

AGENDA

COUNCIL WORKSHOP

Monday, November 23, 2020

5:00 p.m.

**To be held virtually but streamed at
<http://app.dnv.org/councillive/>**

Council Members:

Mayor Mike Little

Councillor Jordan Back

Councillor Mathew Bond

Councillor Megan Curren

Councillor Betty Forbes

Councillor Jim Hanson

Councillor Lisa Muri



NORTH VANCOUVER
DISTRICT

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AGENDA

RESOLUTION TO HOLD PUBLIC MEETING WITHOUT THE PUBLIC IN ATTENDANCE

Recommendation:

WHEREAS:

- the Minister of Public Safety and Solicitor General has issued Order M192; and,
- Order M192 requires British Columbia municipalities to use best efforts to allow members of the public to attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act*; and,
- the District has assessed its ability to allow members of the public to attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act*; and,
- the District has taken into consideration its Covid-19 Safety Plan as required by Worksafe BC; and,
- the District has determined that, at this time, it cannot safely allow members of the public to attend open meetings of council in a manner that is consistent with the applicable requirements or recommendations of the *Public Health Act* or its Covid-19 Safety Plan;

THEREFORE, this meeting of the Council for the District of North Vancouver is to be held without members of the public being physically present;

AND THAT the principles of openness, transparency, accessibility and accountability are being ensured through:

- Providing an online subscription service for residents to sign up and be apprised of upcoming meetings and the post-meeting availability of meeting minutes and meeting videos;
- Providing advance notice of this meeting in accordance with the *Community Charter* and advising the public on how they may participate in the meeting by providing public input;
- Providing the availability of the agenda for this meeting on the District's webpage six days in advance of the meeting;

- The live streaming of this meeting via a link readily available on the District's webpage;
- Maintaining the thirty minute public input opportunity at each regular meeting and the discretionary public input opportunity at each workshop;
- The ability of the public to provide input on agenda items by full two-way audio and video means;
- Adhering the rules of procedural fairness and acting with respect and courtesy at all times when hearing the public;
- Conducting meetings in a manner that resembles in-person meeting as much as possible;
- And reminding the public that they may contact Mayor and Council at any time on any topic via its council@dnv.org email address.

1. ADOPTION OF THE AGENDA

1.1. November 23, 2020 Council Workshop Agenda

Recommendation:

THAT the agenda for the November 23, 2020 Council Workshop is adopted as circulated, including the addition of any items listed in the agenda addendum.

2. ADOPTION OF MINUTES

2.1. October 26, 2020 Council Workshop Minutes

p. 9-13

Recommendation:

THAT the minutes of the October 26, 2020 Council Workshop meeting are adopted.

3. REPORTS FROM COUNCIL OR STAFF

3.1. District of North Vancouver Draft Child Care Action Plan

p. 17-81

File No. 10.4750.00/000.000

Report: Community Planner, November 3, 2020

Attachment 1: District of North Vancouver Draft Child Care Action Plan

Attachment 2: District of North Vancouver Child Care Policy

Attachment 3: Presentation on Draft Child Care Action Plan

Recommendation:

THAT the October 27, 2020 joint report from the Manager – Public Works and Section Manager – Fleet & Solid Waste entitled Solid Waste Programs Update 2020 is received for information;

AND THAT the District of North Vancouver Draft Child Care Action Plan is referred to a Regular Meeting of Council for consideration.

3.2. Long-Term Financial Plan Update **p. 83-89**
File No. Financial Plan Process/2021

Report: Manager – Business Planning and Decision Support, November 13, 2020
Attachment 1: PowerPoint Presentation

Recommendation:

THAT the November 13, 2020 report of the Manager – Business Planning and Decision Support entitled Long-Term Financial Plan Update is received for information;

AND THAT staff bring back the 2021-2030 Financial Plan and initial funding gap analysis in January 2021.

3.3. 2021 Budget Update **p. 91-97**
File No. Financial Plan Process/2021

Report: Manager – Business Planning and Decision Support, November 13, 2020
Attachment 1: PowerPoint Presentation

Recommendation:

THAT Council confirm the approach to the 2021 Budget.

4. PUBLIC INPUT

(maximum of ten minutes total)

5. ADJOURNMENT

Recommendation:

THAT the November 23, 2020 Council Workshop is adjourned.

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MINUTES

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DISTRICT OF NORTH VANCOUVER COUNCIL WORKSHOP

Minutes of the Council Workshop for the District of North Vancouver held at 5:05 p.m. on Monday, October 26, 2020 in the Council Chambers of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor M. Little (arrived at 6:01 pm)
Councillor J. Back
Councillor M. Bond
Councillor M. Curren
Councillor B. Forbes – via Webex
Councillor J. Hanson
Councillor L. Muri

Staff: Mr. D. Stuart, Chief Administrative Officer
Mr. G. Joyce, General Manager – Engineering, Parks & Facilities
Mr. D. Milburn, General Manager – Planning, Properties & Permits
Mr. A. Wardell, General Manager – Finance/CFO
Ms. T. Atva, Manager – Community Planning
Mr. R. Danyluk, Manager – Business Planning and Decision Support
Mr. J. Gordon, Manager – Administrative Services
Mr. S. Bridger, Section Manager – Engineering Design & Planning
Ms. G. Lanz, Deputy Municipal Clerk
Ms. N. Foth, Planner
Ms. J. Simpson, Confidential Council Clerk
Ms. C. Archer, Clerk Typist 3 – via Webex

Also in

Attendance: Amir Taleghani, Water Resources Engineer – Kerr Wood Leidal

In the absence of Mayor LITTLE, Councillor HANSON assumed the Chair.

1. ADOPTION OF THE AGENDA

1.1. October 26, 2020 Council Workshop Agenda

MOVED by Councillor BACK

SECONDED by Councillor BOND

THAT the agenda for the October 26, 2020 Council Workshop is adopted as circulated, including the addition of any items listed in the agenda addendum.

CARRIED

2. ADOPTION OF MINUTES

2.1. September 28, 2020 Council Workshop

MOVED by Councillor BACK

SECONDED by Councillor BOND

THAT the minutes of the September 28, 2020 Council Workshop meeting are adopted.

CARRIED

3. REPORTS FROM COUNCIL OR STAFF

3.1. Draft North Shore Sea Level Rise Risk Assessment and Adaptive Management Strategy

File No. 11.5225.01/023.000

Ms. Nicole Foth, Community Planner, introduced the North Shore Sea Level Rise Strategy and noted the projections. Ms. Foth spoke to the process and the District's policy in regards to adaptation and mitigation of climate change.

Mr. Amir Taleghani, Water Resources Engineer with Kerr Wood Leidal, displayed the impacts of sea level rise and outlined resources and strategies for mitigation. Mr. Taleghani detailed potential consequences of flooding and intertidal habitat impacts.

Councillor BOND left the meeting at 5:13 pm and returned at 5:15 pm.

Mr. Taleghani explained the four adaptation approaches and concluded with examples from the adaptation measures toolkit.

Mr. Stephen Bridger, Section Manager – Engineering Design & Planning, presented the comprehensive adaptation planning zones on the North Shore and noted potential implementation actions.

In response to a question from Council, staff confirmed that the assessment is based on 1 metre and 2 metre rise scenarios, plus a storm event.

Council discussion ensued and the following comments and concerns were noted:

- Stated the importance of using recent data and current science;
- Suggested consulting with Metro Vancouver to identified global and regional approaches;
- Suggested further examination on ecological impacts; and,
- Commented on insurance and financing options in regards to nature-based climate solutions.

In response to a question from council, staff advised they are considering areas outside of the comprehensive planning zones as well.

In response to a question from council, staff noted that respondents in the September survey was comprised of residents from the District of North Vancouver.

Council discussion continued and the following comments were noted:

- Suggested researching the impacts on private property infrastructure;
- Spoke to the variety of potential cost impacts;
- Commented on the number of survey respondents; and,
- Suggested that staff reach out to residents again.

In response to a question from council, staff advised that a letter was sent to all residents identified in the sea level rise planning areas inviting them to participate in in-person workshops and online surveys. Additionally, communication was conveyed on social media to a broader audience.

Council discussion ensued and the following comments were noted:

- Requested local feedback regarding the four adaptation approaches; and,
- Requested research from other municipalities currently managing sea level rise and what these approaches look like in practice.

In response to a question from council, the consultant spoke to the current approaches locally and regionally. The consultant commented on the strategy's guiding principles and noted community interest will likely increase once areas are focused on.

Council discussion ensued and the following comments were noted:

- Questioned if there is a timeline for action;
- Spoke to the variety of risks and costs of resources;
- Spoke to current and future developments in regards to the adaptations required; and,
- Requested to see potential costs of the approaches presented.

In response to a question from council, the consultant advised that the Tsleil-Waututh Nation participated in the sea level rise project and the Squamish Nation was a direct partner in the strategy development. Both Nations will be included in the project moving forward.

In response to a question from council, staff advised that the timeframe for the strategy's six priority actions is ten years. Additionally, it was noted that sea level rise is considered in the 2021 long term financial plan.

Mayor LITTLE arrived and assumed the Chair at 6:01 pm.

Council discussion ensued and the following comments and concerns were noted:

- Spoke to environmental variables that will influence the projections;
- Commented on the expenses that climate action presents;
- Commented on local and global equity;
- Spoke to migration impacts;
- Suggested better communication about the interconnection of each climate action topic;

- Requested more information regarding human health concerns in terms of climate change;
- Supported the creation of new Development Permit Areas; and,
- Suggested that the District be a leader in climate action.

Councillor MURI left the meeting at 6:06 pm and returned at 6:07 pm.

In response to a question from council, the consultant clarified that the strategy is meant to be flexible and will be continually updated, noting that the predictions are variable. The consultant stated that the United Nation's next assessment is in 2022.

In response to a question from council, the consultant advised that overland flood insurance is an emerging private insurance market in Canada and suggested that the District stay well-informed with these trends. Additionally, the consultant noted that the project includes sea level rise flood mapping and that the introduction of a new Development Permit Area (DPA) for flooding would produce a flood map.

In response to a question from council, the consultant advised that the strategy looked at best practices globally.

Council discussion continued and the following comments were noted:

- Commented on depopulation of high risk areas;
- Spoke to climate effects on the North Shore in correlation with the broader region; and,
- Commented on emergency migration.

MOVED by Councillor MURI

SECONDED by Councillor BACK

THAT the October 13, 2020 joint report entitled Draft North Shore Sea Level Rise Risk Assessment and Adaptive Management Strategy is received for information;

AND THAT the North Shore Sea Level Rise Risk Assessment and Adaptive Management Strategy is referred to a Regular Meeting of Council for consideration.

CARRIED

3.2. Financial Plan Update

File No.

Mr. Andy Wardell, General Manager – Finance/CFO, advised that staff is recommending 2% for inflation plus 1% based on cost pressures, and 2% plus 3% due to Metro Vancouver charges.

Mr. Rick Danyluk, Manager – Business Planning and Decision Support, presented the financial planning timeline, commented on the District's current financial state and detailed the 2021 budget assumptions. Additionally, Mr. Danyluk displayed the priorities, investment highlights and ratepayer impacts.

In response to a question from Council, staff advised that expenditure reductions were correlated with revenue reductions.

Council discussion ensued and the following comments were noted:

- Spoke to the District's natural assets and questioned their values;
- Commented on the potential of natural assets being insurable; and,
- Suggested that the social support staff in Community Planning be a high priority for filling.

In response to a question from Council, staff advised that the District is connected with the Municipal Natural Assets Initiative and Municipal Insurance Association.

Council discussion ensued and the following comments were noted:

- Commented on the carbon budget;
- Requested further discussions regarding protective services funding;
- Mentioned Metro Vancouver's levies;
- Commented on the significant investments required for adaptation in regards to the climate emergency;
- Suggested the finance department educates taxpayers about reserves and flow through taxes;
- Commented on local small businesses struggling;
- Spoke to split assessments and highest and best use; and,
- Commented on the evolving need for social services.

Councillor CURREN left the meeting at 6:56 pm and returned at 6:58 pm.

Public input:

Mr. Peter Teevan – via Webex:

- Suggested that risks, such as sea level rise, are registered on property titles;
- Spoke to potential insurance issues if risks are noted on property titles; and,
- Commented on the pacific coastal plate tectonics.

MOVED by Councillor BACK

SECONDED by Councillor HANSON

THAT the October 23, 2020 report of the Manager – Business Planning and Decision Support entitled Financial Plan Update is received for information.

CARRIED

4. ADJOURNMENT

MOVED by Councillor BACK

SECONDED by Mayor LITTLE

THAT the October 26, 2020 Council Workshop is adjourned.

CARRIED
(7:03 p.m.)

Mayor

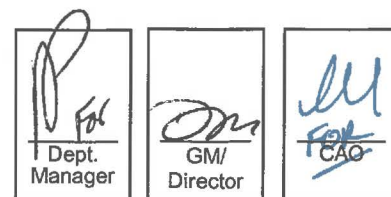
Municipal Clerk

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REPORTS

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AGENDA INFORMATION	
<input checked="" type="checkbox"/> Council Workshop	Date: <u>Nov 23, 2020</u>
<input type="checkbox"/> Finance & Audit	Date: _____
<input type="checkbox"/> Advisory Oversight	Date: _____
<input type="checkbox"/> Other:	Date: _____



The District of North Vancouver REPORT TO COMMITTEE

November 3, 2020
File: 10.4750.00/000.000

AUTHOR: Steve MacIntyre, Community Planner

SUBJECT: District of North Vancouver Draft Child Care Action Plan

RECOMMENDATION:

THAT the report entitled "District of North Vancouver Draft Child Care Action Plan" dated November 3, 2020 is received for information;

AND THAT the Committee refers the District of North Vancouver Draft Child Care Action Plan to a Regular Meeting of Council for consideration.

REASON FOR REPORT:

This report presents the Draft Child Care Action Plan ("the Plan") for input from the Council Committee, prior to completing the plan and fulfilling funding requirements for this project.

SUMMARY:

The District of North Vancouver Draft Child Care Action Plan (**Attachment 1**) identifies key issues and recommended actions to meet the District's child care needs to 2030. The Plan is both attached to this report and available online. The draft and Plan appendices may be found at <https://www.dnv.org/programs-services/child-care-action-plan>. The Plan focuses on four strategic goals, which together aim to improve access and affordability, focus on child care service quality and strengthen partnerships.

The Plan is informed by data, community engagement, and stakeholder collaboration. Recommended actions leverage the District's assets and those of its North Shore partners to deliver on the plan's goals. Actions requiring additional District funds will be considered through the financial planning process.

BACKGROUND:

Building on our OCP objective to provide, facilitate, and support the establishment of child care spaces, the Plan was developed in consultation with parents, guardians, child care providers, and a range of stakeholders and offers short, medium, and long term actions and targets designed to foster child care over the next decade.

Work on the Plan began in 2019, following receipt of a \$25,000 UBCM grant and an additional \$27,000 allocated in the 2019-2023 Financial Plan Budget. The District of North Vancouver, City of North Vancouver, and District of West Vancouver retained the same consultant to allow for a joint engagement process. This allowed for a coordinated approach to gathering input and developing child care solutions across the North Shore. Following this joint engagement process, it is anticipated that each municipality will develop its own action plan to reflect its unique conditions.

A four-phase work plan was developed to guide the process and is outlined in Table 1, below.

Table 1: Work Plan and Timelines for the Child Care Action Plan

Item	Key Milestone	Target Dates
Pre-phase	Project Initiation and Finalize Work Plan	September 2019 (complete)
Phase 1	Research and Data Collection <ul style="list-style-type: none">• Child care space inventory• Review of municipal best practices• Review of facility development application process• Review of regulations and policies	October/November 2019 (complete)
Phase 2	Community Engagement <ul style="list-style-type: none">• Preparation of consultation plan• Family engagement• Community partner interviews• Interviews with child care providers• On-line survey of parents and child care providers• Child Care staff workshop• First Nations engagement• Child Care solutions workshop	October 2019 – February 2020 (complete)
Phase 3	Draft Strategy and Action Plan <ul style="list-style-type: none">• Identification of draft actions• Council Workshop (March 3, 2020)	January – March 2020 (complete)
Phase 4	Final Strategy and Action Plan Report <ul style="list-style-type: none">• Final report from consultant• Council Report and Endorsement of Child Care Strategy and Action Plan	April - present 2020 ¹

At the March 3, 2020, Council Workshop, staff provided an overview of work completed to date, and sought feedback on targets and draft actions. The Plan incorporates input

¹ Phase 4 was originally scheduled for completion in April, 2020, but has been delayed as a result of the COVID-19 pandemic.

received, and reflects the importance of partnerships and a mix of approaches to address child care needs to 2030.

EXISTING POLICY:

Section 6.3 of the District's Official Community Plan outlines policies that address the need for an array of community programs including child care. These policies include:

- 6.3.4: Promote the establishment and maintenance of affordable quality child care services; and
- 6.3.8: Encourage the retention of sufficient space in surplus public facilities (schools, churches, recreation centres) to meet changing community needs (such as adult daycare and child care).

Through the North Shore Congress², the Child and Family Friendly Community Charter was developed in 2011 and endorsed by Council the same year. The Charter recognizes the importance of early child development and the need for the members of the Congress to work together to create broad, equitable access to the conditions that help children and families thrive.

The District's Child Care Policy was approved in 1990 and amended in 2008 (**Attachment 3**). The Policy includes a mandate for the District to integrate child care into ongoing planning and development functions, support existing child care services, encourage new initiatives in high need areas, and advocate for provincial and federal action in support of child care. The Policy also recognizes the importance of partnerships with key agencies, including Vancouver Coastal Health and North Vancouver School District #44, in order to establish a comprehensive child care system.

ANALYSIS:

The District does not have enough child care spaces to meet the needs of its families. The existing inventory includes approximately 3,000 spaces. This is comprised of approximately 2,300 group child care spaces and 700 pre-school and family/in-home child care spaces (2019). The projected demand to 2030 is approximately 2,055 additional group child care spaces.

Furthermore, the types of care available are not well matched to the age groups and locational needs of District neighbourhoods. New partnerships and solutions must be developed to secure the land, building spaces, and funding needed to deliver on these needs.

² The North Shore Congress is made up of elected officials from the District of North Vancouver, City of North Vancouver, District of West Vancouver, Bowen Island, Lions Bay, Squamish Nation, Tsleil-Waututh Nation, North Vancouver Board of Education, West Vancouver Board of Education, and the Directors at Vancouver Coastal Health. The Congress meets annually around social issues that impacts residents living/working on the North Shore.

The four goals outlined below take aim at the biggest challenges and opportunities to meet the District's child care needs over the next ten years:

1. Increasing access to child care;
2. Improving affordability;
3. Focusing on aspects of service quality such as staff training and design; and
4. Strengthening partnerships.

The Plan includes a focus on group child care, space targets for different age groupings and addressing demand in key locations. Key actions to meet the four goals include:

- Striving to achieve approximately 2,055 additional group child care spaces in the District by 2030;
- Endorsing space creation targets for each age group, as follows:
 - Infant/toddler (under 3 years): 33 spaces per 100 children (528 new spaces);
 - Pre-schoolers (3-5 years): 50 spaces per 100 children (375 new spaces); and
 - School-aged (6-12 years): 33 spaces per 100 children (1,152 new spaces).
- Prioritizing the creation of new child care spaces in neighbourhoods with the greatest need (e.g. Lynn Valley, Seymour, Lower Lynn, Upper & Lower Capilano);
- Supporting existing, and facilitating the creation of new non-profit and public child care sector spaces (22% of total number of spaces as of 2019);
- Exploring opportunities to further leverage District-owned facilities to support non-profit child care;
- Continuing to work with partners to develop coordinated solutions to child care challenges (e.g., working with School District 44 to facilitate child care);
- Working with the North Vancouver Recreation and Culture Commission (NVRC) in an effort to support the provision of child care spaces, preschool programs and after school care in recreation and culture facilities; and
- Lobbying senior governments for increased funding toward programs that lower costs, improve quality, and expand diversity of child care options (e.g., support non-traditional hours of care).

Actions in the plan are listed as short, medium, long-term or ongoing, based on the complexity, resources, and coordination required for implementation. Staff will track implementation progress, ensure ongoing communication and collaboration with partners, and prepare updates for Council.

Timing/Approval Process:

The Plan is ready for Council's consideration at a Regular Meeting after any additional refinements are made as a result of the workshop discussion. Council's approval of the plan

is required by December 31, 2020, to meet the grant requirements from the Union of BC Municipalities.

Concurrence:

The Plan has been reviewed by Building, Real Estate & Properties, Development Planning, Finance, Facilities, and Parks Departments, School District #44, and the North Vancouver Recreation & Culture Commission.

Financial Impacts:

Actions that are proposed in the Draft Child Care Action Plan requiring funding will be considered through the 2021-2025 financial planning process, and the long-term financial plan review. Several actions in the draft plan would leverage the District's land and building assets, and may have financial implications related to design and construction, potential future staffing costs, and lost revenue from application fees and rental income.

Liability/Risk:

The actions proposed in the draft plan do not expose the District to any particular risk or liability.

Conclusion:

Child care is a vital part of the community's social infrastructure, positively impacting the local economy, and enhancing the overall health and well-being of the entire community.

The Council workshop on November 23, 2020 will provide Mayor and Council the opportunity to provide direction on the final Child Care Action Plan.

Options:

1. THAT the report entitled "District of North Vancouver Draft Child Care Action Plan" dated November 3, 2020 is received for information;

AND THAT the Committee refers the District of North Vancouver Draft Child Care Action Plan to a Regular Meeting of Council for consideration.

OR

2. Take no further action.

Respectfully submitted,



for Steve MacIntyre
Community Planner

Attachment 1: District of North Vancouver Draft Child Care Action Plan
Attachment 2: District of North Vancouver Child Care Policy (available at
Attachment 3: Presentation on Draft Child Care Action Plan

REVIEWED WITH:					
<input type="checkbox"/> Community Planning	_____	<input type="checkbox"/> Clerk's Office	_____	External Agencies:	
<input type="checkbox"/> Development Planning	_____	<input type="checkbox"/> Communications	_____	<input type="checkbox"/> Library Board	_____
<input type="checkbox"/> Development Engineering	_____	<input checked="" type="checkbox"/> Finance	<i>AR</i>	<input type="checkbox"/> NS Health	_____
<input type="checkbox"/> Utilities	_____	<input type="checkbox"/> Fire Services	_____	<input type="checkbox"/> RCMP	_____
<input type="checkbox"/> Engineering Operations	_____	<input type="checkbox"/> ITS	_____	<input checked="" type="checkbox"/> NVRC	_____
<input checked="" type="checkbox"/> Parks	_____	<input type="checkbox"/> Solicitor	_____	<input type="checkbox"/> Museum & Arch.	_____
<input type="checkbox"/> Environment	_____	<input type="checkbox"/> GIS	_____	<input type="checkbox"/> Other:	_____
<input checked="" type="checkbox"/> Facilities	<i>AR</i>	<input checked="" type="checkbox"/> Real Estate	<i>AR</i>		
<input type="checkbox"/> Human Resources	_____	<input checked="" type="checkbox"/> Bylaw Services	<i>BOY</i>		
<input type="checkbox"/> Review and Compliance	_____	<input checked="" type="checkbox"/> Planning	<i>UMP</i>		



District of North Vancouver Child Care Action Plan

DRAFT November 3, 2020



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APPENDICES:

Available at: <https://www.dnv.org/programs-services/child-care-action-plan>

- Appendix A: Glossary of Types of Childcare
- Appendix B: Summary of Stakeholder Consultations
- Appendix C: Key Findings from Research & Promising Practices
- Appendix D: District of North Vancouver Child Care Action Plan Community Profiles
- Appendix E: North Shore Child Care Action Plan Community Engagement Summary

ACKNOWLEDGEMENTS

The District of North Vancouver Child Care Action Plan was prepared by Sandra Menzer, Barry Forer, and John Foster, in collaboration with District staff, and consultants from the Social Planning and Research Council of British Columbia (SPARC BC). The District of North Vancouver would also like to thank the following partners and contributors:

- The North Shore Child Care Planning Committee and its members, including the City of North Vancouver and District of West Vancouver, for ongoing support and collaboration.
- Community members and partners who shared insights and ideas for the District's future work and role in child care

The project was funded, in part, by a Child Care Planning Grant from the Union of BC Municipalities.



1.0 EXECUTIVE SUMMARY

Quality child care is a vital part of a community's social infrastructure, positively impacting the local economy, and enhancing the overall health and well-being of the entire community. Research has confirmed the importance of child care to the economy, gender equality, social inclusion, healthy childhood development and poverty reduction strategies.

The District of North Vancouver does not have enough child care spaces available to meet the needs of its families. The existing inventory of 2,343 group child care spaces in the District (as of 2019) will need to nearly double to meet projected demand for 4,428 spaces by 2030. Furthermore, the types of care available are not well matched to the age groups and locational needs of District neighbourhoods. Finally, there is a significant shortage of licensed non-profit child care operations. New partnerships and solutions must be developed to secure the land, building spaces, and funding needed to deliver on these needs.

The District of North Vancouver Child Care Action Plan identifies four goals to enhance child care services in the District over the next ten years:

1. Increasing access to child care;
2. Improving affordability;
3. Focusing on quality; and
4. Strengthening partnerships.

Twenty-nine supporting actions provide a path toward meeting community child care space needs. Key recommendations focus on increasing the supply and quality of child care, and developing innovative solutions through partnerships. Key actions include:

- Updating the District’s existing Child Care Policy to further reinforce that child care is a District priority;
- Striving to achieve approximately 2,100 additional group child care spaces in the District by 2030;
- Endorsing space creation targets for each age group, as follows:
 - Infant/toddler (under 3 years) space target: 528 new spaces (33/100 children);
 - Pre-schoolers (3-5 years) space target : 375 new spaces (50/100 children); and
 - School-aged (6-12 years) space target: 1,152 new spaces (33/100 children)
- Prioritizing the creation of new child care spaces in neighbourhoods with the greatest need (e.g., Lynn Valley, Seymour, Lower Lynn, Upper & Lower Capilano);
- Supporting existing, and facilitating the creation of new non-profit and public child care sector spaces (representing 22% of total number of spaces as of 2019);
- Exploring opportunities to further leverage District-owned facilities to support non-profit child care, including:
 - Developing building models/prototypes, and high level costs to facilitate planning for inclusion of new child care spaces on District sites;
 - Continue leasing District space to non-profit child care providers at below-market and affordable lease rates;
 - Applying guidelines to the process of creating new District-owned child care facilities;
- Continuing to work with partners to develop coordinated solutions to child care challenges;
- Working with the North Vancouver Recreation and Culture Commission (NVRC) to support the provision of child care spaces, pre-school programs and after school care in recreation and culture facilities; and
- Lobbying senior governments for increased funding overall toward programs that lower costs, improve quality, and expand diversity of child care options (e.g., support non-traditional hours of care).



2.0 INTRODUCTION

2.1 Overview

The District of North Vancouver Child Care Action Plan identifies local child care needs, and recommends actions to achieve strategic goals that address service gaps and improve the child care provision. The plan is informed by a review of the local planning and policy framework, demographic and child care service data, promising practices, and extensive consultation with key stakeholders, including child care operators, parents, caregivers, and other community partners.

In 2019, there were approximately 3,000 licensed child care spaces in the District. This included approximately 2,300 full-time group child care spaces and 700 pre-school and family or in-home child care¹. In 2016, the District had 12,585 children aged 0-12. The Child Care Action Plan focuses on setting targets for the provision of additional licensed full-time group child care to meet the needs of working parents. These facilities provide care in a group setting to children between the ages of 0-12.

This work is supported by the current provincial government's commitment to provide new funding toward building a universal, high-quality, publicly funded child care system, and supplements the District's existing planning policy and framework for child care.

The plan is organized into four sections:

1. **Introduction** – provides policy context and methodology
2. **Community Profile** – identifies DNV-specific data to inform child care needs
3. **Issues, Goals & Actions** – discusses child care needs, and recommends actions to address them
4. **Implementation, Monitoring and Reporting** – describes how the action plan will be implemented and monitored.

¹ Appendix A provides a Glossary of Types of Child Care.

2.2 Policy Context

Child care is an integral part of Canada's social infrastructure, and an absolute necessity for many families. Provincial governments have the primary responsibility for developing child care policy and programs, but both the federal and local governments also have strong roles to play, as do other local authorities (e.g. regional health authorities) and child care providers. Figure 1, below, provides a summary of these roles, with additional detail in the following sections.

Figure 1: Government Roles in Supporting Child Care

Federal Government	Provincial Government	Municipal Government	Other
<ul style="list-style-type: none"> • Financial aid to Provinces and Territories • Direct Child Care funding support to specific population groups (i.e. First Nations, military, newcomers) • Maternity and Parental Benefits through Employment Insurance 	<ul style="list-style-type: none"> • Developing legislation, policy and regulations • Funding supportive programs and services • Providing capital grants • Fee subsidies and program supports for families with low incomes 	<ul style="list-style-type: none"> • Facilitates child care through policy, land use, and other mechanisms 	<ul style="list-style-type: none"> • Health Authorities: <ul style="list-style-type: none"> • regulating and setting minimum standards, • licensing and enforcement • School Districts: <ul style="list-style-type: none"> • options for before and after school care and services • North Vancouver Recreation and Culture Commission: <ul style="list-style-type: none"> • recreational services for kids, childminding, • preschool programs

Federal Government's Role

The Federal Government's primary contribution toward child care comes in the form of financial aid to Provinces and Territories. In 2018, the Federal Government allocated \$153 million to the Province of BC for the purpose of enhancing access, affordability, quality, and equity of child care. In addition, the Federal Government committed a further \$535 million to provinces and territories in 2019 to build 250,000 new school-age child care spaces, and reduce parent fees Canada-wide over the next four years.

The federal government also provides direct child care funding support to some specific population groups, including First Nations, Canadian military, and immigrants, and maternity and parental benefits through Employment Insurance.

Provincial Government's Role

The Province is responsible for developing legislation, policy and regulations; funding supportive programs and services; providing capital grants; and providing fee subsidies and program supports for families with low incomes.

The current BC government is committed to building a universal, publicly funded child care system that is affordable and available to all families. In 2018, the Provincial government approved *Child Care B.C.*, a 10-year plan, which includes \$1.3 billion dollars of investment in the first three years. To date, the Province has completed or begun work on the following:

- Providing funding for Aboriginal Head Start programs to include child care;
- Developed the Child Care Fee Reduction initiative;
- Created the Affordable Child Care Benefit;
- Committed to create 22,000 new spaces by 2021;

- Established Universal Child Care Prototype Sites;
- Distributed Capital funding via Childcare BC New Spaces Fund, and UBCM Community Child Care Space Creation Program; and
- Providing wage increases for early childhood educators.²

The province's annual strategic plan, Budget 2020, increased its investment in child care and early learning by announcing the BC Child Opportunity Benefit, which replaces the previous Early Childhood Tax Benefit. Starting in October 2020, families can receive up to \$3,600 per year, depending on their income and number of children. In addition, in November 2019, the Province implemented legislative changes that allow school boards to directly operate before and after school care on school property.

Local Government's Role

Provincial legislation does not assign local governments any role, mandate, or resources to meet local communities' child care needs. However, their in-depth understanding of the local context make them crucial to facilitating the establishment of high quality child care in their communities.

The District of North Vancouver has a robust planning and policy framework for child care, which includes:

- Statements and policies in the Official Community Plan regarding social well-being, community services, and amenities;
- A Child Care Policy that articulates actions to be undertaken by various District departments, and mandates and responsibilities of District partners in creating and sustaining child care in the community;
- Zoning provisions which accommodate child care in all zones within the District;
- A Community Amenity Contribution Policy, which may be used for securing child care facilities or facility improvements through new development;
- A Child Care Grant Program to assist non-profit child care operators;
- Child care facilities in District-owned buildings.

In addition, the District participates on and has played a leadership role for the North Shore Child Care Planning Committee, which promotes collaborative planning for child care issues on the North Shore.

Other members include:

- City of North Vancouver;
- District of West Vancouver;
- School Districts 44 and 45;
- North Shore Child Care Resource and Referral Program;
- North Vancouver Recreation Commission;
- North Shore Vancouver Coastal Health; and
- Child care providers and other community partners.

² For more information about these and other initiatives, please refer to the information provided on the Government of British Columbia's website at <https://www2.gov.bc.ca/gov/content/family-social-supports/caring-for-young-children>

Other Key Players

Several other parties are involved with the planning, development, support, and operation of child care. Examples include First Nations, regional health authorities, child care providers and operators, non-profit organizations, parents, and the broader community.

Vancouver Coastal Health (VCH) plays a key role in regulating child care facilities and ensuring minimum standards are met through their licensing and enforcement programs, which protect and promote the health, safety and well-being of children in licensed child care facilities. Licensed child care facilities must comply with licensing regulations that include health and safety requirements, staff training, staff-to-child ratio, space and equipment and more.

The North Vancouver School District (School District 44) provides comprehensive educational programs, including leasing space for before and after school programs and child care programs. These programs are delivered by licensed providers on school grounds throughout the school district in locations where space is available.

The North Vancouver Recreation Commission (NVRC) provides recreation services and facilities on behalf of the City and District of North Vancouver, including child-minding services at recreation centres for participants in their programs, pre-school programs, and a wide array of recreation services for children. Additional information on these key partners is provided throughout this report.

2.3 Methodological Components and Key Findings

The Child Care Action Plan draws on international research, promising practices, local data, and community stakeholder. The following section provides an overview of the methodological components and key findings which provide the basis for the actions recommended to improve child care in the District.

Key findings are discussed further in Section 4.0 Issues, Goals, & Actions, and provide the rational basis for many of the recommended actions in the plan.

Literature Review

The literature review explored elements and indicators of quality early learning and child care systems, identifying core needs, and opportunities for municipal governments and their partners to more effectively support the delivery of child care. A review of “promising practices,” identified a variety of strategies being used to plan for and provide quality child care in other BC municipalities, and across Canada. These include:

- Providing municipal building space (rent-free, reduced lease, or market lease);
- Supporting a child care website or link with information to assist both child care operators and interested parents;
- Providing recreation services that complement licensed child care systems;
- Partnering with school districts to increase the number of before and after school child care spaces on school property; and
- Building partnerships to support collaboration between municipalities and school districts, local organizations, and the provincial government.

Additional findings from the literature review appear in Section 4: Issues, Goals, and Actions. The full literature review, including key findings and discussion of promising practices is provided in Appendix B: Key Findings from Research & Promising Practices.

Local Data

The following community data was collected and analyzed to identify current and future needs in the District of North Vancouver:

- Current and projected population to 2030;
- An inventory of existing child care spaces (2019);
- Child vulnerability indicators;
- Auspice (i.e., for-profit, non-profit, family in-home); and
- Median family incomes of families with children under age six (including lone female families).

Section 3 (Community Profile) presents key data pertaining to child care needs in the District. More comprehensive community data is provided in Appendix C: District of North Vancouver Child Care Action Plan Community Profile.

Stakeholder Consultations

Community engagement was a major component in the development of this plan. Input was collected through the following outreach and consultation efforts, which sought to improve understanding of local child care needs, and develop solutions:

- Child care operators and parent/caregiver surveys (completed in 2019);
- Interviews and focus groups with community partners, First Nations partners, child care providers, District Staff and vulnerable populations; and
- Two “Solutions” workshops in collaboration with the City of North Vancouver (36 participants) and one child care provider workshop (23 participants)

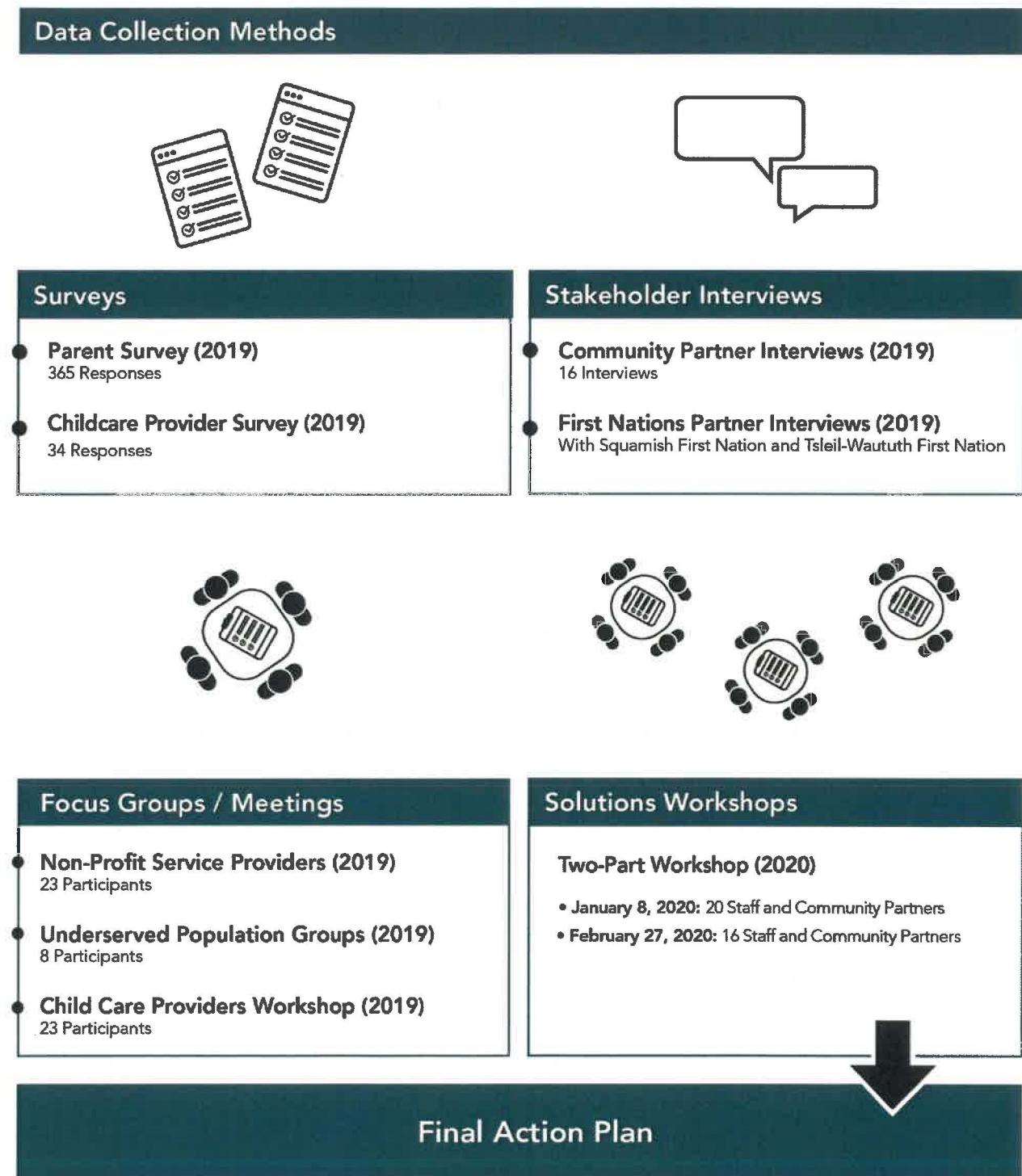
Figure 2, below, provides a snapshot of the broad engagement that was undertaken as part of this plan. While the input from stakeholder consultation was extensive and broad, some of the key findings were:

- Long waitlists make it difficult to find child care that meets the expectations of parents and is geographically located close to home;
- Very few child care operators offer flexible hours of operation to accommodate needs for longer hours, part-time, evenings and weekends;
- Many child care operators are unable to attract or retain qualified staff, especially to care for children under the age of three, and children with special needs;
- Language barriers are common as there are high numbers of non-English speaking families in the District;
- High child care costs present a challenge, particularly for single parents;
- Child care operators often have trouble finding suitable and affordable sites to operate from;
- Solutions workshop participants advocated using public partnerships to provide financial stability and to develop and maintain child care spaces.

The waitlist for the child care program at my catchment school is so long that I cannot consider that school as being a place where my child will go. I will have to take her out of catchment to find a school where there is a before and after school child care spot for her. – North Shore Parent, 2019 Parent Survey

See Appendix D: Stakeholder Consultations for an overview of community engagement.

Figure 2: Public Engagement Summary





3.0 COMMUNITY PROFILE

This section provides information about the current state of child care in the District of North Vancouver, by providing local community data, including overall statistics, and some specifics on child care availability, needs and priorities. It also highlights information and commentary from the engagement processes in the areas of access, affordability, quality, and partnerships.

3.1 Current and Projected Population of Children Aged 0-12 Years

In 2016 there was 12,585 children aged 0-12 in the District of North Vancouver (Table 1).

Table 1: Child Population by Child Care Age Group in the District of North Vancouver, 2016

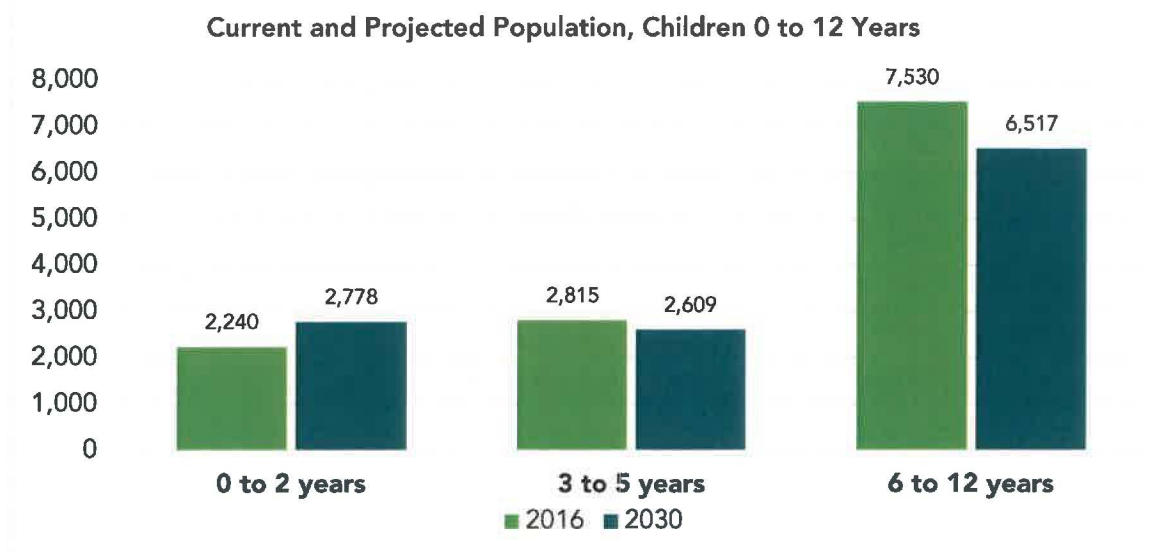
Age Group	# of children	% age of all children 0-12
0-2 -year-olds (infant/toddler)	2,240	18%
3-5 year olds (pre-school age)	2,815	22%
6-12-year-olds (school age)	7,530	60%
Total (0-12 years)	12,585	n/a

Source: Statistics Canada (2016)

In 2030, the time horizon for this Child Care Action Plan, this number is projected to decrease to 11,904³. Only children aged 0-2 are projected to increase in this time frame, by 538. Children aged 6-12 are projected to decrease by 1,013 and children aged 3-5 by 206 (Figure 3).

³ Source: Metro Vancouver, 2020

Figure 3: Current and Projected Population, Children 0 to 12, District of North Vancouver



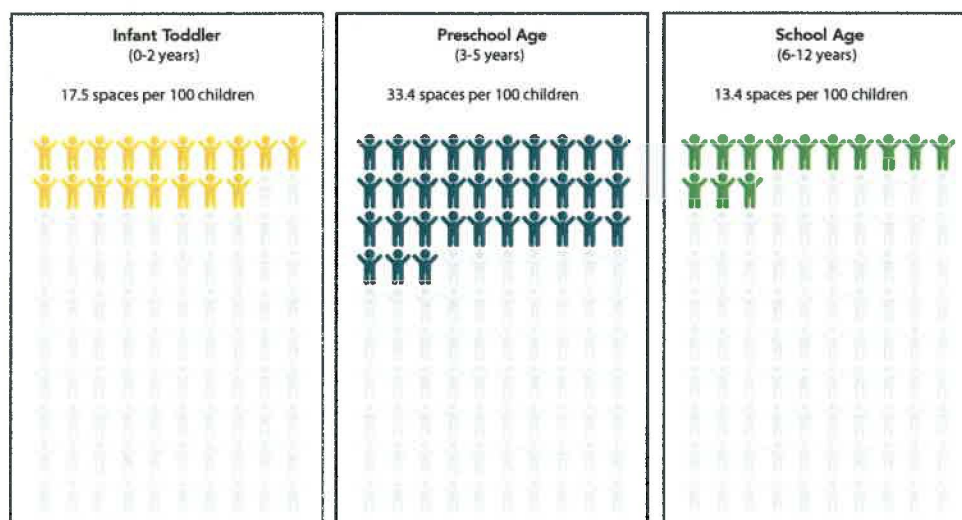
Source: Statistics Canada (2016), and Metro Vancouver (2019)

3.2 Child Care Spaces

In 2019, there were approximately 3,000 licensed child care spaces in the District. This included approximately 2,300 full-time group child care spaces and 700 pre-school and family or in-home child care. Approximately 75% of the spaces are provided in group settings.

Child care spaces are divided into three age groupings: infant toddler (0-2 years old); pre-school age (3-5 years old); and school aged (6-12 years old). Figure 4 shows the District's current ratio of child care spaces per 100 children in each age of these age cohorts.

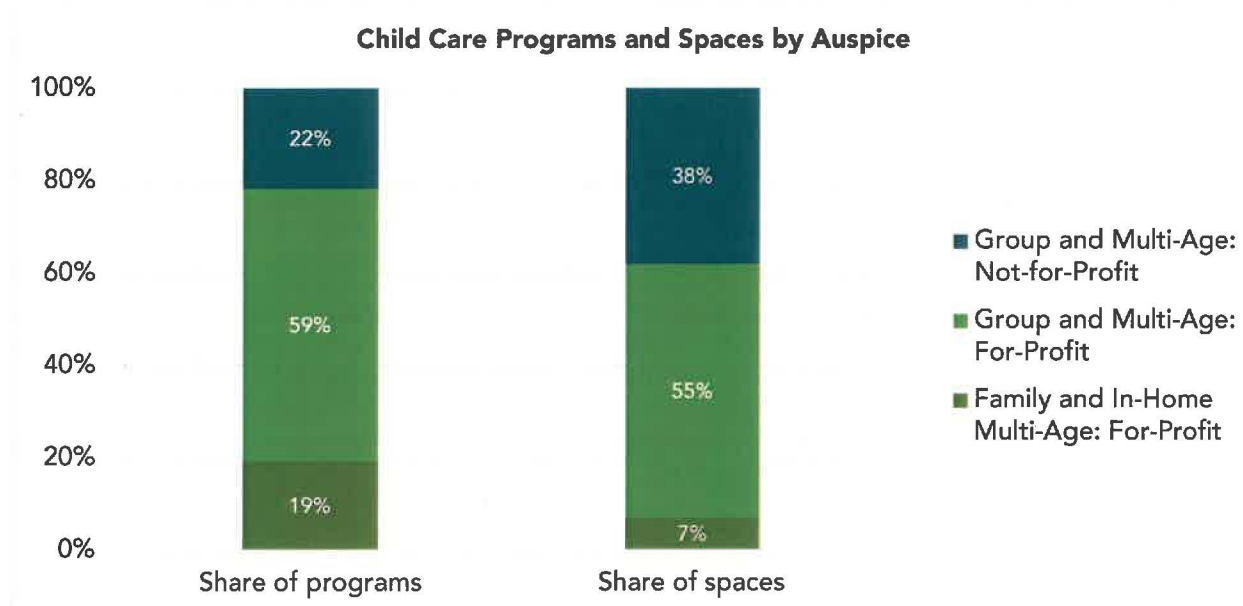
Figure 4: Group Child Care Ratios by Age Cohorts, District of North Vancouver, 2019



Source: Statistics Canada (2016), and Vancouver Coastal Health (2019).

Table 5, below, shows the breakdown of child care programs and spaces in the District by auspice (e.g. who operates and manages programs). Approximately 22% of child care programs are operated by not-for-profit providers, while 78% are managed by for-profit operators. In terms of child care spaces, approximately 38% are managed by not-for-profit operators, while 62% are managed by for-profit operators.

Figure 5: Child Care Programs and Spaces by Auspice, District of North Vancouver



Source: UBCM Child Care Inventory (2019)

Across British Columbia about 50% of the child care facilities are operated on a non-profit or public basis. The District is below this average, with non-profits operating 22% of programs (Table 2).

Table 2: Child Care Programs and Spaces by Auspice, 2019⁴

Service Type and Auspice	Number of Programs	Number of Spaces
Family and In-Home Multi-Age: For Profit	30 (19%)	212 (7%)
Group and Multi-Age: For-Profit	92 (59%)	1,688 (55%)
Group and multi-age: Non-profit	34 (22%)	1,167 (38%)
Total	156	3,067

Source: District of North Vancouver and Vancouver Coastal Health Licensing.

⁴ While the research distinguishes for-profit, non-profit, and public auspice, we felt it was also important to distinguish for-profit group and multi-age care from family and in-home multi-age care

3.3 Child Vulnerability

Child vulnerability and well-being of children on the North Shore are measured using two indices developed by the Human Early Learning Partnership (HELP) at the University of British Columbia (UBC):

1. The Early Development Instrument (EDI), which surveys kindergarten children; and
2. The Middle Years Development Instrument (MDI), which surveys children in Grades 4-7.

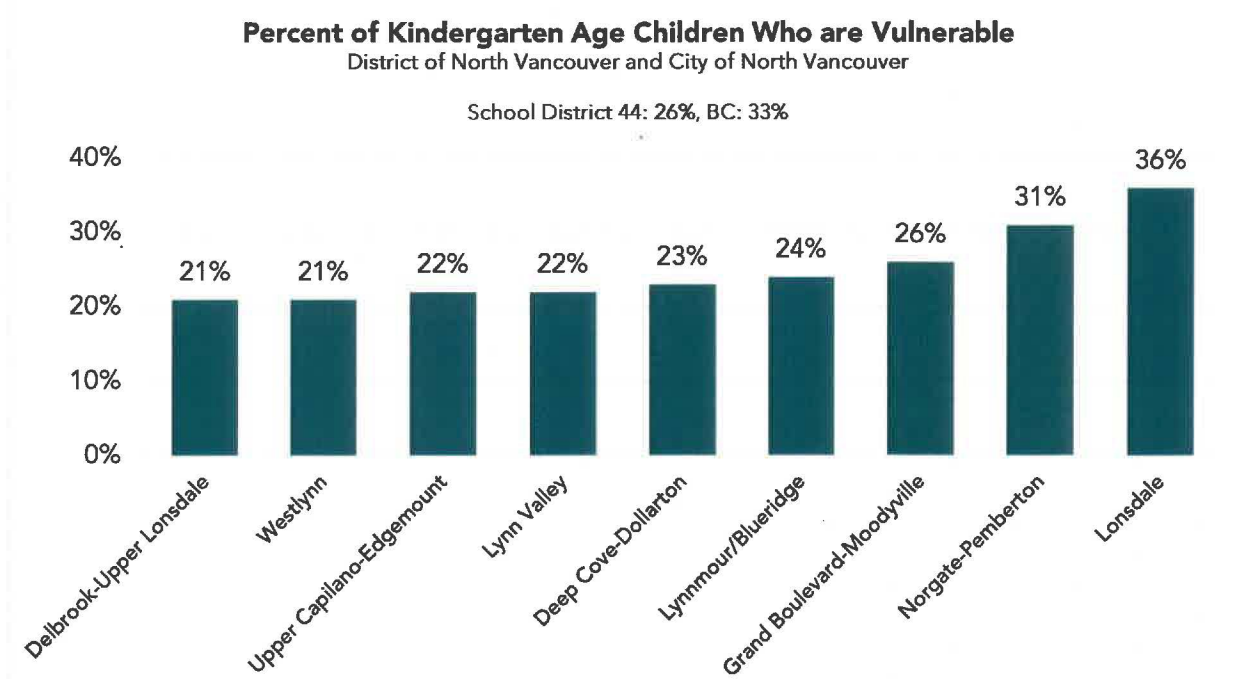
The EDI identifies vulnerable children as those who, without additional support and care, are more likely to experience challenges in their school years and beyond. EDI is measured along five scales: Physical Health & Well-Being, Social Competence, Emotional Maturity, Language & Cognitive Development, and Communication Skills & General Knowledge.

The MDI results are summarized in two indices: the Well-Being Index and the Asset Index. The MDI Well-Being Index combines measures of Optimism, Happiness, Self-Esteem, Absence of Sadness, and General Health to provide a holistic summary of children's mental and physical health. Index scores are reported by three categories: high well-being or thriving, medium well-being, and low well-being.

A complete description of both instruments and findings from the EDI and MDI can be found at <http://earlylearning.ubc.ca>.

2019 EDI survey results indicate 26% of children in North Vancouver (School District 44) are considered vulnerable. While this is lower than the average scores for BC as a whole (33%), it is concerning that one in four kindergarten children on the North Shore are in need of additional support and care. Within North Vancouver, vulnerability scores were lower in District of North Vancouver neighbourhoods than in the City of North Vancouver, as shown in Figure 6.

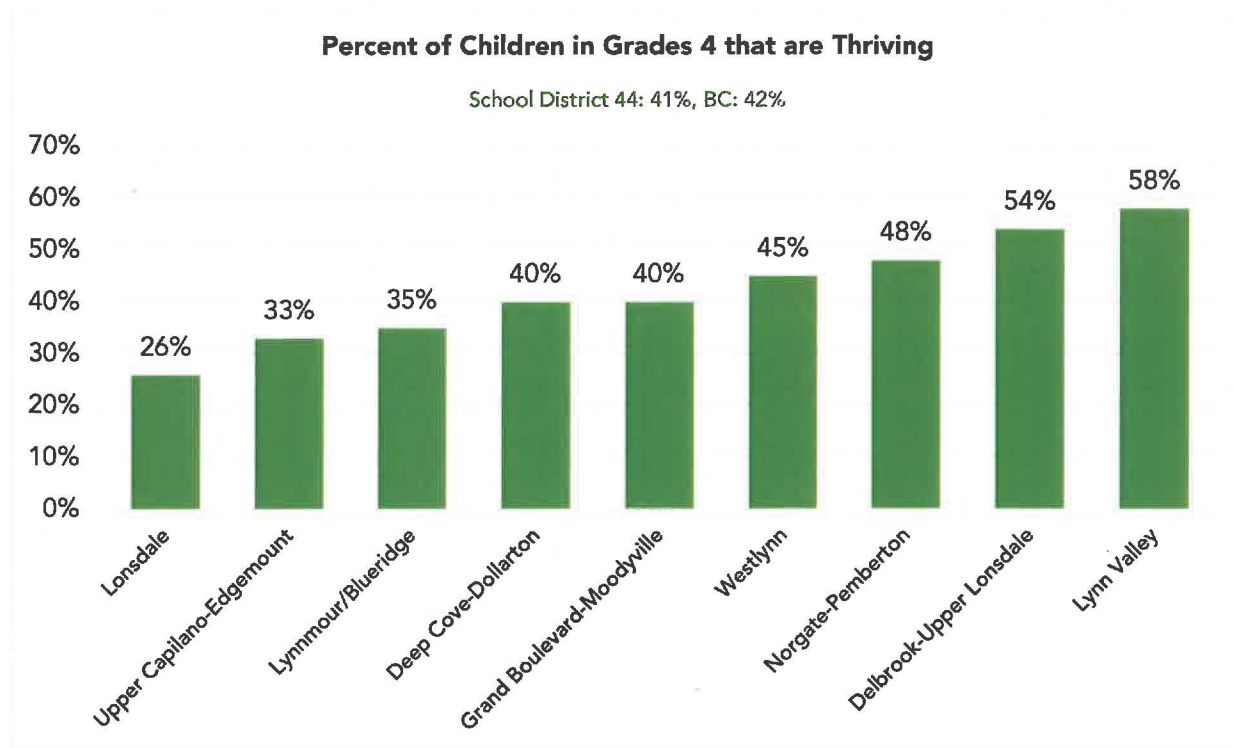
Figure 6: Percent of Kindergarten Age Children who are Vulnerable, by Neighbourhood



Source: Early Development Instrument (EDI) Wave 7 (2019)

MDI measures of Grade 4 children in North Vancouver from the 2018/19 school year showed 41% of North Vancouver fourth graders as thriving, versus 42% for the province as a whole. The scores varied widely among North Vancouver neighbourhoods, from 26% in Lonsdale to 58% in Lynn Valley.

Figure 7: Percent of Children in Grade 4 that are Thriving, by Neighbourhood

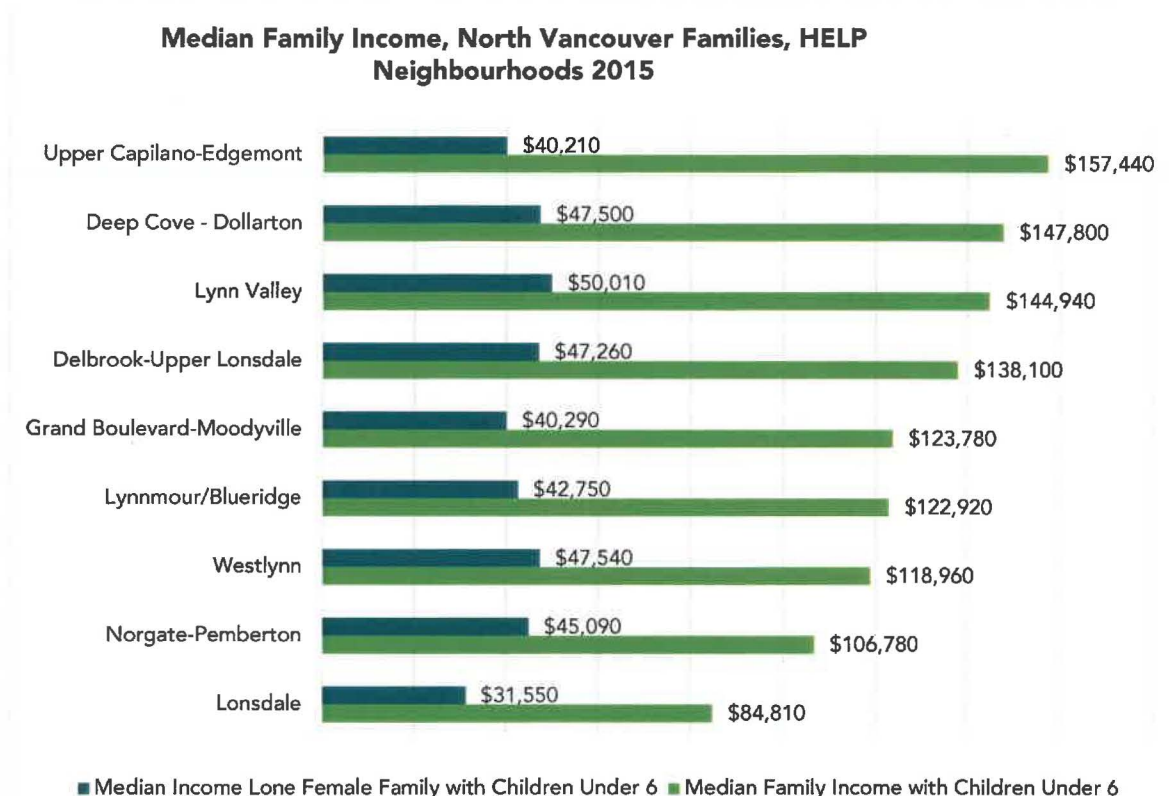


Source: Middle Years Development Index (2018/2019)

3.4 Child Care Costs

Child care costs can be a driver of poverty, and tend to have greater impacts on lone parent families. In the District, median family incomes for lone female parent families with children under six ranges from less than half to nearly one fifth of the median family income in some neighbourhoods. As part of their work in tracking child vulnerability in BC, HELP provides income data for school catchment areas.

Figure 8: Median Family Income, North Vancouver Families, HELP Neighbourhoods 2015



Source: Human Early Learning Program, 2015

A 2018 survey of child care costs identified average monthly child care costs, by facility type and age group, for the North Shore as shown in Table 3.

Table 3: North Shore Child Care Costs (2018)⁵

Facility Type	Infant	Toddler	3-5 Years	School Age
Family Child Care	Not Provided	\$1100	\$1059	Not Provided
Group Child Care	\$1149	\$1039	\$949	\$547

Source: North Shore Resources and the North Shore Child Care Resource and Referral Service

⁵ This survey was conducted prior to the Province's child care fee reduction initiative being implemented, which has a direct impact on monthly fees. As such, these numbers likely do not accurately reflect the current cost of child care in the District of North Vancouver.



4.0 ISSUES, GOALS, AND ACTIONS

This section presents key issues and recommended actions to achieve four strategic goals:

1. Increase access to child care;
2. Improve affordability;
3. Focus on quality; and
4. Strengthen partnerships.

Key issues related to each goal are identified and discussed below in the context of current and future community needs, as indicated by local data and through community consultation. These are followed by specific actions intended to improve the provision of child care in the District.

Many of the recommended actions build on existing process and guidance already embedded in the District's existing Child Care Policy, which is foundational to the Child Care Action Plan. Recommended actions include updates to the Child Care Policy to bolster existing work and further support child care as a priority for the District.

4.1 Goal 1: Increase Access to Child Care

The first goal works toward ensuring all families can access child care. Major issues affecting access to child care in the District include:

- Lack of spaces;
- Location of spaces; and
- Hours of operation.

Lack of Spaces

Lack of available child care spaces is a national problem that is more acute within BC and the Lower Mainland, where just over 18 spaces per 100 children are provided. Table 4, below, compares the ratio of child care spaces per 100 children at national, provincial, and regional levels.⁶

Table 4: Comparison of Child Care Spaces per 100 Children

	Canada	BC	Metro Vancouver
Child care spaces per 100 children	27	18	18

Source: Metro Vancouver

The pre-school age group (3-5 year-olds) had the most child care spaces per capita, with 34 spaces per 100 children as shown in Table 5. In contrast, there were 18 spaces per 100 infant/toddlers (aged 0-2), and 14 spaces per 100 school-aged children (aged 6-12).

Table 5: Child Care Spaces by Type in the District of North Vancouver (2019)

Age Group	# of children	% age of all children 0-12	Childcare type	Number of Spaces	Spaces per 100 children
0-2 -year-olds	2240	18%	Group (birth to 36 months)	393	18
3-5 year olds	2815	22%	Group (30 months to school age)	940	34 (excluding pre-school) ⁷
6-12-year-olds	7530	60%	Group (school age)	1,010	14
General	n/a	n/a	All others (including preschool)	724	n/a
Total 0-12 years	12,585	n/a	Total Child Care Spaces	3,067	

Source: District of North Vancouver Child Care Inventory (2019) and Stats Canada (2016)

Current and Projected Population

Projections for infant/toddlers are expected to increase by 538 kids to 2030. This suggests a greater need for infant/toddler spaces in the future. Existing shortages in pre-school and school-aged populations also mean that additional spaces are needed to serve these groups, despite projected population declines in these cohorts.

Space Needs and Targets

Identifying clear targets for the provision of new child care spaces will allow the District to better estimate and plan for the allocation of resources needed to meet future community child care needs. In the absence of Federal or Provincial direction on space targets, or widely accepted standards, District staff worked with the consultant and local partners to develop targets which take into account projected population growth and family employment rates.

⁶ Child care space numbers are rounded up

⁷ Preschools typically operate on the school-year (September to June). Most preschool programs run from one to four hours a day

As a result, approximately 2,055 new licensed spaces are recommended over the next 10 years⁸. These would be divided between the three child care service age groups, as follows:

- Infant/toddler (under 3 years) space target: 528 new spaces (33/100 children);
- Pre-schoolers (3-5 years) space target : 375 new spaces (50/100 children); and
- School-aged (6-12 years) space target: 1,152 new spaces (33/100 children)

The above targets are based on a 2030 population projection for school aged children in the entire District. They may thus be used as both district-wide and neighbourhood level planning tools.

Detailed space creation targets, including interim targets, are provided in Section 5: Implementation.

Table 6 provides a breakdown of the child care space needs by age group.

Table 6: 2030 Child Care Space Needs by Age Group

Age Group	Existing spaces	Existing spaces/ children	Population (2030)	2030 Targets (spaces/children)	needed spaces	Total spaces (2030)
0-2 (infant/toddler)	393	18/100	2,778	33/100	528	921
3-5 (pre-school)	940	34/100	2,609	50/100	375	1,315
6-12 (school-age)	1,010	14/100	6,517	33/100	1,152	2,192
Total	2,343		11,904		2,055	4,398

Location of Spaces

The provision of day care spaces near populations that rely on these services is an important indicator of access to child care. This is confirmed by surveyed parents who identified a preference to have child care facilities close to home.

Analysis of the distribution of existing day care spaces in the District revealed the following:

- There are limited infant-toddler group child care spaces in the two most populated neighbourhoods, Lynn Valley (8 spaces per 100 children) and Seymour (7 spaces per 100 children). By contrast, Lower Capilano has 57 spaces per 100 children;
- The ratio of available school-age care spaces to children is low in all neighbourhoods, ranging from 0/100 in Lower Lynn to 24/100 in North Lonsdale-Delbrook. However, Maplewood has 54 spaces per 100 school-aged children; and
- On average, District neighbourhoods have good numbers of group child care spaces for children aged 30 months to school age, ranging from 20/100 in Seymour to 107/100 in Maplewood, with an average of 33 spaces per 100 children. This is consistent with the pattern across Metro Vancouver and BC, where pre-school spaces are generally more abundant.

Table 7 presents the number of group child care spaces versus the number of children (by age group) in each planning neighbourhood⁹. This provides a baseline estimate of where additional spaces may be most needed. Maps 1, 2, and 3 reflect this data.

The following table and maps provide a snapshot of how each neighbourhood measures up against 2030 space targets. This may be useful, in combination with future growth and development projections in determining where additional spaces might be pursued.

⁸ An additional 320 child care spaces are currently in the planning or development review process.

⁹ "Planning neighbourhoods" consolidate smaller neighbourhoods into larger planning areas.

Table 7: Spaces per type by neighbourhood

Area	Group Child Care: Infant-Toddler (under 3 years old)			Group Child Care: Pre-School (2.5 years to school age)			Group Child Care: School Age (6 to 12 years)		
	# children	# spaces	Spaces per 100	# children	# spaces	Spaces per 100	# children	# spaces	Spaces per 100
Lower Capilano	210	119	57	230	181	79	580	57	10
Lower Lynn	90	12	13	115	25	22	300	-	0
Lynn Valley	675	52	8	820	231	29	1920	227	12
Lynn timer / Inter-River	115	36	31	125	64	51	275	30	11
Maplewood	75	24	32	60	64	107	190	103	54
North Lonsdale - Delbrook	250	84	34	290	129	45	915	220	24
Seymour	525	36	7	730	146	20	1910	252	13
Upper Capilano	300	30	10	445	100	23	1440	121	8
Total	2240	393	18	2815	940	33	7530	1,010	13

Source: District of North Vancouver Child Care Inventory (2019), and Statistics Canada (2016)

Infant/Toddler Space Needs

By 2030, the number of infant/toddler population is projected to increase by 538, to 2,778 across the District. As shown in Map 1, North Lonsdale-Delbrook and Lower Capilano are better served with spaces in this age category.

Lynn Valley, Seymour, Lower Lynn, and Upper Capilano are currently not well supplied with infant/toddler spaces. To meet the 2030 target of 33 spaces per 100 children, more spaces will be needed.

Lynn timer/Inter-River and Maplewood fall just below the target, with 31 and 32 spaces per 100 children, respectively.

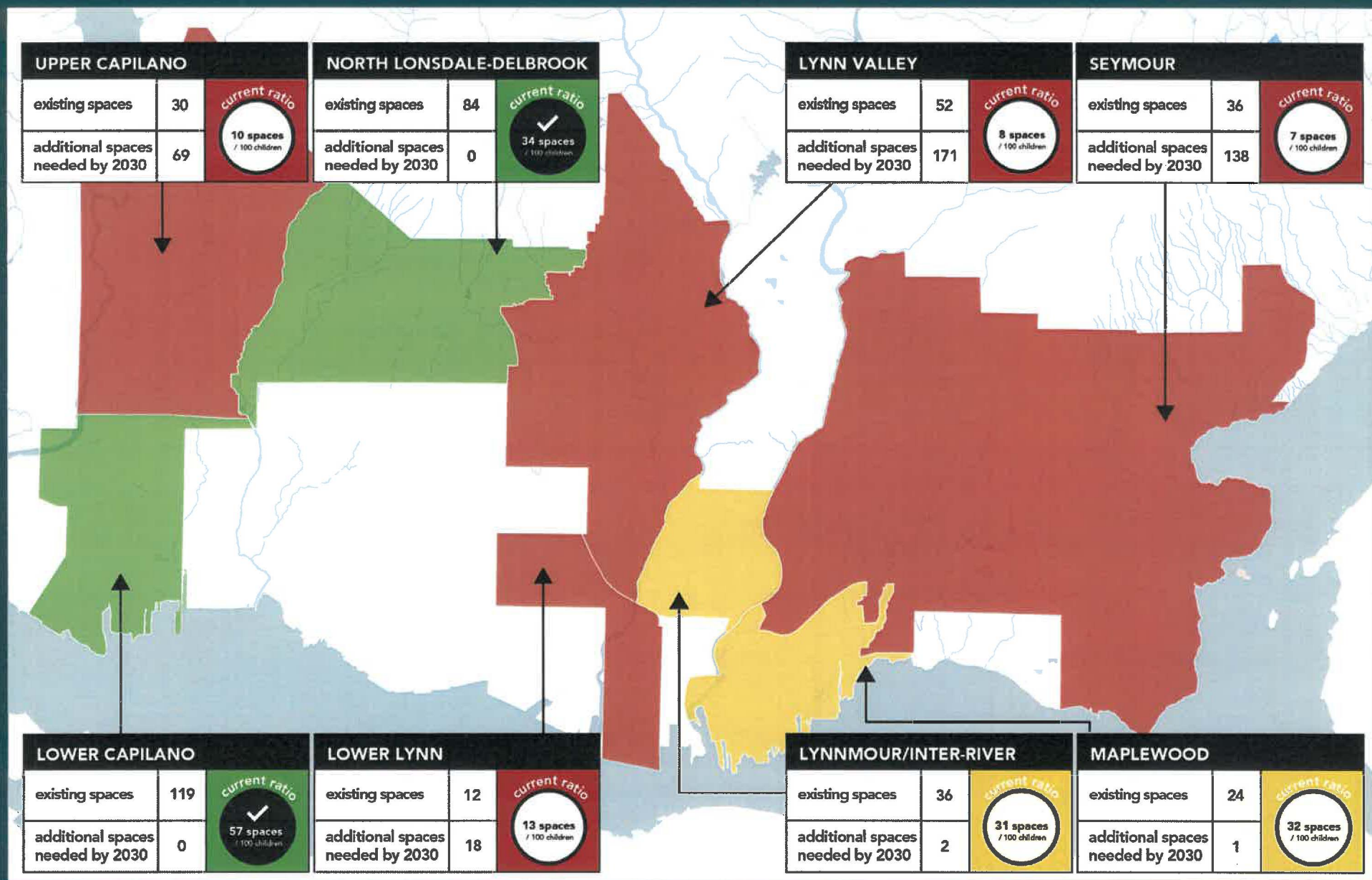
Pre-School Space Needs

The number of pre-school aged children in the District is expected to decline by 206, to 2,609 children by 2030. As shown in Map 2, Lower Capilano, Lynn timer/Inter-River, and Maplewood currently have spaces that would meet anticipated future demand in this age cohort to 2030. North Lonsdale-Delbrook is near the target, with 44 spaces per 100 children.

Upper Capilano, Lower Lynn, Lynn Valley, and Seymour are under-served; each having around half the number of spaces needed to meet 2030 targets of 50 spaces per 100 children.

School-Aged Space Needs

The number of school-aged children in the District is expected to decline by 1,013, to 6,517 children by 2030. As shown in Map 3, only Maplewood currently has enough spaces that would meet the targeted ratio of 33 spaces per 100 children in this age group. All other neighbourhoods would be significantly underserved.



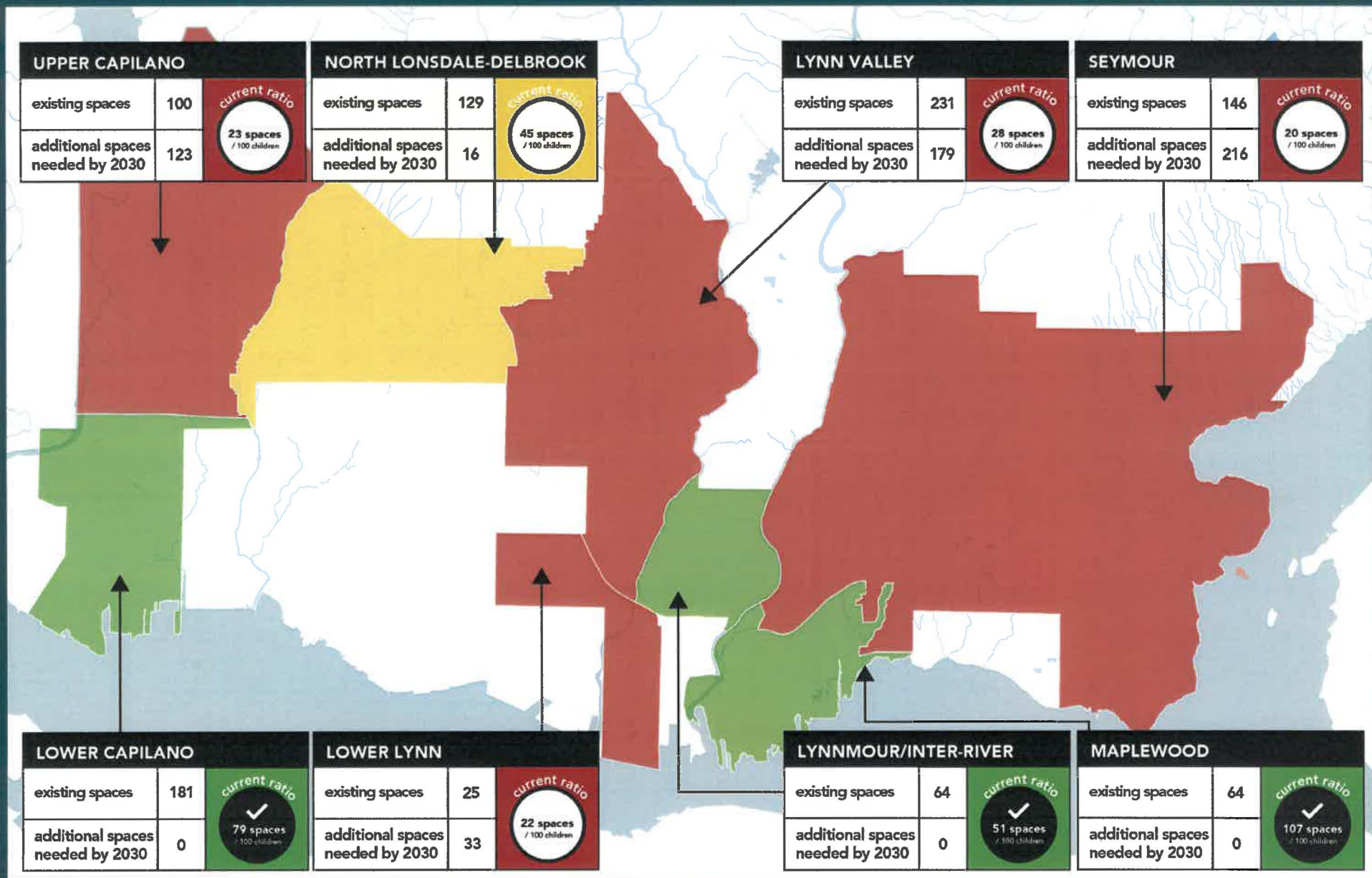
Map 1:
Existing and Projected Child Care Spaces and Targets by Neighbourhood
 (Infant/Toddlers, Age 0 to 2)

District of North Vancouver Childcare Inventory (2019)

DISTRICT-WIDE TARGET : 33 SPACES / 100 CHILDREN

LEGEND

- Neighbourhood Does Not Meet 2030 Target for Age Group
(0 spaces / 100 children to 30 spaces / 100 children)
- Neighbourhood Is Nearing 2030 Target for Age Group
(30 spaces / 100 children to 33 spaces / 100 children)
- Neighbourhood Exceeds 2030 Target for Age Group
(greater than 33 spaces / 100 children)



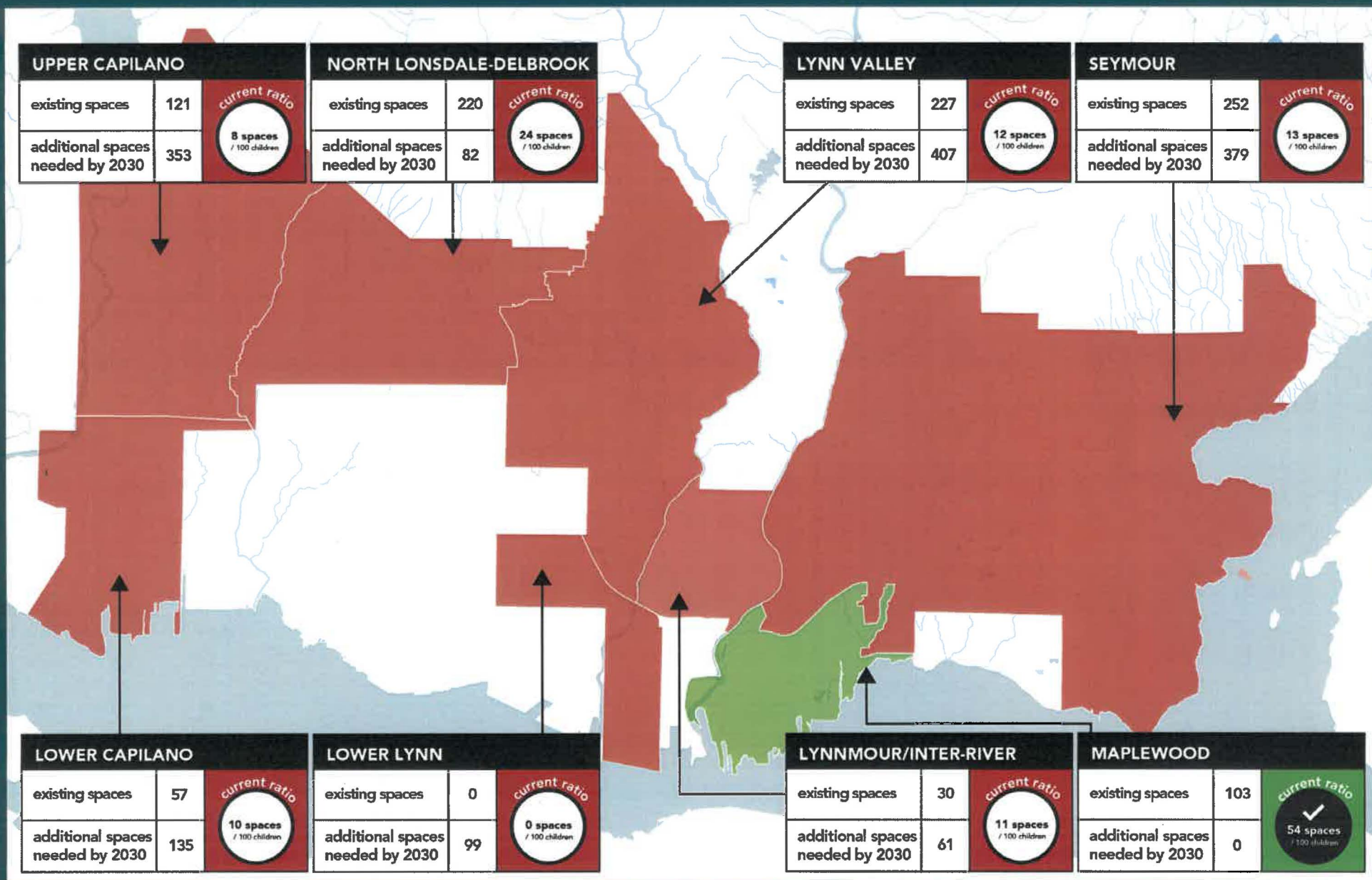
Map 2:
Existing and Projected Child Care Spaces and Targets by Neighbourhood
 (Pre-School, Age 3 to 5)

District of North Vancouver Childcare Inventory (2019)

DISTRICT-WIDE TARGET : 50 SPACES / 100 CHILDREN

LEGEND

- Neighbourhood Does Not Meet 2030 Target for Age Group (0 spaces / 100 children to 45 spaces / 100 children)
- Neighbourhood Is Nearing 2030 Target for Age Group (45 spaces / 100 children to 50 spaces / 100 children)
- Neighbourhood Exceeds 2030 Target for Age Group (greater than 50 spaces / 100 children)



Map 3:
Existing and Projected Child Care Spaces and Targets by Neighbourhood
(School-Age, Age 6-12)

District of North Vancouver Childcare Inventory (2019)

DISTRICT-WIDE TARGET : 33 SPACES / 100 CHILDREN

LEGEND

- Neighbourhood Does Not Meet 2030 Target for Age Group (0 spaces / 100 children to 30 spaces / 100 children)
- Neighbourhood Is Nearing 2030 Target for Age Group (30 spaces / 100 children to 33 spaces / 100 children)
- Neighbourhood Exceeds 2030 Target for Age Group (greater than 33 spaces / 100 children)

Hours of Operation

Over 75% of District residents work outside the municipality and may require longer hours of child care service each day. Very few facilities have non-traditional hours, which poses challenges for parents who work non-standard hours.

Recommended Actions to Improve Access to Child Care

The 15 actions in Table 8 are recommended to address the issues described above to improve access to child care. Each of the following actions are categorized as short, medium, long-range or on-going, and accompanied by external partners who may be involved in the work.

Table 8: Recommended Actions to Improve Access to Child Care

Recommended Actions to Improve Access to Child Care	Time frame	External Partners
Policy		
1. Update the Child Care Policy to include additional supporting language: <ul style="list-style-type: none"> A stronger commitment to 'quality', including consideration of design requirements that exceed the Provincial regulation minimums for District- owned or facilitated spaces; Investigate a statement that encourages locating child care in civic facilities and parks, with appropriate conditions, and consideration of opportunities to add child care to projects involving replacement, major renovation or construction of a District Facility. 	Short	None
2. Endorse the following space creation targets to help guide child care planning efforts and achieve approximately 2,000 new group child spaces by 2030: <ul style="list-style-type: none"> Infant/toddler (under 3 years): 33/100 children (528 new spaces); Pre-schoolers (3-5 years): 50/100 children (375 new spaces); and School-aged (6-12 years): 33/100 children (1,152 new spaces) 	Short/ Medium/ Long	Child Care Providers, School District, NVRC, Developers
3. Continue to explore opportunities to prioritize child care as a part of new developments in the town and village centres, and as part of new affordable housing developments.	Ongoing	Developers, BC Housing, Non-profit housing and service providers
4. Continue to leverage District assets by including child care in new or expanded civic facilities or parks, as possible and with appropriate conditions.	Ongoing	None
District Tools & Resources		
5. Consider the benefits of dedicating one District staff position as the point person for child care, including: <ul style="list-style-type: none"> Assisting applicants with District processes; Coordinating and exploring partnerships and opportunities for expansion of child care service with municipal projects, and external partners, including SD44, CNV, BC Housing. 	Short/ Medium	None

Recommended Action to Improve Child Care	Time Frame	External Partners
District Tools & Resources		
6. Create an inventory of District assets and other public or underutilized spaces that could be repurposed or developed for child care.	Short/ Medium	Vancouver Coastal Health, School District, non-profit child care providers, post-secondary institutions and other not-for-profits
7. Improve the District's child care webpage by providing concise and easy to use information for prospective child care operators and families looking for child care. This would include: <ul style="list-style-type: none"> • Relevant policies, regulations and by-laws; • Links to external and senior government resources. 	Short	None
8. Develop building models and high level cost estimates to facilitate new child care on District sites and response to grant opportunities.	Short	None
Regulatory & Processing Changes		
9. Review relevant District Bylaws to ensure child care provisions are coordinated and aligned. <ul style="list-style-type: none"> • This will include a review of parking regulations which were identified as a barrier to establishing new facilities 	Short	Child care providers, Vancouver Coastal Health.
10. Put non-profit child care applications at the front of the queue for processing.	Short	None
New Programs		
11. Collaborate with external partners to explore additional after-school programs to support children aged 10-12 whose needs are not specifically addressed by school aged licenced child care spaces.	Medium	VCH, North Vancouver District Public Library staff, NVRC, non-profit sector, School District
12. Collaborate with external partners to explore offering longer hours, non-traditional hours, and/or flexible hours.	Medium	Province, VCH, Non-profit providers, with the North Shore Child Care Planning Committee
Collaboration & Partnerships		
13. Continue dialogue with First Nations on the North Shore, focusing on meeting the needs of Indigenous families and children.	Ongoing	Squamish Nation and Tsleil-Waututh Nation
14. Work with the NVRC in an effort to support the provision of child care spaces, preschool programs, and after school care in recreation and culture facilities.	Medium/ Long	NVRC
15. Look for opportunities to access Provincial Capital funding to build child care spaces.	Short/ Medium	Province, NRCC, Non-profit operators

4.2 Goal 2: Improve Affordability

Child care is expensive, and is often the determining factor in many families' child care enrolment decisions. Child care costs can be a driver of poverty, and typically have greater impact on lone parents, low income families, families with multiple children, recent immigrants, families with children with special needs, foster families, and families where parents do shift work.

Stakeholder feedback received as part of the Child Care Action Plan community engagement process confirmed affordability is a major concern among District parents and caregivers. For people who are single parents, are immigrants/newcomers or have children with special needs, the challenges associated with finding and paying for child care are exacerbated.

"If I choose daycare I choose poverty. If I don't work I choose poverty. I can't get ahead." – North Shore Parent, 2019 Parent Survey

Single parents noted that it is very difficult to stay out of poverty while trying to pay for child care. Respondents mentioned reliance on a line of credit, living in crowded spaces [to save on rent], and relying on families or informal care to support their child care needs. The child care subsidy and income assistance from the Province helps, but it typically is not enough to meet the actual need.

Child care providers also identified affordability challenges, including lack of affordable sites to operate from, lack of income to afford paying good wages to high-quality staff or staff with the skills to support children with special needs.

Recommended Actions to Improve Affordability

The following actions are intended to improve child care affordability:

Table 9: Recommended Actions to Improve Affordability

Recommended Actions to Improve Affordability	Time Frame	Partners
1. Consider reducing or waiving application fees for non-profit child care providers.	Short	None
2. Continue to lease safe and suitable District space to non-profit child care providers at below-market and affordable lease rates (such as \$1/year).	Ongoing	Non-profit providers
3. Continue to deliver the current Child Care Grant Program, which provides grants to non-profit child care providers to assist them with facility improvements, flexible/non-traditional hours and out-of-school care.	Ongoing	Non-profit providers
4. Continue to lobby senior governments for increased funding for child care, and increased remuneration for child care workers.	Ongoing	NS Child Care Committee

4.3 Goal 3: Focus on Quality

High quality child care is linked to positive outcomes for children, while poor quality care can have negative long-term effects. One of the greatest challenges for parents, in addition to the basic lack of available spaces close to home, is the lack of quality services.

Child care providers cite a limited supply of qualified staff as a major challenge to providing high quality care. Staff with training and skills to work with children with special needs and with children under three years old are in especially short supply.

"I am broken hearted because I want my son to be safe but I don't think he always is..." – North Shore Parent, 2019 Parent Survey

Elements of Quality Child Care Systems

Eight elements are associated with quality child care systems:

1. **Ideas.** Strong conceptual framework and values for the system;
2. **Governance.** Clear roles and responsibilities; public management of the system; program delivery at local level; and parent involvement;
3. **Infrastructure.** Coordinated program administration; policy development; regulation and monitoring; and quality improvement mechanisms;
4. **Planning and policy development.** Clear strategy for system-wide planning and implementation; and evidence-informed;
5. **Financing.** Adequate, sustained public investment; core/base funding; Capital funding; and affordable parent fees;
6. **Human resources.** Qualified, well-supported staff at all levels of the system; ongoing training for supervisors and program staff; and good wages and working conditions;
7. **Physical environment.** Well-designed and equipped program settings; and sufficient indoor and outdoor spaces; and
8. **Data, research, and evaluation.** Continuous evaluation; and collection and analysis of key information.¹⁰

¹⁰ Friendly, M., & Beach, J. (2005). High quality early learning and child care system. *Child Resource and Research Unit*, 1-8.

Figure 9: Eight Elements of a Quality Child Care System



Source: Martha Friendly and Jane Beach, (2005). Elements of a high quality learning and child care system.

Indicators of Quality Child Care Programs

The following indicators are supportive of quality child care provision at the program level:

- Reporting of positive relationships – between families and providers, among colleagues, and between children and staff;
- Staff have higher levels of education and training, feel appreciated, and are well-supported;
- Planned programming and a strong curriculum that is tailored to meet the diverse needs of children; and
- Well-designed indoor/outdoor space is critical to supporting the development of children under five.

In order to facilitate the quality criteria identified, special attention should be paid to staff:

- Staff should have ECE (Early Childhood Education) training;
- At least some staff should have special needs and cultural/ESL skills if required;
- Wages should be decent and commensurate with the level of training;
- There should be written policies and formal procedures which give staff a feeling of worth and certainty, such as: job descriptions, contracts, salary schedule, performance reviews, and a staff manual.

Child Care Auspice (for-profit vs. non-profit & public operators)

Child care auspice is critically important to the quality of child care programs. In BC (and Canada), we have three types of child care auspices:

1. Non-profit;
2. For-profit; and
3. Publicly operated (i.e. services directly operated by a public entity such as a local government or school district).

For-profit child care centres consistently perform lower on global evaluation scales compared to non-profit and publicly operated centres. Research has shown that some for-profits provide less teaching support, lower salary schedules, fewer staff policies, limited job performance appraisals, and limited grievance procedures, compared to non-profit centres. In British Columbia, for-profit centres have been found to be more likely to close than non-profit centres. These factors can contribute to lower workplace morale and high staff turnover, negatively impacting quality of care.

Recommended Actions to Focus on Quality

The following actions will assist in promoting and influencing the quality of child care:

Table 10: Recommended Actions to Focus on Quality

Recommended Actions to Focus on Quality	Time Frame	Partners
1. Support the Province in its "Early Care and Learning Recruitment and Retention Strategy" initiative through joint advocacy.	Short	City of North Vancouver, District of West Vancouver, Non-profit providers, School District
2. Apply the following guidelines when creating new child care facilities on District-owned land: <ul style="list-style-type: none"> • Operation by a non-profit child care provider; • Location, space and design expectations which meet or exceed minimum Provincial standards for indoor and outdoor space; • Consider shared facilities where there may be synergies between other services and infrastructure. 	Short/ Medium	VCH, Non-profit providers, Child Care Planning Committee
3. Increase the number of licensed, non-profit, publicly funded child care operations in the District through incentives noted above (e.g. reduced fees, priority processing, etc.) and other recruitment strategies.	Long	Province, Non-profit providers

4.4 Goal 4: Strengthen Partnerships

Providing high quality child care requires collaboration between many parties. Joint advocacy is needed around child care needs on the North Shore to senior levels of government.

Stakeholder engagement identified several partnership opportunities for the District to explore:

- Partner with the School District, post-secondary institutions, and hospitals to explore potential use of public lands and facilities to create more child care spaces.
- Partner with seniors centres and large employers to provide on-site child care facilities for their employees.
- Partner with neighbouring municipalities, the School District, and health authorities to lobby senior governments for expanded child care commitments (particularly financial).
- Partner with neighbouring cities and jurisdictions to facilitate coordinated approaches to child care delivery.
- Develop stronger relationships with Squamish and Tsleil-Waututh Nations, including incorporating Indigenous perspectives and history in child care planning and curriculum.

Recommended Actions to Strengthen Partnerships

The following actions can be taken to pursue effective partnerships and collaboration:

Table 11: Recommended Actions to Strengthen Partnerships

Recommended Actions to Strengthen Partnerships	Time Frame	Partners
1. Explore development of a joint inter-agency role/position (involving the City of North Vancouver) that focuses on meeting space targets, facilitating partnerships, and engaging with Provincial and community partners in North Vancouver.	Short	District of West Vancouver, City of North Vancouver
2. Support SD44 to explore child care space as part of all new construction and major refurbishment projects.	Short/Medium	School District
3. Continue to lobby senior governments to provide support in the following areas: <ul style="list-style-type: none"> • Provincial planning and funding for new spaces to meet North Shore needs; • Increased early childhood educator (ECE) recruitment and remuneration; • Lower child care costs; • Specific funding for non-traditional house of care; and • Increased resources to support children with additional needs through the Supported Child Development. 	Short/Medium	District of West Vancouver, City of North Vancouver, School District
4. Enhance collaboration with the North Shore Child Care Resource and Referral Program and other community service organizations to: <ul style="list-style-type: none"> • Bring child care operators and staff together for information sharing, joint training and education; and • Provide more information for parents (especially targeting vulnerable families) about how to access child care, and how the system works. 	Short/Medium	Non-profit providers, Health, Community Organizations
5. Participate in joint child care development information meetings on a regular basis with Vancouver Coastal Health for people who are interested in opening child care centres.	Short	VCH

<p>6. Continue to participate on initiatives that build awareness of child care issues.</p> <ul style="list-style-type: none"> This may include briefings with the North Shore Child Care Planning Committee and elected officials (municipal and School District), and an orientation on child care matters after each local election. 	Medium	NS Child Care Planning Committee
<p>7. Explore the feasibility of a centralized child care waitlist for the North Shore.</p>	Medium	District of West Vancouver, City of North Vancouver, North Shore CCR&R, Child Care Operators, Child Care Committee



5.0 IMPLEMENTATION, MONITORING AND REPORTING

Implementation of the Child Care Plan's recommended actions should be pursued to ensure ongoing progress on multiple fronts. The District should continue to work with its North Shore partners through the North Shore Child Care Planning Committee to identify areas where on-going collaboration would be most effective. These may include joint initiatives such as lobbying, information-sharing, collection and evaluation of data, and preparation of a regional annual report. The Committee should include representation from all public partners as well as community agencies and child care operators.

5.1 Implementation

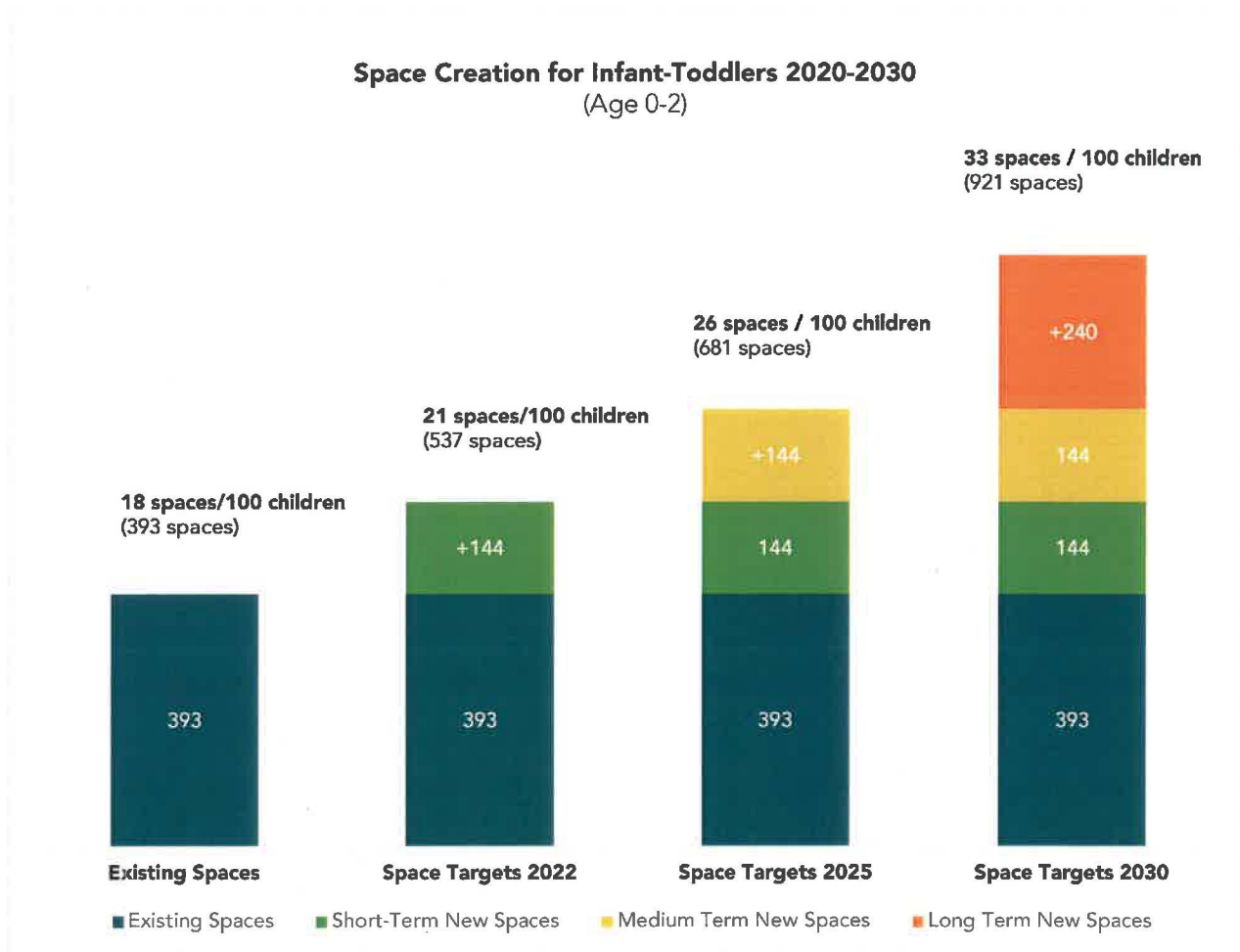
Space Delivery Targets

New child care spaces will be gradually rolled out to align with projected population growth. The following schedules include short- medium- and long-term targets for the delivery of new child care spaces in the District over the next ten years. They are divided into three categories: infant/toddlers, pre-school, and school-age.

Infant-Toddler Targets

A target of 33 child care spaces per 100 infant/toddlers is recommended by 2030. This will result in an additional 528 spaces. To achieve this, approximately four to five additional 12-space infant toddler programs would be required every year for ten years (or 44 new programs). Interim space targets are 21 child care spaces per 100 (21/100) of infant/toddler population by 2022, and 26 per 100 by 2025 (Figure 10).

Figure 10: Infant-Toddler Space Creation Targets¹¹

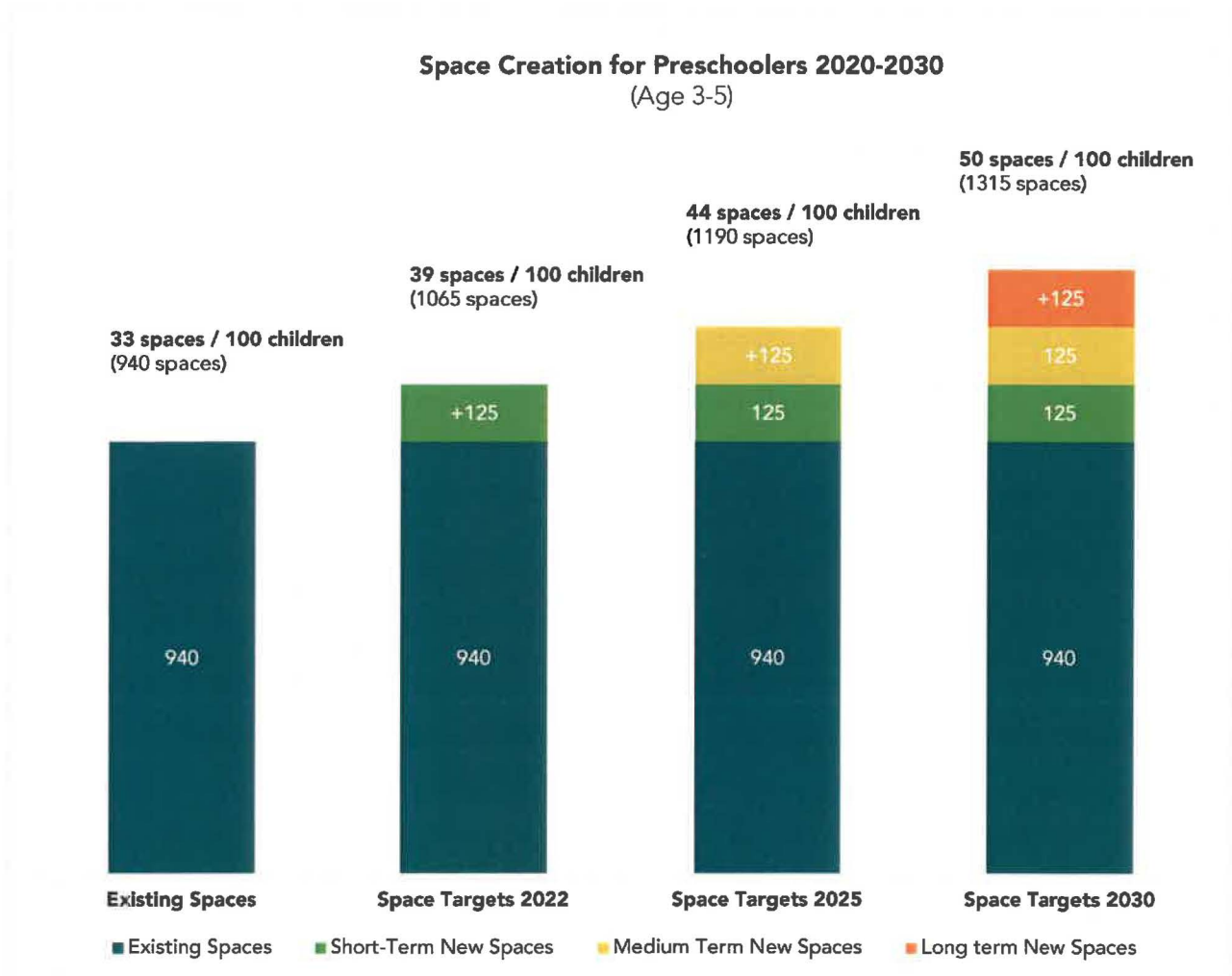


¹¹ These targets are developed based on the District of North Vancouver and Metro Vancouver projection that the infant-toddler population will increase by 538 children from 2240 in 2016 to 2778 in 2030.

Pre-school Targets

A target of 50 spaces per 100 pre-school aged children is recommended by 2030. This will result in an additional 375 spaces. To achieve this, approximately one to two 25-space pre-school age programs would be required every year for ten years (or 15 new programs). Interim space targets are 39 child care spaces per 100 of pre-school population by 2022, and 44 per 100 by 2025 (Figure 11).

Figure 11: Pre-School Space Creation Targets¹²

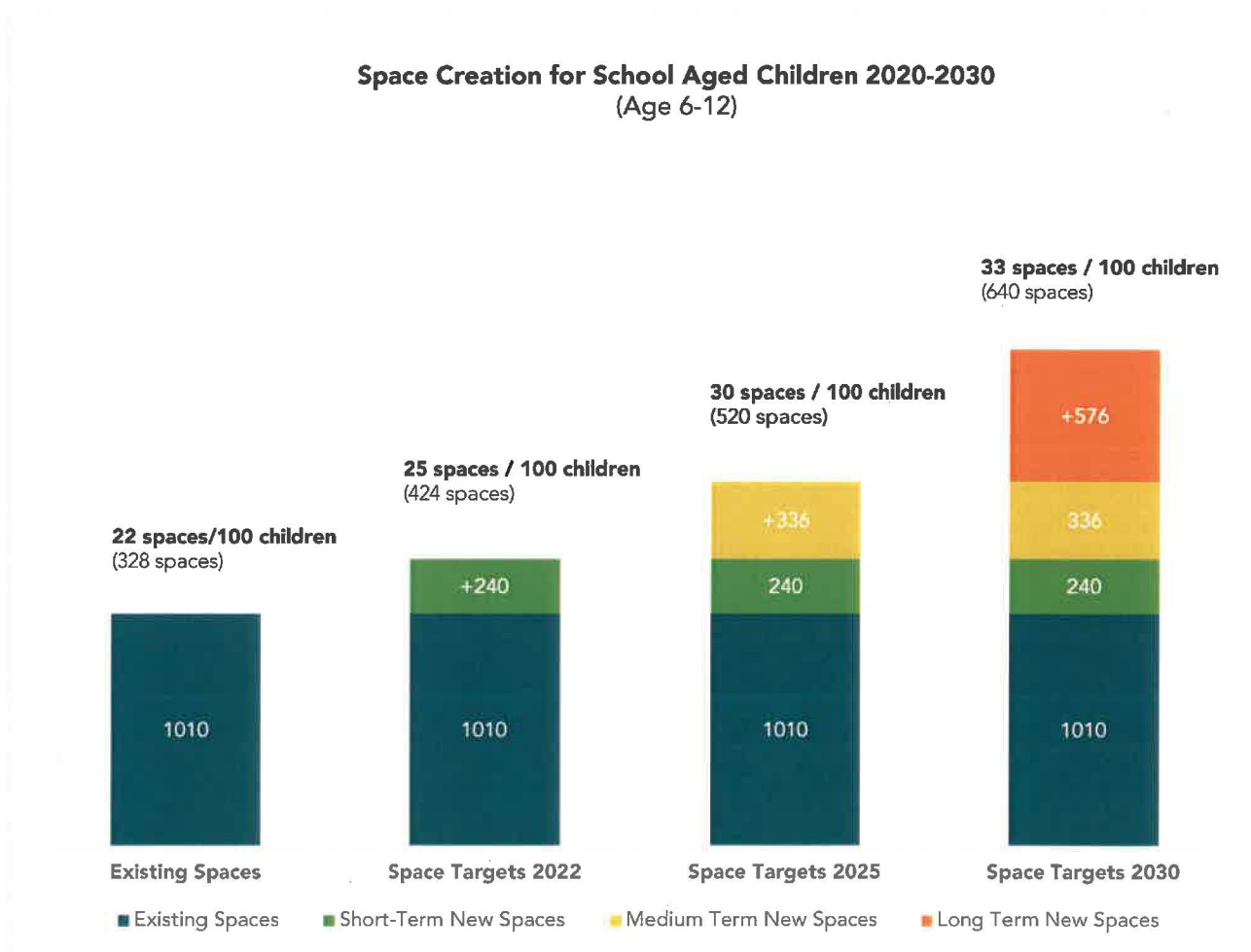


¹² These targets are developed based on the District of North Vancouver and Metro Vancouver projection that the pre-schooler population will decrease by 274 children from 2815 in 2016 to 2609 in 2030.

School Age Targets

A space target of 33 spaces per 100 school-age children is recommended by 2030. This will result in 1,152 additional spaces. To achieve this, approximately four to five 24-space school age programs would be required every year for ten years (or 48 new programs). Interim targets are to accommodate 18 child care spaces per 100 school-aged children by 2022, and 23 per 100 by 2025 (Figure 12).

Figure 12: School Age Space Creation Targets¹³



¹³ These targets are developed based on the District of North Vancouver and Metro Vancouver projection that the school age population will decrease by 1,013 children from 7,530 in 2016 to 6,517 in 2030.

5.2 Child Care Policy Updates

The District's current Child Care Policy (2008) should be updated to provide additional guidance and support for actions recommended in this plan. Updates to the Child Care Policy should include:

- A set of guiding principles and values (i.e., a universal approach with additional resources directed to families facing the greatest barriers to access);
- A strong statement that encourages child care development and ensures that child care needs are considered in all its strategies (e.g., housing, health, transit);
- A clear commitment to support the non-profit and public child care sector, referencing the literature on research, and the Province's child care space funding program that requires municipalities to either directly operate or engage in a partnership with non-profit providers; and
- A stronger commitment to 'quality', including consideration of design requirements that exceed the Provincial regulation minimums for District owned or facilitated spaces.

5.3 Progress Reports

Progress reports to the District Council will document successes, failures, and learnings, with recommendations for necessary changes. These reports may be used to support annual budget requests needed to implement many of the recommended actions in this plan.

Progress reports should be widely shared with the District's partners, the child care provider community, and other levels of government following Council consideration.

5.4 Conclusion

Quality child care is a vital part of the District of North Vancouver's social network and positively impacts the overall health and well-being of the community. The District of North Vancouver's Child Care Action plan builds on the Official Community Plan goal of promoting the establishment and maintenance of affordable quality child care services in the District. The Plan's four goal areas of increasing access to child care, improving affordability, focusing on quality, and strengthening partnerships all contribute towards enhancing the provision of child care services over the next 10 years. Ongoing monitoring and reporting on the implementation of this plan will allow us to assess our progress towards achieving the goals and identify opportunities to modify the plan as needs change over time.



DISTRICT OF
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The Corporation of the District of North Vancouver

CORPORATE POLICY MANUAL

Section:	Social & Community Services Planning	10
Sub-Section:	Planning - Child Care Services	4750
Title:	CHILD CARE POLICY	1

POLICY

The creation of safe and healthy environments for residents at all stages of their lives is a priority for the District of North Vancouver (District). For the children in our community, this includes facilitating the provision of **quality** child care services which affords opportunities for children to develop socially, emotionally and intellectually. The investment into **quality** child care is far-reaching and can have positive social and economic returns for all residents living in the District.

As such, the District of North Vancouver is committed to being an active partner with senior levels of government, other municipal governing bodies, the community, parents and child care providers in the development and maintenance of a **comprehensive**¹ child care system. This system is one that encourages equitable and **affordable** access to **quality** programs to all District residents.

REASON FOR POLICY

The Child Care Policy articulates actions to be undertaken by various District Departments in order to support the continuation and enhancement of child care facilities in the District of North Vancouver. This Policy also recognizes that the responsibility for creating and sustaining child care in the community must be shared with its partners. **Appendix A** of this Policy, articulates the mandates and responsibilities of these partners in relation to the District's Child Care Policy.

AUTHORITY TO ACT

Retained by Council

PROCEDURE1. **District of North Vancouver****Mandate**

The District of North Vancouver is to take a leadership role in:

- Co-ordinating the implementation of the Child Care Policy;
- Integrating the provision of child care into ongoing planning and development functions where appropriate;
- Supporting existing child care services and encouraging new initiatives in high need areas; and
- Advocating for provincial and federal action in support of child care.

The District's priority is to encourage equal access to **quality** child care for all families in the District.

¹ For definitions of all bolded words, please refer to the final page of this Policy.

1.1. **Child Care Planning Practices**

Child care is recognized as being an essential building block in the creation of safe, liveable and healthy communities. Where appropriate, child care needs to be integrated into the District's planning function alongside planning for other basic municipal services such as water, roads and green space.

The District will:

- Research demographic profiles and consult with appropriate stakeholders, including staff from the North Shore Child Care Resource & Referral Program, to remain up-to-date on trends and needs related to child care;
- Support child care operators in finding appropriate locations for needed child care programs;
- Continue to allow child care facilities in all zones as per the Zoning Bylaw, while respecting the current stipulations about maximum group size and outdoor play space requirements as included in the District of North Vancouver's *Childcare Facilities Business Regulation Bylaw No. 6724* as well as the provincial child care licensing regulations under the *Community Care and Assisted Living Act*;
- Develop a consistent approach to the provision of child care facilities or child care contributions as part of new developments;
- Consider the provision of child care facilities or services whenever community amenities are being proposed as a condition of rezoning, especially where child care is identified as a priority need in the subject neighbourhood; and
- Establish a Child Care Reserve Fund for those instances where developers may be required to provide a community amenity contribution toward the provision of child care in order to receive an incentive.

1.2. **District Leasing Practices**

In its leasing practices, the District will treat non-profit child care as a community service, rather than as a commercial enterprise as per the *Community Facilities Leasing Policy*.

The District will:

- Continue to implement the *Community Facilities Leasing Policy* which provides use of municipal land and/or facilities to non-profit child care operators for \$1 a year;
- Maintain an inventory of municipal land and/or facilities that are available for child care development;
- Maintain a roster of prospective operators who will be pre-screened for space and facilities as they arise;
- Encourage the provision of child care spaces in its negotiations to develop, sell or lease District lands where appropriate and where there is a demonstrated need; and
- When ownership of a child care facility is obtained by the District through the development process, the District will work to lease the facility to a child care operator.

1.3. **District Licensing Procedures**

Through the issuance of business licenses, District Licensing staff has a role in enhancing the quality of child care facilities in the District of North Vancouver by ensuring that health and safety standards are met.

The District will:

- Retain the right to withhold a business license where there are concerns about the health or safety of a prospective child care facility (under licensing);
- Provide prospective child care providers with information on the District's requirements for establishing child care facilities, including the steps that are necessary in to meet Provincial licensing requirements, building code requirements and the District Business License requirements; and
- Provide a single point of contact in Permits and Licenses to support potential child care providers through the application, permitting and licensing process, with additional support from social planning staff.

1.4. Operating and Program Support

While the District is not responsible for direct operations of child care programs, it does target its limited resources to support high need child care services. This funding support is targeted at key priority areas which are established annually by staff in consultation with various stakeholders, including the North Shore Child Care Resource and Referral Program.

The District will give priority to:

- Providing an annual contract for "Child Care Support Services" to the North Shore Child Care Resource Society² for expanded child care information, support and development services;
- On an annual basis, working with staff at the Child Care Resource and Referral Program, as well as other interested stakeholders, to identify priority needs for child care and communicate these priorities to the District's Child Care Grants Committee as well as child care providers;
- Providing a staff liaison to the Council appointed, Child Care Grants Committee, whose mandate is to review grant applications from non-profit child care providers that serve District residents;
- Providing annual funding through Child Care Grants to eligible non-profit societies to enhance the availability, **affordability** and **quality** of child care services through approaches that include, but are not limited to: reduced fees for low-income families (including bursaries), care for infants and toddlers, enriched multicultural programming, training for staff and boards, innovative administration models, as well as research and program development; and
- Providing Permissive Tax Exemptions to non-profit child care providers located in the District.

1.5. Advocacy

The District can play an important role in advancing child care issues by advocating to provincial and federal governments the importance of high **quality** and **accessible** child care in supporting healthy communities.

At the Federal level, the District will:

- Advocate to the federal government for a national child care strategy that supports the development of a **comprehensive, affordable, accessible** system of high **quality** child care services.

At the Provincial level, the District will:

- Lobby for a new co-ordinated funding mechanism that provides adequate support for the construction and operation of quality child care services that are **accessible** and **affordable** and that provides caregivers with wages and working conditions reflecting the value of their work;
- Work with the provincial government's Ministry of Education to support the co-location of child care services on School District properties and in schools with under-utilized space, where appropriate; and
- Lobby both senior levels of government to support initiatives that provide quality training for individuals in the child care field to assist with the recruitment and retention of qualified individuals.

At the Municipal and community level, the District will:

- Continue to work with the North Shore Child Care Planning Committee to raise the profile of trained and certified early childhood educators working in the child care sector through advertisements/articles and other educational opportunities; and
- Continue to recognize and support Child Care Month in May.

² See Appendix A for further information on the North Shore Child Care Resource and Referral Program.

1.6 Child Care Hubs

The District recognizes the benefits of establishing a network of **child care hubs** on the North Shore as they can provide a more integrated system of services to families, which is both user-friendly and cost-effective. Cost efficiencies are generated by intensifying the use of new or existing facilities, and by having multiple organizations sharing administrative and other costs.

The District will:

- Take a leadership role by providing financial and other support to assist community organizations in developing and implementing **child care hubs**;
- Work with the North Shore Child Care Planning Committee to further the development of a network of **child care hubs** across the North Shore;
- Work with School District #44 to explore the opportunities for locating **child care hubs** in schools, on School District property or in proximity to existing schools; and
- Investigate the possibility of working with private schools to establish **child care hubs** on or near their property if identified as a priority need.

DEFINITIONS

Accessibility - An accessible child care system is one in which there is appropriate and adequate capacity for all families and children requiring care. This means an integrated continuum of services for children from birth to twelve years of age in developmentally appropriate programs for infants, toddlers, preschoolers and elementary school-age children; mandated accountability for developing and delivering child care programs at appropriate federal and provincial departmental levels, with adequate staff and financial resources; planning, co-ordination and delivery of child care services at the neighbourhood level; culturally and linguistically appropriate services; and physically accessible facilities that promote the independence and inclusion of children with special needs.

Affordability - An affordable child care system is one in which equitable access to child care is available to all families, regardless of income; child care is recognized as an essential community service and has a stable, public and accountable funding basis; with federal, provincial and municipal cost-sharing programs in which senior levels of government have the major responsibility.

Child Care Hubs - The province defines a child care hub as "the co-location of two or more family-strengthening or early childhood development services along with a child care service." The underlying concept of the hub model is that services for children and families, with child care as the cornerstone, are more integrated by being located together in the same facility as much as possible.

Comprehensive - A comprehensive child care system is one that supports the economic, social and cultural health of communities and reflects the needs of all families and children that require care and/or can benefit from participation in quality early childhood and family support programs. This means a range of child care choices for parents including: full and part-time group programs; licensed family day care; supported informal and in-home care; family resource and support programs; respite, drop-in and emergency care; childminding as part of community social services; care for children with special needs; parental leave options; provisions for shift, seasonal, casual and flexible care; neighbourhood-based recreational and social programs.

Quality - The provision of quality child care programs is essential if optimal childhood development is to be realized. Research and experience indicate that the predictors of quality childcare programs include: the existence and compliance with licensing standards; the provisions of specialized and appropriate staff training; staff salary levels commensurate with training and responsibility; informed parental choice in selection of care and active involvement in the care options of their choice; stable and adequate administration of programs under accountable auspices; and sufficient operating funds and program resources to cover programming costs.

Approval Date:	December 17, 1990	Approved by:	Policy & Planning Committee
1. Amendment Date:	December 13, 1994	Approved by:	Executive Committee
2. Amendment Date:	December 11, 1995	Approved by:	Regular Council
3. Amendment Date:	November 3, 2008	Approved by:	Regular Council

APPENDIX A

PARTNERSHIPS

The District of North Vancouver recognizes that partnerships with key agencies in the community are critical to the implementation of the Child Care Policy. As such, the District is committed to work with these agencies in order to establish a **comprehensive** child care system that supports child care and families in the District and the North Shore as a whole.

North Vancouver Recreation Commission (NVRC)

Mandate

The NVRC was established by the City and District of North Vancouver to provide recreation services and facilities on behalf of the two municipalities. The NVRC provides child-minding services at recreation centres for participants in their programs, pre-school programs and a wide array of recreation services for children. The Recreation Commission views its role in the provision and facilitation of recreation programs for school-age children as part of a larger mandate to address the needs of North Vancouver residents in the provision of a broad array of recreation opportunities regardless of age, gender, ability or economic status.

Responsibility

Within the context of this Policy, the Recreation Commission will take a leadership role in:

- Facilitating the provision of neighbourhood-based, after-school recreation programming for nine to twelve year olds and for the provision of drop-in and casual programming throughout the school year, on school non-instructional days and during school breaks;
- The development and facilitation of Recreation Commission programs for school-aged children in consultation with Advisory Committees, users, volunteers, and non-profit partners and service providers;
- Facilitating after school access to schools for recreation and community services; and
- The District in consultation with the NVRC will work to ensure that, as recreation facilities are redeveloped, on-site opportunities for child care, or child minding are maximized.

North Shore Child Care Resource & Referral Program

Mandate

The North Shore Child Care Resource & Referral Program, which operates under the auspices of the North Shore Community Resource Society, provides a unique and wide range of services that enhance child care and the quality of life for children and families on the North Shore. For parents as well as child care providers, the Program offers a range of services from information and referrals on child care facilities to start up and operating information.

The Program also receives provincial funding to register and provide support services to family day cares, including, but not limited to, training opportunities, equipment loans, and information on subsidy assistance. Additional funding is provided by the District of North Vancouver, as well as the other two North Shore Municipalities, to enable the program to provide expanded services under a Contract for Services.

Responsibility

Within the context of the District's Child Care Policy, the North Shore Child Care and Resource & Referral Program will take a leadership role in:

- Coordinating and administering the North Shore Child Care Planning Committee according to the terms of reference for the Committee, to facilitate and sustain child care services on the North Shore and to review and address priority recommendations from the 2007 North Shore Child Care Needs Assessment;

- Providing networking, consultation, and educational opportunities to centre-based group child care programs;
- Providing child care development and support services including consultations on child care start up, statistics, policy development assistance, fee and wage surveys, etc.;
- Maintaining an up-to-date database of Licensed and Registered License Not Required child care facilities;
- Providing library and equipment resources in response to identified topics and interests in child care programming,
- Being a key participant in the presentation of the North Shore Early Childhood Education Conference,
- Continuing to provide resources and collaboration to respond to diversity issues in our community;
- Collaborating with community partners to enrich training opportunities, respond to identified issues, share information and resources, and to advocate for child care and family support services;
- Representing child care and early learning services at community events and on various committees and tables on the North Shore, and
- Maintaining services mandated by the Ministry of Children and Family Development for Provincial Child Care Resource and Referral Services to support parents and child care providers by providing information and referral, consultation, access to resources, training, professional development, information sharing, networking opportunities and subsidy assistance.

Vancouver Coastal Health Authority

Mandate

Vancouver Coastal Health Authority has the legislated responsibility for administering the provincial Child Care Licensing Regulations under the *Community Care and Assisted Living Act*. The Vancouver Coastal Health Authority is therefore involved with all child care services that require a licence.

Responsibility

The Vancouver Coastal Health Authority has an important role to play in:

- Ensuring that all information to applicants regarding the licensing process is up-to-date and includes health and municipal requirements;
- Participating in the development and maintenance of a common child care data base;
- Supporting ongoing caregiver education and training;
- Participating with District staff in the development of guidelines for zoning purposes that promote quality child care, and
- Working with District staff through the licensing process to monitor the **quality** and appropriateness of child care spaces in all forms of development.

North Vancouver School District #44

The mission of the North Vancouver School District is “to promote academic, social and personal development for all learners, to honour diversity, encourage equity and practice democratic governance.”³ While focussing on their primary mandate, and within the financial constraints dictated by the province. School District #44 recognizes that supporting early learning better prepares young people for further education, and facilitates their transition to the public school system. NVSD support for early childhood education occurs in the following ways:

- StrongStart Programs – StrongStart BC is a free, drop-in early learning program for preschool-aged children accompanied by a parent or caregiver;
- Early Learning Foundations (ELF) Programs – ELF Programs have a unique affiliation with the North Vancouver School District. All ELF preschools adhere to the program Guiding Principles and Practices developed by Early Childhood Educators and the North Vancouver School District, and provide a high quality developmentally appropriate preschool program in a play-based environment. ELF programs have been developed for 3 & 4 year old children;

³ At the time that the District’s Child Care Policy was being revised, School District #44 was reviewing their mission statement and vision. The next update of this policy will include this new information.

- Property Leases – In some instances the School District will lease property and/or buildings to child care providers. In the District this occurs, for example at, at Lynnmour, Highlands and Norgate Community School; and
- Lease of Underutilized Space – As enrolment declines the NVSD occasionally finds that it has underutilized school spaces that can be made available for lease. Child care providers are eager to acquire these spaces when they are made available.

Responsibility

Within the context of this Policy, the District of North Vancouver and North Vancouver School District #44 will work collaboratively towards:

- Promoting and facilitating the ELF Programs;
- Exploring options for the location of child care facilities on School District property;
- Locating child care spaces in under-utilized schools; and
- Creating child care hubs in the vicinity of designated Elementary Schools.

Community Service Providers

Community service providers on the North Shore, particularly those that provide programs and/or services for families and women can play a role in implementing the District's Child Care Policy by:

- Establishing regular information exchanges with the North Shore Child Care Resource Program to share emergent needs and child care resource information;
- Providing childminding services in conjunction with community programs and services for families and women; and
- Giving high priority to the expansion of family support programs including drop-ins, family places, self-help groups, etc.

JOINT INITIATIVES

There are a number of areas where joint initiatives are necessary and beneficial towards the implementation of the District's Child Care Policy. A partnership based approach has many benefits and allows key stakeholders to come together to problem-solve, share information, coordinate resources, plan and leverage funding sources. Current examples of partnerships that the District is currently involved in include:

North Shore Child Care Planning Committee (NSCCPC)

The mission of this group, which is made up of representatives from the City of North Vancouver, District of West Vancouver and the District of North Vancouver, School District #44, the North Vancouver Recreation Commission, Vancouver Coastal Health Authority, the Child Care Resource and Referral Program, the Ministry for Child and Family Development, Capilano University, Supported Child Care BC, as well as child care providers, is to "provide a structure that promotes collaborative planning for child care issues on the North Shore. The Committee has been highly successful in providing a forum for the participants to collectively discuss and plan for child care policy change on the North Shore.

Early Childhood Network of the North Shore (WECAN)

WECAN is the early childhood development planning table of the North Shore made up of representatives from the District and City of North Vancouver, District of West Vancouver, Vancouver Coastal Health, North and West Vancouver School District, the Recreation Commission, the Ministry of Children and Family Development as well as child care providers and non-profit organizations. WECAN is enabled through project and strategy grants from Success by 6 (United Way of the Lower Mainland) and Understanding the Early Years (Human Resources and Social Development Canada). The responsibility of the Committee is to: identify gaps, overlaps and barriers to providing appropriate services to young children and their families; develop and implement research projects that identify children and neighbourhoods that are in need of support; develop and implement programs and services that support the developmental needs of all

young children on the North Shore; and develop and implement programs and services specifically targeted to support those children designated as at risk and vulnerable.

Middle Childhood Matters (NS MCM)

The District is a participant on the North Shore Middle Childhood Matters Table along with representatives from the City of North Vancouver, District of West Vancouver, Vancouver Coastal Health, North and West Vancouver School District, the Recreation Commission, the Ministry of Children and Family Development as well as non-profit organizations. The Table was formed in November of 2006 and is supported by funding from the United Way. The mandate of the Table is to conduct a research project designed to identify the particular needs of school aged children and their families on the North Shore, particularly during out of school time; the resources that are in place to support these needs; and the gaps and barriers that exist preventing universal access to available programs and services.

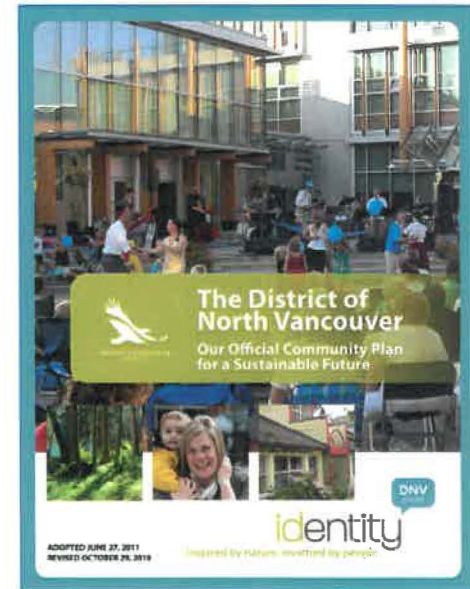
Draft Child Care Action Plan

November 23, 2020

Council Workshop

Policy Context

- **Official Community Plan**
 - Promote quality child care
 - Encourage sufficient space
- **Child Care Policy**
 - Support existing services
 - Encourage new initiatives in high need areas
 - Advocate
- **Child Care Grants**
 - Annual program (approx. \$55,000 in 2020)



Methodology

Data & Research

- Child Care Inventory
- Reviewed:
 - Best practices
 - Regulations, policies, processes



Engagement

- Surveys: parents & providers
- Interviews: partners & First Nations
- Focus Groups / Meetings: underserved populations & service providers
- Solutions Workshops



Action Plan

Four Key Goals



**Increase Access
to Child Care**



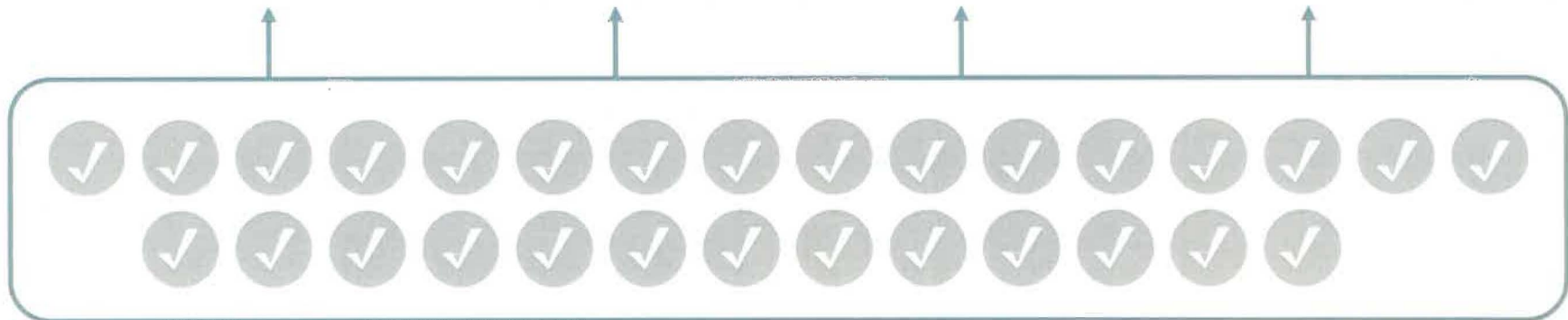
**Improve
Affordability**



**Focus on
Quality**



**Strengthen
Partnerships**



29 Supporting Actions



Increase Access to Child Care

Key Challenges

- Lack of spaces
- Location of spaces
- Hours of operation



TODAY'S SUPPLY



2030 GOAL



Increase Access to Child Care

Key Actions

- ✓ Update the Child Care Policy
- ✓ Endorse space creation targets to achieve approximately 2,100 new group child care spaces by 2030:
 - 33 spaces per 100 infant/toddler (528)
 - 50 spaces per 100 pre-school (375)
 - 33 spaces per 100 school-age children (1,152)
- ✓ Prioritize child care in new development, in town & village centres, and in new affordable housing
- ✓ Continue to leverage District assets





Improve Affordability

Key Challenges

- Unaffordable for many, particularly single parents, low-moderate incomes



Key Actions

- ✓ Reduce fees
- ✓ Lease District space at affordable rates
- ✓ Continue Child Care Grant Program
- ✓ Lobby senior governments for increased funding



Focus on Quality

Key Challenges

- Lack of qualified staff
- Need for quality indoor/outdoor space



Key Actions

- ✓ Support provincial “Early Care and Learning Recruitment and Retention Strategy”
- ✓ Maximize opportunities for non-profit child-care, including on District land



Strengthen Partnerships

Key Challenges

- Need for more coordination
- Collaborative solutions
- Joint advocacy

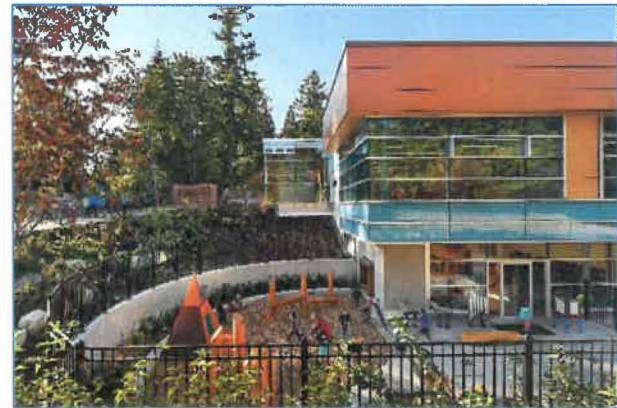


Key Actions

- ✓ Explore a joint position with CNV, DWV, & School District
- ✓ Support School District in providing child care
- ✓ Enhance collaboration with community service organizations
- ✓ Explore a centralized North Shore child care waitlist

Implementation

- **Monitor Space Delivery Targets**
 - Gradually rolled out over 10 years
- **Update Child Care Policy**
- **Partnerships**
- **Progress Reports**

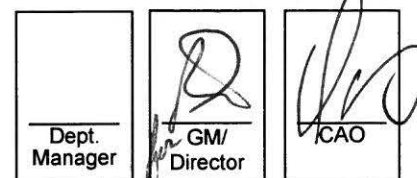


Recommendations

- **THAT** the report entitled “District of North Vancouver Draft Child Care Action Plan” dated November 3, 2020 is received for information;
- **AND THAT** the Committee refers the District of North Vancouver Draft Child Care Action Plan to a Regular Meeting of Council for consideration.

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<input type="checkbox"/> Finance & Audit	Date: _____
<input type="checkbox"/> Advisory Oversight	Date: _____
<input type="checkbox"/> Other:	Date: _____



The District of North Vancouver REPORT TO COUNCIL

November 13, 2020

File: Financial Plan Process/2021

AUTHOR: Rick Danyluk, Manager Business Planning and Decision Support

SUBJECT: Long-term Financial Plan update

RECOMMENDATION:

THAT this report be received for information and staff bring back the 2021 – 2030 Financial Plan and initial funding gap analysis in January 2021.

REASON FOR REPORT:

The Corporate Plan guides work within two time frames: Council's four-year term and the organizations ten-year strategic planning framework. The strategic planning framework reflects the directions, service levels and desired trends included in the District's approved plans and strategies and summarizes them under the organizations five long-term goals.

The 2021 – 2030 Financial Plan describes how those directions are funded and identifies funding gaps over the ten-year period. Staff are working on updating the plan and will bring back an initial funding gap analysis in January 2021.

ANALYSIS:

The Corporate Plan and Financial Plan work together to frame priorities and allocate resources. The Financial Plan supports sustainable financial planning through a set of financial principles.

These principles guide the development of financial strategies which help bring the District's finances into balance. By communicating agreed upon financial strategies, we can develop a common understanding of the District's financial future. When emerging needs arise, new strategies are developed.

Early indications are the 2021 – 2030 Financial Plan will have funding gaps over the ten-year period and reserves levels will be low. Staff will begin addressing this imbalance by first applying the existing financial strategies. An update on information included in the attached presentation will be provided in January.

Following this update, investments in services will be prioritized which may result in work being pushed out beyond the ten-year time horizon. This step is envisioned for the spring of next year.

Conclusion

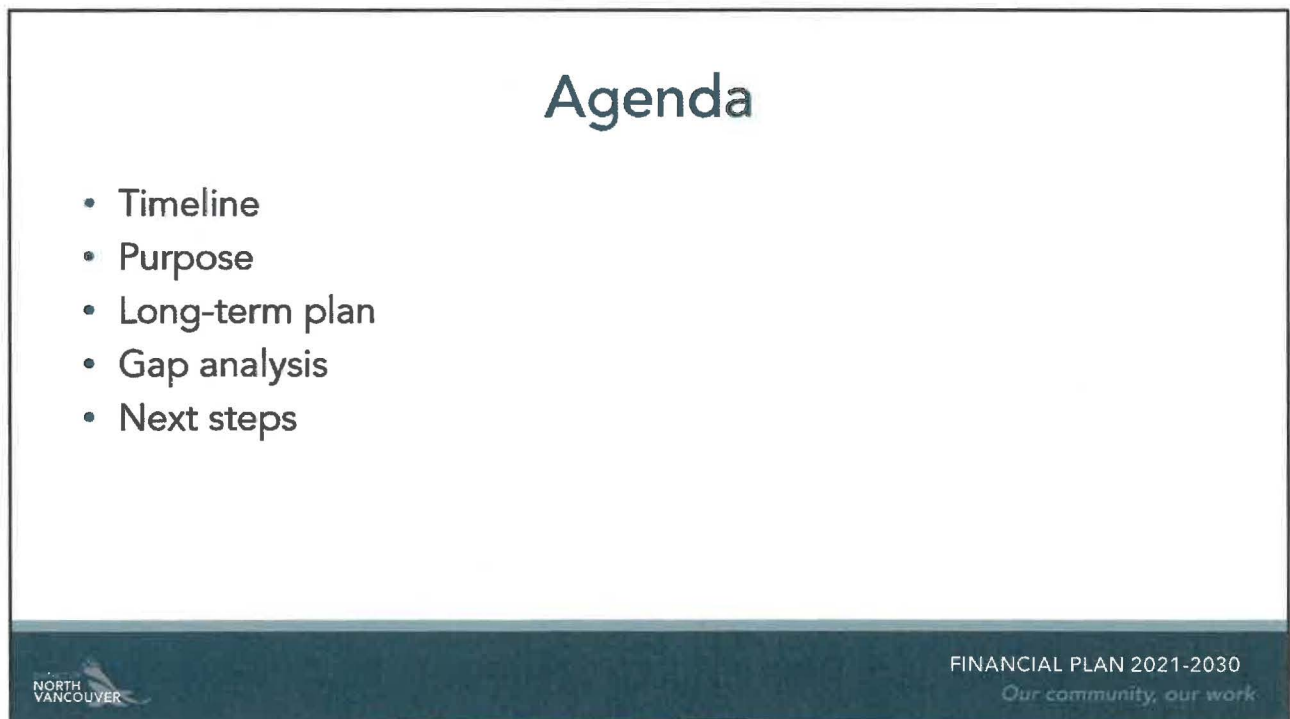
The ten-year strategic planning framework summarizes the directions, service levels and desired trends under the organizations five long-term goals. Applying a financial lens through the 2021 – 2030 Financial Plan and prioritizing investments in services will provide the necessary tools to make the plans more affordable.

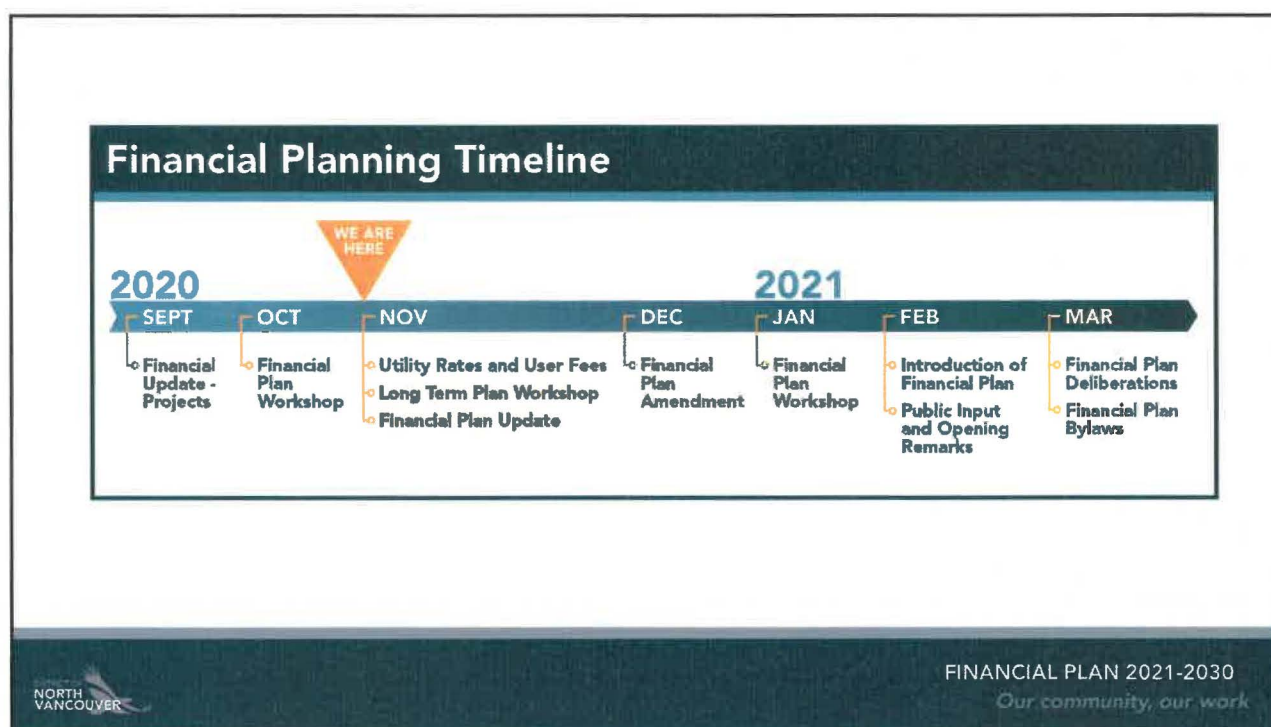
Respectfully,



Rick Danyluk
Manager Business Planning and Decision Support

REVIEWED WITH:					
<input type="checkbox"/> Community Planning	_____	<input type="checkbox"/> Clerk's Office	_____	External Agencies:	
<input type="checkbox"/> Development Planning	_____	<input type="checkbox"/> Communications	_____	<input type="checkbox"/> Library Board	_____
<input type="checkbox"/> Development Engineering	_____	<input type="checkbox"/> Finance	_____	<input type="checkbox"/> NS Health	_____
<input type="checkbox"/> Utilities	_____	<input type="checkbox"/> Fire Services	_____	<input type="checkbox"/> RCMP	_____
<input type="checkbox"/> Engineering Operations	_____	<input type="checkbox"/> ITS	_____	<input type="checkbox"/> NVRC	_____
<input type="checkbox"/> Parks	_____	<input type="checkbox"/> Solicitor	_____	<input type="checkbox"/> Museum & Arch.	_____
<input type="checkbox"/> Environment	_____	<input type="checkbox"/> GIS	_____	<input type="checkbox"/> Other:	_____
<input type="checkbox"/> Facilities	_____	<input type="checkbox"/> Real Estate	_____		
<input type="checkbox"/> Human Resources	_____	<input type="checkbox"/> Bylaw Services	_____		





Long-term plan

Purpose:

- Describe strategic directions, service levels and desired trends
- Apply a financial lens and prioritize investments in services to ensure the plan is affordable
- Use the framework to inform future decisions

Framework

- Long-term goals
- Strategic directions
- Service levels
- Financial strategies
- Prioritization



Long-term goals

- Enhance livability and mobility
- Foster community safety, health and resiliency
- Lead in climate emergency action and environmental environment
- Achieve a balanced and fair economy
- Support a sustainable and service-oriented organization

Financial strategies

- Service attributes
- Evidence based decision making
- Capital funding
- Self-sustaining utilities
- Property tax strategy
- Strategic use of reserves and debt
- Procurement and project management strategies



FINANCIAL PLAN 2021-2030
Our community, our work

Funding gap analysis

- Strategic directions and service levels
- Required funding and affordability limits
- Risks and contingencies
- Financial strategies
- Remaining gaps






FINANCIAL PLAN 2021-2030
Our community, our work

Next steps

- Update plan for Council directions received this fall
- Complete funding gap analysis
- Present to Council in January

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<input type="checkbox"/> Finance & Audit	Date: _____
<input type="checkbox"/> Advisory Oversight	Date: _____
<input type="checkbox"/> Other:	Date: _____

 Dept. Manager	 GM/ Director	 CAO
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The District of North Vancouver REPORT TO COUNCIL

November 13, 2020
File: Financial Plan Process/2021

AUTHOR: Rick Danyluk, Manager Business Planning and Decision Support

SUBJECT: 2021 Budget update

RECOMMENDATION:

THAT Council confirm the approach to the 2021 Budget.

REASON FOR REPORT:

Since the 2021 Budget assumptions were presented on October 26th, the following items have been confirmed or updated:

- Metro Vancouver charges have been updated and are reflected in the utility rate reports included on the November 16th regular Council agenda
- Collective agreement increases are confirmed at 2%
- The province has confirmed a "COVID-19 Safe Restart Grant for Local Governments". Staff will be reviewing eligible costs incurred in 2020 and anticipated costs in 2021 to support investments in safety, changes in demand and potential revenue losses.

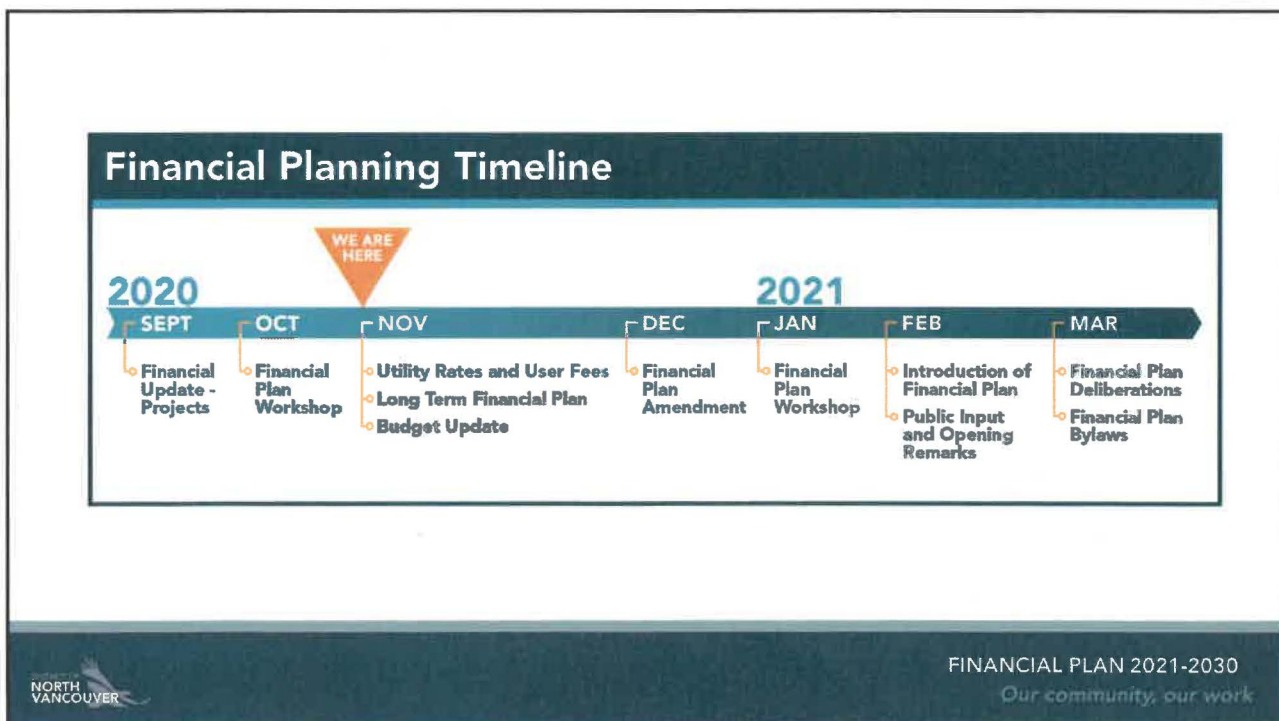
With a proven history of effectiveness and emerging long term needs, staff continue to recommend staying with the slow and steady approach for 2021 and a property tax rate increase at "inflation +1%".

Respectfully,



Rick Danyluk
Manager Business Planning and Decision Support

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<input type="checkbox"/> Development Planning	_____	<input type="checkbox"/> Communications	_____	<input type="checkbox"/> Library Board	_____
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<input type="checkbox"/> Facilities	_____	<input type="checkbox"/> Real Estate	_____		
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2021 Budget Assumptions

Operations

- Collective agreement 2%
- Protective services 2.5%
- Other costs 1%
- General purpose reserves \$9 million
- Safe Restart Grant \$6.5 million *



FINANCIAL PLAN 2021-2030
Our community, our work

2021 Budget Assumptions

Existing capital

- Maintain assets in state of good repair
- Construction costs rising ahead of inflation (3%)
- Climate response and new standards
- +1% for asset management a long standing effective practice



FINANCIAL PLAN 2021-2030
Our community, our work

2021 Budget Assumptions

New capital

- Dedicated funding through specific reserve funds
- Regional and local growth impacts, accuracy of charges
- Lower contributions will impact project timing
- Lands for housing and emerging needs
- Exploring alternative revenue sources
- Borrowing in outer years



FINANCIAL PLAN 2021-2030
Our community, our work

Priorities

- Project updates
- Impacts on community CO₂e
- Affordability and service levels set through long-term plan



FINANCIAL PLAN 2021-2030
Our community, our work

Investment Highlights



- Active transportation



- Social housing



- Adaptation and mitigation

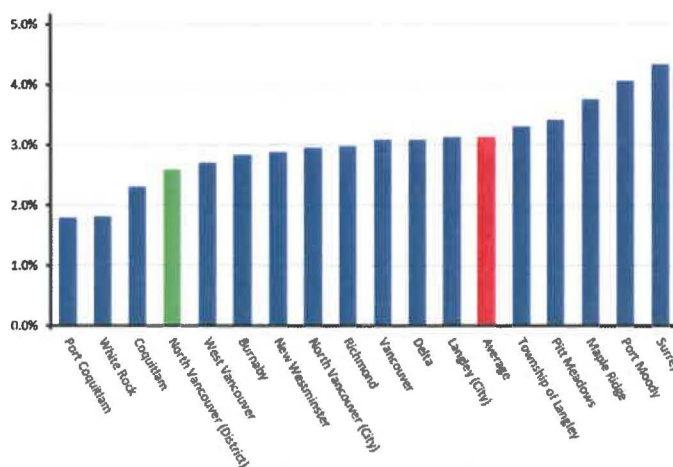
- Community centres

- Fire and rescue centre

- Sport fields

- Livable Deep Cove

Average Property Tax Increase 2011-20



Ratepayer Impacts

Slow and steady in 2021:

- Property tax rate increase at "inflation + 1%"



FINANCIAL PLAN 2021-2030
Our community, our work.

Next steps

- Financial plan amendment December
- Financial plan workshop January



FINANCIAL PLAN 2021-2030
Our community, our work.

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