

# Issues in for-profit and not-for-profit childcare

## Introduction

The following resources are pertinent to the issue of auspice (used here to mean for-profit or not-for-profit status) in early learning and child care in Canada. Materials are organized by their main topic, with further division into Canadian and international documents. Finally, materials pertaining to two case studies are provided (Australia and the United States). These sections feature research and analysis on the issue of auspice in those countries as well as a selection of related news articles.

Each section features both documents available in full-text online and/or in print from the Childcare Resource and Research Unit's resource collection. The Childcare Information Reference Collection's (CIRC) database is searchable online at <http://www.circonline.ca/> <sup>[1]</sup>.

In cases in which documents are available in print only, CIRC ID numbers and links to the CIRC entries have been provided. Print documents can be obtained by [contacting](#) <sup>[2]</sup> the CRRU.

This file will be periodically updated and additional materials will be added as they become available.

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### Tags:

[quality](#) <sup>[3]</sup>

[privatization](#) <sup>[4]</sup>

## Observed Quality

### Canadian documents

For a thorough list of academic literature on the issue of privatization see: [CRRU Briefing Note: Research evidence on selected aspects of for-profit/non-profit child care programs: A bibliography](#) <sup>[5]</sup>

#### **Alberta's daycare controversy: From 1989 to 2009 and beyond**

T. Langford

SOURCE: Athabasca University Press. 2011

EBook in pdf (424pp.) <sup>[6]</sup>

#### **An economic perspective on the current and future role of nonprofit provision of early learning and child care services in Canada: Final report.**

Cleveland, Gordon; Forer, Barry; Hyatt, Douglas; Japel, Christa & Krashinsky, Michael. (2007). University of Toronto, University of BC & Université du Québec à Montréal

[Full article in pdf](#) <sup>[7]</sup>

#### **The non-profit advantage: Producing quality in thick and thin child care markets**

G. Cleveland & M. Krashinsky

SOURCE: Toronto: University of Toronto at Scarborough, Division of Management. 2005.

[Full report in pdf](#) <sup>[8]</sup>

#### **The quality gap: A study of non-profit and commercial child care centres in Canada**

This report analyzes the You Bet I Care! data set to explore quality differences in non-profit and commercial child care.

G. Cleveland & M. Krashinsky

SOURCE: Toronto: University of Toronto at Scarborough, Division of Management. 2005.

#### **Enquête québécoise sur la qualité des services de garde éducatifs: Grandir en qualité 2003 [Québec survey on the quality of educational daycare]**

A survey of regulated child care services across Quebec conducted in the spring of 2003 with the objective of describing the quality of child care services.

SOURCE: Gouvernement de Québec. Institut de la statistique du Québec (ISQ), 2004

- [Full report in French](#) <sup>[9]</sup>

- [Project description in English](#) <sup>[10]</sup>

- Report highlights in English: [Childcare centre daycare \(Installations de CPE\)](#) <sup>[11]</sup>, [home daycares coordinates by childcare centres \(CPEs\)](#) <sup>[12]</sup>, [private centre daycares](#) <sup>[13]</sup>

PowerPoint slides from a presentation entitled **Child care quality: Results from the longitudinal study on child development in Quebec (ÉLDEQ)** (R. Tremblay, C. Japel & S. Côté to the European Society for Social Pediatrics annual meeting), In print: CIRC ID# 17659

A report entitled **Are young children in Quebec well cared for? Towards an integrated policy for the development of human resources** (R. Tremblay, C. Japel & S. Côté presented to the Committee of Social Affairs of the National Assembly of Quebec, translation by Christine Schippers, Manitoba Centre for Health Policy), In print: CIRC ID# 17784

**Child care by default or design?: An exploration of differences between non-profit and for-profit Canadian child care centres using the You Bet I Care! data sets**

This analysis is based on the You Bet I Care! data sets, especially Report 2: Caring and learning environments: Quality in child care centres across Canada.

G. Doherty, M. Friendly & B. Forer

SOURCE: Toronto: Childcare Resource and Research Unit, University of Toronto, 2002

- [Report in pdf](#) <sup>[14]</sup>

- [BRIEFing Note in pdf](#) <sup>[15]</sup>

**The deficiencies of commercial day care**

S. Prentice

SOURCE: Policy Options, 18 (1): 42-46. Montreal: Institute for Research on Public Policy, 1997

In print: CIRC ID# 9967

**A sociological examination of the child care auspice debate**

Number 6 in CRRU's Occasional Paper series, this report is an edited version of a PhD dissertation submitted by the author to the Department of Sociology, University of Calgary.

B. Friesen

SOURCE: Toronto: Childcare Resource and Research Unit, University of Toronto. 1995.

[Report in pdf](#) <sup>[16]</sup>

In print: **The original dissertation, A sociological examination of the effects of auspice on day care quality**, CIRC ID# 6234

**The Atlantic Day Care Study and the Child Care Management Study**

This article reports the studies' findings related to quality and auspice.

M. Lyon & P. Canning

SOURCE: Linking Research to Practice: A Canadian Forum: 253-258. Ottawa: Canadian Child Care Federation, 1999

In print: CIRC ID# 13576

**Auspice, location, provincial legislation and funding of day care in Atlantic Canada: Relationships with centre quality and implications for policy**

M. Lyon & P. Canning

SOURCE: Canadian Journal of Research in Early Childhood Education, 6 (2): 139-155

In print: CIRC ID# 10704

**The Atlantic day care study**

M. Lyon & P. Canning

SOURCE: Halifax: Mount Saint Vincent University. 1995.

In print: CIRC ID# 8842

**Profit and non-profit day care: A comparison of quality, caregiver behaviour, and structural features**

D. Mill, N. Bartlett & D.R. White

SOURCE: Canadian Journal of Early Childhood Education, 4 (2): 45-53, 1995

In print: CIRC ID# 7157

See also:

**The business of child care: The issue of auspice** [See Reviews and overviews section]

## International documents

**For-profit/nonprofit differences in center-based child care quality: Results from the National Institute of Child Health and Human Development Study of Early Child Care and Youth Development**

Stout Sosinsky, L., Lord, H., Zigler, E.

SOURCE: Journal of Applied Developmental Psychology 28 390-410. 2007

Full paper in pdf <sup>[17]</sup>

#### **Differences between community owned and privately owned early childhood education and care centres: A review of evidence**

L. Mitchell

SOURCE: Wellington, New Zealand: New Zealand Council for Educational Research. 2002.

- Full paper in pdf <sup>[18]</sup>

#### **Child care center quality differences: The role of profit status, client preferences, and trust**

J. Morris & S. Helburn

SOURCE: Noprofit and Voluntary Sector Quarterly, 29 (3): 377-399. 2000.

In print: CIRC ID# 14850

#### **Teacher-child interaction and child-care auspices as predictors of social outcomes in infants, toddlers, and preschoolers**

K. McCartney, S. Scarr, A. Rocheleau, et al.

SOURCE: Merrill-Palmer Quarterly, 43 (3): 426-450. 1997.

In print: CIRC ID# 11298

#### **Cost, quality, and child outcomes study**

SOURCE: Denver: University of Colorado. 1995.

In print:

Technical report, CIRC ID# 7966

Executive summary, CIRC ID# 8892

#### **Who cares? Child care teachers and the quality of care in America: Final report of the National Child Care Staffing Study**

M. Whitebook, C. Howes & D. Phillips

SOURCE: Berkely, California: Child Care Employee Project. 1990.

In print:

Main report, CIRC ID# 3511

Executive summary, CIRC ID# 3259

#### **The social policy context of child care: Effects on quality**

This article provides an analysis of data from the National Child Care Staffing Study.

D. Phillips, C. Howes, M. Whitebook

SOURCE: American Journal of Community Psychology, 20 (1): 25-51. 1992.

In print: CIRC ID# 6065

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#### **Tags:**

quality <sup>[3]</sup>

privatization <sup>[4]</sup>

# Wages and working conditions

## Canadian documents

#### **Child care workers' wages: New evidence on returns to education, experience, job tenure and auspice**

G. Cleveland & D. Hyatt

SOURCE: Journal of Population Economics, 15: 575-597. 2002.

In print: CIRC ID# 15845 <sup>[19]</sup>

#### **You Bet I Care! Report 1: A Canada-wide study on wages, working conditions, and practices in child care centres**

G. Doherty, D. Lero, H. Goelman, A. LaGrange & J. Tougas

SOURCE: Guelph: University of Guelph. 2000.

Report in pdf <sup>[20]</sup>

See also:

**A decade of decline: Regulated child care in Manitoba, 1989-1999** [See Compliance with regulation section]

**Who cares? Child care teachers and the quality of care in America: Final report of the National Child Care Staffing Study** [See Observed quality section]

**Inside the pre-K classroom: A study of staffing and stability in state-funded prekindergarten programs** [See Stability section]

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[staff](#) <sup>[21]</sup>

[privatization](#) <sup>[4]</sup>

# Stability

## Canadian documents

**Hidden fragility: Closure among child care services in BC**

P. Kershaw, B. Forer & H. Goelman

SOURCE: Vancouver: Human Early Learning Partnership, University of British Columbia. 2004.

Report in [pdf](#) <sup>[22]</sup>

## International documents

**Inside the pre-K classroom: A study of staffing and stability in state-funded prekindergarten programs**

D. Bellm, A. Burton, M. Whitebook, L. Broatch & M. Young

SOURCE: Washington, DC: Center for the Child Care Workforce. 2002.

Report in [pdf](#) <sup>[23]</sup>

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[staff](#) <sup>[24]</sup>

[privatization](#) <sup>[4]</sup>

# Compliance with regulation

### *Canadian documents*

**A decade of decline: Regulated child care in Manitoba, 1989-1999**

S. Prentice

SOURCE: Winnipeg: Canadian Centre for Policy Alternatives - Manitoba. 2000.

Report in [pdf](#) <sup>[25]</sup>

**A study on compliance with the Day Nurseries Act at full-day child care centres in Metropolitan Toronto**

S. West

SOURCE: Government of Ontario. Ministry of Community and Social Services. 1988.

In print: [CIRC ID# 2502](#) <sup>[26]</sup>

**Garderies à but lucratif et garderies sans but lucrative subventionnées: Vers une évaluation de la qualité**

C. DeGagné & M.P. Gagné

SOURCE: Gouvernement de Québec. Office des services en garde à l'enfance. 1988.

In print: [CIRC ID# 3010](#) <sup>[27]</sup>

### *International documents*

**Program quality and licensure in day care centers and family day care homes**

R. Fiene & S. Melnick

SOURCE: Pennsylvania Office of Children, Youth and Families. 1989.

In print: [CIRC ID# 4802](#) <sup>[28]</sup>

**Quality, compliance with regulations and children's development: The Pennsylvania study**

S. Kontos & R. Fiene

SOURCE: D. Phillips (ed.) Quality in child care: What does the research tell us? pp. 57-79. 1987. Washington, DC: National Association for the Education of Young Children.

In print: [CIRC ID# 2604](#) <sup>[29]</sup>

# Organizational behaviour

## *Canadian documents*

### **Organizational structure and behaviour in day care: Differences between non-profit and for-profit centres**

Analysis of data from Child Care Management Study.

P. Canning

SOURCE: Canadian Journal of Infancy & Early Childhood, 9 (2): 67-78. 2002.

In print: CIRC ID# 17331 <sup>[30]</sup>

See also:

**A sociological examination of the child care auspice debate** [See Observed Quality section]

**Garderies à but lucratif et garderies sans but lucratif subventionnées: Vers une évaluation de la qualité** [See Compliance with regulations section]

**Child care by default or design?: An exploration of differences between non-profit and for-profit Canadian child care centres using the You Bet I Care! data sets** [See Observed quality section]

**You Bet I Care! Report 1: A Canada-wide study on wages, working conditions, and practices in child care centres** [See Wages and working conditions section]

## *International documents*

### **Sector distinctive administrative attitudes and practices among for-profit and nonprofit child care providers: A social judgment analysis**

E. Gelles

SOURCE: Portland: The Aspen Institute, Portland State University. 2002.

In print: CIRC ID# 17258 <sup>[31]</sup>

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# Financing

## *Canadian documents*

### **Financing early learning and child care in Canada**

Discussion paper prepared for the Canadian Council on Social Development's Child Care for a Change! conference.

G. Cleveland and M. Krashinsky

SOURCE: Ottawa: Canadian Council on Social Development. 2004.

Paper in pdf <sup>[32]</sup>

### **Financing ECEC services in OECD countries**

G.Cleveland & M. Krashinsky

SOURCE: Paris: Organisation for Economic Cooperation and Development. 2003.

Report in pdf <sup>[33]</sup>

## *International documents*

### **The ABCs of child care in a mixed economy: A comparison of public and private sector alternatives**

M. Meyers

SOURCE: Social Service Review,64: 259-279. 1990.

In print: CIRC ID# 6016 <sup>[34]</sup>

# International trade issues

### **Establishing a national system of early learning and child care in light of Canada's obligations under NAFTA and the WTO**

S. Shrybman

SOURCE: Ottawa: Canadian Union of Public Employees. 2004.

Report in pdf <sup>[35]</sup>

# Reviews and overviews

## *Canadian documents*

### **For-profit child care: Past, present and future**

S. Prentice

SOURCE: Childcare Resource and Research Unit, University of Toronto. 2005.

Full report in pdf <sup>[36]</sup>

### **The business of child care: The issue of auspice**

S. Prentice

SOURCE: Chapter in L. Prochner and N. Howe (Eds.) Early childhood care and education in Canada: 273-289. Vancouver: University of British Columbia Press. 2000.

In print: CIRC ID# 14503 <sup>[37]</sup>

### **Factors related to quality in child care: A review of the literature**

See pp. 60-64 for discussion of auspice

G. Doherty

SOURCE: Ontario. Ministry of Community and Social Services. 1991.

In print: CIRC ID# 3759 <sup>[38]</sup>

### **Daycare for profit: Where does the money go?**

Brief presented to The Special Committee on Childcare, Toronto, Ontario, May 8, 1986

M. Friendly

SOURCE: Toronto: Childcare Resource and Research Unit, University of Toronto. 1986.

In print: CIRC ID# 3401 <sup>[39]</sup>

### **International documents**

#### **Gambling on the market: The role of for-profit provision in early childhood education and care**

Penn, Helen

Source: Journal of Early Childhood Research. 2011

ordering info <sup>[40]</sup>

#### **Examining profit and nonprofit child care: An odyssey of quality and auspices**

S. Kagan

SOURCE: Journal of Social Issues, 47 (2): 87-104. 1991.

In print: CIRC ID# 4192 <sup>[41]</sup>

## Case study: Australia

### Research and analysis

The giant in the playground: investigating the reach and implications of the corporatisation of child care provision. <sup>[42]</sup>

Press, Frances & Woodrow, Christine. (2009). Sydney University Press.

The corporatization of Australian childcare: Towards an ethical audit and research agenda <sup>[43]</sup>

Sumsion, Jennifer

Journal of early Childhood Research. 2006, 4(2), 99-120.

ABC Learning Centres: A case study of Australia's largest child care corporation. <sup>[44]</sup>

Rush, emma & Downie, Christian

Source: The Australian Institute

A town hall meeting on child care: Framing the BC action plan <sup>[45]</sup>

Includes a lecture by Lynne Wannan about the Australian experience with for-profit child care.

Source: Working TV, Coalition of Child Care Advocates of B.C. & the B.C. Government and Service Employees' Union, October 7, 2005.

Video and audio clips available for download.

Australia: Child care and state-centered feminism in a liberal welfare regime

D. Brennen

SOURCE: In S. Michel & R. Mahon (Eds.) Child care policy at the crossroads: 95-112. New York: Routledge. 2002.

In print: CIRC ID# 16291 <sup>[46]</sup>

Child care in Australia: The rights of children and child care workers

B. Nyland

SOURCE: Development, 44 (2): 81-85.

In print: CIRC ID# 17238 <sup>[47]</sup>

The market rules...OK?

D. Brennen

SOURCE: In The politics of Australian child care: Philanthropy to feminism and beyond: 205-227. Cambridge: Cambridge University Press. 1998.

In print: CIRC ID# 12589 [48]

**Millions milked in child care industry** [49]

J. Kirby

SOURCE: Business Resources Whitepapers, November 13, 2003.

## News articles

**Australia - Childcare reformed in wake of ABC collapse** [50]

Penn, Helen

SOURCE: Nursery World. 2010

**Child care chains damned - by insiders** [51]

Horin, Adele

SOURCE: Sydney Morning Herald, 2006

**Beware of corporate day cares: analyst** [52]

CBC News, October 13, 2005.

**Families 'saddled' with child care debt** [53]

SOURCE: Courier-Mail, October 7, 2005.

**Loan scheme on offer for child care** [54]

S. Peatling

SOURCE: Sydney Morning Herald, July 6, 2005.

**Dressed to oppress** [55]

J. Hildebrandl

SOURCE: Daily Telegraph, June 30, 2005.

**Child care fees soar - if you can find it** [56]

S. Peatling

SOURCE: Sydney Morning Herald, June 30, 2005.

**Yes, ex-minister, you're hired** [57]

A. Fraser

SOURCE: The Australian, March 17, 2005.

**New ABC child care centre probed** [58]

J. Dowling

SOURCE: The Age, March 13, 2005.

**Canadian mines 'big-box' daycare** [59]

L. Monsebraaten

SOURCE: Toronto Star, February 5, 2005.

**Child care centres big business in 2004** [60]

SOURCE: Sydney Morning Herald, January 1, 2005.

**Corportised child care to face scrutiny** [61]

J. Dowling and W. Birnbauer

SOURCE: The Age, December 5, 2004.

**ABC child care empire looks to grow** [62]

SOURCE: The Age, September 13, 2004.

**Cost of child care has far outstripped inflation, say unions** [63]

L. Martin

SOURCE: Sydney Morning Herald, September 7, 2004.

**Rising fees shut 23,000 out of child care** [64]

A. Horin

SOURCE: Daily Telegraph, May 7, 2004.

**A woman's place is in the struggle: The business of child care** [65]

S. Stephen

SOURCE: Green Left Weekly, December 3, 2003.

### Millions milked in child care industry <sup>[49]</sup>

J. Kirby

SOURCE: The Age, November 17, 2003.

### Making profits out of preschoolers <sup>[66]</sup>

A. Summers

SOURCE: Sydney Morning Herald, November 11, 2002.

### The selling out of children's services <sup>[67]</sup>

E. Jokovich

SOURCE: The Rattler, Summer 2002.

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outcomes <sup>[68]</sup>

# Case study: Corporate childcare expanding in Canada

## Research and Analysis

### Alberta government must change our child care policies <sup>[69]</sup>

Moore-Kilgannon, Bill

SOURCE: Public Interest Alberta, 2010

- Press release

### Canada's children not for sale: CUPE sounds the alarm about the latest big box child care operator in Canada <sup>[70]</sup>

Canadian Union of Public Employees, 2010

- article

- backgrounder

### Alberta's day care controversy: From 1908 to 2009 and beyond <sup>[71]</sup>

Langford, Tom

SOURCE: Athabasca University Press

- Ebook in pdf (424 pp.)

### Edleun commences national expansion through acquisition of six centres in British Columbia <sup>[72]</sup>

Edleun Group Inc.

SOURCE: Canadian News Wire, 2011

Edleun to expand BC presence by acquiring Vancouver area centre (link no longer available)

Edleun Group, Inc.

SOURCE: Canadian News Wire, 2011



Public schools no home for corporate childcare <sup>[73]</sup>

Public Interest Alberta, 2011

- Media release Apr 13

- Media release May 10

## News articles

Edmonton schools reject for-profit daycare <sup>[74]</sup>

SOURCE: CBC News, 2011

Edleun completes acquisition of two child care centres <sup>[75]</sup>

SOURCE: Canadian News Wire, 2011

Public school board rejects company's bid for space <sup>[76]</sup>

Pratt, Sheila

SOURCE: Edmonton Journal, 2011

All-day kindergarten under threat? <sup>[77]</sup>

Monsenbraaten, Laurie

SOURCE: Toronto Star, 2010

Purchase of six additional childcare centres advances Edleun's growth strategy <sup>[78]</sup>

SOURCE: Canadian News Wire, 2010

Edleun eager to expand outside Alberta <sup>[79]</sup>

Ladurantaye, Steve

SOURCE: Globe and Mail, 2010

Coming soon: big box babycare (link no longer available)

Scott Howell, Trevor

SOURCE: Fast Forward, 2010

Fast-growing firm buys three city daycares (link no longer available)

SOURCE: Calgary Herald, 2010

Beware of corporate day cares: analyst <sup>[80]</sup>

Canadian mines 'big-box' daycare <sup>[81]</sup>

Monsebraaten, Laurie

SOURCE: Toronto Star, 2005

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Tags:

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## Case study: United States

### Research and analysis

**Booming economy fuels continued expansion of for-profit child care**

R. Neugebauer

SOURCE: *Child Care Information Exchange*, 131: 18-21, 2000

In print: CIRC ID# 13833 <sup>[82]</sup>

**Caring for profit: The social, economic and political significance of for-profit child care**

M.Tuominen

SOURCE: *Social Service Review*, 65 (3): 450-467. 1991.

In print: CIRC ID# 8063 <sup>[83]</sup>

**The politics of federal day care regulations**

J. Nelson Jr.

SOURCE: Chapter in Edward Zigler & Edmund Gordon (Eds.) *Day care: Scientific and social policy issues: 267-306*. Boston: Auburn House, 1982.

In print: CIRC ID# 1573

<sup>[84]</sup>

See also:

**Examining profit and nonprofit child care: An odyssey of quality and auspices** [See Reviews and overviews section] <sup>[85]</sup>

**The ABCs of child care in a mixed economy: A comparison of public and private sector alternatives** [See Financing <sup>[86]</sup> section]

### News articles

**Child care firm is part of merger worth \$1 billion** <sup>[87]</sup>

SOURCE: Statesman Journal, November 10, 2004

<sup>[88]</sup>

**The rich-poor gap in decent preschools** <sup>[89]</sup>

R. Kuttner

SOURCE: Boston Globe, November 20, 2002

<sup>[90]</sup>

**Child care for profit: Over there**

SOURCE: *The Economist*, August 8, 1992

In print: CIRC ID# 8501 <sup>[91]</sup>

**Quality sacrificed in proprietary child care**

S. Meisels and S. Sternberg

SOURCE: *Education Week*, June 7, 1989

In print: CIRC ID# 3433 <sup>[92]</sup>

**The McChild-Care empire**

D. Bellm

SOURCE: *Mother Jones*, April 1987

In print: CIRC ID# 3061 <sup>[93]</sup>

**Drive-in day care**

J. Lelyveld

SOURCE: New York Times, June 1977

In print: CIRC ID# 374 <sup>[94]</sup>

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#### Links

[1] <http://www.circonline.ca/>

[2] <https://childcarecanada.org/contact>

[3] <https://childcarecanada.org/category/tags/quality>

[4] <https://childcarecanada.org/category/tags/privatization>

[5] <https://childcarecanada.org/publications/briefing-notes/10/12/research-evidence-selected-aspects-profitnon-profit-child-care-pro>

[6] [http://www.aupress.ca/books/120182/ebook/99Z\\_Langford\\_2011-Albertas\\_Day\\_Care\\_Controversy.pdf](http://www.aupress.ca/books/120182/ebook/99Z_Langford_2011-Albertas_Day_Care_Controversy.pdf)

[7] [http://www.cccabc.bc.ca/res/pubs/pdf/cleveland\\_report\\_mar07.pdf](http://www.cccabc.bc.ca/res/pubs/pdf/cleveland_report_mar07.pdf)

[8] <https://onlinelibrary.wiley.com/doi/abs/10.1002/pam.20440>

[9] <https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-services-educatifs.pdf>

[10] [https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-services-educatifs\\_an.html](https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-services-educatifs_an.html)

[11] [https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-cpe\\_an.pdf](https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-cpe_an.pdf)

[12] [https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-cpe-milieu-familial\\_an.pdf](https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-cpe-milieu-familial_an.pdf)

[13] [https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-garderie-privée\\_an.pdf](https://www.stat.gouv.qc.ca/statistiques/education/milieu-garde/qualite-garderie-privée_an.pdf)

[14] <https://childcarecanada.org/sites/default/files/OP18.pdf>

[15] <https://childcarecanada.org/sites/default/files/BNauspiceENG.pdf>

[16] <https://childcarecanada.org/sites/default/files/op6.pdf>

[17] [https://www.researchgate.net/publication/223375271\\_For-profitnonprofit\\_differences\\_in\\_center-based\\_child\\_care\\_quality\\_Results\\_from\\_the\\_National\\_Institute\\_of\\_Child\\_Health\\_and\\_Human\\_Development\\_Study\\_of\\_Early\\_Child\\_Care\\_and\\_Youth\\_Development](https://www.researchgate.net/publication/223375271_For-profitnonprofit_differences_in_center-based_child_care_quality_Results_from_the_National_Institute_of_Child_Health_and_Human_Development_Study_of_Early_Child_Care_and_Youth_Development)

[18] <https://www.nzcer.org.nz/system/files/11743.pdf>

[19] <http://circonline.ca/cgi-bin/koha/opac-detail.pl?bib=15796&single=1>

[20] <http://www.worklifecanada.ca/page.php?id=58&r=3>

[21] <https://childcarecanada.org/category/tags/salary-enhancement>

[22] <https://www.cpsa-acsp.ca/papers-2004/Kershaw-Goelman.pdf>

[23] [http://www.tecec.org/files/Staffing\\_and\\_Stability.pdf](http://www.tecec.org/files/Staffing_and_Stability.pdf)

[24] <https://childcarecanada.org/category/tags/staff>

[25] [http://childcaremanitoba.org/images/stories/docs/resources/ccreadings/Dec\\_of\\_Dec\\_CCPA.pdf](http://childcaremanitoba.org/images/stories/docs/resources/ccreadings/Dec_of_Dec_CCPA.pdf)

[26] <http://circonline.ca/cgi-bin/koha/opac-detail.pl?bib=2493&single=1>

[27] <http://circonline.ca/cgi-bin/koha/opac-detail.pl?bib=2982>

[28] <http://circonline.ca/cgi-bin/koha/opac-detail.pl?bib=4753&single=1>

[29] <http://circonline.ca/cgi-bin/koha/opac-detail.pl?bib=2592&single=1>

[30] <http://circonline.ca/cgi-bin/koha/opac-detail.pl?bib=17282&single=1>

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