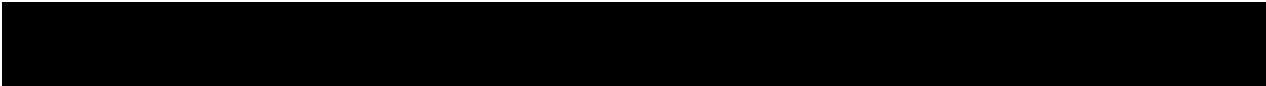


Work-Related Child-Care Centres in Canada — 2001

by Carole Barbeau

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Summary

The purpose of this study is to provide an overview of current practices pertaining to work-related child-care centres.

The expression *work-related child-care centres* refers to child-care centres which are sponsored and supported by an employer, a group of employers, a union or an employee group and which are intended to meet, although often not exclusively, the child-care needs of employees. These centres can be located either directly on the worksite or at a distance. They respond to a need for both employers and employees as evidenced by the fact that in the past ten years the number of such centres has nearly doubled in Canada.

For this study, child-care centre directors from across the country were interviewed, representing about one in seven work-related centres in Canada. This document highlights the best examples surveyed, and discusses what has been learned from the experiences of the child-care centres that participated in the study. One of the study's main objectives is to analyse and illustrate how business and other organizations can be involved in both establishing and operating work-related child-care centres.

Through this study, employers, unions and workers who wish to set up a child-care service can become aware of the advantages and disadvantages of work-related child-care centres and the major issues related to this type of service and its establishment. Employers and labour organizations already involved in providing child-care services for workers as well as child-care professionals may also find the study useful. In looking at the examples and cases presented throughout the document, they will come across different approaches to managing and organizing work-related child-care centres, particularly with respect to relations between a child-care centre and the sponsoring organization. Lastly, the study may be of interest to anyone who would like to take part in the discussion of child-care issues.

The interviews conducted testify to the diversity among the workplaces, employers and organizations that are involved in establishing and operating child-care centres. The work-related centres looked at are affiliated with organizations that operate in a variety of sectors ranging from education to microtechnology, manufacturing and the transportation sector. While the majority of centres that took part were affiliated with large companies, a number of them served workplaces with less than 500 employees.

SUMMARY

The study reveals that the relationship between a child-care centre and a workplace can take a variety of forms. The terms of the relationship depend on the needs, resources and priorities of each partner. The examples presented range from the full integration of the centre into the company's structure to the mere leasing of space. In some cases, the child-care centre is used exclusively by the children of company workers while in others, only a few spaces are reserved for them.

Some of the examples presented demonstrate the importance of conducting a market study before setting up a work-related child-care centre. Through such a study, it can be determined whether workers truly need child-care services, whether these needs warrant commitment from the employer or union and whether a work-related child-care centre is the best way of meeting these needs. With a good market study, it is possible to develop a service that meets the specific needs of the workers, particularly with respect to fees, business hours, registration options and services.

Fourteen of the fifty-one participating work-related child-care centres were examined in detailed profiles.

University Children's Centre, Dalhousie University, Halifax, Nova Scotia — The centre provides a good example of what can be achieved in terms of work-related child care in a post-secondary setting.

La voûte enchantée Childcare Centre, National Bank of Canada, Montreal, Quebec — This centre was the first private sector, employer-related child-care centre in Quebec. It is a good example of a centre that offers high-quality services in part because of the financial and non-financial support it receives from the employer that sponsors it.

Mère Framboise Childcare Centre, Merck Frosst Canada & Co., Kirkland, Quebec — This centre is an important element of the company's efforts to help its employees successfully balance their professional and personal lives. The centre also helps the company attract and retain highly qualified staff, in a sector where there is strong competition for such people.

Les petites cellules Childcare Centre, Ericsson Canada, Mount Royal, Quebec — This centre is an example of a facility that has enjoyed substantial support from senior management, including the company's CEO. There is strong demand for child-care services from Ericsson employees, who are, on average, in their twenties.

Mes premiers pas Childcare Centre, Boutique Tricot, Montreal, Quebec — *Mes premiers pas* illustrates a situation in which a comparatively loose relationship between a well-established child-care centre and an employer has been highly beneficial to both parties. It is an example of how an employer, without having to spend large amounts of money, can help provide quality child care for its workers, while helping to support services for parents in the surrounding community.

La gare de rires Childcare Centre, Canadian National, Montreal, Quebec — This centre was the first in Canada for employees of a Crown corporation. It exemplifies a child-care facility for which the employer has provided support in a variety of ways, and in which it has remained continuously involved.

The Copper House, Husky Injection Molding, Bolton, Ontario — An interesting point about this centre is that it has been completely integrated into Husky's organization and is

considered one of its many business units. In 1998, it received the Ontario Margaret Fletcher Award for leadership and excellence in early childhood care and education.

CAW Child Care and Developmental Services Inc., Canadian Auto Workers and the Big Three Automakers, Windsor, Ontario — This case represents the first time that a private sector union in Canada had been able to negotiate work-related child-care services for workers, paid for by the employer. It is a model of how a union can become involved in establishing and managing a work-related child-care centre.

Studio 123 Early Learning Centre, 401 Richmond Ltd., Toronto, Ontario — This centre is an example of a co-operative project started by a businesswoman who wanted to incorporate business, culture and community values into a property development project. It also illustrates how the expertise of an organization involved in child care (in this case, the Canadian Mothercraft Society) can be marshalled to develop and manage a child-care service.

Little Ones' Corner — Au coin des copains, Hôpital régional de Sudbury Regional Hospital, Sudbury, Ontario — Little Ones' Corner is integrated with various hospital programs, including children's programs for in-patients and out-patients. This centre provides regular care for preschool and school-age children, along with special services for children with disabilities.

The Department of the Future Childcare Centre, The Body Shop Canada, Toronto, Ontario — This centre illustrates how the head office of an international company in one

country can influence branches in other countries in terms of the benefits and services provided to their employees. The centre is also interesting because it emphasizes, in its day-to-day operations, the employer's corporate values, which include recycling and reducing energy consumption.

Downs Children Centre, Assiniboia Downs Racetrack, Winnipeg, Manitoba — The first child-care centre to open at a racetrack in North America, the Downs Children Centre is an example of a facility that successfully adjusts to the working conditions of a distinct group of parents who work non-standard hours and have widely varying schedules. It provides special services including transportation from the child-care centre to school and back.

Kid Gloves Daycare, Western Glove Works, Winnipeg, Manitoba — This profile describes what one company did when it realized that only a few of its employees had enrolled their children in the child-care centre it sponsored. It also highlights the need to do a thorough market study and consult with employees as part of any child-care centre project.

Souris Valley Child Care Corporation, South Centre Health District, Weyburn, Saskatchewan — Originally open on a 24-hour basis, seven days a week, this centre reduced its hours of operation because there was not enough demand from the employees for round-the-clock service. It has, nevertheless, continued to meet the needs of its clients, many of whom work various shifts.

Introduction

The availability of affordable, high-quality child-care services is a major concern for many working parents. The proportion of dual-earner and single-parent families has increased over past decades, as has women’s participation in the labour force. This means that it is no longer possible for most working parents to rely on traditional child-care arrangements — e.g., with one parent in the paid workforce and one parent (or occasionally a grand-parent) staying at home to raise children. In addition, geographical mobility and the dispersion of extended families may make it difficult to count on relatives to provide care.

For parents, having access to affordable quality care for their children may directly affect their ability to enter or re-enter the workforce (e.g., after maternity or parental leave), juggle their work and family responsibilities, and pursue their career goals. Child care is also viewed as a crucial factor in enabling women to achieve economic independence and long-term financial security, and it is an important element in attaining greater gender equality in the workplace.

Child care is an important consideration in the early mental and physical development of children. Indeed, it is now generally recognized that the first years of a child’s life are crucial to the future development of cognitive and social skills. Many parents, therefore, want to provide their children with the best possible early childhood education.

Child care thus plays two distinct, yet very important roles: It allows parents to remain in the labour force and pursue their careers, and it prepares children for school and promotes their healthy development. These roles explain, at least in part, the increased need and resulting demand for licensed child-care services. Not surprisingly, the creation of more high-quality, affordable child-care spaces is a key demand of many sectors of Canadian society, including unions, antipoverty groups and child-welfare and women’s organizations.

However, there are still too few child-care spaces in Canada — let alone *affordable* spaces — to satisfy demand, and existing child-care options in some communities may be inadequate or too inflexible to meet the needs of working parents. Establishing work-related child-care services is sometimes viewed as a solution — albeit a partial one — to these problems. A number of businesses and organizations have recognized that it is in their interest

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to establish and support child-care centres, in or near their workplaces, to improve the recruitment and retention of employees, reduce absenteeism, and increase worker productivity while generating favourable publicity.

Purpose of the Study

The purpose of this study is to provide an overview of current practices pertaining to work-related child-care centres. It highlights the best examples in this area, and discusses what has been learned from the experiences, both positive and negative, of the child-care centres that participated. One of the study's main objectives is to analyse and illustrate how businesses and organizations can be involved in both establishing and operating work-related child-care centres.

The study is meant to inform employers, unions, employees, professional organizations, parents and early childhood professionals who are considering the creation or expansion of work-related child-care services, as well as researchers and members of the general public who are interested in this issue.

Definitions

Work-related child-care centres refer to services that are sponsored and supported by an employer, a group of employers, a union, or an employee group, which are intended to meet the child-care needs of employees. The role and the level of involvement of employers, unions, employees and governments in the establishment and the operation of work-related child care can vary from one workplace to the next, and can take many forms.

On-site child care, as its name implies, is a child-care centre on the premises of an employer (i.e., at a work site).

Off-site child care is a centre, program or service that provides child care in a location outside of the actual work site, although it is normally nearby. It may operate from a community building, in rented facilities, or in a structure owned by the centre or its sponsoring employer(s) or union(s).

Consortium centres are child-care centres supported by two or more employers who want to share costs, or whose individual employee base is too small to support a child-care centre on its own.

Community-based child care refers to not-for-profit child-care centres and services located in community settings, operated by parents or agencies in the community they serve.

Private, for-profit child-care centres are commercial child-care facilities, run as businesses by private firms or organizations in order to generate profits.

Family child care (also termed *home-based care*) refers to child-care services provided in a caregiver's home in exchange for a fee. The caregiver, who is normally considered a self-employed worker, may or may not have prior experience and education in the field of early childhood education. Not all family child-care services are licensed.

Methodology

The data and information presented in this study are drawn from a series of interviews with directors of child-care centres in all regions of Canada.

Interviews took place from April to July 2000. The ministries and agencies responsible for child-care services in each province and territory were contacted at the beginning of 2000 in order to compile a list of work-related child-care centres in Canada. A sample of centres was drawn from that list. The sample was not entirely random. Some centres were included so that the sample would both incorporate examples of the many types of organizations that sponsor work-related child-care services and, to some extent, reflect the regional distribution of work-related child-care services across Canada. After being contacted by telephone, 51 child-care centre directors were interviewed. The questionnaire used appears at the end of the present document. Some of the study's methodological limitations should be noted:

- The list of work-related child-care centres in Canada was produced using a number of sources: the provincial ministries responsible for child-care services, in most cases, but also, in some provinces, the regional offices of those ministries or child-care associations suggested by the ministries. It is possible that some work-related child-care centres were missed. Moreover, when contacted by telephone, some directors indicated that their child-care centre was not linked to a workplace, or that the relationship with the employer had ended. That may also be the case with some child-care centres on the list which were not contacted. The figures presented on the number of work-related child-care centres in Canada and their geographic distribution are, therefore, more an approximation than the product of an exhaustive survey.
- Given the method by which the sample was selected, quantitative data presented in this study should not be considered statistically significant or representative of all work-related child-care centres in Canada.
- Unless otherwise indicated, the information provided (including information about sponsoring organizations and government programs) is based on interviews with the directors of work-related child-care centres. However, in some cases, representatives from sponsoring organizations were contacted for specific details or further information and government sources were consulted.
- Some questionnaires were not fully completed by the child-care directors interviewed. The data gathered were, nevertheless, included in the analysis.

Comments on the Scope of the Study

A few words of caution concerning the scope of this study are in order:

- This study does not purport to present an exhaustive picture of work-related child-care centres in Canada. Despite the effort made to describe a wide range of experiences, some realities and some issues may not have been captured in the analysis.

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- Work-related child-care centres represent only a small portion of child-care centres in Canada. The study does not try to draw a comparison between work-related child-care services and community-based or private child-care services. Some researchers and child-care advocates consider that work-related child care, from a public policy standpoint, is not an answer to the child-care situation in Canada, because it is a discretionary, individual response to a societal issue.¹ The present study does not address this issue.
- Child care is a provincial/territorial responsibility. This means that a patchwork of regulations exists across Canada, and that Canadian child-care centres can operate in very different legislative contexts, depending on where they are located. The environment in which child-care centres operate also changes over time. Accordingly, each example in this study must be considered in its specific provincial and historical context.
- A work-related child-care centre is not the only way that an employer or a labour organization can help its employees or members with child care. Other possible approaches include referral and information services and financial assistance; these and other measures, although mentioned, are not dealt with in great detail in this study.

Organization of the Study

The study consists of three main chapters. The purpose of the first two is to synthesize information collected from all interviews conducted during

research for this study. The third chapter offers much more detailed analyses of a number of individual work-related child-care centres. More specifically:

- Chapter One provides an overview, in general terms, of the work-related child-care centres analysed as part of this study. It also identifies some of the advantages and disadvantages linked to work-related child care, from the perspective of both employers and employees.
- Chapter Two examines a number of issues associated with work-related child-care centres, such as the conditions that can stimulate or hamper the start-up process, the types of support that can be offered by sponsoring companies and organizations, and the specific needs and expectations of clients.
- Chapter Three contains 14 profiles of work-related child-care centres across the country. These profiles outline the context in which each centre was established, and the role that sponsoring employers and others played in the process. The subsequent involvement of employers, unions, employees and governments in the operation of individual work-related child-care centres is also described. Through concrete examples, this chapter focuses on the unique characteristics of these services.

Key findings and lessons learned can be found in the study's conclusion.

¹ Jane Beach, Martha Friendly, and Lori Schmidt, *Work-Related Child Care in Context: A Study of Work-Related Child Care in Canada*, Occasional Paper No. 3, Toronto: University of Toronto, Centre for Urban and Community Studies, Childcare Resource and Research Unit, 1993, p. 21.

Work-Related Child Care Centres: A General Overview

The establishment of work-related child-care services can involve both advantages and disadvantages. The first section of this chapter examines some of these benefits and potential drawbacks, from the point of view of employers and employees.

This chapter also provides a general overview of the child-care centres that took part in this study, and the companies and organizations that sponsor them.

Advantages and Disadvantages of Work-Related Child Care

Child care provided in work-related child-care centres has advantages and disadvantages for both employers and employees.

Employer's Perspective

Work-related child care can produce certain benefits for the employer:

- It can improve the retention of employees and serve as a key recruitment tool, whether on its own or as part of a larger *work-family* or *work-life* program.
- Employee tardiness and absenteeism can be decreased.
- The reintegration of employees who are returning to work from maternity and/or parental leave can be facilitated.
- It can enhance employees' morale, commitment, motivation and job satisfaction, while reducing stress and stress-related disorders in the workplace.

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- It can help in developing a good corporate image and in building relations with the rest of the community, especially if community children also have access to the child-care centre.
- The workplace can be humanized through the presence of children (applies to on-site centres only).
- An employer can control the hours of operation of the child-care centre to some degree.
- Parents can respond quickly in case of an emergency.
- It can allow working mothers to breast-feed their infant children.
- Parents can participate in the centre's activities and special events.
- Parents are able to spend some time with their child during work breaks or the lunch period.

However, work-related child care may also have some disadvantages for the employer:

- It may potentially represent a legal liability, while creating additional financial obligations.
- Any problems associated with the child-care centre can have a detrimental effect on the employer's corporate image.
- It can distract employees when children are playing outside; some parents may want to spend too much time with their children during working hours.
- The probability of obtaining a space for a child in areas where community and family child care is in short supply is increased.
- The needs of parents are better-met when a child-care centre's hours of operation reflect those of the employer.

However, there are also certain disadvantages:

Employee's Perspective

For employees, work-related child care can have many advantages, including the following:

- It can greatly decrease the travel time between work and the child-care centre and reduce potential delays (i.e., from heavy traffic, inclement weather or unreliable public transportation) when dropping off or picking up a child at the beginning or the end of the working day.
- Knowing that their children are nearby adds to parents' peace of mind.
- Employees who depend on a work-related child-care centre can find themselves tied to their job, which reduces their mobility.
- The presence of a workplace centre — particularly if it provides extended hours and emergency care — may conceivably be used by an employer to justify longer working hours (e.g., through overtime) and more “flexible” shift scheduling.
- Employees' children who are registered in a workplace centre may have only limited contact with other children in their own neighbourhood.
- Some work environments may not be ideal for children, particularly if there are problems with noise, pollution, space and the attractiveness of the surroundings (e.g., downtown areas and industrial parks).

Work-Related Child-Care Centres: An Overview

In the context of this study, interviews were conducted with 51 work-related child-care centres — representing about one in seven work-related centres in Canada. This section provides a brief overview of these centres in terms of their numbers, location, capacity, fee structure, hours of operation, the industries and sectors in which they operate and the characteristics of their clientele. It should be remembered that the numbers and statistics provided are for illustrative purposes only. They apply to the child-care centres for which interviews were carried out, rather than to all work-related child-care centres across Canada.

Number of Centres

The number of work-related child-care centres in Canada has nearly doubled between 1991 and 2000. The most marked increase in absolute terms occurred in Quebec, where more than half of Canada's work-related centres are located. Substantial increases, at least in relative terms, can also be noted in Nova Scotia, New Brunswick, Ontario, Manitoba, Saskatchewan, and British Columbia.

Table 1: Number of Work-Related Child-Care Centres per Province

Jurisdiction	1991 ¹	2000 ²
Newfoundland	4	3
Prince Edward Island	1	0
Nova Scotia	7	17
New Brunswick	1	8
Quebec	76	180
Ontario	62	82
Manitoba	9	16
Saskatchewan	1	6
Alberta	7	5
British Columbia	7	20
Yukon / Northwest Territories / Nunavut	1	1
Canada – Total	176	338

Location

Of the work-related child-care centres that contributed to this study, 70% are located on-site. Of the 30% situated off-site, most are nearby — within a few blocks or across the street from the work site. Only two are located at a substantial distance from the workplace. The centre furthest from the work site provides services to Montréal-Dorval Airport employees and is 5 to 10 minutes away by car.

¹ Source of 1991 data: Jane Beach, Martha Friendly, and Lori Schmidt, *Work-Related Child Care in Context: A Study of Work-Related Child Care in Canada*, Occasional Paper No. 3, Toronto: University of Toronto, Centre for Urban and Community Studies, Childcare Resource and Research Unit, 1993, p. 6.

² Data compiled during Spring 2000. Estimates based on information provided by provincial/territorial governments and child-care associations.

Year of Creation

About one tenth of these centres were created during the 1970s and one third in the 1980s. More than 50% were established between 1990 and 1999, which is generally consistent with the evolution of work-related centres in Canada.

A number of the older centres have either expanded their facilities or relocated since they were created.

Industries and Sectors

Work-related child-care centres can be found in a variety of sectors and industries. The centres analysed in this study are associated with employers that operate in a cross-section of economic sectors:

- air, train, and public transportation;
- mining;
- property development and management;
- aeronautics;
- energy (hydro-electricity);
- communications;
- manufacturing (e.g., automobile, garment);
- pharmaceutical;
- micro-technology;
- retailing;
- banking;
- insurance;
- broadcasting;
- culture;
- entertainment (e.g., horse racing);
- health care;
- education;
- community organizations; and
- federal, provincial and municipal government.

In total, 55% of these child-care centres are sponsored by public sector employers, 41% by private sector employers, and 4% are private/public ventures.

Size of Employer's Workforce

More than 80% of the work-related child-care centres that participated in this study were sponsored by a large employer (i.e., with more than 500 employees). The remaining were sponsored by medium-size employers (100-499 employees) and, in one case, by an employer with fewer than 100 employees.

In some cases, child-care centres operated as consortium centres, being sponsored by more than one employer. Examples include the *Douglas E. Light Child Care Centre* — sponsored by the University Health Network,³ Mount Sinai Hospital, and the Michener Institute for Applied Health Sciences — and *Tupper Tots — Les tout-petits de Tupper*, a centre that provides care to the children of Canada Post and Canada Customs and Revenue Agency employees.

Gender Distribution of the Employer's Workforce

Work-related child-care services are not provided only by employers with a female-dominated workforce. Perhaps surprisingly, roughly one third of centres were established by employers or unions in organizations with a predominantly male workforce. The Canadian Auto Workers' *Community Child Care and Developmental Services* is a case in point: some 85% of workers

³ The University Health Network (formerly The Toronto Hospital) is comprised of the Toronto General Hospital, the Toronto Western Hospital, the Princess Margaret Hospital and the Toronto Medical Laboratories.

in the automobile manufacturing industry are male. Another one third of the centres were created to provide services for a workforce relatively evenly split between male and female employees. Although women still tend to bear the primary responsibility for child-care arrangements, many respondents noted that fathers are becoming increasingly involved in the activities of child-care centres, in addition to dropping off and picking up their children.

Status of Employees (Eligibility)

About two thirds of the employers sponsoring work-related child-care centres employ mainly regular full-time workers. But most employers, with rare exceptions, also hire part-time employees and contract workers. Seasonal employees — students, quite often — are also present in almost half of the cases in this study. Access to child-care services is normally, albeit not always, open to all employees of a sponsoring business or organization, regardless of their occupation or employment status. However, priority may sometimes be given to full-time permanent employees. Moreover, the lack of part-time or occasional-care options in some centres may constitute a barrier to part-time employees. Long waiting lists can also restrict access for seasonal and temporary workers.

Capacity of Centres: Number of Licensed Spaces; Number of Registered Children

The child-care centres that are part of this study have, on average, 59 licensed spaces; the number for each centre ranges from 32 to 145.⁴ The average

number of children actually *registered* is 72, ranging from 28 to 205, depending on the centre. It should be noted that it is not unusual for registrations to exceed the number of licensed spaces in child-care centres where part-time and occasional care is provided: two or three children registered for one or two days per week can, for example, “share” one licensed space. Similarly, child-care centres offering both day and evening care can ostensibly increase the number of children registered, according to when they need care.

The number of licensed spaces for each category of children — infants, toddlers, pre-school, kindergarten and school-age — tends to vary greatly. In many cases, only care for children aged two to five years old is provided, due to the costly nature of infant care.⁵ Providing care for school-age children can also be expensive, if government subsidies are lacking, while before- and after-school care can be difficult to manage.

Registration Options

All of the work-related child-care centres in this study offer full-time child care, and most (about 85%) also have a part-time care option available. Some centres provide emergency care. However, it is often limited either to children whom the centre already knows (e.g., children formerly registered at the centre), or to cases referred by a children’s aid organization. The availability of emergency care can also depend on whether a space is vacant.

A few centres offer casual, occasional and after-school care, but this is relatively uncommon, at least among the centres in the study. However,

⁴ In the months following the collection of the data, *La voûte enchantée Childcare Centre* increased its capacity to 190 spaces, including 20 in home child care.

⁵ Infant care is more expensive because it requires more physical space and a lower ratio of children per child-care worker than other types of child care.

the Quebec and British Columbia governments' commitment to implement before- and after-school care programs, at affordable rates for parents, may increase this type of care in the future.

Hours of Operation

Most of the work-related child-care centres open between 6:30 a.m. and 7:30 a.m. and close somewhere between 5:30 p.m. and 6:00 p.m. Normally, they operate for 10 to 11 hours per day, five days a week. Very few centres offer evening or weekend care. Nevertheless, there are some exceptions:

- The *C.A.W. Community Child Care and Developmental Services* in Windsor operate for 20 hours per day and allow a rotating schedule of care for children (e.g., two weeks of care in the morning, followed by two weeks in the afternoon) to meet the needs of shift workers and employees working overtime.
- The *Downs Children Centre*, located on a race track in Winnipeg, provides extended care, seven days a week, during the racing season. It opens at 5:30 a.m. every day and can close as late as midnight, three times per week.
- The *Souris Valley Child Care Corporation* in Weyburn, Saskatchewan, offers care from Monday to Saturday, until 9:00 p.m.
- *L'éveil des chérubins Childcare Centre*, in the regional hospital centre in Rimouski, is open 363 days per year. Although the standard hours of operation are from 6:30 a.m. to 6:30 p.m., it

can remain open until half past midnight at the request of a parent, provided it receives notice 24 hours in advance.

- Some child-care centres, such as *The Copper House*, can accommodate the needs of parents who need care for their children before or after regular hours (7:00 a.m. to 6:30 p.m. in this case).⁶

It should be noted, however, that child-care centres, particularly if they are on-site, do not always have full control over their hours of operation. Indeed, extended hours may be impossible to provide if a centre is located in a building with restricted access in the evening, at night, or during weekends.

Access for Community Children

Work-related child-care centres generally reserve spaces for, or give priority to, children of either the employees of the sponsoring employer, or the members of the sponsoring union. However, community children also often have access. This is the case at 85% of the child-care centres involved in this study. Among those, the percentage of spaces occupied by community children can vary greatly, ranging from 2% to 100%, with an average of approximately 45%.

Opening an on-site or off-site child-care centre to the community may be necessary to ensure that the facility remains economically feasible in the long term. Community access allows a centre to operate at full capacity where demand from employees is insufficient to fill all spaces, or where demand fluctuates from year to year.

⁶ Further information on the hours of operation of some of these child care centres can be found in Chapter III of this study.

Nevertheless, some child-care centres are exclusively reserved for employees because of security concerns, as in the case of the *Micropuces Childcare Centre* (Matrox), or because there is already a shortage of spaces for the children of employees. Frequently, sponsoring employers, as a condition for their financial support, insist that a work-related child-care centre provide services only for their employees' children.

Child-Care Fees for Parents

All work-related child-care centres require parents to pay fees, whether employees of the sponsoring organization or members of the community. Although relatively uncommon, separate rate structures may be set. For example, community rates are \$25-\$50 higher (depending on the child-care option) than the rate for employees at the *Fashion District Day Care* centre and the *Douglas E. Light Child Care Centre* in Toronto; the difference ranges from \$100 to \$200 at *The Department of Future Childcare Centre*, which is associated with The Body Shop. Employers may also provide subsidies for their employees to help defray the cost of child care.

With the notable exception of Quebec (where the substantial subsidies granted by the government as part of its \$5-per-day child-care policy have considerably reduced child-care expenses for parents),⁷ fees in work-related centres can be relatively expensive for employees. Rates for the centres involved in the study, excluding those in Quebec, tend to vary significantly. Monthly fees are assessed on the basis of a child's age:

- infants: from \$400 to \$1070;
- toddlers: from \$368 to \$960;
- pre-school children: from \$350 to \$830; and
- kindergarten children: from \$192 to \$650.

This general overview reveals the diversity of work-related child-care centres in Canada. Not only are they sponsored by employers operating in different sectors, with a varied workforce, but the child-care centres analysed can also vary significantly in terms of their location relative to the workplace, the year they were created, the services they offer and the fees they charge.

⁷ Information on the Quebec policy regarding child care can be found in this study in the section "Three Provincial Policies".

Involvement of Employers, Unions, Governments and Employees in the Establishment and Operation of Work-Related Child-Care Centres

No two work-related child care centres are exactly alike. Indeed, they tend to differ from one another — at times markedly — with respect to their history, structure, and administration, as well as in terms of the services they offer, and the people to whom these services are provided. There are also very real differences as regards their relationship with sponsoring companies or organizations, and their links with governments, unions and employees.

Yet, notwithstanding their differences, many work-related child-care centres confront similar problems. Often they also share common concerns, whether in terms of funding, space, location, hours of operation, registration options or staffing. The interviews conducted as part of this study have shed light on many of these issues.

This chapter deals with a number of important issues linked to the creation and maintenance of work-related child-care centres. It examines a) the conditions that can stimulate or hamper the start-up process; b) the types of support that sponsoring companies and organizations can provide, and how this support can evolve over time; and c) issues to take into consideration regarding the specific needs and expectations of child-care clients.

Start-Up Process

Creating a child-care centre can be a long and arduous task. The process requires time and energy and adequate human and financial resources. Many years can elapse between the moment that a proposal to provide work-related child-care is made and the moment when a centre opens its doors.

The Amount of Time Required

In the majority of cases analysed as part of the study, child-care centres took between 18 months and three years to complete. However, for some centres, the start-up process has taken much longer. For example, the *Tchou-tchou Childcare Centre* in Saint-Laurent, Quebec, opened in November 1983, after six start-up attempts over a 15-year period. But the reverse is also true, as demonstrated by the *SIAST Children's Day Care Centre* in Regina. It opened in August 1984, less than eight months after the project began.

Many of the people interviewed for this study noted how some employers and other participants were surprised by the length of time that the start-up process consumed.

Project Initiators

A variety of players may become involved in initiating a project to create a child-care centre. They may be individuals or groups (employer and/or employee), depending upon the individual case.

Quite often, the idea of establishing a child-care centre comes from a group of employees. Female employees have tended to lead these efforts, but men have also been involved in many instances. Unions have supported the efforts of employees in a number of cases, such as the establishment of the *Tchou-tchou Childcare Centre* at the National Film Board in 1983.

Unions can also be at the forefront in pushing for the creation of child-care services, as demonstrated by the Canadian Auto Workers (CAW). The CAW, during negotiations in 1987 with General Motors

of Canada, Ford of Canada and Chrysler Canada, bargained for — and won — an employer-funded child-care fund. This fund was then used to create and maintain child-care centres in Windsor, Oshawa and Port Elgin. Government assistance, obtained after CAW had lobbied the Ontario government, was also key to creating these child-care centres.

The creation of a child-care centre may also be spearheaded by management as part of an employment equity or work and family program. Or it may reflect the philosophy of a corporation or CEO, as exemplified by the child-care centres created by The Body Shop and Husky Injection Molding.

Managers may be interested in establishing a centre to meet their personal child-care needs (e.g., the *YTV Child Care Network*), or they may be conscious of the difficulties in juggling work and family responsibilities, based on their own experience. *Kid Gloves Daycare* was established at a time when the wives of two of the three top managers had a background in child-care and family services. The CEO of another company was very receptive to the idea of creating a child-care centre, in part because of the problems that his daughter had experienced in finding adequate child care.

Management may also act in response to requests from employees for child-care services, especially when combined with an organization's need to improve employee recruitment and retention.

There are also instances, in the education sector, of students launching campaigns to create child-care services. For example, students played a key role in creating *Les petites puces Childcare Centre* (Centre d'éducation aux adultes Saint-Michel), the *Rideau Employee/Student Childcare Centre* (Rideau High School) and the *University Children's Centre* (Dalhousie University).

Finally, a child-care project can be initiated by property developers, with a view to attracting and retaining business. Such has been the case for the *Scotia Plaza Child Care Centre* and *Studio 123 Early Learning Centre*. Sometimes, a developer will agree to build a child-care centre in exchange for amendments to city bylaws (e.g., bylaws concerning building height).

Consultation with Employees: Assessing Needs and Feasibility

Employees have been consulted in virtually every case as part of establishing the work-related child-care centres described in this study. Such consultation, through surveys and committees, is essential to assess the potential demand for services and to determine the needs of employees with children. By way of illustration, deciding where a child-care centre is to be located can be a difficult question, especially when employees work in more than one geographical area. The selection of Windsor as the site of the first CAW child-care centre followed two years of studies and discussion.

Lack of consultation or an inadequate employee survey can lead to future difficulties in developing a work-related child-care centre. For example, a survey conducted before establishing the *Kid Gloves Daycare* found overwhelming support on the part of employees. Unfortunately, the survey failed to mention that clients would have to pay fees, and did not provide enough information on how the child-care centre would operate. As well, the fact that questions were asked in English only created a barrier to understanding for many employees in the employer's multicultural workforce. In addition, the

initial needs assessment had failed to recognize that many employees preferred to rely on other family members to provide care for their children as a means of preserving their language and culture. Consequently, far fewer employees than originally expected used the new child-care centre after it began operating. Most places in the centre had to be filled by community children instead. Similar problems occurred with Noranda-Horne Smelter employees. Although they had indicated in a survey that they were interested in a work-related child-care centre (i.e., *L'anode magique Childcare Centre*), they failed to bring their children, because of high fees¹ and rigid schedules.

Sponsoring employers can hire consultants with expertise in child care to ensure that needs assessments and feasibility studies are professionally done. The Body Shop, York Hospital and the property developer at 401 Richmond took this approach.

Climate for Creating a Centre

A relatively high level of co-operation among the various workplace partners is usually key to successfully establishing a work-related child-care centre. Obtaining senior management support is critical. However, even with the co-operation of the workplace partners and senior management, some obstacles might have to be overcome in establishing a centre. Obstacles include opposition from municipal authorities due to zoning restrictions, resistance from some employees who may be concerned that the creation of a child-care centre would come at the expense of pay increases or other benefits and concern from union representatives — in one case — that a new child-care service would

¹ The child-care centre opened in 1991, before the introduction by the Quebec government of its reduced contribution child-care policy.

benefit only a minority of employees. Existing child-care centres may also be opposed to the creation of a competing facility in their area.

Differences of opinion can occur between a firm's local management and its head office, the latter sometimes having to be convinced that the cost of establishing a child-care centre is a reasonable expense. Conversely, local management may wish to imitate practices adopted elsewhere within the corporation. For example, The Body Shop Canada's *The Department of the Future Childcare Centre* in Toronto was inspired by a model set up in England by The Body Shop International.

Even with the support of senior management, some managers may be reluctant to help in establishing a work-related child-care centre because of concerns regarding liability, security and long-term feasibility. A company president or CEO may have to intervene personally to enlist the co-operation of managers.

Obtaining the necessary government approvals for a new child-care centre can entail frustration and delay, flowing from paperwork and bureaucratic requirements. (In one instance, a child-care centre was constructed without government subsidies because the CEO did not wish to spend time waiting for a funding decision from the provincial government.)

Funding and Resources for Start-Up

Initial funding and resources for the start-up of a child-care centre can come from a variety of sources.

A sponsoring employer usually contributes at least some resources to help set up a child-care centre. These resources can take many forms: money; interest-free loans or loans at preferential rates; human resources (e.g., engineers, lawyers, accountants, hiring experts); supplies, furniture and equipment (e.g., old computers); and access to boardrooms, telephones and fax machines. In the case of on-site (and some off-site) centres, the employer usually provides space, by either renovating existing facilities or participating in the construction of a new building. With respect to new construction, an employer can provide the land where a child-care centre will be built, especially if building costs are covered through other sources.

The actual level of support from an employer in the initial stages of a child-care centre's development can, however, vary to a very large degree. It may range from painting and providing some yard work, to investing \$1 million or more, as was done at Merck Frosst Canada.

Provincial and municipal subsidies are major sources of start-up funding for work-related child-care centres. Whether in the form of direct financial assistance, the grant of land or other in-kind contributions, these subsidies generally, although not always, represent a significant proportion of construction expenses.

Some work-related centres that participated in this study had also benefited from volunteer work on the part of employees. Donations in kind or in money had also been received in certain instances from community members and organizations.

Property developers may also wish to contribute to creating a child-care centre by providing a start-up grant, as was the case for the *BCE Place*, *Studio 123* and *Scotia Plaza* child-care centres.

Involvement of Employers and Other Players in the Centre's Operations

A key distinction between community-based or private child-care centres and work-related child-care centres is the association of the latter with an employer (or employers) or employee group. Although these centres often have a great deal of latitude in determining how they should be run, a sponsoring organization still has an important role to play. Indeed, employers, employees and unions — not to mention governments — can influence, directly or indirectly, a child-care centre's operations.

Legal Entity Administering the Centre

Of the centres analysed in this study, only 7.5% were operated directly by the sponsoring employer. In such cases, the child-care centre was usually viewed as being part of a department or as an organizational unit itself. For the most part, work-related child-care centres operate as independent organizations, under the responsibility of a Board of Directors, on which an employer may or may not be represented. In fact, only about a quarter of the centres in this study had a representative of the employer sitting on their Board. Unions were represented on a Board of Directors even less frequently. However, there are some examples, such as the centres affiliated with the Canadian Auto Workers and the *Hydro Bright Lights Childcare Centre* where union representatives are part of the Board.

Generally, directors are selected from among parents whose children attend the centre. A sponsoring business or organization may, however, insist that

parent-employees be represented. Child-care directors and some centre staff also often sit as ex-officio members of some Boards.

Support from the Employer (the Sponsor)

An employer can support a work-related child-care centre in many ways, once it has been set up. The actual level of support can differ markedly from one employer to the next. It may range from very generous financial contributions to virtually no support at all.

The child-care centre directors that took part in this study described some of the main forms of assistance that employers can provide:

- *Financial assistance:* Some employers either provide child-care centres with regular financial contributions, or help pay the cost of major expenditures such as renovations or relocations or the purchase of new equipment. Sometimes, an employer will absorb a centre's operating deficit, if there is one. Financial assistance can also be provided by means of fund-raising activities organized by the employer, or through revenue-sharing arrangements. For example, the *Downs Children Centre* receives part of the proceeds from rainbow lotteries, banquets and tournaments organized by the Manitoba Jockey Club. *Les petites cellules Childcare Centre* at Ericsson Canada receives one third of the revenues generated through parking fees, representing about \$11,000 per year.
- *Loans:* Banks (such as the National Bank of Canada) and other employers with sufficient cash reserves can provide loans to an affiliated child-care centre at a preferential rate, or even at no interest. Conditions for repayment tend to be relatively flexible.

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- *Free, symbolic, or discounted rent:* A large majority of businesses and organizations sponsoring a child-care centre, especially if it is on-site, provide facilities for free or at a reduced price. In some cases, they charge a symbolic rent of one dollar per year. Alternatively, they may collect rent at market rate, but return an equivalent amount to the child-care centre as a tax-deductible donation. Businesses can also offset rent charges by providing (for free) services worth at least the same amount. One respondent noted, however, that it may not be particularly advantageous for either the employer or the child-care centre to provide (or to obtain, as the case may be) premises rent-free in Quebec. In that province, the government already offers subsidies covering almost all operating expenses, including the cost of rent.²
- *Free utilities, maintenance and cleaning services:* Whether or not as part of a lease agreement, many employers, particularly if they own the child-care centre's premises, will cover the cost of utilities, including heat and electricity. A company can also provide maintenance, cleaning and laundry services free, or at reduced cost.
- *Donations in kind:* A number of sponsoring employers are willing to donate their surplus furniture or old computers. Other in-kind donations are possible, such as food (free or at reduced cost), clothing and toys. In numerous cases, free telephone and fax services, postage and photocopying are also offered.
- *Use of facilities:* Access to the various facilities of a company can be provided free of charge. Facilities may include boardrooms for meetings and athletic facilities for the children. Some audio-visual and computer equipment can also

be made available. For example, children at *Studio 0-5 Childcare Centre* (Société Radio-Canada) are allowed to participate in the filming of television programs, to borrow costumes and to use rehearsal rooms for exercise activities.

- *Administrative and other services:* A sponsoring company or organization can use its own human resources on an on-going basis to support a child-care centre. It can provide administrative, purchasing, accounting/auditing, counselling, hiring, training, legal, engineering, and computer services, among others.

Although this rarely occurs, the staff of a work-related child-care centre can be considered employees of the sponsoring company. In such a situation, the salary and benefits of child-care workers can become the employer's responsibility.

The level of support that a sponsoring employer provides can rise or fall over time, depending on several factors.

Sometimes, the involvement of an employer will diminish if a child-care centre is no longer viewed as meeting the needs of its workforce. For example, one centre, due to scheduling problems, was able to attract only a limited number of employees as part of its clientele. Therefore, the employer re-examined its support. On the other hand, an employer may wish to continue an association with a child-care centre if it can benefit from favourable publicity and improve its corporate image by so doing (e.g., Western Glove Works with the *Kid Gloves Daycare*).

In other instances, the restructuring of an organization or an industry, when accompanied by large reductions in the workforce, can lead to less support

² Information on the Quebec policy regarding child care can be found in this study in the section "Three Provincial Policies".

from an employer. In these cases a work-related child-care centre may be forced to start relying on a new client base to remain viable. For example, the *Tchou-tchou Childcare Centre* and the *Fashion District Day Care* centre both had to deal, respectively, with major staff cuts at the National Film Board and a general decline in employment in Toronto's fashion industry.

Support from an employer can also change substantially when a company's ownership or management structure changes. Such changes can result in a better relationship between the employer and the centre, as happened at *Downs Children Centre*. In this case, the sponsor changed from a private for-profit to a not-for-profit organization. However, new ownership or management can also create uncertainty and result in different priorities. The latter may or may not include a continued commitment to child care.

Another important factor that can affect the relationship between the centre and the employer is the appearance of other sources of funding for child-care centres. Vastly increased subsidies in Quebec have given work-related centres in the province much more financial autonomy, while reducing the relative importance of contributions from employers. Some centres have indicated that 80%-90% of their resources now come from the provincial government. Therefore, there may be little financial reason for them to maintain an association with an employer, especially if that employer provides few resources. Moreover, either maintaining spaces exclusively for the employees of a sponsoring company, or giving them priority over these spaces can be difficult to justify when others in the community are desperately looking for space.

Needless to say, the level of support from the employer affects its relationship with the child-care centre. A high level of support usually leads to closer

ties and gives the sponsoring employer more influence over the centre's operations. But these ties can become progressively more tenuous, if support declines after the employer has provided initial assistance in setting up the centre. For example, one child-care director interviewed as part of this study noted that, "The only thing still linking the child-care centre to the employer is the mortgage." Another pointed out that some employers, after receiving publicity and kudos for building a centre, may tend to ignore it afterward. In one extreme case, a work-related child-care centre indicated that it planned to move out and sever all ties with the sponsoring employer.

However, not all relationships between sponsoring employers and work-related child-care centres deteriorate over time. To the contrary, they can evolve toward a closer partnership, characterized by mutual support and cordial dealings. One child-care provider explained that she felt she could ask for, and obtain anything from, the sponsoring employer. Others mentioned that their centre was always willing to assist the employer in various circumstances, such as providing extra care during a Christmas party or in emergencies (e.g., the 1998 ice storm).

Involvement of Unions

Canadian unions have traditionally been strong supporters of a high-quality, affordable and accessible public child-care system. However, a number of unions have also bargained with employers to establish work-related child-care services.

The example of the Canadian Auto Workers is a case in point. As mentioned earlier, the CAW

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bargained with the “Big Three” auto makers for a child-care fund and lobbied the Ontario government for start-up subsidies. These efforts led to the creation of the *CAW Community Child Care and Developmental Services*, which serves as a model of union involvement in child care.

But other unions have also been involved in work-related child-care centres. For instance, the teachers union at Collège de Limoilou donated money to the child-care centre located there (*Les p'tits loups Childcare Centre*) to enable it to renovate its facilities. Some unions also participate in overseeing how child-care centres operate by sitting on Boards of Directors, as is the case at *Hydro Bright Lights Childcare Centre*.

Assistance from Government

Governments are often a key source of support and funding for the day-to-day operations of work-related child-care centres. Although the extent and nature of assistance vary from one province to the next and can fluctuate over time, a number of centres in this study have benefited from:

- operating grants;
- infrastructure programs;
- subsidized spaces for low-income parents;
- wage subsidies for child-care staff;
- federal and provincial student placement and job-creation programs (allowing more staff to be hired);
- tax exemptions and rebates on sales taxes; and

- free access to municipal recreational facilities.

Still, several provincial governments cover only a relatively small proportion of the operating expenses of child-care centre.

A number of child-care providers, while grateful for any financial support from government, are critical of what they consider to be burdensome bureaucratic processes and requirements. Complaints focus largely on the difficulty of managing a child-care centre in the face of constantly changing regulations, the time required to complete paperwork, the financial uncertainty resulting from late funds and changes to funding formulas, and delays in receiving approvals to expand the size of centres or extend services. Some child-care providers believe that existing regulations preclude them from serving hot meals on their premises, or accepting children for emergency care.

Provincial and municipal funding formulas, according to some respondents, sometimes do not take into account the situation of a particular child-care centre. For example, one centre, for a time, received only part of the subsidy to which it was entitled, since the government did not originally consider the fact that it operated for twice as many hours as other child-care centres normally did. Similarly, many centres feel that they are not receiving adequate financial resources to provide care for children with special needs.

In Quebec, *childcare centres* (centres de la petite enfance) are obliged to administer a parallel *home childcare service*.³ This obligation has caused some

³ Information on the Quebec policy regarding child care can be found in this study in the section “Three Provincial Policies”.

concern. For example, centres note the difficulties in administration and in allocating human resources to this service. They also indicate that meeting their obligations can represent a complex logistical problem for work-related child-care centres located far from residential areas. As well, some companies are not interested in having their name associated with family child-care services if they have only limited control over the quality of services provided.

Involvement of Parents

Most work-related child-care centres participating in this study encourage parents to be involved in their activities, sometimes within the framework of “participative management”. As well as sitting on a centre’s Board of Directors and joining various committees, parents can assist child-care staff by raising funds, organizing social activities, or accompanying children on field trips.

However, some child-care providers in Quebec have noticed that the involvement of parents has dropped considerably in recent years. They indicate that parents have developed a new attitude as a consequence of the Quebec government’s new \$5-per-day policy on child care. Many parents now see child care as a government service to which they are entitled, regardless of their personal contribution. Also, the government regulates how child-care subsidies (which now represent the vast majority of centre’s funding) must be spent. According to some directors, this has greatly curtailed the extent to which parents can make decisions relating to the centre that their children attend.

Other child-care centre directors in the study also noted that many parents have found it difficult to participate in activities because of the nature of their work (e.g., rotating shifts and long hours). But low parental involvement is also attributed to the fact

that many employees commute long distances to work and do not live near their work-related centre. Attending meetings in the evening or on weekends can be difficult for these parents. This is a distinct problem rarely faced by private, family or community-based child-care services.

Meeting the Needs of Parents and Children: Issues of Concern

As part of this study, respondents at work-related child-care centres were asked to identify current or past problems, and to share comments they had received from parents regarding both positive aspects and things to improve. Child-care directors described what parents appreciate about their services. But they also identified five main areas of concern: the availability of spaces, the centre’s location, hours of operation, registration options, and the child-care staff.

What Parents Appreciate

When asked what parents appreciate most about their child-care services, respondents gave many answers. Yet, all of these answers point to important indicators of what constitutes quality child care.

In the experience of child-care providers, parents are looking for a number of things in relation to a child-care centre:

- The environment should be bright, colourful, spacious, clean, safe and secure, with a proper outdoor area.
- The location should be accessible and safe.

- A quality educational program is desirable — one that is diverse and conducive to learning, and which can involve music, dancing, contact with other cultures and languages, special activities and field trips.
- Parenting support and assistance programs should be available.
- The atmosphere should be warm, friendly and home-like.
- Child-care staff should be stable, open, reliable, dynamic, nurturing, dedicated, committed to children, trained, experienced, professional, honest and trustworthy.
- A low ratio of children per staff member is important.
- Parents want good communication with educators, with a view to receiving advice, reports on their children's development and answers to their questions.
- An open-door policy should enable parents to visit and to be involved in the centre's activities.
- Meals should be tasty and nutritious.
- Parents value hours that are flexible, and which meet their needs and those of their children.
- The centre should be able to accommodate disabled children or children with special needs.

Availability of Child-Care Spaces

According to the child-care providers interviewed in this study, a crucial problem that parents have to deal with is the waiting list for spaces, especially for infant care. Although there are some exceptions, most work-related child-care centres indicate that there are, globally, too few spaces. The problem is particularly marked in Quebec, but it also affects other regions, such as Ontario. Waiting lists in some areas can reach 300-400 names,⁴ with backlogs of more than two years. Bribes to secure a space were apparently offered — and refused — in one child-care centre.

This situation has led a number of work-related centres to start refusing access to children from the community. To meet the increased demand, several centres, particularly in Quebec, are expanding their services and opening new facilities to create more spaces, but this process can take time.

Some centres have indicated that they do not intend to invest in more infant-care spaces. Their rationale is that the extension of employment insurance maternity and parental benefits to one year will result in a sharp reduction in demand for this kind of space. However, some child-care providers point out that, at least in Quebec, the extension of the \$5-per-day program to children younger than two years of age could counterbalance the effect of new parental-leave provisions.

Ironically, a few work-related child-care centres have indicated that they sometimes have difficulty filling all of their available spaces. It was also noted

⁴ However, parents have been known in some regions to place their children on more than one waiting list, in the hope of securing at least one space.

that, in some cases, the quick turnover of children can cause an ebb and flow in a centre's clientele, thereby creating financial uncertainty.

Location of the Child-Care Centre

From the responses obtained during interviews, on-site or near-site work-related child-care centres seem to be popular with parents, who appreciate the advantage of being near their children while at work. For sponsoring employers who have operations at more than one site, choosing the best location for a centre can be a complex matter. A particular location may be convenient for some employees, but not for others.

A number of concerns have been raised with respect to the location of some centres. For instance, on-site centres in some workplaces are subject to noise, pollution, and may raise health and safety concerns for some parents (e.g., when a centre is close to a race track, near power lines, etc.).

It may also be difficult to drop off and pick up children at particular child-care centres because of their location. Difficulties may result from poor public transportation in the area in which a centre is located. Similarly, a lack of parking, especially for centres situated in a city's downtown core, can be an inconvenience and even a potential hazard (e.g., where children have to cross a street). The need for a security clearance can be a hindrance for parents who want to access a work-related child care centre, but who do not work for the sponsoring employer.

A problem encountered by some child-care providers operating off-site is the difficulty in finding a place to establish a centre. Finding a suitable site and/or building can take months of research. Even then, landlords may hesitate to accept a child-care

centre as a tenant, and securing a loan to buy a property can be difficult. Nonetheless, some work-related child-care centres may have a sponsoring company or organization that is willing to either lend money itself, or serve as a guarantor. This can be an advantage that private and community-based child-care centres do not have.

Some respondents offering on-site child care have mentioned that a major impediment to increasing services is the lack of space to expand their premises. Sometimes, an on-site child-care centre may have to compete with other parts of the sponsoring organization for space.

Hours of Operation

Although hours of operation can vary enormously from one child-care centre to the other, the majority seem to be able to satisfy the needs of most employees with young children. In a number of cases, hours of operation have been adjusted to reflect the start and end of shifts. For example, the two work-related child-care centres at Bombardier Aerospace open at 5:45 a.m. to provide services for employees starting work on the 6:00 a.m. shift. And *La gare de rires Childcare Centre* (CN) decided to close 15 minutes later after it noticed that many parents were consistently late in picking up their children.

However, it may be next to impossible to satisfy all parents. A lack of resources (both human and financial) is often cited as the reason why child-care centres cannot extend their hours of operation. Furthermore, even though centres may receive requests from parents for longer hours, there may be insufficient demand to justify (let alone pay for) such an extension. For example, *Le petit réseau Childcare Centre* (Hydro-Québec) had to cancel evening care because too few parents made use of it.

In one case, a child-care director indicated that she opposed increasing her centre's hours of operation, for fear that children, many of whom already spend long periods of time in the centre, might be adversely affected. Other centres indicated that they could not offer longer hours because of insurance requirements or because they were not equipped to provide children with an evening meal.

Registration Options

As in the case of hours of operation, many child-care centres have received requests for additional registration options. These include occasional, emergency and after-school care, half-days, and care on rotating days and hours. Although such options are already available in some child-care centres, and a few are considering broadening the arrangements they offer, many others prefer to provide only full-time and perhaps some part-time care options. The decision to limit options may flow from the complexity and expense associated with administering various types of child-care arrangements. As well, some centres have very long waiting lists and choose to give priority to parents looking for full-time spaces. Some centres argue that the integration of children is eased if they are all registered full time. Quite often, there simply may not be enough demand from parents to provide other registration options.

It is interesting to note that, with few exceptions, most work-related child-care centres welcome children with disabilities or with special needs. In many instances, child-care staff have been trained in sign language, speech therapy, early literacy stimulation and behavioural therapy.

Professional therapists can also be hired to provide specialized care for some children, and some centres have established links with community or public health organizations for that purpose.

Child-Care Staff

One of the key determinants of quality child care is the quality of the child-care staff. However, finding and keeping staff with the right qualifications, experience and training can be difficult for some centres.

Staff turnover — including at the management level — is one of the main worries of several child-care centres that participated in this study. Low salaries, few or non-existent benefits and poor working conditions — all associated with budgetary constraints — are blamed as the principal causes of this problem, with few people wishing to enter or remain in the profession.

Hiring qualified staff can entail striking a delicate financial balance. Although child-care centres usually prefer to recruit highly qualified personnel, they may be unable to afford their salaries, unless they raise fees. It then becomes a question of balancing between the parents' need for quality, and the need to maintain affordability.

Even centres with stable regular staff can face some difficulty recruiting temporary replacements and occasional employees to cover absences due to training, vacations, or illness. Indeed, a problem in some regions is that the high demand for full-time child-care workers has reduced the number of those willing to work on-call or on a part-time basis. Because many child-care

workers are women in their child-bearing years, finding replacements during maternity leaves can become a priority.

All in all, it is clear that work-related child-care centres endeavour to meet the needs of parents and children. However, there are important issues to

take into consideration concerning the sources of funding, availability of spaces, hours of operation, registration options, physical location of the facilities, and staffing. Equally obvious is that relations between work-related child-care centres and sponsoring organizations are rarely static: they can evolve, often for the better, but sometimes for the worse.

A Study of 14 Work-Related Child-Care Centres in Canada

A work-related child-care service represents, foremost, a relationship between an employer and its employees. Many employers play a key role in workplace child care by setting up an original program tailored to their employees' needs.

This chapter looks in detail at 14 work-related child-care centres across the country. The case studies or profiles outline how these centres were created and the part employers played in the process. They also describe the ongoing relationship between employers and the child-care centres.

The centres were selected according to the degree of employer involvement, the distinctive nature of the work environment or the originality of the program. What constitutes a «best practice» in child care differs from one company to another because of a range of factors including the industry, the size of the company and the age, sex and cultural background of its employees. These factors were taken into account in the final selection of the services that were profiled.

Work-related child-care centres exist primarily in the public sector. However, although the study did look at some centres in the public sector, it intentionally focussed on private sector services in order to present the most diverse picture possible of innovative practices in this area.

Each profile presents information on:

- the workplace and the employees;
- the child-care centre; and
- the relationship between the child-care centre and the employer.

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The profiles also present useful information on:

- the start-up process; and
- the involvement of employers, unions, parents and other players in the centre's operations.

Two of the 14 profiles briefly describe initiatives that employers have taken to help their staff balance work and family responsibilities. Each profile begins with an explanation of why the child-care centre has been selected.

University Children's Centre Dalhousie University Halifax, Nova Scotia

Dalhousie University and the *University Children's Centre* have a close and multi-faceted relationship. The university community has access to convenient quality child care, while the centre takes advantage of the resources available on campus and receives support of various kinds from Dalhousie University's administration. This centre provides a good example of what can be achieved in terms of workplace child-care services in the higher education sector.

The Employer

Dalhousie University was founded in 1818. Today, its 3,900 employees, including 2,400 full-time and part-time faculty, serve 14,000 students.

The university has taken a number of steps to help its employees balance their professional and personal responsibilities. For example, it has instituted flexible schedules, job sharing, opportunities for permanent or temporary part-time work, leave for family and personal responsibilities and training, and programs for stress management and health-and-wellness promotion. The on-campus child-care services that the *University Children's Centre* provides also make life easier for parents in the university community.

The Child-Care Centre

History

In 1980, a group of students came up with the idea of setting up a children's centre on the Dalhousie University campus. The teaching staff and other employees soon got involved in the project and, with the collaboration of the university's administration, the idea became a reality. University employees were consulted during the planning of the project, and the university covered the centre's set-up costs. After a few months of preparation, the *University Children's Centre* opened its doors in a Second World War temporary building.

In the summer of 1988, Dalhousie University offered the *University Children's Centre* space in its life sciences building, 200 m from the centre's first building. In October of that year, the centre therefore added a second site to its operations, and the university paid for renovations to the first building so that the centre could accommodate more children.

Operation and Services

The *University Children's Centre's* activities are now split between two buildings, both located near the university's parking facilities and very close to a well-served bus stop. The centre is open from 8:00 a.m. to 5:30 p.m., Monday to Friday. Children can attend on a full- or part-time basis.

Under its provincial government licence, the centre can accommodate 105 children. During most of the year, 67 children between the ages of four months and five years are cared for at the centre's main

building. During fall and winter, an additional group of preschoolers is created to achieve transition of children between age groups; eight spaces are then opened, bringing the total to 75 children. In the life sciences building, about 20 children between three and five years of age participate in the morning nursery school program. At lunchtime and after school, up to 30 children aged five to ten go to the centre.

The *University Children's Centre* is a not-for-profit organization run by a volunteer Board of Directors. The Board has 11 members: six parents, two university representatives, two community representatives and the centre's director. The centre receives funding from the Nova Scotia government and hires summer staff through a federal student employment program.

Parents can get involved in the children's centre in various ways. In addition to sitting on the Board of Directors, they can volunteer for special activities or take children to the pool or skating rink. Twice a year, in the spring and fall, a clean-up day is organized. The centre also has an open-door policy, so parents can drop in any time.

The Relationship Between the Child-Care Centre and the Employer

Priority for spaces at the centre is given to the children of Dalhousie employees and students. These children represent two thirds of the centre's clientele.

In addition to having covered the centre's start-up and expansion costs, the university provides facilities for the *University Children's Centre* free of charge.

The university also provides free maintenance and repair services and covers the other building expenses such as lighting and heating.

The children use the university's gym and pool every week from spring to fall.

A number of departments at the university are involved in the centre's activities. For example, with the help of a grant, a music graduate was hired to develop a music program for children over two years of age. Nursing students work with the children's centre to run health-promotion projects. For example, a program on managing stress through music and movement, an eye test for children and a training program for centre staff on infections and contagious diseases have been developed. Library science students who study children's literature do their practicum at the *University Children's Centre*.

Dalhousie University's Vice-President, Finance and Administration, acts as a liaison between the university and the children's centre. He meets with the director of the centre at least twice a year and whenever the need arises, and he selects the university's two representatives who sit on the centre's Board of Directors. According to the centre's director, there is a very good working relationship between herself and the Vice-President. She finds the university receptive to the centre's requests and feels that it recognizes the high quality of service the centre provides for the university's employees and students. The director also says that the centre's affiliation with the university allows the centre to offer a wider range of services and higher-quality services than it could if it had to cover all the operating costs on its own.

La voûte enchantée Childcare Centre National Bank of Canada Montreal, Quebec

The National Bank of Canada (NBC) was the first private company in Quebec to set up a child-care service for its employees. *La voûte enchantée Childcare Centre* stands out because of the services it offers and because of its good relationship with the company.

The Employer

The NBC is the sixth largest bank in Canada. It employs 13,500 people, 4,000 of whom work at its corporate headquarters and at centralized operations in the Montreal area. Twenty percent of the NBC's branches are located in Greater Montreal. Women make up 78% of the NBC's workforce, and the NBC manages about 600 maternity leaves every year.

Many different work schedules exist at the NBC. Support staff, management and professionals work standard business hours, and about 20% of employees work part time. Some areas operate 24 hours a day, six days a week. Branch employees sometimes work until 8:00 p.m., and call-centre employees work until 9:00 p.m.

The Child-Care Centre

History

The *Pomme de reinette* child care centre opened on May 8, 1980.

The project to set up a child-care service began in 1978. The Provincial Bank of Canada, which was to merge with the Bank Canadian National in 1979 to form the National Bank of Canada, had begun work on a building that was to house computer equipment. At the time, management was considering ways to make the company a better place to work. Employees were surveyed to find out whether they would prefer to use the new building for a sports centre or a child-care facility. The overwhelming response in favour of child-care services led to the establishment of an employee committee to lead the project. A senior manager, who was strongly behind the project, supported the committee.

The *Pomme de reinette* child-care centre was unique in many ways. It was the first private sector, employer-related child-care centre in Quebec. The centre was to be located in an office building in the downtown core. This location presented some particular challenges because the government's design standards were tailored more to sites and buildings in residential areas. Also, the employer, rather than the community, was to be the partner. According to the current director of the child-care centre, the project was a challenge not only for employees and the NBC, but also for the Quebec Department of Social Affairs, which had never been faced with such a project.

The director of the centre says that the project was an innovative one and that a very positive atmosphere surrounded its start-up. Numerous companies were watching the NBC, wondering how things would turn out. Some employers were initially skeptical.

In 1990, the centre moved to another NBC building because of the growing child-care needs of NBC employees. In June 1994, again in

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response to this growth, a second centre was opened, *La tirelire*, with spaces for 60 children. Because the NBC was not able to find enough room in its own buildings for this expansion, the centre moved again, this time to leased space in a downtown building. Since 1994, the two centres of what is now *La voûte enchantée* have occupied two of the three floors of this rental building. After renovations to the building had been completed, a third facility opened on the remaining floor in the fall of 2000.

Operation and Services

Until the fall of 2000, *La voûte enchantée* consisted of the *Pomme de reinette* and *La tirelire* centres. Under their permits, each of these facilities can accommodate 60 children. In November 2000, the third facility opened, with spaces for 50 children. A home child-care service will open in the beginning of 2001 with 20 spaces. The centre will then have a total capacity of 190 children, with 30 spaces reserved for infants. At present, about one third of the children attend part-time.

La voûte enchantée Childcare Centre is an independent not-for-profit organization. The Board of Directors is made up of seven people: two NBC representatives and five parents, three of whom are NBC employees.

The centre is located two blocks from one of the NBC headquarters buildings. The other headquarters buildings are a 20-minute walk (two subway stops) from the centre. Some parents leave their car in an indoor parking lot near the centre and walk or take the subway to work.

The centre is funded by the Quebec Department of Family and Child Welfare. The centre applies for, and usually receives, a federal government

grant that enables it to hire a summer student. As a not-for-profit organization, it also receives a \$1,400 municipal tax rebate.

The centre is open Monday to Friday from 7:00 a.m. to 6:00 p.m. There is little demand for a different schedule. Occasionally, arrangements are made for parents who require child-care services after 6:00 p.m.

Both full- and part-time care is available. Parents can choose any combination of days for their child, from one to five days, except the Tuesday, Wednesday, Thursday combination. In the past, as part of work-family balance programs at the NBC, many people would choose this combination in order to have a four-day weekend. Places became too difficult to fill on Mondays and Fridays, so the option was eliminated. Children who are registered part-time can come to the centre an additional day during the week if their parents have a meeting or a medical appointment. If space is available, the centre also helps out other NBC employees when their usual child-care service is not available.

In order to meet the needs of parents with school-age children, *La voûte enchantée* has offered a summer day camp since the mid-1980s. The camp has spaces for 65 children aged 6 to 12. This type of child-care service is not subsidized; the camp is paid for entirely by the centre and the parents. Parents pay \$22 per day. This fee includes activities and meals.

One Friday each month, *La voûte enchantée* is open until midnight. This evening, which is very popular with parents and children, is selected to coincide with special occasions during the month, when possible. Among the special services the centre offers are breakfast (free) and dinner (\$3.00).

Because of requests from parents, the centre has three English immersion groups. So that second-language learning does not take place in an academic atmosphere and to ensure that the children have fun, an English animator and an English child-care teacher were hired. Some children are in immersion all week, while others participate in activities in English twice a week. French immersion is also available.

A study conducted in co-operation with university researchers revealed that the child-care centre is one of the factors that make the employees who use it reluctant to leave the NBC.

services, telephone, painting, etc. The fact that the NBC made the arrangements for leasing the premises facilitated matters during the search for a site for the centres. The human resources department sometimes helps fund the purchase of material for the children. The NBC also provides photocopy services to the centre.

The Relationship Between the Child-Care Centre and the Employer

The NBC makes a significant contribution to the operation of *La voûte enchantée*.

The provincial government provided funding for the start-up of the centre, under the standards in effect at the time. The NBC covered the remaining costs. The 1990 move was funded in the same way. The cost of the *Pomme de reinette* centre's 1994 move, about \$425,000, was covered entirely by the NBC. The NBC had decided on the move, and the previous move had occurred too recently for the provincial government to provide another grant for this purpose. To create *La tirelire*, the first centre (*Pomme de reinette*) arranged for a loan from the NBC at the prime rate. The NBC granted another loan of \$420,000 at prime for the opening of the third facility in 2000.

The NBC is the official tenant of the building in which the centres are located and assumes all related costs: rent, maintenance, custodial

Centre staff benefit from the NBC's expertise in a number of ways. For example, they receive advice from the human resources and accounting departments as well as computer support. Staff also have access to the NBC's group insurance plan.

The NBC's contribution to *La voûte enchantée*'s operations is worth approximately \$265,000 per year. A study conducted in co-operation with university researchers revealed that the child-care centre is one of the factors that make the employees who use it reluctant to leave the NBC.

In return for this support from the NBC, the centre's services are reserved exclusively for employees of the NBC and its subsidiaries. Because of the NBC's large financial contribution, this provision was included in the letters patent of the organization when it was created. Anyone with an NBC employee number, including part-time employees and employees at branches in downtown Montreal, can access the child-care services. Employees from all categories currently use the service.

The centre and the children participate in special events at the NBC such as employee week. At Halloween, the centre rents buses, and the

children visit NBC headquarters buildings. The centre meets various requests for child-care services from the NBC. For example, it is open during the employee Christmas party and, as mentioned earlier, it helps employees whose usual child-care service is not available.

The centre also takes into consideration in its operation the NBC's work-family balance programs. For example, the Bank allows its employees to work a compressed workweek or to work part-time and offers them the option of returning to work gradually after a maternity leave. *La vôûte enchantée* allows part-time enrolment of children so that employees can take advantage of those options. A good number of young parents use the child-care services on a part-time basis in order to return to work gradually.

Since the first centre opened in 1980, the NBC's support has increased and diversified. The employer now has a better understanding of the needs of a child-care service and responds to them more effectively: the NBC's support has shifted from being primarily financial to being more varied. With the expansion of the service, the needs have also changed; *La vôûte enchantée* is now an operation that employs some 40 people and has an annual budget of nearly \$2 million. The present director compares it to an SME. Changes in the Quebec government funding structure, with its \$5-per-day-child-care policy, also affected the centre's needs.¹

The centre's director thinks that the services and support that the NBC currently provides are more useful than support in the form of money alone. First, the fact that the NBC pays for certain items frees up money in the centre's budget. This money can be reinvested in the child-care centre, for example, in the lunch and supper programs. Second, the two company representatives on the Board of Directors have been there since the centre's inception. They have provided an element of continuity, and their expertise in human resources and benefits has given the centre a valuable and different perspective on managing its operations.

The director is pleased with the NBC's efforts to

support *La vôûte enchantée* and its staff. She feels that the NBC's participation has made her child-care centre easier to run than a community child-care service.

A number of measures are offered to help employees balance their work and family responsibilities. They are a way to recruit and retain employees. These measures are used primarily by junior and middle managers and by support staff.

Work-Family Balance Initiatives at the NBC

The NBC offers its workforce a work-family balance program, as well as an employee-assistance program.

The employee-assistance program provides help for employees and members of their immediate family who are in crisis or experiencing personal problems. This service is provided by a specialized company that has a contract with the NBC.

¹ Information on the Quebec policy regarding child care can be found in this study in the section "Three Provincial Policies".

A number of measures are offered to help employees balance their work and family responsibilities. They are a way to recruit and retain employees. These measures are used primarily by junior and middle managers and by support staff. If all requests for flexible work arrangements cannot be accommodated, priority is given to parents and to employees who have to care for elderly parents.

Employees can choose the hours they work as long as they work 37.5 hours per week and are present in the workplace from 9:30 a.m. to 3:30 p.m. Employees also have the option of reducing the number of hours they work every week to 30, while retaining the benefits of full-time employees. Job sharing is also possible.

Employees have access to various types of short- and longer-term leave to deal with family responsibilities. Short-term leave is paid according

to the provisions covering occasional sick leave. Employees can also take a number of weeks of leave without pay for family responsibilities and can request a year's leave without pay to care for a member of their immediate family.

A number of employees take six weeks' leave without pay in the summer. Combined with their vacation leave, this leave enables them to care for their children during this period, when child care for school-age children is scarce and expensive. This measure has reduced the absenteeism that had resulted from unstable child-care services in the summer.

In addition to the child-care services offered by *La voûte enchantée*, employees can also be reimbursed for the cost of child care while they are attending training courses.

Mère Framboise Childcare Centre Merck Frosst Canada & Co. Kirkland, Quebec

Merck Frosst Canada operates in a sector where there is strong competition among companies to recruit and retain highly qualified staff. Companies that offer services and work arrangements which help their employees to successfully balance their professional and personal life have a significant advantage. The *Mère Framboise Childcare Centre* is one way in which Merck Frosst Canada helps employees to achieve that balance. Through its support for the centre, Merck Frosst Canada helps to reduce the stress that its employees experience when looking for and choosing a child-care service.

The Employer

Merck Frosst Canada is a pharmaceutical company with 1,600 employees across the country — 1,100 of them at its headquarters in Kirkland, near Montreal.

Merck Frosst Canada's workforce is almost equally balanced between men and women, with women making up 46.4% of full-time and part-time employees. The company employs primarily full-time permanent workers, but it also has some part-time, temporary, contract and on-call workers. Most employees work a conventional day schedule, Monday to Friday. A night shift employs 15 people.

The Child-Care Centre

Mère Framboise opened on June 1, 1992 after a year and a half of planning. The centre is a not-for-profit organization. It is managed by an independent Board of Directors and is certified by the Quebec Department of Child and Family Welfare. Under a permit from the Department, the facility can accommodate 60 children, including 12 infants. The centre is located a kilometre from the Merck Frosst facilities, in a nearby residential area. Plans are in the initial stages to either construct a new building or expand the current facility for 2001 to accommodate 60 more children.

The centre is open from 7:00 a.m. to 6:00 p.m., Monday to Friday. The vast majority of the children use the service five days a week. Part-time registrations are accepted if another child can be found to fill the unused space for the rest of the week, but few parents request part-time child-care services.

In the summer and during the March break, the centre runs a day camp for children aged 5 to 11 years. This program accommodates 36 children. Priority is given to the children of Merck Frosst Canada employees, and any remaining spaces are open to children in the community.

Like Merck Frosst Canada's workforce, the services of the child care-centre are bilingual. Communication with the children can be in English or French, depending on the parents' wishes. The child-care team has consulted speech-language pathologists and language-development specialists in order to adopt an approach that will help the

children to learn languages properly. The centre also accepts children from diverse origins and children who may have special needs. Measures can be taken in collaboration with parents and professionals to ensure that these children are well understood in the child-care environment.

If parents wish, they can register their children for various activities such as swimming and dance lessons, at their own expense. The children are taken to the pool by school bus for the swimming lessons, and the dance classes are held at the child-care centre.

The centre assesses parents' satisfaction with the services that it provides. Parents feel that communication with staff is good, and they like the program of activities offered to the children. Parents are also very pleased with the day camp.

In September 2000, the *Mère Framboise Childcare Centre* began setting up home-care services that will accommodate 50 children.

The Relationship Between the Child-Care Centre and the Employer

The relationship between Merck Frosst Canada and the *Mère Framboise Childcare Centre* takes many forms and is mutually beneficial.

Originally, the company wanted to offer its employees a new service — the opportunity to have their children spend the day nearby in a safe place. With this goal in mind, Merck Frosst Canada defrayed the cost of purchasing two lots and constructing and fitting up the building that houses the centre. The company invested a total of

\$1 million in starting up the child-care centre. The Government of Quebec also provided funding for construction and start-up, as it would for a community child-care service.

The company contributes to the day-to-day operation of the centre by supplying various services. For example, Merck Frosst Canada takes care of the upkeep of the building and grounds (grass cutting, snow removal, interior repairs, etc.), as well as the daily cleaning. Merck Frosst Canada also donates equipment and furniture based on an analysis of its own needs and priorities. The company has supplied computers for the children and for administrative purposes and provides technical support.

In return for this assistance, the child-care centre is reserved exclusively for children of Merck Frosst Canada employees. All employees have access to the services regardless of their position in the company. As is true for the other work-family balance programs that the company offers, priority is given to permanent employees.

One of the seven members of the child-care centre's Board of Directors is a Merck Frosst Canada representative.

Mère Framboise adapts to specific needs that the company may have for child care. For example, the main event celebrating the company's centennial in 1999 was held on a Saturday, and the centre offered child-care services for the day.

In co-operation with Merck Frosst Canada's health service, *Mère Framboise* organizes information booths and noon-hour presentations on various family-related topics such as child development, behaviour problems, child-related car safety, and seat belts. The centre submits proposals to the

company's health service. If the proposals are consistent with its programs, and if partnership is possible, the activity is organized.

Work-Family Balance Programs at Merck Frosst Canada

Merck Frosst Canada has been using flexible work arrangements informally since the mid-1990s. An official program was instituted at the end of June 2000. This program lets employees opt for one or more of the following work arrangements: part-time work, job sharing, flexible hours, a compressed workweek, telework and working somewhere other than on the company's premises. The program is

designed to maintain or increase employee's productivity while allowing them to work under arrangements that better suit their personal life.

Employees can choose their schedule within certain boundaries, provided they work the required number of hours. They can start their workday between 7:30 a.m. and 9:30 a.m. and leave between 3:30 p.m. and 6:00 p.m., working 7.5 hours a day. Both the employee and the supervisor must agree on the schedule.

Employees have access to other services in the workplace that help them to balance their professional and personal responsibilities. For example, the company cafeteria offers a dinner-preparation service, and a dry-cleaning service and a banking machine are on the premises.

Les Petites Cellules Childcare Centre Ericsson Canada Mount Royal, Quebec

Ericsson Canada and the *Les petites cellules Childcare Centre* have a close relationship. The company strives to offer high-quality child care services to its young workforce. The child-care centre is a good example of a centre that receives substantial support from the employer, and where services are in high demand because of a relatively young workforce.

The Employer

Ericsson Canada is a multinational telecommunications company. It employs 1,300 people in Mount Royal. The average age of the workforce is 27. Ericsson Canada's workforce is multicultural, which reflects the nature of the telecommunications industry and the multinational character of the company itself. Ericsson Canada occupies three buildings situated in close proximity to one another.

The Child-Care Centre

History

In 1993, some Ericsson Canada employees came up with the idea of creating a child-care service in their workplace. A survey was carried out among the employees to determine their interest in, and

need for, child-care services. In view of the positive response, the senior managers of the company agreed to incorporate a child-care centre into the new building that they were planning to construct. Ericsson Canada's CEO was particularly interested in the project. His interest was instrumental in making the centre a reality. A project manager worked on setting up *Les petites cellules* from September 1994, until it opened in February 1995.

Operation of the Centre

The *Les petites cellules Childcare Centre* is a not-for-profit organization administered by a Board of Directors with nine members: six parents, a representative appointed by Ericsson Canada, the centre's director and a member of its staff.

Les petites cellules is funded by the Quebec Department of Child and Family Welfare in accordance with the provincial government policy on child-care services.² The centre's budget is supplemented by the fees paid by parents, along with some funding activities and a federal grant for hiring a student during the summer.

Les petites cellules has space for 50 children according to the permit granted by the Department of Child and Family Welfare. It actually serves only 40 children, 9 of them infants, so that it can offer a better educator/child ratio, in spite of a long waiting list for its services. The centre's business hours are 7:00 a.m. to 6:00 p.m., Monday to Friday. Parents can register their children on a full-time or part-time basis.

The centre's services are bilingual. Every class has an anglophone and a francophone educator. The children speak to each educator in her mother tongue.

² Information on the Quebec policy regarding child care can be found in this study in the section "Three Provincial Policies".

The Relationship Between the Child-Care Centre and the Employer

In exchange for serving the company's employees exclusively, *Les petites cellules* receives numerous services and financial benefits from Ericsson Canada.

When the project began, Ericsson Canada integrated the centre into a building project that was already in progress, at a cost of between \$400,000 and \$500,000. The company also lent the centre \$99,000, which was used to buy start-up equipment and to pay the project manager's salary. Part of the loan served as working capital when the child-care centre first opened.

Les petites cellules does not pay rent to Ericsson Canada. However, in the Spring of 2000, the child-care centre agreed to pay fees of about \$37,000 per year to the company in exchange for electricity and photocopy, telephone, computer, maintenance and mail services. It would cost the centre about \$40,000 more if it were to pay full rent.

Ericsson Canada's investment in child care has been critical in meeting an important need for its employees.

Revenues from employee parking are divided equally among the employees' social club, the sports centre and the child-care centre. Its share of these revenues represents about \$11,000 annually for the child-care centre.

The centre's director is extremely pleased with the support that Ericsson Canada provides. In her opinion, having a company representative on the Board of Directors is very useful, particularly when that representative is a member of senior management. According to her, support from senior management is also very important when a workplace child-care service is set up.

The length of the centre's waiting list shows a strong need for its services among Ericsson Canada's employees. Early in 2001, the child-care centre will welcome 10 more children. The costs of the renovations to increase the size of the premises were defrayed by Ericsson Canada. According to the centre's director, employees' demand for child-care spaces could justify building a second centre of the same size as *Les petites cellules*. Ericsson Canada's investment in child care has been critical in meeting an important need for its employees.

Mes premiers pas Childcare Centre Boutique Tricot Montreal, Quebec

This profile demonstrates how an employer, without spending a great deal of money, can get involved in the community and help its employees by associating itself with an existing child-care service.

The clientele of the child-care centre reflects the culturally diverse population of the Côte-des-Neiges neighbourhood. Mes premiers pas has children from about 17 different cultures. There is also a broad cultural diversity among the centre's staff.

The Employer

Boutique Tricot has been in the women's garment industry since 1967. It employs 200 workers. Its workforce is 50% female and is highly diverse in terms of culture.

Most employees work from 7 a.m. to 4 p.m., Monday to Friday. Knitting machine operators work three eight-hour shifts.

The Child-Care Centre

History

Mes premiers pas opened in the 1960s. This child-care centre in the Côte-des-Neiges neighbourhood of Montreal has evolved markedly since it first began providing services. In the beginning, it was a private child-care facility.

However, in 1975, *Mes premiers pas* converted into a not-for-profit community child-care centre managed by a Board of Directors.

In March 1991, the school board from which the child care centre was renting its facilities had to ask *Mes premiers pas* to move because it

needed the space. The search for a new location led the Board of Directors to approach Boutique Tricot to explore the possibility of renting space in its building. The Boutique Tricot location was attractive to *Mes premiers pas* and its clients because the building was located directly across the street from the

school where the child-care centre had been located previously. By renting space in the Boutique Tricot building, *Mes premiers pas* was able to stay in the neighbourhood that it had been serving since it first opened.

As the premises were not yet ready for the children, the child-care centre borrowed from a financial institution to carry out the necessary renovations. Because the rented premises had been vacant before the child-care centre moved in, it was possible to set them up according to the centre's specific needs. The parents are very pleased with the *Mes premiers pas* facilities. They find them conveniently located, spacious, airy, well-lit and safe.

In 1998, *Mes premiers pas* became a *childcare centre* as defined by the Quebec Department of Child and Family Welfare policy.³

³ Information on the Quebec policy regarding child care can be found in this study in the section "Three Provincial Policies".

Operation of the Centre

Mes premiers pas is managed by a Board of Directors made up primarily of parents and is subsidized by the Quebec Department of Child and Family Welfare under its \$5-per-day policy on child care. In the past, the Board has used subsidy programs from different levels of government to purchase a computer and hire staff.

Some 59 children are registered, full- or part-time, at the child-care centre. The centre takes children 18 months and older. Depending on the number of spaces available, some five- or six-year olds who were previously registered with *Mes premiers pas* go to the centre during the summer. The centre is open from 6:30 a.m. to 5:30 p.m., Monday to Friday. Priority in allocating the spaces is given to families living in the neighbourhood.

The clientele of the child-care centre reflects the culturally diverse population of the Côte-des-Neiges neighbourhood. *Mes premiers pas* has children from about 17 different cultures. There is also a broad cultural diversity among the centre's staff. In this context, the centre pays particular attention to enabling the children of allophone families to learn English and French, while recognizing that those children should not forget their own mother tongues. This cultural diversity is also reflected in the meals served to the children.

The centre uses music and dance as vehicles for learning languages. To a large extent, the centre's program focusses on play, especially as a means of helping children to develop their own individuality and a sense of independence.

The centre can accommodate children with special needs. *Mes premiers pas* has established partnerships with various community

organizations and institutions in order to better respond to these needs, and staff receive training in this area when the opportunity or need arises.

Parents are involved in the child-care centre in many ways. They can participate in the annual general meeting, sit on the Board of Directors, work on specific projects or help staff during field trips. The special skills of parents may also be put to use. For example, a parent with expertise or interest in painting or dance might present a workshop for the children to expose them to these art forms.

The Relationship Between the Child-Care Centre and the Employer

At the time the directors of *Mes premiers pas* approached Boutique Tricot to discuss renting the facilities, several Boutique Tricot employees were parents, and some of them lived some distance from the plant. The child-care centre and the company thought that it might be possible to reach an arrangement that would help those parents. Of note is that some of the company's employees were already using the services of *Mes premiers pas*.

During the first five years of their association, *Mes premiers pas* paid no rent to Boutique Tricot. Today, the operating grant from the Quebec Department of Child and Family Welfare covers almost all of the rent.

Today, its relationship with Boutique Tricot makes many things easier for the centre. The company provides paper, mail and janitorial services and garbage pick-up. It also lends other facilities as needed. From time to time, the child-care centre uses the expertise of Boutique Tricot staff in the areas

of finance, management and human resources. Boutique Tricot has also defrayed part of the cost of fitting up the child-care centre's playground.

In exchange for this support, *Mes premiers pas* has reserved 5% of its spaces for children of the company's employees.

The fact that some employees at Boutique Tricot start their working day at 7 a.m. was taken into account when the decision was made to open the child care centre at 6:30 a.m., and that,

even though Boutique Tricot does not have a seat on the Board of Directors of *Mes premiers pas*.

According to the centre's present director, the relationship with Boutique Tricot is more than financial — it is a way of life. The employees whose children are registered with the child-care centre visit them at lunchtime or while they're playing in the yard. Employees give candies to the children at Halloween, and the children sing for the employees in the plant at Christmas. Managers of the company are invited to the year-end parties at the child-care centre. The

director of *Mes premiers pas* says that she is very happy with the services which the company provides. She feels that Boutique Tricot managers listen and respond effectively to the centre's needs.

According to the centre's present director, the relationship with Boutique Tricot is more than financial — it is a way of life.

On their part, the managers of Boutique Tricot are happy to lease their premises to *Mes premiers pas* and are pleased with their association with centre.

According to one of them, the company

would probably not offer the same support and services to another kind of tenant.

Even though the relationship between *Mes premiers pas* and Boutique Tricot may seem organizationally "loose" compared with other workplace child-care centres, the arrangement satisfies both partners. This profile of a workplace child-care centre shows that employers do not have to spend huge sums of money to make life easier for employees and become involved in their community when it comes to child care.

La gare de rires Childcare Centre Canadian National Montreal, Quebec

La gare de rires was the first child-care centre to serve the employees of a federal Crown corporation. It is an example of the continuous involvement of an employer in a workplace child-care centre.

The Employer

The federal government created the Canadian National Railway Company (CN) between 1919 and 1923. CN remained a Crown corporation until it was privatized in 1995. At present, the company has some 23,500 employees throughout North America. The company's headquarters, with close to 3,000 employees, is located in Montreal. Women make up 16% of CN's work force.

CN employees in the Montreal area have different hours of work, ranging from the traditional nine-to-five schedule, to shift work, weekends, evenings and nights. CN has permanent full-time staff, as well as part-time employees, seasonal employees and contract workers.

The Child-Care Centre

History

In 1984, in response to repeated suggestions from employees, CN management asked its Employment

Equity Service to initiate a workplace child-care project. The people involved in the project examined the different possible ways of providing child-care assistance (offering referral services, setting up a child-care centre, purchasing places in existing centres, providing financial assistance for child-care expenses, and so on). They came to the conclusion that setting up a child-care centre was both the most practical solution for CN employees, and the least costly one for the company over the long term. Once this approach had been accepted by senior officials, the Employment Equity Service was tasked with setting up a child-care centre and, in 1986, *La gare de rires* opened its doors.

Operation of the Centre

La gare de rires is a not-for-profit corporation. It is managed by a seven-member Board of Directors: five parents elected by the parents' council, the director of the centre and a CN representative. One member of the child-care centre's staff sits on the Board but does not have a vote.

La gare de rires is located in CN's headquarters building in downtown Montreal. The parents who work at headquarters like having the child-care centre on their work site. They can visit their children during the day if they wish, and the location is also practical in case of emergencies. Parents who are not CN employees, but who work in downtown Montreal, also appreciate the centre's location.

The centre is funded by the Quebec government according to the terms of its policy on child-care services.⁴ Provincial and federal government job programs are also used. The centre accommodates 70 children, including 12 infants, and is open from 7:30 a.m. to 5:45 p.m., Monday to Friday. In order to fill all the spaces every day, *La gare de rires*

⁴ Information on the Quebec policy regarding child care can be found in this study in the section "Three Provincial Policies".

does not offer part-time services. Its environment and services are bilingual. The children take music, dance and swimming lessons.

The Relationship Between the Child Care Centre and the Employer

In the last 15 years, the relationship between *La gare de rires* and CN has taken a number of forms in order to meet the needs of both organizations. CN's support of the child-care centre has been continuous and varied.

At the outset, CN advanced an interest-free loan of \$133,000 to set up *La gare de rires*. CN covered the costs of the necessary renovations, which amounted to about \$50,000. CN also offered the services of its public affairs, finance and legal departments free of charge. In 1995, *La gare de rires* undertook renovations to expand its nursery. CN also contributed to this project through a \$30,000 loan and by providing decorator services.

La gare de rires pays rent to CN, which the company immediately reimburses. CN donated the computers used by the staff and children of *La gare de rires*. It also takes care of custodial services and routine repairs. At the end of the year, the centre has its financial statements drawn up by the same accounting firm that CN uses, and CN also pays for those services.

In return, priority for spaces at *La gare de rires* is given to the children of CN employees. The centre's by-laws stipulate that at least 70% of the centre's spaces must be occupied by children with a parent who works for CN. In the summer of 2000, these children accounted for about 80% of the clientele.

La gare de rires meets CN's ad hoc child-care needs, for example, in emergency situations. During the 1998 ice storm, the centre was open 24 hours a day. Before the Y2K change-over, employees who had to work on December 31 and January 1 were polled about their child-care needs. The parents of five children made use of the service on that occasion.

The Copper House Husky Injection Molding Bolton, Ontario

The Copper House is an example of a successful, fully integrated, employer-funded early childhood centre. In 1998, it received the Ontario Margaret Fletcher Award for its leadership and excellence in the field of early childhood education and care. *The Copper House* attracts many human resources managers and companies who want to emulate an innovative program that can translate to good business for their organizations.

The Employer

Husky Injection Molding, founded in 1953, supplies injection-molding systems to the plastics industry around the world. Its manufacturing campuses are located in Bolton, Ontario; Dudelange, Luxembourg; and Milton, Vermont. The Bolton location, where *The Copper House* is located, employs approximately 1500 people. A large proportion are male, working in specialized technical and engineering jobs.

A representative of the company indicated that Husky aims to manage its natural and working environment as well as its activities in a proactive manner. To this end, it has implemented programs for its employees that promote health and well-being. Its wellness centre and fitness facility are staffed with a team of professionals whose goal is to assist employees with their medical and physical health. By promoting health and well-being, these programs, in turn, reduce absenteeism, motivate employees and help them to become more productive.

Along with these services, Husky offers broader programs that assist employees in balancing their work and personal life. The type of industry that Husky is in may require employees to work days, afternoons, evenings or weekends. Some workers are able to work from home, work on a part-time basis or take time off for family, training or personal reasons.

The Child-Care Centre

In 1994, the management of Husky decided to establish a workplace child-care centre. In doing so, the company recognized the needs of its young working parents and that such a centre was one way to attract and retain talented young professional and technical workers. After two years of planning, the project was completed and, in October 1996, *The Copper House* opened its doors.

Husky management's vision and the company's needs in terms of its workforce are the basis of the services offered by *The Copper House* :

The high quality of people provides businesses with a strategic advantage that clearly differentiates them from their global competitors. In order to continuously attract and retain outstanding talent Husky is committed to providing a challenging work environment, opportunities for career advancement and superior services for our people. Our Copper House is part of that commitment.
(Robert Schad, President and CEO)

Husky's child-development centre, *The Copper House*, is designed to assist parents with their child-care needs. Those responsible for creating and establishing the early childhood centre have

not only created a physical building, but also an operation that supports and meets the varying needs and demands of both children and working parents. Interior and exterior spaces of *The Copper House* have been carefully crafted to meet the children's needs for both stability and security. For example, a series of adjoining rooms promote the easy flow of activity across all program areas, from infancy to school age.

Management and Operation of the Centre

The Copper House is completely owned and managed by the company under its Environment, Health and Safety Department. It is fully integrated into the corporation, and its operation is considered as one of the company's many business units. Day-to-day management is the responsibility of the centre's director, while major decisions are subject to consultation and approval from senior Husky management. The set-up costs of *The Copper House* were 100% defrayed by the company without government assistance. The employer and revenue from parent fees fund the operating costs.

The Copper House's services are restricted to Husky employees. The usual hours of operation are flexible. They usually range between 6:45 a.m. and 7:00 p.m., but the centre will also accommodate any parent's schedule outside of these hours, at anytime, without prior notification. Although the licensed capacity of the centre is 94 children, including 6 spaces for infants and 30 for school-age children, a total of 175 are enrolled

either on a full-time, part-time, occasional or emergency basis. School-age children up to 12 years of age can attend the centre before and after school, on teacher's professional development days, during Christmas, March and summer breaks or on any other occasion at the convenience of parents.

Twenty-three qualified, highly professional staff make up the team of *The Copper House*. Given the diversity of the children's needs, staff have been selected from a variety of disciplines. All have, as a minimum, an early childhood education degree or diploma. Some team members have expertise and experience in infant stimulation, sign language and special needs. Others may have an Ontario teaching certificate or degrees in music, psychology or child studies. The director of the centre has more than 20 years of experience in early childhood education.

Services

Research clearly demonstrates that the success and learning potential of an individual relates directly to the quality of his or her experiences in the early years. *The Copper House* provides a family-like setting that sets the stage for young

children to realize their potential. The centre uses a blend of several methods, including those of Reggio Emilia and Maria Montessori.

Husky's concern for the protection of the environment is transmitted to the children at an early age. Not only are they taught how to

recycle, but also how to compost and garden on completely pesticide-free grounds. These

A resource library for all Husky employees is also available to be used for activities relating to family and child care. Other resources are also available such as a lunchtime mothers' support group and campus-wide seminars on topics of interest to parents.

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and other activities are intended to teach children at an early age to integrate respect for their environment and their community into their daily activities.

Young professionals and specialized technical workers form the bulk of Husky's workforce. Parents greatly value the services that the early childhood centre provides for them and their children. Some parents have been offered opportunities in other companies but have declined them because there was not a "Copper House" for their families.

To meet the needs of the busy lifestyles of today's working families, *The Copper House* tries to provide additional support and services whenever possible. For example, music and piano lessons are given at the centre, and a hairdresser visits every six weeks to cut the children's hair. Parents pay for these services, but the team of *The Copper House* organizes them. On demand, some staff also work evenings and weekends to provide parents with additional support.

Resources are also available within the centre to ensure that children experience a smooth transition from school to the child-care setting, and from there to home or extra-curricular activities. The centre provides light suppers at no extra cost to children who have extra-curricular activities. Staff will also help out by taking children to the arena for their hockey or skating practice or to the pool for swimming lessons. These are only a few of the initiatives that the team of *The Copper House* have

implemented to help families spend as much quality time together as possible. The reasoning is that these initiatives can reduce the time that parents spend "running around", which frees up more quality time for them to devote to their children.

A resource library for all Husky employees is also available to be used for activities relating to family and child care. Other resources are also available such as a lunchtime mothers' support group and campus-wide seminars on topics of interest to parents. The early childhood centre has also hosted the renowned family speaker, Barbara Coloroso, as well as "Child Find" clinics, which are sponsored by the Ontario Provincial Police.

In the end, a happy employee equals higher productivity. It's a win-win situation for both employee and company.

Parents are always welcome in the centre. Every few months, it gathers as a community, hosting breakfasts or potluck dinners where both immediate and extended family members

are welcome. On Valentine's Day, the centre hosts a pyjama night for the children to give parents a chance to have an evening to themselves. Children are given supper and are ready to go to bed when their parents come to pick them up around 10 p.m. This event is organized on a volunteer basis by the staff of *The Copper House*.

These are only examples of the many innovative initiatives that Husky has taken to help its employees balance a challenging career with their personal responsibilities. In the end, a happy employee equals higher productivity. It's a win-win situation for both employee and company.

CAW Community Child Care and Developmental Services Inc. Canadian Auto Workers and the Big Three Auto Makers Windsor, Ontario

CAW Community Child Care and Developmental Services illustrates a model of union involvement in the establishment and management of a workplace child-care centre. It is also an example of a partnership between a union and employers that has resulted in an expansion of child-care benefits to workers.

Union and Employer: Their Involvement in Child Care

The Canadian Auto Workers (CAW), represents the employees of Ford of Canada, DaimlerChrysler Canada and General Motors of Canada. The CAW advocates child-care services as part of a family policy which states that life does not stop at the plant gate or the office door, and that workers are primarily family members. In the Spring of 1987, the CAW negotiated the creation of a child-care fund and the set up of a child-care centre through collective bargaining. It was the first private sector union to negotiate child-care services paid for by the employer. It was also the first union to negotiate

funds to build a child-care centre that included spaces for children of parents working extended hours. In short, this child-care initiative was the first major private sector settlement of its kind in Canada.

In 1999, the union entered the bargaining process with a view to expanding the existing child-care benefit. The newly negotiated benefit offers parents a subsidy, which is paid directly to a child-care provider for each child registered in a licensed non-profit child-care service: \$10 per day for full-time attendance and \$5 per day for part-time, up to a maximum of \$2,000 per year per child. The subsidy is not to exceed 50% of the cost of care. For employees living in Quebec, where parents pay \$5 per day for child care, the 50% cap reduces the auto companies' contribution to \$2.50 per full day.⁵ In addition to the subsidy, the union negotiated a total of \$450,000 in funding to help existing child-care centres broaden their services, such as making extended-hours care available. These initiatives are to be paid for by the Child Care Fund, to which the employers contribute on the basis of straight-time hours worked by their unionized employees. The rate of contribution was increased from 4.5 cents to 6.0 cents per hour in the 1999 collective agreement.

The staff of the centre are unionized and enjoy some of the benefits that the Big Three provide for their employees.

To help employees juggle the responsibilities of work and personal life, the auto makers, in partnership with the CAW, provide employees with several other benefits such as leave of absence for educational purposes, permanent or temporary part-time employment, flexible hours, personal paid holidays and paid absence of up to two weeks per year to be drawn at random among employees.

⁵ Information on the Quebec policy regarding child care can be found in this study in the section "Three Provincial Policies".

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Following the 1987 agreement, the CAW sponsored child-care centres in three locations: Windsor, Oshawa and Port Elgin. This profile describes the *CAW Community Child Care and Developmental Services*, located in Windsor, Ontario.

The Child-Care Centre

Operation of the Centre

In 1989, after two years of planning, the *CAW Community Child Care and Developmental Services* opened its doors in Windsor. In the beginning, the staff of the child-care centre rented a vacant grade school, where temporary services were provided. In October 1992, the centre moved to a permanent facility owned by the *CAW Community Child Care and Developmental Services*.

All start-up capital costs for the Windsor centre were paid by the provincial government. The centre's operations are funded through a combination of child-care fees, contributions from the automakers to the Child Care Fund and provincial wage enhancement grants for staff.

The centre is a not-for-profit corporation. Four CAW officers as well as the chairpersons of the Big Three Councils sit on the Board of Directors. Mechanisms exist for parents to be involved in developing the centre's policies.

The staff of the centre are unionized and enjoy some of the benefits that the Big Three provide for their employees. Full-time workers can choose part-time work. The possibility of working evenings is also available due to the hours of operation of the child-care centre. Professional development is built into the centre's budget, and a leave of up to one year for educational purposes can be taken. Wellness and stress-management programs for staff are also provided.

Services

Centrally located in Windsor between the Big Three corporations, the *CAW Community Child Care and Developmental Services* is licensed for 135 spaces. In total, it serves 172 children, some of whom attend the child-care centre on a part-time basis. Twenty children are infants, 34 are toddlers, and 49 are of pre-school age. Thirty-five school-age children come to the centre before and after school as needed. Thirty-four school-age children attend the centre during summer and March break.

CAW Community Child Care and Developmental Services is committed to addressing the specialized and individual child-care needs of families who work primarily in a shift-rotation environment. The overall goal is to provide high-quality child care programs that offer consistency to children and flexibility to families.

Because employees in the automotive industry can be required to work evening or night shifts, the child-care centre is open twenty and a half hours a day and accommodates parents with a variety of work schedules. The centre also adapts to changes in parents' work schedules. For example, a parent can, on a rotational basis, use the centre for two weeks of morning care, followed by two weeks of afternoon care. CAW Community Child Care

and Developmental Services is committed to addressing the specialized and individual child-care needs of families who work primarily in a shift-rotation environment. The overall goal is to provide high-quality child care programs that offer consistency to children and flexibility to families. Both unionized and non-unionized employees of the automakers use the centre.

The centre offers services for children with special needs and was designed as a barrier-free facility for wheel chair users. Occupational, speech and behavioural therapy services are provided by community agencies.

In setting up the Windsor centre, the Canadian Auto Workers were inspired by the Ontario Coalition for Better Child Care's Neighbourhood

Hub Model and have also networked with the Canadian Union of Postal Workers on models of child care. When the child-care centre first opened, it had an in-home program that offered different child-care choices to parents: care in the home (if willing to accept other children), care in another child's home, and care within a neighbourhood where a number of families lived. The program operated from 1990 to 1997, but does not exist any more primarily because of a lack of government funding. The in-home providers were CAW employees who had very good working conditions such as high salaries and additional fringe benefits, which other in-home care providers usually do not have.

Studio 123 Early Learning Centre 401 Richmond Ltd. Toronto, Ontario

This centre was selected as an example of a co-operative project which serves several self-employed workers and small businesses that share a work location. It is also both the initiative of a businesswoman who integrated community values into a property-development project, and an example of how an organization with expertise in child care (the Canadian Mothercraft Society in this case) can help workplaces develop child-care services.

A strong supporter of the arts, Ms Zeidler wanted to create a work environment that would be affordable and supportive to people who work in the arts and culture. This project was not simply a real estate deal, but an original way of combining commerce, culture and community.

supportive to people who work in the arts and culture. This project was not simply a real estate deal, but an original way of combining commerce, culture and community.

The eclectic tenant base of 401 Richmond includes, to name a few, architects, visual artists, film makers, performers, talent agencies, scientists, specialists in on-line services to not-for-profit organizations, and the offices of World Literacy of Canada. Most of the tenants are self-employed women who do not qualify for Employment Insurance when they take maternity leave. They experience both the challenge of having to return to work within a few months after childbirth and the necessity of finding accessible child-care services.

401 Richmond Ltd.: A Unique Environment for a Child-Care Centre

401 Richmond was originally the site of a tin factory. The historic warehouse in downtown Toronto now houses more than 130 entrepreneurs and workers, mainly in the arts and culture fields.

Margaret Zeidler, a graduate architect, purchased the 100 year-old building in 1994 and transformed it into a fully leased cultural and commercial centre. A strong supporter of the arts, Ms Zeidler wanted to create a work environment that would be affordable and

The Child-Care Centre

History

Understanding her tenants' needs and wishing to make their lives easier, in 1994 Ms Zeidler decided, to hire a consultant to study the possibility of setting up a child-care centre in the workplace. The centre would be a key element of a work environment that would both allow people to be more productive, and provide an opportunity for children to be exposed to arts and culture at an early age.

The child-care consultant used a survey to carry out a needs assessment among the tenants and the surrounding community. She also held some public meetings and arranged a meeting between the property developer and the Canadian Mothercraft Society (CMS).

The Canadian Mothercraft Society is an organization that has been promoting the well-being of children since 1931. It provides educational and support programs for mothers and their children and operates three child-care centres, two of which are affiliated with a workplace. CMS provided 401 Richmond Ltd. with further consultation services, and it was eventually decided that the Society would establish the centre. CMS would also manage it until it could operate on its own. By the end of year 2000, the transition was expected to be completed.

Operation of the Centre

Priority for space in the child-care centre is given to children of tenants. However, members of the community can also use the services of *Studio 123*.

At the moment, about 65% of the children who attend *Studio 123* have a parent working at 401 Richmond.

The property developer, Ms Zeidler, provided the renovated space, which cost about \$50,000. The Canadian Mothercraft Society lent \$15,000 worth of staff time and donated \$10,000 worth of equipment. Through fund raising, *Studio 123* has accumulated more than \$75,000 in money, products, volunteer time

and services from individuals, building tenants and neighbourhood companies. The centre opened with approximately \$18,000 in the bank.

Studio 123 is a small learning centre with a total staff of eight, and it is open from 8 a.m. to 6 p.m., Monday to Friday. Only 28 children attend the centre. Six of them are infants, 10 are toddlers, and 12 are preschoolers. Children are enrolled on a full-time or part-time basis. The centre offers drop-in care services for children whom the staff already knows, for example, children who have been enrolled in the centre before. Low-income families can obtain subsidized spaces.

Three things stand out about the centre. The first is a strong sense of community. The children are exposed to, and deal with, many different types of people who are part of both the 401 Richmond community and the surrounding neighbourhood. The centre is physically set up so that the space is open. There are no walls between the playrooms, which helps children to get to know the other children and teachers. Therefore, when they move from one program to another, the transition is smoother. The philosophy of the centre is to mix the age

groups so that the centre feels more like a family than an institution.

Three to five times each week, children participate in artistic events such as visits from artists who perform for them, and trips to artists' studios in the building. In order to stimulate their creativity, children are encouraged to use home-made toys and natural materials.

The second is its focus on, and adaptation to, families' needs. The centre uses CMS's early-intervention services to help families who are struggling with children with special

needs. For example, one child who shows signs of a significant delay in developmental and social skills comes to the centre three half days per week.

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The third special feature of the centre is the extensive arts programming, which is a key part of the everyday activity programs. Three to five times each week, children participate in artistic events such as visits from artists who perform for them, and trips to artists' studios in the building. In order to stimulate their creativity, children are encouraged to use home-made toys and natural materials. On a daily basis, children play musical instruments, and once a week a musician comes to the child-care centre to give music lessons.

The above programs and services are made possible by the staff, for whom the selection criteria include a background in early childhood education and an interest in the arts. For example, one member of the staff is a qualified dance teacher, and another one has an arts degree. The director has 14 years of early childhood education experience and is a teacher for CMS's Early Childhood Education diploma program.

Four of the members of the Board of Directors are parents. Some parents visit the centre and participate in activities such as reading stories. Parents who have their own businesses help the centre by providing their expertise and by holding workshops for the children. Parent nights and

fund-raising activities are organized to provide parents with the chance to socialize and to discuss matters relating to the centre. Parents indicate that they like the centre's proximity to their businesses and its convenience for mothers who breast-feed. The presence of children also

brings life to 401 Richmond, while the informality of the interaction between staff and parents gives the physical environment

a home-like feel.

The centre is operating in the way that people envisioned it would at the beginning of the project. However, it is now facing financial problems. Because *Studio 123* does not receive wage enhancement subsidies, its budget is tight. This situation affects the fees that parents pay and the salaries of the centre's employees. The arts programming was developed with the help of a one-time grant from the Trillium Foundation, and if this special programming is to continue, other funding will have to be secured.

Despite these financial challenges, *Studio 123* is a vital part of 401 Richmond. The strong sense of community and the creativity of the artists and tenants ensure that continued efforts will be made to find ways to keep the child-care centre operating.

Despite the centre's success, challenges remain.

Little Ones' Corner — Au coin des copains Hôpital régional de Sudbury Regional Hospital Sudbury, Ontario

The *Little One's Corner — Au coin des copains* was selected as an example of innovative child-care programming that combines the provision of child-care services with participation in the hospital's children's program for in-patients and out-patients.

The Employer

The Hôpital régional de Sudbury Regional Hospital (HRSRH) is one of the largest bilingual tertiary referral centres in the province of Ontario and serves as the regional resource and referral centre for approximately 690,000 residents throughout Northeastern Ontario. It has more than 600 beds, 17 surgical operating rooms, and employs close to 3,000 people.

Incorporated in 1997, the HRSRH is the result of the amalgamation of three hospitals: Sudbury General Hospital, Laurentian Hospital and Sudbury Memorial Hospital. The HRSRH provides the people in the Sudbury region and Northeastern Ontario with comprehensive and co-ordinated health care and supports them in attaining optimal health within an integrated regional health care system.

As an employer, the hospital promotes the same high health standards among its workforce. Thus, employees have programs available to them that

encourage health, well-being and positive stress management. Also, to help employees juggle the responsibilities of work and personal life, HRSRH offers a variety of work arrangements: flexible work schedules, telework, job sharing and part-time work. Along with these arrangements, an on-site child-care centre, the *Little One's Corner — Au coin des copains*, is available for hospital employees.

The Child-Care Centre

History

In 1985, a committee was set up to arrange for the establishment of a child-care centre within the hospital. The purposes of the project were to offer parents quality child care, to help parents juggle their dual responsibilities as workers and parents and to reduce absenteeism due to family-related responsibilities. The work of the committee was suspended at one point, but it resumed in 1987. After four years of planning and consultation, the *Little Ones' Corner — Au coin des copains* opened its doors in 1991.

Some 80% of the child-care centre's start-up costs of about \$778,000 was covered by the Ministry of Community and Social Services. A contribution from the hospital took care of the rest.

Operation of the Centre

The *Little Ones' Corner — Au coin des copains* is located across the street from the hospital, and it serves primarily the children of hospital employees and other workers who have some kind of affiliation with the hospital. The services of the centre are also available to members of the community, although children of hospital staff and of workers who are affiliated with the hospital have priority.

The child-care centre's operational costs are primarily covered by the fees parents pay. The regional government contributes through a wage enhancement subsidy of \$7,000 per year for each staff member, along with subsidies for low-income families. Fund-raising organized by a parents' advisory committee provides additional revenue.

In the centre, children are divided into four groups: infants, toddlers, preschool children and school-age children up to nine years old who come to the centre before and after school.

The centre offers many enrolment options: full-time, part-time, varying schedule, shared space and temporary care. The hours of operation are from 7:00 a.m. to 6:00 p.m.

The child-care centre is bilingual. All through the day, children are spoken to in both English and French. For 20 minutes each day, the francophone preschoolers join a separate circle where they interact in French and learn French songs. This group also eats lunch together.

The parent advisory committee consists of eight parents who meet with the child-care supervisor each month. This committee makes decisions on programming, outings, fund-raising and social events and discusses parents' concerns or suggestions.

All parents can participate in outings and social events such as the Parent/Teacher Night, which happens twice each year. They are also encouraged to attend workshops held by the

child-care centre on a variety of subjects relating to parenting and parenting skills. These workshops can be initiated by the parents or the centre's staff.

The Relationship Between the Child-Care Centre and the Employer

As a result of a recent restructuring of the hospital's departments, the *Little One's Corner* — *Au coin des copains* was administratively linked

The child-care centre is bilingual. All through the day, children are spoken to in both English and French. For 20 minutes each day, the francophone preschoolers join a separate circle where they interact in French and learn French songs. This group also eats lunch together.

to the In-patient Paediatric Unit, the Regional Children's Treatment Centre and the Regional Infant Development Program to form the HRSRH's Family and Child Program. The In patient Paediatric Unit is supported by a wide range of speciality children's clinics,

including a cystic fibrosis and a rheumatology clinic. The Regional Children's Treatment Centre offers a wide range of rehabilitation services to physically challenged children. The Regional Infant Development Program offers in-home visits, developmental assessments, individual program plans and training to parents and caregivers.

The rationale behind the regrouping of all these services was to treat children in a holistic way. Thus, the child-care centre provides not only regular care to preschool and school-aged children, but also special services to children with disabilities. In-patient children visit the centre, accompanied by qualified staff. These visits

allow doctors to monitor a child's health while he or she is interacting with other children.

On one occasion, a child who was lacking in motor skills needed the help of a walker and a special sign-language teacher. A program assistant from the Regional Child Care Resources — an umbrella agency bringing together child-care centres in the Sudbury Manitoulin region — worked with the child-care

staff to teach them the skills necessary to care for her. The staff designed a special book with pictures of the child's daily activities, which allowed her to express her needs by pointing to various images.

The centre also has a close relationship with many of the hospital's other departments such as Human Resources.

The Department of the Future Childcare Centre The Body Shop Canada Toronto, Ontario

The Body Shop is a company known for its involvement in various social action campaigns. Setting up a workplace child-care centre for the employees of its Canadian home office and for its retail employees in the Toronto area is part of that corporate culture. This profile provides an example of how the head office of an international company can influence national headquarters in different countries in terms of providing services and benefits to employees.

The Employer

In 1976, the Body Shop opened its first store in Brighton, England. Entrepreneur Anita Roddick, who founded the company, identified a niche in the market for naturally based skin and hair products. The Body Shop evolved from one small shop in Brighton into a worldwide network of shops. Franchising allowed for rapid growth and international expansion. The company has 1,600 stores and employs more than 4,000 workers around the world.

The Body Shop opened its first Canadian franchise in 1980 and now has 126 stores across the country, with more than 50 in Ontario.

Besides manufacturing and selling naturally based skin and hair products, The Body Shop Canada campaigns for causes that reflect its corporate values. For example, the company is socially committed to women's issues, human rights and environmental protection. In 1994, The Body Shop

Canada received an award for its campaign against domestic violence. In the same year, The Body Shop implemented a policy offering paternity leave to all eligible male employees. *The Department of the Future Childcare Centre* is one more offspring of this corporate culture.

The Child-Care Centre

History

In 1990, a child-development centre opened at The Body Shop International, in England. This idea was well received by the Canadian headquarters of The Body Shop in Don Mills, Ontario, which decided to build an on-site child-care centre for its employees' children.

During 1993, about 25 external and internal consultants worked on issues relating to all facets of the centre's design. In 1994, *The Department of the Future Childcare Centre*, located in the building that houses The Body Shop Home Office, opened its doors. At first, only a few children were using the centre, but their numbers have increased gradually. The services of the centre are offered primarily to children of employees of The Body Shop Home Office and its corporate retail stores. However, children from the community can also enrol.

Operation of the Centre

The Department of the Future Childcare Centre currently cares for 32 children. Services are available on a full-time basis, and the facility is open from 7.30 a.m. to 6 p.m., Monday through Friday. The centre is a not-for-profit organization that is managed by a volunteer Board of Directors on which four parents can sit.

The centre's principal source of revenue is fees charged to parents. *The Department of the Future Childcare Centre* charges community parents \$900 per month for infants, \$825 for toddlers and \$700 for preschool children. Employees of The Body Shop are entitled to reduced rates of \$700 for infants, \$650 for toddlers and \$600 for preschool children.

The child-care centre puts into practice corporate values such as recycling and reducing energy consumption. Toddlers and preschoolers also have their own garden where they learn how to grow vegetables.

Periodically, the centre obtains some funding from the Ministry of Community and Social Services (MCSS) for specific projects. For example, it received \$5,600 to restructure the playgrounds. Additional funding is also available when renovations are required. In 1999, the centre received money to install an additional washroom as part of an expansion that added spaces for eight children.

The Body Shop Canada Home Office contributed to the start-up costs of the child-care centre. At the present time, the employer provides it with some administrative services such as bookkeeping. However, the rent and maintenance are the sole responsibility of the centre.

Children at *The Department of the Future Childcare Centre* enjoy a variety of activities. Music, drama, nature and science activities

take place on a daily basis. Twice a week, the Rainbow Fun Program offers activities geared to physical fitness. A few times each year, the children participate in special trips, for example to the zoo or to an apple orchard. Expenses are paid with money the centre collects from fund-raising activities.

The child-care centre puts into practice corporate values such as recycling and reducing energy consumption. Toddlers and preschoolers also have their own garden where they learn how to grow vegetables.

In addition to sitting on the Board of Directors, parents have many ways of getting involved in centre. One parent sells crafts and donates her commissions. Other parents participate in outings with children, and mothers of infants are encouraged to come to the child-care centre to visit their babies.

The centre takes into account cultural differences and, in recognition of the diversity of its clientele, encourages parents to come and share their cultural and religious celebrations with the staff and children of the child-care centre.

Downs Children Centre Assiniboia Downs Racetrack Winnipeg, Manitoba

The *Downs Children Centre* was the first child-care centre in North America to open on a racetrack site. The working conditions of racing people are unique, and the centre has done well in adapting to these conditions.

The Work Environment

The Assiniboia Downs racetrack is a not-for-profit organization managed by the Manitoba Jockey Club. A number of employers operate at the racetrack site. These include the Manitoba Jockey Club, the Canadian Thoroughbred Horse Society, the Horsemen's Benevolent and Protective Association, veterinarians, trainers and the Manitoba Horse Racing Commission. Together, they employ roughly 1,000 people.

Because of the nature of the horse-racing industry, the workers' schedules vary greatly. Activities at the track take place from 5:30 a.m. to midnight. Some people work in the daytime and others in the evening. Some employers work on race days only or on shifts, and others work a traditional nine-to-five schedule. The number of workers at the track also varies depending on the time of year. The racing season runs from early May to early October. The *Downs Children Centre* has adapted its operations and services to the specific working conditions of the workers in this industry.

The Child-Care Centre

History

The child-care centre project began in 1980. A person working at the racetrack had sent a letter to the Director of the Horsemen's Benevolent and Protective Association, an organization of racetrack workers. The letter outlined the need for an accessible child-care service for track workers. Subsequently, a vote was held, and the project was approved by a narrow margin. A committee was then formed to set up the child-care centre. The *Downs Children Centre* opened a year later in 1981.

Operation of the Centre

The child-care centre is a not-for-profit corporation and has charitable status. It is managed by a Board of Directors. The by-laws state that at least 40% of Board members must be parents working at the racetrack (usually 3 or 4 members), 10% must be parents from the community at large (usually 1 or 2 members), and 10% must be members of the Board of Directors of the Horsemen's Benevolent and Protective Association (1 member). An employee of the child-care centre can also be on the Board. By law, the Board of Directors of a child-care centre must have at least five members. However, the Board of the *Downs Children Centre* has seven because some members come from outside the Winnipeg area and are not always available. The Manitoba Jockey Club and the Horsemen's Benevolent and Protective Association serve as the institutional links between the centre and the racetrack as a workplace.

The centre is located on the Assiniboia Downs site between the track and the stables. It is housed in two former tack houses that are connected; an extension was added in the early 1990s. Today the centre occupies nearly three times as much space as it did when it opened. Children can see the racetrack from the centre's yard and are happy to be able to watch their parents working on the track. Because it is located on the racetrack grounds, the centre benefits from the presence of security staff and a visitor-identification service during the summer, which most parents appreciate.

The centre accepts children between 12 weeks and 12 years of age. About two thirds of the children attending the centre have parents who work at the track, and the rest are from the community.

Because of its distinct clientele, the *Downs Children Centre* is called upon to provide special services. For example, children younger than twelve weeks of age have been accepted with the approval of the Child Day Care Branch of Manitoba Family Services.

This may be necessary if the mother is breast-feeding and the child needs to be nearby, or in cases in which the mother is not entitled to maternity benefits and has had to come back to work shortly after giving birth.

The Downs Children Centre has adapted to the lifestyle of the people who work at the racetrack. The relationship between the two entities is close and mutually beneficial with respect to both administration and services.

The number of children allowed under the centre's licence varies during the year to accommodate the horse-racing schedule. The centre can take 34 children at a time in winter and 55 during the racing season. It can accept up to 12 infants. In the summer, some 70 children are registered at the centre, and they come when their parents need the

service. On race nights, roughly 25 children are being cared for at the centre. Some spaces are left unfilled to accommodate racetrack workers as required.

The centre's hours of operation reflect the working conditions in the horse-racing industry. The centre is open seven days a week. In the winter, the hours of operation are 7:00 a.m. to 6:00 p.m. In the summer (June 15 to October 1), the centre opens at 5:30 a.m., and the hours are extended to midnight on race days and 7:00 p.m. on Sundays. Children from the community also have access to the centre on race nights. The time that the children spend at the centre depends on their parents' schedules. For example, children whose parents have to feed the horses come in when the centre opens, leave at about 10:30 a.m. and then come back to end the afternoon at the centre. Some seasonal employees work at the track in the summer and use the centre only during that season. Others hold another job in Winnipeg in the off-season, and their children stay at the *Downs Children Centre* year-round. Some workers are in the Winnipeg

area for only a few weeks each year, depending on the type of racing they are involved in. They generally inform the centre staff of their need for child care in advance so that a space can be reserved for them.

According to the centre's director, a significant proportion of the people working at the track are single mothers. The existence of the centre and its hours of operation allow them to work at the track even though they have children. Finding a child-care centre that opens at 5:30 a.m. or closes at midnight is not easy, especially when parents don't

know when they will be working until a few days in advance, as is the case with many workers in the racing industry.

School-age children whose parents work at the racetrack can register for before- and after-school care. The *Downs Children Centre* provides transportation to two schools in Winnipeg. Only those two schools can be served because they are close to each other and have different schedules.

The Relationship Between the Centre and the Racetrack

The *Downs Children Centre* has adapted to the lifestyle of the people who work at the racetrack. The relationship between the two entities is close and mutually beneficial with respect to both administration and services.

There are a number of aspects to the relationship between the centre and the track, besides the fact that a representative of the Horsemen's Benevolent and Protective Association sits on the centre's Board of Directors, and that horsemen's children have priority over space.

When the centre started up, it received an interest-free loan from the Horsemen's Benevolent and Protective Association, in addition to a grant from the Manitoba government. The loan from the Association has been repaid in full. The sponsors of the child-care project also received donations from some of the horsemen.

Today the centre pays no rent, and it receives all or part of the profits from a number of activities held at the track during the year. These include profits from the summer horseshoe tournament, the Horsemen's Award Banquet and the annual Jockey

Club dinner. At some events, draws are held with half of the profits going to the centre.

Until 1993, the track had been a family-owned business. It is now managed by a not-for-profit organization. The current director of the centre says that she sees a difference between the two structures as far as the relationship with the centre is concerned. Today, the profits generated by the racetrack are reinvested in the business. This means that the directors can be more generous with respect to the centre, given the track's not-for-profit status. For example, the track's Board of Directors donated a surplus van to the centre.

Problems and Challenges

The *Downs Children Centre* must deal with some of the same problems that other centres in Manitoba and Canada experience, while facing its own unique challenges.

The lack of qualified workers is a serious problem in Manitoba. In 2000, the provincial government took steps to resolve the problem, and results should be seen in a few years. In 1996, the lack of available staff led the *Downs Children Centre* to ask the Manitoba Horse Racing Commission to authorize opening its doors to children whose parents didn't work at the racetrack so that it could operate year-round. Offering year-round jobs makes it easier to attract staff. The fact remains, however, that because the number of children it cares for increases in the summer, the centre has to search for qualified temporary staff every spring. Recently, it rehired the founder and former director to do some administrative work. This step was necessary to free up time for the current director to work directly with the children because it was impossible to find other child-care staff to perform these duties.

Like most child-care centres in this study, the *Downs Children Centre* experiences financial problems. Although it receives a provincial operating grant, the centre has to carry out fund-raising activities, as noted earlier. It also uses the provincial and federal governments' summer employment programs for students.

Because of its location, the *Downs Children Centre* has to contend with some specific problems. The centre is not located close to a

bus route, which makes it more difficult to attract children and staff. This is the case for two reasons. First, the centre is not readily accessible by public transportation. Second, because it is not in a highly visible location, it is often overlooked as a potential source of employment and child care.

Kid Gloves Daycare Western Glove Works Winnipeg, Manitoba

Kid Gloves Daycare is the only child-care centre affiliated with a private sector workplace in Manitoba. While the original motivation of Western Glove Works was to provide child-care services for its employees, they did not use the centre widely, once it had been built. It is important to note in this profile what Western Glove Works and *Kid Gloves Daycare* did to better meet the needs of employees and how the company has continued to support the child-care centre as a service for Winnipeg's downtown community. This profile highlights the importance of a thorough market study and careful employee consultation in any proposal for a work-related child-care centre.

The Employer

Western Glove Works is a clothing company that employs approximately 1,300 workers at three sites in Winnipeg. The manufacturing and administrative staff are predominantly female. The company's plants operate 24 hours a day, seven days a week. Administrative employees work a conventional nine-to-five schedule, while the factory employees work eight- or twelve-hour shifts, sometimes on a rotational basis. The Western Glove workers are primarily full-time permanent employees. The company's workforce and the surrounding neighbourhood are characterized by their broad cultural diversity.

The Child-Care Centre

History

In the mid-1980s, a combination of circumstances led the management of Western Glove Works to consider setting up a child-care centre for its employees. First, the company was expanding and was going to build a new factory. Second, some managers had children of their own, so the idea of a child-care centre struck close to home for them. Also, two managers had wives with experience in child-care or family services and were, therefore, well aware of the importance and benefits of child-care services. Third, the child-care centre project was able to receive financial assistance from the municipal, provincial and federal governments as part of an initiative to revitalize Winnipeg's core area.

A preliminary survey of employees was carried out to gauge their interest in a child-care service. The employees indicated that they were very much in favour of one. Management then included a child-care centre in the plans for the new factory. Two project committees were set up, one composed of managers and the other of employees, primarily administrative staff. *Kid Gloves Daycare* opened its doors in April 1988, about seven months after the inauguration of the new Western Glove Works plant in which it is located. The children of company employees were given priority for acceptance at the centre, and the remaining spaces were offered to other families in Winnipeg.

Operation of the Centre

Kid Gloves Daycare is located in the heart of Winnipeg in the main factory building of Western Glove Works. One of the other two company buildings is about one kilometre from the child-care centre, and the other about six. The centre is at the intersection of two busy streets that are well-served by public transit. However, travelling by bus between the child-care centre and the Western Glove Works plant that is six kilometres away is more difficult.

Kid Gloves Daycare has spaces for 50 children from 2 to 12 years of age. Because some come to the centre on a part-time basis, roughly 55 children are registered, including 12 school-aged children. As is the case with a number of workplace child-care services, the clientele of *Kid Gloves Daycare* consists mainly of children whose parents do not work for the company sponsoring the centre.

Kid Gloves Daycare is located across from an elementary school and takes school-age children every day before and after school, at lunch time, during the Christmas holidays and March break and on teachers' professional-development days. During the summer, the number of school-age children using the child-care centre increases. There is no summer camp program as such, but at that time of year the 6- to 12-year-olds go on outings several times a week and take swimming lessons.

The centre is open five days a week from 6:45 a.m. to 6:15 p.m. for a total of eleven and a half hours of child-care service per day. The

centre periodically receives requests from parents for Saturday service, but the number of people interested has not been high enough for the centre to open every Saturday without running a deficit. The centre does open on Saturday, however, when enough Western Glove Works employees need the service. This happens in particular in the weeks prior to Christmas, when employees want to bank time before the holidays.

The centre generally reserves 5 of its 50 spaces for children with special needs. Over the years, the staff have developed skills that enable them to provide care for children with a variety of needs.

Kid Gloves Daycare is managed by an independent Board of Directors, consisting of the child-care director, one parent and three representatives of Western Glove Works. The annual meeting is attended by parents whose children use the centre, the members of the Board of Directors, a representative of the staff and a representative of the Western Glove Works employees' union.

In the first years that the child-care centre was open, the Western Glove Works managers had to admit that their employees were not using the services of Kid Gloves Daycare as much as they had expected.

Adapting to the Clientele

In the first years that the child-care centre was open, the Western Glove Works managers had to admit that their employees were not using the services of *Kid Gloves Daycare* as much as they had expected. Only four employees had enrolled their children in the centre. A consultant was hired in 1995 with the help of a grant from the federal government's Child Care Initiatives Fund

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(CCIF)⁶ to see how the company could change the situation. The results of this study were enlightening and prompted the company and the child-care centre to take steps to increase use of the child-care service by the employees.

The 1995 study suggested that the survey which had preceded the establishment of the child-care centre had not accurately assessed the support among Western Glove Works employees with respect to child-care services. It also revealed how the cultural diversity of employees affected their needs in terms of child-care services.

The first survey had been conducted in English only, even though the company's labour force is primarily made up of immigrant women, particularly of Asian origin. In contrast, the 1995 study was done in several languages so that employees who had a limited knowledge of English could answer properly. The 1995 study also found that the first survey had not provided enough information to employees on the operation of the proposed child-care centre to enable them to express an informed opinion. Some employees at the time were probably not familiar with the concept of a child-care centre in the Canadian context. The current director of the centre suggests that if the

initial survey had been more thorough and had contained information on child-care fees and on the policies governing the operation of a child-care centre, it might not have shown, as it did, such strong employee support for the idea.

One reason why employees used the centre so little, as revealed by the 1995 study, was the fear on the part of some immigrant parents that their children would be linguistically and culturally assimilated. Therefore, parents preferred to have a relative such as a grandmother look after their children rather than register them in an English-language child-care centre. Having the child looked after by a family member means that the relative can pass on his or her native

language and culture. Parents often register their children in a child-care centre a few months or a year before they start kindergarten so that they can learn English. Some send their children to a child-care centre on a part-time basis so they can socialize.

In light of the recommendations of the 1995 study, Western Glove Works' managers and the *Kid Gloves Daycare* staff introduced

measures to encourage employees to make more use of the centre.

The company and the child-care centre revised their strategy for communicating information about the centre to employees in order to take into account the cultural diversity of the workforce. Brochures and videos describing the child-care centre were produced in English and translated into the five most common languages spoken by the employees. A notice board was put up at each of the company's three facilities to keep employees aware of what was going on at the centre.

⁶ The CCIF was a seven-year program set up in 1988 by the federal government with a \$98 million budget for research and development. Its objective was to develop a knowledge base for Canadian child care and to improve its quality. The program funded the development of new program models and training and public education materials. The initiative ended in March 1995.

The company and the child-care centre revised their strategy for communicating information about the centre to employees in order to take into account the cultural diversity of the workforce. Brochures and videos describing the child-care centre were produced in English and translated into the five most common languages spoken by the employees, namely, Tagalog, Vietnamese, Mandarin, Lao and Punjabi. A notice board was put up at each of the company's three facilities to keep employees aware of what was going on at the centre.

The multicultural approach permeates all aspects of the centre. The toys, books and posters reflect the cultural diversity of the children who go to *Kid Gloves Daycare*. The centre staff are also culturally and linguistically diverse. Cultural diversity is as much a feature of the community surrounding the child-care centre as it is of Western Glove Works' employees. The community also has a significant Aboriginal population. In this context, the multicultural approach meets the needs of the community as much as it meets the needs of the staff of Western Glove Works.

In response to employees' concerns about child-care fees, Western Glove Works established a subsidy system for its employees who use the centre. At the start, the company paid \$1.00 of the daily child-care fee for each of its employees' children registered there. It now pays \$2.10 per day (or \$42.00 per month) for each child. For workers who qualify for the full provincial child-care subsidy and whose children attend the centre full-time, this lowers fees from \$48.00 to \$6.00 per month. For those who are not eligible for provincial assistance, the company's contribution brings fees down from \$376.00 to

\$334.00 per month. The company also pays the full fee for two emergency spaces when employees use them.

Potential employees of Western Glove Works are now asked on the application form if they need child-care services, which ensures that they will receive information about *Kid Gloves Daycare*.

The efforts that Western Glove Works and *Kid Gloves Daycare* have made to encourage employees to use the centre more have enjoyed modest success. The number of employees using the centre has risen from four to seven. However, the efforts to reach the various cultural communities have led employees to use other resources that the centre has made available to them. These resources include material on different aspects of child development and information on child-care services in general.

The Relationship Between the Centre and the Company

There are a number of dimensions to the relationship between *Kid Gloves Daycare* and the Western Glove Works. Some have been noted earlier — the priority given to children of employees in allocating spaces, the program for subsidizing child-care fees, the company's representation on the Board of Directors, the vote given to the employees' union at the annual meeting, the centre's notice boards at the three factories, the Saturday child-care services when needed, and the fees for emergency child-care spaces that the company pays for its employees.

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Another dimension relates to rent: *Kid Gloves Daycare* pays an annual rent of \$19,000 to Western Glove Works.

However, according to its director, *Kid Gloves Daycare* receives the equivalent of between \$30,000 and \$35,000 in services from Western Glove Works in exchange. Services include daily custodial services and

building and grounds maintenance, office and maintenance supplies, and the use of equipment such as the photocopier and fax machine.

Once each year around the holidays, Western Glove Works solicits donations of money or equipment for the centre from its suppliers and some of its customers. This initiative brings in between \$4,000 and \$10,000 for *Kid Gloves Daycare* each year.

The Challenges

Kid Gloves Daycare is experiencing the same problems as other child-care centres in Manitoba with respect to recruiting qualified staff. Individuals trained in early childhood care have the advantage: they can choose the child-care service for which they want to work. Some prefer a centre in the suburbs or in a small town to a centre such as *Kid Gloves Daycare*, which is located in the heart of a large city, with all the social and economic challenges that this entails.

According to its director, *Kid Gloves Daycare* is not experiencing any significant financial problems at the moment. However, because of the shortage of qualified child-care staff in the province, the centre must be managed very carefully. Every expenditure has to be

scrutinized so that the centre can offer employees competitive working conditions. The business acumen of the Western Glove Works representatives who sit on the centre's Board of Directors is a valuable asset in managing the centre.

The financial position of the child-care centre

does not allow it to renovate its facilities, nor can it offer hot meals or set up a transportation service for the children, as some Manitoba child-care centres do. These are two services which parents would like *Kid Gloves Daycare* to introduce.

This profile shows the importance of doing a thorough market study and gaining a solid understanding of the employee base when developing a work-related child-care service. It also shows the importance of both carrying out an evaluation, and adjusting the service according to the results. This case is also an example of an employer who continues to support a work-related child-care centre even if the purpose it serves isn't exactly the one envisioned in the beginning.

While employees are not using the services of *Kid Gloves Daycare* in large numbers, the managers of Western Glove Works view their association with the centre in a positive light. It helps project a positive image of the company in its community and among its customers. Rather than saying it provides child-care services for its employees, Western Glove Works can point to the fact that it contributes to providing quality child-care services for families throughout the downtown Winnipeg community.

Souris Valley Child Care Corporation South Central Health District Weyburn, Saskatchewan

The *Souris Valley Child Care Corporation* provides care to the children of staff of the Souris Valley Extended Care Centre as well as to other Weyburn parents in the area. The centre provides nurses and other parents with services tailored to their needs as they evolve, particularly in terms of extended hours.

The Employer

The Souris Valley Extended Care Centre is a long-term-care facility administered by the South Central Health District. The patients are mainly elderly people, but the centre also houses some patients with physical and mental disabilities. The staff of Souris Valley Extended Care Centre are mainly women, many of whom are shift or part-time workers.

The Child-Care Centre and the Workplace

History

In 1994, a group of nurses who had young children, and who worked at the Souris Valley Extended Care Centre, came up with the idea of setting up a workplace child-care service. A needs assessment carried out in the community and among hospital staff found that there was indeed a need for this

type of service. In 1996, after two years of joint efforts involving various interested parties, the *Souris Valley Child Care Corporation* opened. Initial funding came mainly from the Saskatchewan government, but the South Central Health District also contributed.

Operation

The *Souris Valley Child Care Corporation* is a not-for-profit organization. The centre is located in the Souris Valley Extended Care Centre building. Children may attend full time, part time or only occasionally. The centre operates from 6:00 a.m. to 9:00 p.m. Monday through Saturday. Fourteen school-age children also come to the centre after school and on Saturdays. The centre can accommodate up to 41 children at a time. Because of the potential for flexible child-care schedules, nearly 50 children benefit from the services provided by the *Souris Valley Child Care Corporation*.

The South Central Health District provides about 90% of maintenance services free of charge to the child care centre. The Health District also pays the heat, power and water bills. The centre pays for laundry services and monthly floor cleaning. Funding for daily operations is covered by a provincial government subsidy and parent fees. The child-care centre pays rent to the Saskatchewan Property Management Corporation.

When it opened in 1996, the *Souris Valley Child Care Corporation's* centre operated 24 hours a day, seven days a week. Since then, those hours of operation have been reduced incrementally each year to their present level. Even though a need for 24-hour service had initially been identified, low use by Health District staff and community parents made it financially impossible for the centre to remain open around the clock (24-hour service had been needed only three or four times).

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When the hours of operation were first reduced to 6:00 a.m. to midnight, Monday to Saturday, the night-time hours were used more regularly, especially by parents from the community. When the families taking advantage of these hours moved away, the hours of operation were reduced again, this time to their present level — Monday to Saturday, 6:00 a.m. to 9:00 p.m. These hours now seem to meet the needs of most users of the child-care services. Few District employees bring their children to the centre when they work the night shift, usually preferring to leave their children with their spouse. Most nurses who use the centre do so on an occasional basis. Because of shift work, some of the nurses register their children for the equivalent of three quarters of a full-time space. A special rate schedule was created for such cases.

Even though South Central Health District employees do not have priority over spaces, their children represent 25% of the clientele of the

Souris Valley Child Care Corporation. According to the director, this is probably due to word-of-mouth among nurses and to the fact that the centre is located in the building.

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When compared to certain other cases, it could be said that the relationship between the *Souris Valley Child Care Corporation* and *Souris Valley Extended Care Centre* is not particularly close in terms of management. However, because the centre is located in the Health District's building and offers extended hours, it is a convenient child-care choice for employees. As well, *Souris Valley Child Care Corporation* has adjusted its services to match the needs of its clientele as they have evolved.

Conclusion

Work-related child-care centres represent only a fraction of child-care services in Canada. Nevertheless, they have existed for several decades, and the fact that they have increased in number over the last ten years shows that work-related services fill a need both for the sponsoring companies and unions, and for the workers.

Work-related child care offers parents some significant advantages. Having their children cared for in or near the workplace can make morning and afternoon transportation easier and enables parents to respond more quickly to emergencies. Knowing that the child is nearby adds to parents' "level of comfort". Some child-care centres allow parents to visit their child during the day, which is particularly helpful to mothers who are breast-feeding. As a number of examples in this study have shown, work-related child-care centres can tailor their hours and registration options to a company's schedule. In areas where the demand for child-care services is high and exceeds the number of spaces available, work-related child-care facilities provide additional spaces, making it easier for parents to arrange care for their children.

Employers are becoming increasingly aware of their employees' need to balance their professional and personal responsibilities; a work-related child-care centre can be part of a general policy aimed at promoting this balance. Providing a child-care centre in the workplace represents an investment in the sponsoring organization's human resources — an investment that offers the employer a number of benefits. For example, in some cases, a centre can help to attract and retain workers. The fact that employees have access to child-care services in or near the workplace can reduce stress and stress-related illnesses, absenteeism and lateness. It can also increase employee morale, motivation, productivity and loyalty. All of these can make a tangible contribution to the organization's performance.

Employers that sponsor a child-care centre also reap another less-tangible — but very important — benefit: they can improve their corporate image among their business partners and clients. Their image in the community will also be strengthened, especially if the child-care centre is open to the children in that community rather than restricted to children of the company's employees.

CONCLUSION

As this study has shown, no single model for providing work-related child-care services exists. Employers and employee groups that want to pursue work-related child care have many options.

The relationship between a child-care centre and an employer or union can take any form, and be as close or as loose as the various partners want it to be. It can change over time as the partners' needs, capacities and priorities evolve. For example, the relationship can be affected by changes in the employer's needs, changes in the industry (a difficult period, strong growth, restructuring, etc.) and changes in its workforce (ageing or rejuvenation, a shortage of skilled labour, etc.). The relationship between a child-care centre and its sponsor may become stronger — or it may weaken or end. In order to better meet the partners' evolving needs, abilities and priorities, the relationship can also change in terms of the nature of the support and services exchanged.

Setting up a work-related child-care centre may be easier in certain types of workplaces such as public sector organizations or companies with a large workforce. But some of the cases presented in this study have shown that it is possible in various contexts to develop models for work-related child-care that reflect the uniqueness of the workplace and the demands placed on employees. Realities such as a small workforce, varied schedules, long work hours and employees who are scattered throughout a region are not insurmountable obstacles to setting up work-related child-care services. In fact, the unique characteristics of some workplaces can even be catalysts for instituting child-care services in the workplace that are not already available in the community.

Many people interviewed as part of this study noted how some employers and other participants in projects to create a child-care centre were surprised at the amount of time that the start-up process required. Some centres were set up quickly and with little difficulty. However, in other cases, project organizers encountered obstacles such as funding problems; opposition from company executives, employees or unions; problems with government regulation; or problems finding a site.

Developing a work-related child-care centre is an endeavour that should not be taken lightly, and which sponsoring organizations should view as a long-term commitment. The investments required and the expectations that will eventually be created mean that careful planning is needed. Worker consultation is, therefore, a crucial step in bringing any work-related child-care service project on stream. Consulting workers helps to determine whether employees really need child-care services, whether this need justifies the employer's involvement and whether a work-related centre is the most effective way to meet the need for child care.

A market survey is key to determining exactly what employees need and want in a child-care service — particularly with respect to fees, hours, registration options and services to be provided. The questions in the survey must be clear. A poorly designed survey instrument or a weak employee-consultation process can lead to creating a service that does not meet workers' needs, and which workers will not use.

This study has shown that government policies on child-care services in general also affect work-related child-care centres. As is the case for community-based child-care centres, some

government policies can slow efforts to set up centres in the workplace and make them more complicated to manage. On the other hand, some policies can be beneficial. For example, the child-care policy of the Quebec government facilitates the creation of work-related child-care centres. The creation of *childcare centres* and the construction of facilities are publicly funded. Moreover, the government's financial involvement in the operation of centres helps make child-care services more stable. As a result, it is much easier for an employer or a labour organization to sponsor a child-care service without having to invest huge sums of money.

Governments also have a role to play in stimulating debate on the establishment of work-related child-care services. Making best practices public and easily accessible is a step in this direction.

This overview of work-related child-care centres in Canada brings forward a number of topics for further research. They can be grouped into four main areas:

- **Research on options and approaches:** A work-related child-care centre is only one of the options available to an employer or a labour organization wanting to help its employees or members with child care. Other possible approaches, including referral and information services, direct financial assistance, special funds, family child-care services and emergency child care, are not dealt with in a detailed manner in this study and could be the subject of further research.
- **Studies of the role of union organizations and governments:** More research is needed into their respective roles in furthering work-related child-care services.
- **Surveys of companies and their employees about work-related child care:** Both could be surveyed, for example, to assess the profitability or the costs versus benefits of employers' investments in child care, and to collect new information on parents' needs and preferences for child care.
- **Case studies to illustrate what has not worked:** More information would be useful on work-related child-care centres that have not been as successful as expected. This information could be valuable to organizations or employees interested in setting up their own centres.

Three Provincial Policies

This annex briefly describes three provincial policies that have an impact on work-related child-care centres. The policies presented here from the Saskatchewan and Ontario governments concern work-related child-care centres in particular. The Quebec government's policy on child care makes the context in which all of this province's child care centres operate very distinctive, which is why it is presented here.

Further information about these policies is available from the different provincial governments.

Quebec

Since 1997, the Quebec Department of Child and Family Welfare has been setting up a network of *childcare centres* based on the existing non-profit home child-care agencies and child-care centres. Each centre, including work-related ones, is administered by a co-op or private not-for-profit corporation with a board of directors consisting mainly of parents.

Each childcare centre has until August 2002 to establish two types of child-care services: facility-based child care and home child care. A childcare centre may have up to three facilities accommodating 80 children each. The childcare centres must also co-ordinate, oversee and monitor home child-care services provided in a given area, for up to 250 children per centre, by persons that they recognize as providers of such services.

The centres offer full-time and/or part-time care. To meet parents' needs more effectively, they will gradually make child-care services available in the evening, at night or on the weekend where it is needed. They may also set up other family and special services in collaboration with social agencies or other partners.

The childcare centres offer reduced-contribution spaces at a cost of \$5 a day for all children from birth to kindergarten age. Reduced-contribution child-care services are also available before and after school in some elementary schools and childcare centres for children aged 5 to 12. An operating grant from the Department of Child and Family Welfare covers almost

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all the remaining operating costs. Reduced-contribution spaces are also offered by for-profit child-care centres that have signed agreements with the Department of Child and Family Welfare.

or in the purchase of playground equipment for a workplace child-care facility and cash payments made for these purposes to an unrelated child-care facility.

Ontario

The Ontario government has established a tax incentive for workplace child-care centres to support businesses that set up this type of service or contribute to the improvement of existing services for Ontario workers.

Depending on the type of business and subject to certain conditions, the incentive takes the form of a deduction in computing income or a refundable tax credit. Qualifying expenditures used to calculate the incentive are, subject to certain conditions, costs incurred in the construction or renovation of a facility

Saskatchewan

Saskatchewan Social Services can offer a grant for the development of not-for-profit or co-operative work-related child-care services in the province. The grant is calculated on the basis of the number of spaces prioritized and designated for employees. The amount granted must not exceed the greater of 50% of the costs approved by the Minister to develop the child-care service or \$10,000. The type of services provided can vary, ranging from on-site child-care centres to information and referral services or family child-care networks.

Questionnaire

Preamble

Hello, my name is (name of interviewer). I work in the Labour Program of Human Resources Development Canada. We are currently updating a document we published in 1990 entitled *Work-Related Child Care in Canada*.

In this context, we are contacting work-related child-care services across Canada to collect the most current information. The document we are preparing will have general information on child-care centres affiliated with workplaces and descriptions of child-care centres that stand out. Would you be interested in participating in this study?

(If so) First, would you say your child-care centre is affiliated with a workplace?

Explanation: Our definition includes any child-care service that is in any way affiliated with one or more workplaces, through either an employer, a union, or a property developer. This relationship can take many different forms. For example:

- Financial assistance for start-up or day-to-day management;
- Gift (money, equipment, land, emphyteutic lease);
- Reserved spaces for the children of employees or members of the union;
- The child-care centre is part of the business, belongs to it or is managed by one of its departments;
- The child-care centre belongs to the union or is managed by one of its departments or committees;
- The child-care centre is located on the work site or on the union's premises; or
- The employer or the union provides caretaker or administrative services.

QUESTIONNAIRE

The Employer and the Child-care Centre

We will start with a few questions about the employer affiliated with your child-care centre.

1. What is the name of this employer?
2. In what industry or sector does this employer operate?
3. What is the relationship between the child-care centre and the employer, the workplace?
4. Are the employees unionized?
5. (If the employees are unionized) Is(are) the union(s) involved in the child-care centre?
6. What is the nature of this involvement?
7. Is the child-care centre open to all employees?
8. Who are the main users of the child-care service?
9. Is the child-care centre open to children from the community?
10. What proportion of children in your child-care centre are children from the community?
11. Do you receive financial assistance from various levels of government?
12. (If so), can you tell me what level(s) (municipal, regional, provincial or federal) provide(s) it and what form it takes?
13. Does your employer or your child-care centre

provide other child-care services such as family child-care services, an information or reference service, financial assistance or day camp during the summer?

14. Does the employer offer broader programs to help workers balance their work and their personal life? Does it have an official policy on the subject?

Explanation: I am talking about any initiative by the employer to make it easier for employees to balance the requirements of their job and those of their personal and family lives. For example:

- Teleworking (working at home or elsewhere than on company premises);
- Flexible hours;
- Job sharing;
- Permanent or temporary part-time employment;
- Time off for family, personal or training reasons;
- An eldercare program;
- Stress management help; or
- A program to promote health and well-being.

Start-up

The following questions will be about the history of your child-care centre.

15. In what year did your child-care centre open?
16. In what year did people start thinking of opening a child-care centre?
17. How did the project start, who started it, and why?

18. Were the employees consulted during development of the project?
19. In what kind of climate was the child-care centre developed?
20. From where or whom did the initial financing come?
30. What registration options are there for your child-care centre?
31. Have you had requests from parents for other options?
32. How are the parents involved in the child-care centre?

Operations

We will now talk about the operation of the child-care centre.

21. What legal entity administers the child-care centre?
22. Where is the child-care centre located in relation to where the employees work?
23. Do you receive comments from parents regarding the location?
24. According to its permit, how many children can your child-care centre accommodate?
25. How many children does your child-care centre actually have?
26. What is the breakdown of the spaces by age group?
27. Based on the information you have such as your waiting list, do the number of spaces available and the age distribution meet the needs of the parents you serve?
28. What are the hours of operation of your child-care centre?
29. Do you get requests from parents to change the hours, expand them or make them more flexible?
33. What are the fees for your child-care services ?
34. Does your child-care centre program offer something special?
35. Can you tell me about it?
36. (In Quebec) Is your child-care centre a *childcare centre* (centre de la petite enfance)?
37. (If so) Do you offer or intend to offer family child-care services?
38. (If not) Do you intend to become one?

Plans, Problems and Opinions

The next questions will deal with the problems your child-care centre may have had over the course of its history and upcoming developments for your organization.

39. Can you tell me about problems you have had in the past or that you are currently having?
40. Have you made renovations or increased the size of the facilities since the child-care centre opened?
41. Do you have any such plans?
42. Have you changed the program since the child-care centre opened?

QUESTIONNAIRE

43. Do you have any such plans?
44. Have you had any comments from parents about what they especially like about your centre?
45. Have you had any comments about things to improve?
46. Has the employer's support changed since the child-care centre opened?
47. Do you think the employer might change its involvement in the coming months or years?
48. Are you aware of other child-care centres affiliated with a workplace?
49. Do you think they are offering anything innovative?
50. How many people work for this employer?
- Categories:
- 0 to 19
 - 20 to 99
 - 100 to 500
 - 500 or more
51. Is this a female-dominated work force?
52. What kind of work schedule do the employees have?
53. Does the company mainly employ permanent full-time workers?
54. Does it employ part-time workers?
55. Seasonal workers?
56. Contract workers?

The Employer

We are at the last part of the interview. I will ask you a few questions about the employer who sponsors your child-care service.

Thank you for your co-operation.

Participating Child-Care Centres

Confederation Building Day Care Centre
St. John's, Newfoundland

Northwood Child Care Centre
Halifax, Nova Scotia

Purdy's Wharf Children's Centre
Halifax, Nova Scotia

University Children's Centre
Halifax, Nova Scotia

First Steps Child Care Centre
Moncton, New Brunswick

Garderie L'enfant magique
Campbellton, New Brunswick

Aéropuces Childcare Centre
Dorval, Quebec

Employés de Bombardier Aéronautique Childcare Centre
Dorval, Quebec
Saint-Laurent, Quebec

L'anode magique Childcare Centre
Rouyn-Noranda, Quebec

L'éveil des chérubins Childcare Centre
Rimouski, Quebec

PARTICIPATING CHILD-CARE CENTRES

La gare de rires Childcare Centre
Montreal, Quebec

La marelle Childcare Centre
Victoriaville, Quebec

La petite station Childcare Centre
Montreal, Quebec

La voûte enchantée Childcare Centre
Montreal, Quebec

Le petit forgeron Childcare Centre
Trois-Rivières, Quebec

Le petit réseau Childcare Centre
Montreal, Quebec

Les cablinours Childcare Centre
Montreal, Quebec

Les Micropuces Childcare Centre
Dorval, Quebec

Les p'tits loups Childcare Centre
Quebec, Quebec

Les petites cellules Childcare Centre
Mont-Royal, Quebec

Les petites puces Childcare Centre
Sherbrooke, Quebec

Mère Framboise Childcare Centre
Kirkland, Quebec

Mes premiers pas Childcare Centre
Montreal, Quebec

Picasso Childcare Centre
Montreal, Quebec

Tchou-tchou Childcare Centre
Saint-Laurent, Quebec

Studio 0-5 Childcare Centre
Montreal, Quebec

BCE Place Child Care Centre
Toronto, Ontario

CAW Community Child Care and
Developmental Services
Windsor, Ontario

Children on the Hill Pre-school Centre —
Centre préscolaire Les enfants de la
colline
Ottawa, Ontario

Douglas E. Light Child Care Centre
Toronto, Ontario

Dow's Lake Daycare — Garderie Lac Dow
Ottawa, Ontario

Fashion District Day Care
Toronto, Ontario

Hydro Bright Lights Childcare Centre
Toronto, Ontario

Little One's Corner — Au coin des copains
Sudbury, Ontario

Mississauga Civic Centre Workplace Day Care
Mississauga, Ontario

Rideau Employee/Student Childcare Centre
Ottawa, Ontario

Scotia Plaza Child Care Centre
Toronto, Ontario

Studio 123 Early Learning Centre
Toronto, Ontario

The Copper House
Bolton, Ontario

PARTICIPATING CHILD-CARE CENTRES

The Department of the Future Childcare Centre
Toronto, Ontario

Tupper Tots — Les tout-petits de Tupper
Ottawa, Ontario

Waterloo Campus Child Care
Waterloo, Ontario

York Central Hospital Child Care Centre
Richmond Hill, Ontario

YTV Child Care Network
Toronto, Ontario

Downs Children Centre
Winnipeg, Manitoba

Kid Gloves Daycare
Winnipeg, Manitoba

SIAST Children's Day Care Centre
Regina, Saskatchewan

Souris Valley Child Care Corporation
Weyburn, Saskatchewan

Association of Civic Employees Child
Development Centre
Calgary, Alberta

Burnaby Children's Centres Society
Burnaby, British Columbia

Teddy Bear Daycare
North Vancouver, British Columbia

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