



CITY OF VANCOUVER

POLICY REPORT SOCIAL DEVELOPMENT

Report Date: May 27, 2005
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Meeting Date: June 14, 2005

TO: Vancouver City Council
FROM: Director of Social Planning
SUBJECT: Civic Child Care Grants Review

RECOMMENDATION

- A. THAT Council approve combining the Inner City Sustaining, Program Enhancement and Inner City Bursary Grants into one operating child care grant, based on centres' licensed capacity for high need areas and tie to conditions of quality and affordability.
- B. THAT staff report back with a streamlined application process and grant criteria for quality and affordability in the Fall, 2005.

GENERAL MANAGER'S COMMENTS

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

COUNCIL POLICY

While it is widely recognized that child care is primarily the responsibility of the Provincial government, the City of Vancouver has played a leadership role in child care at the municipal level. Vancouver City Council established the annual Civic Childcare Grants program on October 23, 1990, as part of the Civic Childcare Strategy. The Civic Childcare Grants program sets 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, co-ordinated administrative services required for a child care system in Vancouver; and
- leverage other sources of child care funding whenever possible.

Council approved “Moving Forward, Childcare: A Cornerstone of Childhood Development” in April 2002, which sets out a strategic plan for child care and child development services for the City over the next ten years.

In 2004, 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 July, 2004, Council directed staff to review grant categories and processes and report back to Council with options for streamlining the administration of the Childcare Grants program.

SUMMARY

During the review of the Civic Childcare Grants program, Social Planning staff have found that although the City’s grants provide significant support to child care programs, the application process and reporting mechanisms of the Inner City Sustaining, Program Enhancement and Bursary Grants are cumbersome and time-consuming. In addition, there is a need to better align the grants program with the City’s strategic direction, create greater predictability in the grant amounts from year to year, and better define standards for quality and affordability.

Based on the findings from the Childcare Grant review staff recommend that:

The three grant categories (Inner City Sustaining, Program Enhancement and Bursary) be combined into one operating grant, within budget limitations, and base the grant on the centres’ licensed capacity for high need areas. Conditions for quality and affordability would be established and reported back to Council in the Fall.

PURPOSE

The purpose is to report back on the 2004 Council motion that directed staff to review grant categories and processes and provide options for streamlining the administration of the Childcare Grants program. Based on the findings of the review, staff recommend streamlining the Inner City Sustaining, Program Enhancement and Bursary Grants into one Operating Grant, tied to centre’s licensed capacity.

BACKGROUND

To provide a context for the Childcare Grants review, APPENDIX A gives an overview of international trends, the Federal and Provincial environment and child care research highlights.

Council policy has set out initiatives to assist child care in high need areas to facilitate stable, quality childcare. This year, the Civic Childcare Grants budget is \$1,054,200. The total budget for the Inner City Sustaining, Program Enhancement and Bursary Grants is \$649,400.

There are eight main grant programs within the annual granting program (see Figure 1):

Category A

1. Inner City Sustaining
2. Program Enhancement
3. Bursary

Category B

4. City-wide Childcare Support Services
5. Administration of City-owned facilities

Category C

6. Program Development
7. Research and Innovation
8. Program Stabilization

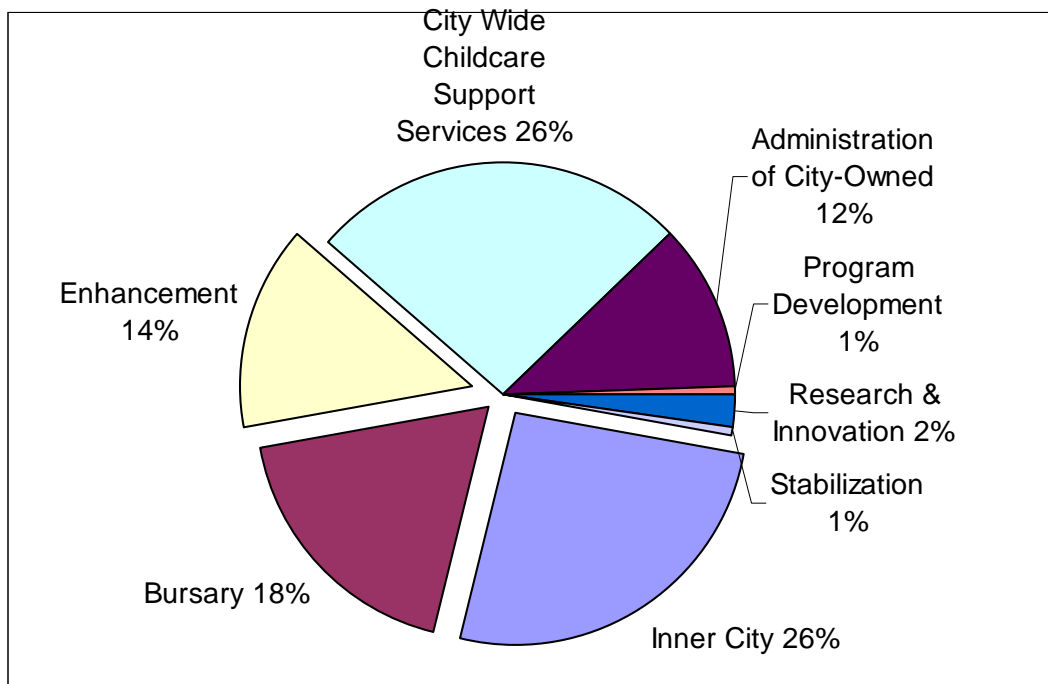


Figure 1: Civic Childcare Grant Categories

This grant review only applies to Category A Grants, which are explained below.

Category A

Program Enhancement Grant:

The purpose of these grants is to provide non-profit, licensed child care programs with funds to enhance the quality of care and offset costs related to food supplement programs. This initiative is related to assisting infant and toddler programs, serving low/modest income families, strengthening coordinated administration, food supplements and quality initiatives. Organizations are eligible if they serve a moderate to high percentage of families in two or more of the following areas: aboriginal or refugees/new immigrants, mother tongue is a language other than English, single parents or low incomes.

Inner-City Childcare Sustaining Grants:

The purpose of these Grants is to provide non-profit organizations with funds to maintain child/ staff ratios and keep parent fees below City averages. Programs eligible for Inner-City Sustaining Grant funding operate a child care program located in or immediately adjacent to an Inner-City school project, clearly stand out as serving high need, low income families, charge user fees at or below average, provide care to a significant percentage of children whose parents are in receipt of child care subsidy and are working closely with neighbourhood agencies to meet the needs of Inner-City families. A significant number of the children attending these programs have been designated as "at risk" by the Ministry of Children and Family Development or require extra family support and/or are considered to be living in a high need environment.

Inner City Bursary Grants:

The purpose of these grants is to provide fee assistance to low income families to retain and increase enrolment and bring back families that have left programs due to Provincial subsidy reductions in 2003.

Benefits of Category A Grants

The Civic Childcare Grants have had a positive impact on child care programs in the community. The 2004 funding supported 2,000 child care spaces in 51 childcare programs. The grants have made child care more affordable for parents by keeping fees lower than city averages and offsetting parent fees directly and have helped stabilize programs. In addition, grants have provided extra staffing support in high need programs and enabled hot lunch and enhanced snack programs. The grants have also strengthened the administration of child care hubs and have enhanced the quality of programs throughout the City.

Application Process for Category A Grants

In order for child care providers to be eligible for Civic Childcare Grants, they must apply every year to one of three categories. Grants are available to non-profit, licensed child care programs. Currently, the funding amounts they receive between categories vary from year to year and range from \$1,000 to \$12,750, depending on priorities.

Once the City receives the application, Social Planning staff review all applications for completeness and eligibility and undertake on site interviews. A grant review team, comprised of a licensing officer, a nutritionist from Vancouver Coastal Health, and two social planners review the applications based on size and type of programs, financial reporting, wages, administration costs, fees in relation to city average, statistics and completion of previous years' condition. Currently, grant recipients are required to submit grant objectives, budgets, wages, benefits, profiles of the families that use the program and fee schedules for each application. In organizations which have a number of programs, the amount of 'paper work' is onerous.

Civic Childcare Grant Review

As a result of the 2004 grant process and feedback from grant applicants, Social Planning staff recommended to Council that there be a review of the existing grant program with a view to streamlining the administrative requirements of programs for the grant application and reporting purposes. In July 2004 Council directed staff to review grant categories and processes and report back with options for streamlining the administration of the Childcare Grants program.

The review of the Inner City Sustaining, Program Enhancement and Bursary grants program has five objectives:

1. To harmonize the Grants program with the City's Childcare Strategy.
2. To facilitate equity and consistency of funding from year to year.
3. To assist with financial stability for programs over time.
4. To streamline the administrative requirements for grant recipients and applicants.
5. To increase accountability by setting consistent standards of quality and affordability across grant programs.

Methodology of the Grant Review

In order to review the Childcare Grants (Category A) Social Planning staff employed a variety of methods. Staff held an initial focus group in December, 2003, with 11 participants representing various organizations that had received City Grants to elicit their feedback on the strengths and weaknesses of the current grant system.

In addition, during the 2004 grant review process, the Child Development Coordinator and a Social Planner visited all of the organizations that applied for Inner City Sustaining, Program Enhancement and Bursary Grants. As part of the visits, staff and Board members from the respective organizations were asked to share any trends, themes, issues or challenges they experienced over the past year. City staff recorded the issues that were raised, including those that related to the Civic Childcare Grant process. Also, the grant review team itself identified various challenges associated with the granting process. This information led to the recommendation of Social Planning in July, 2004, to review the grants program.

Staff met again with 19 participants in a second focus group on November 25, 2004, and asked them to comment further on the feedback from the earlier meeting. Building on this discussion, staff then asked recipients for feedback on a number of options for the grant process.

DISCUSSION

Findings of Civic Childcare Grant Review

During the 2004 site visits and in the focus groups, a number of key themes emerged around the strengths and weaknesses of the current grant system. Programs appreciated receiving the whole grant amount up front versus the Provincial grant that comes monthly. This payment method assisted with managing cash flow. However, many recipients noted that three grant categories were confusing and that the application process was “administratively burdensome”. Overall programs reported that while the grant program provided significant support, the City’s fragmented approach to funding was challenging. In reality, the City funds supported a portion of the overall operating budget, enabling programs to provide extra staff, food, quality initiatives, and coordinated administration. Differentiating between the three categories and fragmenting funding through the grant application process has little benefit.

The three separate grants (Inner City Sustaining, Program Enhancement and Bursary) added to the patchwork system. Issues were raised regarding the challenges of the financial reporting required. Many recipients noted the time required to provide monthly reporting for the Bursary Grant was excessive and more flexibility in administration of grant was needed. Programs voiced the need for consistent, stable funding. Many found it difficult to plan without knowing their source of funds and how much they will receive. However, one participant noted that while stable annual funding was key to program’s success, there should be some opportunity for the City to respond to unexpected situations by having additional grants available (i.e. the Program Development, Research and Innovation and Stabilization Grants).

Many programs suggested that one combined grant would be preferable to the current three categories system. Many programs suggested retaining the demographic profile on families and that the operating grant should be tied to criteria. City criteria should somehow be targeted and tied to affordability for low-income families and quality enhancement but in a way that is easy to administer. The Child Care Administrators Network, a network representing 14 large service providers and over 3,000 licensed spaces, has indicated support for a shift to an Operating Grant (See attached letter in APPENDIX B).

Summary of the Findings

The findings from the Civic Childcare Grants review suggest that while programs appreciate the funding from the City, the current system of application and reporting is onerous and time consuming. Most programs support the notion of combining the Inner City Sustaining, Program Enhancement and Bursary grants into one grant and tie conditions to quality and affordability.

Staff Recommendation

In APPENDIX C staff have provided a number of policy options for revising the Civic Childcare Grants Program based on the Civic Childcare Grant review. The options are as follows:

- Options A Status quo
- Option B Operating Grant based on licensed capacity for high need areas (targeted approach)
- Option C Broaden operating grant to citywide (universal approach)
- Option D Tie conditions to quality and affordability
- Option E Combine Option B and D (Operating Grant based on licensed capacity for high need areas and tie conditions to quality and affordability)

Table 1 provides a summary of the pros and cons of the options.

	Option A	Option B	Option C	Option D	Option E
Financial Implications	No	None	Yes	Yes	No
Strategic Plan	Partially consistent	Partially consistent	Consistent	Consistent	Consistent
Administration	Intensive	Streamlined	Streamlined	Streamlined	Streamlined
Community Impact	Targeted	Targeted	Universal	Universal	Targeted
Impact on Quality	Limited	None	Limited	High	High
Impact on Affordability	High to medium	High to medium	Low	High	High

Based on the findings from the Childcare Grant review staff recommend Option E, an operating grant tied to the City's annual budget allocation based on licensed capacity for high need areas and linked to quality enhancement and affordability. For example, a 25-space licensed program would receive a set dollar amount for each space. The dollar amounts will be determined through the annual application process. The pros and cons of this option are described below.

Pros:

- Can be implemented within the context of the current grants budget.
- Fits within the strategic plan and the City's vision for child care, which is to support affordability and quality programs.
- Provides stable funding that supports the expansion of child care hubs.
- Creates stability for programs as under-enrolled programs are not penalized for vacancies.
- Creates consistency on an annual basis and is simpler administratively.
- Enhances quality through encouraging administrative partnerships. These partnerships would support smaller stand-alone programs in their quality initiatives.
- Enhances affordability of programs.
- City has a Continuous Quality Improvement process that can be implemented as the criteria for administration and review.

Cons:

- Programs need to ensure planning time for quality improvement.
- Some programs may experience a variation in funding from the previous years during the transition phase.

Rationale

While the research and Council supports a universal system of child care as the best way to meet the needs of all children, it is not a municipal mandate to fund a universal child care system. As more Federal and Provincial government funding becomes available, child care may move in this direction. In the absence of this universal system, staff recommend that the City continues to target limited operating assistance to programs with high need situations. The Civic Childcare Grants will be tied to programs whose fees are not in excess of City averages, have a high number of low-income families attending and are in neighbourhoods that have high numbers of children vulnerable on the Early Development Instrument, according to the work by Dr. Clyde Hertzman. Grants will also be tied to condition of quality improvement. Staff will report back to Council on the criteria for quality and affordability.

FINANCIAL IMPLICATIONS

There are no financial implications as this option can be realigned with the existing grants budget. The total budget for the Inner City Sustaining, Program Enhancement and Bursary Grants for 2005 is \$649,400.

IMPLEMENTATION PLAN

Over the next year, staff will report back on specific grant criteria and application processes, complete an analysis of funding, and revise grant applications for the administration of 2006 Civic Childcare Grants.

CONCLUSION

Staff recommend to Council that they collapse the Inner City Sustaining, Program Enhancement and Bursary Grants into one Operating Grant based on licensed capacity for high need areas and tie to conditions of quality and affordability. Staff will report back in the Fall on grant criteria for quality and affordability.

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Childcare Policy Context

International Trends

In many European countries, child care is a foundation for societal development. Children are viewed as resources for the future and are supported as such. Canada can draw lessons from their policy and program approach to child care, which are to:

- Promote coherence and co-ordination of policy and services;
- Ensure adequate public investment with parents covering only 25% to 30% of costs;
- Move towards universal access for 3-6 years old especially;
- Focus on quality care;
- Improve staff training and working conditions;
- Develop pedagogical frameworks;
- Engage parents, families and communities.

Federal and Provincial Environment

The Federal government recently announced their intent to provide \$5 billion over 5 years for a national child care program (in 2005 the amount allocated is \$700 million). In addition, the Federal government is providing \$1.05 billion for child care through the existing Multilateral Framework and \$3.2 billion through the Early Childhood Development Agreement. The federal government has outlined four principles to guide the national program: quality, universality, accessibility, and developmental opportunities. (See Figure 1 for details on funding in BC.)

Since 2001/2002, the Provincial government in BC has cut the child care budget each year by increasing amounts up to \$50 million. A small amount of the new Federal funds has gone to replacing provincial cuts.

In January, 2005, subsidies for low-income families were restored to some extent. The largest percentage increases were to preschool (62%), kindergarten out of school care (33%), registered licensed not required (14%), and licensed family care (14%); whereas increases to group licensed child care were relatively small (6%).

Figure 1: Funding for child care in BC in 2005/2006 (\$million)

Provincial Funding	
Child care	\$183 m
Federal Funding	
Multilateral Framework	\$29 m
ECD Agreement	\$65 m
New F/P/T* Agreement (13% of \$700m)	\$91 m

Total Funding	\$368 million

*Federal/ Provincial/ Territorial
Does not include:

- BC contribution to other ECD programs
- Restoration of \$20m annual provincial cuts

There has been a large amount of destabilization within child care programs in Vancouver due to reductions to the Provincial budgets and inconsistency in funding and policy direction.

What the Research Says

Research is an important component of child care policy development. This grant review has been undertaken within the context of current research that speaks to ways to best enhance child development outcomes through quality and affordability. Several authors from the Human Early Learning Partnerships (a network of more than 160 researchers from six of BC's post-secondary institutions) have summarized relevant research regarding universal versus targeted approaches, quality and affordability.

Universal Approach

If the purpose of an early child development strategy is to increase resilience, decrease vulnerability, and reduce social inequality, a strategy to provide universal access to the conditions that support healthy child development is needed (Hertzman, 2004). This may mean addressing issues in different ways in different neighbourhoods, but it does not mean focusing exclusively on the highest risk areas. Such a strategy would miss most of the vulnerable children in Vancouver.

The National Longitudinal Survey of Children and Youth show that threats to healthy child development are found across the entire socio-economic status spectrum, though at increasing intensity, as one goes from high to low socio-economic status. Inequalities in child development emerge over the first five years of life, according to family income, parental education, parenting style, neighbourhood safety and cohesion, neighbourhood socio-economic characteristics, and access to quality child care and developmental programs.

University of Toronto economists recently conducted a cost-benefit analysis of a quality, universal child care system for children age 2 - 5 and found that the government investment in this system will eventually produce a 100% return on this investment. That is, every \$1 invested will generate \$2 in value in terms of better developmental outcomes for children and better employment opportunities for women over the medium term. Similar US studies have reported much higher "rates of return" on specific high quality preschool programs.

Savings from a universal program will grow over time by enhancing women's participation rates in the paid labour force and the contribution of this participation to Canadian society through both income taxes and greater productivity of the Canadian economy. Further, children's participation in high quality child care programs can enhance children's readiness for school and reduce the demands on special education programs in the school years.

Quality

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 environment where children grow up, live and learn. Good quality childcare can have a positive impact on children's development. 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 childcare can be influenced in a number of ways:

- Government regulation;
- Teachers' wages;
- Teachers' levels of education;
- Adult: child ratios and group size;
- The operating auspice of the centre;
- Stability of centres and staff;
- Well defined pedagogy and philosophy;
- Subsidized rent, utilities and operating costs.

Affordability

The costs of regulated child care in Canada are high, and are often prohibitively high, for families with more than one child in care and for families on lower incomes.

The cost of regulated child care in Canada is largely borne by parents with very limited assistance provided from government sources. Parent fees in Canada account for approximately **85%** of the operating budgets of child care programs, with a patchwork of government programs (depending on the jurisdiction) accounting for no more than **15%**. Canadian parents pay a much larger proportion of the cost of child care and governments pay a much smaller proportion. In regulated child care programs for **3 to 6** year old children in most OECD countries, child care is provided free to all parents. In countries where it is not free, parents pay no more than between 10% and 30% of the costs of child care

Low income families in Canada encounter barriers to child care despite the presence of child care subsidies in many provinces because subsidy rates are typically below the average Provincial cost of regulated care. This gap between the child care subsidy and the real cost of care, effectively precludes many low income families from using regulated care, and they instead turn to lower quality care provided by the unregulated child care sector where costs are typically lower.

The 1988 Canadian National Child Care Survey interviewed a representative sample of 24,155 families with 42,131 children under the age of 13. 23.7% of parents not using their preferred child care setting cited cost as a major obstacle in finding their preferred child care arrangement.



Child Care Administrators Network
c/o Sharon Gregson
Collingwood Neighbourhood House
5288 Joyce Street
Vancouver, BC V5R 6C9

Carol Ann Young
City Child Development Coordinator
100-515 West 10th Avenue
Vancouver, BC V5Z 4A8

April 18th, 2005

Dear Carol Ann,

On behalf of the member organizations of the Child Care Administrator's Network (CCAN) we would like to offer input on the new City of Vancouver child care operating grant proposal. As you know the Child Care Administrator's Network represents all the large non-profit child care operations in Vancouver with a range of services including infant care, preschool, school age care and family resource programs.

Your work on a proposed civic childcare operating grant to replace the Program Enhancement, Inner-city Sustaining and Bursary grants is something we applaud and would like to wholeheartedly encourage. We understand you are working on an options paper and a Council report which will be presented to Council's City Services and Budgets Committee on May 26th.

The CCAN group supports moving forward with this work as soon as possible as the existing grant process is not only cumbersome but is considered to be inefficient and involves significant amounts of our time often requiring us to duplicate the work required to apply for each grant individually. A single operating grant that collapses the existing grants into one easy to administer and easy to report on stream would be a huge step forward for Vancouver child care operators.

We believe the work in this area is of great importance as the City of Vancouver fulfills its commendable commitment to child care for children and families. We look forward to opportunities to provide you with support and feedback as the process moves forward and would appreciate consulting with you before the report is presented.

Thank you again for your efforts in moving the civic childcare operating grant proposal forward.

Yours truly,

Sharon Gregson

for Vancouver Child Care Administrators Network

Collingwood Neighbourhood House
Frog Hollow Neighbourhood House
Cedar Cottage Neighbourhood House

Kiwassa Neighbourhood House
UBC Child Care Services
Britannia Community Services Society
Jericho Kids Club
YMCA of Greater Vancouver
YWCA of Greater Vancouver
Vancouver Society of Children's Centres
Spare Time Child Care Society
Ray Cam Community Centre

ALTERNATIVES/OPTIONS FOR THE CIVIC CHILDCARE GRANTS PROGRAM

The analysis of each option has been conducted in the context of following: financial implications, strategic planning, administration, community impact, quality of child care, and affordability of child care.

Option A: *Status Quo*

The City continues to allocate grants in the same way as it has done over the past decade.

Pros:

- No additional financial implications for this option;
- Grant recipients are familiar with the process;
- Allows for flexibility for City staff to respond to program and parental needs.

Cons:

- Does not fit with the City's strategic child care plan because it does little to support the expansion of child care hubs, as the hubs require a stable funding base;
- Applying for grants within the current system is administratively onerous and confusing;
- The current method creates inconsistency in funding for programs on a year-to-year basis and there is little way to apply standards (such as quality or affordability) or to ensure accountability.

Option B: *Operating Grant based on Licensed Capacity for High Need Areas (Targeted approach)*

The City collapses the Inner City Sustaining, Program Enhancement and Bursary Grants to provide an Operating Grant to eligible child care providers. The Operating Grant is a set amount based on the budget and licensed capacity of the centres eligible. This option targets those programs with a high percentage of low-income families attending, which is in keeping with the original intent of the grant program. The original intent was to direct City money to the areas of highest need where the lack of affordability is the most critical obstacle to development and delivery of services. Recent research by Dr. Clyde Hertzman on the Early Development Instrument highlights areas where children are vulnerable could benefit greatly from child care.

Pros

- No additional financial implications for this option;
- Supports the City's strategic plan because this option provides stable funding that would support the expansion of child care hubs;
- Funding for programs would be relatively stable if both capacity and budget remained consistent from year to year;
- Simpler application and reporting requirements;
- Creates stability for programs as under-enrolled programs are not penalized for vacancies;

- As the City is not the primary funder for child care, with this option the City can make the most impact for those families who are in need;
- Number of spaces stays reasonably stable over time

Cons

- If capacity increases, the grant budget would either need to be increased or there would be decreasing grants to each program;
- Does not directly tie money to benchmarks for quality and affordability;
- Some programs may experience a decrease in funding from the previous years during the transition phase;
- Threats to healthy child development are found across the entire socio-economic status spectrum and, with a targeted approach, it is possible many vulnerable children will be missed.

Option C: *Broaden Operating Grant to City Wide (Universal approach*

As in Option C, the City collapses the three categories into an Operating Grant; however, the eligibility is broadened across the City to all neighbourhoods and programs.

Pros

- Large body of childcare research supports a universal approach as a way to meet needs of all children in society, not just those from lower income families;
- Fits within the City's strategic plan to have child development hubs in every neighbourhood;
- Equitable access an object of the Joint Council on Childcare

Cons

- Reduces funds for high need areas or requires an increase to the City's Civic Childcare Grants budget;
- Does not directly tie money to benchmarks for quality and affordability;
- May reduce affordability for low income parents if funds reduced.

Option D: *Tie Conditions to Quality and Affordability*

The City allocates grants towards increasing the quality and affordability of child care in each program through setting criteria.

Pros

- No additional financial implications for this option - can be implemented within the context of the current Civic Childcare Grants budget or may implemented at a reduced budget;
- Fits within the strategic plan and the City's vision for child care, which is to support quality programs that are based on a pedagogical framework;
- Quality can be enhanced in various ways, including through funding organizations which demonstrate administrative partnerships. These partnerships would support smaller stand-alone programs in their quality initiatives;
- The City's strategic plan adopts enhancing quality as one of the cornerstones of child care policy;
- Would make grants consistent with quality and affordability benchmarks in lease agreements;

- City has a Continuous Quality Improvement process that can be implemented as the criteria for administration and measurement.

Cons

- Programs need to ensure planning time for quality improvement.

Option E: *Combine Option B and D (Operating Grant based on Licensed Capacity for High Need Areas and Tie Conditions to Quality and Affordability)*

The City allocates funding based on an Operating Grant tied to the annual budget allocation and links the funding to criteria that enhances quality and affordability in the programs.

Pros:

- Can be implemented within the context of the current grants budget;
- Fits within the strategic plan and the City’s vision for child care, which is to support quality programs;
- Provides stable funding that supports the expansion of child care hubs;
- Creates stability for programs as under-enrolled programs are not penalized for vacancies;
- Creates consistency on an annual basis and is simpler administratively;
- Enhances quality through encouraging administrative partnerships. These partnerships would support smaller stand alone programs in their quality initiatives;
- Enhances affordability of programs;
- City has a Continuous Quality Improvement process that can be implemented as the criteria for administration and review.

Cons

- Programs need to ensure planning time for quality improvement;
- Some programs may experience a variation in funding from the previous years during the transition phase.

Summary of Options

	Option A	Option B	Option C	Option D	Option E
Financial Implications	No	None	Yes	Yes	No
Strategic Plan	Partially consistent	Partially consistent	Consistent	Consistent	Consistent
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