



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: May 9, 2005  
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Meeting Date: May 24, 2005

TO: Vancouver City Council  
FROM: Director of Social Planning  
SUBJECT: 2005 Child Care Grant - Allocation 1 of 3

#### RECOMMENDATION

- A. THAT Council approve an Administration of City-owned Childcare Facilities grant of \$105,000 to Vancouver Society of Children's Centres to assist with administration costs of City-owned child care centres; source of funds: 2005 Civic Childcare Grants Funds, 2005 Operating Budget.
- B. THAT Council approve a City-wide Childcare Support Services grant to Westcoast Child Care Resource Centre totalling \$258,300 as listed in this report; source of funds: 2005 Civic Childcare Grants Funds, 2005 Operating Budget.
- C. THAT Council approve one Research and Innovation Grant to Westcoast Child Care Resource Centre totalling \$9,000 to cost share on the development of a model for coordinating recruitment, management and placement of substitute workers in licensed child care programs; source of funds: 2005 Civic Childcare Grants Funds, 2005 Operating Budget.
- D. THAT Council instruct staff to conduct a review of the Vancouver Society of Children's Centres and report back prior to next years grant application.

## GENERAL MANAGER'S COMMENTS

The General Manager of Community Services RECOMMENDS approval of A, B, C, and D.

## COUNCIL POLICY

In 1990, Council approved the Civic Childcare Strategy that set out to:

- support the viability, accessibility and quality of existing child care services;
- assist child care initiatives in high need areas;
- encourage and support efficient, coordinated administrative services required for a child care system in Vancouver to lever other sources of child care funding, whenever possible.

Council established the annual Civic Childcare Grants Program on October 23, 1990, as part of the Civic Childcare Strategy. The overall objectives of this grant program are:

- to support the viability, accessibility and quality of existing child care services;
- to assist child care initiatives in high need areas;
- to encourage and support efficient, coordinated, administrative services required for a child care system in Vancouver;
- to lever other sources of child care funding whenever possible.

In December, 1994, Council approved a report outlining the goals, objectives and scope of operations for the Vancouver Society of Children's Centres.

Council approved "Moving Forward Childcare: A Cornerstone of Childhood Development" in April 2002, which set out a strategic plan for child care and child development services for the City.

In 2003, Council, Park and School Boards adopted the Childcare Protocol that includes the objective to maintain and expand child care by 5% over the next two years.

In January, 2005, Council approved the appointment of Westcoast Child Care Resource Centre as the operator for the #1 Kingsway Child Development Hub.

In March, 2005, Council approved the 2005 Operating Budget with an additional \$150,000 for the Civic Childcare Grants.

Approval of grant recommendations requires eight affirmative votes.

## PURPOSE

The purpose of this report is to recommend approval of:

- One Administration of City-owned Childcare Facilities grant;
- One City-wide Childcare Support Services grant including the development and administration for #1 Kingsway Child Development Hub;

- One Research and Innovation grant to Westcoast Child Care Resource Centre for the development of a model for coordinating recruitment, management and placement of substitute workers in licensed child care programs; and
- A review of the Vancouver Society of Children's Centre.

## BACKGROUND

### Civic Childcare Grants Program

The Civic Childcare Strategy set out four key components of the Civic Childcare Grants program:

- Quality,
- Affordability,
- Viability, and
- Accessibility.

#### *Quality:*

The Childcare Strategy outlines quality child care programs as essential if optimal childhood development is to be realized. High quality child care is known to have long-term positive impacts on child development and therefore contributes to a healthy, functioning society. Early childhood development programs can have a profound impact on health, well-being and coping skills across the entire life course. The chances for successful early physical, social/emotional, and the cognitive/language are strongly influenced by the day-to-day qualities of the environments where children grow up, live and learn. The first round of the Organization for Economic and Cooperative Development Thematic Review identified raising quality as a policy priority among OECD countries. The quality of child care can be influenced in a number of ways, including:

- Government regulation
- Educators' wages
- Educators' levels of education
- Adult: child ratios and group size
- The operating auspice of the centre
- Stability staff turnover rates
- Child centred facilities
- Infrastructure supports
- Well defined pedagogy and philosophy
- Subsidized rent, utilities and operating costs

#### *Affordability and Viability*

It is difficult for programs to be viable unless public funding is substantial enough to cover a significant portion of operating costs. Alternatively, if government funding is not adequate enough, parents pay high fees and staff are paid low wages to subsidize the cost. City policy defines affordable child care as when parent user fees account for a relatively small portion of actual cost per child care space with subsidy programs in place to assist low-income parents with the portion of the cost. Furthermore, affordable child care has a stable, public

and accountable funding base and is accessible to all families, regardless of income or employment status. The lack of adequate direct operating funding for child care is the biggest obstacle to affordable, viable programs and to date these overall goals have not been achieved provincially.

Most low and moderate-income families cannot afford licensed group care, particularly families in inner city programs. Even for those who receive provincial subsidy, the subsidy only covers a portion of the fees. While Council has supported a universal system of child care, the City targets limited operating assistance to programs with high need situations. The Civic Childcare Grants are tied to programs whose fees are not in excess of city averages.

#### Childcare Fees - City Averages

Programs	City Average Fees	Provincial Subsidies
Group Infant Care	\$942	\$618
Group Toddler Care	\$890	\$555
Group 2.5 to 6 yrs	\$589	\$394
Out of School Care	\$264	\$173

#### *Accessibility*

City policy defines accessibility as a comprehensive range of child care choices that meet the needs and are inclusive of all children, are culturally appropriate and are located in proximity to the family's home or place of work.

#### 1. Administration of City-owned Childcare Facilities Grant

The Civic Childcare Strategy called for the development and support of a single purpose non-profit child care organization to manage City-owned/leased facilities in the Downtown. The facilities were a result of a number of negotiated child care spaces in City projects. The Vancouver Society of Children's Centres (VSOCC) was established in 1994/1995 to fulfil the responsibilities on the management of City-owned/leased facilities in the Downtown. The Administration of City-owned Childcare Facilities grant category was established to fund administrative costs of the Society as a way of supporting quality and affordability.

The goal of VSOCC, as outlined in the December 1994 Council report, is to deliver with meaningful parent involvement an integrated and comprehensive continuum of child care services in city-owned facilities that reflect family and community values and needs. In order to achieve this goal the Society would endeavour to provide child care programs which:

- are of exemplary quality and reflect the best available knowledge about early childhood development;
- reflect the diversity of the community and are culturally competent and include children who require a range of supports;
- are accessible, affordable and flexible;
- provide for administrative and financial accountability, and long term financial viability;
- provide a supportive working environment for caregivers;

- support unique programs and facilities that operate in a manner that are consistent with the Society's overall goals and objectives.

The objectives of the Society are to:

- encourage, develop and maintain ongoing relationships with the City of Vancouver;
- consult with potential child care families during the development phase of city-owned facilities that it would manage;
- demonstrate innovative service delivery options that enhance quality and flexibility;
- provide a model for the evaluation of a new administrative structure for child care facilities;
- actively participate in building more open and supportive relationships within the child care community, particularly with the City of Vancouver;
- encourage parent input through decision-making and in day to day programming, where appropriate.

A 1993 Consultant's report called for the Society to:

- assume responsibility for building strong relationships with existing child care providers across the City (by hosting regular meetings and have a position on the Board set aside for a representative from another child care provider in the City) to ensure that the City resources for the Society will benefit all child care providers.
- actively promote and demonstrate the viability of new approaches to enhance quality and flexibility. Possibilities for exploration include: family grouping rather than homogenous age groupings, caregivers who move with children through different age groups, and enhanced integrated settings for children with special needs. In addition, the society should establish services that provide flexibility through part time care, extended and/or weekend hours.
- establish a process and practice of transferring management of these city-owned facilities to community based organizations, when and if appropriate.
- be reviewed once it has reached a capacity of 350 spaces.

## 2. City-wide Childcare Support Services Grant

This grant category was established in 1992 to fund the basic infrastructure that is integral to developing and maintaining a viable, effective, high quality child care system in Vancouver, including:

- information and referral services for parents needing child care;
- information, consultation and training regarding ESL, multicultural and diversity issues in child care settings;
- ongoing in-service training and networking opportunities; and
- information and resource materials for those designing, building and operating child care services.

Westcoast Child Care Resource Centre is a Vancouver-based not-for-profit charitable organization providing province-wide child care and child development services for families, practitioners, organizations and others. The City provided leadership and funding in the

development of Westcoast Child Care Resource Centre's services in the early 1990's. The provincial government, recognizing the valuable services of Westcoast in Vancouver, joined the partnership to expand services province-wide. Since 1987, Westcoast has been recognized locally and provincially as a leader in the development and dissemination of information, training and resources for children, families and the child care/child development community.

All Westcoast programs and services are directed toward creating and sustaining Healthy Children, Healthy Families and Healthy Communities within a strong network of high quality early childhood and child care services that address the full spectrum of needs and interests of families with children aged 0 - 12 years. Westcoast seeks to enrich the lives of families and children through provision of direct services to families in Vancouver as well as supports, consultation, resources and training for child care and child development practitioners in Vancouver as well as other parts of BC.

For the last decade, Westcoast has provided leadership and stability to the child care system in Vancouver and throughout the Province. It has been an innovator and an invaluable resource to both levels of governments in planning and policy development and in supporting the various partnerships in the child care system. Westcoast currently has a budget of \$2.2M and employs 25 full-time equivalent staff. It provided approximately 65,520 hours of service to families, caregivers, government and related child development personnel.

Westcoast has undergone a number of funding challenges over the last few years. The Province has significantly reduced their annual funding over the past three years and consequently Westcoast has had to reorganize and downsize their services to families, caregivers and community members. This downsizing resulted in the layoff of 19 experienced and knowledge staff members. While funding this year has been increased by approximately \$400,000 more than half of the funding is one time only. The loss of experienced staff and the insecurity of one time only funding has created new challenges for Westcoast to provide stable, consistent, high quality service to the community. They continue to rise to the occasion.

### 3. Research, Policy Development and Innovation Grant

The purpose of this grant is to support research and other projects whose aim is to develop and improve child care services in the city and address key issues designated by Council.

In January, 2005, seven non-profit agencies approached the City of Vancouver for funding to develop a model for coordinating, recruitment, management and placement of substitute early childhood educators in licensed child care programs in Vancouver.

## DISCUSSION

### 1. Administration of City-owned Childcare Facilities: VSOCC

VSOCC's mission is to develop and deliver an integrated and comprehensive continuum of early childhood education and family services in City-owned facilities that reflect community values and needs. Today, VSOCC employs 63 full-time equivalent staff, and has

approximately 50 volunteers that work in the program and within the agency. Its annual operating budget for 2005/06 is \$3.45 M. The total administration budget of VSOCC for 2005 is \$551,688. It is recommended that VSOCC be funded for \$105,000, to help offset a portion of the overall administration budget to assist in the operation of City-owned child care facilities. See Appendix A for a detailed breakdown of proposed goals, objectives and budget for 2005.

Currently, VSOCC operates four licensed City-owned child care facilities and one out of school program: Library Square, Dorothy Lam Children's Centre, Quayside Children's Centre, Pender St Children's Centre and a 45-space school age program at the Elsie Roy School adjacent to Dorothy Lam Children's Centre. The Vancouver School Board considers Elsie Roy School an inner city school. In the summer, VSOCC will open a 37-space infant/toddler and 3 to 5 age program in the Shaw Tower in Coal Harbour (Council approved the sub-lease in May 2004). VSOCC has also worked closely with the City in the design and planning for the new Concord Pacific Children's Centre on Homer Street and the Bayshore Children's Centre.

VSOCC currently manages approximately 273 licensed child care spaces, four family place drop-in programs and provides 40 Early Childhood Development Parent Workshops. With the Bayshore and Homer St. Childcare Centres the total licensed capacity of VSOCC will increase to 379 spaces. Staff turnover rates for 2004 were 6%. Preschool, school age and kindercare fees are at or below the city average, and infant, toddler and 3-5 care are 8.5% higher than the city average. VSOCC has not had a fee increase in 3 years.

VSOCC has provided leadership in the child care community and provides a continuum of child development services for children ages three months to school age, including licensed child care, family place, preschool and various parenting programs. It is involved in a number of neighbourhood and city wide consortiums, including the Windows of Opportunity, the downtown interagency team and is providing leadership on the early childhood services plan for the downtown. VSOCC delivers service in a high density, mixed income community in the Downtown core. For highlights of 2004 accomplishments see Appendix B.

VSOCC also receives funding from the City's Childcare Endowment Reserve Fund to help offset the costs of providing infant/ toddler programs and start up funds for the new Shaw Towers Centre. In addition the City provides nominal lease rates and basic preventative maintenance for all facilities. The total amount of City funding to VSOCC for this year, including the administration grant is approximately \$320,000 plus the nominal lease grants.

Staff are recommending the approval of the \$105,000 Administration grant and a review of the VSOCC as per the 1993 consultant recommendation with a report back to Council prior to next years grant application. This review is timely given the large number of child care development projects in process and the growth in capacity VSOCC has experienced over the last few years.

## 2. City-Wide Childcare Support Services: Westcoast Child Care Resource Centre

Westcoast develops co-ordinates and offers training for parents, child care providers, early childhood practitioners and others throughout BC including parent and caregiver workshops and courses on a wide range of cutting edge topics related to child care/child development and multicultural, anti-racism and bullying prevention training and tools. This grant supports

delivery of information, resource and referral services for families, child care providers and child care/child development programs throughout the City of Vancouver. Westcoast provides families and the child care/child development community with information about quality and best practise in early childhood education and child care environments. Westcoast also offers a large child care/child development Library containing more than 12,000 books, periodicals, videos and other resources in several languages, accessible to families, caregivers and others province-wide.

This year the grant will also support the community development processes required for preliminary planning for the consortium of agencies in the Mount Pleasant area that will participate in the Early Childhood Development Hub at the #1 Kingsway site

This year Westcoast is requesting a grant totalling \$258,300 which includes funding for the administration of #1 Kingsway (See Appendix C for a full listing of goals, activities and budget for 2005). The City-wide grant supports three service clusters: Westcoast Information Cluster, Westcoast Family Information and Referral and Westcoast Training (For a full review of 2004 accomplishments see Appendix D). The funds will support a wide range of services, some of which are highlighted below:

- Plan and deliver 24 child care and child development educational programs to at least 500 parents and care providers;
- Offer free family information and referral services to child care/child development services in 3 languages through 8000 telephone, email and in-person contacts;
- Provide 24 sessions to at least 450 parents on choosing quality child care;
- Support toy lending and resource services to 300 new borrowers;
- Maintain an up to date database of Vancouver child care/ child development programs and services;
- Provide leadership to the #1 Kingsway/Mt Pleasant consortium and development of #1 Kingsway hub.

Westcoast has identified a number of emerging trends that will have an impact upon the city-wide support services:

- The increased requests for child care data and analysis by City of Vancouver planning staff;
- Increasing demand for choosing child care sessions for Vancouver Parents;
- Demand for Safe Spaces Training (bullying prevention training);
- Demand for diversity training for child care providers;
- 30% increase in calls by people seeking child care information and resources;
- Development of a Westcoast Childcare Network with future possibilities of a hub.

Westcoast has also been named the operator for the #1 Kingsway Early Childhood Development Hub that will include a 49 space licensed child care facility for infants, toddlers and 3-5 year old children, a satellite preschool and out of school child care program and a coordinated early childhood service structure led by a neighbourhood-based consortium of service providers.

Staff are recommending the approval of the \$258,300 a City Wide grant which includes funding for the development and administration of #1Kingsway child development hub.



### 3. Research and Innovation Grant:

The development of a model for coordinating recruitment, management and placement of substitute workers in licensed child care programs.

Six large child care providing agencies and the United Community Services Coop have come together to apply for funding to develop a model for coordinating, recruitment, management and placement of substitute early childhood educators in licensed child care programs. The agencies have concluded, after extensive inter-organizational consultation, that the current method of recruiting, finding and placing temporary replacement child care workers is ineffective; time consuming, costly, and highly detrimental to quality performance. The six agencies deliver over 1860 licensed spaces in the city (about 22% of the total licensed group spaces). They collectively employ 228 regular child care employees and have an additional 192 employees on substitute lists at any given time. It is estimated that a minimum of 10% of the child care work force is away on any given day, leading to 22 regular staff away whose positions need to be filled. Experience has shown that at least three times that number (66) need to be phoned in order to fill the vacancies at any given time.

A centralized, quality controlled temporary employee pool is needed to:

- Eliminate current lost time and recruitment costs of these organizations;
- Achieve high standards of quality through centralized recruitment and placement;
- Assist these organizations to focus on providing quality child care.

The project will design a system and prepare a business plan for implementation of a sustainable model that will:

- Meet the identified needs for these Vancouver based organizations and potentially meet the same needs of other Vancouver based child care organizations and possibly may be replicated in other geographic areas of the province;
- Prepare for implementation a model that will re-capture lost resources in the current system while ensuring quality services.

The proposal requires a total investment of \$50,000 for this pilot project. The group is requesting \$9,000 from the City and the remaining \$41,000 will be cost shared by the agencies, foundations, and by other levels of government. Westcoast has been identified as the lead agency.

Staff are recommending the approval of a \$9,000 grant to Westcoast for the development of a business plan and sustainable model of a centralized sub-list for a number of large operators in the city.

### **FINANCIAL IMPLICATIONS**

On March 17, 2005 City Council approved the 2005 Operating Budget, which included a \$150,000 increase to the Childcare Grants program to offset costs of childcare in inner city programs, plus a 2% general inflationary increase of \$17,800. Consequently, the 2005 budget for the Civic Childcare Grants is \$1,054,200. This report recommends \$105,000 for Administration of City-owned Childcare Facilities for VSOCC, \$258,000 for a City-wide support

services grant including the development and administration for #1 Kingsway Child Development Hub and \$9,000 for the Research and Innovation Grant for the development of a model for coordinating recruitment, management and placement of substitute workers in licensed child care programs. It is expected that the review of VSOCC will cost \$5,000. This money will come from the 2005 Social Planning Operating Budget.

<b>Program</b>	<b>2005 Proposed</b>	<b>2005 Allocated</b>	<b>2005 Remaining</b>
Admin of City Owned	105,000	105,000	0
City-Wide Support Services	258,300	258,300	0
Program Enhancement	250,400 <sup>(1)</sup>		250,400 <sup>(1)</sup>
Inner-City Sustaining	249,000 <sup>(1)</sup>		249,000 <sup>(1)</sup>
Inner-City Bursary	150,000 <sup>(1)</sup>		150,000 <sup>(1)</sup>
Program Stabilization	5,000 <sup>(1)</sup>		5,000 <sup>(1)</sup>
Program Development	16,500 <sup>(1)</sup>		16,500 <sup>(1)</sup>
Research and Innovation	20,000	9,000	11,000 <sup>(1)</sup>
<b>Total</b>	<b>1,054,200</b>	<b>372,300</b>	<b>681,900</b>

1. To be allocated in a separate report to Council in Summer/Fall, 2005.

\* The additional \$167,800 (inflation and new funding) for the Civic Grants Program approved by Council in March 2005 will be allocated to City-Wide Support Services (\$25,000), to Program Enhancement/ Inner City to increase program stabilization and affordability (\$125,800), to Program Development (\$11,500) and Research and Innovation (\$5,500).

## CONCLUSION

This report recommends approval of \$372,300 from the 2005 Operating Budget.

- One Administration of City-owned Childcare Facilities grant totalling \$105,000 with a review of VSOCC and a report back to Council prior to next years grant application,
- One City-wide Support Services grant including the development and administration funds for the #1 Kingsway Child Development Hub,
- One Research and Innovation grant totalling \$9000 for the development of a model for coordinating recruitment, management and placement of substitute workers in licensed child care programs,
- A review of the Vancouver Society of Children's Centre.

This leaves \$681,900 remaining in the 2005 Childcare Grants Funds, which will be reported later this year.

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Civic Childcare Grant  
2005 Administration Grant Application

**PROGRAM DESCRIPTION:**

Vancouver Society of Children's Centres: Administration of City-owned Childcare Facilities

**SUMMARY OF OBJECTIVES:**

Quality

- Implementing the full CQI process, including the ITERS, across all infant/toddler programs.
- Developing a formal Quality Assurance area within the agency with staff time dedicated to working with program staff/supervisors to ensure quality programming, evaluation, standards and best practices are updated and maintained. There will be a strong focus on mentoring existing staff.
- Develop and implement an evaluation process for our family/ECD programs.
- Professional Development for staff: individual allocation for staff to access training based on the outcomes of their individual performance reviews, two full day professional development days for the whole agency (one focused on child development and one on diversity) a minimum of 6 'hands on' workshops for staff on a wide variety of programming (including cooking with children, science, inclusion) and a series of workshops for supervisory staff.
- Involvement in research projects including: CHILD: outdoor playgrounds, HELP: Social Learning and Knowledge Attribution (12 month to 10 year olds), UBC School of Nursing: Behavioural Sleep Problems and Daytime Functioning in Infants and Toddlers.
- Continued work on the City Childcare Design Guidelines.
- Continued collaboration with the other service providers in the downtown core.
- Continue to review and adapt our agency's infrastructure as we increase services.

Accessibility

- Committed to further expansion of licensed child care over the next number of years. (Two new centres are underway: Bayshore Gardens Children's Centre: 49 licensed spaces plus family place scheduled for early 2006 and Concord Pacific slated for late 2006/early 2007: 69 space centre with family place and out of school care) In addition more planning will be underway on two more centres in the downtown core: International Village and the Pinnacle.
- Committed to further increasing the numbers of family support and other ECD services.
- Revise our program statistical collection forms to provide us with better information on who our current participants are in an effort to better plan for services.
- Connecting more formally with the YWCA to discuss ways that VSOCC could be involved in advocacy activities.

### Coordination

- Continue work with the ECD planning team downtown to ensure planning and integration of services
- Develop a working partnership with Coal Harbour Community Centre in an effort to plan ECD series for families on the north side of the peninsula.
- Continue to participate on the Joint Civic Childcare Council.
- Continue to work on the Centralised Substitute Pool project.
- Work with our community colleagues to find an alternate location for our family program space currently operating out of Elsie Roy Elementary School. (The vacant class room will not be vacant in September 2005 as the enrolment is projected to increase in the school).

### Affordability

- there will be no fee increase in our child care programs this coming fiscal year.
- marketing of the Corporate Sponsorship Program will continue to ensure more access to services for low-income families.

### **Deliverables tied to goals and as a result of activities described above**

- Created and implemented work plans to increase the quality of programming and the environment in the infant - toddler child care programs
- Function area within the agency that is dedicated to increasing quality within all programs established
- Defined process and tools for use in family programs to both assess the satisfaction of current service and to identify other needs
- Professional development: increased knowledge and understanding for all staff in a variety of program areas and therefore an increased level of quality in the program delivery
- Formal Research Projects will provide researchers (and the field) with an increased understanding of children's needs and behaviours
- Collaboration with other agencies in the downtown will result in better use of resources, in higher quality of services for parents and in more accessible services
- Two new centres: Shaw Tower Children's Centre: 37 spaces plus family place and Bayshore Gardens Children's Centre: 49 licensed spaces plus family place scheduled for early 2006
- A minimum of 40 parenting workshops/programs
- A new location for the family programs currently running out of Elsie Roy School
- A Centralized Substitute Employee Model developed for consideration by child care agencies
- An increase of 50% in the numbers of children involved in the corporate sponsorship program

Vancouver Society of Children's Centres  
2004 Administration Grant  
Summary of Outcomes

**Affordability:**

Licensed Childcare

- Developed and started a kinder care program and an out of school care program serving Elsie Roy Elementary School with monthly program rates set below the city average (for programs west of Main Street) Our monthly fees also include full day care on school professional days and Xmas/Spring Breaks.
- Licensed Childcare fee structure:
  - i. part-time preschool program fees are set below the city average;
  - ii. our group care fees (30 months to 5 yrs) are 2% higher than the city average (west of Main Street);
  - iii. infant and toddler programs fees are 4 - 7% higher than the City average (west of Main Street);
- Have not increased base child care fees for 3 years, yet the costs for delivering our services has increased by over 15%;
- Developed and maintained both an 'internal financial assistance program' to provide support to existing families facing hardship) and a corporate sponsorship program (in partnership with Gordon Neighbourhood House & the YWCA) to support children who might not otherwise be able to access our services. (Provided full sponsorship to 5 children last year and support to approximately 15 existing child care families);
- Developed a hot lunch program (costs about \$2 per day), which provides a nutritious meal for children. This fee is subsidized for families who cannot afford it.

Other Early Childhood Development programs

- ECD programs:
  - i. Family Place (drop-in) Programs: free {no charge} (Eliminated the drop-in fee for our family place programs one year ago)
  - ii. The majority of parenting workshops and courses are free (or have a small charge for childminding services which is subsidized for those families who cannot afford it).
  - iii. Provide food (dinner and snacks) for our family place programs.
- Specific targeted outreach is done for families living in non-market housing or who are identified through other service providers (i.e. Community health nurses) to be 'at risk'.

**Quality**

- Designed and implemented outdoor playground upgrades to the Dorothy Lam Toddler/ Full Day Preschool programs and to the Quayside Group Care and toddler program.

- Developed internal planning tools to assist educators with the implementation of our program curriculum for the early child education programs. These tools were based on feedback received from staff.
- Formally evaluate each program every two years using the model of 'continuous quality development' (CQI), which was developed with City support. (this past year focused on group 3-5 programs, with a team made up of program staff/supervisors using ECCERS to review the programs, analyze/assess the results and develop goals and work plans for each program) The common outcomes in this age group include a focus on the set-up of the environment and programming for increased social development in children.
- Solicit input and feedback from parents/staff on all programs on an annual basis. Feedback is sought in a combination of ways: a formal written survey, an email survey and a phone survey (about 40% of our participants choose to participate in this formal process).
- Based on the feedback from parents, and a review of previous goals and objectives; each program establishes new goals, objectives and work plans. For programs who are not involved in the ECCERS/ITTERS formal review, the teams undertake two streams of work: they identify one area (i.e. dramatic play) use the CQI tools to fully assess that area and develop a work plan, and they may identify 2 or 3 other activity areas that they will work on (i.e.: feedback from parents indicated that they wanted more information about their child in the program so the team created a process for more formal and more regular "parent/teacher" meetings for each child).
- Work closely with other service providers in the downtown to coordinate planning, resources and to develop high quality services.
- Developed a School Age Childcare Program Operations Manual and revised the Early Childhood Programs Manual.
- Revised our child care programs Family Handbook and registration forms to simplify the language and make it easier for families to read.
- Agency is committed to providing ongoing professional development for staff through: annual allotment of training dollars on an individual basis, 2 formal professional development agency-wide training days/year, a minimum of 4 workshops for front-line staff per year, plus a range of training for supervisory/management staff.
- Collaborative work with 6 other agencies on the development of a model for a centralized substitute employee pool.
- Created a part-time Family Programs Coordinator Position to coordinate high quality parenting programs in partnership with other agencies in the downtown.

### Accessibility

- Plans are fully developed for the opening of the Shaw Tower Children's Centres with 12 spaces for infant/toddlers and 25 group care spaces and a family place drop-in program.
- Doubled the numbers of family place drop-in sessions and added three more locations, including Elsie Roy Elementary School and Library Square Children's Centres (currently average about 105 family visits per week; 105 adults/150 children birth to school age).
- Doubled the number of Family/Parenting programs and workshops from the previous years (about 500 participants: parents/children).

- Supporting 50% more children with special needs in our programs this year.
- Formal parent evaluations are a tool that we use to determine the needs of existing parents. We also rely on our colleagues on our ECD Planning team to share information about needs that they are hearing from their clients and we use formal demographic information.

## Coordination

- Finalized an ECD plan for the Yaletown Neighbourhood in partnership with other service providers. Three priority areas of work are identified and initial work plans are developed for two of the areas. (Literacy and family support programs). Some implementation has started: coordinated planning and joint advertising for parenting programs and workshops and two literacy workshops (for parents & caregivers are developed).
- Worked in partnership with the YMCA and Gordon Neighbourhood House on the coordinated delivery of family place drop-in programs in the West-End and Yaletown through the Open Doors to Learning Project. (this included joint hiring of staff, coordinated orientation and training and collective programming).
- Worked closely with Elsie Roy Elementary (and VSB staff) to: implement a licensed before and after school program running out of the school and; to develop a family resource room in a vacant classroom.
- Developed a new Family Place Drop-in program in partnership with the Vancouver Public Library. (Program runs on Saturday in the Library Square Children's Centre and has active involvement from the Children's Librarian)
- Delivered a range of parenting programs in partnership with Three Bridges Community Health Centre (e.g. nutrition workshops, guidance and discipline) and Family Services of Greater Vancouver (e.g. communicating with your child and parenting your preschooler).
- Participated as a full member of the Joint Civic Childcare Council.
- Full participation in the Childcare Administrators Network.
- Ongoing Participation in the YWCA Community Childcare Architecture Project and the City work on further development of the community hub.
- Ongoing participation in the City Childcare Design Guidelines Review Committee.
- Worked with a number of child care agencies across the City on a process with the Gaming Branch of the Provincial Government to secure additional resources for child care and to help them understand the 'hub model' of child care (the Gaming Branch has doubled the allocation for infant/toddler programs, and increased the allocation to 3-5 full day programs by about 40%).
- Worked closely with the Three Bridges Community Health Centre and the VSB to develop and deliver a series of programs for parents with toddler age children. This series runs out of the Elsie Roy Elementary School.

Westcoast Childcare Resource Centre  
Goals and Action Plan for 2005

Goal	Activities	Evaluation	Addresses civic child care objectives of:
1. Increase families' knowledge of Vancouver-based Childcare, child development and family support programs.	<ul style="list-style-type: none"> <li>▪ Maintain free family information and referral services for Vancouver families in 3 languages through 8,000 telephones, e-mail and in person contacts.</li> <li>▪ Update database of almost 600 Vancouver based licensed/registered Childcare settings and more than 150 child/family programs monthly.</li> <li>▪ Conduct 6 annual Childcare fee/facility surveys by program type and disseminate info as required.</li> <li>▪ Distribute 13,000 lists of Vancouver based licensed and/or registered Childcare and family support programs</li> <li>▪ Mail/fax 4,000 Childcare/child development information packages to Vancouver families</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tracking and reporting of user stats and trends.</li> <li>▪ Snapshot service satisfaction survey.</li> </ul>	<p><b>Quality</b> by helping parents and other adult family members recognize the indicators of quality in Childcare and early child development programs.</p> <p><b>Affordability and Accessibility</b> by ensuring families know about the Childcare subsidy program as well as low cost ECD and family support programs in the city.</p> <p><b>Coordination</b> by capturing city wide and neighbourhood-based Childcare and ECD needs and trends</p>
2. Increase ability of Childcare providers, parents and other caregivers to provide quality care for children 0 - 12 years of age.	<ul style="list-style-type: none"> <li>▪ Plan and deliver 22 Childcare, child development and other educational programs for at least 500 Vancouver Childcare providers and parents. Topics to include diversity, quality programming, guiding behaviour, bullying prevention for school-aged children.</li> <li>▪ Provide outreach, hands-on diversity training and demonstration teaching in 8 Vancouver-based Childcare/child development programs (220 participants including children)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tracking of attendance by topic area</li> <li>▪ Regular participant satisfaction surveys</li> </ul>	<p><b>Qualities by ensuring Childcare providers and families have knowledge and skills related to providing quality care for children.</b></p>
3. Increase ability of parents and other family members to identify appropriate, quality Childcare and ECD programs for children 0 - 12 years of age	<ul style="list-style-type: none"> <li>▪ Deliver 24 Choosing Childcare sessions for at least 500 Vancouver parents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tracking of attendance and requests</li> <li>▪ Regular participant satisfaction surveys</li> </ul>	<p><b>Quality</b> by helping parents and other adult family members recognize the indicators of quality in Childcare and early child development programs.</p> <p><b>Affordability and Accessibility</b> by ensuring families know about the Childcare subsidy program as well as low cost ECD and family support programs in the city.</p>



<p>4. Increase access of Vancouver child providers and families to quality Childcare and child development information and resources.</p>	<ul style="list-style-type: none"> <li>▪ Respond to more than 700 Vancouver-based in person and telephone inquiries and consultations on a range of topics related to Childcare/child development services and resources including multicultural, diversity and bullying prevention issues.</li> <li>▪ Acquire new general and specialized Childcare/child development library resources that support Childcare/child development program staff and families in providing quality care for children 0 -12 years of age.</li> <li>▪ Add 300 new Vancouver borrowers and maintain ratio of Vancouver borrowers at more than 50%</li> <li>▪ Continue to share information with the community through three issues of the Westcoast Post, and through the Westcoast website.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess resource needs of Vancouver Childcare/child development program staff and families.</li> <li>▪ Track borrowing rates and trends.</li> <li>▪ Regular participant satisfaction surveys</li> </ul>	<p>Article I. <b>Quality, Affordability and Accessibility</b> by providing quality resources to Westcoast subscribers at a nominal subscriber rate (Program staff at \$20 per year; families at \$5 per year for Mobile Lending with subsidies where required.)</p>
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<p>5. Participate in Childcare/early child development planning and development in the City of Vancouver.</p>	<ul style="list-style-type: none"> <li>▪ Respond to requests for information by community and municipal government representatives on children’s program trends and needs through increased staffing levels and improved data analysis and reporting skills.</li> <li>▪ Participate on Childcare Design Guidelines Committee</li> <li>▪ Establish Child Development Hubs through operation of City-owned Childcare facilities.             <ul style="list-style-type: none"> <li>○ Identify potential consortium partners for Mt Pleasant Child Development Hub.</li> <li>○ Engage Mt Pleasant Child Development Hub consortium partners in community development processes.</li> <li>○ Staff 6 meetings of Mt Pleasant Child Development Hub consortium partners.</li> <li>○ Establish a common vision and integrated service plan for Mt Pleasant Child Development Hub.</li> <li>○ Establish 49 space City-owned licensed Childcare facility for infants, toddlers and 3 - 5 year old children at #1 Kingsway:                 <ul style="list-style-type: none"> <li>- completion of physical setting, governance model, philosophy, polices &amp; procedures, licensing requ’mts, equipment acquisition, promotion plan, operational planning.</li> </ul> </li> <li>○ Explore feasibility of operating a satellite preschool and out-of-school Childcare program for Simon Fraser School families.</li> <li>○ Participate in City development meetings related to Mt Pleasant Child Development Hub</li> </ul> </li> <li>▪ Host Joint Council for Childcare meetings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tracking and reporting of user stats and trends.</li> <li>▪ Snapshot service satisfaction survey.</li>   <li>▪ Functional Mount Pleasant Child Development Hub consortium.</li> <li>▪ Consortium vision and integrated service plan for Mt Pleasant Child Development Hub</li> <li>▪ Governance model, program philosophy, policies and wait list processes for cc programs at Kingsway site.</li>   <li>▪ 2 - 3 meetings with parent committee.</li>   <li>▪ 3 - 5 meetings</li> </ul>	<p>Article II. <b>Coordination</b> by contributing information to community and municipal government planning processes.</p> <p><b>Quality</b> by contributing to development of high standards of care for children in Vancouver.</p> <p><b>Quality, Accessibility, Affordability and Coordination</b> through leadership role in planning and delivery of high quality, affordable Childcare and ECD services accessible to families in Mount Pleasant neighbourhood.</p> <p><b>Quality, Accessibility, Affordability and Coordination</b> through participation in Council initiatives.</p>
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Westcoast Childcare Resource Centre  
Summary of 2004 Goals

Westcoast Information Cluster

Westcoast Information Cluster responds to inquiries from the child care/child development community, families and the general public regarding best practice and quality in early childhood education and child care environments. This often includes policies and procedures, program planning, indoor and outdoor play environments and equipment, training and job recruitment activities, needs assessments, resources on starting and operating programs, social policy, statistics and current research on early childhood development and practice. Westcoast Information Cluster is responsible for the coordination and development of all Westcoast information systems including the web-site, the Library, multilingual child care resources and services and Westcoast Post magazine as well as promotion and communications regarding the full spectrum of Westcoast services.

1. Westcoast Library Tuesday - Saturday 9:00 - a.m. - 5:00 p.m. 1.6 FTE staff , 2 volunteer, 753 new general and specialized child care/child development library resources that support the development of stable, flexible quality child care and child development services were identified, collected and circulated were added to the Library collection.
2. Approximately 1,002 new borrowers were added to the database this year. 65% (10,267) library items were circulated within the City of Vancouver.
3. Respond to 789 Vancouver-based in person and telephone inquiries and consultations on a range of topics related to child care/child development services and resources including multicultural, diversity and bullying prevention issues.
4. Continued to share information with the community through three issues of the Westcoast Post, and through the Westcoast website.
5. Other Activities: <ul style="list-style-type: none"> <li>• Established a web-based child care job posting board listing over 348 jobs last year with more than 42% of them located in the City of Vancouver.</li> <li>• Childcare Design Guidelines Committee - 6 meetings</li> <li>• #1 Kingsway Design Committee - 10 meetings</li> <li>• Joint Council for Childcare - 5 meetings</li> </ul>

Westcoast Family, Information & Referral Monday - Friday 9:00 - a.m. - 5:00 p.m.

*Section 2.01*

*1.8 FTE staff*

Westcoast Family Information & Referral (FIR) increases the profile of child care and child development programs in the City of Vancouver by responding to a wide range of telephone, email and in person queries related to Vancouver-based child care, child development and family support services. Callers/visitors are offered a variety of print materials related to their questions including program listings by type, maps indicating locations of services within the City, as well as brochures and checklists to guide appropriate selection of services. Callers/visitors are also offered consultation regarding their particular programming needs and access to child care and child development group orientation and education sessions. FIR services and/or materials are provided in several languages.

1. Maintained free family information and referral services for Vancouver families in 3 languages through 6,055 telephone, e-mail and in person contacts.
2. Updated database of almost 600 Vancouver based licensed/registered child care settings and more than 150 child/family programs monthly.
3. Conducted 6 annual child care fee/facility surveys by program type and disseminated info as required.
4. Distributed approximately 9,000 lists of Vancouver based licensed and/or registered child care settings as well as ECD and family support programs
5. Mailed/faxed 3,497 information packages to Vancouver families.
6. Responded to more than 169 requests for information by community and municipal government representatives on child care start up and children's program trends and needs

Westcoast Training Tuesday - Friday 9:00 - a.m. - 5:00 p.m. 3.5 FTE staff

## Section 2.02

Westcoast Training Cluster is responsible for all training activities implemented by Westcoast Child Care Resource Centre including those formerly delivered by Westcoast Multicultural & Diversity Services (WMDS). City funding will be utilized specifically for parent orientation and educational opportunities related to child care and child development issues for Vancouver families, for multicultural, anti-racism anti-bias and bullying prevention education and training for Vancouver-based child care and child development practitioners and families, and for outreach visits and hands-on training for child care/child development settings. During this year Training was understaffed due to prolonged illness of one team member.

Type of Training	# of sessions 2004-05	Actual # of participants 2004-05
1. Childcare, child development and other educational programs for parents in English, Cantonese and Mandarin in Vancouver. (Choosing CC sessions + 4 parent workshops)	39 training sessions	730
2. Single session diversity workshops for Vancouver-based child care/child development practitioners and parents.	6 training sessions	121
3. Single session child care/child development workshops for Vancouver-based child care/child development practitioners and parents. .Focus on nutrition in child care programs and for parents.	13 training sessions	275
4. Outreach and hands-on diversity training to Vancouver-based child care/child development programs	7 training sessions	228 including children
6. Safe Spaces Bullying Prevention Training for Vancouver-based child care programs	8 Childcare programs (4 sessions)	53

7. Multi-session diversity training program for Vancouver-based child care/child development practitioners	1 training (3 sessions)	72
8. New multicultural, diversity and bullying prevention resources.	8 Safe Spaces kits	N/A
<b>Total</b>	<b>72 Sessions</b>	<b>1,479 participants</b>