



**2022 – 2026**  
**Canada Wide Early Learning and Child Care (CWELCC)**  
**Directed Growth Strategy**  
United Counties of Leeds and Grenville

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## **PROVINCIAL DIRECTION**

Ontario's vision for the Canada Wide Early Learning Child Care (CWELCC) system is that more families in Ontario have access to high quality, affordable, flexible, and inclusive early learning and child care no matter where they live.

The province recognizes the critical role Consolidated Municipal Service Manager (CMSM) play in gathering and maintaining in-depth knowledge about their community's needs, planning and managing the system, identifying and addressing service gaps, and supporting service coordination. The United Counties of Leeds and Grenville (the Counties) is the designated CMSM for the Counties, and as such, is responsible for identifying the communities that will be designated for all licensed child care spaces being created under the 2022-2026 CWELCC Directed Growth Strategy.

Under the CWELCC Agreement, Ontario has committed to improving access to child care by allocating funding to support the creation of 86,000 new, high-quality, affordable child care spaces. This includes more than 33,000 new spaces already created between 2019 and August 2022. These new licensed child care spaces will include a mix of not-for-profit and for-profit settings to provide families with choice and flexibility.

## **CWELCC DIRECTED GROWTH PLAN**

The Province of Ontario has approved the Counties for a total of 397 net new licensed child care spaces to be created during the period of 2022-2026. These 397 CWELCC new child care spaces will be in addition to the current 881 infant, toddler and preschool and 1,271 kindergarten/school age centre-based spaces, and 62 licensed home provider spaces currently operating in our community.

To ensure access to these net new CWELCC child care spaces, the province has identified the following specific population criteria that CMSMs were required to use to identify the designated communities for the CWELCC Directed Growth Strategy child care spaces:

- Low-Income Families
- Families with Children with Special Needs
- Racial Minority Families
- Francophone Families
- Indigenous Families
- New Immigrant Families

While the CWELCC Directed Growth Strategy does not prohibit Child Care Operators (Operators) from opening new licensed infant, toddler, preschool and/or kindergarten/school-age child care spaces, only the approved 397 licensed spaces as identified in this report by the Counties for the designated communities will be supported with CWELCC funding (i.e. spaces built outside of the designated 397 would not be subject to reduced parent fees).

The Counties recognizes that the 2022-2026 CWELCC Directed Growth Strategy does not fully address all of the child care needs of families in our community; however, the parameters established for this initiative including timelines and funding, paired with the current child care workforce crisis in our community influenced the number of spaces being created under this plan. Moving forward, the Counties remains committed to seeking every opportunity for future licensed child care system growth opportunities that will increase the net new number of licensed child care spaces operating in our community and improve access for families to affordable high-quality licensed child care services.

## **DATA AND INFORMATION SUPPORTED DECISION MAKING**

### **Community Analysis**

For the purpose of analysis and to plan for the Counties CWELCC Directed Growth Strategy, municipalities/communities within Leeds and Grenville were grouped together into regions. These regions were chosen based on population size, population density, demographics, traffic patterning, employment patterns and geographic size.

<b>Region</b>	<b>Municipality</b>	<b>Communities</b>
<b>1</b>	Township of Rideau Lakes Township of Westport	Portland, Elgin, Westport, Newboro, Delta, Crosby, Chantry, Lombardy, Chaffey’s Locks, Morton, Rideau Ferry.
<b>2</b>	Municipality of North Grenville Township of Merrickville Wolford	Kemptville, Heckston, Bishop Mills, Burritts Rapids, Heckston, Peltons Corners, Oxford Mills, Oxford Station, Merrickville, Jasper, Eastons Corners.

Region	Municipality	Communities
<b>3</b>	Township of Edwardsburgh Cardinal Town of Prescott Township of Augusta	Spencerville, Ventnor, Hyndman, Pittston, Shanly, Cardinal, Johnstown, Prescott, North Augusta, Domville, Algonquin, Roebuck, Maitland, Maynard.
<b>4</b>	City of Brockville Township of Elizabethtown Kitley	Brockville, Tincap, Lyn, Toledo, New Dublin, Addison, Greenbush, Frankville, Spring Valley.
<b>5</b>	Township of Leeds and the Thousand Islands Town of Gananoque Township Front of Yonge Township of Athens	Lansdowne, Mallorytown, Charleston, Gananoque, Seeley’s Bay, Lyndhurst, Outlet, Rockport, Athens.

**Parent and Community Consultation**

The Counties is committed to ensuring that the child care spaces created under the CWELCC Directed Growth Strategy are responsive to the needs of families and communities. As such, a broad parent and community consultation was undertaken in late winter/early spring 2023 to collect information and feedback from these important stakeholders. This consultation included the distribution of a comprehensive parent survey as well as community consultation booths located at all EarlyON Child and Family Centres and six (6) library locations across the Counties. A total of 755 parent surveys/feedback forms, representing all regions in Leeds and Grenville were received and used to inform the Counties’ CWELCC Directed Growth Strategy.

**Additional Community Data/Information**

In addition to community consultations and a parent survey, several data sets including the 2021 Census, Ontario Works Caseload and the Early Development Instrument (EDI) as well as information and mapping of major employer locations and infrastructure, were used to inform decisions regarding the Counties 2022-2026 CWELCC Directed Growth Strategy.

**CURRENT LICENSED CHILD CARE SYSTEM**

The current licensed child care system in Leeds and Grenville is a patchwork of centre-based, school-based, and licensed home child care spaces that are predominately located in more populated areas of Leeds and Grenville. These programs are delivered by 17 unique child care operators including eleven (11) non-profit, one (1) School Board Directly Operated and five (5) for-profit entities. Of the current 2,994 licensed child care spaces in the community, sixty-eight percent (68%) of these licensed spaces serve solely kindergarten/school-age children.

Given the disproportionate number of licensed child care spaces for infant, toddlers and preschool children as opposed to those for kindergarten and school-age children, the Counties' CWELCC Directed Growth Strategy will focus on increasing the number of net new infant, toddler and preschool spaces in the system. In cases where a designated community lacks any existing licensed childcare spaces for children older than preschool age, centre-based space creation for kindergarten age children may be approved; however, only where it is created in conjunction with the creation of net new licensed spaces for infant, toddler and/or preschool children (e.g. Family Grouping, Licensed Home Provider, etc.).

<b>CENTRE-BASED SPACES</b>				
<b>Region</b>	<b>Licensed Spaces</b> <i>(Infant, Toddler, Preschool or Family Grouping)</i>	<b>Operating Spaces</b> <i>(Infant, Toddler, Preschool or Family Grouping)</i>	<b>Licensed Spaces</b> <i>(Kindergarten, School-Age)</i>	<b>Operating Spaces</b> <i>(Kindergarten, School-Age)</i>
<b>1</b>	76	58	73	28
<b>2</b>	400	380	785	477
<b>3</b>	109	108	282*	222
<b>4</b>	294	266	777	450
<b>5</b>	86	69	112	94
<b>TOTAL</b>	<b>965</b>	<b>881</b>	<b>2029</b>	<b>1271</b>

\*Note: Does not include licensed spaces located at Wellington Public School in Prescott. Spaces have never been Operational.

<b>LICENSED HOME CHILD CARE SPACES</b>					
<b>Region</b>	<b>Total Number of Licensed Child Care Home Providers</b>	<b>Licensed Spaces <i>(Infant, Toddler or Preschool)</i></b>	<b>Operating Spaces <i>(Infant, Toddler or Preschool)</i></b>	<b>Licensed Spaces <i>(Kindergarten, School-Age)</i></b>	<b>Operating Spaces <i>(Kindergarten, School-Age)</i></b>
<b>1</b>	0	0	0	0	0
<b>2</b>	1*	6*	6*	0*	0*
<b>3</b>	2	12	11	0	0
<b>4</b>	8	45	40	3	3
<b>5</b>	1	5	5	1	1
<b>TOTAL</b>	<b>12</b>	<b>68</b>	<b>62</b>	<b>4</b>	<b>4</b>

\*Note: Additional Licensed Home Child Care Providers exist in this community and are contracted through a child care Operator whose head office is not located in Leeds and Grenville; therefore, the number of home providers/spaces is unknown.

### **DESIGNATED COMMUNITIES FOR CWELCC DIRECTED GROWTH**

Based on the Provincial CWELCC Directed Growth Strategy criteria, feedback from families as well as a comprehensive review of all available community data, the following communities and locations (school-based versus community-based) have been designated for net new CWELCC spaces.

<b>SCHOOL BASED LOCATIONS</b>					
<b>Region</b>	<b>Designated Community</b>	<b>Opening Date</b>	<b>School</b>	<b>No. New Spaces</b>	<b>Designated Operator</b>
<b>2</b>	Kemptville	November 2022	Kemptville Public School	49*	North Grenville Learning Centre
<b>4</b>	Brockville	Fall 2023	Westminster Public School	15	Educare Children's Centre

<b>SCHOOL BASED LOCATIONS</b>					
<b>Region</b>	<b>Designated Community</b>	<b>Opening Date</b>	<b>School</b>	<b>No. New Spaces</b>	<b>Designated Operator</b>
<b>4</b>	Brockville	Fall 2024	556 King Street, West	43**	Kampus Kids Early Learning Centre Inc.
<b>2</b>	Kemptville	Fall 2026	New School CECCE	13***	Conseil des écoles catholique du Centre Est
<b>Total New School Based Spaces Created/To Be Created</b>					<b>120</b>

\*Note: Considered net new spaces only if the Leahurst child care program site located in Kemptville and operated by the North Grenville Learning Centre, re-opens.

\*\*Note: Considered net new spaces only if the current child care program operating out of Commonwealth Public School in Brockville remains operational with the current Operator or as contracted through a new Operator.

\*\*\*Note: This total number of net new spaces may increase as Conseil des écoles catholiques du Centre-est has submitted a funding request, with the support of the Counties, to add an additional room to this site which would result in additional francophone child care spaces being created in Kemptville.

All school-based child care spaces identified as part of the CWELCC Direct Growth Strategy and noted in the chart above, were approved by the Government of Ontario between 2017 to 2022 and are required by the Province to be included as part of the total number of CWELCC spaces allocated to Leeds and Grenville. The Operator that has been designated to operate these programs was selected at the time of application for the project.

<b>COMMUNITY BASED LOCATIONS</b>					
(Centre Site and/or Licensed Home Child Care Site)					
<b>Region</b>	<b>Designated Community</b>	<b>Opening Date</b>	<b>Location/Building</b>	<b>No. New Spaces</b>	<b>Designated Operator</b>
<b>2</b>	Kemptville	February 2023	Madison Montessori Academy	6	April Hughes (Owner)



<b>COMMUNITY BASED LOCATIONS</b>					
(Centre Site and/or Licensed Home Child Care Site)					
<b>1</b>	Portland	2024-2026	TBD	40	TBD
	Seeley's Bay	2024-2026	TBD		TBD
	Lombardy	2024-2026	TBD		TBD
<b>3</b>	Cardinal	2024-2026	TBD	66	TBD
	Spencerville	2024-2026	TBD		TBD
	Prescott	2024-2026	TBD		TBD
<b>4</b>	Brockville	2024-2026	TBD	100	TBD
<b>5</b>	Gananoque	2024-2026	TBD	65	TBD
	Lansdowne	2024-2026	TBD		TBD
	Athens	2024-2026	TBD		TBD
<b>Total New Community Based Spaces Created/To Be Created</b>					<b>277</b>

The designated community-based child care spaces as outlined in the above chart can be net new licensed home child care spaces, net new child care centre spaces or a combination of both. The creation of centre spaces is; however, subject to the availability of an existing building in the designated community that has the ability, with or without renovation, to meet the requirements of a licensed child care program. Building requirements for licensed child care centres are outlined in the Provincial Child Care and Early Years Act (CCEYA) and are subject to the approval of the Ministry of Education Child Care Quality Assurance and Licensing Branch, municipal by-law requirements, Leeds, Grenville and Lanark Public Health requirements as well as current building and fire codes.

In cases where options for the creation of community-based spaces are non-existent, cost prohibitive or would exceed the implementation timeline, the Counties reserves the right to move designated CWELCC spaces to another community.

## **OPERATOR SELECTION**

### **Expression of Interest**

To ensure a fair and transparent process for the awarding of the contract to open/operate the identified 397 child care spaces as outlined in this strategy, the Counties will undertake a public Expression of Interest process.

### **Auspice**

The Ministry of Education has set the required ratio of not-for-profit versus for-profit licensed child care spaces for children age 0 to 5 years, that must be created in each CMSM region under the CWELCC Directed Growth Strategy. CMSM/DSSABs where less than 90% of their spaces for infant, toddler, preschool, kindergarten and school-age children are currently not-for-profit must maintain their threshold when introducing the new CWELCC spaces. Alternately, CMSM/DSSABs where 90% or more of their current spaces are not-for-profit are permitted to reduce their current rate of not-for-profit new spaces to 90% with the introduction of CWELCC spaces.

Of the current licensed infant, toddler, preschool, kindergarten and school-age child care spaces in Leeds and Grenville, 78% of these spaces are operated as not-for-profit spaces. The remaining 22% of the spaces are operated by a for-profit Operator. Based on this ratio, of the 397 CWELCC spaces being created in our community and including all spaces already created under this initiative, 310 of 397 CWELCC Directed Growth Strategy spaces must be operated by not-for-profit Operators and a maximum of 87 of the spaces may be operated by a for-profit Operator.

### **Family Access to Spaces**

To ensure that families, as outlined in the Provincial CWELCC Directed Growth Strategy criteria, have access to the 397 spaces being created, all community-based child care spaces created as part of the initiative will be subject to a centralized intake and placement process that will be coordinated by the Counties.

### **Program Design**

Leeds and Grenville is rich in local assets including expansive waterways, abundant forestry lands, the Canadian Shield, a growing arts community, robust agricultural operations and

manufacturing excellence. As such, programs and spaces created under the CWELCC Directed Growth Strategy should reflect these assets in both design and operation, while also honouring the indigenous people who first lived on the lands that encompass the communities of Leeds and Grenville.

### **Program Pedagogy**

How Does Learning Happen? Ontario's Pedagogy for the Early Years, serves as the foundational document for the CCEY System in Ontario. This document, produced by the Ontario Government, sets out a view of children, parents, caregivers and educators as competent, capable, curious and rich in potential and experience.

The Counties is committed to ensuring that the licensed child care system in our community is designed, built and operated with an inclusive, diverse, accessible and equitable lens. This means that child care spaces and programming are intentionally created to ensure that children with special needs, as well as children living in underservice communities and vulnerable populations, are welcomed and feel valued as well a sense of belonging in the program.

Operators selected to operate spaces created under the Counties CWELCC Directed Growth Strategy are expected to align program practices with this pedagogy.

### **Enrollment in CWELCC**

An Operator selected to operate spaces as outlined in this CWELCC Directed Growth Strategy is required to either currently hold or enter into a Service Agreement with the Counties for CWELCC and is required to maintain their enrollment in CWELCC through to the end of 2026.

### **Parent Fees**

The Government of Ontario introduced legislation in 2022 that sets out the maximum allowable daily fee that may be charged to families, for all new licensed child care programs participating in CWELCC.

Operators, including new home providers, selected under the Counties CWELCC Directed Growth Strategy are required to abide by this legislation, as well as, all rules/requirements associated with enrollment in CWELCC.

## **CWELCC DIRECTED GROWTH FUNDING**

### **Start-Up Grant Funding: School Based Location**

Funding is available to assist with school-based program start-up expenses associated with the new program/site. This includes funding for expenses such as:

- Play-Based Toys and Equipment
- Office Furniture
- Technology
- Signage

### **Start-Up Grant Funding: Community Based Location (Centre Based)**

Funding is available to assist with community-based location building renovation and start-up expenses associated with the new program/site. This includes funding for expenses such as:

- Minor capital renovation (i.e. plumbing, painting, minor construction, etc.)
- Play-Based Toys and Equipment
- Office Furniture
- Technology
- Signage

### **Start-Up Grant Funding: Community Based Location (Licensed Home)**

Funding is available to assist existing Licensed Home Child Care Program Operators with start-up expenses associated with opening new provider homes. This includes funding for expenses such as:

- Play-Based Toys and Equipment (For loan to Home Providers)
- Materials

Where a Licensed Child Care Operator is new to the operation of licensed home child care, additional start-up funding to assist with the creation of office space for the Home Visitor as well

as for storage of toys, equipment, etc. to be loaned to home providers, may be available. This includes funding for expenses such as:

- Minor capital renovation (i.e. painting, minor construction, IT installation, etc.)
- Office Furniture
- Technology
- Signage

### **Program Operating Funding**

Operators selected to operate CWELCC spaces under this initiative will receive ongoing CWELCC Operating Funding to offset program operational expenses (e.g. rent, insurance, program expenses, etc.). This funding is intended to offset the ongoing reduction in parent fee revenue as well as address increasing inflationary and operational expenses. The amount of the funding allocation is calculated based on number of spaces, age group and the program's annual operating expenses.

### **Workforce Compensation Funding**

Operators selected to operated CWELCC spaces under this initiative will receive Workforce Compensation Funding to support the recruitment and retention of Registered Early Childhood Education (RECE) staff.

### **QUESTIONS/INQUIRIES**

For more information on the Counties 2022-2026 CWELCC Directed Growth Strategy, please contact:

Children's Service Department  
Community and Social Services Department  
United Counties of Leeds and Grenville  
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