

An aerial photograph of a city skyline, likely Calgary, showing a dense cluster of high-rise buildings. The buildings vary in height and architectural style, with some featuring glass facades and others with more traditional brick or concrete exteriors. The city extends to the horizon under a clear blue sky.

CHILDMINDING OPTIONS AT THE CALGARY COURT CENTRE FEASIBILITY STUDY

David Reil
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BY DAVID REIL, BA POLICY

Graduate Student

Faculty of Social Work

University of Calgary

David Reil is a graduate student pursuing a master's in social work, and currently holds a BA in Policy Studies with a Minor in Social Innovation and Nonprofit studies from Mount Royal University.

01 INTRODUCTION

In 2011, newly elected Mayor Naheed Nenshi, launched the Calgary Poverty Reduction Initiative (CPRI) with the help of the United Way (Enough for All, 2020). As a part of this initiative, the Justice Sector Constellation was convened in 2013, “to provide recommendations on ways that justice-service agencies, governments and law enforcement may improve access to the legal system by low-income Calgarians” (Enough for All, 2020). A multi-phase initiative was then created to investigate this initiative starting with a needs assessment which was produced in 2017 by Janet Eremenko of Vibrant Communities Calgary (VCC), which explored the need for childminding services at the Calgary Court Centre (CCC) (p. 1). The study verified that children did in fact frequent the CCC and that workers of the CCC found this practice problematic stating, “the CCC is not a place for children, due to personal safety and exposure to inappropriate and sometimes re-traumatizing content” (p, 3). It was then recommended that further study would be recommended where current available childminding options would be explored. This study will explore childminding availability and affordability and makes recommendations to address accessibility and appropriateness as defined below in **Table 1**. It also makes recommendations for further research, the City of Calgary specifically a subsidy system to support low income families and explored the foundations of setting up a social enterprise.

Table 1: Definitions and key components of research

<p>Availability – Available, childminding facilities which offer drop-in service during CCC’s operational hours and are within 15-minutes of travel from the CCC, either by walking or a combination of walking with the use of public transportation.</p> <p>Affordability – The costs associated with drop-in services for low-income patrons. Low-income is defined by the City of Calgary Low-Income Cut-Off’s (LICO) shown in Table 6 below.</p> <p>Accessibility – Includes ease of access in terms of the ability to find the facility and any barriers to entry which may be present such as registration fees and relevant criteria for age range being investigated.</p> <p>Appropriateness - Includes any and all accommodations for children with disabilities, cultural needs, and protocols around mental health explicitly stated by the facility’s promotional material.</p>
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02 AVAILABILITY

The CCC is located at 601 5th Street S.W., Calgary, Alberta. Using this address, availability was defined as childminding facilities which offer drop-in services during CCC’s operational hours and within 15-minutes of travel from the CCC, either by walking or a combination of walking with the use of public transportation. An emphasis was given to find as many facilities as possible which could be reached within 15-minutes of walking or walking with use of Calgary Transit’s free fare zone. The Calgary Transit free fare zone enables patrons to use the C-Train in either direction across 7th Avenue S.W. within the downtown core. This includes 4 stops Eastbound and 5 stops Westbound from 8th Street S.W. station to City Hall Station between MacLeod Trail and 3rd Street S.E. An additional criteria was added to make walking the preferred option if the free fare zone could not decrease the travel time by more than 5-minutes. This criteria will be expressed in Table 2 as NP for *Non Preferred*.

Using the above criteria, 13 childminding facilities were found to be available and open, 7 of which could be reached within 10-minutes of walking distance or less with the use of free public transportation. Public transportation is required for patrons to reach the other 6 facilities within 15-minutes in which 2 require a fare and the other 4 can be accessed using the Calgary Transit’s free fare zone. **Table 2** below shows the 13 facilities along with their bus or train routes and travel time estimates. Travel time estimates were provided by Google Maps and assumes departure from the CCC within the CCC’s operating hours. To ensure availability trends, 6 facilities were contacted in person to ensure drop-in availability where they reported that drop-in availability and that breakfasts, lunches, and snacks were also included depending on the time of day the services were required.

Table 2: Travel distances from the Calgary Court Centre (CCC) to childminding facilities offering drop-in services

Childcare Facilities	Contact Information	Bus/Train Route	Fare Required	Distance with Public Transportation	Walking Distance
Little Treasures Downtown Calgary	#250, 639 5 th Ave SW (403) 452-4746 littletreasures@shaw.ca littletreasures.ca	201/202	No	5	4
Children Creative Learning Centre	#300, 910 7 th Ave SW (587) 352-5383 cclc@telus.net cclccalgary.com	201/202	No	7	8
Family First Creative Learning Centre	#204, 555 11 th Ave SW (587) 352-5383 familyfirstdaycare@shaw.ca familyfirstdaycare.ca	N/A	No	NP ¹	8
JSKL Kids R Fun Downtown Daycare	#202, 924 7 th Ave SW (403) 719-9199 info@kidsrfun.ca kidsrfun.ca	201/202	No	8	9
Downtown Calgary Montessori Childcare	738 3 rd Ave SW (403) 827-7896 downtowncalgarymontessori@gm ail.com downtowncalgarymontessori.ca	N/A	No	NP	9

¹ Non Preferred

P.L.A.Y. Community Child Care Centre	1227 Kensington Close NW (403) 283-3232 ed@playdaycare.org playdaycare.org	1	Yes	9	15+
Kids and Company Beltline	333 11 th Ave SW (587) 352-1762 calgarybeltline@kidsandcompany.com kidsandcompany.com	N/A	No	NP	10
Kids and Company Livingston	#110, 250 2 nd Ave SW (403) 264-6003 calgarylivingston@kidsandcompany.com kidsandcompany.com	201/202	No	10	10
Cross Cultural Children's Centre	#103, 1111 11 th Ave SW (403) 262-5692 email not provided on website ccisab.ca	202	Yes	12	15+
Kids and Company Eau Claire	101 Barclay Parade SW (403) 266-6691 eauclaire@kidsandcompany.com kidsandcompany.com	201/202	No	13	12
CUPS One World Child Development Centre	1001 10 th Ave SW (403) 221-8797 info@cupscalgary.com cupscalgary.com	201/202	No	13	14
Chapter 1 Daycare Eau Claire	#128, 197 1 st Street SW (403) 775-9236 info@chapter1daycare.com chapter1daycare.com	201/202	No	13	13
Children's Place Daycare	#200, 115 2 nd Ave SW (403) 252-4433 info@childrensplacedaycare.com childrensplacedaycarecalgary.ca	201/202	No	14	15

The above table provides the names of the 13 childminding facilities identified within 15-minutes of travel, by walking or by walking with the use of public transportation, of the CCC. The addresses, phone numbers, email addresses, and websites of the facilities are provided along with the Calgary Transit bus or train route numbers for facilities. Distance times are provided for CCC patrons who either choose to walk or use public transportation. **Table 2** also demonstrates time estimates for CCC patrons who either walk to the facility or use public transportation. Transit route #201 and #202 are train routes, the other route numbers are bus routes, like route 1. The estimated travel times are provided by Google Maps using CCC operating hours for estimated start times. It is still advisable for patrons to plan their routes in advance.

The following map shown as **Figure 2** shows the childminding facilities with baby icons. The CCC is indicated with a blue marker with a gavel indicating a court house. The various colours of childminding facilities represent estimated travel times assuming patrons use a combination of public transportation and walking. **Table 3** provides a legend for the map shown as **Figure 1**.




Figure 1: Map of Childminding Facilities within 15-minutes travel distance to the CCC




This is a virtual map which can be seen with this link:

<https://www.google.com/maps/d/u/0/edit?mid=1Kt4du2S2tfRoU9tZb8KgpFN0aoUhubd&ll=51.047603567610324%2C-114.06996719954917&z=14>

Table 3: Legend for childminding map

Map Marker	Symbol	Time (minutes)	Cost Consideration
	Calgary Court Centre	N/A	N/A
	Childminding Service	0-10	Walkable under 10-minutes, less using the free fare zone
	Childminding Services	10-15	Reachable under 15-minutes using public transportation with no fare required

	Childminding Services	10-15	Reachable under 15-minutes using public transportation with a fare required
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Based on availability, 3 childminding facilities are recommended due to short walking distance and availability from Calgary Transits Free Fare Zone, as seen in **Table 4**. If money was not a concern, these 3 childminding facilities would be ideal in terms of availability.

Table 4: The 3 most available childminding facilities near the CCC

Facility	Time with use of free fare zone	Contact information
Little Treasures Downtown Calgary	5-minutes	#250, 639 5 th Ave SW (403) 452-4746 littletreasures@shaw.ca littletreasures.ca
Children’s Creative Learning Centre	7-minutes	#300, 910 7 th Ave SW (587) 352-5383 cclc@telus.net cclccalgary.com
JSKL Kids R Fun Downtown Daycare	8-minutes	#202, 924 7 th Ave SW (403) 719-9199 info@kidsrfun.ca kidsrfun.ca

03 AFFORDABILITY

A phone interview was conducted with 6 childminding facilities. They were asked about their prices and services, specifically their drop-in availability and capacity. Prices were quoted for a child under the age of 6, not including infants. All of the facilities called were open to drop-in services, however, most of them were not willing to charge rates below their daily rate which were as low at \$75/day for Little Treasures Inc. However, Little Treasures insists upon a registration fee of \$50 even for clients wanting drop in services. There were 2 facilities who were willing to charge under the daily rate, the first being the Downtown Calgary Montessori Childcare Centre which was willing to charge a half day rate of \$30 and the Children’s Place Daycare which was willing to charge an hourly rate of \$10, neither of which required a fee for registration but insisted on a registration form to be filled out online. The daily price was quoted as high as \$100 per day by the 3 Kids and Company facilities, no registration fee was required but they did want a registration form filled out online prior to using drop in services. The average daily rate for those asked is calculated at \$85 as demonstrated in **Table 5 below**:

Table 5: Average daily rate for childminding services based on telephone inquiry of 6 childminding services

<i>Kids and Company (3 facilities)</i>	$\$100 \times 3 =$	$\$300$
<i>Little Treasures</i>		$\$75$
<i>Children's Place Max Daily Rate</i>		$\$75$
<i>Montessori Max Daily Rate</i>		$\$60$
<i>Divided by total of facilities</i>		6
<i>Average Daily Rate</i>		$\$85$

As most childminding facilities are not willing to offer services below the daily rate, the cost of childminding is likely to be too high for CCC patrons, especially if those patrons were of low-income. As all the prices were per child prices, court patrons with more than one child in need of supervision can expect to pay the daily rate multiplied by the total number of children. Even if a patron of the CCC could get into a facility offering an hourly rate, they would have to pay that rate multiplied by the number of children they have, as there are no discounts in the market for multiple children.

Attempting to discover the burden that a low-income court patron would have to bear varies from case to case. This study will provide 2 scenarios of low-income families (fictional) to provide a lens into the burden for low-income families in Calgary, low-income cut-offs and sliding scales. This study does not take into account social capital, or the ability for parents of low-income to make childminding arrangements with friends or family. **Low-income is defined by City of Calgary Low-Income Cut-Off's (LICO) shown in Table 6.** Two methods will be explored to evaluate affordability: the first is fairness using the average Canadian childcare rates to determine Affordability by Rate and the second is a Sliding Scale Subsidy Program.

Table 6: City of Calgary fair entry Low-Income Cut-Off (LICO) for household income

Low-Income Cut-off (LICO) for the 2018 Tax Year*	
Size of Family	Total household income
1 person	\$26,426
2 persons	\$32,899
3 persons	\$40,445
4 persons	\$49,106
5 persons	\$55,695
6 persons	\$62,814
7 or more persons	\$69,935

City of Calgary (2018)

Affordability by Rate

According to the Organization for Economic Co-operation and Development (OECD), it was reported that in 2019 the average Canadian household making minimum wage spent 16% of their net income on childcare expenses (OECD, 2019). With that, we will explore the mentioned scenarios which represent Calgarians with low-income.

Scenario 1: Mary

Mary has three children and works full-time at 40-hours per week and at minimum wage. Her annual income is calculated as follows:

$\$15/\text{hour} \times 40 \text{ hours}/\text{week} = \$600/\text{week} \times 52 \text{ weeks} = \$31,200/\text{year}$

According to Calgary’s Fair Entry LICO table seen in Table 5, we see that Mary and her 3 children represent a family size of 4. This means that she would be defined under this standard as low-income if she makes under \$49,106/year, which in this case she does.

As most childcare facilities tend to charge the daily rate for childcare, we will further this calculation to find her daily income assuming she works 8 hours in a day.

$$\text{\$15/hour} \times 8 \text{ hours} = \text{\$120/day}$$

If we used the OECD average for families making minimum wage at 16% (OECD, 2019), if Mary's affordability would be considered to pay at least that average, her affordability for drop-in daycare in any given working day would be approximately:

$$\text{\$120} \times 0.16 = \text{\$19.20}$$

As Mary has 3 children, we would have to divide this amount by 3 to define her affordability per child, as seen below:

$$\text{\$19.20} / 3 \text{ children} = \text{\$6.40}$$

If she were to be unsuccessful in finding a childminding service offering an hourly rate or a half-day rate, she would have to absorb the average daily rate of approximately \$85 per day as estimated in table 5 above. Supposing she is successful in finding a facility willing to charge a rate of \$75 like Children's Place, she would need help with the majority of the cost per child as follows:

$$\text{\$75} - \text{\$6.40} = \text{\$68.60 per child}$$

There is an estimated difference or shortfall of \$68.60 per child. As this difference is substantial, it can be concluded that a single mother of 3 making minimum wage, even if it were full time, would face an insurmountable barrier if it were mandatory to find childminding services in the market. She will therefore be more likely to childmind her own children if her presence were required in court.

Scenario 2: Bill and Sally

Bill and Sally have 2 children, but only Sally is able to work full-time while Bill is still struggling with employment. If we assumed Sally's salary were similar to Mary's, her annual income would be:

$$\text{\$31,200/year}$$

Her daily income would be the same as Mary's as well:

$$\text{\$120/day}$$

Where their situations differ, is that they have 2 children. According to Calgary’s Fair Entry table as seen in **Table 6**, Bill and Sally’s family of 4 would be considered low-income as their income is lower than \$49,106.

However, were their situations differ is with the number of children. If we looked at their affordability for drop-in care which would also be similar to Mary’s at:

$\$19.20/day$

Instead of dividing this by 3 children which we did with Mary, we would divide this amount by 2 children as they have 2 children, as follows:

$\$19.20/2 \text{ children} = \8.10

This would mean that if Bill and Sally were able to get a spot in the same place that Mary was able to obtain, like the Children’s Place, they would have to pay the day rate of \$75/day. They would then need help making the difference per child as follows:

$\$75 - \$8.10 = \$66.90$

As we can see, the difference between Mary’s situation and Bill and Sally’s situation is negligible. If Bill were to be required to appear in court, he would likely also choose to childmind his own children than to absorb the market price This would mean taking his children to court. **Table 7 below** summarizes the cost gap with the above families. The market cost assumes the market price for all children using the lowest daily rate found in this study.

Table 7: Summary of cost gap of the two hypothetical families

Family	Market Cost	Affordability	Cost Gap
Mary (3 children)	\$225.00	\$19.20	\$205.80
Bill & Sally (2 Children)	\$150.00	\$19.20	\$130.80

As such, there is a cost gap of \$205.80 and \$130.80 for the scenarios explored. This number will vary depending on the size of the family and their income. This cost gap suggests an exploration of potential government support to address or minimise this shortfall. For example, a subsidy program to support low income families. This is discussed below.

Affordability by a Sliding Scale Subsidy program

The City of Calgary provides a fair entry program for low-income Calgarians which enables verified low-income Calgarians to access City of Calgary services at reduced costs such as the City’s recreational centers, the Calgary Zoo, and public transportation passes. The cut-off criteria for low-income monthly passes is a good model to use to develop a childminding subsidy for

necessary drop-in services. This will prevent parents from taking their children to the CCC.. The City of Calgary offers special rates for 3 different bands of income as shown in **Table 8**.

Table 8: Household income bands for the City of Calgary’s fair entry monthly pass

Household Size	Income Category A \$5.45	Income Category B \$38.15	Income Category C \$54.50
1 person	Less than \$13,213	\$13,214 - \$22,462	\$22,463 - \$26,426
2 person	Less than \$16,449	\$16,450 - \$27,964	\$27,965 - \$32,899
3 person	Less than \$20,222	\$20,223 - \$34,378	\$34,379 - \$40,445
4 person	Less than \$24,553	\$24,554 - \$41,740	\$41,741 - \$49,106
5 person	Less than \$27,847	\$27,848 - \$47,340	\$47,341 - \$55,695
6 person	Less than \$31,407	\$31,408 - \$53,391	\$53,392 - \$62,814
7 person	Less than \$34,967	\$34,968 - \$59,444	\$59,445 - \$69,935

City of Calgary (2020)

Using the above example of Mary who is a single mother of 3 children making \$31,200, the City of Calgary would define her affordability as the ability to pay \$38.15 for a Calgary Transit monthly pass. As the current price of a monthly pass is \$109 (Calgary Transit, 2019). According to the City of Calgary, this mother of 3 is capable of affording 35% of the price of a Calgary Transit monthly pass.

If we used this same affordability method, a similar subsidy could be provided for low-income individuals in need of childminding services. If this mother were only able to find a drop-in spot at Children’s Place which charges \$75/day, a similar subsidy would define affordability for her children at 35%. See the calculation below:

$\$75 \text{ drop} - \text{in rate per child} \times 0.35 = \$26.25 \times 3 \text{ children} = \78.75
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This rate would then be similar to the daily rate for 1 child. If Mary would be summoned into court, Mary could still see this price as feasible as she would not have to absorb this every day. It would be reasonable to assume that she would consider childminding services over childminding her own children if she were to be called into court if a similar subsidy were made available. See Table 9 for a proposed subsidy program for drop-in services that can be used to support low-income families. Low Income families are defined by the City of Calgary’s LICO table demonstrated in **Table 6**. The CCC could stipulate the childminding services which offer subsidies would agree to charge no more than \$75/day.

Table 9: Proposed subsidy bands for drop-in childminding services for low-income family daily earnings

Household Size	Typical ² Daily Income Category A \$4/child ³	Typical Daily Income Category B \$26/child ⁴	Typical Daily Income Category C \$38 ⁵
2 person	Less than \$63	\$64-\$108	\$109-127
3 person	Less than \$78	\$79-\$132	\$133-\$156
4 person	Less than \$95	\$96-\$160	\$161-\$189
5 person	Less than \$107	\$108-\$182	\$183-\$214
6 person	Less than \$121	\$122-\$205	\$206-\$242
7 person	Less than \$133	\$134-\$216	\$217-\$269

To see the families’ annual earning, please refer to the City of Calgary’s fair entry bands seen in **Table 8**.

Based on affordability, the childcare services which offer hourly or at least daily rates would be recommended as shown in **Table 10** below:

Footnotes

² Typical would be defined by estimating daily burden, this is done by dividing annual income by 52 weeks and 5 working days. This should give a good idea as to the burden of cost by measuring the childminding rate against typical daily earnings.

³ Assuming a daily rate of \$75, Category A would be 5% of \$75, then rounded to the nearest whole number

⁴ Assuming a daily rate of \$75, Category B would be 35% of \$75, then rounded to the nearest whole number

⁵ Assuming a daily rate of \$75, Category C would be 50% of \$75, then rounded to the nearest whole number

Table 10: The 2 most affordable childminding facilities near the CCC

Facility	Minimum Time Rate	Contact Information
Children’s Place Daycare	\$10/hour	#200, 115 2 nd Ave SW (403) 252-4433 info@childrensplacedaycare.com childrensplacedaycarecalgary.ca
Downtown Calgary’s Montessori Childcare	\$30/half-day	738 3 rd Ave SW (403) 827-7896 downtowncalgarymontessori@gmail.com downtowncalgarymontessori.ca

04 Suggestions and Recommendations

Accessibility and Appropriateness

Plans were made to explore the accessibility and appropriateness components defined earlier. However, time restraints, coupled with the COVID19 pandemic and its restrictions around child care specifically made these tasks unattainable. It is recommended that these locations be visited so that they can be accurately assessed as to their accessibility and appropriateness. Accessibility should include evaluating whether the location is disability friendly, easy to find, and is the reception warm and inviting upon entry. Appropriateness should include evaluating whether a cultural competency protocol is in place to accommodate different cultures and tradition as well as mental health aids such as a trauma informed practice, and other entrance requirements.

Social Enterprise

The good news is that this is an excellent time to start a social enterprise in Calgary’s downtown core. The latest quarterly reports for 2020 from Calgary Economic Development (CED) reports the downtown commercial vacancy rate at 26.5% (Real Estate, n.d.). This has resulted in lowered lease rates with some downtown office space selling for as little as \$4 psf (per square foot) (Avison Young, 2017). A website hoppingin.com produced an article on starting a daycare where they use an example providing 35 square foot per child (Hopping In Blog, 2017). This means if a childcare facility which offered flexible childcare were to seek downtown commercial space for 20 children they would need the following in square footage:

<i>20 children X 35 sqft (square feet) = 700 sqft</i>

A centre for 40 children would then need 1400 sqft. Downtown space is typically ranked in classes the range from AAA to C. Class C buildings in Calgary are the ones which Avison Young report to be as low as \$4 psf (2017). Class C buildings are, “generally older and may be located on less desirable streets” (Building Owners, 2016, p. 7). Class B building however are, “well maintained overall and quite functional...[and]...compete for a wide range of users at average rental rates for their market” (p. 7). In Calgary, Class B buildings typically rent between \$8 to \$14 psf, and when you take in taxes and operating costs, the price on average for Class B rental space is approximately \$21.03 psf” (Avison, 2017, p. 4). A cost estimation of the rental rate using the above scenario, including taxes and operating costs would be:

$$2000 \text{ sqft} \times \$21.03 = \$42,060$$

That may seem like a lot, but according to Hop in Blog, this would be the annual amount, so you would divide this amount by 12 to get the monthly rental rate (Hop In Blog, 2017). The Hop In Pop blog is a blog specifically dedicated to helping people who wish to start a childcare facility.

$$\$42,060 / 12 \text{ months} = \$3,505 / \text{month}$$

Suppose this centre decided to provide drop-in services and charged at half the day rate their competitors are charging, and suppose they competed with the lowest day rate stated above at \$60/day. Half of that amount would be \$30/day. This is the rate which Calgary Downtown Montessori Daycare actually charges. As the inquiry of 6 facilities demonstrated that most facilities were unwilling to charge less than their day rate for childcare, it is reasonable to assume that a childcare facility offering drop-in services at half the day rate would be in demand. Further market research on this would be highly recommended. Also, according to the subsidy recommendation, if we assumed that a single mother of 2 could afford \$31.50 per day per child, \$30 for a drop-in would be within her budget.

As the facility would be taking on drop in clients, it is feasible for a facility with 2000 sqft to provide drop-in services for 60 children. This would mean that the facility would be able to make \$468,000 if they were to accommodate 60 drop-in’s per day for every working day each month.

$$\$30 \text{ drop-in price} \times 60 \text{ children} = \$1800 \times 21 \text{ working days} = \$468,000 / \text{year}$$

A centre making \$25,200 per month could easily afford to pay for Class B commercial rent for a 2000 sqft facility with a monthly rental rate of \$3,505.

The following ProForma will provide a general idea as to what a typical year would look like for a facility catering to drop-in services in downtown Calgary. See the following proforma in **Table 12**.

Table 12: Proforma for a childcare facility in downtown Calgary

Drop-in in Child Minding Facility	
ProForma	
	typical year
Sales	468,000 ⁶
Direct costs (food, individual supplies)	60,480 ⁷
Gross Profit	407,520
Office space	42,060 ⁸
Toys	500 ⁹
Salary (7 workers, 1 exec. director)	270,670 ¹⁰
Taxes	51,480 ¹¹
Total Expenses	368,215
Net Income	42,810

This ProForma demonstrates a feasible budget for a large childcare facility specializing in drop-in care for a typical year.

05 Conclusion

This study found that low-income patrons summoned to the CCC represents a financial burden. As a consequence, it is likely that more low-income patrons will choose to bring their children to the CCC as opposed to paying for childminding services. The previous needs assessment (discussed in the introduction) demonstrated that children brought to the CCC and being exposed to safety risks and traumatization. The current position of the CCC, is that they will not be

⁶ Uses annual income based on 60 drop-in appointments per day as shown in the Social Enterprise section

⁷ Assumes 60 children's meals can be prepared for \$4 each

⁸ Assumes annual lease calculation shown in Social Enterprise section

⁹ Assumes that the majority of toys purchased were purchased at start-up, this amount is meant to reflect replenishment

¹⁰ As there would be official programming, supervision of 7 staff members should suffice, staff would be paid \$15/hour and would work court hours. Amount also includes an executive director's salary at \$57,270/year

¹¹ Adds the federal small business tax rate of 9% and the Alberta provincial small business tax rate of 2% for a combined 11%

establishing a childcare facility to address this issue. The next best alternatives are childcare facilities located near the CCC which are too expensive for low-income patrons, especially if those patrons have limited social networks to aid in childminding. It is recommended that the above suggestions and recommendations be investigated and explored in more detail to solve this problem.

Based on the data collected, the following childminding facilities stand out as being the most accommodable in terms of affordability and availability. See table 13 below.

Table 13: The 3 most available and affordable childminding facilities near the CCC

Facility	Time (using free fare zone)	Affordability	Contact Information
Children’s Place Daycare Centre	15-minutes	\$10/hour with a \$50 registration fee which could be negotiable	#200, 115 2 nd Ave SW (403) 252-4433 info@childrensplacedaycare.com childrensplacedaycarecalgary.ca
Downtown Calgary Montessori Childcare Centre	9-minutes	\$30/half-day with no registration fee	738 3 rd Ave. S.W. (403) 827 – 7896 downtowncalgarymontessori@gmail.com downtowncalgarymontessori.ca
Little Treasures Downtown Calgary	5-minutes	\$75/day drop-in fee with no registration fee	#250, 639 5 th Ave SW (403) 452-4746 littletreasures@shaw.ca littletreasures.ca

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