

2 Building capacity in the non-profit child care sector

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About the series

One aspect of Canadian child care provision is that the supply of child care services is too limited to meet demand, unevenly distributed and inequitable in terms of location. The primary reason for this is that “creating” child care services in Canada has mostly been treated as a private responsibility. This private approach is in contrast to public processes where governments take responsibility for ensuring that child care services are developed where and when they are needed.

As Canada begins to fulfill a historic commitment to build a universal early learning and child care system, the challenge of limited, uneven, inequitable child care availability must be tackled systemically—a more publicly managed, planned, intentional approach based on greater public responsibility for ensuring the availability and determining the characteristics and distribution of regulated child care.

This series of short, topical papers covers the importance of designing effective child care expansion strategies and some elements that can contribute to developing them. The series is based on a longer publication, [*Moving from private to public processes to create child care in Canada*](#) (2020), and has been revised and re-developed in this more accessible series format to reflect current Canada-wide policy developments.

MOVING
FROM PRIVATE
TO PUBLIC
PROCESSES.

A SERIES ON
CREATING
CHILD CARE
IN CANADA

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What's the issue?

Not-for-profit child care, which has a long history in Canada, is today the main ownership form of child care centres and family child care agencies. Although there are some notable exceptions, child care provided by non-profit organizations tends to be relatively small scale despite growing prevalence of multi-site child care operations. The most recent available data about their characteristics, which are from 2013, show 58% of non-profit centres were operated by an organization that ran only one centre; median centre size was 50 spaces, with the largest centre included licensed for 180 spaces (Flanagan, Beach, & Varmuza, 2013).

Volunteer boards of directors assume legal, financial and sometimes administrative responsibility for the non-profit child care services so many families and children rely on. These volunteer-led services — especially smaller operations — have limited resources and capacity for dealing with the range of tasks and responsibilities required, sometimes in the face of shifts in government funding or crises such as the COVID-19 pandemic. Thus, the non-profit child care sector's capacity to maintain or expand services has limitations that create barriers to building sufficient child care availability. But the reality is that without a publicly funded, more publicly managed child care system, even well-resourced voluntary non-profit services will struggle. With this in mind, this paper explores elements of building the non-profit sector's capacity to play a significant role in expanding child care services.

What is non-profit child care?

The non-profit sector is composed of non-profit corporations, co-operative organizations and charitable organizations. A non-profit corporation is generally established to provide services or products that will benefit or improve the community. It must then strive to bring

in sufficient resources to support the service (FedDev Ontario Small Business Services, 2020). Resources may include human resources (paid staff and/or volunteers) and funding, which may include grants from governments, contributions from individuals or organizations and/or fees-for-service such as parent fees.

In local communities across Canada, parents have often come together to form a non-profit group to start a child care centre. Non-profit parent-lead child care programs—in common with community-lead and larger, voluntary child care organizations—share a number of characteristics, roles and responsibilities. With respect to child care, a non-profit corporation is led by a volunteer board of directors who undertake the wide variety of tasks required to obtain a license to operate child care. These include: hiring staff, finding appropriate space, outreach to parents and fundraising including finding and applying for any public funding that may be available. As the non-profit child care board is responsible for balancing the centre's books, it charges fees to parents to enable the organization—as the employer of the child care staff—to pay the expenses of the child care operation (staff salaries, as well as rent/mortgage, utilities, food, program supplies etc). Legally, any surplus funds that exceed the cost of operation must be held by the non-profit organization to be used to further its stated purposes.

The non-profit child care volunteer board is legally accountable to its members (which may or may not include parents), to funders, to regulations and, in some cases, to other community organizations. The board of directors holds the license to operate the centre and is legally liable for decisions about service, policy and administration. Usually the board assigns responsibility to the centre director for daily operations. Centre directors exercise leadership daily through these decisions consistent with board approval. To the degree that the board reflects the parent-users and the community, it is a concrete mechanism by which centres are accountable to their constituents.

Non-profit child care, like for-profit child care, is private, not public. The non-profit board of directors is responsible for making decisions about who uses the child care, what the program is, or to close it down if they

so choose, as the collective owners. In addition, they are responsible financially and legally. Non-profit organizations are formal, legal entities that must conform to identified rules and/or regulations (e.g., name search, articles of incorporation, by-laws) that are set out in legislation. Non-profit child care can be set up as federal or provincial non-profit corporations. Non-profit child care organizations tend to operate in one province and often choose to incorporate in that province.

Child care cooperatives

A child care program can be established as a cooperative or “co-op” which has the purpose of meeting the collective needs of its members in contrast to the maximization of profit, although co-ops can be non-profit or for-profit. Generally child care programs incorporated as co-ops are non-profit cooperatives (Ontario Cooperatives Association, 2010).

Non-profit child care as a registered charity

Non-profit organizations have the option to try to register as a charity. To do this, the organization must apply to the Canada Revenue Agency and demonstrate that its purpose(s) meets specified criteria such as the advancement of education and poverty relief. Among differences from other non-profit (non charitable) organizations, charitable organizations may issue tax receipts, receive donations from other charities and donors and be exempt from charging HST for many services. Some non-profit child care organizations are registered as charities and must comply with CRA regulations and file additional reports to CRA on an annual basis.

What’s the context?

In Canada, the community-based voluntary sector is the dominant player in Canada’s mixed child care economy today but this is a fairly recent development. Charitable and religious organizations were the first to develop child care-like services in Canada in the mid-19th century. After World War II and through the 1950s and 60s, full time child care and part time nursery schools—especially for-profits— grew; according to federal government data, in the late 1960s, more than 75% of the

regulated spaces in Canada were operated on a for-profit basis (Human Resources Development Canada, 1995). In 1966 the introduction of Canada's national welfare program, the Canada Assistance Plan (CAP) and its federal-provincial cost-sharing provisions strengthened development of non-profit child care. CAP's provisions required funds to be targeted to families "in need" or "likely to become in need"; most provinces accessed CAP funds under the requirement that cost-shared funds be used only for regulated public or non-profit child care (Friendly, 1994). CAP and another federal program of the 1960s and 1970s, Local Initiatives Projects, which enabled creation of many parent- and community-initiated non-profit child care programs, laid the groundwork for today's large non-profit child care sector.

Susan Prentice (2006) argues that the non-profit "third sector", has taken up the void created by the lack of publicly operated child care in Canada. Traditionally, the main roles of governments have been to license programs, provide public funding for fee subsidies for eligible families and contribute varying levels of operating funds for programs. In this child care model, the gender dimension of the sector is significant: women disproportionately volunteer time and/or expertise in managing child care at the board level in addition to carrying the load at home (Prentice, 2006).

The dominance of the private non-profit sector in Canada is in clear contrast to the family-supportive policies of the Nordic countries where non-profit child care and some for-profit child care has been encouraged or permitted primarily as a supplement to widespread provision of publicly operated child care. In Sweden, for example, municipally operated child care forms the majority of provision, with 15% reported as "non-public". Of the non-public child care, most is non-profit, with parent cooperatives reported as providing 45% and churches another 20% (Nordfeldt, Larsson & Skondal, 2013).

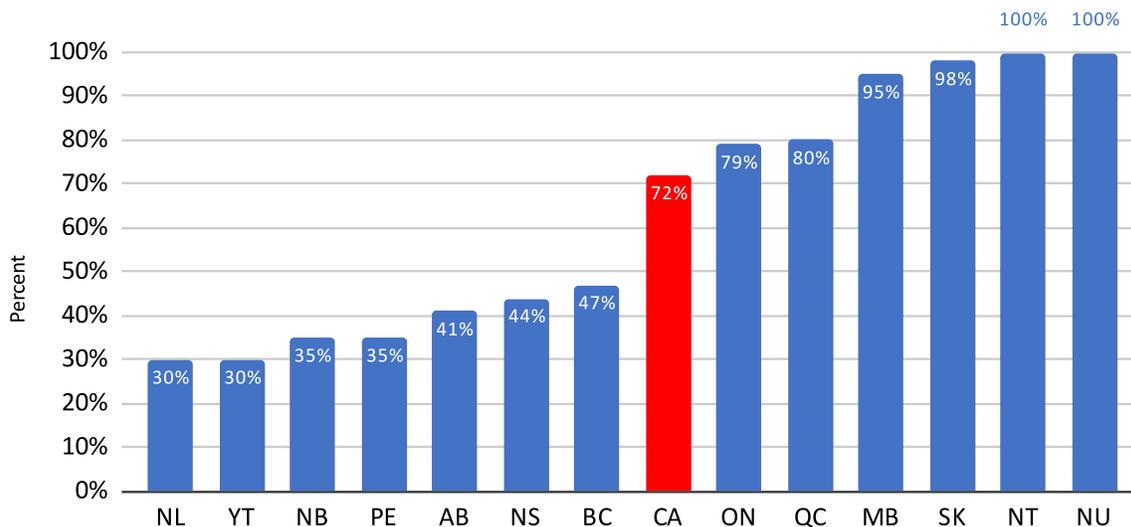
But the tasks of parents or volunteers in a cooperative or any other non-profit forms of child care would be quite different in a country with a publicly funded child care system than in Canada. Child care in Sweden, for example, including private operations, are publicly funded

and much more publicly managed than in Canada (for example, fees are set by government and staff wages are set by collective agreements). Therefore, many roles and responsibilities assigned to volunteers in Canadian non-profit child care are not part of volunteers' tasks in Sweden. This would be the case in other countries with well developed, publicly funded and managed child care systems, such Norway where non-public (non-municipal) child care including cooperatives, churches, women's organizations and entrepreneurs have come to play a larger role over time as the demand for child care has grown. In some countries with substantial public child care provision, non-public services may be operated by religious organizations or to provide particular pedagogical approaches. The case study in this series on child care in Norway describes this.

What's the current state?

Today non-profit child care is the main mode of delivery in Canada as a whole by far: 72% of centre-based spaces, although for-profit provision has been increasing especially in some provinces/territories. (Friendly, Vickerson, Mohamed, Rothman & Nguyen, 2021). However, the proportion of child care centre spaces that are non-profit varies widely by provinces/territories from 100% in Nunavut and NWT, and 98% in Saskatchewan to 30% in Newfoundland and Labrador.

FIGURE 1 Percent of child care spaces that are for not-for-profit by province/territory (2019)



The most current data on characteristics of the non-profit child care sector come from a survey of 1,100 licensed, full day child care programs serving children 0 – 6 years across Canada (Flanagan, Beach & Varmuza, 2013). Some key insights of this research include:

- Median non-profit centre size was 50 spaces; the largest centre in the sample was licensed for 180 spaces;
- 58% of non-profit centres were run by an organization operating only one child care centre;
- 42% of centres were run by an organization operating more than one centre;
- 54.5% operated at least one program in addition to full-day child care for children 0-6;
- The median length of time a centre had been in operation was 20 years. 10% had been in operation for 37 years or more, and 10% had been in operation for less than three years;
- 27% of employers had increased the number of spaces they operated in the past three years, with a median increase of 19 spaces; 20.2% planned to increase the number of spaces within the next 3 years –from 3 to more than 75 spaces;
- 6.4% decreased their capacity by a median of six spaces;
- Within the next three years, 15.5% of the non-profits surveyed planned to open one or more additional centres and 18.5% plan to change the age groups they serve;

As the data show, non-profit child care operations were most often small to medium-sized organizations, and more than half operated only one centre. While these small organizations can engage easily with the parent-users and can quickly respond to their needs, they may have limited supervisory or administrative capacity to deal with financial, human resource, governance, physical plant and program-related issues. The supervisor in a small to medium centre of 50 children – even with the support of the volunteer board of directors – often has limited resources to carry out her multiple, complex tasks that resemble those of an elementary school principal, albeit on a smaller scale.

In contrast, 42% of centres in the survey were part of organizations operating more than one centre – often described as “multi-site” child care programs— and more than half 54.5% of centres were also part of organizations operating at least one program (which could be another type of child care or another type of service) in addition to full-day child care for children 0-6. Both these organizational models are likely to have more human, physical and/or financial resources to draw upon than the single, stand-alone centre.

Multi-site child care organizations may be as modest as two to four centres in one local community under the aegis of one non-profit board or as large as the YMCA, which operates child care centres in many of its 44 member associations across Canada in 1,700 locations. In the Greater Toronto Area (GTA) alone, the [YMCA](#) operates more than 300 child care programs with 33,000 licensed spaces serving infants through school-age children. In a case study developed for a paper in this series on non-standard hours child care, the ability of the Greater Toronto YMCA to provide non-standard hours child care during the pandemic was attributed to the critical mass and substantial resources in the organization (as well as the generous public funding available to deliver the emergency child care services).

Family Day Care Services is another multi-site, multi service agency located in the Greater Toronto Area (GTA). It operates 57 centres for children 0-6 years in three of the municipal regions in the GTA, many school-age programs and regulated family child care, family support programs and child care at non-standard hours. Across a wide range of neighbourhoods, many of these programs are located in schools. It too has attributed its ability to offer hard-to-deliver night time care in part to the agency’s size. Similarly, Ottawa’s Andrew Fleck Children’s Services, with 12 centre-based programs, a family child care agency, an Ontario EarlyON centre, short-term child care and other family services and Discovery Children’s Centre in Winnipeg, a 140 space single site child care centre, identify the advantages of critical mass in having the capacity to deliver their services (Lero, Prentice, Friendly, Richardson & Fraser, 2019).

What are the issues?

These somewhat larger organizations are more likely to have the critical mass that enables them to respond nimbly and efficiently to ongoing challenges of staffing, funding, etc. and to deal handily with crises while continuing the day-to-day responsibilities of operating high quality programs. These organizations may also have more capacity to provide professional development and career laddering for staff. The capacity to maintain and expand child care services through small scale non-profit organizations is limited; a range of resources, especially financial and human, would need to be put in place to scale up the level of capacity needed to ensure sustainability.

However, sustained, substantial and predictable public funding is necessary to enable programs to plan and implement high quality services on an on-going basis while keeping parent fees at reasonable or low rates. Public funds should cover the bulk of operational costs, as they do in Quebec's non-profit centres de la petite enfance (CPE) sector, with affordable parent fees supplementing these operating funds. (See the recommendations of the [Quality Early Learning Network \(QELN\)](#), a group of 18 large non-profit child care agencies (QELN, 2012)).

Unfortunately, in many non-profit child care programs, public funding is either insufficient, unpredictable or both. These situations mean boards of directors must continually balance potential fee increases – which may drive parents away from the centre if they are too high – against staff wages and against labour-intensive, time-consuming and often not sufficiently lucrative fundraising.

The extent of “critical mass” is an important consideration in determining organizational capacity to deliver and expand high quality child care. Smaller non-profit child care organizations are particularly precarious because their size and scale makes it difficult to generate surplus funds that may be available to support the centre in cyclical or unexpected situations, such as the COVID-19 pandemic. Another important consideration is a small non-profit organization's capacity for governance. In a non-profit child care program, particularly in the areas of human resources and financial management, roles and functions

often require special skills. Some communities, especially low income, newcomer or other vulnerable communities, may not have parents with the necessary time or skills to complete the tasks. If there are not enough volunteers with the skills, ability and/or time to carry out the task, then the organization may not be sustainable (Friendly, Doherty & Beach, 2006).

In scaling up child care capacity in Canada, it is expected that the non-profit sector will continue to play a significant role in delivering child care. There may be, for example, situations that preclude the operation of child care by a public body. Thus, in PEI, le commission scolaire de la langue française, the province-wide French school board, worked closely with the community to develop child care services in its French language schools because provincial legislation did not permit the school board to hold the child care license. In Ontario, where a high proportion of licensed child care centre spaces (63%) are located in publicly funded school buildings, the majority of these centre-based spaces (79%) are operated by non-profit organizations (Government of Ontario, 2019).

Can for-profit sector centres be converted to non-profit child care programs?

In exploring options to expand the capacity of the non-profit sector, at times it has been suggested to develop initiatives to “convert” existing for-profit centres to non-profit organizations. This was shown to be more complex than many expected when Ontario took that direction in 1987. The provincial government created a conversion program as one way to implement its promise to develop child care as a “basic public service” over the long term and support growth in the non-profit sector. The Kapelos-Edwards study identified the key differences between non-profit and for-profit child care organizations and highlighted how each used different processes for budgeting, policy development and decision-making. The findings from their focus group sessions with for-profit child care owners and key informants in the child care sector concluded that, in general, the for-profit providers preferred not to convert to non-profit and were, in particular, not in favour of working

for a non-profit board of directors, which would legally become the owner of their centre. They viewed conversion as bringing loss of control, opportunity, income, career and ownership. Those who would consider conversion identified that they would expect compensation for owned or leased property, equipment, reputation and profitability.

The report noted that key expert informants from the community were concerned about too-broad legal definitions of non-profit status that would allow previous commercial owners to dominate the new board of directors without a counter-balance of parents. The view was that it was too easy to liquidate the commercial child care centre and orchestrate the establishment of a non-profit organization that “masqueraded” as a community-based non-profit child care centre without the necessary accountability to the parent-users and/or community (Kapelos-Edwards Group, 1989).

Conclusion

Community solutions such as scaling up the critical mass of the non-profit sector can strengthen its capacity and contribution to the supply of child care services. In addition to bigger organizational capacity, adequate and sustained public funding and more public management are key to strengthening the capacity of the non-profit child care sector. The leadership and vision of policymakers, service providers and community members are needed to move from a market-based approach to a publicly managed system of child care that serves the extensive unmet needs of Canadian families

As Canada moves into the implementation phase to put aspirations for a universal child care system in place, it is timely to think beyond the current arrangements in which each non-profit organization operating child care – as large as the Greater Toronto YMCA or as small as a single site parent cooperative – is responsible for its own governance, operations and financing. One of the basic premises of this paper series (elaborated in [How child care services are created in Canada](#)) is that the absence of sufficient public management structures to develop, expand and maintain child care services will be a barrier to building the universal child care system envisioned.

A transformational shift away from treating child care as a private responsibility to a public responsibility needs to include innovative models of ensuring that the non-profit sector will have the capacity to continue to play a major role. One proposal for such a model was put forward in 2016 by the report of the Manitoba Commission on Early Learning and Child Care. The Commission proposed the establishment of legislated local Children’s Councils, with representatives from education, community-based child care, parents and other key sectors. The five regional Councils, it was proposed, would become responsible for providing infrastructure, service planning and creation, professional support and manage many of the administrative functions now carried by non-profit centres themselves. Thus, the Manitoba’s small non-profit centres would become a network linked and strengthened by public management and responsibility (Flanagan & Beach, 2016).

Although Manitoba did not enact this recommendation, Nova Scotia’s 2022 Action Plan operationalizing the Canada-Nova Scotia Canada-wide Early Learning and Child Care Agreement set out the foundations of a related model for government support to enhance the non-profit child care sector’s capacity. The Nova Scotia model is a new central organization set up by the provincial government to assume many of the supporting and administrative tasks traditionally carried out by individual centres themselves, such as wait lists, fee payments, admissions, and staff recruitment and retention. In the new context of a new funding formula with more public operational funding, set parent fees and a provincial wage grid, the new central organization will be in a key position to take on the task on planning and leading expansion of not-for-profit services (Child Care Now, 2022).

As Canada moves to realize the promises made in 2021 to build a universal child care system at last, the country’s large and varied non-profit sector will undoubtedly play an important role. How robust that will be will depend on new ways of thinking about how to ensure that what the OECD, in its review of Canadian ECEC in 2003 called “A real strength in Canadian ECEC... the existence of community networks, and the vitality of the non-profit sector” (2004: 173) is well and appropriately supported to play its part.

Spotlights from accross Canada

The following examples illustrate how achieving a “critical mass” in terms of size and human resources in a non-profit child care organization has made it possible to establish quality child care services where none had previously existed, to create good jobs in small communities and to sustain operational elements such as development of quality pedagogy, in-service training and professional development, which contribute to quality improvement.

Compass Early Learning and Care: Meeting the needs of towns and rural communities

As a pedagogical leader in the province, Compass Early Learning and Care (CELC) in south/central Ontario has grown to serve more than 2,500 children, 0 – 12 years throughout Peterborough and the county of Peterborough, Durham Region and the City of Kawartha Lakes, three large suburban/rural regions east and north of the City of Toronto and south of Ottawa. Since its beginning in 1981 as a home child care agency, CELC has expanded to 35 programs that include a regulated family child care agency, full day and part day centre-based child care, and before- and after-school care. Most recently, five new programs have joined CELC: two small centres in Minden (population 6,000) serving infants, toddlers and preschool children, two school-age programs in schools in two different school boards, and a new centre in a new community. CELC serves a wide range of families, some of whom pay full fees and others who receive a child care fee subsidy.

With a high value on flexibility and team work and on the uniqueness of each child and family, each CELC program aims to meet the varying needs of parents. Hours of operations range from 6:30 am to 6:30 pm. Many of the organization’s family child caregivers offer flexible hours of care.

A board of nine members operates as a policy board, offering expertise in parenting, business management, real estate and

property management, volunteer management and community development through three standing committees. As a registered charity, CELC reports regularly to CRA and can provide tax receipts to donors.

Its 2016 Strategic Plan includes the goal of developing community capacity, with the specific objective of seeking new funding opportunities to build capacity in local communities and to creatively expand home child care and centre-based programs in response to community need. CELC also intends to continue its recently established consulting practice in which they help other organizations to develop emergent curriculum.

CELC also participates actively in the broader child care sector through organizations including the Ontario Coalition for Better Child Care, Association for Early Childhood Education Ontario and the Home Child Care Association of Ontario.

L'association des centres de la petite enfance francophones de l'Île-du-Prince-Édouard (ACPEFÎPÉ) and le commission scolaire de la langue française

In Prince Edward Island, the francophone community, along with the provincial child care officials, worked with the province-wide francophone school board to establish a new non-profit organization that currently holds the license, oversees and operates five of the six francophone Early Years Centres (EYCs) located in the francophone schools across the province.¹

Established in 2015, the Association for Francophone Early Years Centres of Prince Edward Island, (ACPEFÎPÉ) was created to meet the needs of the francophone community. The board of directors includes two representatives of the francophone school board and regional parent representation. The association provides infrastructure and administrative support to the five centres including holding the licenses and employing staff.

¹ Early Years Centres in PEI are provincially designated centres that are operationally funded and follow a number of required processes such as a fee cap, a provincial salary scale and other requirements.

Like other child care programs, the francophone centres face significant challenges in attracting and retaining trained early childhood educators. To meet their needs for bilingual early childhood educators, ACPEFÎPÉ has taken a creative, proactive approach to recruitment. In 2017, 2018, and 2019 they travelled to Paris and Brussels to participate in outreach efforts to attract skilled early childhood educators to PEI. ACPEFÎPÉ was pleased to add more than 20 new educators from Europe to its staff and plans to continue this recruitment strategy. They also partnered with the local francophone college and provincial government to provide post-secondary education programs for free in return for service contracts in the francophone centres. This initiative will add nine new educators to the sector.

Vancouver Society of Children’s Centres: Integrating planning, development and operation of child care in the Downtown Peninsula of Vancouver

The City of Vancouver’s long-standing commitment to improving access to high quality non-profit child care for its residents underpins its robust policies and programs that include facilitating building child care centres through the land use planning process and financial support for the operation of child care programs. In 1994, following City Council’s recommendation, a new non-profit society, Vancouver Society of Children’s Centres, or VSOCC, was established with the sole purpose of operating the emerging city-owned and/or facilitated child care facilities in the Downtown Peninsula. Council established a long-standing relationship with VSOCC and has provided an annual grant toward the cost of administration. In the following year, VSOCC opened its first centre in Library Square, the new central Vancouver library (Beach, Bertrand, Michal & Tougas, 2004).

Over the past twenty-five years VSOCC has grown to be the largest single-purpose organization providing non-profit child care and related family programs in the City of Vancouver and

one of the largest providers of infant and toddler care in western Canada. It operates 772 spaces for children 0 – 12 years in 33 programs in 16 locations.

VSOCC attributes its success to their 250+ staff including educators and centre support teams who “... are professionally educated, tremendously devoted, committed to lifelong learning and determined to create unique and wonderful learning experiences for children” (Vancouver Society of Children’s Centres, 2019). VSOCC works diligently to create an enviable workplace where educators earn better than average wages, professional development is provided, and well-being and safety are highly valued. The non-profit society’s revenue includes 79.4% from parent fees and 18% from grants; 87.1% of expenses goes to staff salaries and benefits.

The City-VSOCC collaboration has been fruitful. As the ongoing development of central Vancouver produces new child care facilities, VSOCC has acquired expertise about the stages of the municipal development process and has become a knowledgeable resource which can assist in building capacity among other non-profit organizations. VSOCC’s development of a start-up tool kit and its consultations with other organizations about issues such as design, policy development and lease negotiations have strengthened the implementation phase of the City’s initiatives to increase access to child care services. In VSOCC’s Strategic Plan for 2020 – 2023, priorities include growth and an interest in identifying opportunities to create additional child care spaces.

Morrow Avenue Child Care Programs for Families: Serving vulnerable Winnipeg families in partnership with neighbourhood schools and community organizations

Meeting the needs of the St. Vital neighbourhood in Winnipeg has been a process of more than three decades that Morrow Avenue Child Care Programs for Families (MACCPF) has enthusiastically pursued. Once the first centre was operating successfully and

supporting families in a school in the Louis Riel School Division, the school division asked MACCPF to open a second centre in another school. Although MACCPF had brought together the necessary resources and the space was available at nominal rent, it was difficult to obtain a license from provincial officials who viewed this expansion initiative as 'risky'. Having successfully established the two centres – a first for a non-profit organization in Manitoba in the early 90s– MACCPF went on to establish eight other programs that are within walking distance of each other.

Located in a largely upper middle class area, MACCPF has worked closely with the school division and other community partners to create centres that are well resourced and offer flexible programming to meet the needs of families with children 3 months– 12 years including some that need more intensive service. MACCPF offers an inclusive, multicultural environment with services available to children of all abilities. A priority for MACCPF is continued development of community partnerships and responsible fiscal management.

MACCPF is in the process of expanding its current capacity to serve 552 children and their families at the existing eight centres in schools and the two stand-alone centres, which received capital funding from the province. One of the centres is expanding in its existing location, increasing from 40 to 100 spaces in an unusual school space using two schools connected by a gymnasium. This space is being renovated to serve as a hub model which will operate in close coordination with a training program for parents and other community services. Red River College will provide specialized training for staff and within the hub, there will be on-site programs for parents. This integrated approach to providing high quality child care services in close partnership with family support services is the result of a long-term commitment to this service model that was eventually recognized and funded at a substantial level by the province after many years of advocacy.

MACCPF credits its community partnerships, in particular a long-standing one with the Louis Riel School Division, its effective organizational structure and strong financial management as key factors in its sustained service to the St. Vital community. The Executive Director who has led MACCPF since shortly after its inception says that the centres share ECE staff and resources among themselves and that bulk purchases help to keep costs down. Fundraising is limited to two events per year which involve parents. The intent is not so much about raising funds but more about involving parents in the centre.

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