

## Stojkovic, Josipa MCF:EX

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**From:** Massey, Christine MCF:EX  
**Sent:** March 8, 2018 8:47 PM  
**To:** Barry, Jonathan MCF:EX; Stevanovic, Aleksandra MCF:EX; Butler, Teresa MCF:EX; Wetherill, Anne MCF:EX  
**Subject:** FW: April meeting, new document  
**Attachments:** CC Fee Reduction Initiative Opt In Points Final March 8 2018.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

See attachment from 10aDay and ECEBC

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Thursday, March 8, 2018 5:22 PM  
**To:** Massey, Christine MCF:EX  
**Cc:** Sharon Gregson  
**Subject:** April meeting, new document

Hello Christine:

I'm following up on your Feb 23 invitation to meet and share updates with Sharon and me early in April. Could you suggest some dates and times that work for you? For economic reasons we'd prefer to meet in person, if you'll be in Vancouver, or to use the video conferencing arrangements again, if they're available.

Also, we wanted to share the attached document, which will be posted to our web site (Updates section) shortly.

Warm regards,

**Lynell Anderson, CPA, CGA**  
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Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

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## **Why We Urge Child Care Providers to Opt In to the New Child Care Fee Reduction Initiative:**

### **A Joint Statement by the Coalition of Child Care Advocates of BC and Early Childhood Educators of BC**

March 8, 2018

The BC government's *Child Care BC* strategy provides an opportunity for child care providers to receive more direct operating funding (CCOF), with accountability measures, to begin building a universal child care system. This approach is supported by the research, well underway in many other wealthy countries and Canadian provinces, and consistent with the widely-endorsed \$10aDay Child Care Plan. We urge all child care providers to apply to join the Child Care Fee Reduction Initiative promptly so that they can receive additional funds to reduce parent fees and participate in building a system of high quality, affordable child care in BC.

Here are some key points to consider:

1. Change can be challenging and will take time but the status quo – with unaffordable parent fees, low ECE wages, and too few licensed spaces - is unacceptable.
2. As proposed in the [\\$10aDay Plan](#), government's approach in *Child Care BC* includes all existing providers – licensed and unlicensed, centre-based, multi-age, and family, not-for-profit and for-profit – and supports them with additional resources to enhance affordability, quality, and access.
3. First steps on affordability, for those who opt-in to new Child Care Fee Reduction Initiative are:
  - A long overdue 10% lift in base CCOF funding
  - Additional funding to cover 100% of the required parent fee reduction

On the application forms, providers are asked to provide recent data on parent fees as well as planned increases for 2018/19. If approved for the Initiative, providers agree not to increase fees beyond their planned levels without prior approval from the Ministry.

4. In addition to the Fee Reduction Initiative, *Child Care BC* includes additional resources for a workforce development strategy that includes ECE compensation and, later this year, an Affordable Child Care Benefit that will replace and expand on the current child care subsidy system. We continue to urge government to address ECE compensation promptly, and to ensure that the new affordability measures are effective for both families and providers.

5. Since launched 7 years ago the \$10aDay Plan has generated unprecedented support. When people had questions or concerns, we invited them to offer alternative solutions. Although no complete alternative has emerged, 2 ideas continue to float around:
  - a) Simply increase parent fee subsidies – this approach hasn't worked in BC in the past, nor has it worked anywhere else. Raising fee subsidies leads to higher parent fees.
  - b) Introduce kindergarten for 4-year-old children, and perhaps 3-year-old children - while the \$10aDay Plan calls for moving child care into the Ministry of Education, lowering the age of kindergarten ignores the needs of families with younger children and the full-time child care needs of families with 3- and 4-year-old children. It simply extends the existing stress for families trying to find before and after school care. It also undermines – or may even eliminate – existing child care providers who've worked for many years trying to provide quality, affordable care without adequate public funding support. Instead, the \$10aDay Plan integrates the strengths of public education (direct public funding, universal access, and qualified, fairly-compensated teachers) with the strengths of existing child care services. Government's *Child Care BC* strategy incorporates key elements of the \$10aDay approach.
6. There may be some providers who choose not to join the new system. The current high-demand, low supply market may serve their business interests or they may have concerns about accountability for the new operating funds. Without these new funds, their fees may be higher than average. However, from a taxpayer perspective, it makes sense that more public funding is tied to more public accountability.
7. Once information about the Child Care Fee Initiative is clarified, most providers will likely opt in because they are committed to making high quality, affordable child care available to all families who choose it. In fact, many are eager to opt in because they recognize the child care sector is changing and they can pass on benefits to families promptly.
8. Moving from the current child care chaos to a high quality, cohesive system requires change from all of us. As we said in the \$10aDay Plan it “will take generosity of spirit, community engagement and vigilance and an openness to learn through practice – and make adjustments as needed.”
9. It's important to remember that the fee reduction is a first step to building a quality, affordable child care system for BC. It is essential that the next steps address workforce issues for educators, including the need for increased compensation, along with more licensed spaces.
10. For information about the Child Care Fee Reduction Initiative, call MCFD toll free at 1 888 338-6622. For general inquiries regarding Child Care BC, contact earlyyears@gov.bc.ca.

## Stojkovic, Josipa MCF:EX

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**From:** Lynell Anderson <lynellanderson74@gmail.com>  
**Sent:** April 20, 2018 3:10 PM  
**To:** Bonsdorf, Tanisha MCF:EX  
**Cc:** Butler, Teresa MCF:EX  
**Subject:** Re: FW: City of Vancouver research study

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Thanks very much. I will bring a memory stick with some slides and excel spreadsheets, so if you could please have a laptop and screen ready to go that would be much appreciated. I will try to arrive a few minutes early, as well. I'd like to have a number to call in case anything comes up that morning (e.g. ferry delay) - Tanisha, should I use the number in your signature below? And my number is in my signature, just in case.

Also, Teresa, I will be prepared to provide:

- a brief overview of the overall project (I will encourage you to connect with Jane Beach to discuss the policy/program elements in more detail)
- the costing approach used in the project
- the background rationale to this costing approach.

Please advise if you have any additional specific questions, or different priorities for our time.

Regards,

**Lynell Anderson, CPA, CGA**  
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On 20 April 2018 at 09:50, Bonsdorf, Tanisha MCF:EX <[Tanisha.Bonsdorf@gov.bc.ca](mailto:Tanisha.Bonsdorf@gov.bc.ca)> wrote:

Good morning Lynell,

I have booked a room and block off May 3<sup>rd</sup> 10-12 in a few of the team members calendar for this meeting. The room booked is 1067 @ 525 Superior – please let us know if you have any further questions.

Many thanks,

**Tanisha Bonsdorf**

Administrative Assistant | Inclusion Supports and Services Policy | Ministry of Children and Family Development | P.O.  
Box 9719 STN PROV GOVT Victoria, BC V8W 9S1 | 778-698-8151



**From:** Butler, Teresa MCF:EX  
**Sent:** Thursday, April 19, 2018 8:27 PM  
**To:** 'Lynell Anderson'  
**Cc:** Massey, Christine MCF:EX; Davidson, Andy MCF:EX; Bonsdorf, Tanisha MCF:EX  
**Subject:** RE: City of Vancouver research study

Thanks Lynell – by way of this note I'll ask Tanisha to reach out and set up a mutually available time for us all.

Respectfully,

Teresa

**From:** Lynell Anderson [mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)]  
**Sent:** Thursday, April 19, 2018 8:38 AM  
**To:** Butler, Teresa MCF:EX  
**Cc:** Massey, Christine MCF:EX; Davidson, Andy MCF:EX  
**Subject:** Re: City of Vancouver research study

Thanks Teresa, I think for this purpose it would be best to meet in person, so I will come to Victoria. That way I can refer to and walk through the excel spreadsheets and the related modelling that you might be interested in.

Here are some suggested dates, and I'd suggest meeting either from 10-noon or 1-3 - April 26, 27, May 3, May 8, May 15, May 18.

Regards,

**Lynell Anderson, CPA, CGA**

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On 18 April 2018 at 15:03, Butler, Teresa MCF:EX <[Teresa.Butler@gov.bc.ca](mailto:Teresa.Butler@gov.bc.ca)> wrote:

Hi Lynell – we've established an internal working group which is currently working on developing the policies/procedures for the prototype sites. It would be great if you could meet with myself and this group to discuss these reports in more detail. Would you have any availability in the coming weeks? I would be happy to set something up here in Victoria, or if you prefer, you can attend by phone?

Teresa

**From:** Lynell Anderson [mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)]  
**Sent:** Tuesday, April 17, 2018 10:02 AM

**To:** Butler, Teresa MCF:EX  
**Cc:** Massey, Christine MCF:EX  
**Subject:** Re: City of Vancouver research study

Good morning Teresa:

Following up on my note below - I'm sure this is an especially busy time, so thought best to ensure that you have the two research reports from the Good Start Partnership Project that Sharon Gregson and I mentioned to Christine at our recent meeting.

In summary, the purpose of the project was to develop a replicable model of early care and learning for young mothers with their first child who are considered to be 'at risk' and who are connected to Public Health. Jane Beach analyzed the policy and program considerations for this model, as summarized in the first report, and I analyzed the financial considerations, in relation to the proposed \$10aDay Plan, as summarized in the second report.

The financial considerations build on models and approaches that I've developed in my direct work with child care programs on operating budgets, through my years of teaching child care financial management, and in developing the child care system implementation costing model used to cost the \$10aDay Child Care Plan, among other child care system cost estimates.

I would be pleased to connect with you to discuss the financial aspects of this work in more detail.

Regards,

**Lynell Anderson, CPA, CGA**

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On 9 April 2018 at 13:51, Lynell Anderson <[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)> wrote:

Thanks Christine, and hi Teresa - I'm happy to connect and discuss this project and related costing work. Would you like to start with a phone call? If so, I can make time Wednesday after 10 or Friday between 10 & noon this week.

Warm regards,

**Lynell Anderson, CPA, CGA**

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On 8 April 2018 at 10:47, Massey, Christine MCF:EX <[Christine.Massey@gov.bc.ca](mailto:Christine.Massey@gov.bc.ca)> wrote:

Lynell – following up from our conversation last Friday, I'm connecting you with Teresa Butler who is Acting Executive Director of Child Care Policy at MCFD s.22. Teresa and her team working on the prototype sites are interested in learning more about the research you mentioned to us last week that was funded by the City of Vancouver. I'm hoping that you two can connect to discuss further your learnings.

Thanks again.

Christine Massey, Assistant Deputy Minister

Early Years & Inclusion, Ministry of Children & Family Development

Desk: 778-698-7121 Mobile: 250-415-0590



**JaneBeach&Associates**  
Social Policy Research and Consulting

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# The Good Start Partnership Phase I Report Part One of Two

March 2015

Prepared by Jane Beach  
For the Good Start Partnership Advisory Committee

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# Good Start Partnership: Phase I Report

## 1 BACKGROUND TO THE GOOD START PARTNERSHIP PROJECT

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In June 2012 the City of Vancouver held a *Healthy People, Healthy City* conference, marking the launch of its Healthy City Strategy. Aligned with two other City strategies - the Greenest City Action Plan, and the Vancouver Economic Action Strategy – the Healthy City Strategy contains three main components: healthy people, healthy communities and healthy environments.

In March 2013, the City of Vancouver signed a Memorandum of Understanding (MOU) with Vancouver Coastal Health (VCH) that covered seven action areas, including Early Care and Learning.<sup>1</sup>

The Good Start Partnership project is designed to further those actions to promote “A Good Start” for young children. It is intended to explore ways to develop a replicable model of early care and learning for young mothers with their first child, who are considered to be ‘at risk’ and who are connected to Public Health.

The City and VCH have committed to building on the concepts of the Nurse/Family Partnership (NFP) project and linking full day child care, specifically components of the Community Plan for a System of Integrated Early Care and Learning (known as the \$10/Day Plan), developed by the Coalition of Child Care Advocates of British Columbia (CCABC) and the Early Childhood Educators of British Columbia (ECEBC), and endorsed by the City, as a key supports.

The work of Phase I of the Good Start Partnership was undertaken by Jane Beach and Associates and Lynell Anderson, CPA, CGA. Phase I has two main components:

1. Examine policy, program and cultural issues and considerations, through program observations, literature and document review and stakeholder consultation
2. Examine financial considerations and conduct a cost analysis to determine funds needed to implement relevant components of the \$10/day plan in 10 toddler spaces that meet the needs of vulnerable young mothers

This report addresses the first component of Phase I. It is intended to:

- Examine barriers vulnerable young mothers face in accessing child care services that are client-centered, welcoming, and culturally-sensitive, with integrated public health services for young mothers and their children. Given the Year of Reconciliation, particular attention was given to identifying the needs of vulnerable, young Aboriginal mothers<sup>2</sup>
- Identify the types of policies and practices needed for successful implementation in 10 licensed centre-based toddler spaces
- Identify areas of needed training to address gaps in capacity of child care staff or organizations

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<sup>1</sup> Building Blocks of a Healthy City for All. <http://vancouver.ca/files/cov/healthy-city-strategy-diagram.pdf> retrieved February 6, 2015

<sup>2</sup> See the Mayor’s Proclamation “Year of Reconciliation”: <http://vancouver.ca/files/cov/year-of-reconciliation-proclamation.pdf> retrieved February 6, 2015

Lynell Anderson's report addresses the second component of Phase I, which is complementary to and aligned with the findings in this report. Taken together, the two documents provide an initial assessment of key program, policy and financial considerations relevant to the goal of developing a replicable model of early care and learning for young, 'at risk' mothers.

## 2 CONTEXT FOR THE PROJECT

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Numerous contextual factors have to be taken into account when considering access to affordable, quality, suitable and responsive early childhood programs for vulnerable young mothers. These factors include:

- Existing Public Health programs and services that support vulnerable young mothers
- The roles and responsibility of various levels of and departments within government for program development and delivery
- The types of and access to various early childhood programs and supports
- The regulatory and funding framework for those services
- The socio-economic and cultural circumstances of the target population.

### 2.1 PUBLIC HEALTH SUPPORT FOR PREGNANCY AND NEW PARENTHOOD

Vancouver Coastal Health (VCH) Public Health services provide a wide range of supports, resources and programs that promote healthy pregnancy and child development outcomes to all women. Services include prenatal care, new mother and baby care, breastfeeding support and parent and infant drop-in groups.

Additional support and services are available to populations that need extra support during and after pregnancy. Programs that serve vulnerable young mothers include:

#### **The Youth Pregnancy and Parenting Program (YPPP)**

Partnered with Healthiest Babies Possible; the YPPP provides pre and postnatal care for high risk teens and youth up to the age of 24, including:

- Maternity care until child is two years old
- Nutrition and prenatal counselling
- Parenting classes and education
- Breastfeeding support
- Weekly meeting and lunch with other YPPP participants
- Links to community and social services

#### **The Nurse Family Partnership (NFP)**

The NFP focusses on improving pregnancy outcomes, child development and economic self-sufficiency, and is aimed at vulnerable young mothers and their children up to the age of two years. To be eligible for the program a young woman must be:

- Age 24 or under

- Less than 27 weeks pregnant
- Giving birth for the first time
- Be of low income
- Be able to converse in English

The supports include regular home visits that begin in the second trimester and end by the child's second birthday. The focus is building on parenting skills and personal planning for mothers. Nurses link the young mothers to a range of community supports as needed, such as:

- Social assistance programs
- Primary care providers
- Pregnancy outreach programs
- Prenatal nutrition & education
- Mental health/substance use services

The NFP is part of a randomized controlled trial; half of the pregnant women meeting the eligibility criteria are randomly assigned to the Nurse family Partnership and half are assigned to other services.

#### **Other services**

Vancouver Coastal Health also partners with MCFD and community organizations in the delivery of other pre and post natal supports that may include young mothers, such as:

- Sheway: a pregnancy outreach and harm reduction program in the Downtown Eastside for pregnant women and women with children under 18 months experiencing drug and alcohol issues. Sheway is a partnership governed by Vancouver Coastal Health, MCFD, Vancouver Native Health Society and the YWCA of Vancouver
- Building Blocks: a home-based parenting support to vulnerable first time parents, that promotes healthy child development and positive family functioning. Staff include family support workers, public health nurses and social work consultants and services, which begin in the last trimester of pregnancy, are available in several languages. Funded by MCFD, the program is a partnership between VCH and community organizations. There is also an Aboriginal stream of Building Blocks

## **2.2 EARLY CHILDHOOD CARE AND EDUCATION PROGRAMS**

### **The provincial context**

Statutory responsibility for early childhood development and early care and learning programs rests with provincial/territorial governments. The planning and funding for, and the regulation and oversight of early childhood programs determines the availability, affordability, the quality and the suitability of programs. The regulatory environment for early childhood programs in BC is complex and multiple ministries are involved in their implementation and delivery.

In recent years, the Ministry of Education has expanded its role in early childhood programs:

- In 2006 it introduced *StrongStart* BC, a free parent/caregiver and children (ages 0-school entry) drop in program offered in selected schools across the province, staffed by early childhood



educators and operated by school districts. There are now more than 300 such programs, 19 of which are located in Vancouver.

- In 2008, the ministry released the *Early Learning Framework*. Developed in partnership with MCFD, it describes the vision, pedagogical principles and key areas of learning for children birth to school entry.
- In 2010-11 full school-day kindergarten was implemented over a two year period.

The Ministry of Health is responsible for regulating and monitoring licensed centre-based and family child care, part-day preschools, and out-of-school programs. Oversight is delegated to local health authorities; in Vancouver, Vancouver Coastal Health is responsible for licensing and monitoring regulated child care programs.

The Ministry of Children and Family Development is responsible for:

- A range of programs aimed at supporting parents/caregivers and their children, such as family resource programs, infant development programs, supported child development, home visiting programs, and parenting programs. These supports are delivered by non-profit agencies and are available at low or nominal costs to parents/caregivers.
- Funding Child Care Resource and Referral Programs, which provide support and resources to family child care providers, with a focus on license-not-required providers; and information and referral services to parents
- The Early Childhood Registry, which certifies Early Childhood Educators and Assistants, and which approves and monitors educational institutions offering early childhood curriculum
- Providing capital and operating funding to licensed child care programs
- Managing the child care subsidy program, which provides assistance with child care fees for eligible families.

Unlike other early childhood programs, child care is delivered by both non-profit and for-profit operators, and operated on a fee for service basis. While operating funding and fee subsidies offset some of the costs to parents, fees are unaffordable to many, and wages for educators are generally low. BC has among the highest child care fees in the country, and the median fee in Vancouver is higher than in the rest of the province. The amount paid by subsidized parents in Vancouver is higher than in any other jurisdiction in the country. The table below shows the median monthly fees for full-time child care in Vancouver and the amounts a fully subsidized parent typically has to pay.

Age group	Median monthly fee <sup>3</sup>	Maximum subsidy	Median monthly amount payable by a subsidized parent
Infants	\$1,255	\$750	\$505
Toddlers	\$1,255	\$635	\$620
3 years-school	\$905	\$550	\$355

<sup>3</sup> Westcoast Child Care Resource Centre fee Survey:

<http://www.wstcoast.org/pdf/feesurvey/2014feesurveyGDC.pdf> Retrieved January 15, 2015

entry

This means that a full subsidized parent with a toddler must pay an average of \$620/month, the difference between the maximum subsidy rate and the average fee charged by child care operators.

Exceptions may apply to parents of children with special needs and parents/caregivers involved with child protection.

### **The role of the federal government**

The federal government has responsibility for some early childhood programs, primarily for populations for whom they have particular responsibility. These include Aboriginal people, military families and new immigrant and refugees. Federally funded programs include military family resource centres, the child minding component of language instruction programs, on-reserve child care and Aboriginal Head Start on-Reserve and Aboriginal Head Start in Urban and Northern Communities. In Vancouver, the BC Aboriginal Child Care Society is the host agency for the two Aboriginal Head Start preschools.

### **The role of the City of Vancouver**

Over the past two decades, the City of Vancouver has been a leader in developing and supporting quality early care and learning services. The City does not directly deliver child care; however, through a range of policy initiatives, facility design guidelines, grants and other funding supports, the City promotes the viability, accessibility and affordability of quality child care programs. The City has created a vision and action plans, undertaken numerous initiatives, conducted research, developed funding mechanisms and implemented policies and practices in support of a comprehensive, integrated approach to child development services.

In 2011, the City endorsed the Community Plan for a System of Integrated Early Care and Learning, also known as the \$10/Day Plan, developed by the Coalition of Child Care Advocates of British Columbia (CCABC) and the Early Childhood Educators of British Columbia (ECEBC). The plan calls for a new public system of early care and learning with a home in the Ministry of Education, which would include clusters of neighbourhood-based regulated full and part-time early care and learning programs, and a cap on parent fees at \$10/day for full-time care, and no user fees for families with an annual income below \$40,000. The programs would offer play-based curriculum, consistent with the BC Early Learning Framework or Aboriginal frameworks, meet improved staff education and wage levels, welcome all children, including those with extra support needs, address demonstrated community need, and be accountable for public funds.

### **Child poverty and vulnerability in Vancouver**

British Columbia has the highest child poverty rate in Canada. The First Call Coalition's 2014 BC Child Poverty Report card shows BC's overall child poverty rate is 18.6%, compared to the Canada-wide average of 13.3%.<sup>4</sup> In Vancouver it is estimated that 22% of all children under 6 years of age fall below the low income measure and 42% of Aboriginal children fall below this measure. Pockets of Vancouver have child poverty rates approximately four times the national average. Census tracts with the highest

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<sup>4</sup> <http://still1in5.ca/wp-content/uploads/2014/11/First-Call-Coalition-Report-Card-2014-FINAL-WEB.pdf> retrieved January 23, 2015

child poverty rates in Metro Vancouver are located in the Downtown Eastside, Chinatown and Strathcona neighbourhoods, each with a child poverty rate of 50% or higher.

For the past 16 years the Human Early Learning Partnership (HELP) at the University of British Columbia has been gathering and reporting on child-well-being in BC using the Early Development Instrument (EDI).<sup>5</sup> The EDI measures readiness for school across five dimensions of development at a population-level. From Wave 5 data collected in 2011/12-2012/13, 35% of children across Vancouver were considered vulnerable on one or more scales, slightly higher than the province-wide average of 32.5%. The highest rate of vulnerability in Vancouver was found in the Strathcona neighbourhood, where 52% of children were found to be vulnerable on one or more scales.

Affordable, accessible, quality child care that is family centred and culturally inclusive provides a key support to healthy child development and support to parenting, education and/or work force participation of families. Finding and affording quality child care is a challenge for most parents; these challenges are even greater for vulnerable young parents. In addition to the challenges of paying for child care, young parents may face:

- Lack of affordable housing, often resulting in lack of stability and transience
- Lack of information about
  - the value of early childhood experiences and the role that high quality child care can play in supporting healthy child development
  - the types of child care available and where services are located
  - how to get on a child care waiting list
  - how to apply for child care subsidy
- Balancing the challenges of school/work/life within the confines of a child care program, including transportation to and from child care
- Providing some of the necessities of participating in some child care programs, such as adequate outdoor clothing, diapers, and nutritious lunches
- Child care staff who may not necessarily have adequate training in supporting vulnerable parents, including training in cultural competency, diversity, or working with those who have experienced trauma

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<sup>5</sup>. See: <http://earlylearning.ubc.ca/media/comsum/w5/sd39.pdf> for details

### 3 THE PROJECT APPROACH AND ACTIVITIES

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Phase I of the project took place between July-December 2014. The work was undertaken through three main activities:

1. A review of background and contextual documents and websites, including:
  - Diversity in early childhood settings
  - The provision of early childhood programs for Aboriginal children
  - Training resources on cultural competency and safety
  - Tools and resources for providing responsive child care to diverse populations
2. Consultation with stakeholders, including:
  - Key informant interviews with experts in diversity in the early childhood context; in urban Aboriginal issues and Aboriginal early childhood services and training; and public health officials and social workers who work with vulnerable young mothers
  - A focus group with young mothers who are part of the Youth, Pregnancy and Parenting Program
3. Program observations and liaison with participating agencies

Three non-profit agencies that provide licensed toddler care participated in the Phase I work of the project:

- Collingwood Neighbourhood House: Terry Tayler toddler program
- The YMCA: Woodward's toddler program
- Vancouver Native Health Society: The Phil Bouvier Centre toddler program

At each site, the following activities were undertaken:

- Review of each agency's child care policies and procedures, and family handbooks
- Program observations of toddler programs at each site
- Interviews with program managers and supervisors about practices, policies and programs; families served and their involvement in the relevant child care programs; staffing; access to an utilization of government and community resources

The purpose of these activities was to learn about the agencies' approaches to cultural sensitivity and inclusion; how families with additional needs were connected to community resources; challenges in delivering services to vulnerable populations; any additional supports necessary to enable vulnerable parents to participate in the child care programs; and professional development/resource needs of staff to effectively deliver culturally safe and inclusive child care and to have an effective partnership with parents.

#### **Scope and limitations**

Program observations were limited to specific toddler programs operated by the three participating agencies. It was beyond the scope of the project to examine or observe a range of other programs that provide early childhood programs to vulnerable populations, including young parents, or programs that had an Aboriginal focus. It was also beyond the scope to examine how other programs provided by the participating agencies might complement or support young parents' access to child care.

## 4 YOUNG PARENTS INVOLVED WITH PUBLIC HEALTH

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A focus group with young parents was organized by VCH. It was determined that parents in the YPPP would be a more suitable group than those involved in the NFP program for a number of reasons:

- There were no Aboriginal mothers in the NFP. Reasons given for their lack of involvement included
  - The young mothers often may have had more than one child
  - They did not come to the program early enough in their pregnancy
  - They were not necessarily comfortable with the home visits and intensive involvement of the NFP nurses
- The YPPP participants had weekly group meetings and a consultation could be held during that time, in a familiar environment in which they were comfortable
- A number of young mothers in the NFP program also participated in the YPPP

The purpose of the consultation was to examine their opinions about early childhood programs and related services for young mothers and their children.

Ten young mothers participated in the focus group, along with their children, who ranged in age from five days old to two years. The focus group was held during the regularly scheduled weekly YPPP parent meeting and lunch at the Robert and Lily Lee Family Health Centre.

- The mothers had a range of living situations, including living with their parents, living with a partner, living with others, and living on their own with their child.
- Some of the mothers were mandated to participate in the YPPP program by MCFD, and a few of the children were in or had been temporarily in foster care.
- None of the young parents indicated that they participated in any of the parent/caregiver and child programs available in the community. None had heard of StrongStart, and even though some had heard of various programs, none had participated in family resource programs/family places, Mother Goose or Nobody's Perfect. One parent used child minding available during treatment sessions and appointments, and two had attended an infant story time at the library at least once.
- When asked where they would look for information or resources related to young children, Public Health nurses were mentioned, but on-line sources were more frequently mentioned. The free app, My Baby Today was widely used by a number of mothers.
- In discussing their plans for the future, some young mothers talked about returning to school or looking for a job; others indicated that they wanted to stay home for their children for the foreseeable future. One mother, the only participant in the focus group who had previously been employed, was planning on returning work.
- In general, the participants did not have a positive view about child care and had little knowledge about how to look for child care, get on a waiting list, or how to apply for subsidy. A number mentioned that they would first try to arrange care by a family member, as they had concerns about basic safety and quality in child care. They were aware of the high cost, and that

locations may be a challenge, and generally viewed child care as a support to allow them to study or work, but not as a positive developmental experience for their children.

- When asked what was important to them in a child care program, they mentioned staff having control of the group of children, predictable schedules and routines, physical safety and remote access to the program, such as through a nanny cam. Interestingly, a number indicated that mothers should have input into the child care program operation, suggesting a positive view of family engagement, an important element of quality, responsive care.

### **Transitioning out of the YPPP**

A social worker makes referrals to child care programs as parents involvement in YPPP comes to an end. The social worker who works with the YPPP participants indicated that the most common referrals are to:

- Collingwood Neighbourhood House
- YMCA Nanook House
- Playhouse Child Development Centre
- Phil Bouvier child care centre
- Tupper Young Parent Program if the parent is age-eligible and returning to high school

She indicated that the major barriers experienced by the young parents included:

- The cost of child care, which can be more than \$600/month for a fully subsidized parent, unless the family has an open child protection file MCFD or the Vancouver Aboriginal Child and Family Services Society (VACFSS), when the additional cost is covered. Anecdotally, this has resulted in some files being kept open longer than necessary so the family can continue to access child care; at the same time, there are waiting lists for children considered to be at risk to access MCFD/VACFSS support.
- Lack of stable housing, which makes maintaining a space in a child care centre challenging when a parent has to move
- The cost and the challenges of getting a young child to day care. The cost of public transportation is a barrier for some parents. Some centres encourage families to have children arrive at the program by a certain hour. This can be difficult for a young parent who is depressed, in crisis, or having difficulty getting out the door in the morning.
- Lack of meal provision at many child care centres. Many low income parents have difficulty in preparing and providing health lunches for their child.
- Understanding the value of quality child care for their child. Many of the young mothers who participated in the focus group were mistrustful of licensed child care and did not have an understanding of the positive impact that quality child care can play in the lives of their children and how it could support them in their parenting role. Young parents who have experienced sexual assault, domestic violence or other forms of trauma, may have difficulty building a trusting relationship with child care staff.

## 5 OVERVIEW OF PARTICIPATING AGENCIES AND THEIR CHILD CARE PROGRAMS

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### 5.1 COLLINGWOOD NEIGHBOURHOOD HOUSE (CHN):

CHN operates a wide range of programs at the Neighbourhood House, located at 5228 Joyce Street, including activities and recreational programs for children, youth, adults and seniors; early care and learning programs; immigrant services; and intercultural community learning.

It provides full-day child care at four sites<sup>6</sup> in East Vancouver, including one infant centre, two toddler centres and four centres for children 30 months-school entry. It also operates one part-day preschool centre at CNH, and six out of school programs in neighbouring schools.

Support programs that may be relevant to the Good Start Partnership include the following:

#### **Amlat'si Family Place**

- An Aboriginal driven, weekly drop-in program for families with children under the age of six.

#### **Amlat'si Parenting Circles**

- A weekly gathering taking place following the Amlat'si Family Place. It uses traditional and holistic approaches to support and empower parents, and includes visits by Elders and other speakers. The sessions focus on leadership, positive parenting and connecting to available community and resources.

#### **Baby and Me:**

- A support group for single expectant and new mothers

#### **Nobody's Perfect**

- A parenting program for parents with children 0-5 years. It includes sharing concerns and ideas about being a parent, and learning about child development and positive ways of parenting.

#### **Families Branching Out**

- A weekly multi-cultural night for parents, grandparents and children 0-6 years. A family participation program, it includes dinner, recreational and craft activities

#### **Immigrant Services:**

- A variety of supports for new immigrants, refugees and temporary foreign workers. Settlement workers help connect individuals to employment services, community resources, family services and health services

#### **Pre-school parent participation program**

- A twice-weekly program of games, exploration and physical play activities, with a nominal drop-in fee

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<sup>6</sup> Two of the sites house child care programs with multiple licenses

**Toddler centre participating in phase 1 of the Good Start Partnership:** the Terry Tayler centre on East 30<sup>th</sup> Ave.

### **Overview of Terry Tayler toddler centre**

Terry Tayler is located in a stand-alone, purpose-built facility, adjacent to residential housing units and is licensed for 12 toddlers and 25 3-5 year olds. The centre operates between 7:30 am – 6:00 pm.

- The toddler program comprises a mix of subsidized and non-subsidized families from diverse cultural backgrounds. At the time of the visit, there were no Aboriginal children enrolled.
- The staff reflect the diversity of the families in countries of origin and languages spoken. Interpretation services are available if needed.
- The program operates within the regulatory requirements for staffing.
- Subsidized families pay the difference between the maximum subsidy rate and the full fee, unless they have an open protection file, in which case MCFD pays the difference.
- Children typically are introduced to the program through a four-day gradual entry process, and in the month prior to enrolment, may visit the program with their parents.
- Parents are encouraged to have their children at the centre before 10:00 am and to call if they will be arriving later
- The centre provides two snack a day; children bring their own lunch; an optional hot lunch is offered once every two weeks for an additional fee.
- The centre will provide extra snacks for children whose parents may have difficulty providing nutritious lunches; the centre also maintains a supply of extra outdoor clothes to ensure all children can participate in all activities.
- The family manual indicates that each program attempts to reflect and enhance the cultural backgrounds and languages of the children enrolled, and articulates a goal of creating a non-sexist, non-racist, multicultural setting by promoting an appreciation of each child's own culture and the culture of others, and by demonstrating the same expectations for boys and girls.
- Through observation there was evidence of:
  - integration of diverse cultures into the program, through music, books and visual displays
  - family engagement in the program
  - application of the BC Early Learning Framework
  - the use of natural materials and emergent curriculum
  - responding appropriately to children with extra support needs
- The closest high school to CNH is Windermere Secondary School, a distance of 1.7 km; travel time is approximately 13 minutes on public transit

### **Identified challenges:**

- Subsidized families who are unable to pay the difference between the maximum subsidy and the full fee are unable to access the program, unless they are involved with child protection.
- Since the policies, practices and procedures are similar across all locations, it was determined through this review that any participation in phase two of this project would be better suited to



the Joyce Street toddler centre, given the range of additional services and supports available at the Neighbourhood House

## 5.2 THE YMCA OF GREATER VANCOUVER

The YMCA of Greater Vancouver provides health and fitness, child care, camps, and employment and community services.

It provides full-day child care at nine locations<sup>7</sup> in Vancouver, including three infant centres, seven toddler centres and nine centres for children 30 months-school entry. It also operates two part-day preschool centres and 12 out of school care programs.

Support programs that may be relevant to the Good Start Partnership include the following:

### **Bob and Kay Ackles YMCA Nanook House**

- In addition to full-day child care, Nanook House and Woodward's share a community programmer to provide one-on-one support to families, workshops on nutrition, education, abuse, addiction, and employment.

### **Newcomer programs for permanent residents**

- English conversation clubs, social and educational events, citizenship preparation and participation courses

### **Employment supports**

- Canada-BC job grants; training programs for self-employment; Youth Skills at Work, which provides paid training and work experience to eligible youth who are between 15-30 years

**Toddler centre participating in phase 1 of the Good Start Partnership:** the Woodward's toddler centre, located on West Hastings Street in the Downtown Eastside.

### **Overview of the Woodward's toddler centre**

The Woodward's child care facility is located in purpose-built space, within the redeveloped Woodward's complex that includes civic offices, market and non-market housing, retail space, an addition to the downtown campus of Simon Fraser University, and a public atrium. The child care facility is licensed for 12 toddlers and 25 3-5 year olds, and operates between 7:30 am – 6:00 pm.

Enrolment priority is given to families who are eligible for MCFD child care subsidy and are residents of the Woodward's non-market housing building, the Downtown Eastside or Strathcona Neighbourhoods.

- The toddler program comprises an equal mix of subsidized and non-subsidized families. The 50% of families who eligible for the maximum subsidy from MCFD, receive an additional subsidy, funded by the City and the YMCA, unless the child has an open child protection file, in which case the relevant protection authority pays the difference. This additional funding results in no fee for eligible families.

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<sup>7</sup> Seven of the location house child care programs with multiple licenses

- Overall, approximately 40% of the children in the centre are Aboriginal. In the toddler program five of the six children receiving full subsidy are Aboriginal; none of the six children whose parents pay full fee are Aboriginal. All families live in the immediate neighbourhood.
- In addition to having low incomes, most of the subsidized parents have additional life challenges. Most have a social worker, and some have Family Preservation workers. A number receive mental health counselling, and others participate in mandatory parenting workshops. None are in the labour force; one is in an employment program. The centre has a number of very young parents.
- The staff reflect a variety of backgrounds; the cook and one staff is Aboriginal.
- The program operates with enhanced staffing levels, beyond the regulatory requirements. In addition to additional program staff, there is a full-time supervisor and a program manager, shared with Nanook House. The additional staffing is paid by the YMCA.
- The centre provides a hot lunch program at no additional cost to parents; additional food is always available for any parent to take home.
- The centre completes all the paperwork required for subsidy, speech and language services, and Occupational and Physical Therapists.
- Families have access to flu clinics, dental clinic and nurses. Low income families are supported with memberships to YMCA facilities, swimming lessons and Camp Elphinstone. There is also a clothing drive shared with Nanook House, and diapers are provided through the Union Gospel.
- Often, vulnerable families are in crisis, so gradual entry is not feasible. The centre attempts to be as flexible as possible, both in enrolment procedures and arrival times throughout the day.
- Through observation there was evidence of:
  - outreach to families in the program
  - some application of the BC Early Learning Framework and the YMCA Play to Learn curriculum
  - the use of natural materials
  - planned response to children with challenging behaviours by reducing the number of toys and materials to ensure children are not over stimulated
  - responding appropriately to children with extra support needs
- The closest high school to Woodward's is Britannia Secondary School, a distance of 3.5 km; travel time is approximately 22 minutes on public transit.

**Identified challenges** include the following:

- Reluctance on the part of some vulnerable parents to share information about their families, particularly involvement with social workers, VACFSS, and other supports that they or their children may be receiving. This makes ensuring appropriate resources are in place difficult. Building relationships with parents is often a slow process. Holding parent meetings generally does not meet with success; staff usually meet one-on-one with parents.
- Identifying, accessing and coordinating needed resources and supports is complex and time-consuming. Using separate Aboriginal and non-Aboriginal streams of support is often inefficient and cumbersome.

- Families often have to wait for extended periods of time for needed resources.
- The centre management recognizes the need to develop Aboriginal program content, but many other pressing needs have taken priority. Many families have had little experience with healthy relationships, have experienced violence, and are in crisis on a day to day basis. Supporting children's emotional and social needs has taken precedence over cultural content. However, through observing and listening to parents, centre staff have been finding ways to create safe and comfortable environments for parents and have become more aware of and responsive to cultural issues and considerations.

### 5.3 VANCOUVER NATIVE HEALTH SOCIETY (VNHS)

VNHS delivers a range of health care, counseling and social services, at seven sites, primarily to Aboriginal individuals and families from the Downtown Eastside.

The Phil Bouvier Family Centre, located on Princess Street in the Strathcona Neighbourhood, provides Aboriginal Child and Family Support Services.

The Family Centre includes an Aboriginally-focused child care centre, with licensed spaces for a total of 49 infants, toddlers and 3-5 year olds. Other child and family programs that may be relevant to the Good Start Partnership include the following:

#### **Aboriginal Family Support Services**

- Community-based services to assist and support caregivers with the goal of promoting parental competency and strengthening family life, leading to healthy child and family development.

#### **Aboriginal Infant Development Program (AIDP)**

- Culturally sensitive, developmental programs for the Aboriginal families with children 0-3, who live in the Vancouver region.
- The program offers consultation with an AIDP support worker, the Nobody's Perfect Parenting Program, The Aboriginal Parent Child Mother Goose Program, Ages & Stages Questionnaire, as well as referrals when necessary.

#### **Vancouver Aboriginal Supported Child Development Program**

- Provides culturally appropriate support services to children 0-12 years with extra support needs.

#### **Aboriginal Building Blocks Program**

- An early intervention home visiting program for first-time parents with children 0-5 years. In addition to home visits by Building Blocks Home Visitors, the program offers a weekly drop-in for parents and children.

#### **Home Instruction for Parents of Preschool Youngsters (HIPPPY)**

- In-home school readiness program for 3-5 year olds.

#### **Overview of the Phil Bouvier toddler centre**

The Phil Bouvier child care facility is located in purpose-built space, within the Phil Bouvier family Centre, which houses other child and family services operated by VNHS. The child care facility is licensed

for 12 infant/toddlers, an additional 12-space toddler program, and 25 3-5 year olds. It operates between 7:30 am – 5:30 pm, and is closed one day a month for staff professional development.

Approximately 60% of the children are Aboriginal, and all families are from the Strathcona neighbourhood.

- All but two families in the facility receive a government fee subsidy. Many Aboriginal families have the difference between the maximum subsidy rate and the full fee paid for by their Band. Non-Aboriginal families pay the difference between the subsidy rate and the full fee. Funded programs that operate within the building help offset some of the child care costs, including the rent.
- All of the Aboriginal families have a social worker, and some have Family Preservation workers. A number of families have open child protection files and some children are in foster care. A majority are single parents.
- A number receive mental health and addiction counselling, and/or participate in mandatory parenting workshops. None of the parents are in the labour force; two are in an employment training program.
- The staff reflect a variety of backgrounds; in addition to a number of Aboriginal staff, several other backgrounds and cultures are represented. Among the staff, seven languages are spoken.
- The centre provides breakfast, lunch and snacks at no additional cost to parents
- The centre receives donations of clothing and footwear, and Quest food tickets
- The program is staffed to the regulatory requirements.
- Families have on-site access to social services, pediatric support, child mental health support, and a nurse who is on-site twice a week. As well, they have access to numerous Elders to regularly contribute cultural activities and content to the child care program
- Through observation there was evidence of:
  - an Aboriginal focus through all aspects of the program, including art work, toys, music, language and activities, and structural features
  - outreach to families in the program
  - responding appropriately to children with extra support needs
  - efforts to incorporate both the BC Early Learning Framework and the BC First Nations Early Childhood Development Framework
- The closest high school to Phil Bouvier is Britannia Secondary School, a distance of 2 km; travel time is approximately 16 minutes on public transit

**Identified challenges** include the following:

- Building relationships with families who often have difficulty with those they see in a position of authority has proved challenging, as has engaging families in the child care program, when their main concern, understandably, is day-to-day survival
- Helping families who moved from a First Nations Community where the basics were provided by the Band, and where most had extended family. Adjusting to life in the City takes considerable time and effort and has been challenging for a number of families. Many have experienced domestic violence and sexual assault; a number come with mental health issues and FAS

- There are many challenges associated with the history of residential schools have resulted in families being deprived of their culture, and having little experience with positive parenting
- The child care program reports that it operates at an annual deficit in excess of \$40,000

## 6 STRATEGIES FOR DELIVERING BARRIER FREE ACCESS TO EARLY CARE AND LEARNING PROGRAMS TO VULNERABLE YOUNG MOTHERS

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### 6.1 STRATEGIES TO ENHANCE YOUNG MOTHERS' AWARENESS AND UNDERSTANDING OF AVAILABLE EARLY CHILDHOOD PROGRAMS AND SUPPORTS

Public Health Nurses regularly refer young mothers in both the NFP and the YPPP to parenting supports such as Nobody's Perfect, Mother Goose, baby and toddler library story times, Family Place drop-ins, and StrongStart. However, very few of the parents who participated in the focus group had accessed any of these programs. It appears that simply providing information to the parents has had little impact on their uptake of these programs. In addition, most had negative views of child care, and had little understanding of the potential developmental benefits to their children.

The Public Health nurses involved in both the YPPP and the NFP have built trusting relationships with the participating parents, and are a primary source of information and support for the young parents. Phase II of the Good Start Partnership might explore an enhanced role for the nurses in increasing young parents' use of parenting and early childhood development programs, as young parents may be reluctant to attend a program on their own for the first time. Options to encourage enhanced awareness and use of available programs include:

#### 6.1.1 Engaging with Strong Start

- Explore with the Vancouver School Board, the possibility of a group visit to the StrongStart early learning centre at Queen Alexandra Elementary school. Located at 1300 E. Broadway, the centre is a five-minute walk from the Robert and Lily Lee Health Centre. The program usually operates between 9:00am-12:00pm, so the feasibility of a dedicated visit, ideally during the time of the usual YPPP group meeting, would have to be negotiated.
- The ECE facilitator could provide an orientation to the program and the parents could see firsthand the activities available to their children and the supports and resources available to them. If they are comfortable in the setting, they may be more likely to participate on a regular basis.
- It may also be useful for the Public Health nurse to have a direct connection with and experience of StrongStart to be well positioned to promote the program with young mothers.

#### 6.1.2 Engaging with the toddler programs of the participating agencies

- Since the Public Health Nurses involved in the YPPP and NFP may not have much familiarity with the programs of the participating agencies, organized site visits and a program orientation could enhance their awareness of the services provided at each of the participating agencies.
- If feasible, dedicated open houses for the young mothers, with transportation provided to the centres, could ease their concerns about child care, and have their questions answered in a comfortable, non-threatening environment. Such a visit could also inform the child care staff about the parents' needs, concerns and issues.

- It may also be useful for staff from the participating agencies to attend one of the weekly YPPP meetings to provide information about their programs and services to the group and to answer questions that the parents may have.

If it is not feasible for a Public Health nurse to participate in such activities, alternative support for the visits could possibly be provided by a staff from one of the participating agencies, or from an organization such as Westcoast Child Care Resource Centre.

#### 6.1.3 Enhancing Public Health nurses' awareness of early learning and child care

- Public Health nurses involved in the YPPP and NFP may benefit from a presentation on the \$10/day plan to better understand the policy considerations, the proposed approach and how this project can support the goals of the plan. This could be provided by the CCCABC or ECEBC.
- They may also benefit from an overview of current child care services, benefits for young children, supports provided to parents and the challenges in providing access to them. This could be delivered by Westcoast Child Care Resource Centre, who could also provide information on the services and resources they offer to parents, which Public Health Nurses could pass on to parents.

#### 6.1.4 Developing information specifically for the target population

- Young parents may benefit from a plain-language pamphlet on information about the types of early childhood programs available, the benefits to children, tips on looking for and assessing suitable child care, and where they can go for information.

Cost considerations for these strategies include:

- Staff costs for StrongStart facilitator if involvement is beyond normal working hours
- Possible additional staff costs for participating agencies and Public Health nurses for site visits
- Transportation for young parents to participating child care centres
- Possible cost for Westcoast to develop and deliver presentation and/or information materials

## 6.2 STRATEGIES TO REDUCE BARRIERS TO CULTURALLY SAFE, RESPONSIVE CHILD CARE

### 6.2.1 Addressing the direct cost of child care to parents

A key barrier for many parents is the high cost of quality child care; it is an even greater barrier for vulnerable young mothers, whose children would particularly benefit from enrolment in a quality child care centre.

There are some instances where child care may be available at little or no cost to the parent. Before funding for implementation of Phase II of the project is available, participating agencies, Public Health nurses and/or social workers should determine if any young parents seeking child care through the project meet the criteria for any of the programs noted below. It should be noted that some of the criteria listed below create barriers to vulnerable young parents, particularly having to share sensitive information about an open child protection file with the child care program in order to access child care

that is affordable. These barriers would likely be reduced or eliminated when the spaces are funded as part of the \$10/day plan in Phase II.

Fees may be waived in the following circumstances:

**Parents attending a Young Parent Program**

MCFD provides additional funding for designated Young Parent Programs (YPP), through an enhanced parent subsidy of \$1,000/month. Parents must be under the age of 20 at the time the first child is born and under 24 years of age at the time of the application and attending the designated facility for the purpose of completing their high school.

**Children with extra support needs**

Parents who have a child with a designated special need, and who are eligible for a child care subsidy may be eligible for a special needs supplement of \$150 towards the cost of child care.

**Children with open child protection files**

The top-up costs of child care for children with an open child protection file is paid for by the appropriate child welfare authority – MCFD or VACFSS. The top-up cost is the difference between the maximum subsidy rate and the full fee charged by the program.

**Subsidized children attending YMCA Woodward's child care centre**

The top-up costs for families eligible for maximum subsidy, are covered by the YMCA and the City of Vancouver, unless those costs are covered by MCFD or VACFSS. Fifty percent of the spaces at Woodward's are allocated for parents eligible for maximum subsidy. At the time of the program observation, five of the six children occupying the designated toddler spaces were Aboriginal.

**Aboriginal children attending the VNHS Phil Bouvier child care centre**

While subsidized parents at Phil Bouvier are responsible for paying the difference between the maximum subsidy rate and the full fee, the top up costs for most of the Aboriginal families were covered by their Bands.

**6.2.2 Additional program supports needed to provide barrier free access to child care**

The two participating agencies currently serving vulnerable populations identified the need for the following supports, essential for access to the program.

- Daily hot lunch program available to all families, with optional breakfast and supplemental food for family members
- Assistance with transportation costs if needed, particularly those who are attending school or an employment program
- An adequate supply of extra clothing and footwear available at the centre to ensure no child is excluded from fully participating in all aspects of the program
- Staff support to assist with completing forms, connecting families with necessary supports such as social workers, health, housing, child protection, employment counseling, food security, and ongoing liaison with the government bodies and community organizations providing those supports
- Depending on the needs of the children, reduced staff ratios may need to be considered



## 6.3 ENHANCING STAFF COMPETENCIES IN WORKING WITH VULNERABLE FAMILIES

### 6.3.1 Training and professional development

Many Early Childhood Educators have limited training on working with and engaging families; most of their training focuses on child development, pedagogy, and planning for and providing quality programming to children. Experience working with diverse and vulnerable families varies by program characteristics and length of time in the field.

All staff participating in Phase II of the project could benefit from engaging in professional development activities to enhance their understanding of and responding to the needs of diverse families. Section 7 of this report provides an overview of selected resource materials that cover a range of topics. They include handbooks, checklists, self-assessment tools, and individual on-line training. It is important to note that in order to be effective, professional development must be an ongoing process and staff must be able to apply the learning to their current practice. An ongoing team process and commitment from all staff is key to affecting change.

An alternative option to individual or centre-level professional development would be for the project to provide funding for the development of facilitated on-going professional development, based on the resources noted in this report, using such mechanisms as for example, learning circles, or communities of learning, and involving staff from all three agencies. Such learning circles/communities of learning could also provide peer support and guidance as participants reflect on enhancing their practice, and share experiences of practical implementation at the child care centre, bringing feedback and new ideas to each session. Westcoast Child Care Resource Centre, which provides a considerable number of workshops and training programs to ECEs, would be a logical organization to develop such training.

It is suggested that all staff, particularly non-Aboriginal staff, working with Aboriginal families participate in cultural competency training. The on-line Indigenous Cultural Competency Training, developed by the Public Health Authority of BC for non health care professionals is available at a cost of \$250/person.

An alternative approach would be the development of an Indigenous cultural competency training program specific to educators working in child care programs. It could be jointly developed by the BC Aboriginal Child Care Society and Westcoast Child Care Resource Centre, for either on-line or in-person delivery. Phase II of the project could monitor and assess the impact of such training, with a view of it becoming widely available to the broader child care community.

### 6.3.2 Examining centre policies

No policy can address all situations and circumstances, and in some instances too many policies may limit the flexibility needed to be responsive to the individual needs and particular circumstances of families. However, a policy statement on inclusion and diversity can provide a context for centre operation. It could provide clarity for staff and parents and provide a framework for assessing practice and procedures.

The process of developing a policy statement on inclusion and diversity may help staff recognize the importance of addressing diversity issues and increase their understanding of how discrimination can take place in child care settings.

It is important for centres to develop policy statements in keeping with their organizational values and goals, and be unique to the organization. They could include a commitment to:

- Equal access to the services by all families, regardless of composition, gender, culture, country of origin and socio-economic status
- Promoting, reflecting and celebrating diverse families, cultures and abilities, by providing equipment, materials and program activities free from bias
- Review, and address where appropriate, any practice identified as discriminatory or creating a barrier to access
- A staff recruitment policy that recognizes the benefits of a diverse staff team
- Reviewing the policies and procedures with families and providing mechanisms for addressing concerns about bias

Staff meetings could be used to review the policy and its effectiveness in supporting practice; this can help ensure all staff are committed to its implementation. It can also provide a safe environment for staff to address any challenging issues they face in working with families and children

### 6.3.3 Using occupational standards

The Child Care Human Resources Sector Council developed Occupational Standards for Early Childhood Educators. These standards are widely used to identify the skills required for the profession, providing the basis for curriculum, identifying professional development needs and the foundation for career development.<sup>8</sup> While the standards are not specific to working with vulnerable or diverse families, the companion Occupational Standards Checklist,<sup>9</sup> a self-assessment checklist to be used to identify areas of strength and those requiring further development, could be used within the context of the policy statement to identify the degree to which practitioners were addressing the needs of vulnerable families. The most relevant sections of the standards and the checklist is Section C: Family and Community Relations

## 6.4 WELCOMING AND ENGAGING VULNERABLE FAMILIES

Vulnerable parents may not easily feel comfortable in a new child care environment, and they may lack confidence or be fearful of accessing supports. Using accessible, welcoming language in written information and in face to face meetings is important to make parents feel at ease.

### 6.4.1 Reviewing centre's registration forms and handbooks

Ensure that registration forms are in a format and language that all parents can understand. Include questions in the registration package about the family's nation and language of origin, cultural traditions and celebrations, and child-rearing practices.

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<sup>8</sup> Child Care Human Resources Sector Council (2010) *Occupational Standards for Early Childhood Educators*. Ottawa: author. [http://www.ccscc-cssge.ca/sites/default/files/uploads/ECE-Post-Secondary-docs/OSECE\\_2010\\_EN.pdf](http://www.ccscc-cssge.ca/sites/default/files/uploads/ECE-Post-Secondary-docs/OSECE_2010_EN.pdf) Retrieved August 23, 2014

<sup>9</sup> Child Care Human Resources Sector Council and the Early Childhood Community Development Centre (2010) *Occupational Standards for Early Childhood Educators Checklist* Ottawa: author. [http://www.ccscc-cssge.ca/sites/default/files/uploads/os\\_checklist\\_for\\_eces.pdf](http://www.ccscc-cssge.ca/sites/default/files/uploads/os_checklist_for_eces.pdf)

Invite parents to include any relevant information about their history, involvement with other community, health or social service supports without requiring them to provide the information

Parent handbooks sometimes focus on the centre's policies, procedures and practices of the centres, which may seem overwhelming to vulnerable young parents. Centres may wish to review their parent handbooks to ensure that they acknowledge that:

- Parents are recognized as experts in knowing the unique qualities of their own children, and are acknowledged as their children's first and most important teachers
- Parents and ECE staff work in partnership to support the needs of each child, rather than the relationship being hierarchical
- Parents are welcome to participate in a variety of ways in the child care program and are welcome to drop in at any time
- The centre's policy statement on diversity and inclusion, and mechanisms that parents can use if they have concerns

#### 6.4.2 Building relationships with parents

Efforts to make vulnerable young parents feel comfortable and welcome, start with the initial contact with the centre. Administrative staff need to be mindful of being the first ambassadors of the organization to a new family. The physical environment needs to reflect efforts to include the family through, for example, culturally relevant classroom materials, the décor of the room and the diversity of children's cultures represented in whatever ways are appropriate for that setting.

Child care centres can exchange information with parents that allows for appropriate developmental activities and approaches to flow back and forth between the home and the child care setting. If parents are involved in goal setting for their children, it will be easier for them to share observations and to communicate with child care staff.

Early Childhood Educators are trained in specific areas related to child development, activity planning, and managing an environment that will enrich children's growth. ECEs have skills and knowledge that many parents do not possess, and can help parents learn ways to support their child's healthy development. Parents often understand their own children, their needs and desires, their background and context, in ways from which ECEs can learn. If parents and educators are both seen as experts in different areas, their collaboration and joint learning will support a positive environment for the children. In a reciprocal relationship among partners, parents and ECEs can engage together from a strengths-based perspective.

It should also take into account that staff as well as parents bring cultural perspectives and values to their approach to involvement, communication and building relationships.

#### 6.4.3 Being familiar with and connecting parents to appropriate resources

Agency directors and managers usually have access to information about community resources and supports, as well as processes for accessing and eligibility requirements for particular services. Front-line staff may be less familiar with the range of resources that vulnerable young parents may need. Since young parents may be wary of "authority" it would be important that all staff have access to

information about supports and resources in the community, and the capacity to impart the information appropriately to parents.

Examples of resource guides that provide information on programs and supports include:

- Directory of Parenting and Family Resources in East Vancouver: Information, support, programs and community resources for parents of babies and children birth to six, and beyond. [http://www.kiwassa.ca/wp-content/uploads/Parenting\\_Resource\\_Directory.pdf](http://www.kiwassa.ca/wp-content/uploads/Parenting_Resource_Directory.pdf)
- A Guide to Aboriginal Resources in Greater Vancouver: Things to know before moving to the City. Lu'ma Native Housing Society: <http://lnhs.ca/wordpress/wp-content/uploads/2010/01/Guide.pdf>

## 6.5 IMPLEMENTATION CONSIDERATIONS

### 6.5.1 Questions to consider

In the planning for a possible Phase II of the project, a number of implementation issues will need to be considered. For example:

- How will young parents access the toddler spaces? Will they receive priority on the waiting list? What consideration will be given to the impact on other parents on the waiting list, particularly parents who are working or attending school? Should the centre have specific spaces allocated for the target population?
- Is there an optimum balance of vulnerable young parents and other parents who do not fit within the definition of vulnerable in the participating child care programs? For example, should there be an allocation of three or four spaces at each of the three centres so that young parents do not feel isolated, but so they also have some examples of positive role models in the program.
- Should young parents returning to school, participating in an employment program or working have priority to one of the funded child care spaces?
- Could a young parent who is not able or ready to seek employment or participate in education or training, and her child, be adequately supported in other types of early childhood programs, such as StrongStart or a Family Place drop-in?

### 6.5.2 Supporting the specific needs of Aboriginal families

In social services and early childhood programs, there is often a separation between resources, supports and programs for Aboriginal and non-Aboriginal families.

Unlike VCH, which has an Aboriginal Health Strategic Initiative and a number of committees and structures that support the delivery of culturally relevant health services to Aboriginal people within mainstream programs, responsibility for child and family services are different for Aboriginal and non-Aboriginal people are provided by different authorities. VACFSS has responsibility for child protection services for Aboriginal families, and Aboriginal Infant Development programs and Aboriginal Supported Child Development are delivered by delegated Aboriginal organizations.

In 2008, the provincial government released its Action Plan Framework, Strong, Safe and Supported: a commitment to BC's children and youth.<sup>10</sup> The framework contains five pillars for an effective child and family development service system. Pillar four: The Aboriginal Approach, states that "Aboriginal people will be supported to exercise jurisdiction in delivering child and family services."

According to the 2010 Urban Aboriginal Peoples Study:<sup>11</sup>

- A majority of Aboriginal Vancouverites use and rely on Aboriginal services and organizations
- 95% of respondents said that it was "very important" to have Aboriginal-specific child and family services
- 82% said it was "very important" to have Aboriginal-specific child care or daycares, compared to 67% who said it was "very Important" to have Aboriginal-specific elementary and secondary schools

The Canadian Council on Learning indicates that Aboriginal children are more likely to do well in school if they participated in an Aboriginal-specific early childhood program.<sup>12</sup>

Questions to consider:

- Are Aboriginal young mothers and their children better served in Aboriginal-specific programs than in child care programs that do not have an Aboriginal focus?
- Can non-Aboriginal programs develop or provide "authentic" curriculum that reflects Aboriginal culture and way of knowing? What is the best way to include Aboriginal communities in developing culturally appropriate programming for children and supports for parents in non-Aboriginal child care settings?
- If an Aboriginal mother chooses a child care program that does not have an Aboriginal focus, what is the best way for the child care centre to ensure services are provided in a culturally appropriate manner?
- Is there an effective way to organize the provision of services across non-Aboriginal and Aboriginal Authorities and designated agencies to minimize waitlists, reduce duplication and maximize efficiencies?

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<sup>10</sup> See: [http://www.metiscommission.com/images/pdf/strong\\_safe\\_supported.pdf](http://www.metiscommission.com/images/pdf/strong_safe_supported.pdf)

<sup>11</sup> Urban Aboriginal Voices: A Landmark Study of Canada's Urban Aboriginal Peoples. Vancouver Findings, June 2011. Environics Institute: [http://www.canoha.ca/wp-content/uploads/2010/02/Environics-Institute-UAPS-Vancouver\\_Final-PPT.pdf](http://www.canoha.ca/wp-content/uploads/2010/02/Environics-Institute-UAPS-Vancouver_Final-PPT.pdf) retrieved September 8, 2014

<sup>12</sup> The State of Aboriginal Learning in Canada: A Holistic Approach to Measuring Success. The Canadian Council on Learning, 2009: [http://www.ccl-cca.ca/pdfs/StateAboriginalLearning/SAL-FINALReport\\_EN.PDF](http://www.ccl-cca.ca/pdfs/StateAboriginalLearning/SAL-FINALReport_EN.PDF) retrieved August 30, 2014.

## 7 RESOURCE MATERIALS AND TOOLS

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Following is a selected list of resource guides, checklists and self-assessment tools that support the provision of culturally safe and inclusive child care programs to diverse populations.

### 7.1 DIVERSITY IN EARLY CARE AND LEARNING

**Gonzalez-Mena, Janet (2008). *Diversity in Early Care and Education: Honoring Differences*. New York: McGraw-Hill.**

The goal of the book is to focus on how to honour diversity in working with families and children, appreciating differences among coworkers as well as families, appreciating, gaining from and celebrating differences.

Chapters cover:

- Perceiving and responding to differences
- Communicating across cultures
- Working with diversity issues
- A framework for understanding differences
- Attachment and separation
- Differing perspectives on learning through play
- Socialization, guidance and discipline

Each chapter begins with a series of focus questions to help the reader start thinking about what is in the section, and contains points to ponder and further reading.

**Gonzalez-Mena, Janet (2014). *50 Strategies for Communicating and Working with Diverse Families*. Upper Saddle River, New Jersey: Pearson Education Inc.**

The book provides practical, easy to use strategies on honoring diversity and partnering with families to support, enhance and maximize the quality of care and education of young children. It provides ideas for creating the trust necessary for true collaboration between families of all types, and from various backgrounds, and early childhood professionals.

It contains eight sections, covering the following areas:

- Welcoming everyone
- Partnerships with families
- Honoring and working with diversity
- Family participation and education
- Communication
- Meetings and conferences
- Working with parents around specific issues
- Challenging conversations

### **Engaging Diverse Families, National Association for the Education of Young Children:**

This on-line resource, available at <http://www.naeyc.org/familyengagement>, includes information on:

- Principles of effective practice
- Policies and practices exemplary programs use to engage diverse families successfully
- Forms and tools for early childhood practitioners to use in working with diverse families. They include
- A program self-assessment checklist, for use as staff team process to evaluate and improve practice
  - A family checklist to track and analyze program effectiveness with families
  - A family survey
  - Learning ideas to share with families

## **7.2 CULTURAL COMPETENCE**

### **Achieving Cultural Competence: A Diversity Tool Kit for Residential Care Settings, Ministry of Children and Youth Services, Ontario: available at:**

[http://www.children.gov.on.ca/htdocs/English/documents/topics/specialneeds/residential/achieving\\_cultural\\_competence.pdf](http://www.children.gov.on.ca/htdocs/English/documents/topics/specialneeds/residential/achieving_cultural_competence.pdf)

While aimed at professionals working with children and youth in residential settings, this resource contains a useful organizational self-assessment tool that could be readily adapted for use in a child care setting. The self-assessment process is intended for staff at all levels of the organization and the Board. It contains criteria in four areas:

- Administration
- Human Resources
- Intake and Admissions
- Programs

A description is provided for each criteria, along with articulated indicators on a five-point scale from “Does not meet criteria” to “Exceeds in all areas of standard.” The results of the assessment are then used in a Cultural Competence Goal and Action Plan for the organization.

### **Cultural competency training**

Delivered by the Provincial Health Services Authority of BC, Indigenous Cultural Competency Training (ICC) is a facilitated, self-paced on-line training program, designed to increase knowledge, enhance self-awareness, and strengthen the skills of those who work both directly and indirectly with Aboriginal people. It takes place over an eight-week period and typically takes eight-10 hours to complete. The cost of the training is \$250 and a certificate is provided upon completion.

Core ICC training is designed for individuals working in a non-health care related field, and contains five core modules:

- Introduction
- Culture and Canada's Indigenous People

- Colonization and its Legacies
- Images of Indigenous People
- Cultural Competency at Work

Information and registration is available at: <http://www.culturalcompetency.ca/home>

### 7.3 WORKING WITH IMMIGRANT AND REFUGEE FAMILIES:

**Bernhard, Judith (2012). *Stand Together or Fall Apart: Professionals Working with Immigrant Families*. Winnipeg, Manitoba: Fernwood Publishing**

The book provides practical information to help prepare professionals to work effectively with newcomer families, and helps readers examine their own attitudes and approaches and become more self-aware.

The book:

- Explores the reality of immigration, institutional pressures encountered by newcomers and the impact on their lives
- Introduces theoretical and foundational tools, and a strength-based assessment framework
- Provides information on exemplary interventions that have been implemented to empower immigrant families

**Dotsch, Julie. (2013). *Supporting the Settlement of Young Immigrant Children and their Families*. Pickering, Ontario: GCS Inc.**

Developed in collaboration with CMAS, the book covers a wide range of topics including:

- Guiding principles for the care of Newcomer children
- Recognizing and addressing biases and misconceptions
- Welcoming and involving families
- Helping children with transitions
- Steps to developing a responsive curriculum
- Supporting children's development

It contains many practical approaches and examples, case studies, tips, as well as indicators and strategies to address a range of issues

### 7.4 TRAUMA-INFORMED PRACTICE

Trauma Informed: The Trauma Toolkit, Second edition, 2013 Clinic Community Health Centre, Winnipeg: available at: [http://trauma-informed.ca/wp-content/uploads/2013/10/Trauma-informed\\_Toolkit.pdf](http://trauma-informed.ca/wp-content/uploads/2013/10/Trauma-informed_Toolkit.pdf)

This toolkit aims to provide knowledge to and to help health and human service providers work from a trauma-informed practice and develop trauma-informed relationships that cultivate safety, trust and compassion.

The toolkit includes information on:

- Trauma-informed practices



- Types of trauma, including the historical trauma of the legacy of residential schools
- Effects of trauma
- Trauma recovery
- Guidelines for working with people affected by trauma, including:
  - strengths-based perspectives
  - how to talk to people affected by trauma
  - important points to consider
  - descriptions of various scenarios
  - appropriate and inappropriate responses

### **Trauma-Informed Practice Guide, May 2013**

Available at: [http://bccewh.bc.ca/wp-content/uploads/2012/05/2013\\_TIP-Guide.pdf](http://bccewh.bc.ca/wp-content/uploads/2012/05/2013_TIP-Guide.pdf)

Developed on behalf of the BC Provincial Mental Health and Substance Use Planning Council in consultation with researchers, practitioners and health system planners across British Columbia, it is designed to support health care practitioners working with people with mental health and substance use issues. It notes that it may also be useful for other professionals, including those working in the child welfare system. It provides strategies to help translate trauma-informed principles into practice, to increase support, safety and engagement, and to guide practitioners assisting clients with mental health and substance use.

The guide provides information on:

- Understanding trauma
- Trauma-informed approaches
- Implementing trauma-informed approaches

## **7.5 ABORIGINALLY FOCUSED CULTURAL CURRICULUM, PRACTICES AND PROGRAMS**

The BC Aboriginal Child Care Society (BCACCS) has developed numerous culturally appropriate resources. Following are selected examples.

### **Developing Culturally Focused Aboriginal Early Childhood Education Programs – A Handbook.**

Available in hard copy from: [http://www.acc-society.bc.ca/files\\_2/publications-order-form.php](http://www.acc-society.bc.ca/files_2/publications-order-form.php)

The handbook includes sections on:

- The importance of a cultural focus in child care
- Elements of cultural programming, including policy development, programming and teaching, and facility design
- Language
- Spirituality
- Integrating culture into ECE
- Standards for educators

### **Handbook of Best Practices in Aboriginal Early Childhood Programs.**

Available at: [http://www.acc-society.bc.ca/files\\_2/documents/BestPracticesHandbook2003.pdf](http://www.acc-society.bc.ca/files_2/documents/BestPracticesHandbook2003.pdf)

### **What you need to know about the inclusion of elders in early childhood development settings:**

[http://www.acc-society.bc.ca/files\\_2/documents/InclusionofEldersInfoFINALCOPY\\_reduce.pdf](http://www.acc-society.bc.ca/files_2/documents/InclusionofEldersInfoFINALCOPY_reduce.pdf)

### **What you need to know about providing traditional foods in early childhood development settings:**

[http://www.acc-society.bc.ca/files\\_2/documents/TraditionalFoodsInfoSheetFINALCOPY\\_reduce.pdf](http://www.acc-society.bc.ca/files_2/documents/TraditionalFoodsInfoSheetFINALCOPY_reduce.pdf)

Links to Aboriginal organizations, Aboriginal early childhood development organizations, Aboriginal children's books, and a range of community resources and organizations supporting children and families: Available at [http://www.acc-society.bc.ca/files\\_2/links.php](http://www.acc-society.bc.ca/files_2/links.php)

BCAACS offers a number of workshops, including:

- Designing Culturally Focused Early Childhood Curriculum
- Best Practices in Aboriginal Early Childhood Programs

The Aboriginal Head Start Association of British Columbia provides links to Aboriginal early childhood resources, including an extensive list of books suitable for young Aboriginal children. While most books are aimed at young school age children, the list contains a number of books suitable for younger children. See: [http://www.ahsabc.com/images/other\\_resources/aboriginal-childrens-books\\_janhare.pdf](http://www.ahsabc.com/images/other_resources/aboriginal-childrens-books_janhare.pdf)

### **Additional early Childhood Care and Education Programs with an Aboriginal Focus**

#### **Aboriginal Mother Centre Society**

- Licensed child care for children aged 3-5 years, with a focus on Aboriginal culture, values, traditions and language. See: <http://www.aboriginalmothercentre.ca/licensed-daycare.html>.

#### **Vancouver Aboriginal Friendship Centre**

- Sundance child care centre for children aged 3-5 years; family support through urban aboriginal representative; family programs

#### **Aboriginal Head Start**

- Eagle's Nest. See: [http://www.acc-society.bc.ca/files\\_2/preschools-eagles-nest.php](http://www.acc-society.bc.ca/files_2/preschools-eagles-nest.php)
- Singing Frog. See: [http://www.acc-society.bc.ca/files\\_2/preschools-singing-frog.php](http://www.acc-society.bc.ca/files_2/preschools-singing-frog.php)

Both programs focus on the six key components of Aboriginal Head Start:

- Culture and Language
- Education and School Readiness
- Health Promotion
- Nutrition
- Social Support
- Parent and Family Involvement

#### **YWCA: Crabtree Corner Early Learning and Child Care**

- Provides short-term, emergency child care for children 6 weeks-6 years in the Downtown Eastside

Lynell Anderson  
CPA, CGA

**The Good Start Partnership Project Phase 1 Report**  
**Part Two of Two: Funding Analysis**

**Revised**

July, 2015

## Overview

This report provides preliminary estimates of the annual incremental human resource and programming-related costs associated with incorporating up to 10 barrier-free licensed child care spaces within a centre-based infant/toddler program in Vancouver. The cost estimates also incorporate relevant components of the \$10aDay Child Care Plan proposed by the Coalition of Child Care Advocates of BC and the Early Childhood Educators of BC.

Barrier-free spaces are specially designed to welcome very young, single, vulnerable mothers with their first child. The policy considerations associated with the provision of barrier-free spaces are developed in a separate report prepared by Jane Beach & Associates. This report focuses on the relevant financial implications.

The report begins with an introduction to the project, including a summary of the approved terms of reference. Next, the process utilized to develop the report is detailed. A description of the findings follows, including a table that summarizes the cost estimates. The report closes with a brief discussion of the project scope, limitations, assumptions and potential next steps.

In summary, preliminary estimates suggest that the incremental cost of introducing approximately 10 barrier-free spaces within a typical infant/toddler child care program is close to \$200,000 annually. This includes the cost of raising wages and benefits for all ECE staff, as proposed in the \$10aDay Plan, and eliminating parent fees for vulnerable families. Once children reach three years through kindergarten age, this incremental annual cost is reduced mainly because the child/staff ratios are higher and the fees are lower.

These estimates reflect a robust approach to developing barrier-free child care spaces. They advance quality for all children in the program by, for example, incorporating more highly-educated and well-compensated ECEs along with healthy daily meals prepared on-site. In addition, the barrier-free spaces provide enhanced family supports and are available at no cost to parents. The financial summary itemizes each component of the proposed program enhancements, supporting the option of building barrier-free spaces incrementally over time.

## Project Overview, including Terms of Reference

This report parallels and complements the Part 1 Report prepared by Jane Beach & Associates. Taken together, the two reports provide an initial assessment of key program, policy and financial considerations relevant to the goal of developing a replicable model of early care and learning that is particularly focused on vulnerable young mothers with their first child.<sup>1</sup>

The model conceptually seeks to develop a funding approach with policies and practices for the implementation of 10 'barrier-free' spaces in licensed child care programs in Vancouver. The starting definition for barrier-free child care spaces suggests that they are client-centered, welcoming of young vulnerable mothers and their children, culturally-sensitive and aligned or integrated with public health services.

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<sup>1</sup> While there are various ways of describing and understanding vulnerability, this project is particularly interested in supports for young single mothers who (1) have or are expecting their first child (2) are connected to Public Health (3) are living in poverty (4) may experience additional risk factors, such as disability.

The model also seeks to incorporate relevant components of the \$10aDay Child Care Plan developed by the Coalition of Child Care Advocates of BC and the Early Childhood Educators of BC. Notably, the Plan calls for average ECE wages of \$25 per hour and no parent fees payable by families earning less than \$40,000 annually. The latter component is likely relevant to all of the families who would access the proposed barrier-free spaces, given that they will be economically (as well as socially) vulnerable.

In Phase 1 of this project, the consulting team of Jane Beach & Associates and Lynell Anderson, CPA, CGA were asked to work with three specific toddler (or infant/toddler) child care programs (and sponsoring organizations) to develop the proposed model: Terry Taylor (Collingwood Neighbourhood House); Woodward's (YMCA of Greater Vancouver); The Phil Bouvier Centre (Vancouver Native Health Society). Each of the organizations operates these toddler programs alongside a group 3-5 program, within the same centre. Total centre budgets were provided by each organization, so the project was also able to estimate the costs associated with barrier-free spaces as children aged in the centre.

Two main components of the proposed model were examined:

1. Policy, program and cultural issues and considerations, through program observations, literature and document review and stakeholder consultation;
2. Financial considerations, including a cost analysis to determine the funds needed to implement relevant components of the \$10aDay Plan in 10 toddler spaces that meet the needs of approximately 10 vulnerable young mothers and their children.

Jane Beach's report addresses the first component of Phase 1, and provides a comprehensive analysis of the overall project and the context.

This report addresses the second component, and does not repeat the information included in Part 1 unless it is central to explaining the financial analysis. Thus, in order to obtain a complete picture of the results of the Phase 1 work it is important to review and consider both reports together.

Specifically, and as outlined in the project terms of reference, this report summarizes the results of the following steps undertaken to complete the project:

1. Make the individual program budgets from each organization as comparable as possible – different organizations use different approaches to formatting their budgets and allocating costs according to their needs and established accounting systems. Therefore, the analysis started with a review of the individual program and overall centre budgets and the development of a common budget template as shown in Appendix I. The template aimed to incorporate commonalities across budgets, clearly and concisely. Current operating budgets provided by staff for each of the centres were entered into this template, and the template was further refined to make the existing budgets reasonably comparable. The re-formatted budgets (generally with relatively minor adjustments) were provided to individual program staff for review.
2. Identify issues, opportunities and costs associated with the implementation of barrier-free spaces – this process resulted in separate analyses of (1) facilities and administrative expenses and (2) human resource and program-related costs within each budget. These analyses confirmed that the latter costs were most impacted by the implementation of barrier-free spaces, so human resources and program-related costs were explored in more detail and formed the basis of the resulting analysis.

3. Identify issues, opportunities and costs associated with implementation of relevant components of the \$10a Day Plan – the incremental costs associated with implementing barrier-free spaces were compared to the relevant estimated costs associated with the \$10aDay Plan. This step provided an opportunity to broadly assess the alignment of the \$10aDay Plan with the needs of vulnerable families, and it helped to identify areas where additional resources and supports may be required. This comparison highlighted the opportunity to increase wages and benefits for all ECE staff in the program to an average of \$25 per hour plus an allowance of 20% for benefits.
4. Summarize the estimated costs – each component of the proposed enhancements to a typical program budget were itemized. The total estimated costs associated with incorporating 10 barrier-free spaces and relevant elements of the \$10aDay Plan into a typical program budget were then summarized in a table.
5. Suggest policy considerations for program implementation with measures of accountability and transparency – as the project envisions the potential of providing additional resources to organizations who commit to creating barrier-free spaces, it was important to consider relevant and appropriate policies to ensure accountability for the public funds provided.
6. Propose cash flow plan to support access to child care through to age 5 (kindergarten entry) – while the project particularly focused on the needs of very young children, it was also important to consider the costs of providing barrier-free spaces throughout early childhood (at least until age five).

Initially, the project terms of reference also included a requirement that the costing incorporate two model options: (1) direct funding of a group of barrier-free spaces in a specific child care program and (2) funding to follow the child/family to any child care program they enroll in. The second option was intended to address the concern that families frequently move, often due to the high cost of housing, so it would be helpful if the enhanced funding could follow the child to his or her new program. However, early in both the financial and the programmatic analyses it became clear, for a range of reasons, that it would not be effective to have barrier-free funding follow the child. These reasons include:

1. It is not realistic to allocate key costs associated with barrier-free approaches to follow individual children. For example, the additional costs for meals, enhanced staffing and investment in the professional development required to support vulnerable families can be spread over a group of families in one program but would be exorbitant on a one-to-one basis. While the funding can in theory follow the child, practically speaking the expertise, resources and supports do not.
2. The programmatic analysis carried out by Jane Beach emphasized the importance of easy access to a range of local supports, in addition to child care. Such comprehensive and, in some cases, specialized supports are not likely to exist in or close to the majority of child care programs.

As a result, the requirement for two costing model options was removed from the project deliverables.

### Process

In the fall of 2014, the Consultant met with the Managers/Directors responsible for the child care programs that participated in this study. Staff provided the most current annual budgets for each of the three toddler programs and related information on financial and human resource policies. Both Terry Taylor and Woodward's integrated their under three and over three programs into one budget.

Collingwood Neighbourhood House also provided a budget for a stand-alone infant/toddler program, to supplement the combined Terry Taylor budget information. This allowed the Consultant to divide the budgets between infant/toddler and 3-5 programs in all three centres.

An initial comparative analysis of the three centre budgets was completed in the fall of 2014, using the template shown in Appendix 1, and summarized results shared with the Project Advisory Committee on November 18, 2014. Subsequently, the Project Advisory Committee adjusted the scope of the financial analysis to:

- Remove the 'funding follows the child' option, as described above, and;
- Focus on the incremental costs and revenues associated with the human resource and program-related costs only (i.e. not including facility and administration costs), for reasons described in further detail below.

Early in 2015, the Consultant met again with two of the organizations to confirm various aspects of the financial information provided. The final draft of the worksheet comparing the three centre budgets was then circulated to the participating organizations for their review and comment. Using this comparative analysis as the starting place, the Consultant then completed the related financial analyses as outlined in the Terms of Reference.

Throughout the project, the Consultant maintained regular contact with Jane Beach to discuss their respective approaches and findings, and to ensure that the two project components were aligned. In particular, the Consultant incorporated Jane Beach's work throughout these financial analyses, as appropriate.

A draft of this report was circulated to the Project Advisory Committee, including the three child care organizations, in mid-March 2015. This final report reflects feedback received through June, 2015 from members of the Committee as well as an independent external reviewer.

#### Summary of Findings:

The project work highlights the following key findings:

1. All three of the child care centres participating in the project are sponsored by longstanding, well-established organizations with the infrastructure in place to provide a range of services and supports – in addition to child care - to meet the needs of the families they serve. Furthermore, while each organization experiences resource challenges and time constraints to varying degrees, they all have management staff that can participate in external processes, such as this study, while also providing leadership within the organization. These are all important, foundational considerations for potential organizational participants in future phases of the project.
2. In addition, all three child care centres already incorporate some elements of the \$10aDay Child Care Plan in their operations. This is not completely surprising, as the Plan explicitly builds on existing services. Nonetheless it's important to note that all of the centres are sponsored by charitable organizations that are already committed to utilizing the limited public funding that exists today to maximize quality (by, for example, prioritizing staff compensation and professional development), while minimizing parent fees. All support full inclusion, again within available

resources. And all address and fulfill demonstrated community needs - in fact, the Terry Taylor and Woodward's programs operate in purpose-built, city-owned and planned facilities.

3. Moreover, two of the child care centres - Woodward's and Phil Bouvier – already incorporate substantial elements of Jane Beach's recommendations for achieving barrier-free access. For example, both raise funds from external sources<sup>2</sup> so that they can provide child care at no cost to very low-income families. This approach is also consistent with the \$10aDay Plan. In addition each centre has a cook on staff to provide meals for all children, and each centre provides families with access to additional supports and services. Thus, a comparison of these two centre budgets with the budget for Terry Taylor – a centre which meets the needs of typical families in the community<sup>3</sup> - provides actual examples to learn from in estimating the incremental costs required to develop a group of barrier-free spaces in licensed child care centres.
4. For the purposes of estimating these costs, the key components to be considered are human resources (primarily direct costs of staff, including professional development) and programming (primarily direct costs of materials and supplies, food, transportation, small equipment, etc). The two remaining cost components in child care operating budgets – facilities and administration – do not vary substantially by adding vulnerable families to organizations with established infrastructure<sup>4</sup>, provided that the method of accessing the revenue for these barrier-free spaces does not carry a significant administrative burden.
5. The estimated cost of meeting baseline suggested recommendations for barrier-free access is an additional \$61,700 per year for an infant/toddler program and \$57,700 for a group 3-5 program. Baseline recommendations generally reflect the costs associated with the barrier-free approaches currently at Woodward's and Phil Bouvier, which include an on-site cook providing daily meals for all children as well as additional staff time providing supports to vulnerable families. Specifically, the cost estimate is based on the difference between the Terry Taylor and Woodward's budgets, with the Phil Bouvier budget providing a helpful check and balance.

In addition, Woodward's staff were asked what human resource and/or programming elements they would recommend adding to better meet the needs of their most vulnerable families. Suggestions included: increasing staff time for team-building and for professional development related to family support and capacity building. If cost estimates associated with these suggestions are included, the incremental cost to create enhanced barrier-free spaces increases by approximately \$17,800 annually in both infant/toddler and group 3-5 programs.

As Table 1 below indicates, the total incremental expenses directly associated with incorporating 10 enhanced barrier-free spaces within a typical infant/toddler child care program are \$79,500

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<sup>2</sup> Described in more detail later in the report.

<sup>3</sup> Although affordability remains a concern for many.

<sup>4</sup> On the other hand, smaller organizations that do not have a management and administrative infrastructure may experience significant increases in facilities and administration costs associated with increasing supports for vulnerable families.



per year (\$61,700 + \$17,800) and within a typical group 3-5 program are \$75,500 (\$57,700+\$17,800).

6. In regards to implementing key components of the \$10aDay Plan, parent fees and human resource costs are the most financially significant elements.

The current hourly ECE wage rates in the three programs range from \$18.37 to \$19.80 and the benefits range from 11.5% to 15% of wages. The \$10aDay Plan proposes average wages of \$25 per hour and benefits at 20% of wages. Clearly, the gap between current and proposed compensation is significant. Moreover, it is not reasonable or equitable to consider increasing wages for some staff and not others in the same program (or organization<sup>5</sup>). Assuming that all staff in the program receive the compensation increases outlined in the Plan, total annual wages and benefits would increase by approximately \$58,800 per year in infant/toddler programs and \$54,300 in group 3-5 programs (see Table 1 below). However, the Plan also assumes phased-in implementation, so it would be reasonable to fund a gradual yet meaningful lift in wages and benefits alongside increased education, again as proposed in the Plan.<sup>6</sup>

Table 1 below shows that the total incremental expenses associated with introducing 10 barrier-free spaces and the \$10aDay Plan into a typical licensed child care program in Vancouver are \$138,300 per year for infant/toddlers and \$129,800 for group 3-5.

All of the proposed expenses are associated with increasing overall program quality. Some, such as increasing wages and benefits and providing meals, will benefit all children in the program while others are primarily focused on the needs of vulnerable families. This dual approach has two important implications:

- i. It is consistent with the concept of proportionate universality, which is the approach to early years funding and service development recommended by the Human Early Learning Partnership (HELP). HELP suggests that "key to reducing vulnerability in the early years is a universal platform of supports and services available to all children. This platform needs to be accompanied by additional targeted services for highly vulnerable children ..."<sup>7</sup>
- ii. It does not support a clear estimate of the cost per individual space associated with creating 10 barrier-free spaces because some of the expense increases also apply to typical spaces. For this reason, Table 1 below provides only the total estimated costs by

<sup>5</sup> Although this may happen, as different funders are willing to pay different amounts for the same expertise. Within some organizations this creates differential wage rates. This study acknowledges that there are a range of implications for HR policy within an organization if one program or centre receives funding that requires a substantial lift in staff compensation, but other programs or centres do not. However, full consideration of these implications is beyond the scope of the project.

<sup>6</sup> Professional development costs are incorporated into the barrier-free costing estimates and will help meet the Plan's requirement for increased education.

<sup>7</sup> See HELP's 2011 Policy Brief on Proportionate Universality at [http://earlylearning.ubc.ca/media/publications/proportionate\\_universality\\_brief\\_-\\_final.pdf](http://earlylearning.ubc.ca/media/publications/proportionate_universality_brief_-_final.pdf)

program, without a corresponding cost per space. On the other hand, while it is clear that allocating all of the additional expenses in Table 1 to the 10 barrier-free spaces actually overstates the total cost per barrier-free space,<sup>8</sup> doing so still provides a helpful check on one aspect of the \$10aDay Plan. Specifically, the Plan assumes that 10% of the child care spaces are costed at twice the typical space cost in order to support full inclusion (physical, social, cultural, etc.). A comparison of the Plan's inclusion cost per space to the total barrier-free cost per space estimated through this project indicates that the latter, while inflated, is still less than the former.<sup>9</sup>

Regarding parent fees, Terry Taylor (CNH) is fairly typical because the fees are at or near the Vancouver median.<sup>10</sup> Furthermore, the organization does not carry out substantial fundraising or cross-program subsidization to further reduce the cost to parents beyond the funds available from the provincial child care subsidy.

Woodward's and Phil Bouvier, on the other hand, have lower parent fees and their sponsoring organizations have patched together various funding supports so that very vulnerable families are not charged any parent fees. In other words, they are partially demonstrating a key component of the \$10aDay Plan already. Organizational fundraising (including cross-program subsidization) plays an important role in achieving this outcome. The City of Vancouver also provides a grant to the Woodward's child care program specifically to reduce fees for 50% of the spaces, which offsets more than half of the gap between the parent fee and the maximum provincial child care subsidy. With a high proportion of Aboriginal families in the programs at Phil Bouvier, Band Councils are encouraged to help offset parent fees for families from their Nations/members.

Since Terry Taylor utilizes a typical approach to parent fees, it is used to estimate the annual funding required to provide 10 licensed child care spaces at no cost to families.<sup>11</sup> The parent fees shown in Table 1 below are net of other external revenue such as provincial operating grants (CCOF, generally available to all licensed programs) and Endowment Grant funding from the City of Vancouver. As Note 1 in the Table indicates, the cost of eliminating parent fees for vulnerable families is calculated as follows: (total annual parent fees less maximum annual provincial subsidy) X 10 barrier-free spaces. The resulting estimated costs are \$67,500 for infant/toddler programs and \$37,200 for group 3-5 programs.

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<sup>8</sup> While it may be possible to allocate the additional expenses between the typical and barrier-free spaces, that work is beyond the scope of this project.

<sup>9</sup> The total barrier-free cost per space is calculated as follows: typical cost per space + (total additional expenses/10 barrier-free spaces) = total (inflated) cost per barrier-free space. It is reasonable for this cost to be lower than the inclusion cost per space because the latter must allow for the enhanced staffing required for children with significant additional support needs.

<sup>10</sup> As reported by Westcoast Child Care Resource Centre, see <http://www.wstcoast.org/pdf/feesurvey/2014feesurveyGDC.pdf>

<sup>11</sup> This estimate does not include the additional funds which may be required to address program deficits, because that calculation requires a detailed assessment of facility and administrative costs which is beyond the scope of this project. See below for further discussion of this issue.

7. Taken together, the above-noted findings provide the requested estimate of the total annual costs associated with creating 10 barrier-free child care spaces. The estimate combines the two key elements analyzed and described above: (1) the human resource and programming-related costs associated with moving from typical to enhanced, barrier-free child care spaces and (2) the costs associated with increasing ECE wages and benefits for all staff and eliminating the parent fee top up for these enhanced spaces, assuming that the families are eligible for maximum income-tested fee subsidies. The findings are summarized in Table 1 below, showing that the estimated annual cost of creating 10 enhanced, barrier-free child care spaces is \$205,800 for infant/toddler programs and \$167,000 in group 3-5 programs.<sup>12</sup>

<b>Table 1</b>			
<b>Good Start Partnership Phase 1, Part 1 - Summary of Financial Analysis</b>			
	<b>Notes</b>	<b>Infant / Toddler</b>	<b>3-5 years</b>
<i>Estimated incremental annual human resource &amp; program-related costs of:</i>			
1 Moving from existing program serving typical families to existing program serving mix of typical and highly vulnerable families, providing baseline of barrier-free services to the latter (i.e. difference between Terry Taylor & Woodwards)		61,700	57,700
2 Moving from baseline to enhanced barrier-free child care spaces, per staff recommendations		17,800	17,800
Sub-total		79,500	75,500
3 Moving from current compensation of approx \$19/hr to \$25/hr + additional benefits per \$10aDay Child Care Plan (impact on these child care programs only)		58,800	54,300
4 Total expenses: moving from typical to enhanced barrier-free child care spaces		<b>138,300</b>	<b>129,800</b>
5 Add \$10aDay Plan to eliminate parent fees for 10 families earning < \$40,000 annually (difference between typical parent fees and full subsidy)	1	67,500	37,200
6 Total annual cost of moving from child care program with typical human resource and programming costs to providing broadly enhanced program for all children (e.g. increased staff wages, on-site cook providing meals) and barrier-free access for approximately 10 children (e.g. no parent fees, range of additional family supports).		<b>205,800</b>	<b>167,000</b>
<b>Notes:</b>			
1 Cost to eliminate parent fees calculated on per space basis, as follows, then multiplied by 10 barrier-free spaces:			
Annual parent fees (CNH)/space		15,060	10,320
Estimated subsidy (assuming full subsidies, averaging infant & toddler rates)/space		8,310	6,600
Cost/space to reduce parent fees to zero		6,750	3,720

8. The two centres that currently provide substantially barrier-free spaces provide a foundation from which to develop policies for funding additional spaces in ways that promote accountability and transparency. While a formal evaluation of the programs in these centres was well beyond the scope and mandate of this project, the programmatic and financial reviews that were carried out suggest that they are meeting the child care-related needs of several very vulnerable families, and that they are patching together funding from various sources to make these programs a priority in their organizations.

<sup>12</sup> The excel worksheets that provide the detailed calculations behind these estimates are available for review upon request.

Furthermore, the Part 1 report provides policy guidance to promote accountability, in that it specifically outlines (section 6.2.2) the additional program supports needed to provide barrier-free access to child care. New funding could therefore be tied to the provision of:

- Daily hot lunch program available to all families, with optional breakfast and supplemental food for family members
- Assistance with transportation costs if needed, particularly for those who are attending school or an employment program
- An adequate supply of extra clothing and footwear available at the centre to ensure no child is excluded from fully participating in all aspects of the program
- Staff support to assist with completing forms, connecting families with necessary supports such as social workers, health, housing, child protection, employment counseling, food security, and ongoing liaison with the government bodies and community organizations providing those supports
- Reduced staff ratios as required, depending on the needs of the children

The Part 1 report also reinforces the importance of strong connections between child care programs and a range of accessible parent support services. While some of these services might logically be co-located with the child care program, from a financial perspective it will be important to distinguish between funding required for child care services and funding required for separate programs such as employment support.

Furthermore, while there is a general consensus on the need for a holistic approach to serving families with young children, the financial and programmatic analyses to date already point to some gray areas that warrant further policy and funding consideration. Given public attention to the high cost of child care, for example, it may be important to distinguish between costs that are reasonably part of a comprehensive and high quality child care program, and those that are important and necessary yet separate family support costs (such as parents' transportation costs to employment or education programs).

Finally, the \$10aDay Child Care Plan proposes five accountability requirements for increased public funding to programs:

1. *Cap parent fees at \$10/day for full-time, \$7/day for part-time, and no user fee for families with an annual income of less than \$40,000*
2. *Meet improved staff education and wage levels at an average of \$25 an hour plus 20 per cent benefits*
3. *Welcome all children, including those with extra support needs*
4. *Address demonstrated community need*
5. *Offer play-based programs that are consistent with the BC Early Learning Framework or Aboriginal frameworks.*

With the exception of wages and benefits, and fees for typical families, these requirements are already either built into the existing programs (as noted in Jane Beach's report and/or in this

analysis) or reflected in the barrier-free costing estimates summarized in this report. Therefore, it is reasonable to suggest that these requirements are part of potential funding agreements to provide barrier-free child care spaces. Further discussion of fees as well as wages and benefits are required as (1) the costing estimates do not include funds to reduce all parent fees and (2) raising wages and benefits for staff in one program or centre has implications beyond this study.

#### Project Scope, Limitations, Assumptions and Potential Next Steps

The three organizations participating in Phase 1 of this project were generous and open with their financial information as well as their time in answering questions and reviewing materials. The project benefited greatly from information shared by the two programs with actual experience in providing a baseline of barrier-free access to child care, and from the opportunity to compare and contrast that experience with a typical program budget.

While the financial analyses carried out in Phase 1 relied on the information provided by the three organizations, it was also necessary to incorporate various assumptions. In part, this stems from the fact that organizations compile and format budgets to meet their internal needs, so comparisons between organizations are not straightforward. Furthermore, there are limitations to the extent and scope of the financial analyses defined or implied by the project Terms of Reference.

This final section of the report highlights the rationale behind the decision to focus the cost estimates on analyses of human resource and programming expenses only, instead of including facility and administrative expenses.

Human resources are the most significant expense, and the most important in relation to program quality. Other than parent fees, all of the recommendations for creating barrier-free spaces require investments in program-related expenses and staff that have relationships with children and parents, rather than facilities and administration. Whether children come from typical or vulnerable families has little impact on facilities and administrative costs. (A possible exception to this assumption exists in the current context. Where funding is patched together from various sources, there may be additional administrative costs associated with vulnerable families. Many of these additional administrative costs would be minimized under the \$10aDay Plan.)

While the focus on human resources and programming costs makes sense when considering the incremental costs associated with developing barrier-free spaces, the project also sought to understand the total cost of providing those spaces. This costing was necessary to fulfill the second main objective of the study, which was to estimate the funding required to eliminate parent fees for these very vulnerable families. Given that parent fees and government operating grants do not cover the full cost of care in many (or even most) programs, the project sought to account for how organizations made up the difference (for example through organizational fundraising, removing overhead charges from program budgets, cross-subsidies between programs, etc.).

However, early on in the project it became clear that this objective was beyond the project scope. Different organizations account for these expenses very differently. They may be partially or fully allocated to child care programs using a range of allocation methodologies. Or, they may stay in a centralized budget, with programs expected to run surpluses in order to contribute to these centralized costs. Or, various combinations of these approaches may be used for different expenses. The program

budgets provided by the three organizations incorporated several of these approaches. It would have required an extensive analysis of each organization's complete budget in order to understand what facility, administrative and other overhead charges are incurred by each organization and how they are allocated to child care programs. Only then could we begin to compare facility and administrative expenses between programs.

But even then, it would be difficult to assess the full cost of child care because different organizations have different beliefs and related policies about what costs should be allocated, and how. There is no right answer or standardized approach to this assessment at present.

The implications of this finding include:

- The program budgets used in this analysis are not comparable in terms of their facilities and administration costs, so those figures should not be used, and;
- In the absence of comparable facilities and administrative costs, the full parent fee is the most reasonable foundation from which to estimate the funding required to eliminate parent fees.

Overall, the work carried out under this project provides preliminary estimates of the costs associated with incorporating 10 barrier-free spaces within a licensed, centre-based child care program in Vancouver. The total estimated costs include quality enhancements for all children in the program, with additional supports for vulnerable families. Suggested potential next steps could include:

1. Compare cost estimates generated from this study with those in similar program budgets, such as young parent programs;
2. Examine the approach to funding facility and administration costs in other social service or health-related contracts, to see if standardized guidelines can be developed and applied to child care programs in order to better assess the full cost of care;
3. Examine the implications of funding increased staff wages and benefits in individual programs, and the links to increased educational requirements.

*Thank you for the opportunity to support the work on this important project, and I welcome your questions and comments as you explore next steps in more detail.*

Good Start Partnership		APPENDIX I	
Infant/Toddler Program Annual Operating Budget - Template			
<i>Licensed capacity</i>			
<i>Budget enrollment (FTE)</i>			
<i>Monthly fees/child</i>			
<i>Annual Fees/child</i>			
<b>Revenues</b>			
<u>Parent Fees paid directly by:</u>			
Parents			
Org contributions (e.g. fundraising, internal program cross-subsidies)			
Other non-gov't sources (e.g. Bands)			
Government Grants:			
Child care subsidies (MCFD)			
Other MCFD (e.g. open child protection file)			
City of Vancouver			
Total Parent Fees			
<u>Other Operating Revenue:</u>			
Province of BC:			
Child Care Operating Fund (CCOF)			
Enhanced Staffing			
City of Vancouver			
Grant 1			
Grant 2			
Grant 3?			
Total Other Operating Revenue			
<u>General Fundraising &amp; Other</u>			
<b>Total Revenues</b>			

Good Start Partnership			APPENDIX I (cont'd)		
Infant/Toddler Program Annual Operating Budget - Template					
<b>Expenses</b>					
<u>Human Resources:</u>					
	Wages - regular staff (in and meeting ratio)				
	Wages - substitute staff (in and meeting ratio)				
	Wages - supplemental staff (reduce child/staff ratio, support/liaison)				
	Wages - other staff (e.g. cook)				
	Benefits				
	Staff development				
	Contract services				
	Total Human Resources				
<u>Program expenses:</u>					
	Program supplies				
	Food supplies				
	Other (e.g. transportation, spare clothing, diapers)				
	Total Program Expenses				
<u>Facilities:</u>					
	Rent or mortgage				
	Janitorial and maintenance				
	Other (e.g. facility recoveries)				
	Total Facilities				
<u>Administration:</u>					
	Org overhead				
	Office				
	Other				
	Total Administration				
<b>Total Expenses</b>					
<b>Surplus/(Deficit) before allocations of full organizational overhead charges</b>					



## Stojkovic, Josipa MCF:EX

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**From:** Massey, Christine MCF:EX  
**Sent:** July 5, 2018 10:54 AM  
**To:** Wright, Martin P MCF:EX; Butler, Teresa MCF:EX; Yong, Steven MCF:EX  
**Cc:** Barry, Jonathan MCF:EX  
**Subject:** FW: Agenda Items for July 6 meeting

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

See below for suggested agenda from Sharon and Lynell for tomorrow's meeting at 9:30am at the MOH Telepresence room.

Item 1 - I have the latest CCFRI stats. Teresa – are you able to discuss the application of policy and how it might result in the approval of fees at a place like Jolly Giant? I doubt that we are at liberty to discuss the specifics of this application but we can have a general discussion about the policy.

Item 2 – Martin or Steve – are either of you available to attend this meeting for this item? If not, I will ask to defer it.

Item 3 – Teresa – can you take this one? Or do you need something from Jonathan? Jonathan will be in Vancouver for the major capital announcement. Andy is welcome to attend on Jonathan's behalf if that is easiest.

Thanks all.

cm

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Thursday, July 5, 2018 10:46 AM  
**To:** Massey, Christine MCF:EX  
**Cc:** Sharon Gregson  
**Subject:** Agenda Items for July 6 meeting

Good morning Christine:

Sharon and I are looking forward to tomorrow's meeting, now confirmed from 9:30-11 am. We thought it would be helpful to send proposed agenda items in advance:

1. Parent Fees - General update on Fee Reduction Initiative stats (applied, approved, etc) and ACCB planning/eligibility confirmation, plus specific discussion about post-Mar 31/18 fee increases, rationale, and use of ACCB at this child care program (scroll down for information about September) - <https://www.jollygiant.ca/daycare-fees/nanaimo-daycare-fees/>.

2. Wages and Spaces - General update (capital budget, local government planning, labour force analysis/survey, etc) plus specific discussion about MCFD reporting on space utilization. We have had some email communications in the past (with Martin Wright) trying to better understand the methodology for and meaning behind this analysis, but we haven't yet made the time together to complete this discussion. With capital announcements pending, and with this report (<https://www.cardus.ca/research/family/articles/daycare-vacancy-rates-in-british-columbia-the-untold-story/>) again circulating in social media, we think it will be important to do so tomorrow. In addition to

clarifying the methodology and meaning, we'd appreciate an update on the actions government is taking (or planning to take) to address these findings.

3. Public accountability mechanisms - While opting-in to FRI is key, what mechanisms are in place in cases where opting-in is not required (e.g. Maintenance Fund).

4. Federal ELCC funding - prototypes and Social Innovation Funding related to service delivery - see <https://www.canada.ca/en/employment-social-development/services/funding/social-development-early-learning-child-care.html> . General discussion, including the Coalition's potential application for a social innovation project that builds on and complements the BC government's work on child care.

Thanks very much, and we welcome your additional suggested agenda items.

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

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## Stojkovic, Josipa MCF:EX

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**From:** Massey, Christine MCF:EX  
**Sent:** July 5, 2018 2:57 PM  
**To:** 'Lynell Anderson'  
**Cc:** Sharon Gregson; Davidson, Andy MCF:EX; Butler, Teresa MCF:EX  
**Subject:** RE: Agenda Items for July 6 meeting

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Lynell – this agenda looks good. I may be a few minutes late arriving to the meeting but you can get started without me with Teresa. Andy Davidson will attend for Jonathan (who will be at the announcement with the ministers tomorrow). I'm still waiting to confirm whether Martin is available re: item 2.

See you tomorrow.

cm

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Thursday, July 5, 2018 10:46 AM  
**To:** Massey, Christine MCF:EX  
**Cc:** Sharon Gregson  
**Subject:** Agenda Items for July 6 meeting

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c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

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## Stojkovic, Josipa MCF:EX

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**From:** Massey, Christine MCF:EX  
**Sent:** August 22, 2018 10:53 AM  
**To:** Barry, Jonathan MCF:EX; Butler, Teresa MCF:EX; Wright, Martin P MCF:EX  
**Cc:** Tran, Kim C (Victoria) MCF:EX  
**Subject:** fyi: update this afternoon

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**From:** Sharon Gregson [mailto:sgregson@telus.net]  
**Sent:** Wednesday, August 22, 2018 10:41 AM  
**To:** Massey, Christine MCF:EX  
**Cc:** Lynell Anderson (lynellanderson74@gmail.com)  
**Subject:** Re: update this afternoon

Thanks very much Christine. See you (virtually) this afternoon.

Sharon

On Aug 22, 2018, at 10:36 AM, Massey, Christine MCF:EX <[Christine.Massey@gov.bc.ca](mailto:Christine.Massey@gov.bc.ca)> wrote:

Hi Lynell and Sharon – for our meeting this afternoon, I thought we would cover the following:

- Utilization rates [this is a carry forward item from the last meeting – Martin Wright will attend this afternoon to discuss this one]
- Updates on:
  - o Fee Reduction
  - o Affordable Child Care Benefit
  - o New Spaces Fund
  - o Maintenance Fund
  - o Start up Grants

Let me know if there is anything else! Thx.

Christine Massey, Assistant Deputy Minister  
Early Years & Inclusion, Ministry of Children & Family Development  
Desk: 778-698-7121 Mobile: 250-415-0590

Thanks

Adam

---

**From:** Massey, Christine MCF:EX  
**Sent:** Tuesday, October 2, 2018 10:02 AM  
**To:** McKinnon, Adam D MCF:EX  
**Cc:** Twyford, Philip MCF:EX; Singh, Rani K MCF:EX; Butler, Teresa MCF:EX  
**Subject:** s.17

Adam – Lynell called me about this request today. s.13

s.13

cm

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Friday, September 28, 2018 8:27 AM  
**To:** CC Minister MCF:EX  
**Cc:** Massey, Christine MCF:EX; Sharma, Niki MCF:EX; Sharon Gregson  
**Subject:** s.17

Good morning Minister Chen:

s.17

Thank you very much, and my warm regards,

**Lynell Anderson, CPA, CGA**  
s.22

c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

## Stojkovic, Josipa MCF:EX

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**From:** Kenny, Alison MCF:EX  
**Sent:** October 3, 2018 10:43 AM  
**To:** Bull, Debbie MCF:EX  
**Cc:** Cotie, Kate L MCF:EX; Butler, Teresa MCF:EX; Karim, Susan MCF:EX  
**Subject:** RE: URGENT - 239865s.17

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Debbie,

Thanks for the heads up Debbie. I will prioritize this now.

### Alison

---

**From:** Bull, Debbie MCF:EX  
**Sent:** Wednesday, October 3, 2018 10:36 AM  
**To:** Kenny, Alison MCF:EX  
**Cc:** Cotie, Kate L MCF:EX; Butler, Teresa MCF:EX; Karim, Susan MCF:EX  
**Subject:** FW: URGENT - 239865s.17  
**Importance:** High

Hi Alison,

239865 is currently sitting with you. Please see below note from Christine Massey. I have also added an "Urgent" note into e-approvals and attached this email.

Thanks,  
Debbie

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**From:** Butler, Teresa MCF:EX  
**Sent:** Wednesday, October 3, 2018 10:23 AM  
**To:** Massey, Christine MCF:EX  
**Cc:** Cotie, Kate L MCF:EX; Bull, Debbie MCF:EX  
**Subject:** RE:s.17

Will do.

Kate – I believe I sent this one to you for assignment. Can you please forward this to the analyst and let them know the timelines?

Debbie – can you please update the eApprovals with the adjusted deadline as per Christine's note below?

Thanks,

Teresa

---

**From:** Massey, Christine MCF:EX  
**Sent:** Wednesday, October 3, 2018 10:13 AM  
**To:** Butler, Teresa MCF:EX  
**Subject:** FW:s.17

I think that this eapprovals is currently with your team. Can you pls mark as urgent? I'd like to get it up to MO this week if possible. Thanks.

cm

---

**From:** McKinnon, Adam D MCF:EX  
**Sent:** Tuesday, October 2, 2018 10:10 AM  
**To:** Massey, Christine MCF:EX  
**Cc:** Twyford, Philip MCF:EX; Singh, Rani K MCF:EX; Butler, Teresa MCF:EX  
**Subject:** RE: s.17

Hi Christine

s.17

Happy to look into this further as needed.

Thanks  
Adam

---

**From:** Massey, Christine MCF:EX  
**Sent:** Tuesday, October 2, 2018 10:02 AM  
**To:** McKinnon, Adam D MCF:EX



**Cc:** Twyford, Philip MCF:EX; Singh, Rani K MCF:EX; Butler, Teresa MCF:EX  
**Subject:** FW: s.17

Adam – Lynell called me about this request today. s.13  
s.13

cm

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Friday, September 28, 2018 8:27 AM  
**To:** CC Minister MCF:EX  
**Cc:** Massey, Christine MCF:EX; Sharma, Niki MCF:EX; Sharon Gregson  
**Subject:** s.17

Good morning Minister Chen:  
s.17

Thank you very much, and my warm regards,

**Lynell Anderson, CPA, CGA**  
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## Stojkovic, Josipa MCF:EX

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**From:** Massey, Christine MCF:EX  
**Sent:** November 7, 2018 7:26 PM  
**To:** Butler, Teresa MCF:EX; Cotie, Kate L MCF:EX  
**Cc:** Singh, Rani K MCF:EX  
**Subject:** FW: 'Summary of New Funding' document - final edit  
**Attachments:** Summ Funding Changes Nov 2 2018.docx

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

I should have copied you folks on this email string. I confirmed the figures and their release with Finance (Philip and Kathy).

cm

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**From:** Massey, Christine MCF:EX  
**Sent:** Wednesday, November 7, 2018 9:51 AM  
**To:** 'Lynell Anderson'  
**Cc:** Sharma, Niki MCF:EX; Sharon Gregson (sgregson@telus.net)  
**Subject:** RE: 'Summary of New Funding' document - final edit

Lynell – apologies for the delay. Only two comments on your document:

- s.17

- 

cm

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Friday, November 2, 2018 11:51 AM  
**To:** Massey, Christine MCF:EX; Sharma, Niki MCF:EX  
**Cc:** Sharon Gregson  
**Subject:** 'Summary of New Funding' document - final edit

Good morning:

Following up on our discussions last week, attached please find the above-noted document with a final edit to the last spending line under Quality. From our conversations, we understand that some funds (such as increasing funding for licensing officers) are already underway but don't warrant a media release, so those budgets haven't been detailed/highlighted publicly. So, you'll see that we've changed the wording accordingly. Now, we've ensured all of the major components on the quality, universal child care infographic ([https://www2.gov.bc.ca/assets/gov/family-and-social-supports/child-care/eces\\_matter.png](https://www2.gov.bc.ca/assets/gov/family-and-social-supports/child-care/eces_matter.png)) are mentioned (and costed, where figures are available), while noting that they do not cover all of the new quality funding.

Given our commitment to share this information promptly, we'll assume that this summary is correct unless we hear otherwise from you by Tuesday, November 6, 2018.

Thanks very much, and best regards,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

*Account. Engage. Advocate.*

Page 066 of 133 to/à Page 067 of 133

Withheld pursuant to/removed as

s.13; s.17

## Stojkovic, Josipa MCF:EX

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**From:** Massey, Christine MCF:EX  
**Sent:** November 30, 2018 9:07 AM  
**To:** Mayhew, Marnie MCF:EX; Butler, Teresa MCF:EX; Barry, Jonathan MCF:EX; Wetherill, Anne MCF:EX  
**Subject:** FYI: 10aDay document

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

New document from the 10aDay coalition.

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Wednesday, November 28, 2018 8:46 AM  
**To:** Massey, Christine MCF:EX  
**Cc:** Sharma, Niki MCF:EX; Sharon Gregson  
**Subject:** Re: 'Summary of New Funding' document - final edit

Good morning:

FYI, here is a link to the final publication - [https://www.10aday.ca/\\_10aday\\_progress\\_summary](https://www.10aday.ca/_10aday_progress_summary)

Warm regards,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

*Account. Engage. Advocate.*

**From:** Sharon Gregson <sgregson@telus.net>  
**Sent:** July 4, 2019 9:51 PM  
**To:** Cotie, Kate L MCF:EX  
**Subject:** Invite to July 22 Roundtable Event  
**Attachments:** MCF\_CC\_Letter\_re\_Space\_Expansion.pdf

Dear Kate:

:

**Re: Implementing a Modular Child Care Solution for BC – Roundtable Discussion on July 22, 2019**

On behalf of the Coalition of Child Care Advocates of BC (Coalition), I'm pleased to invite you to share your expertise and advice on implementing a **modular solution to help advance universal child care in BC.**

As you may know, since 2018, the Coalition has recommended that the Province start establishing publicly-owned modular child care centres on existing public properties. (see, for example, our [April 2018 letter](#) attached).

Our evidence-based recommendations are informed by ongoing discussions with key stakeholders, including senior child care managers, architects, school district and city planners, government staff and elected officials, researchers, organizations experienced with modular buildings, and individuals who work with modular companies.

These discussions have deepened and affirmed our understanding that modular child care centres are key to addressing the critical shortage of licensed child care programs across BC. With custom child care designs, modular centres provide a flexible, prompt, cost-effective, quality solution. This stands in contrast to the high cost, long timelines and fragmented development of the current approach. Acquiring and situating publicly owned modules now will also provide the time needed to develop a comprehensive long-term capital plan for building a universal child care system.

While positive and informative, our discussions have not yet led to action. The purpose of this meeting is to bring several representatives of these key stakeholders together to:

- Confirm the role of a modular child care solution within a universal system
- Detail the advantages of this solution, relative to other options
- Identify potential barriers to implementation, and discuss options to address them
- Take away ideas for next steps

**The meeting will be held on July 22, 2019 from 9:30-noon in downtown Vancouver at 312 Main Street.** Kindly **RSVP to [info@10aday.ca](mailto:info@10aday.ca)**. Please note this invitation is being sent to

you, as an individual. If you are not able to attend, but would like to send a colleague, please **contact [info@10aday.ca](mailto:info@10aday.ca) or 604-505-5725** before passing on this invitation.

Thank you  
Coalition of Child Care Advocates of BC

April 12, 2018

Honourable Katrina Chen  
Minister of State for Child Care  
Room 027 Parliament Buildings  
Victoria, BC V8V 1X4

Dear Minister of State Chen:

It was a pleasure to meet with you, MA Niki Sharma and MCFD senior staff last week. We appreciate your interest in our suggestions regarding the rollout of Child Care BC generally, and the expansion of licensed spaces specifically. While this letter focuses on the latter, we preface our comments by stressing the importance of promptly and publicly confirming an ECE wage lift in 2018. This is a critical interim step along the path of establishing and implementing a comprehensive workforce development strategy. A credible space expansion program must also address low ECE wages - the primary reason for the current ECE recruitment and retention crisis in existing licensed spaces.

We understand that you want to begin expanding spaces as soon as possible in order to reach your goal of 24,000 spaces over the next three years. Since our meeting, we have reflected on our conversation about this important initiative and want to share our latest thinking about space creation in the hope that it offers a positive and prompt way forward. In short, as you undertake this work, we:

- 1 **Strongly advise against a reactive Major Capital Grant Program** that, as in the past, relies solely on individual providers to submit proposals for expansion.
- 2 **Offer a concrete alternative proposal, using purpose-designed modular centres located on public properties**, that allows you to begin expanding spaces immediately while undertaking longer-term planning.

The letter below provides our rationale and more information. We begin our discussion of the expansion of licensed spaces with a brief overview of our evidence-based recommended first steps<sup>1</sup>, followed by our specific proposal for immediate action. We highlight key advantages to our recommended approach, relative to the previous government's approach, and end with an invitation to visit programs that model our proposed solution.

As you know, in the fall of 2017 we recommended that government begin the capital expansion program by "working collaboratively with municipalities, boards of education, early years planning tables and the child care community ... to carry out an immediate review of all planned and existing community spaces across BC...".

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<sup>1</sup>[https://d3n8a8pro7vhmx.cloudfront.net/10aday/pages/86/attachments/original/1509139378/10aDay\\_policy\\_briefing\\_note\\_FIRST\\_STEPS\\_Oct\\_2017\\_web\\_3.pdf?1509139378](https://d3n8a8pro7vhmx.cloudfront.net/10aday/pages/86/attachments/original/1509139378/10aDay_policy_briefing_note_FIRST_STEPS_Oct_2017_web_3.pdf?1509139378)



There are several reasons for this recommendation, including:

1. Local municipalities, boards of education and planning tables are best-positioned to work with the child care community to assess and prioritize community needs – especially with the funding that government has committed for this purpose.
2. Data suggests there are opportunities to improve utilization of existing spaces – government reports indicate underutilized capacity in existing licensed spaces, primarily for children aged three and older, but does not explain why. Government should assess the extent to which the most likely explanation – unaffordable parent fees and lack of qualified staff – accounts for the underutilization, and how lower parent fees and higher ECE wages are likely to affect uptake. In addition, some modifications to existing spaces may be required in order to better meet community needs. For example, communities may prioritize converting some part-day spaces to full-day spaces.
3. Licensed child care spaces should be added to new public facilities<sup>2</sup> – unless the community needs assessment process clearly indicates this is not required, government policy should establish that child care is incorporated into building plans for new schools, hospitals, libraries, community centres and other public facilities across the province.
4. BC can move quickly to create new spaces by establishing modular centres on existing public properties. With custom child care designs, modular centres provide a flexible, cost-effective, prompt, quality solution to the high cost and long timelines associated with acquiring property and creating new, purpose-built centres essentially on a one-off basis.

Additional advantages and characteristics of modular centres include:

- An opportunity to strengthen relationships with and engage school districts and local governments by asking them to identify high need, available sites for modular child care centres.
- Design options accommodate efficient and effective space use that acknowledges how children and staff flow through the program, venture between inside and out, from bathroom to lunch, from play to nap, etc.
- Design options also allow centres to exceed minimum regulations (e.g. 95 to 100 sq. ft./ child), with contiguous flow to the outdoors.
- A range of fully-costed child care centre floor plans can be developed by experienced child care design experts, along with installation specifications, siting recommendations, and additional options such as meeting and office space.
- With pre-drafted and costed designs these spaces can be quickly and efficiently constructed, with quality materials, and installed. Estimated life span = 25-30 years.

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<sup>2</sup> This discussion focuses on centre-based care. Licensed family child care and in-home multi-age care will continue to be supported to operate in privately-owned family homes, and unlicensed child care will be supported to become licensed.

- Location options include a broad range of publicly owned/managed/leased lands such as schools, parks, hospitals, libraries, community centres, neighbourhood houses, friendship centres, universities, colleges, etc.
- If needs change in one community (e.g. permanent space is made available in a new public building) then the modular centre could be moved to another site.

Publicly-owned, pre-designed modular centres will support maximum expansion in quality child care spaces in the minimum amount of time, at an affordable cost. This solution, and the overall approach outlined above, has multiple advantages over the previous major capital grant program<sup>3</sup>. Our proposed system-building approach:

1. Puts responsibility for assessing and prioritizing child care needs and priorities where it belongs – with local communities. It is unfair, inappropriate and ineffective to ask individual providers to confirm that their capital expansion plans meet local child care needs.
2. Recognizes that it is expensive and time consuming to acquire property and build brand new stand-alone child care centres, which is why we recommend initiating a review of all existing public and community-owned facilities to: assess the potential for, and prioritize, opportunities to increase existing utilization; modify existing spaces to better meet community needs, and; develop and install modular centres on the grounds of public facilities.
3. Puts responsibility for capital funding where it belongs – with the provincial government. In the past, even with a major capital contribution from the Province, not-for-profit providers could not afford to contribute their share of costs, so were less likely to apply for capital grants. In order to contribute their share of costs, for-profit operators often assumed significant debt. Along with that debt came both potential risk and potential reward, neither of which are in the public interest.
4. Ensures that new capital funding creates publicly-owned child care assets (including modular centres). This approach is consistent with funding for new schools, hospitals, libraries, etc. Furthermore, the vast majority of Canadian provinces do not provide capital child care funding to purchase privately-owned assets.
5. Supports the public goal of ensuring new public operating funding prioritizes affordability and quality - many child care providers, particularly for-profit operators, are currently paying market rent or making significant mortgage payments for their centres, whereas many non-profit organizations pay no or minimal rent within public- or community-owned facilities. Higher facility costs are reflected in higher parent fees or lower ECE wages, or both. Our proposal removes the capital cost of new/modified child care spaces from operating budgets, so that new public operating funds can prioritize quality (raising ECE wages) and affordability (lowering parent fees).

<sup>3</sup> Some of the fundamental problems with the previous government's approach to capital funding are also highlighted in the Backgrounder issued by First Call: BC Child and Youth Advocacy Coalition, available at <https://firstcallbc.org/wordpress/wp-content/uploads/2016/05/ECD-MCFD-Capital-Grant-Backgrounder-FirstCall-2016-05.pdf>

We hope this information is helpful as government develops its child care expansion plans. In addition, two colleagues who operate child care programs in modular centres have indicated they welcome you to visit their programs to learn more.

We look forward to hearing from you shortly to discuss our proposal in more detail.

Warm regards,

The image shows two handwritten signatures in black ink. The signature on the left is 'Lynell Anderson' and the signature on the right is 'Sharon Gregson'. Both are written in a cursive, flowing style.

Lynell Anderson

Sharon Gregson

CC

Honourable Katrine Conroy, Minister of Children and Families

Honourable Rob Fleming, Minister of Education

Susan Harney, Chairperson, Coalition of Child Care Advocates of BC

Christine Massey, ADM Early Years and Inclusion, MCFD

Jennifer McCrea, ADM Learning Division, Ministry of Education

Niki Sharma, MA, Minister of State for Child Care

Martin Wright, ED, Modelling, Analysis & Information Management Branch, MCFD

## Stojkovic, Josipa MCF:EX

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**From:** Sharon Gregson <sgregson@telus.net>  
**Sent:** July 28, 2019 9:43 PM  
**To:** Cotie, Kate L MCF:EX  
**Subject:** Thank you!

Dear Kate,

Thank you again for contributing to our July 22 Roundtable Discussion on a Public Modular Child Care Strategy to help advance universal child care in BC. It was very good of you to make time to fly over from Victoria. Your contribution to the dialogue from the vantage point of the Child Care Branch was very helpful and we hope it was useful for you too.

We believe that participants' solutions-oriented expertise and advice advanced a shared understanding of the many opportunities associated with prompt implementation of our recommended Strategy. It was particularly helpful to have the City of Vancouver represented around the table for such an important discussion.

Opportunities identified include, but are not limited to:

- available capacity and expertise to design, deliver and install high quality child care facilities, with short turnaround times and long lifespans;
- economies of scale (design learning, benefits of multiples rather than 'one-offs');
- province-wide benefits (rural and urban, various climates);
- strategy supports other government priorities (e.g. energy efficiency);
- lots of public, municipal and school district interest!

While we also invited participants to share barriers to implementation, none were identified. Rather, participants raised a few helpful implementation considerations, such as site servicing costs and varying municipal requirements (design guidelines, zoning, etc.) and capacity for support.

Overall, this discussion strengthened our understanding that public modular child care centres are key to addressing the critical shortage of licensed child care programs across BC. We are pleased that Minister of State for Child Care Katrina Chen committed to taking our Strategy back to government for more discussion. We commit to continue to work on building broad public support for its prompt implementation.

All the very best,

Sharon Gregson

Coalition of Child Care Advocates of BC  
[www.10aday.ca](http://www.10aday.ca)

## Stojkovic, Josipa MCF:EX

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**From:** Murrell, Joanne MCF:EX  
**Sent:** January 30, 2018 10:19 AM  
**To:** Butler, Teresa MCF:EX  
**Cc:** Gilmour, Michelle MCF:EX  
**Subject:** RE: fyi: New \$10aDay Resource

Thanks Michelle for working on this.  
Teresa, any thoughts or further requests on this?

Is there anyone in GCPE you'd like us to starting work with in preparing a response? Specific timelines as we won't be saying what we are doing/not doing until budget?  
Thanks,  
Joanne

---

**From:** Gilmour, Michelle MCF:EX  
**Sent:** Monday, January 29, 2018 3:14 PM  
**To:** Butler, Teresa MCF:EX; Murrell, Joanne MCF:EX  
**Subject:** RE: fyi: New \$10aDay Resource

Hi Teresa and Joanne,

Here is the first crack at the comparison document. I'm likely missing some things, but think I've caught most of what we are proposing that matches what their implementation plan would see us do.

[\\Sfp.idir.bcgov\s122\S2242\HQ-Early Years\Strategic Projects\CC Plan 2017\Universal ECL Planning\10aDay Plan\MCFD\\_10aDay Policy Briefing Comparison Jan 29 2018.docx](#)

Thanks,  
Michelle

**Michelle Gilmour** | Child Care Policy | MCFD  
Email: [Michelle.Gilmour@gov.bc.ca](mailto:Michelle.Gilmour@gov.bc.ca) | Phone: 778-698-7367 / Mobile: 778-587-4648

*Offering acknowledgment in honour of the traditional keepers of this land, the Lekwungen people, known today as the Esquimalt and Songhees Nations...*

*This e-mail is intended only for the use of the person to whom it is addressed and may contain confidential, personal and or privileged information. Any distribution, copying or other use by anyone else is strictly prohibited. If you have received this e-mail in error, please delete this e-mail and any attachments that are with it.*

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**From:** Butler, Teresa MCF:EX  
**Sent:** Monday, January 29, 2018 10:36 AM  
**To:** Amit, Dotan MCF:EX; Brown, Jasmin MCF:EX; Daien, Sari MCF:EX; Davidson, Leah MCF:EX; Gilmour, Michelle MCF:EX; Kenny, Alison MCF:EX; Murrell, Joanne MCF:EX; Timmis, Anna MCF:EX  
**Cc:** Lauvaas, Kirsten GCPE:EX  
**Subject:** FW: fyi: New \$10aDay Resource

FYI

Joanne – can you please ask an Analyst to review the attached, and compare against our (emerging) implementation plan for 2018/19 to identify the gaps? We will likely need to work with GCPE to prepare a response/explanation of the gaps, and where we are choosing to invest in terms of priorities.

Respectfully,

Teresa

---

**From:** Stevanovic, Aleksandra MCF:EX  
**Sent:** Monday, January 29, 2018 8:03 AM  
**To:** Butler, Teresa MCF:EX; Murrell, Joanne MCF:EX  
**Subject:** Fwd: fyi: New \$10aDay Resource

FYI

Sent from my iPhone

Begin forwarded message:

**From:** "Massey, Christine MCF:EX" <[Christine.Massey@gov.bc.ca](mailto:Christine.Massey@gov.bc.ca)>  
**Date:** January 27, 2018 at 1:34:04 PM PST  
**To:** "Stevanovic, Aleksandra MCF:EX" <[Aleksandra.Stevanovic@gov.bc.ca](mailto:Aleksandra.Stevanovic@gov.bc.ca)>, "Barry, Jonathan MCF:EX" <[Jonathan.Barry@gov.bc.ca](mailto:Jonathan.Barry@gov.bc.ca)>, "Twyford, Philip MCF:EX" <[Philip.Twyford@gov.bc.ca](mailto:Philip.Twyford@gov.bc.ca)>, "Wright, Martin P MCF:EX" <[Martin.P.Wright@gov.bc.ca](mailto:Martin.P.Wright@gov.bc.ca)>, "Bond, Allison MCF:EX" <[Allison.Bond@gov.bc.ca](mailto:Allison.Bond@gov.bc.ca)>, "Horton, Emily MCF:EX" <[Emily.Horton@gov.bc.ca](mailto:Emily.Horton@gov.bc.ca)>  
**Subject:** fyi: New \$10aDay Resource

FYI – The latest from the \$10aDay advocates.

**From:** Lynell Anderson [<mailto:lynellanderson74@gmail.com>]  
**Sent:** Friday, January 26, 2018 3:47 PM  
**To:** Massey, Christine MCF:EX  
**Cc:** Sharon Gregson  
**Subject:** New \$10aDay Resource

Hello Christine:

I hope all is well, given that it's likely an especially busy time for you and your team.

I'm writing to share a new \$10aDay resource - although the content itself is not substantially new. Rather, the attached Implementation Summary integrates our proposed First Steps for Budget 2018 with our full \$10aDay implementation goals, and with recommendations for an Indigenous ELCC Framework.

The document should be posted on the \$10aDay resource page shortly

.

Warm regards,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: 604-313-6904 | @LynellAnderson

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# Full Implementation of the \$10aDay Child Care Plan: Summary

Key requirements: 1. direct funding of licensed child care programs, with accountability for affordability, quality and inclusion for all who choose them; 2. implementation of Indigenous Early Learning and Child Care Framework; and 3. infrastructure strategy.

The summary below incorporates the Plan's full implementation costing over 8 years for children under age 6. Additional public funding is required to support the Indigenous Framework and to achieve high quality, affordable child care within 10 years for all children under age 12 whose families choose it. Implementation begins with the *First Steps* for \$10aDay Child Care proposed for Budget 2018.

	In Year 1	By Year 3	By Year 5	By Year 8
<b>New annual public funding*</b>	\$225 million	\$450 million	\$900 million	\$1.5 billion
*Direct ministry expenditures; does not reflect benefits that multiple studies have found outweigh the costs				
<b>1. Directly fund licensed child care programs, with accountability for:</b>				
<b>Capping and reducing parent fees</b>	Reduce fees in licensed infant/toddler programs by \$500/month. No fees for families with annual incomes under \$40,000.	Fees reduced in remaining licensed programs for children under 6 years.	Further fee reductions, on path to \$10/day maximum for all under 6 years.	All fees in licensed programs for children under 6 years: maximum \$10/day full-time, \$7/day part-time, no fees for families with annual incomes under \$40,000.
<b>Investing in the workforce to improve quality</b>	Increase wages for early childhood educators (ECEs) in licensed programs by \$1/hour. Increase bursaries to support additional ECE certifications.	Regular, ongoing increases to wages and benefits for ECEs in licensed programs. Expanded post-secondary and bursary programs increase ECE educational standards and certifications. Intensive ECE recruitment, re-entrance and retention program in place.		Valued, respected, credentialed ECEs in licensed programs earn \$25/hour (today's \$), on average, plus benefits and paid professional development. New ECEs have diplomas, and Bachelor of ECE is the new educational standard.
<b>Adding licensed spaces that meet diverse family needs</b>	Conduct province-wide review of public/community facilities and existing spaces. Develop and implement plan to build new/modify existing spaces with community and public partners.	22,500 new/modified licensed spaces achieved. Space plan updated.	Ongoing implementation of space plan, including assessment of family needs, and revisions as required.	Licensed spaces are available and accessible for all who choose them, including single parents, families working non-standard hours, and those living in rural and remote areas.



## Implementation begins with the First Steps for \$10aDay Child Care proposed for Budget 2018.

	In Year 1	By Year 3	By Year 5	By Year 8
<b>Honouring diversity and ensuring full inclusion for all children</b>	New investments to advance culturally welcoming and affirming programs that nurture and respect children and families in all their diversities include, but are not limited to: (i) costing 10% of all spaces at twice the typical cost to support children with different abilities (ii) educating ECEs about the history, cultures and practices of Indigenous peoples, so that these learnings are integrated into the early care and learning programs provided for all children.			
<b>2. Implementation of Indigenous Early Learning and Child Care Framework:</b>				
<b>Supporting the development and implementation of the Indigenous ELCC framework</b>	By Indigenous laws, Indigenous peoples are responsible for the care and raising of Indigenous children. This is affirmed as Indigenous rights, and state obligations, by the UN Declaration on the Rights of Indigenous Peoples, to which federal and provincial governments have committed. Through the Indigenous Early Learning and Child Care (ELCC) Framework, Indigenous nations will be supported to restore their own authorities for their children, families and communities' futures by ensuring that every Indigenous child and family in BC is supported by spiritually enriching, culturally relevant, high quality early childhood development and care services. (excerpted & adapted from BCACCS, Sept. 2017)			
<b>3. An infrastructure strategy:</b>				
<b>Supporting the development and implementation of an infrastructure strategy to ensure effective system oversight and support</b>	Develop strategy including, but not limited to, roles of CCRR, SCD, Licensing, etc and plan for child care's transition to Ministry of Education.	Child care transition from MCFD to Ministry of Education complete.	Full implementation of infrastructure strategy, with oversight and support functions appropriately staffed and resourced and ongoing planning and evaluation in place.	

See [10aday.ca/resources](http://10aday.ca/resources) for details of the Plan's proposed policies and implementation steps, and related costs and benefits.

## Stojkovic, Josipa MCF:EX

---

**From:** Bonsdorf, Tanisha MCF:EX  
**Sent:** April 26, 2018 11:56 AM  
**To:** Murrell, Joanne MCF:EX  
**Cc:** Butler, Teresa MCF:EX; 'Lynell Anderson'  
**Subject:** RE: FW: City of Vancouver research study

**Importance:** High

I believe 1-3 was an option for may the third as well – could you confirm that this works for both of you (Lynell and Joanne) – and I can look to booking a room for that time

Many thanks,

*Tanisha Bonsdorf*

Administrative Assistant I Inclusion Supports and Services Policy I Ministry of Children and Family Development I P.O.  
Box 9719 STN PROV GOVT Victoria, BC V8W 9S1 I 778-698-8151

*Acknowledging the Lekwungen People, traditional keepers of this land*

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**From:** Murrell, Joanne MCF:EX  
**Sent:** Thursday, April 26, 2018 11:41 AM  
**To:** Bonsdorf, Tanisha MCF:EX  
**Cc:** Butler, Teresa MCF:EX  
**Subject:** RE: FW: City of Vancouver research study

Tanisha,

I've been asked to attend 2 meetings with Christine at this time next week. Wondering if Lynell may be available and if we could look to reschedule until the afternoon.

Thanks in advance,

Joanne

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Tuesday, April 24, 2018 8:01 AM  
**To:** Murrell, Joanne MCF:EX  
**Cc:** Bonsdorf, Tanisha MCF:EX; Butler, Teresa MCF:EX  
**Subject:** Re: FW: City of Vancouver research study

Thanks Joanne - look forward to seeing you next week!

Best,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

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On 22 April 2018 at 21:30, Murrell, Joanne MCF:EX <[Joanne.Murrell@gov.bc.ca](mailto:Joanne.Murrell@gov.bc.ca)> wrote:

Yes, my laptop will be available

---

**From:** Bonsdorf, Tanisha MCF:EX  
**Sent:** Friday, April 20, 2018 3:18 PM  
**To:** 'Lynell Anderson'  
**Cc:** Murrell, Joanne MCF:EX; Butler, Teresa MCF:EX  
**Subject:** RE: FW: City of Vancouver research study

Joanne,

Do you think yourself one of the analysts would be able to assist with providing a laptop by sharing yours? If not- you will need to connect with Debbie before the meeting to borrow the extra laptop.

If you are calling just to indicate that you are going to be late, call Debbie Bull at: 778-698-7365

If you are calling in to attend the meeting remotely, call:

Join by Phone

Local - Victoria: +1 (250) 952-9304

Local - Vancouver: +1 (604) 398-9304

Toll-Free: +1 (888) 952-9304

[Find a local number](#)

Conference ID: s.15;s.17

Many thanks,

*Tanisha Bonsdorf*

Administrative Assistant | Inclusion Supports and Services Policy | Ministry of Children and Family Development | P.O.  
Box 9719 STN PROV GOVT Victoria, BC V8W 9S1 | 778-698-8151

*Acknowledging the Lekwungen People, traditional keepers of this land*

**From:** Lynell Anderson [mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)]  
**Sent:** Friday, April 20, 2018 3:10 PM  
**To:** Bonsdorf, Tanisha MCF:EX  
**Cc:** Butler, Teresa MCF:EX  
**Subject:** Re: FW: City of Vancouver research study

Thanks very much. I will bring a memory stick with some slides and excel spreadsheets, so if you could please have a laptop and screen ready to go that would be much appreciated. I will try to arrive a few minutes early, as well. I'd like to have a number to call in case anything comes up that morning (e.g. ferry delay) - Tanisha, should I use the number in your signature below? And my number is in my signature, just in case.

Also, Teresa, I will be prepared to provide:

- a brief overview of the overall project (I will encourage you to connect with Jane Beach to discuss the policy/program elements in more detail)
- the costing approach used in the project
- the background rationale to this costing approach.

Please advise if you have any additional specific questions, or different priorities for our time.

Regards,

**Lynell Anderson, CPA, CGA**

3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: 604-313-6904 | @LynellAnderson

*Account. Engage. Advocate.*

On 20 April 2018 at 09:50, Bonsdorf, Tanisha MCF:EX <[Tanisha.Bonsdorf@gov.bc.ca](mailto:Tanisha.Bonsdorf@gov.bc.ca)> wrote:

Good morning Lynell,

I have booked a room and block off May 3<sup>rd</sup> 10-12 in a few of the team members calendar for this meeting. The room booked is 1067 @ 525 Superior – please let us know if you have any further questions.

Many thanks,

*Tanisha Bonsdorf*

Administrative Assistant | Inclusion Supports and Services Policy | Ministry of Children and Family Development | P.O.  
Box 9719 STN PROV GOVT Victoria, BC V8W 9S1 | 778-698-8151

*Acknowledging the Lekwungen People, traditional keepers of this land*

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**From:** Butler, Teresa MCF:EX  
**Sent:** Thursday, April 19, 2018 8:27 PM  
**To:** 'Lynell Anderson'  
**Cc:** Massey, Christine MCF:EX; Davidson, Andy MCF:EX; Bonsdorf, Tanisha MCF:EX  
**Subject:** RE: City of Vancouver research study

Thanks Lynell – by way of this note I'll ask Tanisha to reach out and set up a mutually available time for us all.

Respectfully,

Teresa

**From:** Lynell Anderson [mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)]  
**Sent:** Thursday, April 19, 2018 8:38 AM  
**To:** Butler, Teresa MCF:EX  
**Cc:** Massey, Christine MCF:EX; Davidson, Andy MCF:EX  
**Subject:** Re: City of Vancouver research study

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Regards,

**Lynell Anderson, CPA, CGA**

3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: 604-313-6904 | @LynellAnderson

*Account. Engage. Advocate.*

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Thanks again.

Christine Massey, Assistant Deputy Minister

Early Years & Inclusion, Ministry of Children & Family Development

Desk: 778-698-7121 Mobile: 250-415-0590





## Stojkovic, Josipa MCF:EX

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**Sent:** April 30, 2018 12:28 PM  
**To:** Davidson, Leah MCF:EX; Brown, Jasmin MCF:EX  
**Subject:** Background - FW: City of Vancouver research study

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Tuesday, April 24, 2018 8:01 AM  
**To:** Murrell, Joanne MCF:EX  
**Cc:** Bonsdorf, Tanisha MCF:EX; Butler, Teresa MCF:EX  
**Subject:** Re: FW: City of Vancouver research study

Thanks Joanne - look forward to seeing you next week!

Best,

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On 22 April 2018 at 21:30, Murrell, Joanne MCF:EX <[Joanne.Murrell@gov.bc.ca](mailto:Joanne.Murrell@gov.bc.ca)> wrote:

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**From:** Bonsdorf, Tanisha MCF:EX  
**Sent:** Friday, April 20, 2018 3:18 PM  
**To:** 'Lynell Anderson'  
**Cc:** Murrell, Joanne MCF:EX; Butler, Teresa MCF:EX  
**Subject:** RE: FW: City of Vancouver research study

Joanne,

Do you think yourself one of the analysts would be able to assist with providing a laptop by sharing yours? If not- you will need to connect with Debbie before the meeting to borrow the extra laptop.

If you are calling just to indicate that you are going to be late, call Debbie Bull at: 778-698-7365

If you are calling in to attend the meeting remotely, call:

Join by Phone

s.17

[Find a local number](#)

Conference ID: s.17

Many thanks,

*Tanisha Bonsdorf*

Administrative Assistant | Inclusion Supports and Services Policy | Ministry of Children and Family Development | P.O. Box 9719 STN PROV GOVT Victoria, BC V8W 9S1 | 778-698-8151

*Acknowledging the Lekwungen People, traditional keepers of this land*

**From:** Lynell Anderson [mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)]  
**Sent:** Friday, April 20, 2018 3:10 PM  
**To:** Bonsdorf, Tanisha MCF:EX  
**Cc:** Butler, Teresa MCF:EX  
**Subject:** Re: FW: City of Vancouver research study

Thanks very much. I will bring a memory stick with some slides and excel spreadsheets, so if you could please have a laptop and screen ready to go that would be much appreciated. I will try to arrive a few minutes early, as well. I'd like to have a number to call in case anything comes up that morning (e.g. ferry delay) - Tanisha, should I use the number in your signature below? And my number is in my signature, just in case.

Also, Teresa, I will be prepared to provide:

- a brief overview of the overall project (I will encourage you to connect with Jane Beach to discuss the policy/program elements in more detail)
- the costing approach used in the project
- the background rationale to this costing approach.

Please advise if you have any additional specific questions, or different priorities for our time.

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Good morning Lynell,

I have booked a room and block off May 3<sup>rd</sup> 10-12 in a few of the team members calendar for this meeting. The room booked is 1067 @ 525 Superior – please let us know if you have any further questions.

Many thanks,

*Tanisha Bonsdorf*

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**Subject:** RE: City of Vancouver research study

Thanks Lynell – by way of this note I'll ask Tanisha to reach out and set up a mutually available time for us all.

Respectfully,

Teresa

**From:** Lynell Anderson [mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)]  
**Sent:** Thursday, April 19, 2018 8:38 AM  
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Christine Massey, Assistant Deputy Minister

Early Years & Inclusion, Ministry of Children & Family Development

Desk: 778-698-7121 Mobile: 250-415-0590

## Stojkovic, Josipa MCF:EX

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**From:** Murrell, Joanne MCF:EX  
**Sent:** May 9, 2018 3:53 PM  
**To:** Davidson, Leah MCF:EX; Yong, Steven MCF:EX; Ou, Beiyan MCF:EX; Brown, Jasmin MCF:EX; Cotie, Kate L MCF:EX; Davidson, Andy MCF:EX  
**Subject:** FW: Following up on our May 3 meeting: information as requested  
**Attachments:** GS Findings & Gen Fin Analysis MCFD May 3 18.pptx; Share CC Costing Model Overview 2018.xlsx; Teaching Model 2018.xls; Child Care Operating Cost Template.xlsx

Please find attached follow up materials that were sent to me by Lynell Anderson.

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Wednesday, May 9, 2018 2:11 PM  
**To:** Murrell, Joanne MCF:EX  
**Subject:** Following up on our May 3 meeting: information as requested

Hello Joanne:

Lovely to see you - twice in one week! - and I hope all is well. Below and attached is information requested at our meeting, plus some additional information that may be helpful to you and your colleagues. Please note that I am providing the attached information to government of BC staff for internal use only to assist in the implementation of high quality, universal child care in BC. Any other usage requires my approval in advance - thanks!

1. Short powerpoint presentation shared at our meeting - attached - captures a few key highlights from the Good Start Partnership financial report, sent previously, and provides a visual overview of the Child Care System Costing Model.
2. Overview of Costing Model approach, and sample assumptions re: operating budget, shared at our meeting - the first worksheet provides a high level overview of the costing model, and the second worksheet provides some of the assumptions used in various operating budgets.
3. We discussed the challenge of identifying one average cost/space for 2 key reasons: (1) the broad range of expenditures, especially wages and facility costs and (2) the lack of standardized approaches to budgeting. Gord Cleveland makes the first point in particular in his comprehensive recommendations to the gov't of Ontario (Affordable for All report, Feb/18). Specifically, in Appendix B, p 285-301 he estimates a range of annual operating costs associated with centre-based care for infants, toddlers and preschoolers in Ontario - both currently, and with higher wages and benefits. Generally, and not surprisingly, he used a similar approach to the costing model I shared, focusing on the 4 key expense categories: wages and benefits (HR); program; facilities (occupancy); administration. He puts forward a range of estimates that are broadly similar to those I've used in my costing model, except that my costing of course is based on BC regulations for child:staff ratios and group sizes. (Also, his food costs may include hot lunches, whereas in the \$10aDay Plan those would be incremental costs/fees - I'll have to review more closely to confirm his approach).
4. Operating Budget Teaching Tool, shared briefly at our meeting - as the first worksheet highlights, this is not a recommended operating budget. Rather it is a teaching tool. The premise is that an employer group, say in an industrial park, want to create a high quality, affordable child care facility for their employees' children. They'll provide some support - accounting services, for example, and



they'll absorb the capital and some facility costs. They've hired someone to prepare an operating budget for the new centre, and it shows a substantial deficit. The students are asked to advise the employers' group how best to eliminate, or at least substantially reduce, the deficit. The only tools they have are the summarized operating budget (worksheet 1), the staffing schedule and related HR costs (worksheet 2) and the blank staffing schedule (in case they'd like to work on improving the staffing schedule) (worksheet 3). In addition to their recommendations, I also welcome students to identify areas where they require more information. Because our class time is typically quite limited, in this case I've combined the 2 smallest budget items - Program and Administration. But when I've worked with individual organizations on their child care budgets, I separate those items (so that all 4 categories are budgeted separately: HR, program, facilities, admin). I also ask that the staff schedule is integrated with the budget (as shown here), to make sure that the budget reflects appropriate staff:child ratios, staff breaks, etc.

You're welcome to use these spreadsheets - with some modifications, they may help you model various operating budgets.

5. Child Care Operating Budget Template, as requested - used for the Good Start Partnership project, and in previous costing model work, including \$10aDay Plan. I've also used this model in teaching about child care financial management, and in providing financial advice to programs.

Please don't hesitate to connect with any additional questions.

Best,

**Lynell Anderson, CPA, CGA**  
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c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

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**From:** Wright, Brendan GCPE:EX  
**Sent:** April 17, 2019 3:15 PM  
**To:** Murrell, Joanne MCF:EX  
**Cc:** Cotie, Kate L MCF:EX  
**Subject:** RE: Following up

Thanks Joanne, will get in touch with them both to let them know.

Brendan

---

**From:** Murrell, Joanne MCF:EX  
**Sent:** April 17, 2019 2:28 PM  
**To:** Wright, Brendan GCPE:EX <Brendan.Wright@gov.bc.ca>  
**Cc:** Cotie, Kate L MCF:EX <Kate.Cotie@gov.bc.ca>  
**Subject:** RE: Following up

Carol Ann Young: [carol.ann.young@vancouver.ca](mailto:carol.ann.young@vancouver.ca)

I can't locate a direct email for Jennifer Gray-Grant, but their generic email: [info@cnh.bc.ca](mailto:info@cnh.bc.ca)

---

**From:** Wright, Brendan GCPE:EX  
**Sent:** Wednesday, April 17, 2019 10:01 AM  
**To:** Cotie, Kate L MCF:EX  
**Cc:** Murrell, Joanne MCF:EX  
**Subject:** RE: Following up

Happy to reach out. Did Lynell provide any email addresses for the suggested contacts? I can't find any of them online.

---

**From:** Cotie, Kate L MCF:EX  
**Sent:** April 17, 2019 9:56 AM  
**To:** Wright, Brendan GCPE:EX <Brendan.Wright@gov.bc.ca>  
**Cc:** Murrell, Joanne MCF:EX <Joanne.Murrell@gov.bc.ca>  
**Subject:** Re: Following up

We don't have existing relationships - so fine for you to do it if you're offering! But we are also happy to help as needed

Sent from my iPhone

On Apr 17, 2019, at 9:52 AM, Wright, Brendan GCPE:EX <[Brendan.Wright@gov.bc.ca](mailto:Brendan.Wright@gov.bc.ca)> wrote:

Hi Kate,

Thanks for following up with this, and apologies for the delay. Our FOI communicator has let me know that there's no official process in place for this, but has said that it's okay for us to reach out to the organizations directly to let them know that this is coming.

Do you have existing relationships with the City/Collingwood Neighbourhood House, or would you like us to follow up?

Brendan

---

**From:** Cotie, Kate L MCF:EX  
**Sent:** April 15, 2019 1:33 PM  
**To:** Wright, Brendan GCPE:EX <[Brendan.Wright@gov.bc.ca](mailto:Brendan.Wright@gov.bc.ca)>  
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FYI – suggested contacts for FOI 90195

---

**From:** Murrell, Joanne MCF:EX  
**Sent:** April 14, 2019 8:04 PM  
**To:** Cotie, Kate L MCF:EX <[Kate.Cotie@gov.bc.ca](mailto:Kate.Cotie@gov.bc.ca)>  
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**From:** Lynell Anderson [<mailto:lynellanderson74@gmail.com>]  
**Sent:** Sunday, April 14, 2019 9:35 AM  
**To:** Murrell, Joanne MCF:EX  
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Hi Joanne - on reflection, I think the appropriate contact at Collingwood is the ED, Jennifer Gray-Grant.

Best,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

*Account. Engage. Advocate.*

On Sun, 14 Apr 2019 at 09:07, Lynell Anderson <[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)> wrote:

Thanks Joanne, I'd suggest contacting the City of Vancouver first, specifically Carol Ann Young and Eric Kowalski in Social Planning. They'd be best to advise who to connect with at Collingwood.

Best regards,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

*Account. Engage. Advocate.*

On Sun, 14 Apr 2019 at 08:55, Murrell, Joanne MCF:EX <[Joanne.Murrell@gov.bc.ca](mailto:Joanne.Murrell@gov.bc.ca)> wrote:

Good morning Lynell,

Sorry I missed you at conference this week.

I wanted to update you on the FOI. The information is going to be released on or before May 16. Our FOI folks will be reaching out as you'd requested to Collingwood and the City of Vancouver. If you are able to provide the contact information, that would be really helpful.

Please let me know if you have any questions,

Joanne

Sent from my iPhone

**Infant/Toddler Program Annual Operating Budget - Template**

Prepared by Lynell Anderson, CPA, CGA

*Licensed capacity*

*Budget enrollment (FTE)*

*Monthly fees/child*

*Annual Fees/child*

**Revenues**

Parent Fees paid directly by:

Parents

Org contributions (e.g. fundraising, internal program cross-subsidies)

Other non-gov't sources (e.g. Bands)

Government Grants:

Child care subsidies (MCFD)

Other MCFD (e.g. open child protection file)

City of Vancouver

Total Parent Fees

Other Operating Revenue:

Province of BC:

Child Care Operating Fund (CCOF)

Enhanced Staffing

City of Vancouver

Grant 1

Grant 2

Total Other Operating Revenue

General Fundraising & Other

**Total Revenues**

**Expenses**

Human Resources:

Wages - regular staff (in and meeting ratio)

Wages - substitute staff (in and meeting ratio)

Wages - supplemental staff (reduce child/staff ratio, support/liaison)

Wages - other staff (e.g. cook)

Benefits

Staff development

Contract services

Total Human Resources

Program expenses:

Program supplies

Food supplies

Other (e.g. transportation, spare clothing, diapers)

Total Program Expenses

Facilities:

Rent or mortgage

Janitorial and maintenance

Other (e.g. facility recoveries)

Total Facilities

Administration:

Org overhead

Office

Other

Total Administration

**Total Expenses**

***Surplus/(Deficit) before allocations of full organizational overhead charges (where applica***

## Child Care Costing Model - Outline and Summary

Lynell Anderson, CPA, CGA

Overall, child care costing model uses the following approach, with various assumptions for key variables:

1	# of spaces	
	x	
2	Baseline cost/space	
	-	
3	Parent fees (gross)	
	=	
4	Total Annual Public Funding Required, Baseline Operating Costs	
	+	
5	Inclusion supports	
	+	
6	Parent fee subsidies	
	+	
7	Infrastructure/Admin	
	=	
8	Total Annual Public Funding	
	-	
9	Current Funding	
	=	
10	Total Incremental Annual Public Funding Required	

New Deal for Families - Child Care Costing Component

Child Care Program Operating Cost/Space - Baseline Budget

2011 Family Policy Reports

For children aged 3-5, based on various centre budgets which can be applied to family child care as we as child/staff ratio is 50% smaller). Parenting and inclusion support costs (for 10% of spaces at 2x typic as are infrastructure costs (e.g. mgmt & admin, planning, etc), capital and (likely) full meals, if desired. priority on using public space (e.g. parks & rec, school property), developer cost levies, etc.

	<i>% of Tot</i>
Human Resources	
Regular salaries	
Benefits (20% reg sal + 12% subs)	
Substitutes (12% of reg salaries)	
Professional development (\$1,250/FTE)	
Total HR	80 - 85%
Program (e.g. supplies, snacks)	
Facilities (assume low or no rent/mtge costs)	Total 15 -
Program-level Administration	20%
Total	<u>100%</u>

Note - Model is built on following cost/space variations, in addition to IT & 3-5:

Part-time spaces (averaging 40% of full-time spaces)

Inclusive spaces (at 2x typical space costs)

All 3-5 spaces effectively costed at 1:8, whereas preschool currently 1:10.



## Preliminary Annual Child Care Operating Budget for A New Facility: What are the Options? Risks? Errors?

49 space facility serving 24 children under age 3, and 25 children aged 3-5

**DRAFT**

Prepared by: Lynell Anderson, CPA, CGA

	Infants (12)	Toddlers (12)	3-5 (25)	Total (49)	% of Total	
Operating expenses						
Human Resources	175,814	175,814	175,814	527,442	77%	
Facilities	12,500	12,500	30,000	55,000	8%	
Program and Administration	30,000	30,000	40,000	100,000	15%	
<b>Total Operating Expenses</b>	<b>218,314</b>	<b>218,314</b>	<b>245,814</b>	<b>682,442</b>	<b>100%</b>	682,442
<i>monthly parent fees</i>	<i>\$ 1,100</i>	<i>\$ 1,000</i>	<i>\$ 800</i>			
Fee Revenue	158,400	144,000	240,000	542,400	84%	
Child Care Operating Funding (CCOF)	34,560	34,560	32,880	102,000	16%	
<b>Total Revenue</b>	<b>192,960</b>	<b>178,560</b>	<b>272,880</b>	<b>644,400</b>	<b>100%</b>	644,400
<b>Surplus/(Deficit)</b>	<b>(25,354)</b>	<b>(39,754)</b>	<b>27,066</b>	<b>(38,042)</b>		(38,042)

Assumptions: see attached staff schedule, which meets licensing requirements, with avg hrly wages, incl benefits, at \$19.55/hour.

Facilities includes all related charges from employers' group (building owners) - minimal rent + maintenance, janitorial, utilities, etc.

Fees reflect estimated 2017/18 BC median. Assume 100% space occupancy, 100% fee recoveries.

# Sample (for discussion purposes) Staffing Schedule BC Child Care Program

Sample Staffing Schedule for each 12 space IT program or each 25 space group 3-5 program

Prepared by Lynell Anderson, CPA, CGA

Max # of children, if:

Start Time	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Infants & Toddlers	Group 3-5
8:00	X	X			X	12	25
8:30	X	X			X	12	25
9:00	X	X			X	12	25
9:30	X	X			X	12	25
10:00	X	X	X			12	25
10:30	X	X	X			12	25
11:00	X	X	X			12	25
11:30	B	X	X	X		12	25
12:00	B	X	X	X		12	25
12:30	X	B	X	X		12	25
1:00	X	B	X	X		12	25
1:30	X	X	B	X		12	25
2:00	X	X	B	X		12	25
2:30	X	X	ADMIN	X		12	25
3:00	X	X	X	B		12	25
3:30	X	ADMIN	X	B	X	12	25
4:00			X	X	X	12	25
4:30			X	X	X	12	25
5:00			X	X	X	12	25
5:30			X	X		8	16

PROGRAM CLOSSES AT 6:00

						Total	#FTE's
# pd hrs/day	7	7	7	5.5	4	30.5	4.4
# pd hrs/yr (5 days/wk x 52 wks)	1,820	1,820	1,820	1,430	1,040	7,930	
Avg hrly salary	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.00	
Avg benefits (15% of salaries)	\$ 2.55	\$ 2.55	\$ 2.55	\$ 2.55	\$ 2.55	\$ 2.55	
Avg hrly salary + benefits	\$ 19.55	\$ 19.55	\$ 19.55	\$ 19.55	\$ 19.55	\$ 19.55	
Total Salaries & Benefits	35,581	35,581	35,581	27,957	20,332	155,032	155,032
Substitutes (12% of sal & benefits)						18,604	
Professional Dev, Misc (\$500/FTE)						2,179	
<b>Total Human Resources</b>						<b>175,814</b>	

# Staffing Schedule Worksheet -BC Child Care Program - Operating Budget Model

Staffing Schedule for each 12 space IT program or each 25 space group 3-5 program

Prepared by Lynell Anderson, CPA, CGA

Start Time	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Max # of children, if:	
						Infants & Toddlers	Group 3-5
8:00						12	25
8:30						12	25
9:00						12	25
9:30						12	25
10:00						12	25
10:30						12	25
11:00						12	25
11:30						12	25
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1:30						12	25
2:00						12	25
2:30						12	25
3:00						12	25
3:30						12	25
4:00						12	25
4:30						12	25
5:00						12	25
5:30						8	16

PROGRAM CLOSSES AT 6:00

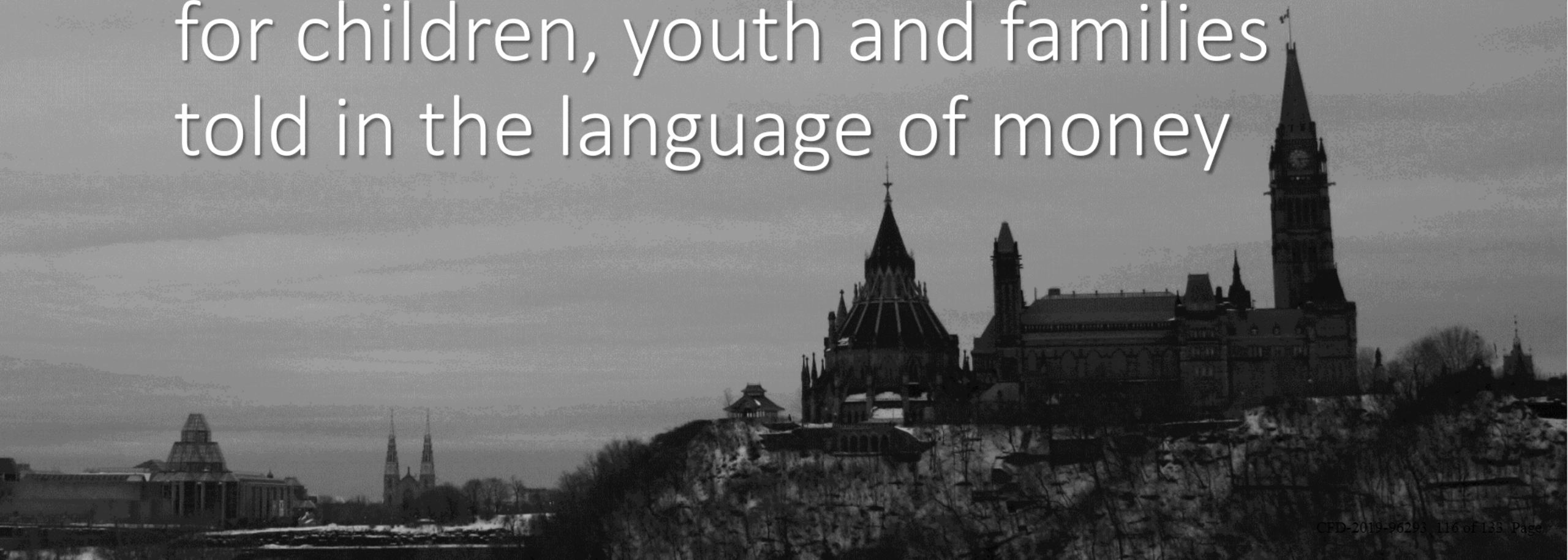
	Total	#FTE's
# pd hrs/day		

# Good Start Partnership Findings & General Child Care Financial Analysis

MCFD May 3, 2018

**Lynell Anderson, CPA, CGA**  
**Account. Engage. Advocate for Change.**

Budget ...  
our hopes and dreams  
for children, youth and families  
told in the language of money



# Project deliverables

1. Develop financial template
2. Apply 3 program budgets
3. Estimate additional funds to (1) implement \$10/day Plan & (2) enhance programs per JB results

# FINANCIAL TEMPLATE

## 4 Expenditure Categories:

1. Human Resources
2. Programming
3. Facility
4. Administration (separate program, department, organization)

# APPLY PROGRAM BUDGETS

## **Budget Formats not standardized:**

- Substantial differences between organizations esp re: allocations of facility and administration costs to program budgets
- Other services & supports (e.g. fundraising, parenting) may exist, but not reflected in child care program budget



# APPLY PROGRAM BUDGETS

## Findings:

- Human Resources & Programming varied d.t. family, program factors
- Facility and Administration varied d.t. organizational factors

# ESTIMATING ADDITIONAL \$

3 programs provide continuum that includes examples of substantial additional supports/reduced barriers:

- Highlights additional \$ required
- “No user fees” policies/practices already exist, but patched together

# How do we Budget for a Quality, Universal Child Care System?

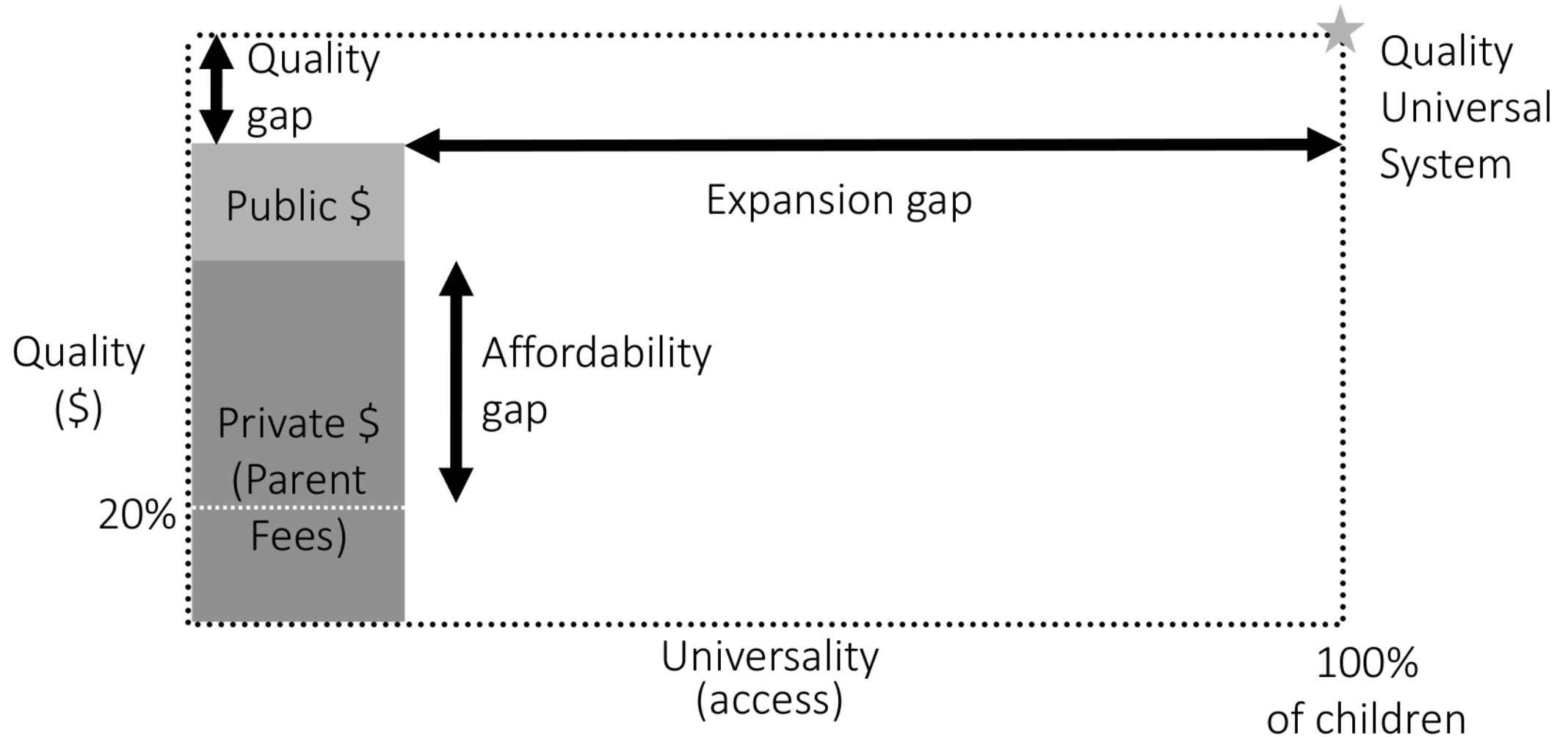
The same way we build other budgets ...

# How do we Budget for a Quality, universal Child Care System?

1. Assess Current Context (*where we are*)
2. Clarify Objectives (*where we want to go*)
3. Establish Targets and Timelines (*how we'll get there*)
4. Estimate Resources (*how much it will cost*)
5. Identify Revenue Sources (*how we'll pay for it*)

# Early Care and Learning in BC Today

## Quality & Access Gaps → Performance Indicators



Plan, with public accountability for

Quality improved compensation for well-qualified staff

Affordability\* reduced parent fees for all, no barriers

Accessibility\* more spaces, with inclusion

\*Affordability and accessibility for all, including children needing additional supports and families with diverse needs = universal

# Key Costing Components → Key Indicators

## Quality

- Professional workforce - accredited, tertiary training \*
- Pro D, \$1,250/FTE/yr
- Salaries avg. \$25/hour + 20% benefits
- Minimize rent/mgmt (public or community-owned spaces)\*

## Universality

- Spaces available for 18 mo. to school-age, part- and full-day
- 10% of spaces funded at 2x standard cost - social, cultural and physical inclusion
- Parent fees:\$10/day FT; \$7/day PT; no fees if household income < \$40,000 annually

\* As with other public services, separate budget required for accredited post-secondary training and capital.

# BC Child Care System

Cost Depends on Ages Served

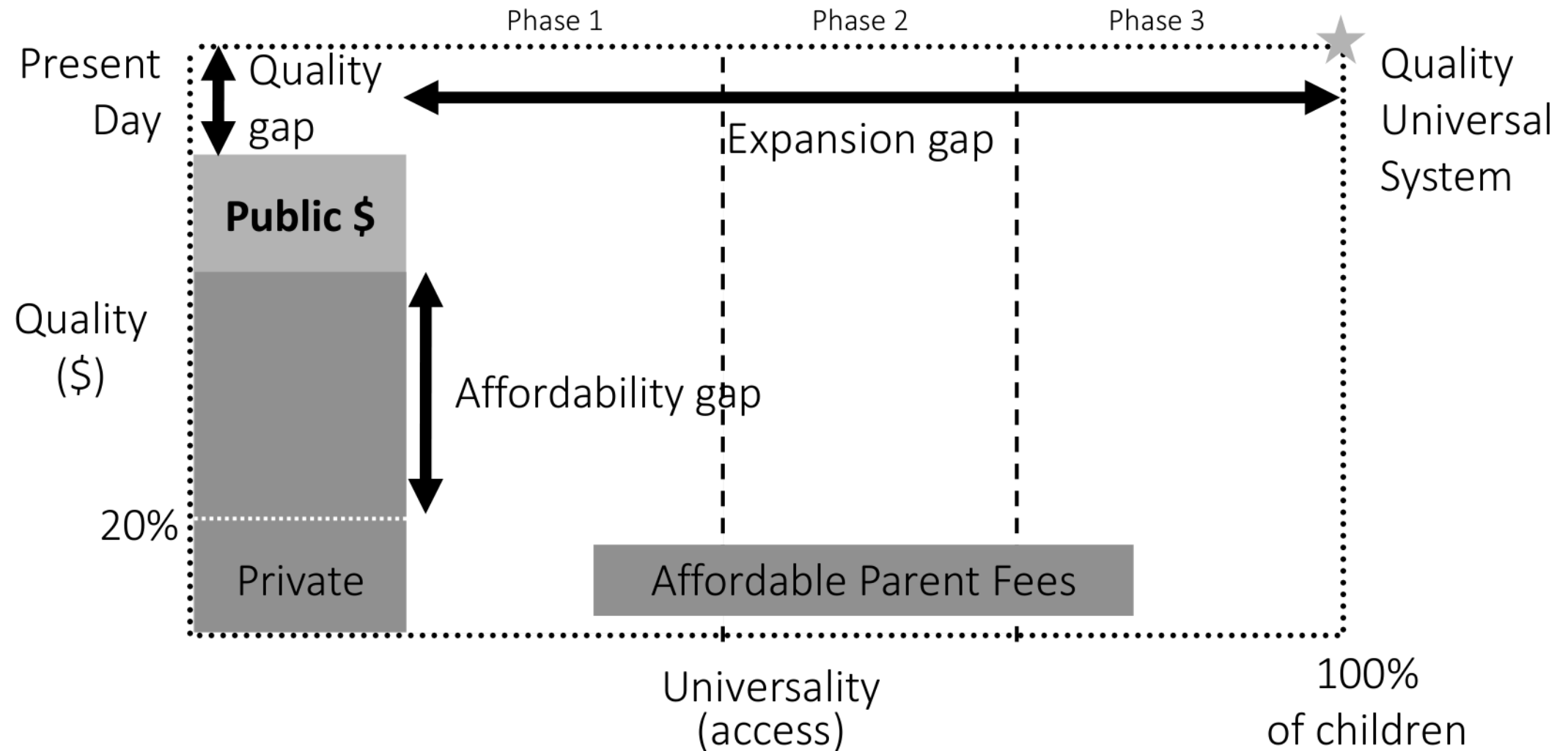
**\$1.5 billion** children under 6

Annual incremental cost on full implementation



# System Implementation:

Establish Priorities, Timelines & Targets



## Stojkovic, Josipa MCF:EX

---

**From:** Murrell, Joanne MCF:EX  
**Sent:** May 9, 2018 3:54 PM  
**To:** 'Lynell Anderson'  
**Subject:** RE: Following up on our May 3 meeting: information as requested

Lynell,

Thank you for sending this. I have shared with a number of my colleagues – helpful information as we move forward.  
Great to see you also,  
Thank you once again for taking the time out to meet with us.  
Joanne

**From:** Lynell Anderson [mailto:lynellanderson74@gmail.com]  
**Sent:** Wednesday, May 9, 2018 2:11 PM  
**To:** Murrell, Joanne MCF:EX  
**Subject:** Following up on our May 3 meeting: information as requested

Hello Joanne:

Lovely to see you - twice in one week! - and I hope all is well. Below and attached is information requested at our meeting, plus some additional information that may be helpful to you and your colleagues. Please note that I am providing the attached information to government of BC staff for internal use only to assist in the implementation of high quality, universal child care in BC. Any other usage requires my approval in advance - thanks!

1. Short powerpoint presentation shared at our meeting - attached - captures a few key highlights from the Good Start Partnership financial report, sent previously, and provides a visual overview of the Child Care System Costing Model.
2. Overview of Costing Model approach, and sample assumptions re: operating budget, shared at our meeting - the first worksheet provides a high level overview of the costing model, and the second worksheet provides some of the assumptions used in various operating budgets.
3. We discussed the challenge of identifying one average cost/space for 2 key reasons: (1) the broad range of expenditures, especially wages and facility costs and (2) the lack of standardized approaches to budgeting. Gord Cleveland makes the first point in particular in his comprehensive recommendations to the gov't of Ontario (Affordable for All report, Feb/18). Specifically, in Appendix B, p 285-301 he estimates a range of annual operating costs associated with centre-based care for infants, toddlers and preschoolers in Ontario - both currently, and with higher wages and benefits. Generally, and not surprisingly, he used a similar approach to the costing model I shared, focusing on the 4 key expense categories: wages and benefits (HR); program; facilities (occupancy); administration. He puts forward a range of estimates that are broadly similar to those I've used in my costing model, except that my costing of course is based on BC regulations for child:staff ratios and group sizes. (Also, his food costs may include hot lunches, whereas in the \$10aDay Plan those would be incremental costs/fees - I'll have to review more closely to confirm his approach).
4. Operating Budget Teaching Tool, shared briefly at our meeting - as the first worksheet highlights, this is not a recommended operating budget. Rather it is a teaching tool. The premise is that an employer group, say in an industrial park, want to create a high quality, affordable child care facility

for their employees' children. They'll provide some support - accounting services, for example, and they'll absorb the capital and some facility costs. They've hired someone to prepare an operating budget for the new centre, and it shows a substantial deficit. The students are asked to advise the employers' group how best to eliminate, or at least substantially reduce, the deficit. The only tools they have are the summarized operating budget (worksheet 1), the staffing schedule and related HR costs (worksheet 2) and the blank staffing schedule (in case they'd like to work on improving the staffing schedule) (worksheet 3). In addition to their recommendations, I also welcome students to identify areas where they require more information. Because our class time is typically quite limited, in this case I've combined the 2 smallest budget items - Program and Administration. But when I've worked with individual organizations on their child care budgets, I separate those items (so that all 4 categories are budgeted separately: HR, program, facilities, admin). I also ask that the staff schedule is integrated with the budget (as shown here), to make sure that the budget reflects appropriate staff:child ratios, staff breaks, etc.

You're welcome to use these spreadsheets - with some modifications, they may help you model various operating budgets.

5. Child Care Operating Budget Template, as requested - used for the Good Start Partnership project, and in previous costing model work, including \$10aDay Plan. I've also used this model in teaching about child care financial management, and in providing financial advice to programs.

Please don't hesitate to connect with any additional questions.

Best,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: 604-313-6904 | @LynellAnderson

*Account. Engage. Advocate.*

## Stojkovic, Josipa MCF:EX

---

**From:** Lynell Anderson <lynellanderson74@gmail.com>  
**Sent:** March 29, 2019 5:05 PM  
**To:** Murrell, Joanne MCF:EX  
**Cc:** Cotie, Kate L MCF:EX  
**Subject:** Re: opportunity to connect

Thanks, will look forward to your call at 10 on Monday.

Best,

**Lynell Anderson, CPA, CGA**  
3133 Redonda Drive  
Coast Salish Territory  
Coquitlam, BC, Canada V3E 2A3  
c: [604-313-6904](tel:604-313-6904) | @LynellAnderson

*Account. Engage. Advocate.*

On Fri, 29 Mar 2019 at 16:56, Murrell, Joanne MCF:EX <[Joanne.Murrell@gov.bc.ca](mailto:Joanne.Murrell@gov.bc.ca)> wrote:

Yes that would be fine. 10am works well  
Have a good weekend,  
Joanne

Sent from my iPhone

On Mar 29, 2019, at 4:07 PM, Lynell Anderson <[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)<<mailto:lynellanderson74@gmail.com>>> wrote:

Hi - sorry I wasn't able to connect today. If you're available for a quick call on Monday after 10, please let me know what time works for you.

Thanks,

Lynell Anderson, CPA, CGA

3133 Redonda Drive

Coast Salish Territory

Coquitlam, BC, Canada V3E 2A3

c: [604-313-6904](tel:604-313-6904)<<tel:604-313-6904>> | @LynellAnderson

*Account. Engage. Advocate.*

On Tue, 26 Mar 2019 at 14:11, Lynell Anderson <[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)<<mailto:lynellanderson74@gmail.com>>>

wrote:

Perfect, I'll look forward to your call at 2, Mar 28, at the number below.

Lynell Anderson, CPA, CGA

3133 Redonda Drive

Coast Salish Territory

Coquitlam, BC, Canada V3E 2A3

c: 604-313-6904<tel:604-313-6904> | @LynellAnderson

Account. Engage. Advocate.

On Tue, 26 Mar 2019 at 13:27, Murrell, Joanne MCF:EX

<Joanne.Murrell@gov.bc.ca<mailto:Joanne.Murrell@gov.bc.ca>> wrote:

Thank you Lynell,

Can I reach you at the number below or would you rather call me?

Joanne

\*\*\*\*\*

Joanne Murrell

Manager, Child Care Policy | Ministry of Children and Family Development

778-698-5604

(Cell) 250-213-8724

\*\*\*\*\*

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From: Lynell Anderson [mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)<mailto:[lynellanderson74@gmail.com](mailto:lynellanderson74@gmail.com)>]

Sent: Tuesday, March 26, 2019 1:04 PM

To: Murrell, Joanne MCF:EX

Subject: Re: opportunity to connect

Hi Joanne:

Sure, happy to connect. How about somewhere around 2 pm on Thursday Mar 28?

Thanks,

Lynell Anderson, CPA, CGA

3133 Redonda Drive

Coast Salish Territory

Coquitlam, BC, Canada V3E 2A3

c: 604-313-6904<tel:604-313-6904> | @LynellAnderson

Account. Engage. Advocate.

On Tue, 26 Mar 2019 at 11:12, Murrell, Joanne MCF:EX

<[Joanne.Murrell@gov.bc.ca](mailto:Joanne.Murrell@gov.bc.ca)<mailto:[Joanne.Murrell@gov.bc.ca](mailto:Joanne.Murrell@gov.bc.ca)>> wrote:

Hi Lynell,

Wondering if you had a couple of minutes sometime this week to connect about the presentation you provided to us last year.

Please let me know when might work for you,

Joanne

\*\*\*\*\*

Joanne Murrell

Manager, Child Care Policy | Ministry of Children and Family Development

778-698-5604

(Cell) 250-213-8724

\*\*\*\*\*

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