



24/7 childcare as Infrastructure

Supporting Families Who Power Our
Economy

Welcome & Why We're Here

Our Business & Our Story



Welcome. My name is Kyla Penner, founder of KPSquared—a 24/7 child care model built not out of convenience, but necessity. We're here to talk about a care strategy that can be embedded directly into Montana's broader economic growth plan—a system-level solution that strengthens families, supports essential industries, and powers local economies.

This is more than social service—it's economic infrastructure. When care supports shift workers, employers retain talent, parents stay employed, and rural communities gain stability.

And for other providers in this room: this model isn't just good for families—it's good for business. By aligning child care with workforce needs, we unlock funding opportunities, attract partnerships, and build a sustainable model that works with the economy—not against it.

If child care doesn't work for shift workers, the economy doesn't work.

What We Mean by 24/7 Childcare



Beyond extended hours: a responsive model

This is about designing an ecosystem of support, not just stretching existing programs into the night.



Built for shift workers: healthcare, trades, first responders

These aren't niche roles—they're the backbone of our economy and the reason communities keep functioning when most people are asleep.



Designed for rural realities

Rural families face deeper care shortages, longer commutes, and less flexible support—and deserve models built with them in mind.



When care matches work, economies stay functional

Shift-based industries drive rural economies—but when care isn't available during those shifts, parents leave jobs, employers lose staff, and entire sectors suffer. 24/7 care isn't just supportive—it's economically stabilizing.



The Whole-Family Unit Philosophy & What That Means to Employers

To employers, child care often feels like a personal issue—until it becomes a business problem. Absenteeism, high turnover, unfilled roles, and staff burnout are all symptoms of a care system that doesn't work. Our whole-family model changes that equation. By stabilizing access to consistent, extended-hour care—including transportation, health navigation, and emotional support—we reduce parental stress and restore reliability. This translates to fewer call-ins, less disruption, and stronger operational continuity. When we pitch this model to industry, we don't lead with compassion—we lead with economics. And when government leads with infrastructure that supports families, it strengthens the very systems that drive local business success:

- Lower turnover
- Reduced recruitment costs
- Fewer productivity losses
- Higher female labor force participation—because mothers can re-enter and stay in the workforce

When care is predictable, reliable, and designed for the entire family system—it protects your bottom line.

We have the data to prove it.



Why This Matters Economically



- **\$122B/year lost in U.S. due to lack of childcare. This is one of the largest, least-addressed barriers to economic participation.**
- **Childcare deserts, reduced workforce participation (esp. for women). A system that doesn't work for women doesn't work for families—or the economy.**
- **Consistent care , increased retention productivity. Employers experience fewer disruptions, reduced turnover, and more stable teams when care is aligned with work demands.**

Building Multi-Sector Partnerships

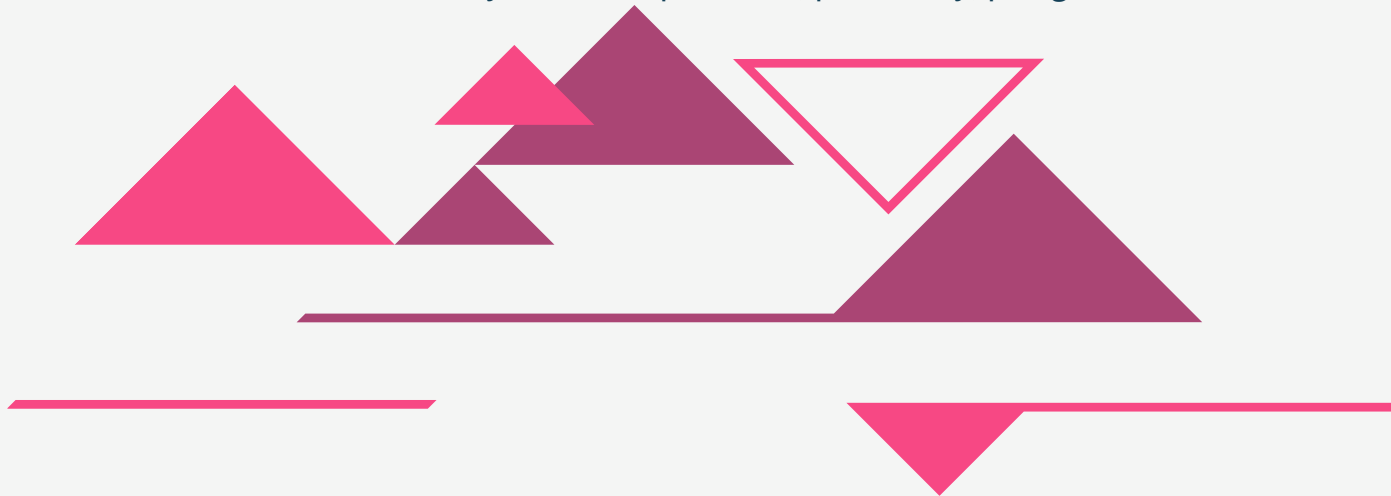
Successful partnerships start long before the pitch. They begin with research—deeply understanding the systems you’re stepping into. Before approaching a municipality or employer, dissect how they define success.

- Analyze their public reports, job postings, board statements, and community engagements.
- Learn what they’re struggling with, what their demographic trends are, and what language they use when describing their people and priorities.

From there, your proposal becomes precision-guided. You speak to their budget constraints, their reputation risks, their workforce pipeline goals.

You mirror their tone. You echo their mission. And you make it clear that your model isn’t just a fit—it’s a fix. One that strengthens their existing objectives while reducing turnover, building trust, and enhancing impact.

The magic isn't in asking them to care about childcare. It's in showing them they already do—they just didn't realize it yet. This isn't about funding programs. It's about unlocking Montana's labor potential by addressing the #1 reason parents leave the workforce. Imagine the statewide impact of removing the #1 barrier to workforce participation in rural Montana. This is how you build a pro-work, pro-family, pro-growth future.



Strategic Language That Moves Systems

Child care may be essential, but it is far from universal—especially in rural and shift-work communities. Strategic communication means understanding what matters to the listener and framing your value in their language. When engaging with business, government, or funders, we shift from emotional appeals to outcome-based messaging. We're not here to ask for help—we're offering solutions to their pain points.

For businesses, we use language that reflects operational impact: “retention rates,” “compliance risk,” “call-in rates,” and “workforce stability.” For government: “economic development,” “female labor force participation,” and “long-term community investment.” This isn't about watering down our mission. It's about translating value into action.

You must first understand what your audience prioritizes. Is it reducing staff burnout? Boosting rural population growth? Hitting ESG targets? Know what metrics they live by—and position your care model as a way to help them hit those targets faster, cheaper, and with stronger community alignment.



Outcomes That Matter to Systems Thinkers

After speaking the right language and aligning with the right priorities, you need outcomes that prove your model works. These aren't just feel-good stories—they're strategic indicators that build trust with decision-makers. We've seen significant reductions in absenteeism and turnover, especially in high-demand, low-flexibility industries.

Our model creates measurable improvements in reliability, allowing employers to stabilize operations and reduce the cost of filling gaps. For municipalities, we offer ripple effects: increased school readiness, higher retention of young families, and stronger long-term tax bases. For healthcare and frontline industries, the impact shows up in reduced staff burnout, faster onboarding, and improved morale.

These are the metrics that matter to partners, and they're the kind of outcomes that should inform how state funding is allocated toward workforce infrastructure. When you collect, frame, and deliver outcomes in language that mirrors stakeholder priorities, you move from service provider to strategic ally. The work you're doing doesn't just matter to families—it becomes a performance asset to every system that relies on those families to function. .



Lessons From the Frontlines

Success doesn't come without friction. Our work has required pushing through bureaucratic inertia, challenging outdated regulations, and showing up repeatedly in rooms that weren't built for us. We've faced licensing delays, inconsistent messaging, and cultural misunderstanding—especially in Indigenous partnerships. But every challenge became a case study in resilience and systems thinking.

We learned how to reframe conflict as a signal for change readiness. We turned resistance into dialogue, and dialogue into policy wins. And most importantly, we approached every barrier with humility and determination. The lesson: success in this sector requires a deep tolerance for discomfort, a commitment to principled compromise, and an unwavering dedication to families over process.



What You Can Take Home



Good ideas don't scale unless they're designed to survive the conditions they're built in. What we're sharing here is not a theory—it's a tested system for childcare that holds up under real economic and social pressure.

Blueprint for a Rural/Shift-Responsive Model:

- **Assess Local Workforce Demands:** Identify industries operating outside of 9–5 (e.g., healthcare, corrections, trades) and map their staffing needs.
- **Design Flexible Scheduling Models:** Use modular enrollment structures (drop-in, rotating shifts, overnight blocks) that mirror workforce realities.
- **Embed Wraparound Services:** Integrate transportation, coaching, and health navigation to stabilize the whole family—not just the child.
- **Secure Municipal/Employer Buy-In:** Leverage data on absenteeism, recruitment cost, and economic impact to build funding partnerships.
- **Hire and Train Differently:** Staff for emotional intelligence, adaptability, and community knowledge—not just certification.

Engagement Tools & Tactics:

- Messaging Frameworks: Speak in ROI, retention, and stabilization—not just care.
- Community Mapping: Identify trusted partners and informal leaders early. If you're not known, you're not trusted.
- Employer Consults: Offer 1:1 sessions with HR leaders to audit their pain points and co-design pilot supports.
- Cultural Intelligence Check-ins: Build with—not for—Indigenous, immigrant, and rural communities through iterative consultation.
- Strategic Convening: Don't invite everyone. Curate early roundtables with 5–7 decision-makers who hold influence across sectors.

This isn't theoretical. These are the real-world systems we use to build trust, secure funding, and deliver care that aligns with both family and employer needs.



Let's Redefine What's Possible

This work isn't radical—it's overdue. 24/7 childcare isn't an edge case. It's an infrastructure solution for families powering our economy outside of "standard" hours. The truth is, most families don't live by policy timelines—they live by shift schedules, night calls, and seasonal cycles. And our systems need to catch up.

We have a choice: we can continue plugging holes in outdated models, or we can build care systems rooted in economic alignment, cultural relevance, and human dignity. What works in theory often breaks on contact with reality. We don't need perfect models—we need ones that are precise, responsive, and built to bend without breaking in the communities they serve. The future of childcare isn't just extended hours—it's expanded vision.

And it starts with community. Whether you're a policymaker, funder, frontline worker, or community builder—this is your invitation. Not just to believe in what's possible, but to help build it. Visit our centers. Ask the hard questions. Offer your table—or pull up a seat at ours. The families we serve are holding up your hospitals, your cities, your economies.

Let's build care systems that hold up our workforce, protect our rural economies, and keep Montana's families strong.





Contact Us

Presentations are communication tools that can be used as demonstrations, lectures, speeches, reports, and more. It is mostly presented before an audience.

Website

www.kpsquared.ca

Phone Number

1-587-880-2860

Address

9717 Franklin Ave, Fort McMurray, AB T9H2K1

Email

admin@kpsquared.ca

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COMMUNITIES**

