



City of Richmond

Report to Committee

**To:** Planning Committee **Date:** December 20, 2005  
**From:** Terry Crowe **File:** 4055  
 Manager, Policy Planning  
**Re:** **REVISED TERMS OF REFERENCE RICHMOND CHILD CARE DEVELOPMENT  
 ADVISORY COMMITTEE AND CITY CHILD CARE POLICY**

That, as per the Manager, Policy Planning report dated December 20, 2005:

- (1) the existing Child Care Development Board Mission Statement be rescinded and replaced with the revised Terms of Reference for the Richmond Child Care Development Advisory Committee (**Attachment 2**).
- (2) That the existing:
  - Policy # 4015 entitled Child Care - Development of A Comprehensive System,
  - Policy # 4002 entitled Child Care - Commitment Policy,
  - Policy # 4002.01 entitled Child Care - Implementation Strategy,
 be rescinded and replaced with a consolidated Child Care Policy (**Attachment 6**).

Terry Crowe  
Manager, Policy Planning

Att. 6

FOR ORIGINATING DIVISION USE ONLY					
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>		<b>CONCURRENCE OF GENERAL MANAGER</b>		
City Clerk.....	Y <input checked="" type="checkbox"/>	N <input type="checkbox"/>			
Recreation & Cultural Services .....	Y <input checked="" type="checkbox"/>	N <input type="checkbox"/>			
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/> <i>DW</i>	NO <input type="checkbox"/>	<b>REVIEWED BY CAO</b>	YES <input type="checkbox"/>	NO <input type="checkbox"/>

**Staff Report**

**Origin**

On July 7, 2005, the Richmond Child Care Development Board (CCDB) initiated an internal administrative review of the following existing City child care development related documents:

Document	Title	Date Approved	Attachment
Terms of Reference (TOR)	Child Care Development Board, Mission Statement	Oct. 26, 1993	1
Policy # 4015	Child Care - Development Of a Comprehensive System	Nov. 22, 1982	3
Policy # 4002	Child Care - Commitment Policy	Dec. 9, 1991	4
Policy # 4002.01	Child Care - Implementation Strategy	April 27, 1992	5

As well, the OCP and Area Plans encourage child care facilities as appropriate in all areas of the City.

The review was initiated to ensure that Richmond’s child care development framework is up-to-date, effective and relevant.

This report presents, for Council’s consideration and approval:

- a revised Terms Of Reference for the Child Care Development Board which is proposed to be called the Child Care Development Advisory Committee (**Attachment 2**), and
- a consolidated Child Care Development Policy (**Attachment 6**).

**Findings Of Fact**

1. Origin

Richmond has established an effective child care development framework comprised of:

- a Child Care Development Board (CCDB)
- three (3) child care development related policies
- a Child Care Development Statutory Reserve Fund.

2. The Richmond Child Care Development Board (CCDB)

- CCDB Successes

Since 1993, the Richmond Child Care Development Board has successfully provided advice to the Richmond City Council and the community.

In particular, the CCDB has:

- Assisted the City to establish four (4) City-owned child care facilities (i.e., Dover Crossing, Terra Nova, Southcove and Cook-Cooney);
- Identified qualified operators for the four (4) City owned child care facilities;
- Managed a temporary child care co-ordinator consultant;
- Provided annual grants to licensed child care operators;

- Supported child care providers through consultations, forums, workshops, “May is Child Care Month” activities;
  - Prepared the 1995 Richmond Child Care Needs Report and the 2001-2006 Richmond Child Care Needs Assessments Study.
- Reason For Revised TOR
- To ensure that it remains useful and progressive, the CCDB has reviewed its 1993 Terms of Reference and recommends a name change and some minor changes in keeping with its role, resources and current community trends.

### 3. Child Care Development Policies

The City’s existing three (3) child care policies evolved over time and have served the community well.

At this time, it is prudent to review these policies to consolidate them into one (1) comprehensive policy in order to bring them up to date and reflect current trends and anticipated circumstances.

### 4. CCDB Funding

Currently, the CCDB receives:

- \$2,500 annually in the City’s base operating budget, and
- periodically, planning consulting dollars for research and planning studies (e.g., the 2001-2006 Richmond Child Care Needs Assessment, a temporary child care coordinator).

## **Analysis**

### 1. CCDB Terms of Reference

The CCDB is proposing to replace its existing terms of reference with a revised terms of reference to:

- better match its Council advisory role and committee capacity;
- more fully reflect its mandate;
- update references to current community partners;
- simplify the wording;
- make their terms of reference more consistent with the other City advisory committees’ terms of reference.

### 2. Child Care Development Policy

The problems with the current policies include having:

- three (3) policies to manage and guide child care development,
- outdated policies,
- gaps in child care policies (e.g., the purpose of the City’s Child Care Development Statutory Reserve [Fund]),
- references to community partners who no longer exist or who have changed their names.

The proposed Child Care Development Policy achieves the following improvements:

- provides a comprehensive child care development policy,
- refers to current community stakeholders,
- acknowledges the City and CCDB successes.

3. Consultation

- The CCDB conducted this review primarily as an internal administrative efficiency exercise.
- In preparing the revisions, the CCDB consulted with its members, School Board and City staff.

**Financial Impact**

None

**Conclusion**

The Richmond Child Care Development Board has reviewed its Terms of Reference and the existing three (3) child care development policies and recommends:

- a revised Terms of Reference for the Child Care Development Advisory Committee,
- one consolidated Child Care Development Policy.



Lesley Sherlock  
Social Planner (4220)

LS:rg

**Existing  
Mission Statement  
Child Care Development Board (CCDB)**

**MISSION STATEMENT**

To plan, implement and support for the development of quality, affordable and accessible child care in the City of Richmond.

**GOALS & OBJECTIVES**

1. Develop child care spaces in Richmond, in coordination with the City, the School Board, existing and potential operators, government, developers and the community as follows:
  - a. Identify appropriate sites for child care.
  - b. Plan and encourage the development of child care spaces by:
    - i. Identifying funding sources and applying for funding as necessary;
    - ii. Developing capital budgets,
    - iii. Assisting developers and architects in planning in physical space, and
    - iv. Advising on required equipment.
  - c. Initiate the establishment of non-profit societies to develop and operate child care facilities, as necessary.
2. Conduct Community Development activities as follows:
  - a. Work closely with the Richmond community to determine child care needs in the community.
  - b. Increase public awareness of child care issues through education and proactive involvement in the community.
  - c. Encourage the private sector, employers and non-profit societies to develop child care as deemed appropriate for Richmond.
  - d. Encourage and assist in the establishment of non-profit societies to develop and operate child care facilities.
3. Provide ongoing support for the development and operation of child care as follows:
  - a. Conduct child care needs assessments as appropriate.
  - b. Establish priorities for the development of child care facilities in the City.
  - c. Assemble and provide resource material to developers, architects, non-profits, etc.
  - d. Seek and identify potential child care facility operators.
  - e. Develop a process to select operators of child car facilities developed by the CCDB.
  - f. Develop preliminary capital and operating budgets for child care facilities.
  - g. Research and identify funding sources for operation of the CCDB.
  - h. Make applications for grants for the operation of the CCDB.
  - i. Provide ongoing administrative support for operators, as required.
4. Provide advice to Richmond City Council as follows:
  - a. Advise Council on the administration of the Child Care Development Fund.
  - b. Advise Council on the development of quality, accessible and affordable child care facilities in the City.
  - c. Advise Council on child care funding and policy issues.

The activities of the Child Care Development Board will be conducted as appropriate, in collaboration with existing child care organizations in the community.

**MEMBERSHIP**

The Child Care Development Board should be comprised of a maximum of 18 voting members, including elected officials. In appointing the Child Care Development Board, City Council should include the following representation:

- Parents.
- Persons from the child care community (e.g. Family Day Care, Out of School Care, Special Needs, Infant and Toddler Care, Childminding, a board member of a child care society, etc.).
- Persons from the business community (e.g. realtor, employer, etc.)
- A member of the Child Care Advisory Committee of the RCSAC
- A member of the Richmond Branch of ECEBC
- A member from the Richmond Child Care Support Program of RIVC
- A member of the Richmond Family Day Care Society
- A member from the Child and Youth Committee
- A person with experience in Board development
- An accountant
- A development community representative (e.g. Urban Development Institute)
- A public relations person.

**Elected Officials**

- Health and Social Services Committee of Richmond City Council
- Richmond School Board

**Resource People**

- City Staff (Planning Department)
- Health Authority Staff
- Ministry of Women's Equality

**Staff Support**

- Child Care Development Coordinator

Board members should represent the ethnic and cultural diversity of the City.

**PROPOSED  
TERMS OF REFERENCE  
RICHMOND CHILD CARE DEVELOPMENT ADVISORY COMMITTEE (CCDAC)**

**1. Application**

These terms of reference shall apply to the "Child Care Development Advisory Committee" (CCDAC).

**2. Purpose:**

The purpose of the Child Care Development Advisory Committee is to provide advice (e.g., information, options, analysis and recommendations) to the Richmond City Council.

**3. Mandate – see Schedule 1****4. Composition**

- Voting Members
  - The Child Care Development Advisory Committee shall consist of a maximum of 12 voting members.
- Council Liaison
  - The Committee shall be supported by a City Council liaison (non-voting).
- City Staff Liaison
  - The Committee shall be supported by a City Staff Liaison (e.g., Policy Planning Department) (non-voting).
- CCDAC Support Resources
  - School Board Liaison
    - The Richmond School Board shall nominate a representative, appointed by Council (non-voting).

The following organizations may support (non-voting) the CCDAC:

- Richmond Health Authority Staff;
- Senior governments (e.g., Federal, Provincial);
- Regional groups (e.g., GVRD);
- Others, as appropriate.

**5. Recruitment**

The selection of CCDAC members shall be according to Council policy and procedures, (e.g., the City Clerk's office will place appropriate public advertisements in the press and media) to ask for volunteers.

**6. CCDAC Membership Criteria**

Members of CCDAC shall meet the following criteria:

- be anyone who demonstrates an interest in and commitment to City child care development;
- be appointed on the basis of their experience, consensus building, expertise and ability to advance the work of the CCDAC (not as formal representatives of particular organizations), and their availability;
- represent a range of child care development knowledge, experience and perspectives including:
  - the City's ethnocultural diversity;
  - experience in child care development issues, needs and solutions;
  - parents;
  - community child care related organizations (e.g., Richmond Child Care Resource and Referral Centre);

- business and the development community (e.g., the Urban Development Institute);
- health and the human environment;
- community planning;
- organizational development;
- accounting and finance;
- communications and public relations;
- Other, as appropriate.
- attend meetings regularly; non-attendance at three consecutive meetings may constitute a request for resignation.

**7. Selection**

All members of CCDAC shall be selected based on the above criteria.

**8. CCDAC Appointments**

- All CCDAC appointments shall be made by City Council.

**9. Term:**

- CCDAC members shall be appointed for 2-year terms.
- The CCDAC shall have rotating membership so that:
  - Six members shall initially be appointed for a one-year term;
  - Six members shall initially be appointed for a two-year term.
- When these respective initial terms expire, each subsequent appointment shall be for a two-year term.

**10. Operation and Process**

- Operation
  - At the beginning of each year, the CCDAC shall appoint a Chair, Vice Chair and Secretary.
  - The CCDAC Secretary shall be responsible for keeping CCDAC minutes.
  - The CCDAC shall meet at least six times a year.
  - Sub-committees may be appointed by the CCDAC, as necessary. Membership in the sub-committees is not restricted to Council appointed CCDAC members. The sub-committees will report to and take direction from the CCDAC.
- Accountability
  - CCDAC shall produce annual reports, work programs, budgets and other reports for Council's consideration.
- Communication
  - CCDAC shall report to Council through the City staff liaison, to Planning Committee and then to Council.
  - CCDAC may communicate regularly with the public.
- Decision-Making Process
  - Members of CCDAC shall:
    - follow the Council Procedure bylaw, as far as applicable (e.g., quorums shall be 50%+1);
    - strive for consensus; and
  - Each CCDAC member is entitled to one vote.

**11. Resources**

- CCDAC shall prepare and submit:
  - For the Year Just Completed;
    - an annual report; and
    - a financial statement.



- For the Upcoming Year
  - a proposed work program; and
  - a proposed budget.
- Richmond City Council will review the CCDAC proposed annual work program and budget submission and may provide funding in addition to the committee's base operating budget, subject to City budgetary priorities.
- CCDAC may incur expenses for items, which are consistent with the approved annual work program and budget, and City policy and procedures shall be followed.
- CCDAC may seek volunteers to assist in fulfilling its mandate, provided that any expenditure can be accommodated within the approved annual CCDAC budget.

**Schedule 1 - Mission Statement, Richmond Child Care Development Advisory Committee**

**MISSION STATEMENT  
RICHMOND CHILD CARE DEVELOPMENT ADVISORY COMMITTEE (CCDAC)**

**1. Mission Statement**

As Council directs and as resources are provided, the Child Care Development Advisory Committee (CCDAC) provides Council with advice (e.g., information, options, analysis, recommendations), regarding the planning, development, support and promotion of a range of quality, affordable and accessible child care in the City of Richmond.

**2. Goal**

The goal of the CCDAC is to assist Council in planning for and supporting quality child care in Richmond.

**3. Objectives**

The CCDAC will:

**1. Planning**

- Respond to child care planning and development referred to the CCDAC by Council;
- Prepare plans and policies regarding the development, provision and management of child care priorities, programs, facilities, spaces, equipment, funding and providers;
- Identify long and short term issues, needs, priorities and solutions regarding child care programming, facility, site, space, equipment and funding;
- Undertake child care studies (e.g., planning, needs assessments), as required;
- Assist developers and professionals (e.g., architects) in planning child care space;
- Assist Council to periodically review City child care development policies and procedures;

**2. Co-ordination**

- Advise regarding the coordination of:
  - a. community interests, public participation and networking to identify issues and develop solutions regarding child care;
  - b. City child care activities with the School Board, existing and potential operators, government, developers and the community;

**3. Organizational Development**

- Advise regarding a range of appropriate:
  - a. organizational models (e.g., non-profit societies, for profit, co-operative) and
  - b. organizations (e.g., non-profit societies, private sector, co-operative sector, employers, senior governments, community groups, parents)
 to develop and operate child care facilities in Richmond.

**4. Education**

- Undertake community educational initiatives and programs, as necessary;

**5. Information**

- Assemble and provide child care resource materials to Council, child care providers, parents, developers, professionals, and the community;

**6. Research**

- Conduct child care research (e.g., needs assessments), as appropriate.

**7. Promotion**

- Increase public awareness of child care issues, needs and solutions in the community.
  - Enhance public involvement in child care;

8. Financial Management

- General
  - As requested, advise Council regarding:
    - child care funding issues and solutions;
    - the planning of City child care capital, operating and consulting (e.g., committees, facilities, studies) budgets;
    - a wide range of potential funding sources (e.g., senior governments, foundations) for child care (e.g., CCDAC, facilities, programs, research) in Richmond;
    - funding partnership opportunities;
    - manage the City CCDAC annual budgets (e.g., operating, consulting, project), as per City policies;
- City Statutory Child Care Development Reserve
  - Advise Council on the administration and management of the Richmond Child Care Development Statutory Reserve Fund;
  - Undertake the City's child care grants program, as funds are available (e.g., call for proposals, evaluations, recommendations to Council, distribution, letters, monitoring)

9. City Child Care Facility Management

- As requested, provide advice regarding
  - a. the City's child care facilities;
  - b. a process to select operators of City child care facilities;
  - c. potential child care facility operators of City child care facilities.

10. Community Development:

- Encourage community participation in identifying and planning for child care needs in the community.
- Encourage a wide range of partners and stakeholders (e.g., private sector, co-operative sector, non-profit societies, employers, senior governments, community groups) to develop, fund and provide child care programs, facilities, spaces and equipment, as deemed appropriate for Richmond.
- Increase public involvement in addressing child care issues through education and proactive involvement in the community.

**POLICY 4015:**

It is Council policy that:

Council supports and encourages child care services in the City by:

1. Promoting the development of a comprehensive system of good quality child care services throughout Richmond.
2. Setting aside a parcel of land in each new community for a child care centre, integrated with school or park, if appropriate.
3. Encouraging shopping centre managers to work with business to establish child-minding facilities in shopping centres.
4. Developing an introductory guide to City child care regulations.
5. Supporting a second Family Place Centre in: Steveston, Seafair, or Blundell.
6. Encouraging child care program expansion through renewal of existing new community facilities.
7. Encouraging the Richmond School District to involve schools in the provision of child care services.
8. Requesting Kwantlen College to encourage students to volunteer in child care centres as part of their program.
9. Requesting the Provincial Government to provide an indication of future funding allocation for child care.

(Planning Department)



# City of Richmond

# Policy Manual

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Adopted by Council: Dec. 9/91

**POLICY 4002**

(See also the Implementation Strategy endorsed Apr. 27/92)

File Ref: 3070-00

**CHILD CARE - COMMITMENT**

## **POLICY 4002:**

It is Council policy that:

1. One of the goals of Richmond's Official Community Plan is: "To provide for the social needs of the community with adequate support services .... planning for increased services for the anticipated changes in the population mix of our community".
2. The City of Richmond acknowledges that child care is now an essential service in our community for residents, employers and employees.
3. The City of Richmond is committed to being an active partner with senior levels of government, parents, the private sector, and the community in the development and maintenance of a comprehensive child care system in Richmond. This system shall provide quality programs which are accessible and affordable.

(Planning Department)

**ADMINISTRATIVE PROCEDURE 4002.01:****IMPLEMENTATION STRATEGY:**

To implement Richmond Child Care Policy No. 4002, City Council has endorsed the following implementation strategy:

1. To establish a child care facility for City employees, in consultation with City Employees and union representatives.
2. To establish a Child Care Development Fund, to finance development of child care in City Buildings and on City land, and to provide assistance to other endeavours directed towards achieving City child care objectives.
3. To develop policies and guidelines, and use Council's powers and negotiations in the development approval process to achieve child care targets and objectives.
4. To establish a grants policy on financial support for child care operations. Where City-owned property is leased, grants should be used in preference to subsidies.
5. To use the Child Care Development Fund to acquire sites for lease to non-profit societies for child care.
6. Consider the encouragement of spaces for children with special needs and mainstreaming such children, in developing a child care grants policy.
7. To designate a specific staff position as being responsible for co-ordination of child care matters.
8. To instruct staff to review various regulations, policies and procedures to ensure that no undue barriers exist to the development of child care.
9. To give explicit consideration to child care policies in all local area plans and develop targets for the number, type and location of child care services required.
10. To instruct the staff to develop networks and processes and data bases to facilitate the development of child care facilities, programs and non-profit child care agencies; to work with existing agencies in a complementary way to assist in development of a comprehensive information and resource base.
11. To instruct staff to determine whether any current City land holdings might be appropriate to make available for immediate use as child care facilities.
12. To encourage employer involvement in child care.



13. To investigate the possibility of establishing a group child care centre for shift workers for such institutions as Kwantlen College, Richmond General Hospital and the Workers Compensation Board.
14. To seek staff with ECE qualifications to fill appropriate new positions in Community Care Facilities Licensing in the Health Department, should they be created.
15. To instruct staff to review and where appropriate improve City produced public information material on child care.
16. To encourage the Richmond Friendship Home Society to use their land for child care.
17. To request the Council of Community Associations to review the issue of child care in community centres and provide information on the possibility and priority of child care programs in current or future community centre space.
18. To request the Co-ordinating Committee on Ethnic Relations to investigate and report on concerns, needs, and problems facing ethnic, native and other minority groups in the area of child care.
19. To declare the month of May "Child Care Month", and to support awareness and fund-raising activities during that month.
20. To work towards the establishment of a community-based Child Care Development Board (CCDB).
21. To set up a Steering Committee which would:
  - develop a community-based model for the CCDB.
  - define an appropriate structure, mandate and membership for the board.
  - work with the Province to coordinate this endeavour with current or proposed Provincial initiatives.
  - explore long term funding mechanisms for the board.
  - put this board in place in the community.

The steering committee would include representatives of the Health & Social Services Committee, the Child Care Development Task Force, the Child Care Advisory Committee of the RCSAC, Richmond Information and Volunteer Centre and their Child Care Support Program, other interested organizations such as Family Place, and resource persons from City staff.

22. To seek Provincial funding for the CCDB.
23. To consider direct financial support for the CCDB, after the initial start-up funding, through the Grants Program or through the budget process.



24. To transfer those functions identified as staff assignments in this strategy to the CCDB as appropriate.
25. To forward the Child Care Development Task Force report to the Richmond School Board and request the Board to consider and respond to the Task Force suggestions set out in Section II of their draft strategy.
26. To forward the Child Care Development Task Force report and this report to the Provincial Government and request that the appropriate Ministries consider and respond to the Task Force suggestions in Section III of their draft strategy and, in particular, to provide funding and other support for child care including funding for a community-based Child Care Development Board.
27. To forward the Child Care Development Task Force report to the Federal Government and request that the appropriate Ministries consider and respond to the Task Force suggestions in Section IV of their draft strategy.
28. To instruct the Director of Community and Governmental Relations to establish a liaison with the key staff members in the other levels of government and the School Board, to monitor progress made in response to the Child Care Development Task Force suggestions to those bodies, and to report back periodically on their responses.





## POLICY

It is Council policy that:

### 1. General

The City of Richmond acknowledges that quality and affordable child care is an essential service in the community for residents, employers and employees.

### 2. Planning

To address child care needs, the City will plan, partner and, as resources and budgets become available, support a range of quality, affordable child care:

- facilities
- spaces
- programming
- equipment
- support resources.

### 3. Partnerships

- The City of Richmond is committed to being an active partner with senior governments, stakeholders, parents, the private and co-operative sectors, and the community, to develop and maintain a quality and affordable comprehensive child care system in Richmond.
- Advise regarding establishing child care facilities for workers and students at institutions and workplaces (e.g., Richmond Hospital, Workers Compensation Board).
- To request the Senior Governments and other stakeholders to provide ongoing funding for affordable child care facilities, spaces, operations and programming.

### 4. Richmond Child Care Development Advisory Committee (CCDAC)

The City will establish and support the Richmond Child Care Development Advisory Committee.

### 5. Child Care Development Statutory Reserve Fund

The City will establish and administer a Child Care Development Statutory Reserve Fund, to financially assist with:

- establishing child care facilities and spaces:
  - in City buildings and on City land,
  - in private developments
  - in senior government projects
- community partner projects.
- undertaking child care research (e.g., need assessments) and planning,
- acquiring sites for lease to non-profit societies for child care,
- hiring child care consultants and staff, as authorized by Council,
- providing child care equipment grants
- a variety of initiatives to achieve quality and affordable child care in the City.



6. Development Applications

To develop City child care policies and guidelines, and use Council's powers and negotiations in the development approval process, to achieve child care targets and objectives.

7. Child Care Grants Policy

Through City child care grants, support child care:

- facilities
- spaces
- programming
- equipment
- professional support.

8. Professional Child Care Support Resources

Support resources for child care providers as advised by the Child Care Development Advisory Committee and as the need requires and budgets become available.

9. Policy Reviews

- From time to time, review child care policies, regulations and procedures to ensure that no undue barriers exist to the development of child care.
- As appropriate, develop targets for the required number, type and location of child care services in Richmond.

10. Area Plans

Ensure that area plans contain effective child care policies.

11. Information

The City will, with advice from the Child Care Development Advisory Committee,

- generate, consolidate and analyze information to facilitate the development of child care facilities, programs and non-profit child care agencies;
- determine if any City land holdings are appropriate to be made available for immediate use as child care facilities;
- review and where appropriate, improve and provide City produced public information material on child care.

12. Promotion

- Declare the month of May "Child Care Month" and support awareness and fund-raising activities during that month.

13. Partnerships

- Employers
  - Encourage employer involvement in child care.
- Developers
  - Encourage the developers to provide land and facilities for child care programs throughout the City.
- Community Associations



- Encourage City staff and the Council of Community Associations to:
  - assess whether or not child care services can be improved in community centres,
  - provide enhanced child care programs in current and future community centres.
- Intercultural
  - Encourage the Richmond intercultural Committee to investigate and report on the child care concerns, needs and problems facing ethnocultural groups in the City.
- School Board
  - Co-ordinate CCDAC activities with the Richmond School Board.
  - Encourage the Richmond School District to involve schools in the provision of child care services.
  - Encourage child care centre facilities to be integrated with schools, as appropriate.

14. Child Care Facilities

- Encourage adequate child care centre facilities throughout the City where needed, particularly in each new community.
- Consider providing City land and facilities for child care programs throughout the City,
- Encourage child care program expansion through the enhancement of existing community facilities.