



City of Richmond

Report to Committee

To: Planning Committee **Date:** October 16, 2018
From: Kim Somerville **File:** 07-3070-01/2018-Vol
 Manager, Community Social Development 01
Re: **Child Care Development Advisory Committee - Terms of Reference Update**

Staff Recommendation

That the proposed updated Child Care Development Advisory Committee (CCDAC) Terms of Reference be endorsed as presented in the staff report titled "Child Care Development Advisory Committee – Terms of Reference Update," dated October 16, 2018 from the Manager, Community Social Development.

Kim Somerville
 Manager, Community Social Development
 (604-247-4671)

Att. 2

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
City Clerk	✓	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:	APPROVED BY CAO

Staff Report

Origin

This report is in response to the recommended actions identified in the 2017-2022 Richmond Child Care Needs Assessment and Strategy that was adopted by Council on July 24, 2017. Council received the report and adopted on consent the following recommended action:

(6) Review and update the Terms of Reference for the Child Care Development Advisory Committee (CCDAC) to ensure the committee is fulfilling its role and mandate.

The purpose of this report is to present recommended changes to the Child Care Development Advisory Committee (CCDAC) Terms of Reference.

This report supports Council's 2014-2018 Term Goals:

#5 Partnerships and Collaboration:

Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.

#9 A Well-Informed Citizenry:

Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

9.2. *Effective engagement strategies and tools.*

This report also supports the Council-adopted Social Development Strategy, Strategic Direction 6 – Support Community Engagement and Volunteerism:

Action 26 – Review the City's advisory committee structure to determine:

26.2 Mechanisms for ensuring that committees are best positioned to provide helpful and timely advice to City staff and elected officials including:

- Clear Terms of Reference for each committee;*
- Clear roles of elected officials and staff;*
- Annual orientation program for new committee members;*
- Consistent reporting procedures and feedback mechanisms;*
- Mechanisms for information exchange amongst committees; and*
- Work programs that reflect Council Term Goals.*

Analysis

Background

CCDAC was established in 1993 (then known as the Richmond Child Care Development Board), to act as a resource and provide advice to City Council regarding the planning, development, support and promotion of a range of quality, affordable and accessible child care in Richmond. The 1993 Terms of Reference was replaced by the current CCDAC Terms of Reference, which was approved by Council on January 24, 2006.

CCDAC Terms of Reference

Proposed revisions have been made throughout the Terms of Reference to improve clarity and reflect organizational and operational updates, and to make it more consistent with other City advisory committees' Terms of Reference. It is also noted that since the current CCDAC Terms of Reference was adopted in 2006, the City created the Program Manager, Child Care (formally the Child Care Coordinator) position. The proposed revisions seek to better clarify the Committee's Council advisory role and capacity.

Recommendations for substantive updates are presented below. The proposed Terms of Reference with recommended changes are provided in Attachment 1 and the current Terms of Reference are provided in Attachment 2.

Role

The current CCDAC Terms of Reference refers to a separate Mission Statement that outlines the Committee's roles and objectives. The Mission Statement has been amalgamated with the updated Terms of Reference under section 3. Since the Program Manager, Child Care position (formally Child Care Coordinator) was created in 2012, this individual has taken over some of the roles previously assigned to CCDAC, such as the coordination and planning of City-owned child care facilities, and the implementation of City's child care strategies. Therefore, references regarding planning, coordination and facility management have been removed in the proposed Terms of Reference.

Principles

The current Terms of Reference does not outline the principles that guide the Committee's activities. A new section has been added (section 4) in the proposed Terms of Reference to reflect the guiding principles that will inform CCDAC's approach to accomplish its mission and core objectives and reflects how CCDAC currently operates. The principles include representative, inclusive, collaborative, and consensus building. A description of each principle is included in section 4.

Composition

The Richmond Child Care Resource and Referral Centre has been added as one of the CCDAC Support Resources (section 5) in addition to Vancouver Coastal Health, senior governments, regional groups and others as appropriate.

Recruitment, Selection and Appointment

The current Terms of Reference has four separate sections (5, 6, 7 and 8) that address the recruitment, selection and appointment of committee members. In order to be consistent with the Terms of Reference from other City advisory bodies, these sections have been merged into section 6 in the proposed Terms of Reference.

Term

Section 7 of the proposed Terms of Reference reflects the revised Term Limit Guidelines for all City advisory bodies. These guidelines indicate that advisory committee members may serve a maximum of four consecutive two-year terms, or eight consecutive years. The Guidelines also indicate that once members have reached their term limit, they are eligible to apply for another advisory committee, or take a one-term hiatus from CCDAC and then re-apply to the Committee which they have previously served on.

Membership Responsibilities

The current Terms of Reference do not outline expected responsibilities of committee members. To be more consistent with other City advisory bodies and to improve clarity for committee members, a new section has been added (section 8) in the proposed Terms of Reference to outline responsibilities of members, the Chair, the Vice-Chair, and the Recording Secretary.

Operation and Process

The proposed Terms of Reference provides a more explicit definition of a quorum than the current Terms of Reference (section 9). It is consistent with the Terms of Reference from other City advisory bodies.

Code of Conduct

A new section has been added (section 10) in the proposed Terms of Reference that outlines the responsibility for members to act in accordance with and uphold the City's Respectful Workplace Policy (Policy 6800). It also outlines expectations regarding members' conduct in regards to conflict of interest and adherence to the law and professional regulations (i.e. child care licensing regulations).

Resources

The current Terms of Reference do not define the role of the Staff Liaison. To be more consistent with other City advisory bodies, the proposed Terms of Reference (section 11) outline how the Staff Liaison acts as a resource for the committee. This includes: updating CCDAC on City initiatives that relate to child care development; referring issues for advice and possible options;

relaying feedback from CCDAC to City Council and other City departments as appropriate; providing an orientation to new committee members; and providing administrative support as necessary.

Next Steps

If approved by Council, the proposed CCDAC Terms of Reference will take effect January 1, 2019 and will be circulated to members of the CCDAC and updated on the City's website.

Further revisions to the CCDAC Terms of Reference may also be brought forward to Council in the future as a result of recommendations arising from the Richmond Child Care Needs Assessment and Strategy or other internal review processes of advisory bodies.

Financial Impact

There is no financial impact.

Conclusion

The CCDAC plays an important role in providing Council and staff with advice regarding the planning and development of a range of quality, affordable and accessible child care spaces in Richmond. The proposed revisions to the CCDAC Terms of Reference are expected to improve clarity for committee members in their advisory role to the City. This will ensure that CCDAC continues to be an effective resource for Council and the community.



Chris Duggan
Program Manager, Child Care
(604-204-8621)

- Att. 1: Proposed CCDAC Terms of Reference
- 2: Current CCDAC Terms of Reference (Approved January 24, 2006)

**PROPOSED TERMS OF REFERENCE
RICHMOND CHILD CARE DEVELOPMENT ADVISORY COMMITTEE**

1. Purpose

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

2. Mandate

The purpose of the Child Care Development Advisory Committee is to act as a resource and provide advice to City Council regarding the planning, development, support and promotion of a range of quality, affordable and accessible child care in Richmond.

3. Role

The role of the CCDAC is to carry out the following functions:

- 3.1. Provide advice (e.g. information, analysis, options and recommendations) to Council regarding the planning, development, support, and promotion of a range of quality, affordable and accessible child care in Richmond.
- 3.2. Respond to child care planning and development questions referred to the CCDAC by Council through the Staff Liaison.
- 3.3. Provide input into the review of City child care development policies, programs, and procedures.
- 3.4. Provide feedback on development proposals for future City-owned child care facilities, including early childhood development hubs.
- 3.5. Manage the CCDAC annual budget, as per City policy.
- 3.6. Review and make recommendations on City child care grants.
- 3.7. Advise and/or provide professional development opportunities for Richmond child care providers (e.g. Child Care Month events).
- 3.8. Increase public awareness of, and public participation in, child care needs, challenges and solutions in the community, through education and involvement in the community.
- 3.9. Make recommendations to Council regarding advocacy that could be undertaken with other levels of government.
- 3.10. Advise Council regarding child care funding, challenges, priorities and solutions.
- 3.11. Participate in the process of selecting operators for City-owned child care facilities and early childhood development hubs.
- 3.12. Assemble and provide child care resource materials to Council, child care providers, parents, developers, professionals, and the community.
- 3.13. Conduct research regarding child care, as appropriate.

4. Principles

The activities of the Committee will be guided by the following principles:

4.1. Representative

- 4.1.1. CCDAC will seek to reflect the various interests in the provision of child care in Richmond by ensuring that key stakeholders are represented in its membership, including, but not limited to, parents, private and not-for-profit child care operators delivering different types of child care and age groups, and community members who are involved in, or support, child care services.

4.2. Inclusive

- 4.2.1. CCDAC will seek to ensure that the needs of children of differing abilities and diverse cultural and socio-economic backgrounds, are considered in the planning

and development of City-owned child care facilities and early childhood development hubs. CCDAC also values diversity in its membership, and will seek members who bring a variety of experiences, viewpoints, backgrounds, and life experiences to the committee.

4.3. Collaborative

4.3.1. CCDAC members will endeavour to work collaboratively with each other to achieve the objectives and goals outlined in its work program.

4.4. Consensus Building

4.4.1. CCDAC will seek to achieve the best possible consensus and agreement on advice to be provided Council.

5. Composition

5.1. Voting Members

The Child Care Development Advisory Committee shall consist of a maximum of 12 voting members.

5.2. Council Liaison

There shall be one Council Liaison appointed to the CCDAC (non-voting).

5.3. City Staff Liaison

There shall be one Staff Liaison assigned to the CCDAC (non-voting).

5.4. School Board Liaison

There shall be one representative from the Richmond School Board appointed to the CCDAC (non-voting).

5.5. Recording Secretary

There shall be one Recording Secretary assigned to the CCDAC (non-voting).

5.6. CCDAC Support Resources

There shall be one (1) representative from the following organizations may be appointed to the CCDAC (non-voting):

- 5.6.1.1. Richmond Child Care Resource and Referral Centre;
- 5.6.1.2. Vancouver Coastal Health;
- 5.6.1.3. Senior governments (e.g. Federal, Provincial);
- 5.6.1.4. Regional groups (e.g. Metro Vancouver);
- 5.6.1.5. Others, as appropriate.

6. Recruitment, Selection and Appointment

6.1. Recruitment

6.1.1. The recruitment of citizen appointees shall be according to Council policy and procedures (e.g. the City Clerk's Office will place appropriate public advertisements in the media to ask for volunteers).

6.1.2. Organizations (e.g. Richmond School Board) shall recruit and nominate their own representative. These representatives will then be appointed by Council.

6.2. Selection

All members of CCDAC shall be selected based on the following criteria:

6.2.1. Demonstrates an interest in, and commitment to, City child care development;

- 6.2.2. Reflects the diversity of the community;
- 6.2.3. Ability to contribute a range of child care development knowledge, experience and perspectives, including experience in:
 - 6.2.3.1. Parenting;
 - 6.2.3.2. Community child care related organizations (e.g. Richmond Child Care Resource and Referral Centre);
 - 6.2.3.3. Business and the development community (e.g. the Urban Development Institute);
 - 6.2.3.4. Child care operations as an administrator or educator;
 - 6.2.3.5. Health and human environments;
 - 6.2.3.6. Community planning;
 - 6.2.3.7. Organizational development;
 - 6.2.3.8. Accounting and finance;
 - 6.2.3.9. Communications and public relations;
 - 6.2.3.10. Other, as appropriate.
- 6.2.4. Members are selected based on their availability, experience, efforts to engage in consensus building, expertise and ability to advance the work of the CCDAC (not as formal representatives of particular organizations).

6.3. Appointment

All members shall be appointed by Council.

7. Term

- 7.1. Members shall be appointed for a term of two (2) years.
- 7.2. At the end of a term, members may re-apply to serve for a subsequent term.
- 7.3. Members may serve for a maximum of four (4) consecutive terms, or eight (8) consecutive years, whichever is longer.
- 7.4. After members have reached their term limit, they are eligible to apply for another City advisory committee, or may take a one-term hiatus from CCDAC and then re-apply to return.

8. Membership Responsibilities

8.1. Members shall:

- 8.1.1. Be familiar with the Terms of Reference, goals and annual work plan of the CCDAC.
- 8.1.2. Thoroughly familiarize themselves with all agenda materials in preparation for active participation in discussions.
- 8.1.3. Act in accordance with and uphold the City's Respectful Workplace Policy (Policy 6800).
- 8.1.4. Attend monthly meetings with regularity and punctuality; non-attendance at three (3) consecutive meetings may constitute a request for resignation.

8.2. The Chair shall:

- 8.2.1. In consultation with the Staff Liaison, prepare the agenda and any necessary supporting material in time for preparation and distribution by the Staff Liaison.
- 8.2.2. Assume responsibility of signing or authorizing all correspondence arising from Committee or Subcommittee activities. However, if a conflict of interest arises for the Chair, the Vice-Chair will assume the responsibility of signing or authorizing the correspondence in question.
- 8.2.3. Ensure decisions made by the CCDAC are acted upon in a timely manner and align with the CCDAC's mandate.

- 8.2.4. Uphold the CCDAC Terms of Reference.
- 8.2.5. Chair meetings on an informal consensus basis, but when necessary, refer to Council Procedure Bylaw and then Robert's Rules of Order, demonstrate knowledge of the work at hand, facilitate inclusive discussions, and ensure that all members have a full and equal opportunity to participate in decision-making.
- 8.2.6. Accurately present the views and work of the CCDAC to City Council when required.
- 8.2.7. Generally all media requests are to be referred to the Corporate Communications and Marketing Department. The Chair, and only the Chair, may be authorized by the Committee to speak to the media on behalf of the Committee.

8.3. The Vice-Chair shall:

- 8.3.1. Assume the duties of the Chair in their absence, and shall perform and assume such other responsibilities and duties as assigned by the Chair.

8.4. The Recording Secretary shall:

- 8.4.1. Be responsible for recording the minutes of the CCDAC meetings and ensure that these are signed and submitted to the City Clerk for public record.

9. Operation and Process

9.1. Operation

- 9.1.1. In January of each year, the CCDAC shall appoint a Chair and Vice-Chair.
- 9.1.2. The CCDAC shall meet a minimum of six (6) times a year with a break in July and August.
- 9.1.3. 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.

9.2. Accountability

The CCDAC shall produce annual reports, work programs, and other reports for Council approval.

9.3. Communication

- 9.3.1. The CCDAC shall report to Council through the Staff Liaison, to Planning Committee and then to Council.
- 9.3.2. The CCDAC may communicate regularly with the public. However, without the express consent of the City, members are not authorized to present themselves as representing the City in the course of carrying out their duties.
- 9.3.3. The CCDAC meetings shall be open to the public, in accordance with the *Local Government Act*.

9.4. Decision-Making Process

- 9.4.1. Members of the CCDAC shall:
 - 9.4.1.1. Follow the Council decision-making policy and procedures;
 - 9.4.1.2. Strive for consensus; and
 - 9.4.1.3. In the absence of consensus, a decision will be determined by a simple majority of members present.
- 9.4.2. Each voting member is entitled to one vote.
- 9.4.3. A quorum is established when 50% + 1 members are present (e.g. if there are 12 members, 50% is six members so a quorum would be six plus one, or seven members).

10. Code of Conduct

- 10.1. Advisory Committees are expected to Act in accordance with and uphold the City's Respectful Workplace Policy (Policy 6800).
- 10.2. Advisory committee members are expected to conduct themselves in the best interest of the community and to act responsibly and lawfully.
- 10.3. All members are required to disclose their personal or organizational interests and involvement with the City of Richmond to identify any potential conflict of interest and if there is a conflict of interest, to remove themselves from the discussion and decision.

11. Resources

- 11.1. There shall be one Staff Liaison assigned to the CCDAC. The Staff Liaison's role is to:
 - 11.1.1. Update the CCDAC on City initiatives that relate to child care development;
 - 11.1.2. Refer issues for advice and options;
 - 11.1.3. Relay feedback from the CCDAC to City Council and to City Departments as appropriate;
 - 11.1.4. Provide an orientation to new committee members; and
 - 11.1.5. Provide administrative support as necessary.
- 11.2. The CCDAC shall prepare and submit:
 - 11.2.1. For the Year Completed
 - 11.2.1.1. an annual report; and
 - 11.2.1.2. a financial statement.
 - 11.2.2. For the Upcoming Year
 - 11.2.2.1. a proposed annual work program; and
 - 11.2.2.2. a proposed annual budget.
- 11.3. 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.
- 11.4. The CCDAC may incur expenses only for Council authorized items, and City policy and procedures shall be followed.
- 11.5. The CCDAC may seek volunteers to assist in fulfilling its mandate, provided that any expenditure can be accommodated within the approved annual CCDAC budget.
- 11.6. The City Staff Liaison role and Recording Secretary and staff reports shall be co-ordinated through the Community Social Development Department.

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

Prepared by:
Policy Planning
Child Care Development Advisory Committee
December 2005

**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.

Prepared by:
Policy Planning
Child Care Development Advisory Committee
December 2005