



Young Children And Their Families In the CRD

Contributions & Potential Areas of Action For Municipalities

*Prepared for PLAY and Success By 6
by Simon Rasmussen*

*University of Victoria
Department of Political Science*

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Executive Summary

This report was commissioned in September 2006 to examine municipal services in the Capital Region that may help or hinder early childhood development. It was also asked to provide contacts and access to key documents within each jurisdiction. (given the potential turnover of staff and changes in committee structures, time-sensitive information has been included as *Appendix I* at the end of this report) Since there are 13 municipalities in the study area, it was decided to narrow the scope of the report to a regional overview and a close examination of four key districts. These districts – Esquimalt, Langford, Saanich and Victoria – were chosen because of their potential, successes and challenges in support of early childhood.

Greater Victoria municipalities are slowly becoming aware of the role they can play in fostering early childhood development. Saanich and Victoria appear to be early childhood leaders in the Capital Region, whereas Langford and Esquimalt have the opportunity to enhance early childhood development as part of their focus on community and economic revitalization. In documents such as Official Community Plans, early childhood development is not recognized as a need unto itself. It is typically assumed to be part of general social development, and seldom referred to directly. While sometimes specified in recreation and social planning, early childhood development (ECD) is also not a formal consideration in development planning. If ECD does factor in to a new development, it is usually in the context of community wellness.

Most municipalities also lack a detailed early childhood policy, as is often seen in policy regarding seniors. However, municipalities are actively taking on quality-of-life issues through recreation and community support programs, planning directives, and the

support of agencies and groups working within their boundaries. Nonetheless, some by-laws and policies in several different areas could be improved.

Municipalities also have the potential to create childcare space through development cost charges and building requirements. Victoria, for example, requires that new developments include public space on the first floor. While this is often used for commercial purposes, it could easily be used to create childcare facilities in places where parents work. The next step would be finding a partner organization to operate the care facility, preferably if the municipality were to assist them in reducing rental costs and taxes. If this proves successful, it may be possible to eventually persuade municipalities to provide direct funding for childcare centres.

Early childhood advocates have many opportunities to affect change on a local level. Building relationships with mayors, councillors and staff is paramount. There are also many opportunities to sit on municipal committees and other policy development forums. Regardless of the approach, it is important to remember that, as with any level of government, immediate needs often take precedence over long-term goals. Thus, it is vital to show what ECD means to a community by connecting it to their prominent issues of the day (crime, poverty, active living, etc.) within a given community.

With the information presented in this report, it is hoped that ECD advocates may gain a greater understanding of how to work with municipal government, and to engage them as active participants in support of early childhood.

Table of Contents

Executive Summary	i
Acknowledgements	iv
Introduction	6
Common Municipal Terminology	7
Local and Regional Government Responsibilities	8
Municipal Summaries	
Capital Regional District (CRD)	10
Non-CRD Inter-municipal Services	13
Esquimalt	14
Langford	18
Saanich	23
Victoria	28
Working with Local Government	32
Case Study: View Royal Preschool	37
Conclusion and Recommendations	39
Appendix I: Key contacts as of December 2006	43
Appendix II: Early Childhood in the Lower Mainland	47
Appendix III: Local Government Relationships Chart	48
Appendix IV: ECD Checklist for Municipalities	49
Appendix V: Cabinet submission sample	51
Appendix VI: Surrey/White Rock Early Childhood Officer	54

Acknowledgements

Much of the research for this report was conducted by interviews with municipal officials and ECD advocates. I would like to thank them for their valuable assistance and input.

Advocates

Diana Bosworth	Esquimalt Neighbourhood House
David Cubberley	MLA, Saanich South/Education and Early Learning Critic
Colleen Hobson	Saanich Neighbourhood Place
Carole James	MLA, Victoria-Beacon Hill/Leader, NDP Opposition
Heather Peeters	View Royal Preschool

Township of Esquimalt

Mike Dillistone	Director of Development and Engineering Services
Jane Sterk	Councillor

District of Langford

Emilie Adin	Deputy City Planner
Jessica Lam	Planning Technician

District of Saanich

Judy Brownoff	Councillor
Neil Findlow	Supervisor of Local Area Planning
Carole Ireland	Manager of Community Services
Steve Meikle	Community Programmer
Anne Topp	Manager of Community Planning

City of Surrey

Penny Coates	Early Childhood Development, Learning and Care
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City of Vancouver

Sheila Davidson	Former Child and Youth Advocate
Lynne Swanick	Social Planner
Carol Ann Young	Child Development Coordinator

City of Victoria

Sandy Clarke	Manager, Program Services, Recreation Services
Gary Darrah	Manager, Park Development
Dean Fortin	Councillor
Stan Schopp	Manager, Development and Regulatory Services

Introduction

Although planning methods continue to incorporate more social considerations, municipal action specifically for young children ages 0 to 6 varies greatly. Larger centres in the lower mainland set a positive standard, but their Greater Victoria counterparts are a few steps behind. With comparatively smaller populations ranging from 1,600 to 100,000 people, the need for local municipalities to distinguish early childhood from other social concerns has been minimal.

Many lessons on ECD policy in the lower mainland could easily translate to Greater Victoria. (*see Appendix II*) Copying the success of the mainland model, however, faces some obstacles. Councils are often occupied by more immediate concerns, such as Victoria's affordable housing shortage and Esquimalt's need for community and economic revitalization. Despite these problems, there is progress to report in programs and policies from our local governments. Most importantly, there are unique and exciting opportunities for change in which you can make a difference.

This report focuses on the progress of early childhood development initiatives in Saanich, Victoria, Esquimalt and Langford. It examines the by-laws, policies and programs of each that may help or hinder ECD. It also offers recommendations for action that take advantage of existing policy initiatives. Research comes from reviews of municipal documents, conversations with staff and councillors, and interviews with members of the community who are advocates for early childhood initiatives.

NB: all web addresses current as of December 2006

Common Municipal Terminology

Clerk/Corporate Services/Legislative Services

Coordinates the business of council; advises on procedural matters; manages elections.

Electoral Area/Unincorporated Area

A non-municipal area such as East Sooke; elects a director to the CRD board.

General Plan

A detailed vision statement to guide council and staff in their decision making process.

Local Area Plan (LAP)

Expands on the General Plan with provisions for a specific area or neighbourhood.

Official Community Plan (OCP)

The “constitution” of a municipality; includes Zoning Bylaw, Local Area Plans, etc.

Strategic Plan

Long term plan of the municipal government’s priorities for self-improvement.

Zoning Bylaw

A comprehensive document that, in the case of Saanich, “*divides the municipality into zones and regulates the use and density of structures; and the shape, dimensions, and area of parcels that may be created by subdivision.*”

Local and Regional Government Responsibilities

What does local government do?

Municipalities are created by provincial legislation, and governed by a mayor and between four and ten councilors, elected every three years. Provincial law states that a municipal council must “consider the well-being and interests of the municipality and its community” in its deliberations.

Municipalities are charged primarily with managing local land use and development, but also provide a number of other services such as:

- Police and fire protection
- Public works (roads, street sweeping, leaf removal)
- Local recreation facilities and programs
- Local parks
- Building inspection
- Noise and nuisances (dogs, fireworks, etc.)

Regional Districts

Establishing by the province, these entities are governed by a board of mayors and councillors from member municipalities, and elected directors from outlying unincorporated areas. In lower Vancouver Island, we fall under the **Capital Regional District** (CRD). To quote the CRD’s website, regional districts provide services that “clearly cannot be readily undertaken by municipalities acting individually for reasons of economy, effectiveness, practicality and uniformity.” These services include:

- Operating over 1200 affordable housing units
- Municipal finance
- Health facilities planning
- Environmental waste management (sewage, the Hartland Landfill, etc)
- Regional recreation, parks and leisure services
- Water supply
- Regional growth and transportation planning
- 9-1-1 emergency response

Appendix III contains a chart that shows the relationship between the municipal and regional governments.

Capital Regional District (CRD)

625 Fisgard St.
Victoria, BC V8W 1R7
(250) 360-3000

<http://www.crd.bc.ca/emails.htm>

Introduction

Vision Statement (*from Esquimalt OCP, pg 1*)

“The Capital Regional District serves the citizens by providing and coordinating selected high quality local, regional and municipal services for the citizens of the municipalities and electoral areas of the Capital Region.”

Website: www.crd.bc.ca

The CRD maintains an excellent, easy-to-navigate website with extensive information on its services, structure and ongoing community projects.

GIS Map: <http://crd.bc.ca/es/natatlas/index.htm>

This map serves as a Natural Areas Atlas for the Capital Region. It is very detailed, with many layers and aerial photo overlays, but is presently meant only for environmental and land use information. The existence of the geographic data, however, may provide opportunities for different kinds of GIS references.

Addressing the Board: <http://www.crd.bc.ca/board/addressing/index.htm>

Board and Committee Meetings

CRD Board: http://www.crd.bc.ca/agendas/capitalregionaldistr_/index.htm

Development and Planning Advisory Committee: *forum for planners from the CRD's member municipalities to share and establish common goals*

Housing Corp: http://www.crd.bc.ca/agendas/capitalregionhousing_/index.htm

Parks: http://www.crd.bc.ca/agendas/parkscommittee_/index.htm

Regional Planning: http://www.crd.bc.ca/agendas/planningandprotectiv_/index.htm

Joining a committee: CRD committees do not have seats for members of the public

Projects

Capital Region Housing Corporation <http://crd.bc.ca/housing/index.htm>

Builds and manages housing for low and moderate-income families, special needs individuals and seniors. Works closely with other non-profit housing services and community groups.

Success stories

- Operates over 1200 housing units through the region
- Allocated by need, not by waiting list

Areas for action

- Approximately 4x as many applicants as they are annual vacancies

Capital Urban Poverty Project <http://crd.bc.ca/poverty/project.htm>

Provides data on poverty and income in the CRD to organizations working to alleviate it.

Development <http://crd.bc.ca/regionalplanning/growth/index.htm>

Governed by the Regional Growth Strategy since 2003. The first review will happen in 2008, then every five years following.

Parks <http://crd.bc.ca/parks/index.htm>

Success stories

- Extensive parks and trail systems, most with all-ages access

Non-CRD Inter-Municipal Services

Greater Victoria Public Library

The GVPL has 8 branches across the CRD, loaning out close to 5 million items a year to residents of Central Saanich, Saanich, Highlands, Victoria, Oak Bay, Esquimalt, View Royal, Colwood, Langford and Metchosin.

The board of directors is made up of municipal councillors, and citizens appointed by the councils, from the districts served by the GVLP. Anyone interested in serving on the library's board should contact the clerk's office in their respective municipalities.

A detailed description of the library's children's programs can be found at http://www.gvpl.victoria.bc.ca/kids_and_teens/kids/.

LIFE Program

"Leisure Involvement For Everyone" - created for low-income families to participate in some recreation programs, such as free swims.

Success stories

- Operated by individual municipalities, and by CRD directly for Sooke and the unincorporated electoral areas (East Sooke, Willis Point, etc.)

Areas for action

- Expanding L.I.F.E. program to include more services
- Statistics on the program not always presented to councils

Township of Esquimalt

1229 Esquimalt Rd
Victoria, BC V9A 3P1
(250) 414-7100

<http://www.esquimalt.ca/Main/contact.htm>

Introduction

Vision Statement *(from Esquimalt OCP, pg 1)*

“Esquimalt is a diverse community, a desirable place to live and an integral member of a larger region. We encourage meaningful community participation and consultation to provide open and responsible decision-making. We enhance responsible economic opportunities and embrace sports, recreation, the arts and the west coast lifestyle. As we achieve the vision, we enhance our quality of life; enjoy health and safety; build upon our cultural heritage; revitalize our community; protect our natural environment and foster our diversity.”

Community Priorities

Esquimalt is very dependent on the military as its major employer - a dependence that is becoming more apparent with the gradual closure of Work Point Barracks. A spike in low-quality housing due to rising costs throughout the region, combined with an aging population and policing challenges, have spurred the community to rally to improve their social and economic situation. Community and economic revitalization are the dominant priorities of the council and community groups.

Website: <http://www.esquimalt.ca/>

GIS Map: *None.*

Addressing council: <http://www.esquimalt.ca/administration/index.htm#1>

Council and Committee Meetings

Advisory Planning: http://esquimalt.ca/inside_townhall/committees/index.htm#1

Council: http://esquimalt.ca/inside_townhall/mayor_council_faq.htm

Parks and Rec: http://esquimalt.ca/inside_townhall/committees/index.htm#4

Joining a committee: http://esquimalt.ca/inside_townhall/committees/index.htm

Projects

Community Hubs

Success stories

- Shared use agreement with Lécole Victor-Brodeur
- Ongoing financial support to Esquimalt Neighbourhood House
- Programs for young children and parents to meet and interact, arts and crafts, dance, etc. (*see current Active Living Guide, “Programs for Pre-Schoolers”*)

Development

OCP (draft stage): http://www.esquimalt.ca/bus_development/community_plan.htm

Success stories

- Striving for “a fully contained community”
- CRD Housing Trust helps support creating of below-market housing
- Working to redevelop downtown core for mixed use, incorporating space for business, housing, the arts
- Desire within planning department to foster sustainability; open to all good ideas, even if they’re not in the community plan
- Secondary suite policy in the works; would allow and regulate these suites, creating more housing
- 5% parkland dedication created at the time of subdivisions, as required by the province, or divert money to boost neglected parks

Areas for action

- Neighbourhood House has faced challenges convincing council that it has a role to play in ECD
- Success limited to small grants and such things as support for better crosswalks
- Improve trail linkages and public access along railway corridor
- Provide higher quality rental housing for low-income families (currently Esquimalt has the highest rental rate in the CRD)
- Minimal development and investment makes it difficult to put many requirements on developers, eg. daycare space

- Infrastructure must be kept up to date as the community grows

Preschools/Childcare

The Zoning Bylaw allows preschools in public/institutional (P1) zones, labelled a “group children’s day care centre.”

Success stories

- Minimal zoning requirements for P1 facilities

Areas for action

- No ECD strategy on the table
- Preschools can only be established in public/institutional zones (P1)

Recreation

Planning is conducted by council during its annual priority sessions (which coincide with the budget) and by the Parks and Recreation Commission.

Success stories

- Extensive array of programs and services primarily at Archie Browning Centre
- Support for L.I.F.E. program maintained through cost recovery from adult programs and food services

Areas for action

- Only two municipal parks with playground equipment for young children (Esquimalt Gorge Park, Memorial Park)

City of Langford

2nd Floor, 877 Goldstream Ave.
Langford, BC V9B 2X8

<http://www.district.langford.bc.ca/contacts.asp>

Introduction

Vision Statement *(from Langford OCP, Sect. 2.0)*

- “1. To maintain the housing choices, green spaces, and employment opportunities which are highly valued by its residents, and to maintain these characteristics as much as possible as the community grows.
2. To place considerable emphasis on creation of a cohesive town centre to provide Langford with a central focus and to enhance its role in the region. The town centre will recognize areas for pedestrian focus as well as commercial districts which provide convenient vehicular access.
3. To establish a strong system of community services, parks and recreation facilities which can reasonably be provided within the financial means of the municipality.
4. To provide suitable land areas for commercial and business activities to provide local job opportunities and strengthen the municipal tax base.
5. To give appropriate consideration to innovative housing options as a way of accommodating a variety of housing needs, incomes, and lifestyles.
6. To reinforce and enhance the recreational and environmental value of treed areas, lakes, streams, and open space systems, to both link and define neighbourhood areas.”

Community Priorities

While the rest of the CRD copes with school closures and aging populations, Langford is experiencing rapid growth. As one of the few municipalities with room to expand, it is becoming a magnet for young families looking to buy their first home, and a major draw for new employers to the region, such as the big box stores. Langford's biggest challenge is to maintain a human focus in its planning while the makeup of the community is still changing. Otherwise a great opportunity to make positive commitments to young children and general livability will be lost. Fortunately, Langford is aware of these challenges and, while gradual, it is working to keep up with its own growth. As big box stores multiply, it must also ensure a supply of jobs that pay living wages, rather than just entry-level salaries.

Website: <http://www.cityoflangford.ca>

GIS Map: *None.*

Addressing council: Contact adminassist@cityoflangford.ca

Council and Committee Meetings

Affordable Housing: <http://www.district.langford.bc.ca/newsarticle.asp?TopicID=55>

Council: <http://www.district.langford.bc.ca/newsarticle.asp?TopicID=55>

Parks and Recreation: <http://www.district.langford.bc.ca/newsarticle.asp?TopicID=55>

Planning and Zoning: <http://www.district.langford.bc.ca/newsarticle.asp?TopicID=55>

Joining a committee: Contact adminassist@cityoflangford.ca

Projects

Community Hubs

Success stories

- Juan de Fuca Parks and Recreation (*see “Recreation” below for more information*) operates a number of community events such as the Hallowe’en Howl and Charlie Brown Christmas Tree
- Centennial Park Recreation Centre (run by JDF Parks and Rec) offers programs for children, teens and adults

Areas for action

- Heavy reliance on community centres in neighbouring Colwood
- Eagle Ridge Community Centre is well established but almost exclusively caters to youth and adult sports interests – expand its uses?

Development

OCP (currently under review): <http://www.cityoflangford.ca/documents/bylaws/OCP.pdf>

Zoning: http://www.cityoflangford.ca/documents/bylaws/Zoning_Bylaw_300.pdf

Success stories

- Developments of ten or more housing units must provide one unit of affordable housing, per ten units
- For any less than ten units, the develop must provide \$2000 per lot towards the city park fund

- Affordable units are made available to qualified purchasers for a maximum price of \$150,000
- Langford’s Affordable Housing Policy won an honour mention at the 2005 Awards for Excellence in Planning (*Planning Institute of British Columbia*)

Areas for action

- No ECD strategy in place
- Continue working towards adequate mix of residential and commercial for ease of access
- Pedestrian friendly areas are concentrated largely along Goldstream Ave, while surrounding areas with big-box stores are designed largely with vehicle traffic in mind

Preschools/Childcare

Classified as a “family day care” home business.

Areas for action

- Council is considering an amendment to the zoning by-law that would effectively reduce the number of children permitted in a childcare facility

Recreation

There is no official parks or recreation department. Major planning is managed by Juan de Fuca Parks and Recreation, serving Colwood, Langford, Metchosin, Highlands, View Royal and the Juan de Fuca Electoral Area. The West Shore Parks and Recreation Society board, composed of members of each jurisdiction, governs JDF Parks and Rec.

A Langford engineering staff member, who works closely with the planning department, manages planning for parks. Langford's Parks Master Plan is currently under review.

See www.jdfrecreation.com for more information.

Success stories

- Extensive network of accessible parks and award-winning trails in natural areas
- Langford's proximity to Colwood, where the bulk of JDF Parks and Rec's facilities are located, means it has convenient access to all its programs
- Centennial Park Recreation Centre (run by JDF Parks and Rec) offers programs for children, teens and adults
- JDF offers programs for children as young as 18 months, including birthday programs, play groups, arts and crafts, make-believe and dress-up events, music, dance and gymnastics

Areas for action

- Only one recreation facility (Centennial Park) has programs catering to young children and families
- Langford's emphasis appears to be almost exclusively on competitive sports for school-age children and adults

District of Saanich

770 Vernon Ave
Victoria, BC V8X 2W7
(250) 475-1775

<http://saanich.ca/contact.html>

Introduction

Vision Statement *(from Strategic Plan 2006-2010)*

“The mission of the District of Saanich is to enhance the quality of life for citizens, visitors and future generations in our municipality and the region. We strive to live in harmony with each other and our environment and further our citizens’ economic, physical and social well being.”

Community Priorities

The largest municipality on Vancouver Island, Saanich marked its 100th birthday in 2006. Successive councils have maintained a tight leash on development, and its Urban Containment Boundary preserves the large northwest corner of the district as a rural landscape. Saanich is among the leaders in modern planning, and recognizes that it cannot continue to build large single-family lots. Its biggest challenge is to provide affordable housing in a skyrocketing real estate market, thereby keeping families in the community.

Website: www.saanich.ca

A thorough overview of the district’s services, updated regularly.

GIS Map: <http://saanich.ca/resident/gis/index.html>

Similar to the CRD's GIS map, but focused more on land management. Also provides current assessed value of individual properties, which could be useful for determining housing affordability.

Addressing council: <http://saanich.ca/municipal/clerks/procedures.html>

Council and Committee Meetings

Committees: <http://saanich.ca/municipal/clerks/boards/committees.html>

Council: <http://saanich.ca/municipal/clerks/agendamin.html>

Healthy Saanich: <http://saanich.ca/municipal/clerks/boards/hsac.html>

Parks & Rec: <http://saanich.ca/municipal/clerks/boards/ptrc.html>

Joining a committee:

Projects

Community Hubs

Success stories

- Shared use arrangement with School District 63 (Saanich) for use of school facilities for community programs
- Saanich Neighbourhood Place receives space rent and maintenance free in Pearkes Rec Centre

- Programs for young children and parents to meet and interact, learn baby sign language, arts and crafts, and a combined baby games/parent education course with special focus on language development activities. (*see current Active Living Guide, “Parents and Tots”*)

Development

OCP (under review 2006-2008): <http://saanich.ca/business/development/plan/ocp.html>

Additional info: <http://saanich.ca/business/development/actionplans/actionplans.html>

Success stories

- “airspace subdivisions” allow each level of a building to have a different zoning designation, thereby increasing housing opportunities
- push to establish housing in the redevelopment of Town and Country Shopping Centre
- 5% parkland dedication created at the time of subdivisions, as required by the province

“Require 5% parkland dedication at the time of subdivision where;

- a) land is indicated for park use in a local area plan, or*
- b) land is adjacent to an existing park and will improve the configuration or

 - i. function of the park, or**
- c) the Park Priority Study indicates a high priority for acquisition of parkland

 - i. within the local area.”**

Areas for action

- Loss of families due to increasing housing costs; by 2010, 1 in 5 residents of Saanich will be over 65
- Create living space above recreation facilities?

Preschools/Childcare

The zoning and capacity of childcare space fall under the Zoning Bylaw, where it is classified as a “home occupation”. Like other home-based businesses, on-site advertising of the facility is restricted. [*Saanich Zoning Bylaw 8200, Sect. 5.6(b)*]

Success stories

- Saanich offers some preschool programs in its *Active Living Guide*
- Childcare space in private residences is permitted in most zoning areas. Such a facility must be operated by the owner of the residence
- Saanich is an active member of the PLAY coalition (www.playvictoria.org)

Areas for action

- No ECD strategy on the table
- Childcare in a single-family dwelling is limited to 5 children, including any children of the caregiver

[Saanich Zoning Bylaw 8200, Sect. 5.5(g)]

- Childcare in a multi-family dwelling is limited to 8 children

[Saanich Zoning Bylaw 8200, Sect. 5.6(b)(ii)]

Recreation

Planning is developed through data collected from community surveys (conducted every two years), informal community input to Community Services staff, and advice from the Healthy Saanich Advisory Committee.

Success stories

- Extensive array of programs and services through recreation centres across the municipality
- Council committed to upgrading or replacing two playground facilities per year

Areas for action

- High cost limits the number of annual playground upgrades

City of Victoria

#1 Centennial Square
Victoria, BC V8W 1P6
(250) 385-5711

<http://victoria.ca/cityhall/directory.shtml>

Introduction

Vision Statement *(from 2004 Corporate Strategic Plan)*

“To be the most liveable city in Canada *[and]* to be exceptional stewards of our cultural and environmental assets and leaders in enhancing the social and economic vitality of our region.”

Community Priorities

Victoria is an expensive city in which to live. Two-thirds of Victorians rent their homes, and those who buy see housing prices rising regularly. As the core of the Capital Region, it often faces crime problems imported by residents of other districts. The city’s biggest challenges are a rapidly growing homeless population and providing services to economically disparate neighbourhoods.

Website: www.victoria.ca

The city maintains a very comprehensive homepage, with additional information on neighbourhood associations.

GIS Map

As of December 2006, a GIS map is in development. For updates on its progress, visit

http://www.victoria.ca/cityhall/departments_plnsur.shtml.

Addressing Council: <http://www.victoria.ca/cityhall/meetings.shtml>

While council meets in the evenings, the committee of the whole, where many key decisions are debated, usually occurs in the mornings.

Council and Committee Meetings

Council: http://www.victoria.ca/contentmanager/cgi/agenda_order.asp?type=Council

Committees: <http://www.victoria.ca/cityhall/boards.shtml>

Joining a committee:

Projects

Community Hubs

Success stories

- Numerous community centres operating with support from the city
<http://www.victoria.ca/residents/community.shtml>
- Community Hot Lunch, Family Dinner Drop-In, Playgroup/Father-Tot Drop-In, and other drop-in programs to assist families and caregivers

(see current Active Living Guide, “Preschool Programs”)

Areas for action

- No shared-use agreement with School District 61

Development

Planning documents: http://www.victoria.ca/cityhall/plnpln_downtown_support.shtml

Success stories

- Victoria Urban Development Agreement with province and federal government; improve housing options, increase public health and safety, make the city greener
<http://www.victoriaagreement.ca/en/index.php>
- “bonus density” requirement creates public spaces in new developments
- new building across from YMCA will include free rent for child care space, to be operated by the YMCA
- development cost charges recouped from developers used establish new park space
- although cost charges tend to be passed on to homebuyers, the revenue from them can be directed into affordable housing

Areas for action

- City-piloted care initiatives for its own employees would set a standard for the community
- Interest in creating child-friendly spaces and play areas in the downtown core
- Housing costs increasing due to influx of residents who created wealth elsewhere (retirees, etc.), thus challenging to recoup adequate tax revenue since they do not participate in the city’s economy as much as others

Preschools/Childcare

An official ECD policy is in development, but has remained in the committee stage for some time due to recent calls for action on affordable housing and homelessness.

Success stories

- Childcare regulations similar to those of Saanich

Areas for action

- Limitations similar to those of Saanich

Recreation

Planning is developed through data collected from community surveys (conducted every two years), informal community input to Parks and Rec staff, and advice from numerous council committees.

Success stories

- Variety of programs available (*see current Active Living Guide, “Preschool Programs”*)
- Reorienting recreation and community services to more local facilities
http://www.victoria.ca/cityhall/currentprojects_recreation.shtml
- Council committed to upgrading or replacing two or three playground facilities per year

Areas for action

- High cost limits the number of annual playground upgrades

Working with Local Government

Before you Start

1. Stay in the loop

Every week, councils post their agendas in the Times Colonist and on their websites.

Look at them through an early childhood “lens” and see what you can offer.

2. Jump on the bandwagon

Being a broad, long-term policy objective, early childhood development can easily be sidelined by more immediate concerns. Get back on the agenda - know what these concerns are and make your issues relate to them.

<u>District</u>	<u>Issue</u>	<u>ECD Link</u>
Esquimalt	Strong desire to revitalize the community.	Give examples of how ECD is an integral part of the wellbeing of any community.
Langford	Rapidly growing population and economy	Give examples of how ECD and economic development relate. Show what a great opportunity Langford has to plan for ECD while the community’s groundwork is being laid.

How to Get Involved

1. Who to talk to?

Given the broad agenda of any council or department, isolating the right person or committee is essential. Ask a councillor or the clerk’s office what committees of council have open seats – you might even be able to sit on one of them. If your focus is on a

specific department, make sure the person you speak with has the authority to act and disperse your information to the right people. You may find a great advocate in a more junior official, but they probably don't carry the same influence as a department head.

2. Address a council meeting

Be it for a new recreation centre, a development proposal, a playground by-law or the Official Community Plan, councils need to hear from the public. As procedures vary slightly, web links have been provided in the Municipal Summary sections that explain the different ways you can speak at a council meeting.

3. Write a letter

As many people write to council, it can sometimes be better to directly contact a municipal department and address the person in charge of your area of interest. If you write to a staff member, though, be sure to send a copy of your letter to council. The more people that know and can affect change, the better.

When to approach council

Speaking with council members can potentially benefit from strategic timing. Municipal councils are elected every three years at the beginning of November, with the next election being in November 2008. The first year for new councillors is largely spent getting to know the stakeholders and issues in the community. Year two tends to be the action year of implementing changes, and

year three, as the re-election year, can often be a time to show off accomplishments.

4. Join a committee

Committees are composed of councillors and members of the public. If you want to actively be involved in policy development, joining a committee is an excellent way to affect change. To join, you must apply to and be approved by the municipal council. See the Municipal Summaries section for each municipality's procedures and list of committees.

5. Adopt an advocate

The right person in the right role can make a huge difference. If you find that person, try to "embed" them in your world. Get to know them, invite them to meetings, build relationships and convert them to the cause. Program coordinators, and councillors that sit on or chair committees, are particularly useful allies.

6. Don't forget the CRD!

If you want to speak with a group of politicians from all across the region, this is your forum.

When You Meet...

1. Know what you want

Councillors and staff want specific requests for action. Give them tangible proposals, and steer clear of overly general statements that don't have an obvious end product.

2. Cheat sheets = good

A simple checklist, showing what a municipality is doing and what it could improve, makes absorbing details much easier. Councillors in particular will appreciate it. A sample checklist can be found in *Appendix IV*.

Another tool for councillors, a Cabinet Submission Sample, can be found in *Appendix V*. While this is meant for presentations to provincial and federal cabinets, the premise of it translates well for a briefing on early childhood. It can be used for public distribution, or as a framework for keeping your presentation brief yet comprehensive.

3. Keep it brief and “human”

You are one of a hundred people competing for the attention of a municipality this week. If your pitch is a dry, stats-filled lecture, you’ll lose your audience before you can even get your point across. Instead, show what ECD means to *their* neighbours, *their* kids, *their* grandkids. If you must use statistics or figures, keep them extraordinarily brief and make them matter.

4. Show it can work

Reinforce your proposals with evidence of success from other jurisdictions, preferably local ones. Comparing Saanich to Esquimalt is much more effective and meaningful than comparing Toronto to Esquimalt.

5. It's not always about money

It will likely be assumed that your request requires money. If it's not the case, make that clear and explain why. Regardless, if you can, play up your community connections and show how the municipality can be a partner in your work instead of the sole instigator.

6. Keep it cordial

Suppress the urge to berate your local politician/civil servant. Even if you feel there has been deliberate inaction on their part, keep the tone free of confrontation. Remember, you're trying to win over a potential advocate. As well, the wheels of progress move slowly and there may be more in the works than you realize.

Case Study: View Royal Preschool

View Royal Preschool is operated by long-time childcare advocate Heather Peeters, and is located in the View Royal community hall directly across from the main fire hall. It serves approximately 80 children during the course of a typical year. Like many others in the CRD, View Royal Preschool is classified as a business without particular distinction from other kinds of businesses. And like other childcare centres, it faces challenges from the lack of recognition of its distinctive role in the community.

When View Royal Preschool first applied for a business licence, its new home in the community hall received a good inspection report from the municipal government. However, at the last minute, the town decided they had misread the regulations and denied the licence application. Ms. Peeters, after considerable effort and notice of potential legal action, was able to convince View Royal that it had not been in error, and her licence was granted.

In her dealings with the Town of View Royal, the staff of the fire hall has been very good to the preschool. In every other case, however, Ms. Peeters' central challenge has been a lack of communication from the town's government. Despite the unique situation her business faces caring for young children, the town has rarely notified her of any event that might impact her. She is constantly forced to solicit information and attend council meetings just to anticipate issues that may affect the preschool.

For example, the town raised her business licence by 250% with no advanced warning. Tree cutting and road work have completely blocked the preschool's driveway at key pickup and arrival times, a situation only resolved when she intervened directly

with the contractors. She was also never told about an upgrade to the sewer system, and suddenly discovered she had to pay because of sharing the utilities for the community centre. At one point, an emergency response team conducted a raid on a house directly across the street, and in plain view of the preschool. Ms. Peeters would have preferred to somehow be notified in advance so she could close curtains and keep the children from witnessing what could have been a violent police situation. Unfortunately this did not happen.

Ms. Peeters has also discovered that since the preschool is in the community hall, it would become an emergency centre if a disaster occurred. However, the municipality has never given her any indication of what she, as a tenant, is supposed to do in that situation. This presents additional challenges, as her primary responsibility in an emergency is to protect the children that attend her preschool. Yet there has been no direction from the town on how she would suddenly accommodate an influx of people seeking shelter or help.

Conclusion and Recommendations

As much as there is awareness and action on the part of some municipalities, the needs of early childhood are seldom directly addressed. Advocacy and relationship building with decision makers will always have the biggest impact, but knowing what to ask for is paramount before doing so.

Incorporating ECD into broader planning

The incorporation of early childhood awareness into planning documents begins at the council committee level. Staff members from many departments are already doing a great deal in active living programs, parks and streetscape designs, but their direction ultimately comes from the elected level. As a speaker or as an active member, participation in a committee is where early childhood can be explored and integrated into the municipal priorities of the day. It is more direct than appealing to the council as a whole because a committee has a narrower focus and much less on their agenda. The conclusions reached can then be presented to the whole council with the authority of the committee behind them.

Creating more childcare space

The second component in improving ECD is getting local governments to support the creation of childcare space. After two decades of fiscal and jurisdictional offloading from the province, municipalities run on tight budgets. However, there is something they can do to create childcare space that costs them nothing and builds excellent community partnerships. In fact, some municipalities are already doing what is needed – they just

need to broaden the scope of their programs. This tool for success is known as a development cost charge.

Municipalities impose these charges to ensure that any new development contributes to the community. They are often actual fees attached to a development permit, but can also be in the form of services provided, such as the creation of parks or public space. For example, the first floor of the new CRD headquarters on Fisgard Street currently houses La Collina Bakery, and the first floor of the Langford city hall is home to several businesses. While these may be commercial ventures, local governments have leverage to enforce the creation of public space for the community's use.

In Victoria, a new project soon to be built across from the YMCA on Broughton Street will contain space for a childcare facility. Once it is completed, the Y will take charge of the space and operate the childcare program. This partnership is a perfect model for future developments. The city, being on a tight budget, can require the developer to create public space, rather than paying for it themselves. Then, a non-profit community partner, with city support through grants, tax breaks or the waiving of rental fees (as is the case with Saanich Neighbourhood House) can run the childcare program. The non-profit group gains financial incentives and rental security, the city gains a partner that has a vested interest in the community's wellbeing, and children can get care in places in or near where their parents work.

This form of community partnership already exists in Vancouver in an expanded fashion. Developers must create space that conforms to strict requirements, which the city then offers to non-profit groups. Today, Vancouver is actively funding and running some of the programs within these spaces. This might be a bit much to ask of a Greater

Victoria municipality from the start, but if the partnership method can be shown to succeed, direct financial support for childcare could be the next logical step.

There is no reason why any municipality in the CRD cannot use development cost charges for childcare space. Municipalities know that because land is at such a premium, they can ask more of developers in exchange for allowing them to build. Since this already exists in some fashion in the more robust municipalities of the CRD, it is only a matter of expanding the potential of development cost charges to benefit early childhood.

Recommendations for Action

Being an active participant in local politics requires extra awareness, but it also requires seeing opportunities. Once a week, the schedules of all municipal council meetings are posted in the Times Colonist. They are also available on municipal websites. Examine the proposals that involve new or existing developments. Is there a chance to include public or childcare space? Is it in a place where parents go to work or where young children live?

Get to know the department heads in parks, recreation and (social) planning. Sell them on ECD and find out what's on their agenda in the coming months. Perhaps there is an opportunity for consultation on a playground. Look in the Active Living Guides – see what's there and what isn't. Do you know someone who could run a program or create a new one? Recreation planners are always looking for people in the community to help expand the services they offer.

Lastly, join a committee of council. Contact the municipal clerk and find out about the application process. Some committees barely have enough people for a

quorum, so your presence and qualifications may be greatly appreciated. Now you can be a direct part of the policy process, and your recommendations will go directly to council for consideration with an authority that may be hard to match presenting as a private citizen.

While there is definitely progress to be made, there are examples of success from the Lower Mainland (*see Appendix II*) and initiatives happening right here that can be adapted to benefit young children and families. With awareness and involvement, advocates can play an active role in decision making, foster relationships with key players and bring them on board as partners. Keeping up with changes will be crucial, as elements of this report (particularly contacts and by-laws) will at some point no longer be accurate. However, it can be used as a living document and updated as required, continuing to be of use to future partners and advocates of early childhood.

Appendix I: Key Contacts as of December 2006

CRD

Board of Directors (2006-2007)

<i>Title</i>	<i>Name</i>	<i>Representing</i>	<i>Contact</i>
Chair	Denise Blackwell	Langford	478-7882
Mayor	Don Amos	Sidney	656-1139
Councillor	Susan Brice	Saanich	598-6209
Mayor	Mark Cardinal	Highlands	474-1773
Mayor	Christopher Causton	Oak Bay	598-3311
Mayor	Ted Daly	North Saanich	656-0781
Director	Susan Degryp	Southern Gulf Islands	629-6298
Councillor	Vic Derman	Saanich	479-0302
Mayor	Janet Evans	Sooke	642-1634
Councillor	Dean Fortin	Victoria	385-5711
Mayor	Graham Hill	View Royal	479-6800
Director	Gary Holman	Salt Spring Island	653-2075
Mayor	Frank Leonard	Saanich	475-5510
Mayor	Alan Lowe	Victoria	361-0200
Director	Erik Lund	Juan de Fuca	642-1500
Mayor	Jack Mar	Central Saanich	652-4444
Mayor	John Ranns	Metchosin	474-3167
Mayor	Jody Twa	Colwood	478-5541
Councillor	Leif Wergeland	Saanich	658-6558
Councillor	Geoff Young	Victoria	361-0220

Administration

Board Administration 360-3129

Capital Region Housing Corporation

Executive Director Henry Kamphof 388-6422

Parks

General Enquiries 478-3344

Regional Planning

Regional Growth Strategy 360-3160

Esquimalt

Mayor and Council (November 2005-November 2008)

<i>Title</i>	<i>Name</i>	<i>EDI Neighbourhood</i>	<i>Contact</i>
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Mayor	Chris Clement	<i>unavailable</i>	383-7587
Councillor	Hy Freedman	Esquimalt	386-8858
Councillor	Lynda Hundleby	Esquimalt	383-3759
Councillor	Basil Boulton	Saxe Point	384-0523
Councillor	Barbara Desjardins	Saxe Point	386-7927
Councillor	Don Linge	Esquimalt	920-3742
Councillor	Jane Sterk	Esquimalt	382-0603

Administration

Chief Administrator	Tom Day	414-7133
Clerk	Donna Dupas	414-7135
Mayor/Council	Donna Polak (secretary)	414-7101
Reception		414-7101

Development and Engineering Services

Director	Mike Dillistone	414-7146
Reception		414-7108

Parks and Recreation

Director	David Speed	412-8509
Reception		412-8500

Langford

Mayor and Council (November 2005-November 2008)

<u>Title</u>	<u>Name</u>	<u>Contact</u>
Mayor	Stewart Young	council@cityoflangford.ca
Councillor	Denise Blackwell	council@cityoflangford.ca
Councillor	John Goudy	council@cityoflangford.ca
Councillor	Matt Sahlstrom	council@cityoflangford.ca
Councillor	Lanny Seaton	council@cityoflangford.ca
Councillor	Winnie Sifert	council@cityoflangford.ca
Councillor	Lillian Szpak	council@cityoflangford.ca

Administration

Clerk-Administrator	Rob Buchan	478-7882
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Engineering

Parks Planner	Mark Verhagen	474-0068
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Juan de Fuca Parks and Recreation

Community Rec & Dev Mgr	Janet Barclay	474-8655
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Planning and Zoning

City Planner	Matthew Baldwin	474-6919
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Deputy Planner	Emilie K. Adin	474-6919
Planning Technician	Jessica Lam	474-6919

Saanich

Mayor and Council (November 2005-November 2008)

<u>Title</u>	<u>Name</u>	<u>EDI Neighbourhood</u>	<u>Contact</u>
Mayor	Frank Leonard	Carey-Glanford	475-5510
Councillor	Susan Brice	Cordova Bay	598-6209
Councillor	Judy Brownoff	Carey-Glanford	727-2008
Councillor	Vic Derman	High Quadra	479-0302
Councillor	Bob Gillespie	Cedar Hill-Swan Lake	658-0707
Councillor	Wayne Hunter	Cordova Bay	658-5882
Councillor	Jackie Ngai	Cedar Hill-Swan Lake	477-9899
Councillor	Vicki Sanders	Mount Tolmie	592-0865
Councillor	Leif Wergeland	Cordova Bay	658-6558

Administration

Administrator	Tim Wood	475-5555
Clerk	Carrie MacPhee	485-5494 ext. 3507

Parks and Recreation

Director	Ken Kreiger	475-5422
Community Services	Carole Ireland	475-5406

Planning

Director	Russ Fuoco	475-5472
Community Planning	Anne Topp	475-5494 ext. 3406

Victoria

Mayor and Council (November 2005-November 2008)

<u>Title</u>	<u>Name</u>	<u>EDI Neighbourhood</u>	<u>Contact</u>
Mayor	Alan Lowe	Fairfield	361-0200
Councillor	Sonya Chandler	Fernwood*	361-0216
Councillor	Chris Coleman	James Bay*	361-0223
Councillor	Dean Fortin	North Park-Blanshard*	361-0218
Councillor	Bea Holland	Fairfield*	361-0222
Councillor	Helen Hughes	Fernwood*	361-0217
Councillor	Pamela Madoff	Burnside/Downtown-Vic West*	361-0221
Councillor	Charlayne Thornton-Joe	Downtown-Vic West*	361-0219
Councillor	Geoff Young	Fairfield*	361-0220

* - represents part or all of this neighbourhood on behalf of council

Administration

City Manager	Paul Battershill	361-0202
Corporate Services	Stan Schopp	361-0241
Mayor	Alan Lowe	361-0200

Planning and Development

Director	Deborah Day	361-0511
Social Planning	Wendy Zink	361-0290

Parks, Recreation and Community Development

Director	Donna Atkinson	361-0355
Program & Rec Services	Sandy Clarke	361-0707

Appendix II: Early Childhood in the Lower Mainland

Vancouver

The City of Vancouver took the lead on early childhood development in 1990 with its *Civic Childcare Strategy*. Administered by the Social Planning Department, it recognizes the “critical shortage of affordable, licensed quality childcare... and insufficient access to quality early childhood programs.” The strategy asserts that childcare is a “standard community service”, provides capital programs to create non-profit childcare space, supports in the development and enhancement of programs, and provides advocacy directed at senior levels of government. (*also see <http://vancouver.ca/commsvcs/socialplanning/initiatives/childcare/index.htm>*)

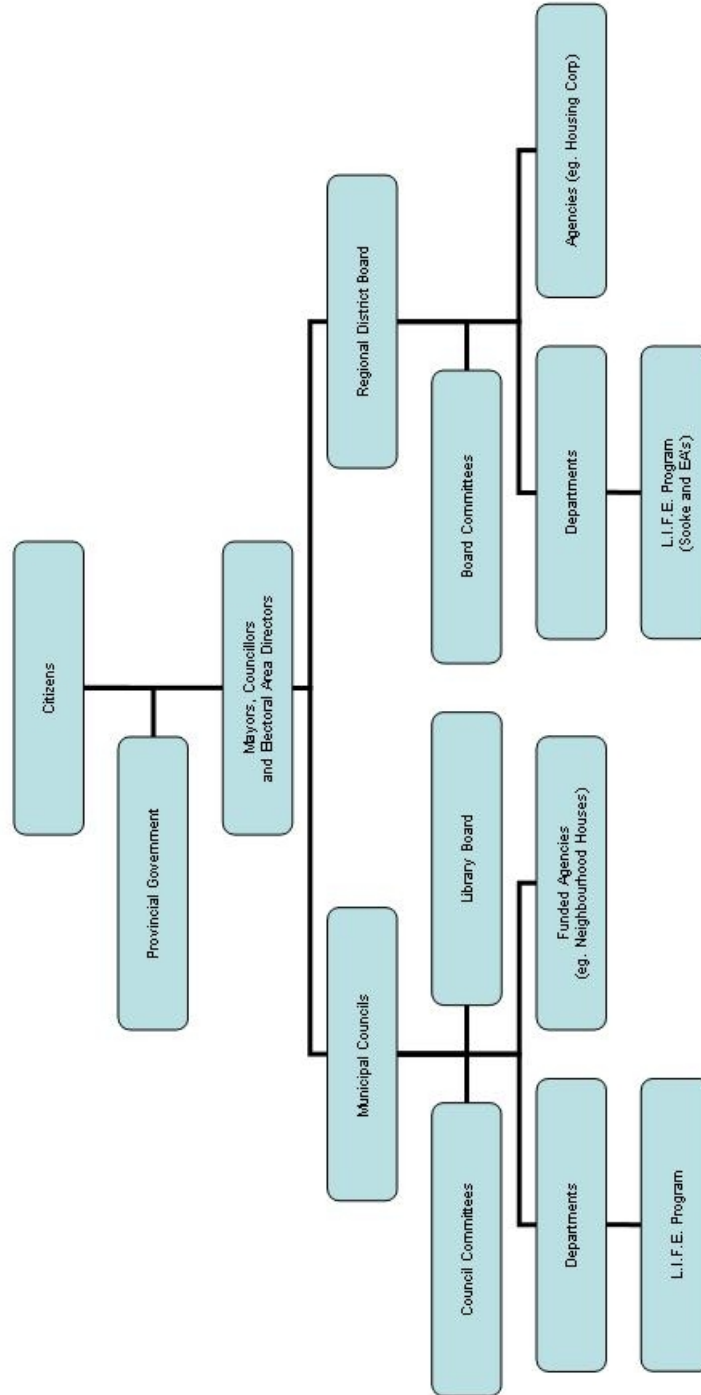
In 1993, Vancouver established childcare design guidelines, which apply to any new development that can incorporate childcare space. For a time, there was also a Child and Youth Advocate for the city who reported directly to Vancouver city council. However, this position was terminated by the current city council (2005-2008).

Surrey and White Rock

Surrey, White Rock and the Surrey School District created an early childhood office, based out of Surrey, which monitors, plans and encourages coordinated early childhood activities and programs within the area. This office is a result of shared funding between the Ministry of Children and Family Development, the Municipality and other key partners including education, and health. A complete description of the office can be found in *Appendix VI*.

Appendix III:

Local Government Relationships Chart



Appendix IV:

Early Childhood Development: A Checklist for Municipalities

The checklist, which begins on the following page, can be a valuable “cheat sheet” for councillors and municipal staff. Print it off as a handout when making presentations, or adapt it as you see fit.

Portions of the checklist were inspired by the work of the Surrey/White Rock Office of Early Childhood Development.

Early Childhood Development: A Checklist for Municipalities

A 1998 study by the University of Toronto estimates that for every \$1 spent on early learning and childcare, there is a \$2 social and economic benefit. Communities, provinces and the country as a whole gain much from this investment.

But it's not just about money. How we plan for growth and development is just as vital as planning for parks and recreation. As with youth and seniors, early childhood covers many policy areas. Below are a few things municipalities can do for children ages 0 to 6.

Does your community provide...

- Safe places to walk and move in busy areas?
- Safe places to play?
- Safe places for kids and parents to meet year round? (parks, community centres)
- Affordable homes for young families?
- Public space for community events?
- People-centric instead of car-centric planning?
- Easy access to public transit?
- Public washrooms with diaper-change stations and other amenities for children and parents?

Is childcare space...

- Located where parents work? (eg. commercial areas)
- A requirement in new commercial development?
- A priority in zoning by-laws?

Can young children...

- Actively participate in the cultural, educational, social and recreational life of the community?
- Interact with features of public and private space?
- Interact with public art?

Are there appropriate...

- Recreation services or programs for young children?
- Programs or services for parents of young children?
- Commitments in the Official Community Plan aimed at the early years?
- Partnerships with community groups that support young children? (eg. neighbourhood houses)
- Relationships between municipal staff or council and early childhood groups?

For more information, visit www.playvictoria.org.

Appendix V: Cabinet Submission Template

While designed for the provincial and federal cabinets, this template is well suited to any public official. It gives a quick set of briefing notes for those unfamiliar with an issue, and reduces the amount of personal investigation they will have to conduct to make a decision. Keep the length to, at the absolute maximum, three pages.

Title

Go for description over formality. It gets to the issue quicker and keeps the presentation more analytical.

Good title: "A request to incorporate early childhood development into the OCP"

Bad title: "Early Childhood Development: Promise of the Future, Hope For Civilization"

Objective(s)

A one-paragraph expansion of your title and what you generally want to accomplish. Pretend it's a fill-in-the-blank form rather than a research presentation, so no references or recommendations for now.

Summary

The Coles Notes history of the problem, ups and downs of what's been happening, and where you are now in a few paragraphs. Convey urgency if needed, but try to avoid sounding hyper-passionate. Go ahead and point out where the municipality has or hasn't acted, but try to keep the tone apolitical. Just state what's happened.

It's best to avoid including references - they come in the next part - but if you need them for context, keep it brief, eg. "But in 1999, Statistics Canada found that childhood poverty had only decreased marginally." And no recommendations yet - those come last.

Results of Consultation

Fire away with your references and sources in one or two paragraphs. Don't worry about being too academically specific - think of it as a paper without footnotes, endnotes or a bibliography.

Options

Doing nothing is as much a policy statement as doing something. The recipient needs to know what all the options are, not just the one you think is best. This is where you show you've examined a few choices, thus demonstrating why your recommendation is the way to go. But, steer clear of partisan or confrontational language.

Give the following three choices in this format (2-3 sentences per choice):

1. Do nothing. The council can continue with its current policy of *(insert detail here, eg. \$1200 annual help for daycare)*. This will *(explain problems with staying the course)*.
2. *(a second option - perhaps a previous policy or "conventional wisdom" that's actually counterproductive, and why this is so)*
3. *(the option you want). (why it works, and advantages over the other two options)*

Recommendations

Here's where you give the big sales pitch for why your recommendation is the best choice. These one or two paragraphs will form the basis for the recipient's decision. Be as specific as you like without going so far as to say "Sect. 47(b) of the following act should be rephrased as follows..."

Appendix VI:

Surrey/White Rock Early Childhood Officer

Originally produced in a Memorandum of Understanding between the Fraser Health Authority, the Ministry of Children and Family Development, School District 36 (Surrey), the City of Surrey and the United Way of the Lower Mainland.

Thanks to Penny Coates for supplying this information.

I. ESTABLISH AN OFFICE OF EARLY CHILDHOOD DEVELOPMENT, LEARNING AND CARE to be managed by a co-ordinator in accordance with policies and directions of a steering committee established by the Early Childhood Partners that will:

(A) Research/Planning:

- Monitor early childhood development (“ECD”) research, policy, and funding developments nationally, provincially, regionally and locally and update the Early Childhood Partners and members of the Surrey/White Rock Make Children First table as appropriate.
- Monitor emerging/changing ECD needs within Surrey/White Rock. Undertake additional local community research as required.
- In collaboration with the Early Childhood Partners and the Surrey/White Rock Make Children First members, develop and update local ECD policy, planning documents, including background statistics, an inventory of local ECD resources/assets, a gaps/duplication/access barrier analysis, and action plans as required.
- Develop discussion papers on local ECD issues as required.
- Ensure continued momentum around local ECD priorities and encourage innovative approaches and partnerships that further the Surrey/White Rock Make Children First vision and lead to cost effective improvements in service, accessibility, and positive child development outcomes.

(B) Capacity Building:

- Develop and maintain a positive working relationship with representatives from each of the Surrey/White Rock Make Children First organizations.

- Continue to build trust, collaboration, consensus and networking amongst Surrey/White Rock community organizations and public agencies that serve children 0-6 years old as part of their 'prevention' mandate.
- Communicate with other faith groups, businesses, service clubs and resident associations to promote awareness about the importance of ECD and the 'First Steps' priorities.
- Develop and maintain positive working relationships with local media, politicians, key policy makers, and community leaders, raising their awareness about the Surrey/White Rock Make Children First vision, local ECD priorities, new ECD developments and any action strategies undertaken by the Early Childhood Partners and the Surrey/White Rock Make Children First group.
- In collaboration with the Early Childhood Partners and the Surrey/White Rock Make Children First members, promote developmentally appropriate early childhood best practice.

(C) Co-ordination/Project Management:

- Oversee, manage, and carry out the affairs and activities of the Office of Early Childhood Development Learning and Care on behalf of the Early Childhood Partners.
- Develop and maintain a communication database to ensure effective communication mechanisms. Organize meetings as required. Draft and circulate minutes. Maintain records.
- Support the organizational structure of the Early Childhood Partner group and the Surrey/White Rock Make Children First and ensure working protocols especially in relationship to Surrey/White Rock Child and Youth Committee and the Early Childhood Partners. Provide support to task groups and sub-committees as required including the local Family Resource Program Network
- Provide facilitation, problem-solving and professional development support as required.
- Co-ordinate specific projects approved by a steering committee of the Early Childhood Partners.

(D) Resource Development:

- Develop and maintain positive working relationships with ECD funders, ensuring their awareness of local ECD priorities, any changing or emerging ECD needs and any new innovative work being undertaken by

the Early Childhood Partners and the Surrey/White Rock Make Children First members.

- Share information with the Early Childhood Partners and the Surrey/White Rock Make Children First members about new funding opportunities for priority areas and encourage and support agencies to work together to submit joint proposals.
- Support the Children First/Building Blocks funding allocation processes and work collaboratively with the MCFD ECD contract manager and the Surrey Community Services Manager to ensure effective use of the funds.
- Support the local planning for Success By 6® funding and work collaboratively with the Lower Mainland Success By 6® co-ordinator to ensure effective use of the funds

(E) External Relationships:

- Provide ongoing support to the ECD steering committee, and Early Childhood Partners activities as appropriate.
- Liaise with the South Fraser Aboriginal ECD Network as required.
- Participate in provincial Children First meetings.
- Act as the Surrey/White Rock representative on the Lower Mainland Success by 6 ECD Advisory Committee.
- Link with provincial ECD organizations like First Call ECD Roundtable, the provincial Success by 6 network, HELP, the Child Care Advocacy Forum, etc.

(F) Reporting/Accountability:

- Provide regular reports to the Early Childhood Partners and its steering committee.

II. MAKE ARRANGEMENTS WITH ONE OR MORE PARTNERS to provide for contractors, service providers and administrative facilities to support, manage and operate the Office of Early Childhood Development, Learning and Care, including a co-ordinator.