Longboat Junior	TDSB	42		90	2,785	30	2,700	82,840	46	44
43	George B Little PS	TDSB	43		90	2,875	30	2,700	85,540	46	44
44	Lawrence Ave. East CCC	MCCS	43	yes	16	2,891	10	160	85,700	6	10
45	Lynnwood Heights Jr.	TDSB	39		90	2,981	30	2,700	88,400	46	44
46	St. Eugene	TCDSB	4		99	3,080	30	2,970	91,370	46	53
47	York St	CSD	20		52	3,132	30	1,560	92,930	13	39
48	Dovercourt	CSD	19		78	3,210	30	2,340	95,270	40	38
49	Birchmount CCC	MCCS	40	yes	10	3,220	10	100	95,370	10	0
50	Willowridge CCC	MCCS	4	yes	10	3,230	10	100	95,470	10	0
51	Falstaff Child Care	MCCS	12	yes	5	3,235	10	50	95,520	5	0
52	Gracefield PS	TDSB	12		90	3,325	30	2,700	98,220	46	44
53	St. Charles Garnier	TCDSB	8		90	3,415	30	2,700	100,920	46	44
54	Driftwood PS	TDSB	8		90	3,505	30	2,700	103,620	46	44
55	Capri Child Care	MCCS	3	yes	6	3,511	10	60	103,680	6	0
56	St. Bernard	TCDSB	12		90	3,601	30	2,700	106,380	46	44
57	Hollis Child Care	MCCS	11	yes	20	3,621	10	200	106,580	0	20
	<b>Totals</b>					<b>3,621</b>		<b>106,580</b>	<b>106,580</b>	<b>1,960</b>	<b>1,661</b>

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### Interim Infrastructure Plan: 2005 – 2006 proposed child care space expansion

The following chart outlines targeted expansion of licensed child care spaces expected to be completed between April 1, 2005 and March 31, 2006.

Ward	Spaces				*Located in schools	Number of schools
	Infant/toddler	Preschool including JK/SK	JK/SK only	Total		
1	20	56	100	176	120	5
2	16		20	36		
3	6			6		
4		32	60	92	76	2
6			20	20	20	1
7			20	20	20	1
8		16	20	36	36	2
9		16	60	76	60	3
12	35	56	60	151	40	2
13			20	20	20	1
15			20	20	20	1
17		48	40	88	88	4
18		72	60	132	132	5
19			10	10	10	1
20	16		20	36	20	1
21			8	8	8	1
22			10	10	10	1
23		56	64	120	56	3
24		16	20	36	20	1
26			10	10		1
27			20	20	20	1
28		24	40	64	64	3
30	30	77	100	207	132	5
31			18	18		
32			20	20	20	1
33			40	40	40	1
34			60	60	60	3
35	26	16	70	112	50	2
37	13	24	20	57	20	1
38		16	20	36	20	1
39		32	80	112	92	5
40			40	40	40	2
41		48	60	108	108	4
42	12		28	40	8	2
43			20	20		
44			24	24		
Home Child Care				150		
<b>TOTAL</b>	<b>174</b>	<b>605</b>	<b>1,302</b>	<b>2,231</b>	<b>1,430</b>	<b>67</b>

\*Please note: some spaces will expand in sites that are not schools.

## Disposition of capital proposals

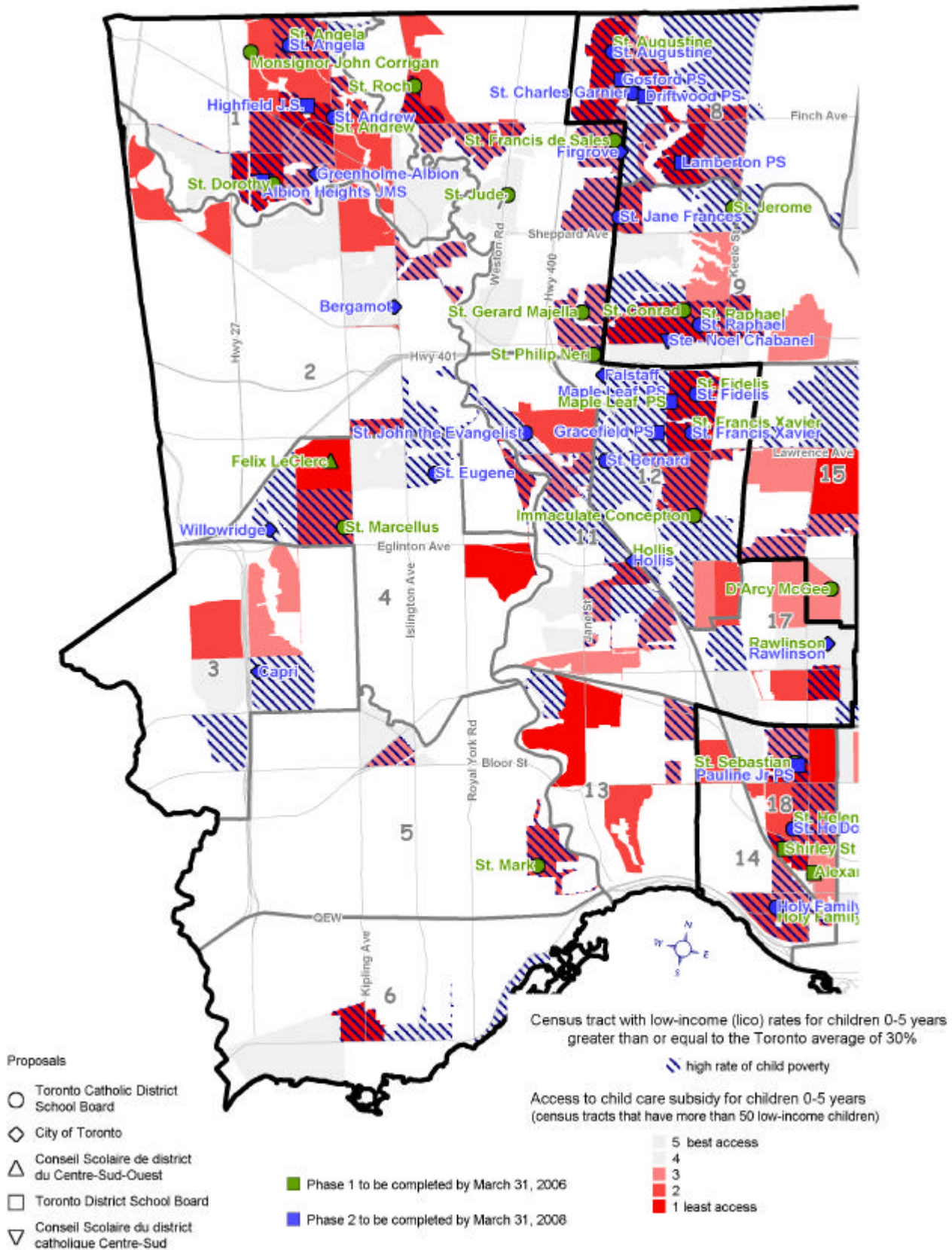
## By Community Council

			PHASE					PHASE	
			1	2				1	2
status	Community Council	sites	sites	sites	spaces	spaces	spaces	spaces	spaces
Accept	Etobicoke York	37	18	19	1,536	530	1,006		
	North York	24	9	15	1,281	240	1,041		
	Scarborough	33	19	14	1,457	515	942		
	Toronto & East York	26	17	9	1,055	423	632		
		<i>120</i>	<i>63</i>	<i>57</i>	<i>5,329</i>	<i>1,708</i>	<i>3,621</i>		
Reject	Etobicoke York	40	4	36	1,792	65	1,727		
	North York	24	3	21	690	60	630		
	Scarborough	34	3	31	1,318	80	1,238		
	Toronto & East York	23	2	21	786	30	756		
		<i>121</i>	<i>12</i>	<i>109</i>	<i>4,586</i>	<i>235</i>	<i>4,351</i>		
<b>ALL</b>		<b>241</b>	<b>75</b>	<b>166</b>	<b>9,915</b>	<b>1,943</b>	<b>7,972</b>		

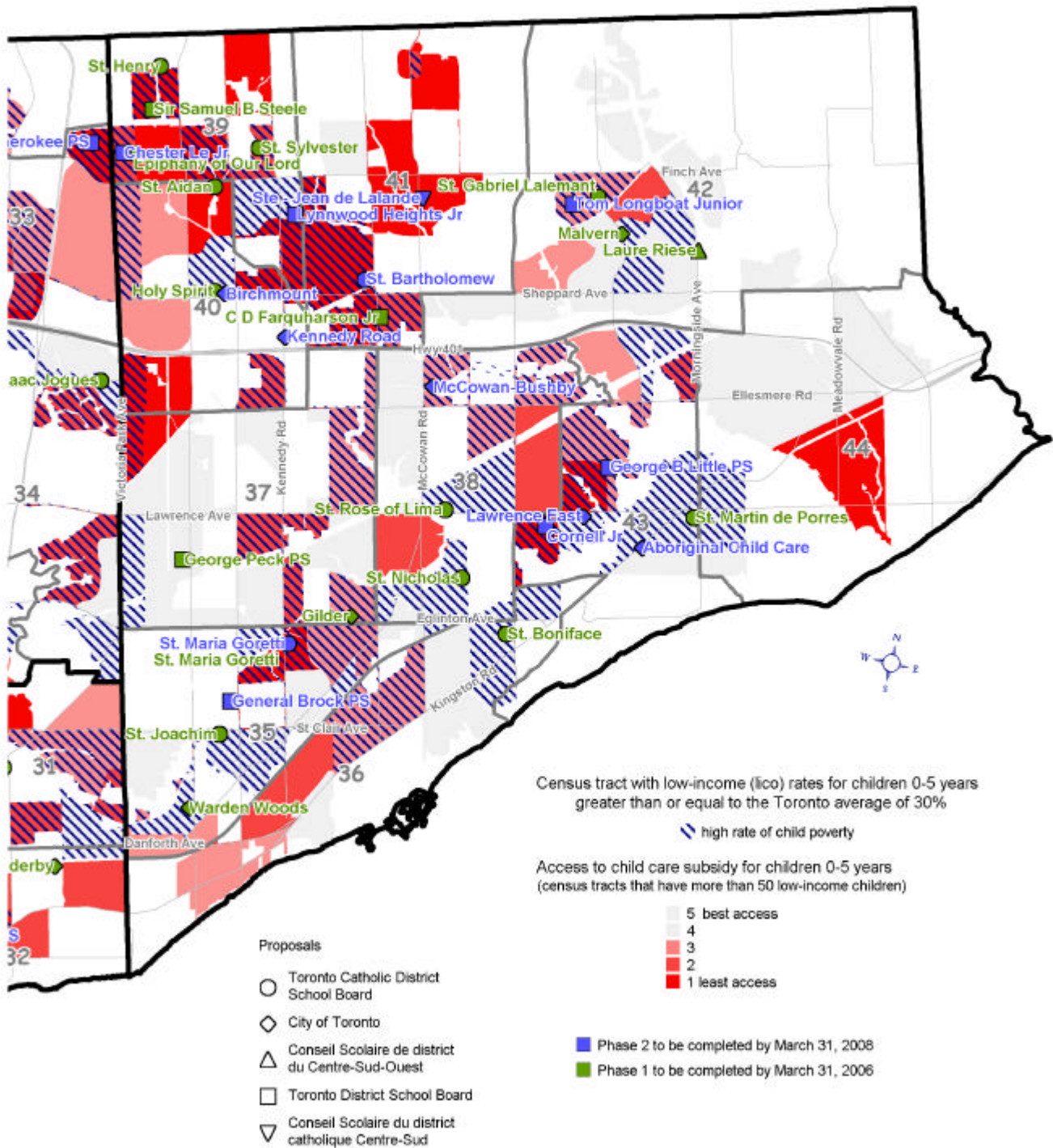
## By proponent

			PHASE					PHASE	
			1	2				1	2
status	Proponent	sites	sites	sites	spaces	spaces	spaces	spaces	spaces
Accept	Toronto Catholic District School Board	60	43	17	2,430	1,211	1,219		
	Toronto District School Board	32	11	21	1,870	293	1,577		
	Various other	28	9	19	1,029	204	825		
		<i>120</i>	<i>63</i>	<i>57</i>	<i>5,329</i>	<i>1,708</i>	<i>3,621</i>		
Reject	Toronto Catholic District School Board	101	8	93	3,650	180	3,470		
	Toronto District School Board	5	1	4	380	20	360		
	Various other	15	3	12	556	35	521		
		<i>121</i>	<i>12</i>	<i>109</i>	<i>4,586</i>	<i>235</i>	<i>4,351</i>		
<b>ALL</b>		<b>241</b>	<b>75</b>	<b>166</b>	<b>9,915</b>	<b>1,943</b>	<b>7,972</b>		

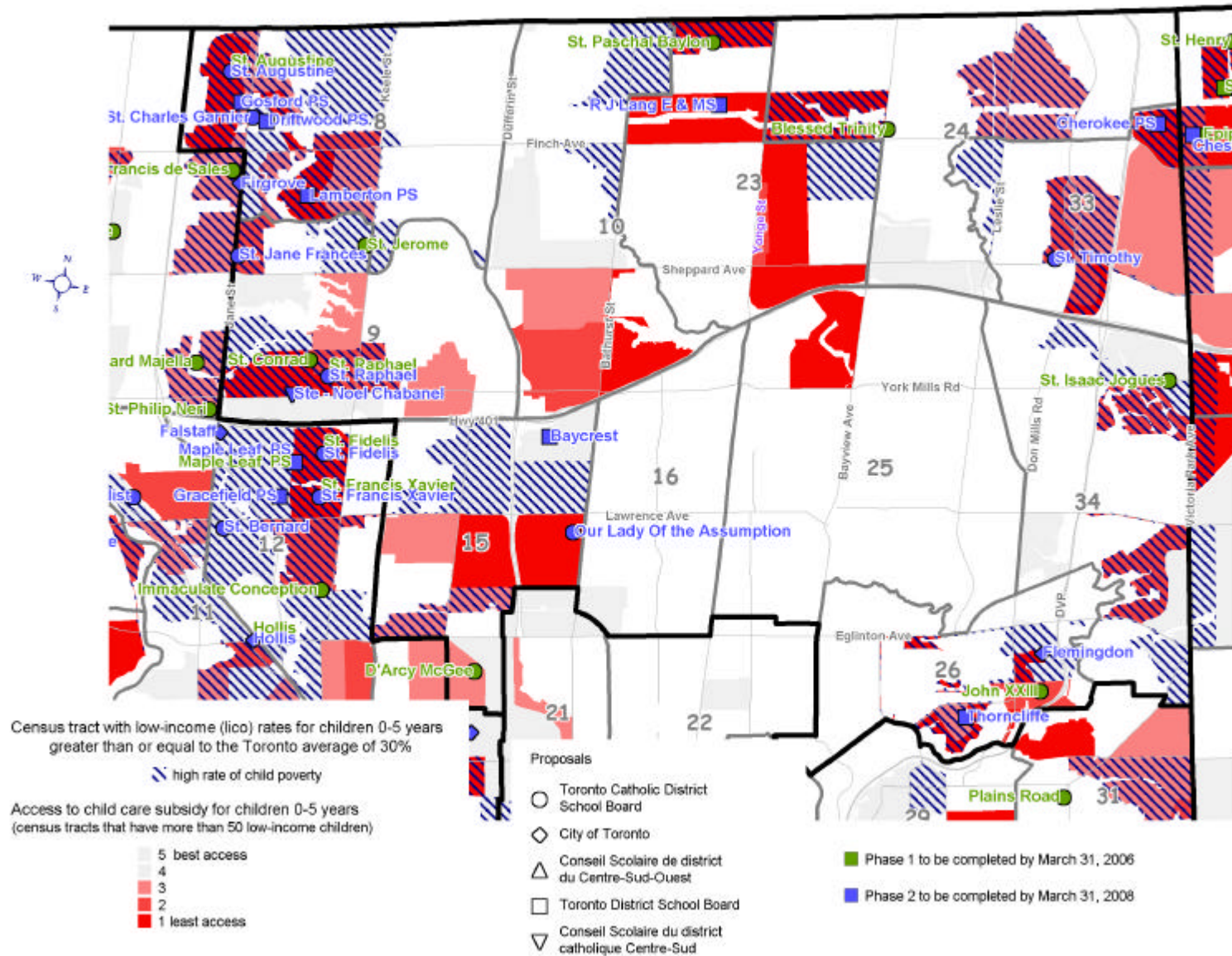
# Appendix M – Proposed Best Start Child Care Sites, Etobicoke York Community Council



# Appendix M – Proposed Best Start Child Care Sites, Scarborough Community Council



# Appendix M – Proposed Best Start Child Care Sites, North York Community Council



Appendix M – Proposed Best Start Community Sites,  
Toronto and East York Community Council

