



Building Blocks for Child Care

HOW TO REMOVE THE BARRIERS TO CHILD CARE EXPANSION

A Survey of Non-Profit and Public Child
Care Licensees in Ontario

Building Blocks for Child Care (B2C2)

www.b2c2.ca

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On behalf of Building Blocks for Child Care, I would like to express my special thanks to the wonderful students and interns that went above and beyond the call of duty to complete this comprehensive survey of early learning and child licensees in Ontario over an eight-week period in August-September 2022. Calpanaa Jegatheeswaran, an OISE PhD student brought her superb investigation and methodological skills to shape the project, Elise Patterson, George Brown College degree student, contributed valuable insights, energy, and attention to detail to the project. Anita Robinson and Jinyue Huang, the B2C2 interns from George Brown College, painstakingly led the search for email addresses and contact information for the entire sample.



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Thanks also to the B2C2 Board of Directors and Advisory Group Members who made suggestions and helped to shape the final report. Much appreciation to everyone who helped us to finalize this project in the limited timeframe.

We would also like to thank Employment and Social Development Canada who provided us with funding to hire students this summer, thereby making the project possible.

A handwritten signature in black ink that reads "Susan Colley".

Chair of the Board
Building Blocks for Child Care





Executive Summary

In August and September 2022, Building Blocks for Child Care (B2C2)¹ conducted a survey of organizations holding not-for-profit and public child care licenses in the province of Ontario. This report on the 2022 Early Learning and Child Care (ELCC) Expansion survey is comprised of responses from 250 not-for-profit and public licensees (i.e., license holders) across the province, representing over 20% of Ontario's not-for-profit and public licensees serving children 0-5 years of age. The questions focused on:

- Licensees' intentions to expand (and by how much)
- The existing barriers to expansion
- The supports needed to undertake expansion of the ELCC sector in Ontario.

B2C2 recognized that there would likely be important differences between responses of the large multi-site licensees (with 10 or more centres), the medium-sized licensees (2-9 centres) and the single site licensees. Large licensees operate 50% of the not-for-profit and public centres serving children 0-5 years in Ontario. Medium-sized licensees operate 28% of these centres. Single-site licensees operate 22% of these centres. Samples were selected from each of these strata. This report tabulates and charts results from large, medium and small licensees and describes the patterns and content of these results. The completed sample included:

- 28 large licensees
- 84 medium-sized licensees
- 138 single site licensees

Licensees were asked whether they were planning to opt into the Canada-wide Early Learning and Child Care system. At that time (summer of 2022, well before the November 1st cut-off):

¹ Building Blocks for Child Care (known as B2C2) is a non-profit charitable organization that supports not-for-profit and public child care organizations, school boards and municipalities to create new child care spaces in Ontario <https://b2c2.ca/about/>

- 96% of the large licensees had already opted in; only 4% had not decided. None had decided not to opt in.
- 85% of the medium-sized licensees had already opted in; 14% had not decided and only 1% had decided with certainty not to join.
- 67% of single-site licensees had already opted in; 26% had not decided and only 7% had decided with certainty not to join.

The predominant reason for not yet joining was that the requirements and conditions were, at that time, considered to be too unclear.

Key Findings of the Survey

Most of the not-for-profit/public licensees with 10 or more centres (about 80%) are likely or very likely to expand. Over half (56%) of the medium-sized licensees are planning to expand. Only 31% of the single-site centres said they were likely or very likely to expand.

Of those licensees planning to expand many didn't yet know how much expansion would be possible (e.g., 50% of the large licensees). In general, of those who were willing to estimate the scale of their expansion over the next 5 years, large licensees were planning more expansion (33% of them indicate plans for 100 spaces or more). Only 11% of medium-sized licensees who are planning to expand are considering more than 100 spaces of expansion. Most single-sites who are planning expansion (63%) are considering expansion of less than 50 spaces.

The uncertainty that licensees have about expansion is no surprise, even though it is concerning for those who anticipate dramatic increases in parental demand for child care as the average fee falls towards \$10 a day. We asked licensees to identify the major barriers they faced in expanding child care services in Ontario.





Large, medium and small licensees were unanimous in identifying shortages of qualified staff as the top barrier to expansion – over 96% of large licensees, over 80% of medium-sized and over 60% of small.

When operators plan expansion, guarantees of access to operating funding are generally not available until new facilities are completed and licensed. This makes it impossible to access some sources of capital funding and increases risk unnecessarily. 71% of large licensees, 48% of medium-sized licensees and 38% of small licensees identified lack of guaranteed access to operating funding as a major barrier to expansion.

Difficulties accessing capital funds for expansion was a major concern of all three groups of operators – 68% of large, 43% of medium, and 38% of small.

Finding physical space in the community and lack of capacity for expansion in schools are both important difficulties facing not-for-profit and public operators considering expansion. These were concerns of 25% and 39% of large licensees respectively, over 30% and 40% of medium-sized licensees, and over 40% and 30% of small licensees.

There is also some concern that a future government in Ontario might back out of the CWELCC system, which would completely change the amount of financial support available to not-for-profit and public child care providers.

Provincial and municipal governments and school boards can provide important supports to help make child care expansion more possible. Licensees were asked to identify the most important supports needed for expansion. In order of frequency reported, for large licensees these necessary supports were:

- Substantial increase in the supply of qualified staff (93%)
- Guaranteed operating funding (89%)
- Capital expansion grants (79%)
- More space in schools (68%)
- Other supports (61%)
- Land and buildings from municipalities (57%)
- Government guarantees of loans for capital expansion (36%)

For medium-sized licensees, the supports needed for expansion were:

- Substantial increase in the supply of qualified staff (79%)
- Capital expansion grants (70%)
- Guaranteed operating funding (69%)
- More space in schools (51%)
- Land and buildings from municipalities (31%)
- Government guarantees of loans for capital expansion (8%)
- Other supports (8%)

For single-site operators, these were the key supports identified as necessary:

- Substantial increase in the supply of qualified staff (75%)
- Capital expansion grants (67%)
- Guaranteed operating funding (67%)
- Land and buildings from municipalities (41%)
- More space in schools (33%)
- Government guarantees of loans for capital expansion (19%)
- Other supports (13%)

The messages we hear from these survey results comes through loud and clear.

- Governments can and should act now to facilitate expansion of child care to meet parents' needs (and to fulfill the promises they have made to parents).
- Child care providers need government action to attract staff to early childhood education as a career - to raise wages in order to recruit and retain qualified educators.
- Not-for-profit and public licensees need guarantees that operating funding will be available if they do expand.
- These licensees need access to capital funding, especially a program of capital grants, to kickstart the process of expansion.
- And these not-for-profit and public child care operators need municipalities, school boards and provincial and federal governments to identify lands and buildings suitable and available for expansion.
- Without action on these clearly identified issues, government promises of \$10 a day child care, predominantly provided by not-for-profit and public providers, will not be fulfilled.



The background of the page is an abstract composition of thick, expressive brushstrokes in various shades of green and blue. The strokes are layered and textured, creating a sense of depth and movement. In the center of the page, there is a large, vertical white rectangle that serves as a focal point for the text.

Main Report

Introduction

Parents and children need licensed child care spaces in Ontario to expand significantly if they are to have access to \$10 a day child care. Building Blocks for Child Care (known as B2C2 - <https://b2c2.ca/about/>) is a non-profit charitable organization that supports not-for-profit and public child care organizations, school boards and municipalities to create new child care spaces in Ontario. In August and September, we undertook to survey the current holders of not-for-profit and public child care centre licences to find out about their expansion plans, the barriers they face and the supports they need. This is the report of the results of that survey.

QUOTE



Without childcare, families cannot work - we kept families working through the pandemic! Now, we struggle to recruit qualified staff due to the reality that there are many opportunities to work without qualifications at well over \$20/hour and many teenagers working part time in retail earn a higher hourly rate than the ridiculous floor rate \$18/hr that has been set in CWELCC.

– Message to Minister Lecce from a survey respondent

Following the April 2021 federal budget announcement of \$30 Billion of funding over 5 years to construct a Canada-wide Early Learning and Child Care (CWELCC) system, the Government of Canada reached agreement with all the provinces and territories to establish a system modelled on the Centres de la Petite Enfance (CPEs) in Quebec.

All the agreements confirmed a plan to reduce parent fees for full-day child care services down to an average of \$10 per day by 2025-26. In addition, specific details were included about support for the workforce, provision of high-quality and inclusive services, and serving children with special needs.

The Canada-Ontario agreement² echoes all these other agreements in stating that the parties “will work together to build a community-based system of quality, licensed early learning and child care, aiming for all families to have access to high-quality, affordable, flexible and inclusive early learning and child care no matter where they live.” Four main objectives are detailed in Section 1 of the Canada-Ontario agreement. The second of these is “creating more high-quality, affordable

2 Canada-Ontario Canada-wide Early Learning and Child Care Agreement – 2021 to 2026 accessed Nov 9, 2022 at <https://www.canada.ca/en/early-learning-child-care-agreement/agreements-provinces-territories/ontario-canada-wide-2021.html>

licensed child care spaces, predominately through not-for-profit licensed child care providers....” The agreement makes clear that “publicly-delivered child care” and home child care are also part of the not-for-profit child care sector.

There are, however, few details on how expansion of not-for-profit and public provision would be implemented.

Ontario is planning to expand by 61,700 child care spaces over the 5-year period from March 2021 to March 2026 - a growth rate of 3.8% per year. In Ontario, the rate of expansion forecast is scarcely any larger than the rate for the last five years - whether for-profit or non-profit. Ontario’s Action Plan³ does not specify where the expansion spaces will occur, how they will be built nor how they are going to be accelerated to meet the actual demand. Forecasts for child care demand at \$10 a day suggest that 300,000 additional spaces may be needed.

Even though the expansion is supposed to be in the not-for-profit sector, the agreements are largely silent about how this will be supported and encouraged, even for Ontario’s current limited expansion plans, let alone the much larger anticipated demand.

The sector is already keenly aware of many of the structural barriers to expansion, in particular:

- Extreme shortages of qualified educators
- Inadequate access to capital financing for not-for-profit and public services
- Shortages of identified physical locations for expansion
- Lack of clarity on what processes will be for planning and approval of expansion

The findings from the present survey confirm the importance of these problems.

³ Ontario’s Action Plan for fiscal years 2022-23 and 2023-24 is Annex 2 to the Canada-Ontario CWELCC agreement <https://www.canada.ca/en/early-learning-child-care-agreement/agreements-provinces-territories/ontario-canada-wide-2021.html>



Only 61,700 new spaces

Ontario says that the number of spaces will increase by 86,000 over the period of the agreement. However, only 76,700 spaces will be created by March 31, 2026 (when current Canada-Wide agreements end) and 15,000 of these spaces were actually created between 2019 and 2021, so they preceded the signing of the Ontario agreement. See Table 13 of the Ontario Action Plan for confirmation of these numbers.

No increase in growth compared to last 5 years

How does this planned growth in Ontario compare to the last 5-year period up to March 2021 from March 2016? Over the last 5 years, total child care centre spaces for all children 0-12 increased by 3.6% per year. Child care centre spaces for children 0-5 (infants, toddlers, preschoolers and kindergarten children) increased at an average rate of 3.5% per year. Effectively, despite huge anticipated new demand for child care, Ontario is only planning to increase capacity at just about the same rate as in the last 5 years.

Building Blocks for Child Care (B2C2) is a non-profit charitable service organization dedicated to building and redeveloping not-for-profit and public early learning and child care services for future generations. These child care services will be more affordable, accessible, and of high quality. B2C2 comprises a team of experts with experience in different sectors relevant to child care planning and development.

If the government is to succeed in creating a largely not-for-profit child care system - even maintaining the present distribution of spaces between the not-for-profit and for-profit sectors (70% not-for-profit/30% for-profit) - the government will have to provide a level playing field and eliminate the barriers to expansion experienced by the not-for-profit sector.

Starting in August 2022, B2C2 undertook a survey of the not-for-profit and public early learning and child care centre-based sector to ascertain sector readiness for the necessary expansion. It explored the current interest in expansion, the current plans of existing organizations, and the barriers to any expansion. It also identified the supports that will be necessary to enable expansion in the not-for-profit and public sectors.

The findings of this survey will help us to gain a better understanding of licensees' attitudes to expansion following the changes in funding due to the CWELCC agreement. It will help us understand key barriers to expansion faced by not-for-profit and public operators. It will enable us to provide information and advice to governments about supports needed to promote growth in spaces.

The survey methodology is described in Appendix C. A copy of the survey has been attached as Appendix D.

Essence of the Survey

We asked not-for-profit and public child care licensees (i.e., license holders) across the province:

- Whether they are likely, very likely, unlikely or very unlikely to expand.
- If likely, or very likely, whether they can anticipate the number of spaces they would be able to create.
- What form would expansion take: renovation, retrofit, new build
- What are the existing barriers to expansion; and
- What are the supports required to eliminate these barriers?

Results

This report on the 2022 Early Learning and Child Care (ELCC) Expansion survey is comprised of responses from 250 not-for-profit and public licensees across the province, representing over 20% of Ontario's not-for-profit and public licensees serving children 0-5 years of age.

B2C2 recognized that there would likely be important differences between responses of the large multi-site licensees (with 10 or more centres), the medium-sized licensees (2-9 centres) and the single-site licensees. Large licensees operate 50% of the not-for-profit and public centres serving children 0-5 years in Ontario. Medium-sized licensees operate 28% of these centres. Single-site licensees operate 22% of these centres.





QUOTE

The process is very cumbersome! A lot of us in child care would argue that the process does not need to be this cumbersome.

Thanks for ensuring that lower income families will be better able to have access to affordable child care. However, if there are not sufficient new program spaces these parents will be frustrated and disappointed. Let us develop sufficient capital funding to support expansion of child care spaces.

– Message to Minister Lecce from a survey respondent

Samples were selected from each of these strata. This report tabulates and charts results from large, medium and single-site licensees and describes the patterns and content of these results. The completed sample included:

- 28 large licensees (out of a total of 56 across the province)
- 84 medium-sized licensees (out of a total of 309)
- 138 single-site licensees (out of a total of 836)

1

The first question asked whether licensees were opting into the CWELCC system (figure 1). Those who were undecided or who would not join the system were asked why (figure 2).

LARGE LICENSEES

Nearly all the large not-for-profit and public licensees have already opted-in or already decided to opt-in. Less than 4% of these licensees have not yet decided.

When asked why they have not yet decided to opt-in, the undecided indicated it was not because applications were not yet available locally, nor because of unclear requirements, nor because the program was not worth joining. The reason seems to be bureaucratic – that it is time-consuming to process the paperwork.

MEDIUM-SIZED LICENSEES

The large majority (85%) of the medium-sized not-for-profit and public licensees have already opted-in or already decided to opt-in. About 14% of these licensees have not yet decided and only 1% have decided not to join this year.

When asked why they had not yet decided to opt-in, the majority of undecided licensees indicated it was because the requirements were too unclear. Some had other reasons, usually related to the clarity of requirements or difficulties of the process.

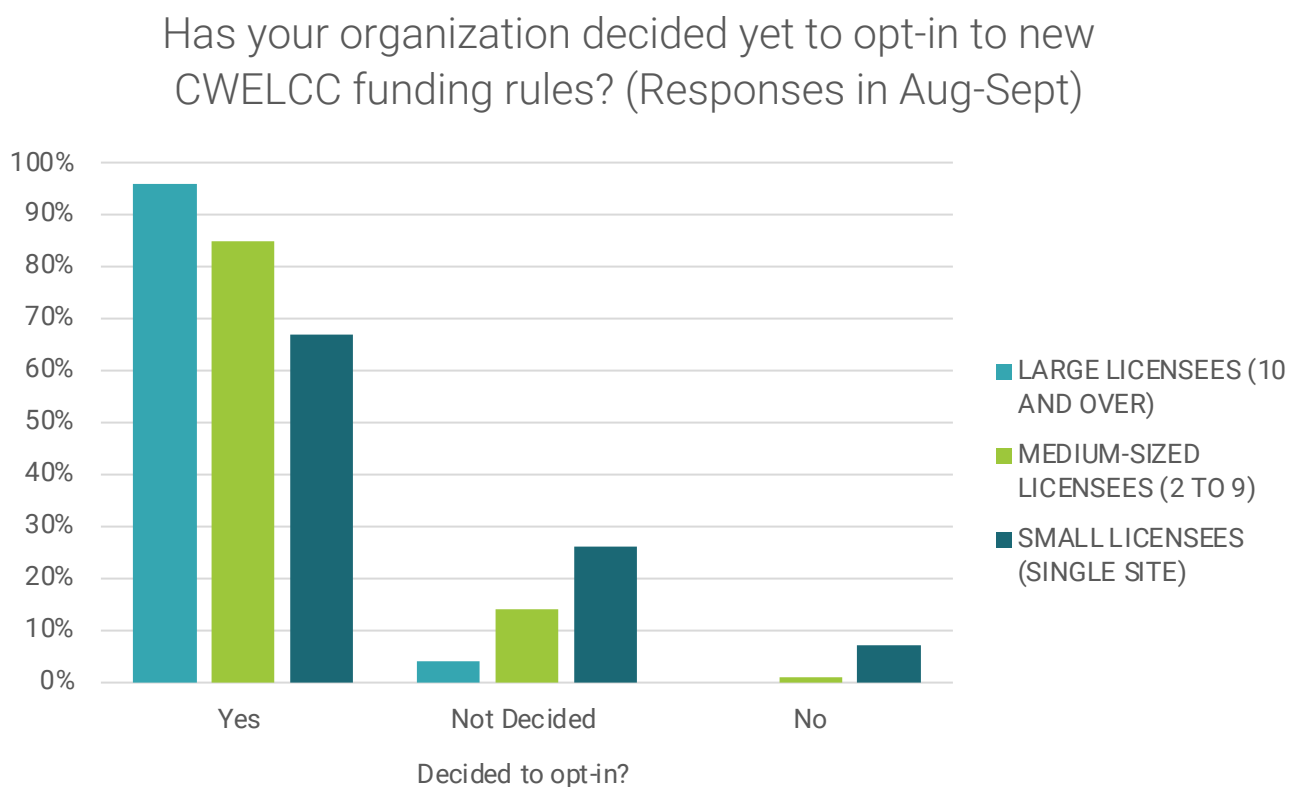
SINGLE-SITE LICENSEES

There were 138 single-site respondents. Of these, two-thirds (67%) have already opted-in to the CWELCC program and another 26% have not yet decided. Only 7% of these centres have decided for sure not to join the CWELCC program this year. The predominant reason for not yet joining was that the requirements and conditions were considered too unclear, at least so far. 65% who had not yet made up their minds gave this as a reason for not yet deciding.

2

The survey then asked licensees how likely they were to expand the number of spaces and/or set up new centres within the next 5 years (figure 3).

Figure 1



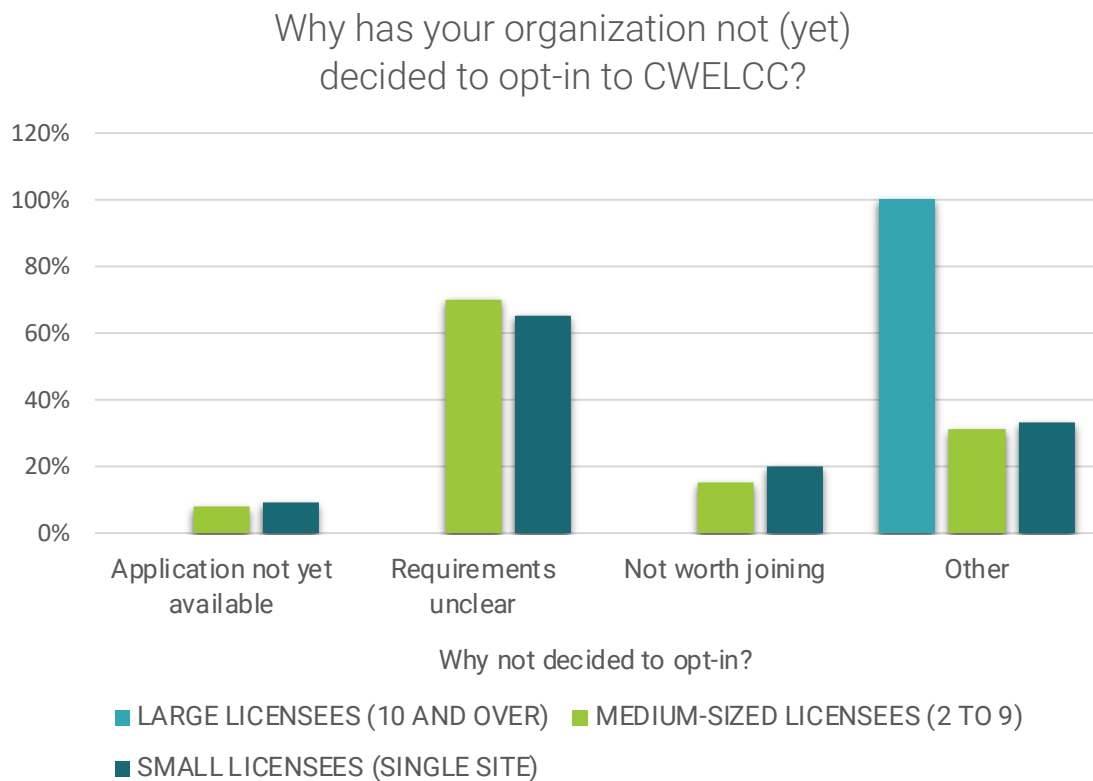


Figure 2

LARGE LICENSEES

Nearly 80% (78.6%) of the large not-for-profit and public licensees said they were likely or very likely to expand (most of them very likely). The remaining 21.4% said this was unlikely or very unlikely.

MEDIUM-SIZED LICENSEES

Nearly 56% of the medium-sized licensees said they were likely or very likely to expand (most of them said likely). Another 41.7% said this was unlikely or very unlikely. Two respondents did not answer this question (DNA).

SINGLE-SITE LICENSEES

Of the 138 single-site licensees, about one-third (31.2%) said expansion was likely or very likely. However, about two-thirds said this was unlikely or very unlikely.

3

Those licensees that responded that they were likely or very likely to expand were asked how many spaces their organization was thinking of creating (figure 4).

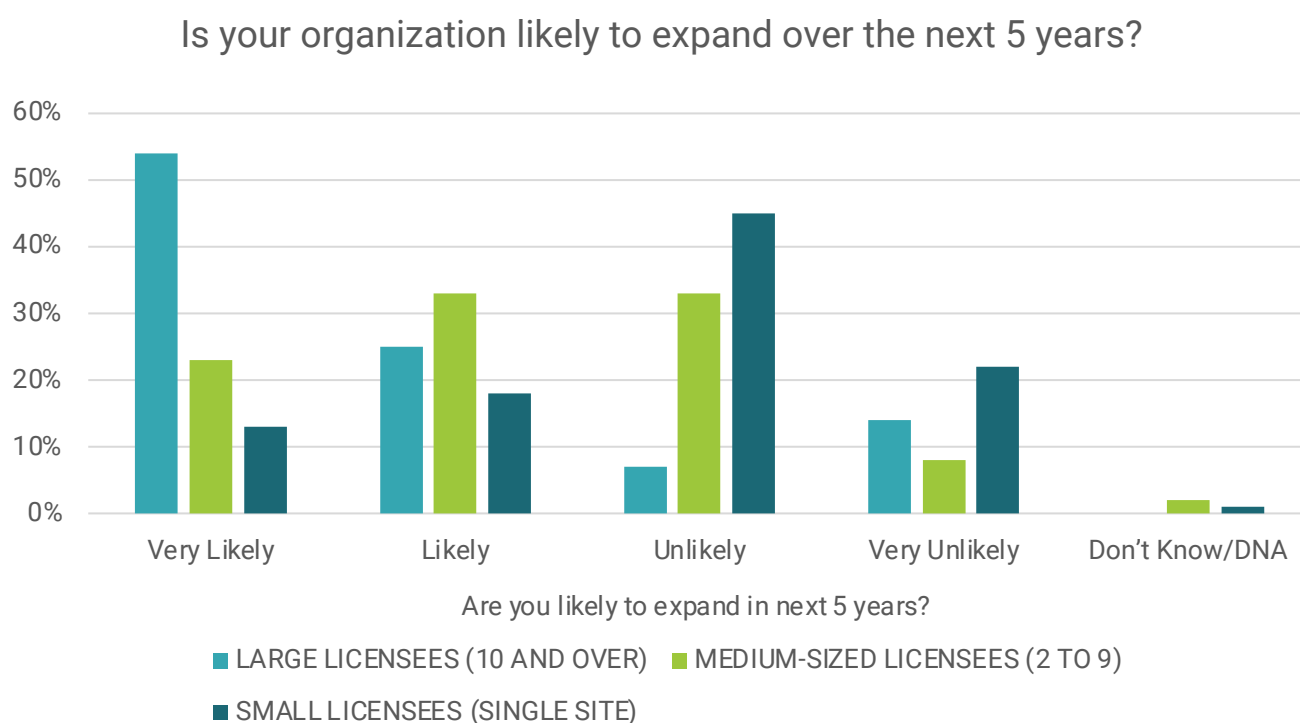
LARGE LICENSEES

Half of the large licensees did not know yet by how much they might expand, indicating the uncertainties that still surround how the CWELCC system will develop, and what supports it will provide. Of those who did know, the largest number said between 100 and 499 spaces, with some licensees planning to expand by more than this and some by less, as shown in figure 4.

MEDIUM-SIZED LICENSEES

Medium-sized licensees (2 to 9 centres) that responded that they were likely or very likely to expand were also asked how

Figure 3

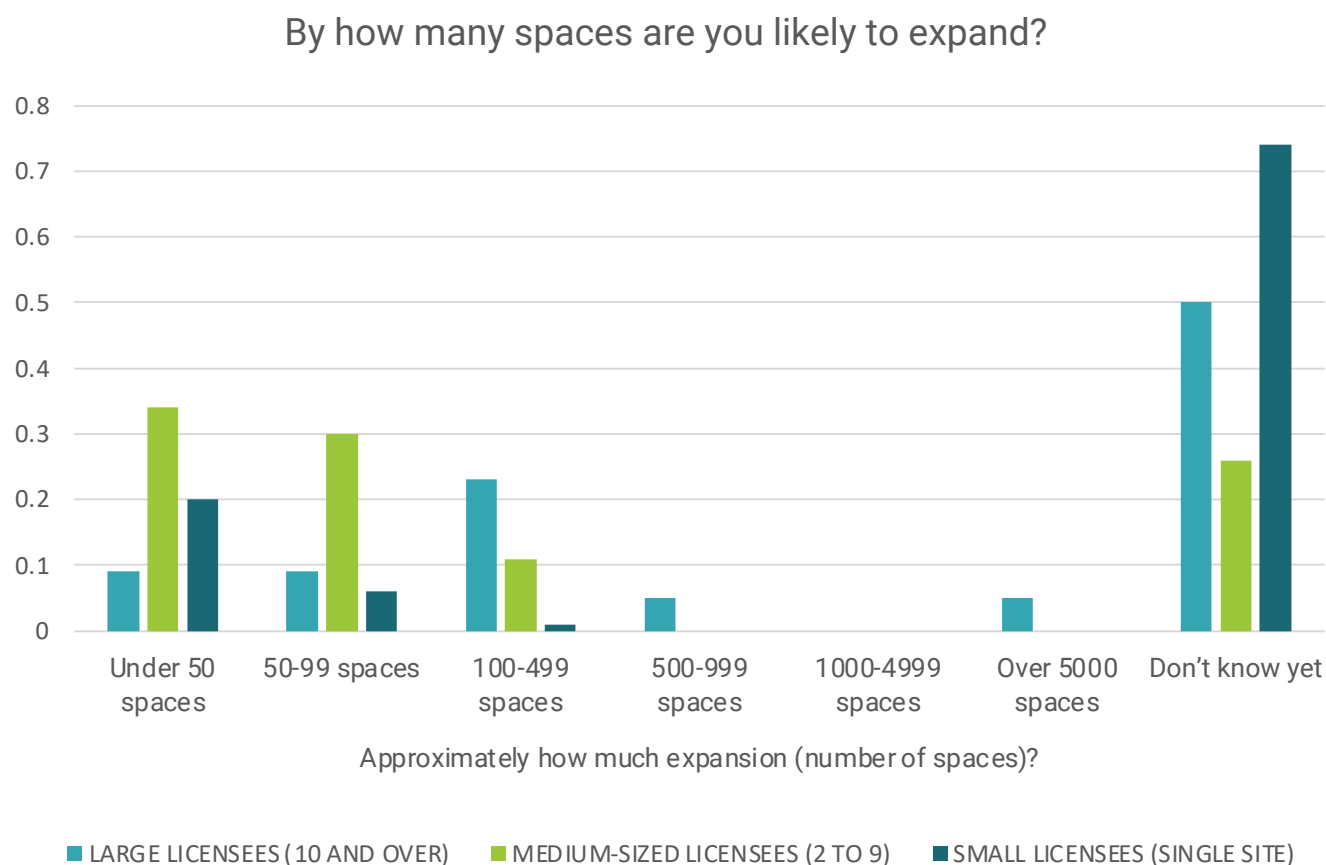


many spaces their organization was thinking of creating. This question applied to 47 licensees. 26% were unable to say by how much they might expand. Of those who did know, the largest number (34%) said under 50 spaces, with almost an equal number (30%) saying between 50 and 99 spaces. 11% of medium-sized licensees indicated an intention to expand by between 100 and 499 spaces over the next 5 years.

SINGLE-SITE LICENSEES

A large majority (74%) of the single-site centres that are likely or very likely to expand in the next 5 years do not yet know by how much they might expand. Nearly all of those who do know (another 20%) said their expansion that they might expand

Figure 4



QUOTE

The staffing issue is so bad that we can't even get back to pre-Covid levels.

– Message to Minister Lecce from a survey respondent

QUOTE

"There are already commercial operators that abide by the city guidelines. They must have an audit. They're not leaving the system.

It's the new people who've never had an agreement with the city. They're trying to get a free ride. Move to the wild, wild west!

– Message to Minister Lecce from a survey respondent

by under 50 spaces. 6% indicated expansion plans for 50-99 spaces and 1% for 100-499 spaces.

4

Licensees who were able to estimate the possible amount of expansion (i.e., number of spaces) they would have over the next 5 years were asked whether they planned to build new centres, to renovate or retrofit existing space, or to expand into a new licensable space (for example, in a school) or some combination of all these methods (figure 5).

LARGE LICENSEES

Nearly all the large licensees who have plans to expand are considering new builds (82%). For these respondents, expansion will often involve new construction and other methods of expansion. 64% are planning to expand into existing available space, and 55% are planning renovation/retrofits.

MEDIUM-SIZED LICENSEES

Of the medium-sized licensees who are able to estimate the scale of their future expansion, approximately equal numbers are considering new builds, renovation/retrofits and expansion into existing spaces. 46% indicated new builds were likely, 49% said renovations/retrofits, and 46% said expansion into existing space.

SINGLE-SITE LICENSEES

Fewer of the single-site licensees are considering new construction (31%). For these single-site operators, renovations or retrofits are the most likely method for expansion (64%). Another 42% said that expansion into existing space, such as in a school, was a likely method for expansion.

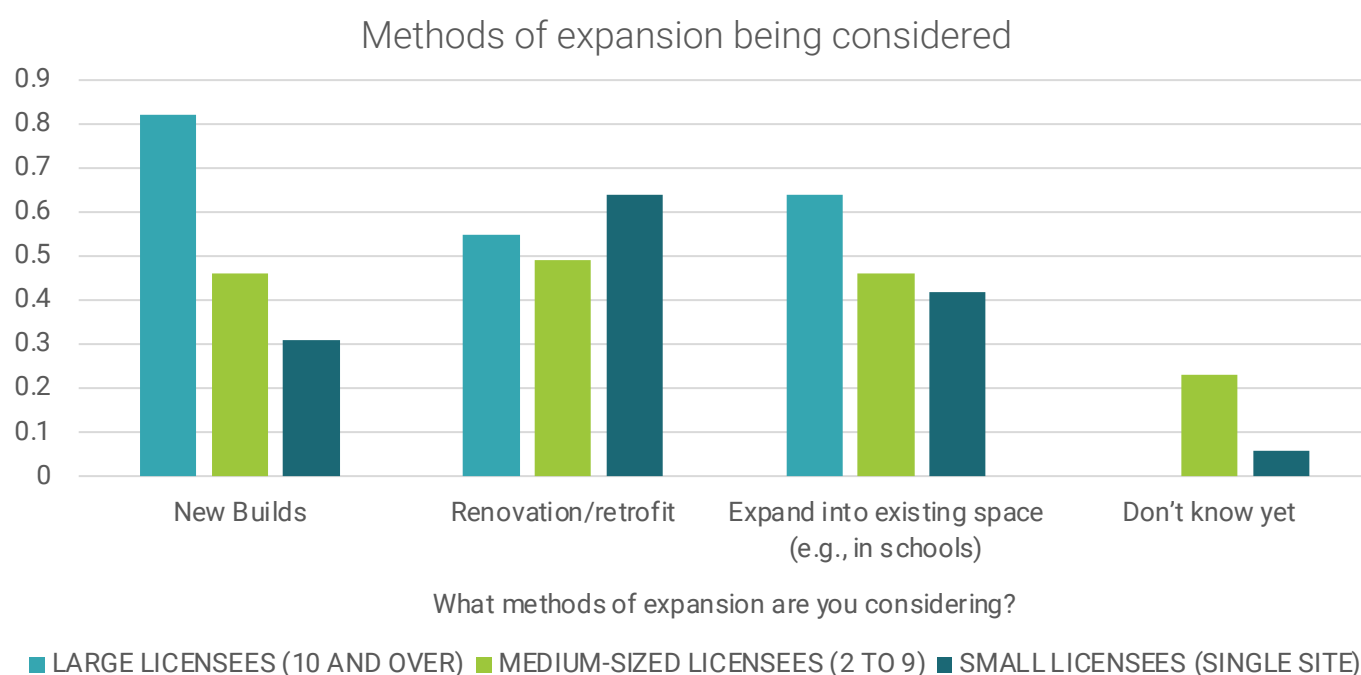
5

Licensees were then asked to identify the key barriers or difficulties that would affect their ability to expand child care services. All survey respondents were asked this question, whether they have current plans to expand or not (figure 6).

LARGE LICENSEES

Most licensees with 10 or more centres (over 2/3ds) cited the lack of capital funding as a key barrier. Even more respondents (71%) indicated that the lack of a guarantee of receiving operating funding (until after expansion has occurred) is a major barrier to expansion.

Figure 5



The concern about the shortage of qualified early childhood educators, however, was overwhelming. Virtually all (96%) of these large child care providers cited “not enough qualified staff” as a major barrier to expansion of child care spaces.

There was concern about the existence of physical space available for expansion in the community from 25% of respondents. About 40% of these large licensees were concerned about the lack of capacity for expansion within schools.

About 18% were concerned that future governments might back out of the CWELCC program, changing the rules of the game.

Many of the large licensees (64%) detailed other difficulties, which are described below.

MEDIUM-SIZED LICENSEES

About 43% of medium-sized licensees cited the lack of capital funding as a key barrier. Nearly half (48%) said that the lack of a guarantee that operating funding would be available after expansion takes place is an important hurdle making expansion difficult.

As with large licensees, an overwhelming majority of these medium-sized licensees (82%) indicated that not having enough qualified staff was a major barrier to expanding the supply of child care services.

About 31% identified lack of physical space available in the community and 40% cited lack of space available for expansion in schools as important barriers to expansion of not-for-profit and public providers.

Over one-quarter (26%) were worried that a future government could withdraw from the CWELCC funding program. And 16% of respondents listed other difficulties.



QUOTE

...you should introduce the seamless day so that child care and the kindergarten programs share staff. Right now, the school board hours are completely separate and the RECEs get a full working day but the child care staff have to work a split shift for only 5 hours a day; we can't find the staff to do that and quality suffers.

It's just not working. Look at Quebec where they've had that system since the introduction of the \$5/day. Parents only paid \$5 whether their children were in preschool child care or school age child care.

School boards should provide before and after school care for the children in the schools.

– Message to Minister Lecce from a survey respondent



QUOTE

Prove to child care workers that we are thought of as professionals - continue with the two professional development days, offer more opportunities for training and giving agencies the money to cover wages and supply staff.

– Message to Minister Lecce from a survey respondent

SINGLE-SITE LICENSEES

The majority of small operators (61%), just like their large and medium-sized counterparts, say that the lack of available qualified staff is a major barrier to expansion. Other barriers are important too. In the case of these single-site centres, absence of physical space to expand into was the next most important barrier (41%), followed closely by the lack of capital funding (38%) and the absence of guarantees that operating funding would be available to newly expanded spaces (38%).

About 30% of these single-site licensees felt that the lack of space for expansion in schools and the risk that a future government might back out of the CWELCC program were important barriers to expansion.

OTHER BARRIERS

Respondents were asked to describe any other barriers to expansion that were important for them. There was considerable alignment across all three survey segments in their answers.

All three segments (large, medium, and single sites) used this question to elaborate and emphasize the problems they are facing with workforce shortages. Several of them indicated that they were currently unable to staff up to meet the requirements of their existing licences, let alone imagine staffing any expansion. Staffing levels - ratios - need to be improved. Comments included:



QUOTE

Staffing increase to deal with more children in care with special needs.

– Message to Minister Lecce from a survey respondent

Staffing is a major concern. Staff need to feel supported but instead are being stretched and asked to do more and more; due to limited staffing they are forced to do longer hours which causes burnout.

We can't run ELCC human resources with Just-In-Time inventory.

Other barriers identified:

- Not enough support, experience, or background to undertake expansion - would require more support from professionals, e.g., HR, financial, legal, etc.
- Lack of knowledge of business administration. Several respondents identified the lack of administrative support as a barrier.
- Inability to navigate the system as well as the timing and funding to hire someone to navigate the process.
- Funding formula used by the province is a barrier. It needs to be updated because the full costs are not being covered, e.g., TDSB schools are being underfunded by \$8.4 million and the City had to find the difference.
- Ability to share playgrounds, staff rooms, storage and managing playground outdoor time in schools.
- Needs to be a coordinated planning process as to where centres are located, led by CMSMs/DSSABs. One centre shouldn't be allowed to open a centre outside of a coordinated approach. This point was echoed by several respondents.
- Inconsistency in RFPs whether from school boards, the Region, or Title 37 - need consistent approach.
- Outdoor space and parking issues.



QUOTE

We are missing physical employees to move ahead. Cloning people is not an option!

– Message to Minister Lecce from a survey respondent

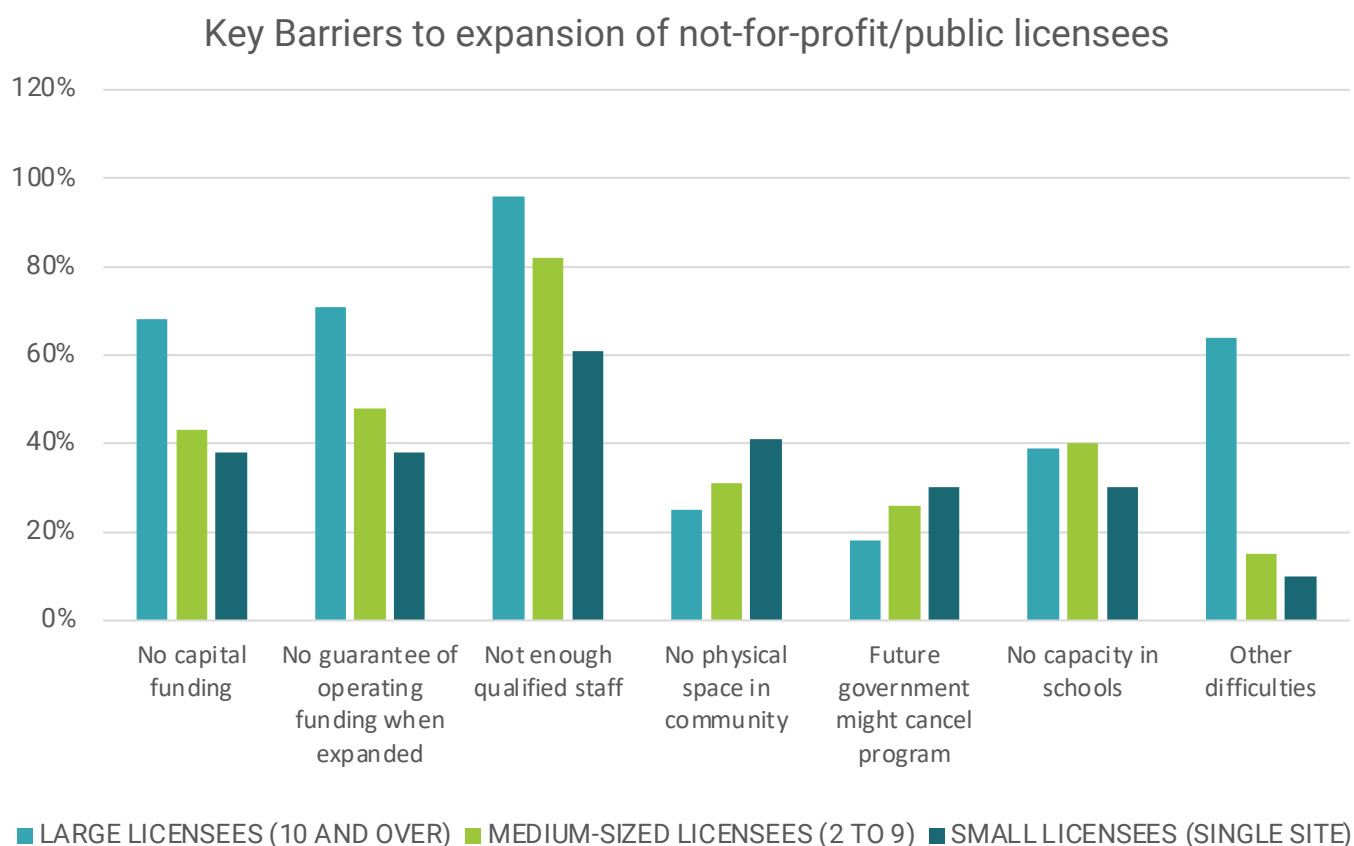


Figure 6

6

Respondents to this B2C2 survey were asked what supports need to be put in place in order to enable expansion of child care services from their organization. Several types of supports were provided as options, from which respondents could choose one or all that applied to their situation. Those possibilities were capital expansion grants, government loan guarantees to open up borrowing from financial institutions, a dramatic increase in the supply of qualified staff, more space to be made available in schools, land and buildings to be made available by municipalities, guaranteed operating funding, or other (figure 7).

LARGE LICENSEES

Provincial and municipal governments and school boards can provide important supports to help make child care expansion more possible. Licensees were asked to identify the most important supports needed for expansion. In order of frequency reported, for large licensees these necessary supports were:

- Substantial increase in the supply of qualified staff (93%)
- Guaranteed operating funding (89%)
- Capital expansion grants (79%)
- More space in schools (68%)
- Other supports (61%) (see below for description of these answers)
- Land and buildings from municipalities (57%)
- Government guarantees of loans for capital expansion (36%)

MEDIUM-SIZED LICENSEES

For medium-sized licensees, the supports needed for expansion were:

- Substantial increase in the supply of qualified staff (79%)
- Capital expansion grants (70%)
- Guaranteed operating funding (69%)
- More space in schools (51%)
- Land and buildings from municipalities (31%)
- Government guarantees of loans for capital expansion (8%)
- Other supports (8%)

SINGLE-SITE LICENSEES

For single-site operators, these were the key supports identified as necessary:

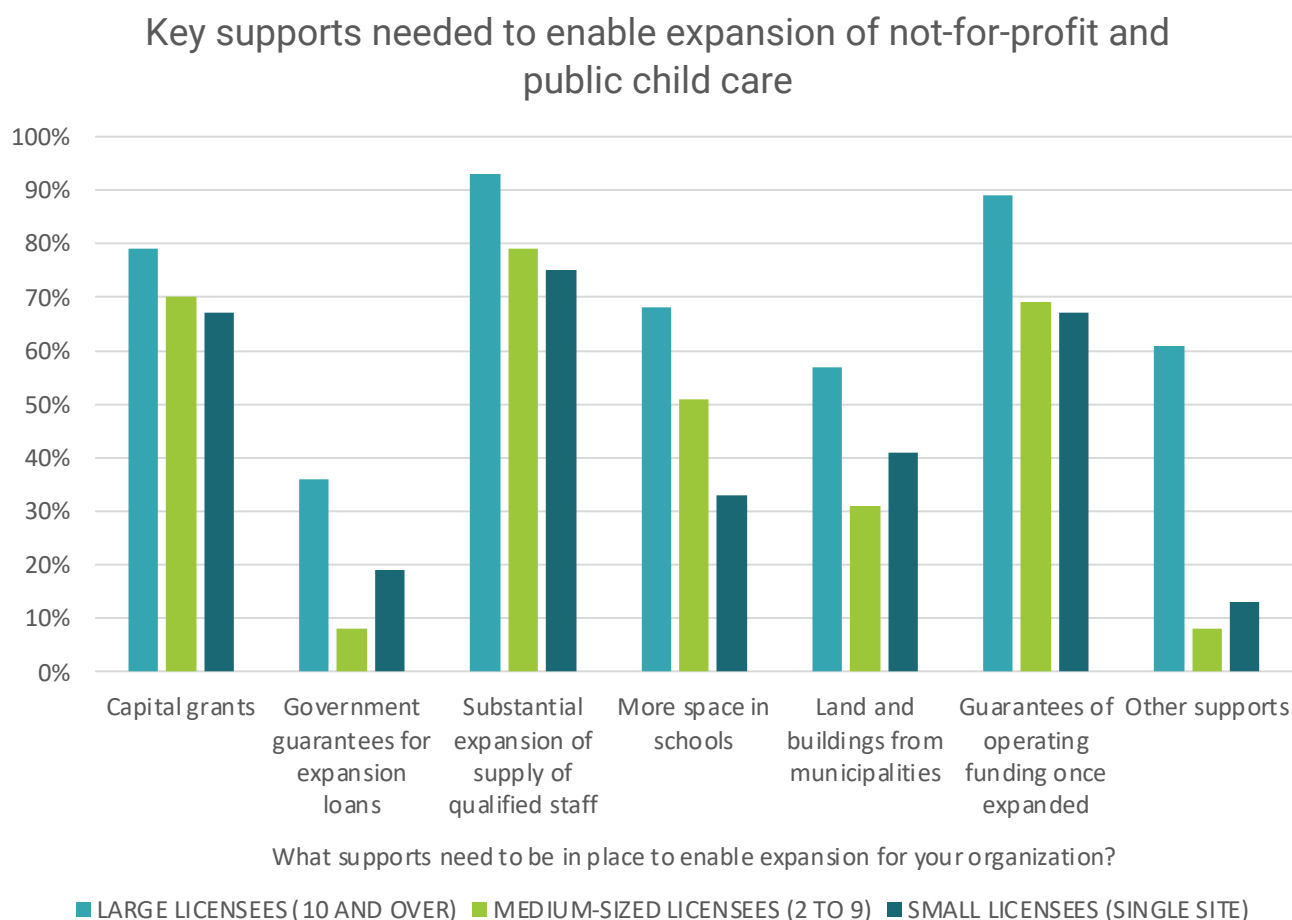
- Substantial increase in the supply of qualified staff (75%)
- Capital expansion grants (67%)

- Guaranteed operating funding (67%)
- Land and buildings from municipalities (41%)
- More space in schools (33%)
- Government guarantees of loans for capital expansion (19%)
- Other supports (13%)

OTHER SUPPORTS

Many respondents used the opportunity of an “other” category to emphasize the kinds of supports needed to help with the workforce crisis, including suggestions for higher wage subsidies for ECEs; the ability to control their budgets so that they can raise rates to cover increasing wages as their wages are already higher than the amount to be subsidized

Figure 7



by CWELCC; need for higher wages and lifting the \$25 cap; funding arrangements to cover gaps in staffing (e.g., staffing time off, vacations, sickness, job gaps, etc.)

In addition to workforce issues, respondents elaborated on the kind of support needed to remedy shortages of space and capital:

- More space. This was echoed by many respondents whose centre is housed in a school with no space or in a community building with no space.
- Should use government-owned buildings first and maximize municipal space: community centres, libraries, shelters, etc
- Capital grants to CSM/DSSABs so that municipalities can plan and control growth.
- Capital dollars that cover the full cost of construction.
- Indexing and guaranteeing operating funding
- Build relationships with developers
- Support to undertake the expansion process - knowledge, expertise, funding. Funding to hire someone to navigate the expansion process.
- More support for children with special needs, including qualified staff, appropriate space, and ratios as well as other staffing complements such as social work, occupational health, physiotherapists, etc.
- Ministry framework speaking to integration between child care and schools should be implemented. "Elementary schools should be viewed as serving all children 0-8. This is not the sentiment in many school boards who see child care as an extra. And one respondent observed that "schools should not be allowed to charge rent".

7

The final question on the B2C2 Survey invited respondents to speak directly to Ontario Minister of Education Stephen Lecce to tell him what policy changes are needed to solve child care problems in the province. Many respondents took this opportunity.

Virtually all of the 250 licensees who sent comments to Minister Lecce urged him to immediately address the workforce shortages and low pay of early childcare educators. All of them had identified a shortage of qualified staff as a major barrier to expansion and suggested that a drastic increase in the supply of qualified staff would be required. We have attached all of the comments in Appendix E. Also, we have highlighted comments made to Minister Lecce throughout the text of this report.

In addition to emphasizing the shortage of qualified staff and the low pay, many emphasized the need for better working conditions, benefits and pensions, more respect and valuing for ECEs, the need for higher pay for untrained staff also and for supervisors, cooks, and other centre staff. Suggestions were made for the introduction of a wage grid to encourage professionalism and showing that ECEs were valued. Time and again, licensees pointed out that the front-line staff had stepped up during COVID to make sure families could go to work and now, they're feeling completely ignored. The plea for equity with designated early childhood educators (DECEs) working in kindergarten classes (for wages, benefits, pensions, and working conditions) was echoed many times. The tale was often told of existing ECEs burning out and leaving the profession for better paying jobs resulting in workforce shortages even before expansion is underway. Rooms are being closed because centres cannot find qualified ECEs and they are not prepared to cut back on quality. The wages are so low, licensees pointed out, that many staff are finding it necessary to take two jobs to survive.





What came across very clearly is that the Early Learning and Child Care sector is in crisis due to the workforce shortages caused by the low pay of ECEs and no visible plan to fix this problem. The \$18/hour floor is not only not enough, to most ECEs it is a complete insult!

There were many comments about the gap between the wages and working conditions of ECEs working in kindergarten programs compared to those in child care centres, even though these ECEs in kindergarten programs are not generously paid. Licensees are finding it very difficult to find ECEs willing to work split shifts in centre-based school age programs. One suggested that the centre should be combined with the kindergarten programs and run by the schools as originally envisaged.

Several licensees emphasized to Mr. Lecce that he should “not cave” to the demands of the for-profit sector as their goal is “profit” not quality child care.

And there were several “Calls to Action”. First, Mr. Lecce, several licensees want you to visit their centres and watch them do their job so you will perhaps understand how difficult it is and why ECEs deserve more pay. You have several invitations. They also want you to talk to the parents so that you can gain a full appreciation of the value of ECEs to both the system and to the parents.

The other major “Call to Action” was for you to clarify which direction you are taking the ELCC system. “Is it going to be a publicly-funded system, like education?”, they ask, or are we just getting more of the same whereby the federal money is used to lower parent fees as low as possible before the money runs out, the quality continues to deteriorate as more and more qualified staff leave and we just continue the patchwork of the past fifty years!

Summary and Conclusions

The message we hear from these survey results comes through loud and clear. Governments can and should act now to facilitate expansion of child care to meet parents' needs (and to fulfill the promises they have made to parents).

Child care providers need government action to attract staff to early childhood education as a career - to recruit and retain qualified educators.

Not-for-profit and public licensees need guarantees that operating funding will be available if they do expand. These licensees need access to capital funding, especially a program of capital grants, to kickstart the process of expansion. And these not-for-profit and public child care operators need municipalities, school boards and provincial and federal governments to identify lands and buildings suitable and available for expansion.

Without action on these clearly identified issues, government promises of \$10 a day child care, predominantly provided by not-for-profit and public providers, will not be fulfilled.



The background is an abstract composition of warm, textured colors including shades of orange, red, yellow, and brown, resembling a watercolor or oil painting. A large, semi-transparent white rectangle is centered on the page, serving as a backdrop for the title.

Appendices

Appendix A: Summary of Quantitative Results of B2C2 Survey

Licensees	Large Licensees (10 And Over)	Medium Licensees (2 To 9)	Small Licensees (Single Site)
Number of licensees in completed sample	28	84	138
Number of licensees in database	About 56	About 309	About 836
Percent (and number) of all not-for-profit/public centres serving children 0-5 that are in this size category	50% (1,874 centres)	28% (1,069 centres)	22% (836 centres)

Question directed to?	Question	Categories	Large Licensees (10 And Over)	Medium Licensees (2 To 9)	Small Licensees (Single Site)
All	Decided to opt-in?	Yes	96%	85%	67%
		Not Decided	4%	14%	26%
		No	0%	1%	7%
Those not yet decided to opt-in and those decided not to opt-in	Why?	Application not yet available	0%	8%	9%
		Requirements unclear	0%	70%	65%
		Not worth joining	0%	15%	20%
		Other	100%	31%	33%

Question directed to?	Question	Categories	Large Licensees (10 And Over)	Medium Licensees (2 To 9)	Small Licensees (Single Site)
All	Are you likely to expand in next 5 years?	Very Likely	54%	23%	13%
		Likely	25%	33%	18%
		Unlikely	7%	33%	45%
		Very Unlikely	14%	8%	22%
		Don't Know/DNA	0%	2%	1%
Those who answered very likely or likely to question about expansion	Approximately how much expansion (number of spaces)?	Under 50 spaces	9%	34%	63%
		50-99 spaces	9%	30%	19%
		100-499 spaces	23%	11%	2%
		500-999 spaces	5%	0%	0%
		1000-4999 spaces	0%	0%	0%
		Over 5000 spaces	5%	0%	0%
		Don't know yet	50%	26%	16%
Respondents to previous question who knew approximately how many spaces they might create (dropping don't know yet)	What methods of expansion are you considering	New Builds	82%	46%	31%
		Renovation/retrofit	55%	49%	64%
		Expand into existing space (e.g., in schools)	64%	46%	42%
		Don't know yet	0%	23%	6%

Question directed to?	Question	Categories	Large Licensees (10 And Over)	Medium Licensees (2 To 9)	Small Licensees (Single Site)
All	What are key barriers or difficulties that will affect your ability to expand?	No capital funding	68%	43%	38%
		No guarantee of operating funding when expanded	71%	48%	38%
		Not enough qualified staff	96%	82%	61%
		No physical space in community	25%	31%	41%
		Future government might cancel program	18%	26%	30%
		No capacity in schools	39%	40%	30%
		Other difficulties	64%	15%	10%

Appendix B: List Of Early Learning And Child Care Licensee Respondents To B2c2 Survey

Large Licensees

A Child's World Family Child Care Services of Niagara
 Among Friends Day Care Centre
 Andrew Fleck Children's Services/Services A L'Enfance Andrew Fleck
 Child Care Algoma
 City Of Ottawa
 City of Toronto
 Compass Early Learning and Care
 Family Day Care Services
 George Brown College of Applied Arts & Technology
 Good Beginnings Day Nursery, Woodstock Inc.
 Hamilton-Wentworth Catholic Child Care Centres Inc.
 Latchkey Child Care & Learning Centre Inc.
 Lennox & Addington Resources For Children
 Little Lions Waldorf Child and Family Centre
 London Children's Connection Inc.
 Milton Community Resource Centre
 Our Children, Our Future - Family Resources
 Nos Enfants, Notre Avenir - Ressources Pour Les Familles
 Schoolhouse Playcare Centre of Durham Inc.
 Sundowners Day Care & Resource Centre
 The Learning Enrichment Foundation (LEF)
 The Macaulay Child Development Centre

Today's Family - Caring for Your Child
 Umbrella Central Day Care Services
 Umbrella Family and Child Centres of Hamilton
 Upper Canada Creative Child Care Centres of Ontario
 YMCA of Eastern Ontario
 YMCA of Greater Toronto
 YWCA Hamilton

Medium-sized Licensees

ABC Day Nursery of Windsor
 Allsteps Child Care
 Arnprior And District Child Care Services
 Bobcaygeon Nursery School And Daycare Corporation
 Brookhaven Child Care (North York)
 Canadian Mothercraft Of Ottawa-Carleton
 Canadian Mothercraft Society
 Centre De L'enfant Aux 4 Vents
 Centre de ressources familiales de l'Estrie
 Centre Educatif "La Clémentine" d'Ottawa
 Centre Éducatif Brin De Soleil Inc.
 Centre éducatif Les Petits Trésors
 CENTRE POUR ENFANTS TIMISKAMING
 CHILD CARE
 Chapleau Child Care Centre De Garde D'enfants

Child Care United Of Leeds & Grenville	La Garderie Educative De Kingston
City Of Peterborough	La Garderie Française De Hamilton Incorporée
Clinton Co-Operative Childcare Centre Inc.	Le Carrefour D'ottawa
Columbus House (Pembroke) Inc.	Mahmowenchike Family Development Centre
Community Centre 55 - Children Services	Of Thunder Bay Inc.
Corporation de la Cité de/of the City of	Martin Luther Church Day Nursery
Clarence-Rockland	Montessori Academy Of London, Inc.
Corporation des services de garde d'enfants de	More Than Just Babysitting Child Care Centre
Nipissing Ouest/WNCC Corp.	Inc.
Corporation Of The Town Of Smiths Falls	Munn's Child Care Centre Inc.
Corporation Of The Township Of North Huron	North Grenville Cooperative Preschool &
Daughters Of St. Mary Of Leuca	Learning Centre Inc.
Denison Child Care	NYAD (Community) Inc.
Discovery Early Learning And Care	Orillia Central Preschool
Dovercourt Boys' And Girls' Club	Paris Child Care Inc.
Eitz Chaim Schools	Pladec Day Care Centre Inc.
Footsteps Family Centre Inc	Pleasant Child Care Of North York Inc.
Garden City Nursery School Inc.	Point Edward Early Learning Centre Inc.
Garderie Du Soleil Levant	Rideau Lakes Early Learning Centre
Golf Road School Child Care Centre Inc.	Rolph Road Day Care
Hucklebug Preschool Inc.	Sharlaur Children's Centre (Burlington) Inc.
Inuuqatigiit Centre For Inuit Children, Youth	Shaughnessy Blvd. Children's Centre Inc.
And Families	Simcoe Early Education & Development
Jericho Youth Services	Services Co-operative Inc.
KIDS & US COMMUNITY CHILDCARE AND	Ska:Na Family Learning Centre
FAMILY EDUCATION CENTRES INC	Stirling Co-Operative Nursery School
Kids Come First Child Care Services	Incorporated
Kids Connection Care and Education	Strath MacLean Child Care Centre
Kidzdome Preschool	Strive Niagara
Kinderplace Childcare Centre (Thunder Bay)	Superior Children's Centre
Inc	Terry Tan Child Centre
La Boîte à soleil Co-opérative Inc.	The Chestnut Tree Pre-School Inc.
La Clé D'La Baie en Huronie	The Congregation Of The Sisters Of St. John
La Colline De Bois/Wooden Hill Nursery School	The Baptist (Ontario)
La Corporation du Canton de Champlain/The	The Corporation Of The County Of Wellington
Corporation of Champlain Township	The Hub Child & Family Centre

The Massey Centre for Women
 The One Tot Stop Day Care Inc.
 Tilbury Tots Early Learning Centre
 Trenton Military Family Resource Centre
 Walden Day Care Centre Inc.
 Waterloo Infant Toddler Daycare Association
 Wesley Urban Ministries Inc.
 Wiarton Kids Den Day Care Centre
 York Child Development & Family Services Inc.
 Young Achievers Daycare Centre

Single-site Licensees

100 Acre Wood Preschool
 A & A Day Care Centre
 Abigail's Learning Centre Inc.
 All Saints' Chinese Congregation
 Associated Hebrew Schools Of Toronto
 Association Des Francophones De La Région De York
 Awesome Beginnings Co-Operative Nursery School Inc.
 Be In Christ Church Of Canada
 Beamsville Co-Operative Nursery School Inc.
 Bessborough Child Care Centre
 Blackstock Co-Op Nursery School
 Bloor West Nursery School
 Bosanquet Small World Nursery School Inc.
 Brant Street Day Care (Operator)
 BRASS BELL FAMILY RESOURCE CENTRE INC
 Bright Starts Co-operative Early Learning Centre Inc.
 Brooklin Day Nursery
 Calvary Nursery School Inc.
 Cambridge Vineyard Christian Fellowship

Canadian Conference Of The Brethren In Christ Church
 Carleton Memorial Day Care Centre Inc.
 Carmelite Day Nursery Of Toronto
 Carmelite Missionary Sisters Of Saint Theresa Of Child Jesus (Canada)
 Centre De La Petite Enfance "Les Amis Du Monde"
 Centre Parascolaire Alpha 3-12 D'Orléans Inc.
 Chapel Place Day Care Centre
 Chartland Child Care Inc.
 Cheer Day Care Centre Of Scarborough
 Chelsea Green Children's Centre Inc.
 Chesley Nursery School Inc.
 Children's Place of the United Pentecostal Church of London
 City View Centre For Child & Family Services
 Cliffwood Community Child Care - North York
 Cobourg Day Care
 Columbus Community Playgroup Co-Operative Inc.
 Cooperative Nursery School Of Almonte Incorporated
 Dandylion Day Care Centre
 Day-By-Day Child Learning Centre Inc.
 District of Sault Ste. Marie Social Services Administration Board
 Division Road Pre-School (Kingsville) Inc.
 Dorchester Co-Operative Nursery School Inc.
 Dow's Lake Day Care/Garderie Lac Dow Inc.
 Dufferin County Farm Child Care
 Duntroon Day Care Inc.
 East London Daycare Centre Inc.
 Epuc Child Care Centre
 Evangel Day Care Centre
 Fairview Child Care Centre Of Ottawa Inc.

Faith Tabernacle Of London	Manor Park Community Council
Fort Erie Native Cultural Centre Inc.	Maple Nursery School
Fort Frances Nursery School Inc.	Maurice Cody Child Care
Forum Italia Day Care Non-Profit Inc.	Mcnicoll Avenue Child Care Program
Friendship Co-Operative Playschool Of Woodstock Inc.	Miles Nadal Jewish Community Centre
Gaagagegiizhigook Ganawenimaawasowin Wiigiwaam Corporation	Minnow Lake New Sudbury Co-Operative Nursery School
Ganaraska Child Care Centre Inc.	Montessori Jewish Day School Of Toronto
Garderie Bernadette Child Care Centre	Montessori School Of Sudbury
Garderie Petit Baobab	Moonhan Ltd.
Garderie Rayon De Soleil De North York Inc.	Moppet Parent Participating Preschool Of Kitchener
Garside Day Care Centre	Muppets Co-Operative Preschool Incorporated
Gingerbread Co-Operative Nursery School (Pickering) Inc.	Muskoka Lakes Preschool
Halton Hills Christian School	North Gower Co-Operative Nursery School Inc.
Harbour Fellowship Baptist Church	North Park Community Church
Howard Park Children's Centre	Nova Children's Centre Incorporated
Huron Superfriends Inc.	Oak Meadows Christian Schools Inc.
Isabella Walton Childcare Centre (Scarborough) Inc.	Oak Park Co-Operative Children's Centre
Jewish Russian Speaking Community Of Toronto	Once Upon A Time Child Care Centre
Kateri Kids Child Care Centre	Ottawa Torah Centre
Kew Beach Day Care Co-Operative Inc.	Our Kids Child Care Lambton Inc.
Kids Haven Community Child Care	Palmerston Community Daycare
Kidzone Day Care Centre Inc.	Pape Children's House
Kodomoen Childcare Centre Inc.	Parkwood Children's Day Care Centre Of London
La Garderie De L'Arche Des Amis De Russell	Pathway Childcare Centre Inc.
Lambton Kingsway Before And After School Program Inc.	Pathways Health Centre For Children
Lambton Park Child Care Centre	Pearson Community Co-Op Nursery School Inc.
Lindsay Centre For Preschool Enrichment Inc.	Peoples Christian Academy Inc.
Little Blessings Nursery School Inc.	Petawawa Co-Operative Nursery School Inc.
London Gospel Temple - Pentecostal Benevolent Corporation	Pickering Pentecostal Church Day Care Inc.
	Port Rowan Christ The King Lutheran Church
	Power Glen Co-Operative Nursery School Inc.

Prince Charles Early Learning Centre
Rexdale Day Nursery Corporation
Riverside Christian Children's Centre
Rockcliffe Child Care Centre Inc.
Rural Family Connections Inc.
Sarnia/Lambton Adult Learning Support Services
South Glengarry Child Care Centre
St. Alban's Boys And Girls Club
St. David's Co-Operative Nursery School
St. Hilary's Community Care Centres Inc.
St. Matthew's House
Station Road Co-Operative Nursery School Incorporated
Stittsville Childcare Centre
Stoney Creek Co-Operative Pre-School Inc.
Studio 1, 2, 3 Early Learning Centre
Tender Years Co-Operative School Inc.
The Alderbuds Child Care Centre Of Etobicoke
The Edu-Care Board Inc.
The Family Place - North Halton Child Care And Family Enrichment Centre
The Three Bears Day Care Hornepayne Co-Operative Incorporation
The Whistle Stop Co-operative Pre-School Inc.
Tottenham Day Nursery Co-Operative Preschool Inc.
Treetop Children's Centre
Ukrainian Co-Operative Nursery School Of Toronto Inc.
University Of Guelph
Upper Yonge Village Day Care Centre
Warton & District Co-Op Nursery School Inc.
Withrow Childcare Centre
Wonder Years Child Care Inc.
Yonge-Churchill Community Centre Inc.

Appendix C: Methodology Of The B2C2 Survey

Sample

Funding under the CWELCC agreement applies only to licensees providing child care services for children 0-5 years of age children 6 years of age and not yet in Grade 1. Therefore, licensees that only provide care for children 6-12 years of age were not included in the sampling frame. First Nation centres on reserves (N=70) are funded separately by federal funding so they were also not included in the sampling frame.

After applying all selection criteria, the sampling frame comprised N=1119 license holders. Based on our experience in the field, we expected that licensees with different numbers of centres might have different attitudes, barriers and constraints related to expansion. We divided our sample into three strata – large, medium and small child care licensees. Large not-for-profit and public licensees operate 10 or more centres. Medium-sized licensees operate between 2 and 9 centres. Single-site licensees operate a single centre. Probability sampling was used to select a representative subset within the single-site and medium-sized strata, thus allowing for the generalizability of study findings. The sample size was determined using a 3 percentage point margin of error and 95% confidence interval (see Table 1). Given that there were relatively fewer license holders operating 10 or more centres, all licensees in this stratum were contacted.

The final sample of respondents for single-site licensees had 138 respondents. These represented 18% of these licensees and 18% of the 766 single-site centres. The final sample of respondents for medium-sized licensees (2-9 centres) had 84 respondents. This was 28% of all medium-sized licensees. The centres operated by these medium-sized respondents represent 29% of Ontario's 1,039 not-for-profit and public centres that are in medium-sized groups. The final sample of respondents amongst the large-sized licensees (10 or more centres) was 28 of the total population of 56 large licensees. In other words, the response rate for these licensees was 50%.

Table 1: Study Sample

Strata	Population (N)	Estimated sample size for 3 p.p. margin (n)	Final sample (n)	Method of contact
Single-site licensees	766	445	138	Email licensee
Medium-sized licensees with 2-9 centres	297	255	84	Email Licensee
Large licensees with 10+ centres	56	n/a	28	Phone surveys for entire population (with Executive Director)

These 28 licensees operate 961 centres serving children 0-5 years. This comprises 51% of the not-for-profit and public centres that are operated by large licensees and serve children 0-5 years of age.

In single-site and medium-sized strata, the final sample was lower than the estimated desirable sample size (see Table 1). We attribute this to our short deadline for licensees to complete the survey and the time of year at which we contacted licensees (end of summer when executives are often away). Nevertheless, we reached a margin of error below 10 p.p. for both our single-site and medium-sized strata, which is deemed acceptable for survey research. Further, we surveyed the entire population of large licensees, achieving a 50% response rate. It should be noted that in our final samples, we removed entries from licensees that replied they were closed ($n = 1$), did not answer any survey questions ($n = 3$), or implied they were actually for-profit centers ($n = 5$). See Tables 2 and 3 for sample characteristics for the single-site licensees and medium/large licensees, respectively.

Table 2: Sample Characteristics for Single-Site Licensees (n=138)

Sample Characteristic		Single-Site
Language of Centres	English	126 (91%)
	English / French	1 (1%)
	French	6 (4%)
	Other	5 (4%)
Auspice	Not-for-profit	137 (99%)
	Profit	1 (1%)
Capacity for Children 0-5	Min	16
	Max	186
Region in which majority of centres of Licensees are located	Central	21 (15%)
	East	19 (14%)
	North	8 (6%)
	Southwest	34 (25%)
	Toronto	39 (28%)
	West Toronto	16 (12%)
Located in Public School	No	43 (31%)
	Some centres	94 (69%)
	Yes	34 (40%)

Table 3. Sample Characteristics for Medium-Sized (n=84) and Large (n=28) Licensees

Sample Characteristic		Medium-Sized	Large
Language of Centres	English	63 (75%)	24 (86%)
	English / French	12 (14%)	4 (14%)
	French	9 (11%)	-
Auspice	Not-for-profit	82 (98%)	26 (93%)
	Profit	2 (2%)	2 (7%)
Capacity for Children 0-5	Min	8	6
	Max	166	230
Region in which majority of centres of Licensees are located	Central	16 (19%)	5 (18%)
	East	23 (27%)	4 (14%)
	North	10 (12%)	3 (11%)
	Southwest	17 (20%)	9 (32%)
	Toronto	14 (17%)	4 (14%)
	West Toronto	4 (5%)	3 (11%)
Located in Public School	No	13 (15%)	1 (4%)
	Some centres	37 (44%)	20 (71%)
	Yes	34 (40%)	7 (25%)

Procedure

As part of this study, surveys were distributed from August – September 2022 to collect data concerning the expansion plans of not-for-profit and public licensees across Ontario. The sample drawn for single-site licensees and medium-sized licensees with 2-9 centres operating under them were emailed a link to the survey to complete. All licensees with 10 or more centres were called and administered a survey over the telephone by volunteers from the B2C2 team. The survey took 5-7 minutes to complete. This project falls under the purview of program evaluation and therefore is not required to go through university research ethics board approval.

Appendix D: Copy Of The Questionnaire For B2c2 Survey

Q1 What is the name of the licensee for your centre?

Q2 Has your Early Learning and Child Care organization already opted-in or is your organization planning to opt into the Canada-Wide Early Learning and Child Care (CWELCC) Agreement?

- Yes
- My organization has not yet decided
- No, my organization definitely will not join the CWELCC this year

Q3 Why? Click all that apply:

- Application not yet made available in my municipality
- The requirements and conditions are too unclear so far
- My organization doesn't think it's worth it
- Other

Q4 Is your organization (centre) likely to expand the number of spaces or set up new centres in the next five years?

- Very likely
- Likely
- Unlikely
- Very unlikely

Q5 Approximately, how many total spaces is your organization thinking of creating?

- Under 50 spaces
- 50-99 spaces
- 100-499 spaces
- 500-999 spaces
- 1000-4999 spaces
- > 5000 spaces
- Don't know yet

Q6 Please identify methods of expansion that you are considering. Click all that apply:

- Renovations/retrofit
- New Builds
- Expanding into new licensable space (e.g., kindergarten rooms in school)
- Don't know yet

Q7 Please identify difficulties/barriers that can and will impact your organization's ability to expand. Click all that apply:

- No capital funding
- Lack of guaranteed operating funding
- Not enough qualified staff
- No physical space available in my community
- Worried that future governments might cancel the program

- My centre is in a school building with no capacity
- Other

Q8 If other, please specify which other barriers.

Q9 What types of supports need to be put in place in order to enable expansion? Click all that apply:

- Capital expansion grants from the government
- Government loan guarantees to make it possible to borrow from banks
- Drastic increase in supply of qualified staff
- More space to be made available in schools
- Land and buildings to be made available by municipalities
- Guaranteed operating funding
- Other

Q10 If other, please specify which supports are needed

Q11 If you had a chance to speak to Stephen Lecce, the Minister of Education, directly, what would you tell him about what needs to change?

Q12 Is your organization incorporated as a not-for-profit and/or charitable corporation as a for-profit/commercial corporation?

- Not-for-profit and/or charitable organization
- For-profit/commercial organization
- Public (municipalities, universities, colleges,

etc)

Q13 What is your position?

- Executive Director
- Supervisor
- Lead
- Manager
- Administrator
- Member of Board of Directors
- Other (please specify)

Q14 First Name

Q15 Last Name

Q16 Email Address

Appendix E: Suggestions And Comments For Minister Lecce

The survey questionnaires invited respondents to make suggestions or comments for Minister of Education Lecce to hear. Here were the comments received:

The federal and provincial governments are committed to this now. It took a long time for Ontario to come in. Are they in this for the long haul?

The big one is that they have to bring up our salaries. \$39,000 for a year. In order for our centres to be full of children, we need proper educators (and properly paid for what they are worth). And also acknowledge that we are NOT babysitters. We are educators. We are here to stay. We are not going anywhere. They need to have some kind of respect for our profession.

I would like to let him know that the Nursery School Programs are not able to benefit from this program since we are non-profit, and it is hard to get enough funding to allow the \$10 dollar a day daycare to work in this area.

We have a long waiting list of older school age children looking for daycare before and/or after school and we are full. If the schools could offer programs to accommodate those children it would help in many ways and even for the older children (ones too old for

Daycare) but old enough to be on their own should have something offered for them to participate in rather than being alone.

We have a long waiting list because the community is in need of spaces in daycare. The school board has to create more space for daycare to expand and of course the government need to put more money in this. We also are in need of educators, they are a lot in schools and are not really in the education role, we need those to come back to the daycares.

I doubt if Mr. Lecce will ever see this and you are probably going to have a good laugh reading this - but oh well, nothing gained, and nothing lost as my dad would say... You invited me to speak, so here I am:)

Dearest Honorable Lecce: I humbly invite you to Duntroon Day Care, to see firsthand the role of an Early Childhood Educator in the lives of our youngest learners. As a supervisor, I urge you to consider please adding a crosswalk outside the day care so that my staff can safely cross County Road 91, to take the infants for a walk in the neighbourhood. There is no sidewalk, and I die a thousand deaths watching the staff (obviously safely) cross the very busy road with the oversize trucks

constantly passing by. They have been doing this for over 30 years, and how is it that no one cared enough to address this:(We are the only centre in our community offering infant care and I have had to close the centre on many days due to the lack of infant educators. I would also urge you to change licensing regulations around qualified infant to staff ratios, because it is extremely difficult finding qualified RECEs. I have great staff but not all qualified. Whenever I see you on the television, I always think...now that is someone whose goal is to keep kids in classrooms, does he feel the same about children in childcare. The drive up to Duntroon Day Care is absolutely beautiful. Come visit us. I have a small team of dedicated educators who often come to work ill, because they know I struggle with finding staff. I cook, clean, program and bring work home on evenings and weekends because we are always struggling to find staff and I need to be hands-on in program, to balance ratios. Just come up for the day, don't make it a big deal - shhhhhh - we won't tell anyone either... just call me...or don't and just show up...no media, so we can have a heart to heart. Having recently come out of FDK I have loads to share. Are you still reading? LOL, I told you that you would have a good laugh. I recently left the PDSB to come back to childcare after 12 years and it pains me to see, we are no different than when I left to implement FDK in 2010. We are a not-for-profit centre, the goal is not to make a profit on the backs of children, but the goal is to have a budget where I can pay staff benefits and I can pay staff better salaries. \$1 per year reaching up to \$25 is not a lot of money. Come on Mr. Lecce, pick a date and head on over.

I'm waiting for a good old chin wag so you can hear the truth about what childcare programs are really like and what happens in the life of a childcare worker. We have been called glorified babysitters, truth be told...I have never sat on a baby and do not plan on sitting on one. Couldn't resist. If, by miracle you did read this, well you truly are a man of your words. As we say back in England, cheerio, talk to you later. Much respect Noreen Jaffrey, Supervisor of Duntroon Day Care 705 444 2947 (just in case you feel like chatting on the phone. p.s. Mr. Lecce, if this CWELCC is to work please look at the bigger picture, WE NEED STAFF!

Funding to increase wages for Early Childhood Educators. Public schools should respectfully work with child cares to make shared space work.

Make sure there is a portion of spaces allocated for mid to lower income families. Families with high incomes should be on sliding scale according to their ability to pay, not only for subsidized, but make sure lower income families are not left out. There should be a system in place so only those working full time can send their child to their centre full time. Some parents want to sign up for 5 days a week and they are only working 3 days a week, but the possibility of \$10 or \$12.00 per day is luring them. Must better understand the lack of ECE's in the workforce and address it all over Ontario. Example: offer free ECE in colleges to qualifying applicants. Keep wage subsidies up and also keep the parent fee portion that is paid back to the centres

in-line with inflation etc. Figure out a system for children in unlicensed care and offer incentives for those caregivers to get licensed and participate in this program via Community Homes child care organizations. Spend some time Stephen going out to centres and speaking directly with the frontline ECE's, the Directors and the Board members. visit school based and stand-alone centres.

More funding for qualified registered early childhood staffing

Give large tax breaks to families that choose one income so the children can be raised at home and not institutionalized. School choice that includes private schools and homeschooling families.

Funding the wage floor of \$18.00 an hour for an RECE is not enough. This really only helps the for-profit centres pay more to their staff. Most non-profit centres already pay above that, but we are still not able to pay a true "living" wage when an employee lives in Toronto for instance. Yet RECE staff have to be qualified, pay fees (\$160.00 annually) to belong to a college, maintain certification and training, but they're paid an hourly rate similar to workers in other fields (grocery stores etc.) that do not have the same requirements. The funding for staff salaries should have been to increase ALL RECE workers' hourly rate. During COVID the government gave funding for enhanced staffing. This allowed classroom coverage staff to be relieved for their lunch

breaks, have prep time, and clean/disinfect more thoroughly. Ratios need to be lowered/ i.e., having an "extra" staff (above the required ministry minimum ratios) helps to enhance children's quality of care, as staff would have more time to engage, observe and program for their needs.

Better communication and planning. When the announcement is made to the public, all stakeholders should have access to guidelines and written policies. Deadlines for decisions should not be in place prior to access of detailed information.

The cap for wage increases that are going to be covered under the CWELCC Agreement are RIDICULOUS. There are a greater number of operators that are already providing those wages to their staff. If you would like this initiative to flourish seamlessly, allocating higher funding for much better pay will ensure that. The child care sector had lost a lot of valuable, experienced, passionate and dedicated RECE's, ECA's, administrative staff, supervisors and directors after reopening in 2020. There was A LOT of pressure placed on us and NO recognition AT ALL. We were considered essential yet were not provided with pandemic pay. Yet grocery store employees were given an additional \$2/hour. If child care centers did not reopen, essential workers would not have been able to work. Others in the workforce would not have been able to work. But most of all, young children, our future, would not have been able to continue with their natural development. Truly

and whole heartedly reconsider wage rates, because without us, YOU WILL NOT be able to provide \$10/day childcare. Sincerely, Fay Lyder, RECE, CEO, Tender Years Co-operative School Inc.

Early Childhood Educators wages need to be raised to match inflation and provide a living wage above low-income levels.

New funding model that provides for all operating costs while increasing salaries and benefits for all staff in licensed programs to a level that compares with that in school settings. He has no time to lose, as it will take some time to staff an expanded system.

Centres need assurance of guaranteed funding that covers all our operating costs.

Funding to support salaries of the entire Early Learning and Care workforce. These valuable workers are key to our children's future. Many called to this work simply will not go down this path since even with the current plan for wage floors, the salary is not attractive. (And does not apply to part of the workforce supporting licensed childcares).

So many things! Didn't handle COVID well - very angry with him. Doesn't see teachers and RECEs as an important job because they put us at the end of list, giving parents \$10 but ECEs still not getting more. If they take \$10/day a way and it wouldn't surprise

me as they're: What are you going to do for us? How are you going to keep our programs successfully? Are you going to start treating us as important people who contribute to the country?

We need qualified staff who actually want to work in daycare. More space, our centre is small we don't have room to include a lot of the toys we want. More pay! ECEs do a lot of work in daycare and they do not get paid enough. we need sick days, more days off. We are only closed on stat holidays whereas schools are closed in the summer, march break, winter break. WE NEED A BREAK TOO! We need more money; our hourly wage does not cover the cost of living. We are literally starving just t be able to afford rent/mortgages! Also - we need to go back to proper teaching not play-based.

Just the importance of childcare; people do not understand the importance. We need the proper staff to make quality early learning. What are we doing? Our workers are defeated. No pay, no benefits.

Mainly wages given to ECEs

The biggest thing that needs to change is actually speak with child care centres about what is happening. With the new system, dates were chosen that were impossible.

Needs to be better communication. We are finding that they are rolling things

out and there is no details or information concerning what the government is doing. Operators need to be informed in advance. Transparency.

Wages for ECEs need to increase, stability ECEs in their professions. Respect for professional. We are opting in for families and we are in the financial position to opt in, but not all of us are.

Staff wages need to be equal to wages in the school board. It's wonderful that they are making child care more affordable and creating new spaces, but we are unable to attract Qualified staff to the rural community of Shelburne.

Recognition of Montessori trained educators would support us in offering wage enhancements through the CWELCC to staff that are qualified to care for children, but not in the same way as ECE's. It would be great if the province recognized the diversity of proven pedagogies and honoured that recognition in policy documents.

I would tell him that there needs to be a better allocation of funds to things that actually need improving that would benefit all students and not just select groups. Also there needs to be some differentiation between the daycare setting and small specialized programs like nursery schools where the children are not in care long as far

as what is expected of them.

This is a loaded question. The daycare landscape is changing rapidly. We are proponents to making daycare more affordable but depending on the funding model this could make daycares less accessible. I don't believe our government is cognizant of the effects this is having on existing centers or maybe they are, and the plan is to move all daycare to schools. Some wages in this sector are still close to poverty as the living wage in Ontario is 18.00/hour and although our staff are well above the cap announced regarding universal daycare the complexity of low wage earning is a true detriment to respect to this field. Pay equity was made law in 1990 and we are still not getting the wages of our proxy. Staff retention is becoming a nightmare. Infant care is desperately needed and depending on how the funding mechanism works once we sign up; this could mean dropping infant care altogether specifically in this center.

We need RECE to be treated equal whether working in a centre or school board- there's not enough RECE going to work at centres due to wages, and benefits offered.

Regarding CWELCC, I would like to know why he set it up in the way he did. So much more pressure and administrative work is now on operators, and small places will struggle when one person wears many hats. Please change this by helping us out. There may be already, but checklists for monthly, and yearly

responsibilities for those who have opted in, as well as what the government is responsible for, would be helpful to clearly see what needs to be done by whom. To alleviate an enormous amount of administrative work, templates for policies and other practical tools would be helpful as well. Another change would be the regulation of program advisors. Who are they accountable to? Where can we turn to if there is a dispute or appeal needing to be made? Each one says a different thing, so how are we supposed to be able to have confidence in what we are doing? There needs to be a safe place where centres can question and voice concerns of advisors who misuse their position of authority.

Registered Early Childhood Educators need to be making a wage speaks to their value. If higher rates of pay and benefits are not mandated across the field, then we will continue to see qualified and dedicated professionals forced to leave the profession because they cannot live in poverty.

All daycares in the schools should be treated the same.

A transparent plan that clearly outlines the definitions of “reasonable”, “discretion” and “actual”. We have never had our actual per diems paid by the City of Toronto - ever. They review the budget and amend it to what they think it should be although they know nothing about our actual program beyond what comes to them on paper. I have an

\$8 per day difference between my full fee kindergarten summer fee and what the city pays us. I can absorb it for the few children I have on subsidy but there is no way we can absorb that difference for an entire age division. It will bankrupt the centre. Clear guidelines that explain how decisions are made - e.g., how do they determine how many staff are permitted per centre, what is their formula for determining how much per child per day for snacks. They must have these criteria, formulas, etc. somewhere but they are shrouded in secrecy. We need to know now what 2023 will look like, last minute planning does not cut it. I could go on and on with my concerns but will resist.

Recognize that there is a difference between RECE's in the school system and RECE's in Child care. That we lose good quality RECE's to the school system and that there needs to be a more equality between the roles.

Child care staff wages need to go up in order to get high quality staff.

Clearer on how the system will operate, a guarantee that enough funding will be provided for both parents and staff. No CUTBACKS ON QUALITY!

More operational funding to cover increasing rental fees or mortgages. Support to small organizations who need to apply for loans from banks without 25-35% of the down payments.

More respect and money needed for all RECE's.

Pay for Registered Early Childhood Educators throughout the sector needs to be addressed.

Why did you not just give parents the money and allow them to make a choice in a free market economy. Instead, you are trying to control the market.

The wage ceiling of \$25/hr is atrocious. I hold an undergraduate and master's degree and our staff are qualified, experienced professionals who are supporting families on this unequitable wage. Our educators and leaders of this essential service deserve to be compensated professionally and according to their education, experience, and quality of work just as in other sectors. Remove the wage ceiling on a women-dominated workforce, it is oppressing.

We need a plan to get more qualified early childhood educators. We have one of the hardest jobs that is underpaid and unrecognized, yet we are so important to the workforce as more parents need child care.

We need them to understand that it works from the top down and right now the top is respecting RECE's in our profession. Offering way better pay, more supports in class and more value for anyone wanting to go into our field.

To continue giving us the GENERAL OPERATING FUNDING for our toddlers and preschoolers children.

Change for staff & child ratio when classrooms have multiple children with special needs. More one-to-one attention is needed when we have many children with special needs in the same room. Additional staff is needed. The regular staff and child ratio doesn't meet the classroom demand.

Early childhood educators need to be paid more. It is embarrassing how little they get paid to care for our most precious little people. The pay is also a deterrent for people to enter and stay in the field. You will not get more people taking the early childhood education courses until the pay reflects the work.

The field of ECE need to be looked at from a professional lens, that supports are needed especially to single site operators who need to do the same as multi-sites but with less staffing and funds. That while it is great that more spaces will be opening the big questions in who is going to run them when there is a huge lack of qualified ECE's coming into or staying in the field. That in order to attract and retain ECE's wages and working conditions need to improve.

FIRST - I believe the people making the decisions and answering questions should be someone who actually does the job and knows

what they are talking about. Clearly, Lecce does not. The early years are a fast-paced range of years, and we don't get do-overs. We need to get things right, from the start. I want Lecce to know what it really looks like and feels like in a classroom, for the children AND for the educators. Lecce needs to know that the learning that takes place before 5 is what they will use through their entire lives and will be things that they will still use when all other skills and abilities are lost or declining in their final years. Child cares are "home away from home" for our youngest citizens, so their experience must be high quality, nurturing, well-rounded, and provide the best opportunities for engagement, expression, belonging and well-being. The dynamic inside a child care is one of team spirit. In our centre, that co-operative spirit applies to all stakeholders, children, parents, families, staff, board of Directors, and the greater community and is the basis for enjoyment, growth, success, individual and group rewards, and all things good.

I would like to say that the CWELCC was not well thought out. The government needed to speak to professionals in the sector prior to making promises to parents. We have had so many guideline changes and unanswered questions that it is making it difficult for any organization to make a commitment without knowledge. Any company, organization or corporation would not make a huge decision on their finances without have all the facts and guidelines; Why should our sector be any different?

How the government views ECEs.

I would tell him that he needs to understand what centres actually look like. He needs to know that unqualified staff who wish to seek credentials cannot afford to do so with the current way ECE education is set up. In addition, the wage floor that was instituted is insulting to my staff. We are opting into CWELCC only for our families; it does nothing to benefit my staff.

In order to keep good, qualified staff we need to increase the wages, more that the wage floor in the CWELCC.

Listening to the sector, continue having engaging conversation and take that information to make the decisions for the centre. From the sector to the sector. The city of Ottawa is a great example of how to engage the sector and listen to its agencies.

The rate of pay for an educated position, and the lack of support for children with special needs.

One system like schools run. Children sign up with a unique number (ie: student number) that follows them throughout school no matter where they go. One central computerized system to enter child info into to expedite registration process when child moves from one centre to another. centralized supply staff data base for RECE's so all centres can access

for their region on any given day. Standard written Policies for child care centres to follow to minimize licensing infractions due to missed information in policies.

We need to have a decent salary for our qualified ECE's with benefits but ESPECIALLY with pension benefits. If we had these three key components to our title, guaranteed that we would be able to keep our ECE's from the beginning of their career till the end of their working years. Not many ECE's complete their career in childcare, many leave the field completely to find a better paying job with better benefits. Also, we are part of the ministry of education, yet we are not treated as equals to teachers. We should be able to have the same benefits as the teachers do.

Better wages to retain staff. Minimum \$25 per hour for Registered ECES.

Making operators responsible to send parents refunds is ludicrous. This could be/should be a government direct refund to parents similar to income refunds at the end a specified time period every year. It could be set up to dovetail with income tax returns since the whole concept of a \$10.00 per day childcare plans was the federal governments election promise.

Assistance with childcare fees for parents/guardians, better pay for staff/ECEs, smaller classes or more staff on each room/ratios.

Change the date requirements to allow p/t Co-op programs to join.

The intent of the program should have been adhered to by the province. The program was intended to expand the not-for-profit sector because research consistently shows that not-for-profit child care is higher quality with better compensated staff and better work environments. To say their negotiation to include the for-profit sector equally was to support women entrepreneurs is an insult to our intelligence. There are other sectors that are predominantly female led - are they being subsidized to expand?

We need more information on how we are moving forward. Staff are leaving the sector because they are worried about the future of our programs, funding, pay, benefits.

All kindergarten and school age program providing care in a public school should automatically be recognized as the specific school childcare program with the same benefit, salary as all the ECE in the school board. As long as programs are offered all year, then provide more space in order to be able to expand the program as needed for the immediate community.

We require more space and guaranteed funding. We also need more qualified staff.

Give the tuition funds directly to the parents as a tax credit. They would receive a discount based on their income - everyone would receive an equal rebate on their tuition since it would be based on each household's gross income. Increase in wages for staff should be applied to everyone - not just those with RECE credentials. All staff who work in child care should receive an increase in their wages - everyone works equally hard in childcare - sometimes harder than the RECE.

Stop promising so much when the child care field is already suffering. How can families expect \$10 a day when there aren't enough qualified staff to even support all these children that are now on waitlists for child care.

What needs to be changed is the pay for educators.

Firstly we need to create a universal wage grid for ECE's, starting at 25 dollars/hr and increasing incrementally each year, by more than 2%. Without this, we will not be able to entice or keep people in the field. Once the Educator piece is tended to, we need funding to build and expand physical childcare spaces.

To stop announcing publicly that there will be more Licensed Child Care Spaces available when there are not any spaces due to lack space in schools and the lack of qualified staff due to low wages and lack of benefits and pension plans.

Our staff work incredible hard to exceed parent expectations while providing lifelong skills. Educators are needing two jobs or leaving the field in order to support their families. \$1 an hour increase in wages is not going to close the gap between school board R.E.C.E and child care R.E.C.E wages. Staff will continue to leave for the school until the wage gap is addressed.

Stephen Lecce, please increase ECE wages therefore people will be more inclined to take the ECE program as well work in the field with all the challenges we are faced with day to day such as staff shortages, children's behaviours, parent conflicts, strenuous and physically demanding movements on our arms, leg, and back etc. As an operations manager who is a registered early childhood educator, I am not able to rely on this income to fulfil housing and bill payments. Therefore, I am working multiple jobs to suffice in the field that I love in which I am passionate about to make ends meet which drains me and adds stress to my day to day. Please increase ECE wages so we can stop the staffing shortages.

A child living just north of Steeles should be able to choose a daycare in Toronto and a child just south should be able to choose a space in Vaughan / Markham, etc. and pay the reduced fee rate. Without this, having a daycare anywhere close to a city boarder is counterproductive and limits the spaces anyone would open a Centre.

I would like the government to build new centres and organizations can pay rent etc. Offer the same benefits/ pensions as school board to ECE's. Over wage increases for ECA's. The wage floor is too low. Centres that are in Peel and Toronto and GTA are higher than that already.

RECE's need to be paid better. That is the bottom line. The wage floor of \$16 per hour plus a \$2 WEG was an absolute insult. You can offer all the spaces in the world and lower fees to \$10 per day but if you don't have staff to work the spaces - you have NOTHING. That is sadly where this is headed.

Child care is as valuable or even more so than a child's formal education and it is time child care got the recognition it deserves. We step up when the schools are unable due to strikes and closures, we operated during the pandemic and got very little recognition.

Need more qualified staff.... Need to pay them more.

We need to pay more attention to workforce expansion and staff retention and \$18/hour is nowhere near attracting a future workforce in this field. People could work at the local Loblaws and make the same with much less work and responsibility. We also need to consider standardized benefits and pension for staff - like teachers have. We have started off well for parents and looking after their

interests. Now it's time to look after staff and their basic needs - decent wages, benefits, and a real pension. That is how you are going to solve the workforce issue.

Higher wage enhancement and benefits for staff retention is needed. Registered Early Childhood Educators should be making no less than \$25/hr and Supervisors/Directors no less than \$35/hr. There needs to be government grants for opening new spaces and higher GO Funding to ensure high-quality childcare is being offered. Too often there is not enough money for adequate supplies due to inflation. Funding for support staff is needed as we are seeing more and more children with behavioural difficulties who require one on one support. Without one-on-one support, we see staff burnout and high staff turnover.

The Minister of Education should have to have mandatory experience in education. Mr. Lecce has no idea what is involved in running a child care centre or a school. Those of us here on the frontlines are tired due to lack of support and qualified staff in our industry. We are tired of having parents beg for spaces in our centres (that are waitlisted into the hundreds) without being able to assist them. We are tired of the lack of information OR when information is provided, it happens so quickly without thinking of the implications on the program/children. The announcement of CWELCC left parents with questions and operators without answers.

He needs to see what those in the country make, what is being asked of us. He needs to talk to us directly instead of making assumptions.

He needs to understand that not every child care centre runs the same - the needs of each centre are different. Help child care educators afford to live - wages differ in working in the school boards compared to the child care sector- there is not enough RECE in the child care sector How to support child care educators who have been working not stop through COVID. Burn out rate!!! What about helping our school age families with their child care fees - in the end school age families will be paying more than say an Infant room. Come out to all different regions in Ontario and visit all the child care centres.

Do your research about the impact a good quality childcare program has on children's future. Fund not for profit childcare and not commercial/for profit operations.

Pension plan for RECE to go with the Canada Wide System....we are overworked and poorly paid and incredibly valuable! Take care of us when we retire!

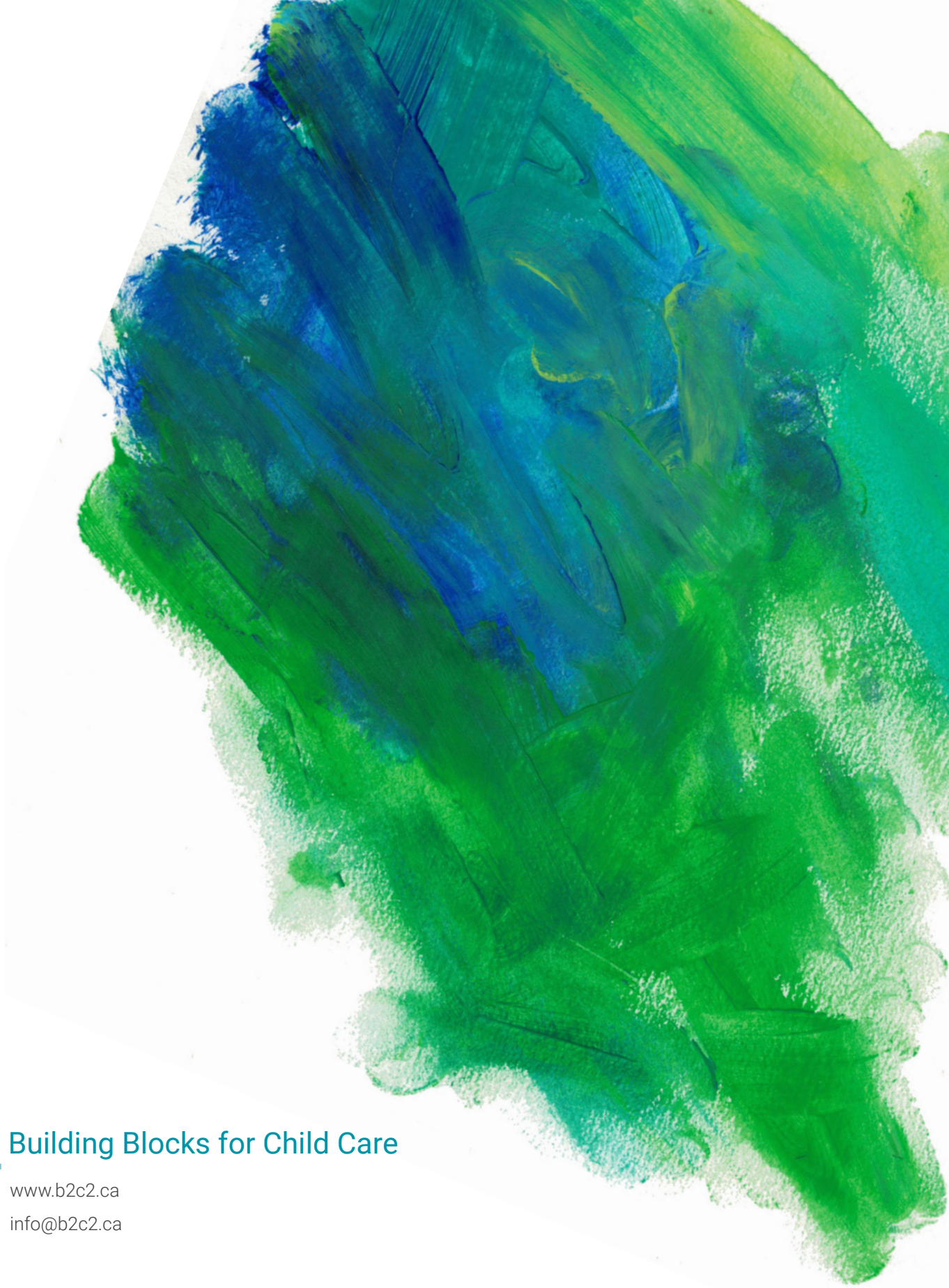
Less talk, more action. Being prepared instead of letting the public believe things are already in place when that is so far from the case.

RECEs need to be treated similarly to teachers.

Their workload and planning requirement way surpass the teachers and yet they receive well under the pay.

Can you walk a day with me in my job? And then you'd see. Just in a basic regular program with 16 children 2 staff - 16 diapers; 16 lunches 16 dressing; and get them to enjoy and play and learn. We have 2.5 to 5 - 28 children with 1 teacher and 1 ECE

Do not cave into the demands of the For-Profit sector as they only have profit as their main goal. Provide more funding for staff salaries and include non-RECE staff. The ECA's make even less than RECE's and were left out of the funding provided by the CWELCCA. Provide more funding to raise all salaries in the ECE field. Find a way to ensure that the municipalities overseeing the CWELCCA process do not make us remove the wonderful enhancements we offer the children in our programs.



Building Blocks for Child Care

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