



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: August 31, 2005
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RTS No.: 5220
CC File No.: 4102
Meeting Date: September 20, 2005

TO: Vancouver City Council
FROM: Director of Social Planning
SUBJECT: Childcare Protocol Status Report

RECOMMENDATION

- A. THAT Council receive for information the report back on the Childcare Protocol, including the annual report of the Joint Council on Childcare.
- B. THAT Council approve release of up to \$50,000 to conduct the work of the Joint Childcare Council Workplan, including the contracting for policy work as per attached outline, Design Guidelines revisions and review of City-owned facilities operating structure; source of funds: 2005 General Program Account within the 2005 Operating Budget.

GENERAL MANAGER'S COMMENTS

The General Manager recommends approval of RECOMMENDATIONS A and B.

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.

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

In March 2005, Vancouver City Council approved the 2005 operating budget, which set out \$50,000 to support the work of the Joint Council on Childcare subject to a report back to Council for final approval.

PURPOSE

The purpose of this report is to provide a first-year status report on the work of the Joint Child Care Council and the accomplishments set out in the Joint Childcare Protocol. This report also seeks Council's approval to release \$50,000 to support the workplan activities of the Joint Council on Childcare for the remainder of this fiscal year.

BACKGROUND

In February and March, 2004, Vancouver City Council, Park and School Boards approved and adopted a Childcare Protocol to maintain and expand accessible, affordable and quality child care in Vancouver and to develop a process to achieve these ends. The protocol *Child Care - A Commitment from Local Government* commits the civic partners to the following six objectives:

1. Stabilize and increase the viability of existing services so that there is no loss of licensed group child care spaces as a result of issues within the control of local governments.
2. Plan for and develop child care on City/Park/School land and promote joint use of space for all types of child care in child development hubs.
3. Equalize access across the City to a full continuum of care.
4. Increase licensed child care space in the City by 5% in the next two years, while recognizing the essential role of senior government in terms of operating funding and support.
5. Advocate for a new partnership with the Federal, Provincial, Regional and Aboriginal governments to build a publicly funded national child care/child development system.
6. Increase public awareness of the benefits of child care and early childhood development on society.

The Joint Council on Childcare was established as a result of the protocol and is responsible for providing the direction and leadership required to achieve these objectives through collaboration, coordination, problem-solving and monitoring child care and child development planning and development activities. The focus of the Council's work is primarily child care in publicly-owned facilities and/or land, but consideration is given to policies and practices that support the broader child care/child development system.

The Childcare Protocol set out the composition of the Joint Council to be:

- One elected official from each of the City, Park and School Boards;
- The City Child and Youth Advocate, the City Child Development Coordinator and one staff person with knowledge of issues related to children and their caregivers from each of the two Boards;
- Three community members from the City-Wide Networking Committee;
- A representative from the University of British Columbia - Human Early Learning Partnership; and
- Mayor's assistant.

Through its inaugural year the Joint Council has been Co-Chaired by Councillor Anne Roberts and the City Child Development Coordinator Carol Ann Young.

DISCUSSION

Senior government plays the primary role in setting funding and operating policies and support for child care in BC and, while the City, School and Park Boards do not directly operate child care, they can and do make a significant contribution to the availability and viability of child care services in Vancouver. Each local body; however, plans, develops and delivers services and policies in isolation of each other. Opportunities for cost efficiencies and service effectiveness are limited by the lack of coordination. Organizations that deliver child care in City, School and Park facilities are also often confused or frustrated by the lack of consistency and coordination at the local government level. One strategy implemented by Council to begin to address these challenges was the establishment of a Childcare Protocol.

The Civic Protocol committed the three civic bodies to maximize tools and resources to support non-profit child care in public facilities. Tools, such as the Design Guidelines for purpose-built child care, nominal lease and operating agreements for the use of City owned facilities, operational and capital funding and various forms of in-kind support, are all ways of supporting the development of child care locally.

The Joint Childcare Council set out in its work-plan the following priorities:

- Review existing policies and practices;
- Undertake dialogue at the Municipal, Provincial and Federal levels;
- Undertake capital and operating inventory and a financial review;
- Develop standards and framework for coordinated planning;
- Realign resources within and between civic bodies;

- Establish a city-wide structure for managing and supporting child care;
- Undertake pilot projects

Accomplishments

Highlights from the Joint Council and Protocol achievements are listed below. For a complete outline of achievements, see the status report set out in Appendix A.

- Letters introducing the Joint Council were sent to a large number of individuals, organizations and governments.
- Recommendation of the Joint Council to Vancouver City Council to pass motion that Government of Canada require the Province to: maintain their 2001-2002 baseline spending on child care and related early childhood development programs, and use Federal funds to supplement, rather than replace, Provincial spending.
- Letters with the resolution were forwarded to: Federal and Provincial government officials; the Union of B.C. Municipalities; the Federation of Canadian Municipalities; and, other cities, a number of which also adopted the resolution. As a partner, the School Board forwarded the resolution, under separate cover, to the Premier, all MLAs, the BCSTA and all school boards.
- Joint Council representatives from the Park Board, City and Westcoast co-presented at the Biannual Community Association Conference held in Vancouver on October 29 - 30, 2004.
- Presentation at the Canadian Council on Social Development national conference in Winnipeg on the politics, policies and priorities of child care in Canada regarding municipal involvement in child care.
- Participation in a national research project examining early learning and child care experiences in ten Canadian cities: Vancouver, Edmonton, Whitehorse, Saskatoon, Winnipeg, Sudbury, Toronto, Sherbrooke, Saint John's and Halifax.
- Presentation to Provincial Standing Committee on Finance during its series of pre-budget public hearings.
- Joint Council presentation to, Robin Syme, Assistant Deputy Minister, Ministry of Children and Family Development and Mark Seiben, Executive Director, Child Care Operations on the role of the City in child care delivery, the rationale for that role, the challenges and successes and the vision for the future.
- Support to seek Provincial funding for the development of a proposal to seek funding for action research to advise Provincial policy on the development and infrastructure support of the hub model and to identify the related cost benefits.
- Meeting with Tony Martin, MP and NDP critic for Child Care and Social Policy, on September 30, 2004, to discuss the national child care initiative.
- Presentation to the Federal Standing Committee on Finance.
- Key informant interviews to review current policy and practice between civic bodies.
- Support to exceed 5% growth of child care spaces; 406 spaces have been approved with an additional 201 new spaces from the proposed 2006-2008 capital plan.

Challenges

Funds for the Joint Council on Childcare

In the 2005 operational budget, Council approved \$50,000 to support the work of the Joint Council.

The Joint Council has recommended that a consultant be hired to review existing policies, guidelines and practices that facilitate and/or create barriers for the maintenance and expansion of child care, review organizational structure for City/Park-owned child care services, and review and recommend benchmarks for quality, affordability and accessibility as standards for grants and nominal lease rates. In addition, to assist with planning and future priority-setting, the consultant will develop a 2005 baseline report and propose priorities and benchmarks for future growth of child care in Vancouver. The purpose of the report/plan is to assist the Joint Council and the City determine priorities and actions to guide future decision-making. (See Appendix B for the consultant's work plan).

In addition to the consultant's workplan, the Joint Childcare Council recommended that funding be allocated to completing the revisions of the Childcare Design Guidelines and preparing the document for publication. A committee has been working to update the 1993 Childcare Design Guidelines. A consultant will be hired to consolidate City, Park and School Boards design requirements and create one consistent set of guidelines. The consultant will also be required to edit, format and produce the Guidelines in an easy-to-use format.

Finally, the Joint Childcare Council recommended that funding be allocated to conducting a review of the City-created non-profit society for operation of child care facilities in the downtown peninsula, known as Vancouver Society of Children's Centres, as per Council's approval May 9, 2005. This review will also make recommendations on the selection process for future non-profit societies in City/Park/School owned child care facilities and policy/practice improvements.

FINANCIAL IMPLICATIONS

On March 17, 2005, City Council approved the 2005 Operating Budget, which included \$50,000 to support the work of the Joint Council on Childcare, including a consultant contract to support the policy work of the Joint Council on Childcare, complete the Childcare Design Guidelines review, and review the selection process for non-profit operators of City owned facilities and review of the Vancouver Society of Children's Centres.

CONCLUSION

The 2003 Childcare Protocol set out a number of objectives. This report outlines the achievements in relation to the objectives, sets out a work plan for the Joint Council and recommends release of funds to support this work.

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JOINT COUNCIL ON CHILDCARE

Annual Report for the period June 2004 - May 2005

POLICY

Under its Terms of Reference, the Joint Council on Childcare is required to provide a written report annually to City Council, the Park Board, and School Board. It is also committed to reporting to the public on an annual basis.

PURPOSE

This report is an overview of the activities of the Joint Council on Childcare, which met four times during the period June 1, 2004 to May 31, 2005.

BACKGROUND

In February and March, 2004, Vancouver City Council, Park Board and School Board approved and adopted a Childcare Protocol to maintain and expand accessible, affordable, quality child care in Vancouver and to develop a process to achieve these ends. The protocol *Child Care - A Commitment from Local Government* commits the civic partners to the following six objectives:

1. Stabilize and increase the viability of existing services so that there is no loss of licensed group child care spaces as a result of issues within the control of local governments.
2. Plan for and develop child care on City/Park/School land and promote joint use of space for all types of child care in child development hubs.
3. Equalize access across the City to a full continuum of care.
4. Increase licensed child care space in the City by 5% in the next two years, while recognizing the essential role of senior government in terms of operating funding and support.
5. Advocate for a new partnership with the Federal, Provincial, Regional and Aboriginal governments to build a publicly funded national child care/child development system.
6. Increase public awareness of the benefits of child care and early childhood development on society.

The Joint Council on Childcare is responsible for providing the direction and leadership required to achieve these objectives through collaboration, coordination, problem-solving and monitoring child care and child development planning and development activities. The focus of the Council's work is primarily child care in publicly-owned facilities and/or land, but consideration is given to policies and practices that support the broader child care system.

The Child Care Protocol also sets out the composition of the Joint Council to be:

- One elected official from each of the City, Park and School Boards;
- The City Child and Youth Advocate, the City Child Development Coordinator and one staff person with knowledge of issues related to children and their caregivers from each of the two Boards;
- Three community members from the City-Wide Networking Committee;
- A representative from the University of British Columbia - Human Early Learning Partnership; and
- Mayor's assistant.

Through its inaugural year, the Joint Council has been Co-Chaired by Councillor Anne Roberts and the City Child Development Coordinator Carol Ann Young.

DISCUSSION

At the first meeting of the Joint Council, which was held June 1, 2004, a work plan was developed. It is an evolving, living document with the following priorities:

- Review existing policies and practices;
- Undertake dialogue at the Municipal, Provincial and Federal levels;
- Undertake capital and operating inventory and a financial review;
- Develop standards and framework for coordinated planning;
- Realign resources within and between civic bodies;
- Establish a city-wide structure for managing and supporting child care;
- Undertake pilot projects

The plan also identified that City staff and/or contractors would be responsible for the majority of the work, and it was quickly recognized that one of the challenges would be to secure the necessary financial and human resources. At their second meeting in September 2004, after considering a number of options, Joint Council asked staff to process requests for the use of 2004 Research and Innovation funds to support their work. Subsequently, in November 2004, Council approved a Research and Innovation Grant of \$15,000 for Westcoast Child Care Resource Centre. These funds would be held by the agency to contract with consultants, as required, to assist the Joint Council in its work.

Civic partners were then asked to seek funds for 2005.

In April, 2005, Joint Council learned that the City had approved a further \$40,000 from the City and \$10,000 from the Park Board and the School Board had approved the provision of \$5,000. With respect to the City funds staff must report back to Council for release.

This report provides an overview of the progress made on the work-plan priorities during the Joint Council's first year of operation. It also includes other matters that were addressed at the Council's meetings on September 9, 2004; November 5, 2004; January 20, 2005 and April 21, 2005, and in response to the Child Care Protocol. Considering that funding for the Joint

Council's work was not determined until April, 2005, a tremendous amount of work was undertaken.

Review existing policies and practices

The purpose of the review is to determine new, or amend, existing civic policies and practices to facilitate the growth of child care services and eliminate barriers to its development and sustainability in Vancouver. The review will include: an analysis of the existing policies of the three partners; key informant interviews with senior civic officials and representatives from the community; a limited literature review of the policies and practices elsewhere; and, recommendations for new or revised policies, practices and/or guidelines for consideration by community/organization focus groups and civic partners.

Staff immediately prepared for this priority by pulling together the existing policies and practices of the three civic bodies.

A consultant was engaged to seek stakeholder input into the review. Through October and November, 2004, the consultant held three focus groups - one with each of the civic partners. Community centre managers and front-line staff attended the Park Board focus group. Managers and staff involved in facilities participated in the School Board focus group; and Social Planning staff made up the City focus group. The consultant also undertook individual key informant interviews with community managers from the large non-profit centre-based child care programs that are housed in City owned or civic facilities.

As a result, in presenting the consultant's status report to the Joint Council in January, 2005, the consultant made the following general observations:

- More needs to be understood about "how day-to-day work happens" and how it differs from one civic partner to the other. (e.g. planning and funding; standards for development, community consultation processes);
- There is a need for more practical information sharing between and among all partners, including the community; and,
- There appears to be a need for policy/leadership commitment at senior management levels.

There was an overall sense that interpretation of policy and practice may be more of a barrier than the policy itself. The consultant's written report is among the documents informing the next stage of the work, the review and analysis of the existing policies, guidelines and practices of the three civic bodies.

Undertake dialogue at the Municipal, Provincial and Federal levels

The Joint Council was directed through the Protocol to establish a relationship and mechanisms for dialogue with other municipalities and levels of government about child care matters. The following are the activities undertaken with each level of government to date.

Municipal Activities

Letters introducing the Joint Council were sent to a large number of individuals and organizations including: the Mayors of the Greater Vancouver Regional District (GVRD) ; the members of the GVRD Social Issues Committee; Social Planners in the GVRD; Provincial and Federal officials, including the provincial and territorial Directors of Child Care; national child care organizations; and regional organizations such as the United Way, the Vancouver Foundation, the Vancouver Board of Trade, the YWCA and the YMCA .

On June 22, 2004, the City of Vancouver unanimously endorsed the recommendation of the Joint Council on Childcare, which called on the Government of Canada to require the Province to: maintain their 2001-2002 baseline spending on child care and related early childhood development programs, and use Federal funds to supplement, rather than replace, Provincial spending. Letters, along with the resolution, were forwarded to: Federal and Provincial government officials; the Union of B.C. Municipalities; the Federation of Canadian Municipalities; and, other cities, a number of which also adopted the resolution. As a partner, the School Board forwarded the resolution, under separate cover, to the Premier, all MLAs, the BCSTA and all school boards.

Joint Council representatives from the Park Board, City and Westcoast co-presented at the Biannual Community Association Conference held in Vancouver on October 29 - 30, 2004.

On November 13, 2004, at the Canadian Council on Social Development national conference in Winnipeg, on the politics, policies and priorities of child care in Canada, Vancouver and Toronto co-hosted a dialogue on municipal involvement in child care. There is wide recognition that cities are fundamental to Canada's prosperity and a growing awareness that cities need a strong infrastructure which includes services to meet the needs of children, families and communities. Information was shared about the complexities and possibilities of early learning and child care in the context of the urban agenda. The City Child Development Coordinator was a presenter and Councillor Roberts attended, giving her the opportunity to lobby Federal and Provincial officials.

On April 21, 2005, the Joint Council agreed to support, through a contribution of \$5,000 and participation in a national research project examining early learning and child care experiences in ten Canadian cities: Vancouver, Edmonton, Whitehorse, Saskatoon, Winnipeg, Sudbury, Toronto, Sherbrooke, Saint John's and Halifax. The principal researcher for the project is Dr. Rianne Mahon, Director of Political Economy, Carleton University. The project will result in a report that provides a systematic understanding of the different local systems of child care provision, as well as a synthetic analysis of innovative practices in child care design and management.

Throughout the year, the Child Development Coordinator took every opportunity to introduce the partnership, the terms of reference and the work of the Joint Council to key organizations in Vancouver and beyond.

Provincial Activities

In late October, 2004, the Child Development Coordinator made a presentation illustrating Vancouver's child care concerns to the Provincial Standing Committee on Finance during its series of pre-budget public hearings.

At the invitation of the Joint Council, Robin Syme, Assistant Deputy Minister, Ministry of Children and Family Development, and Mark Seiben, Executive Director, Child Care

Operations, attended the November, 2004, meeting. The Co-Chairs jointly presented an overview of the role of the City in child care delivery, the rationale for that role, the challenges and successes and the vision for the future. Robin Syme briefed the Joint Council on the state of the Federal discussions and responded to questions about the Province's policy directions.

In April, 2005, the City received confirmation that the Province will provide \$85,000 for the development of a proposal to seek funding for action research to advise Provincial policy on the development and infrastructure support of the hub model and to identify the related cost benefits.

Federal Activities

The Joint Council met with Tony Martin, MP and NDP critic for Child Care and Social Policy on September 30, 2004, to discuss the national child care initiative.

Councillor Roberts and the Child Development Coordinator presented to the Federal Standing Committee on Finance in September, 2004.

In October, 2004, the City Child Development Coordinator met with Andrew Bevan, Chief of Staff for the Honourable John Godfrey MP, Minister of State (Infrastructure and Communities), to discuss a demonstration project on Vancouver's child care policy. The links between infrastructure and child care were acknowledged and it is hoped that they will be acted upon in the future. Both, the Coordinator and the Child and Youth Advocate, met with Sandra Griffin, Chief of Staff for the Honourable Ken Dryden, Minister of Social Development. The purpose of both meetings was to profile Vancouver's Hub Model and the need for infrastructure support. The meetings were encouraging and the establishment and maintenance of direct links with the Federal government is clearly important.

Undertake capital and operating inventory and a financial review

Action on this priority has begun and will be completed in year two. Endowment, maintenance and operations investment will be quantified and it is anticipated that once completed, it will underscore the valuable contribution the local government makes to child care.

The Joint Council prioritized the factors for consideration when reviewing applications for capital funding:

1. Opportunity to create a hub;
2. Community need with an equity lens (i.e. higher priority to disadvantaged communities/demographics);
3. Closure/loss of spaces;
4. Existing site with potential for expansion;
5. Federal/Provincial dollars;
6. Developer opportunities;
7. City-owned land.

Develop standards and framework for coordinated planning

Coordination and collaboration is one of the principles in the Childcare Protocol. It is essential for building a high quality, affordable and accessible child care system across the City. The work on this priority has begun.

In September, 2004, to maintain the spirit of the Protocol, Joint Council asked staff to ensure that reports related to child care are circulated for review by Park Board, School Board and Social Planning staff before going to officials for adoption.

In November, 2004, Joint Council began the process of considering the issues that affect the decision/allocation process.

The results of the key informant interviews undertaken by the consultant in the Fall and the current review of policy and practice will also influence the future work on this priority as will the City's participation in two Federally funded projects: *Quality by Design* led by the Child Care Resource and Research Unit (CRRU), University of Toronto; and, the YWCA National Project; and *Building a Community Architecture for Early Childhood Learning and Care*, a three-year project to develop models of comprehensive, integrated early learning and child care services.

Realign resources within and between civic bodies

The Protocol requires a review of the "potential implications of realigning existing resources within and between the City, School Board and Park Board to maximize effectiveness (i.e. staff roles and responsibilities, financial analysis to achieve objectives)." The term "realign" suggests that there are currently enough staff resources within the civic bodies. However this is not the case. Currently the City provides 1.5 FTE, the School Board 0.2 FTE and the Park Board less than 0.2 FTE.

In light of the amount of new development, existing staff resources need to be reassessed. This will be addressed in Year Two.

Establish a city-wide structure for managing and supporting child care

The Protocol envisions an enhanced city wide administrative structure for the management and delivery of child care in City, Park and School-owned facilities. *Appendix A* outlines the related functions. The Joint Council will be addressing this in the year to come.

Undertake pilot projects

The Protocol directed the Joint Council to pursue two pilot projects:

- A flexible child care pilot project in partnership with other levels of government and the community to provide part-time, extended hours and emergency care; and
- A centralized child care wait-list pilot project in partnership with other levels of government and the community.

The first pilot project is being addressed as a component of the Provincial proposal referred to above. Work on the second pilot project is under discussion.

Other matters

During its first year, advice and direction was also sought from the Joint Council on other matters including:

- How the hub at #1 Kingsway should be managed. Joint Council supported the concept of services being delivered by a consortium of organizations with a clearly defined lead agency and the appointment of Westcoast Child Care Resource Centre as the consortium lead operator.
- Fraserview Neighbourhood Association's interest in using community amenity funds;
- The future of the BCBC portables;
- A proposal from the Library for funding to supply five librarians to work in child care centres, family places and other ECD services to conduct literacy/reading programs;
- A request by City Plans Division to review a proposed new definition of "daycare" for the Development Cost Levy (DCL) bylaws;
- The Hastings Racetrack needs assessment;
- The proposal for the 717 Princess Avenue Child Development Hub;
- Early Childhood Development Planning in Vancouver: a workshop hosted by the Windows of Opportunity Coalition for Children and Youth;
- Problem solving related to the provision of child care at a number of city schools, (Livingstone, Charles Dickens, and Sexsmith); and
- Review and discussion of Simon Fraser and Mount Pleasant out-of-school care/preschool relocation.

Consideration of these matters provided Joint Council with a broad overview of the diverse and sometimes complex core issues in Vancouver. For example, the Hastings Racetrack Needs Assessment exposed the challenges of planning services for special populations and the benefit of child care on park land.

It also provided opportunities to solve problems through collaboration. One of the BCBC portables is on crown land (BC Hydro). The Province wanted it to be relocated before being upgraded. It will be sited jointly on School Board/Park Board land adjacent to Captain Cook School and on Captain Cook Park; the indoor space on school land, the outdoor play space on park land.

Achieving Key Protocol Objectives

The elected officials of the Joint Council have been active in supporting the objectives of the Child Care Protocol.

While recognizing the essential role of senior governments in terms of operating funding and support, the Child Care Protocol committed the three civic bodies to maximize tools and resources to support the development and delivery of non-profit child care on or in public facilities or land through the redevelopment process. It sets out two key objectives relevant to the capital plan:

- i. Increase licensed child care spaces in the City by 5% in the next two years; and
- ii. Equalize access across the City to a full continuum of care.

In order to meet both objectives, 460 spaces must be realized, primarily in high need areas. (e.g., Mt. Pleasant, Strathcona, Kensington - Cedar Cottage, Sunset, Riley Park, Renfrew-Collingwood)

The 5% objective has been exceeded. During this Council's term 406 spaces have been approved. With the additional 201 new spaces from the proposed 2006-2008 capital plan, Council will have facilitated the creation of 607 spaces, of which 367 will be in high need areas. A continued focus on the development of high need spaces is required.

The City Council, Park and School Boards have also maintained 100 spaces through extended land leases to the non-profit societies that will or have taken ownership of the BCBC portables that they have been occupying for the past 30 years.

CONCLUSION

The Joint Council has achieved much during its first year. Significant exchanges were made at the municipal level and with Provincial and Federal officials. The City was applauded for its progressive approach to child care. The preliminary work on the capital and operating inventory and the development of standards and a framework for coordinated planning, illustrates the benefits of collaboration among civic partners. And most importantly exceeding the 5% objective to increase licensed child care spaces in the city is a considerable achievement.

The work of the Joint Childcare Council continues to evolve in response to the mandate set out in the Childcare Protocol - *Child Care - A Commitment from Local Governments*. The work-plan is regularly assessed in light of the available resources and needs. All of the components of the work-plan are inter-related, and together, as they are tackled, progress will be made towards all of the objectives to which the City, Park Board and School Board are committed.

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Workplan

Joint Child Care Council - Policy Initiative

Purpose: to support the policy review, revisions and development of the Joint Child Care Council

Task 1	Task 2	Task 3	Task 4	Task 5
<p>Complete year 1 status report on the work of the Joint Child Care Council</p>	<p>Develop a 2005 baseline report/plan about child care in Vancouver. The purpose of the report/plan is to assist Joint Council and the City when determining priorities and actions and to guide future decision-making,</p> <ul style="list-style-type: none"> • Acquire demographic and other relevant data about service levels and supply by city neighbourhood. • Undertake analysis • Identify gaps and challenges where possible. • Draft a 6 - 7 page report for presentation to the City of Vancouver Child Development Coordinator. 	<p>Review existing policies, guidelines and practices (Park Board, School Board and City of Vancouver) that facilitate and/or create barriers for the maintenance and expansion of child care.</p>	<p>Review organizational structure for city/park owned child care services.</p>	<p>Review and recommend benchmarks for quality, affordability and accessibility as standards for grants and nominal lease rates.</p>
		<p>Undertake key informant interviews with senior people in Park Board, School Board and City about policies, guidelines and practices.</p>	<p>Make recommendations for improvements to existing operational framework and for the operation of new city/park owned facilities in the design stage.</p>	<p>Review findings with City of Vancouver Child Development Coordinator</p>
		<p>Through a limited literature review, identify international trends and innovations which may assist Vancouver decision-makers in their policy and practice revisions and/or additions.</p>	<p>Conduct community/organizational focus groups to seek input into recommended policy and guideline changes</p>	
		<p>As a result of the review and consultation: draft new or revised policies/guidelines/practices to strengthen the collaboration and integration of early childhood and child care services between Park Board,</p>	<p>Review findings with City of Vancouver Child Development Coordinator and Park Board Child and Youth Coordinator</p>	

		School Board and City of Vancouver.		
		Review findings with City of Vancouver Child Development Coordinator, Park Board Child and Youth Coordinator and VSB Facilities Manager		
Timeframe:	June 1, 2005 to October 31, 2005 with minimal activity during the period July 15, 2005 to August 27, 2005			
Consultation and reporting:	Regular consultation with City of Vancouver Child Development Coordinator Report to and consult with the Joint Child Care Council as needed or as requested			

Work-plan Joint Childcare Council - Policy Initiative

Budget based on estimated time allocations. These may vary as tasks are added to or removed.
Changes would be undertaken in consultation with and the approval of the City Child Development Coordinator.

Time Frame	Tasks in order of priority	Estimated Number of Days Allocated by task
June 1 - June 15, 2005	TASK 1: Complete year 1 status report on the work of the Joint Childcare Council (for presentation at a September Council meeting.)	3
September 1 - September 30, 2005	TASK 2: Develop a 2005 baseline report/plan for child care in Vancouver. The purpose of the report/plan is to assist Joint Council and the City in determining priorities and actions and to guide future decision-making,	10
June 1 - October 31, 2005	TASK 3: Review existing policies, guidelines and practices (Park Board, School Board and City of Vancouver) that facilitate and/or create barriers for the maintenance and expansion of child care.	15
September 1 - October 31, 2005	TASK 4: Review organizational structure for City/Park-owned child care services.	10

September 1 - October 31, 2005	TASK 5: Review and recommend benchmarks for quality, affordability and accessibility as standards for grants and nominal lease rates.	5
Estimated total number of 8 hr/days		43
Estimated Fee as at 25/05/05: 43 days @ \$500/day		\$21,500
<p style="text-align: center;"> Current arrangement as at 14/07/05: Verbal agreement between City of Vancouver Child Development Coordinator and contractor to proceed with up to 12 days of work on the above tasks and invoice Westcoast Child Care Resource Centre. (i.e. up to \$6,000) </p>		